

Japan International Cooperation Agency (JICA)

**Special Assistance for Project Implementation
of
Human Resource Development
and
Social Infrastructure Improvement Project
in the Hashemite Kingdom of Jordan II
(L/A No.JO-P12 dated 14 August 2012)**

Final Report

March 2014

Oriental Consultants Co., Ltd.

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Location Map

Abbreviations

AB	Audit Bureau
CIF	Carriage and insurance paid to
CIP	Cost, insurance and freight
EA	Executing Agency
EC	Eligible Cost
FY	Fiscal Year
GBD	General Budget Department
GSD	General Supplies Department
GTD	Government Tenders Department
HCD	Higher Council for the Affairs of Persons with Disabilities
HQ	Headquarters
IA	Implementing Agency
IL	Inventory List
JD	Jordan Dinar
JICA	Japan International Cooperation Agency
JPY	Japanese Yen
JST	JICA Study Team
L/A	Loan Agreement
MOE	Ministry of Education
MOF	Ministry of Finance
MOH	Ministry of Health
MOHESR	Ministry of Higher Education and Scientific Research
MOL	Ministry of Labour
MOPIC	Ministry of Planning and International Cooperation
MOSD	Ministry of Social Development
MPWH	Ministry of Public Works and Housing
NGO	Nongovernmental Organization
ODA	Official Development Assistance
PC	Project Cost
PC	Personal Computer
PCR	Project Completion Report
PS	Project Sheet
QPR	Quarterly Progress Report
RFR	Request for Replenishment
SOE	Statement of Expenditures
TV	Television
VTC	Vocational Training Corporation

1. OUTLINE OF THE STUDY

1. Outline of the Study

1.1. Background of the Study

One of the major issues for long-term stability in the Hashemite Kingdom of Jordan (hereinafter referred to as “Jordan”) is the relatively high unemployment rate. In 2011, the overall rate was at 12.9% (source: *Basic Data by Country*, Japan’s Ministry of Foreign Affairs), and the unemployment rate of younger generation (15 to 24 years old) was even higher at 27.1%, which was more than double the world average of 12.6% as reported by ILO.

In the context of facing big challenges of employment and quality of human resources development (in particular for the younger generation), and with respect to the trend of socio-economic destabilization since “Arab Spring in 2011”, it is urgently required to improve and develop social infrastructure in order to contribute to the enhancement of public services.

Towards this end, the Government of Japan made a commitment to assist the Jordanian Government through a new Japanese ODA Loan Project, Human Resource Development and Social Infrastructure Improvement Project (hereinafter called the “Project”), which consists of “vocational training provision” and “vocational training, higher education, health and medical, primary/secondary education and people with disability education facilities improvement (as requested by the Jordanian side).” On 14th August 2012 the Japanese Government pledged to provide loan finance with a ceiling of 12.234 billion Japanese Yen. The aim is to contribute to socio-economic development and stabilization in Jordan through the advancement of industry and the improvement of public services.

1.2. Outline of the Project

The outline of the Project which has been supported by the Study is shown below.

Title	Human Resource Development and Social Infrastructure Improvement Project
Loan No.	JO-P12
Objectives	To foster industries and strengthen the public services specifically by implementing vocational training programs and improving the facilities for vocational training, primary/secondary and higher education, health and medical services, thereby contributing to Jordan’s economic and social stability.
Organization Structure	See the section 1.5.4

1.3. Results and Findings of the Preceding Study

1.3.1. Objectives of the Preceding Study

The Preceding Study Phase I was implemented in FY 2012 from October 2012 to March 2013 to achieve the following objectives:

- To set up selection criteria for Sub-projects to be financed under the Project (JO-P12) which should be agreed by both JICA and the Jordanian side and form a shortlist of Sub-projects based on the selection criteria.

- To conduct baseline surveys to establish effect indicators in each sub-sector (vocational training, higher education, health and medical services, primary and secondary education) in the framework of the Japanese ODA Loans.
- To recommend realization of outcomes and further collaboration through Japanese ODA, including selection of sub-projects with the Japan's ODA Charter.
- To assist in preparation of Quarterly Progress Report (QPR) by the Jordanian Government.
- To assist in conducting accounting management and performance review of actual disbursement procedures to be executed by the Executing Agency and implementing agencies.

The findings of the Preceding Study (2012-2013) and their relationships with the Current Study (2013-2014) are summarized below.

1.3.2. Findings of the Preceding Study and Their Relationships with the Current Study

As shown in Table 1-1, the Preceding Study provides premises, conditions and valuable resources to implement the Current Study – to consider the current situation, to recognize the critical issues and consider the countermeasures, and to offer ideas in order to enhance the performance. The findings of the Preceding Study and their relationships with the Study are shown in the table below.

Table 1-1 Findings of the Preceding Study and Their Relationships with the Current Study

Findings from Study in 2012	Current Study in 2013	
Topics	Possible issues	Actions to be taken
Sub-Project Selection and obtaining consensus from JICA and the Jordanian side		
Sub-projects, 55 Sub-projects were selected and approved by JICA.	Disbursement amount may not reach to the total loan amount by the end of 2014.	To add the potential projects as Sub-projects.

1. Performance Management		
1-1. Executing/Implementing Agencies		
Information about EA: 1) duties and responsibilities, and 2) departments in charge of the Project	Performance and processing capability on time.	To confirm any changes of staff and organization.
Information about IAs: 1) duties and responsibility, 2) budgetary status and short term objectives, and 3) department in charge of the Project	Performance and processing capability on time.	To confirm any changes of staff and organization.
Cross cutting Social Context: 1) demographic feature, 2) labour market and employment, and 3) home economy and poverty	Effects from Syrian Refugees.	To confirm changing situation and impacts.

Issues, noted cause and measures to be taken by Sector: 1) vocational training, 2) higher education, 3) education, and 4) health	Issues related to the Sub-projects need to be monitored whether being addressed or not.	To monitor issues related to the Sub-projects.
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1-2. Performance Indicators		
Findings from Study in 2012	Current Study in 2013	
Topics	Possible issues	Actions to be taken
Operation and effect indicators: 1) baseline value in 2012, 2) target value in 2014, and 3) post-goal value in 2016	-	To confirm degrees of achievements through measuring the indicating value set in each Project sheet.
Indicators and values by sector: 1) vocational training, 2) higher education, 3) education, and 4) health	-	To take the analysis of the current situation into account.
Risk factors by sector: 1) vocational training, 2) higher education, 3) education, and 4) health	The situation may get worse.	To take the analysis of the current situation into account.

1-3. QPR Preparation		
Updated QPR form	-	To confirm any change.
EA and IA's capacity to prepare QPRs	The fact that monitoring and recording of Sub-project implementation is not a routine activity.	To enhance their capacities for sustainable implementation.
1-4. Sub-projects sites		
Current situations, mainly building constructions, and equipment/furniture procurement	The progress of some Sub-projects may be behind schedule.	To confirm the latest situation and to re-estimate the disbursement amount.

2. Accounting Management		
Findings from Study in 2012	Current Study in 2013	
Topics	Possible issues	Actions to be taken
2-1.General Information		
Accounting and procurement in Jordan: 1) outline of accounting and procurement structure of the Yen Loan Project, 2) procurement methods, 3) auditing, and 4) accounting management for the Sub-projects	-	To update the situation, if there is any change.
2-2.Disbursement Under the Project		
Prospects of disbursement: 1) disbursement flow, 2) estimation of disbursement amount, 3) financial situation, and 4) predicted issues	Activating cash-flow of implementing agencies, budget allocation and shortage in expected disbursement amount need to be monitored and addressed.	To consider the issues and address them.
Necessary action/documentation for disbursement requested in Jordan: 1) necessary documents, and 2) methods of SOE preparation	-	To update the situation, if there is any change
EA and IAs capacity to prepare RFR/SOEs	The progress of the activities may diminish.	To enhance their capacities for sustainable implementation.
Available methods/evidences to prepare documents for disbursement in the Project	-	To update the situation, if there is any change.
2-3.Management/Tracking System for Equipment		
1) General situation, and 2) computerization of the current control method	-	To update the situation, if there is any change.
Activities recommended to track goods for monitoring and evaluation: 1) Inventory List, and 2) Rising Sun stickers and plaques	The activities need to be carried out.	To carry forward. (it is independently dealt with as“ Monitoring Management”. To enhance the monitoring/tracking system for the Project.

Source: prepared by JST

1.3.3. Current Status of the Recommended Items in the Preceding Study

As a result of Preceding Study, many items were recommended for improvement in outputs. The current status of these items is summarized in the table below.

Table 1-2 Current Status of the Recommended Items from the Preceding Study

Recommended Items	Current Status (as of Feb. 2014)
1. Utilization of Project Sheets for performance and progress monitoring of each Sub-project	They have been utilized for monitoring the Sub-projects and submitted to JICA as an attachment of QPR.
2. Utilization of the guidelines for QPR preparation	EA has tried to prepare QPRs by themselves based on the instruction. For the first time, QPR for September 2013 has been updated based on the information collected from the IAs.
3. Capacity building for staff of EA and IAs	Although the Jordanian side tried to prepare SOE and QPR by themselves, the preparation of SOE and QPR still needs the support of JST.
4. Acceleration of SOE preparation 1) To accelerate spending the eligible pay items of "Supporting Jordan Public University". 2) To add eligible Sub-projects under the state budget law for 2013 as early as possible.	1) Although some outstanding payments of contractors submitted before 2012 were still possible to be financed by the Project, there is a difficulty in spending the eligible pay items due to the shortage of Ministry's ceiling budget according to GBD/MOF. JST proposed to take another means to accelerate the preparation of SOE. 2) Six Sub-projects proposed by EA and agreed by JICA have been officially added as Sub-project.
5. ODA logo and Flag of the Rising Sun for equipment/furniture and building	The Rising Sun stickers started to be affixed to the equipment/furniture based on the handbook about how to apply and affix them, which was developed during the Study. The criteria to select the equipment/furniture to affix the sticker to are under consideration of JICA and Japanese Embassy.

Source: prepared by JST

1.3.4. Essential Change from the Preceding Study - Sub-project Selection

As an essential element of the Study and composition elements of the Project, changes from the Preceding Study on the selection of Sub-projects are summarized below.

Based on the discussion between MOPIC, MOH and MOSD, six Sub-projects were requested to be included in the Project. MOPIC officially requested it in their letter of Ref No. 5/2/15/2446 dated 8th April 2013 and JICA agreed to this request in Ref No. JICA(JD)4-15001 dated 15th April 2013.

Based on the above-mentioned situation, the Project currently consists of sixty-one (61) Sub-projects in total. Fifty-five (55) of them were selected as the Sub-projects of the Project in the Sub-sectors: primary/secondary education including special needs education, higher education, vocational training and health/medical sectors, requested by Jordanian side and acknowledged by JICA during the implementation of the Preceding Study – Special Assistance for Project Implementation of Human Resource Development and Social Infrastructure Improvement Project in FY 2012 (hereinafter called the “Preceding Study”). The other six (6) were additionally requested and acknowledged after the completion of the Preceding Study.

The latest list of Sub-projects is shown in Table 1-3.

1.4. Objectives and Scope of the Study

For the following two objectives of the Study, there are two main activities: performance management and accounting management. Monitoring management was also added as a proposed activity in order to improve the traceability of the Project.

Objectives of the Study:

- To grasp the current situation
- To offer ideas for further improvements for the Project implementation and management

Toward these objectives, the following activities are planned as Scope of the Study.

Activities (Scope of the Study)

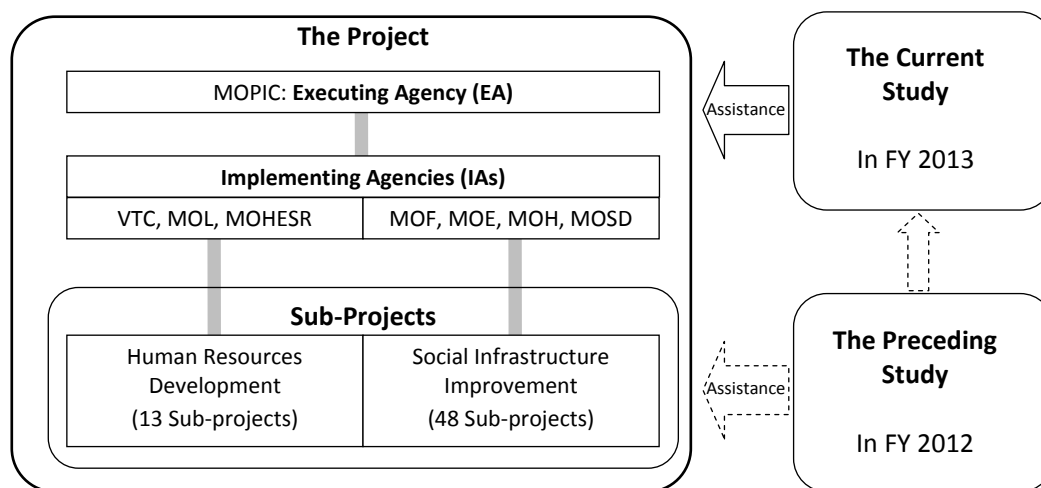
1. Performance Management
 - Confirmation of progress and performance of Sub-projects based on indicators shared by IAs, MOPIC and JST
 - Provision of recommendations for smooth implementation of the Project (JO-P12)
 - Provision of advices on QPR preparation
2. Accounting Management
 - Examination of SOEs and their evidences
 - Support for the necessary documentation of disbursement procedure
3. Monitoring Management (additionally proposed)
 - Confirmation of updating status of the Inventory Sheets by IAs
 - Development of the Sub-project distribution map
 - Preparation of the Tracing flowchart

1.5. Organization Structure of the Project and the Study

In order to implement the Project, the following organization set-up and demarcation of roles were formulated under the agreement of Jordanian side and Japanese side.

1.5.1. Definition and Structure

The Current Study is to assist the Project implementation. The Project falls into the two sectors of: 1) Human Resources Development and 2) Social Infrastructure Improvement. There are 61 Sub-projects selected by the Jordanian side and the JST acknowledged by JICA. The composition of the Project and Study are shown below.



Source: prepared by JST

Figure 1-1 Composition of the Project and the Study

(1) Executing Agency (EA)

The Department of Programs and Projects of Ministry of Planning and International Cooperation will perform as the Executing Agency (hereinafter called the “EA”). The roles of the Executing Agency are as follows:

- Overall project management
- Monitoring and evaluation
- Social consideration
- Environmental consideration
- Financial management
- Reporting

(2) Implementing Agencies (IA(s))

The Sub-projects, which are governmentally formed under each proper authority, have eligible components to be funded by the Project, and have been implemented by each of the governmental agency. The roles of the Implementing Agencies (hereinafter called the “IAs”) are as follows:

- Management of the construction works and procurement activities
- Conducting vocational trainings in each region
- Reporting to the Executing Agency.

Currently, the IAs consists of seven entities which are categorized into two sectors.

1.5.2. Sub-projects

The present sixty-one (61) Sub-projects are listed below.

Table 1-3 List of the Sub-projects

Ministry or Agency	No	Title
Ministry of Finance	190	Higher Board for Handicapped Persons Affairs
Ministry of Education	568	Program Administration
	570	Establishing Learning Resources Centers
	571	Develop the Educational Information Management System
	572	Vocational Education Program Administration Project
	574	Social, Sport and Educational Activities Program Administration Project
	583	Special Education Program Administration Project
	585	Establishing a school for deaf students in Kerak governorate
	586	Kindergarten Education Program Administration Project
	588	Basic Education Program Administration Project
	597	Secondary Education Program Administration Project
	602	Establishing school buildings for (Decent housing for decent life) project
	603	Development of Illiteracy Education
Ministry of Higher Education and Scientific Research	606	EMIS
	607	Developing economics higher education
	615	Qualifying and developing Ayl secondary school into diploma university college/Ma'an
	HES	Supporting Jordanian Public University
Ministry of Health	619	Administration Project
	620	Hospitals and Health Centers
	622	Developing and Applying Transport and Nursing System
	623	Heavy Duty Machines for the Ministry
	625	Updating Non-medical Furniture and Equipments in the Ministry
	626	Computerizing the Ministry of Health
	629	Upgrading the Efficiency of Nursing Colleges
	630	Primary Health Care/Health Services Centers Program Administration Project
	632	Establishing Health Care Centers
	633	Establishing Comprehensive Health Center
	635	Expanding 25 Existing Health Centers
	638	Establishing Institutional Competencies for Environment Health
	639	Providing Evaluation and Diagnoses Services in North of Jordan
	640	Medical Equipments and Spare Parts Health Centers
	644	Burma comprehensive medical center
	646	Integrated care for child health
	647	Early diagnosis of G6PD Enzyme
	649	Secondary Health Care/Hospitals Program Administration Project
	650	Updating and Expanding Jarash Hospital
	651	Updating and Expanding Mu'an Hospital
	652	Updating Al-Basheer Hospital
	653	Establishing Burns Clinic in Princess Besma Hospital
	658	Expanding Al Karak Hospital
	659	Establishment of Northern Desert Hospital
	661	Establishment of Al-Salt new Hospital
	663	Updating Labs Equipments and Blood Banks
	667	Hotel services for hospitals
	671	Controlling medicine provision
	4615/008	Expanding Al Iman Hospital
	4615/011	Tools and Medical Equipment and Spare Parts for Hospitals
	4615/013	Expanding Al Tafila Hospital
Ministry of Social Development	680	Handicaped Affairs Program Administartion Project
	4705/002	Establishing Al Tafila Shelters for Peoples in Special needs
	4705/011	Establishing a handicapped center in Ain El-Basha
	4705/018	Establishing Petra comprehensive center
Ministry of Labour (including VTC)	714	Automation of the Ministry of Labour
	715	Restructuring the education and training council
	718	Accreditation center and quality assurance
	722	Transferring Investment to Remote Areas
	723	Vocational Training
	VTCs	Supporting Vocational Training Institutes
	727	Linking municipalities, civil society organizations and social partners
	729	Activate and expand services and systems of vocational employment and guidance
	730	National System for E-operation

Source: prepared by JST

1.5.3. Target Sectors

There are two target sectors of the Project and the Study which are called Sub-sectors: namely, 1) Human Resources Development and 2) Social Infrastructure Improvement.

(1) Human Resources Development and Employment Promotion

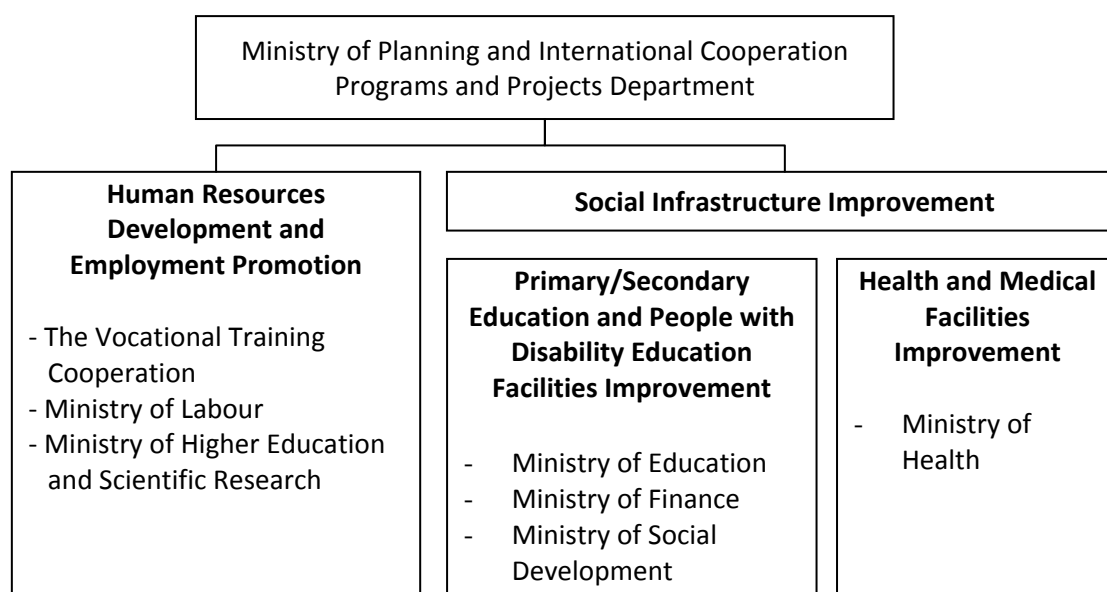
- The Vocational Training Cooperation
- Ministry of Labour
- Ministry of Higher Education and Scientific Research

(2) Social Infrastructure Improvement

- Primary/Secondary Education and People with Disability Education Facilities Improvement
 - Ministry of Education, Ministry of Finance, Ministry of Social Development
- Health and Medical Facilities Improvement
 - Ministry of Health

1.5.4. Organization Structure of the Project

Organization structure of the Project is shown in the figure below.

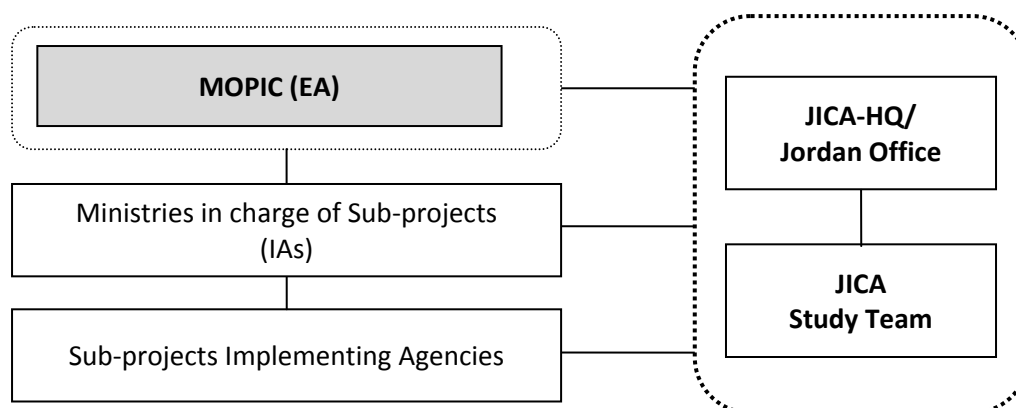


Source: prepared by JST

Figure 1-2 Organization Structure of the Project

1.5.5. Organization Structure of the Study

The Study has been implemented under the following organization structure.



Source: prepared by JST

Figure 1-3 Organization Structure for the Study

1.6. Goals of the Study

1.6.1. Goals and Actions Toward it

The goals of the Study and expected actions from the Jordanian side were set up as shown below.

Table 1-4 Goals and Actions to be Taken by the Jordanian Side

Goals	Actions to be taken by the Jordanian side
Goal (1)	
<ul style="list-style-type: none"> ➤ Complete the disbursement amount JPY 12,234 million (equivalent to JD 111.22 million). (Acceleration of disbursements and collection of evidences) - To disburse JPY 10,254 million (equivalent to JD 93.22 million) by the end of FY2013*. - To be able to prepare all necessary documents (SOE and RFR) by the Jordanian side by the end of February 2014 	<ul style="list-style-type: none"> ➤ To take the series of the following process for disbursement as shown below. <ul style="list-style-type: none"> - To prepare SOE for expenditures up to June/Dec 2013 by mid-Sept/Dec 2013. - To request the Auditing Bureau to check SOEs. - To prepare RFR based on checked SOEs, and submit these SOEs with RFR to JICA.

*These figures are based on the initial discussion and agreement in PSR.

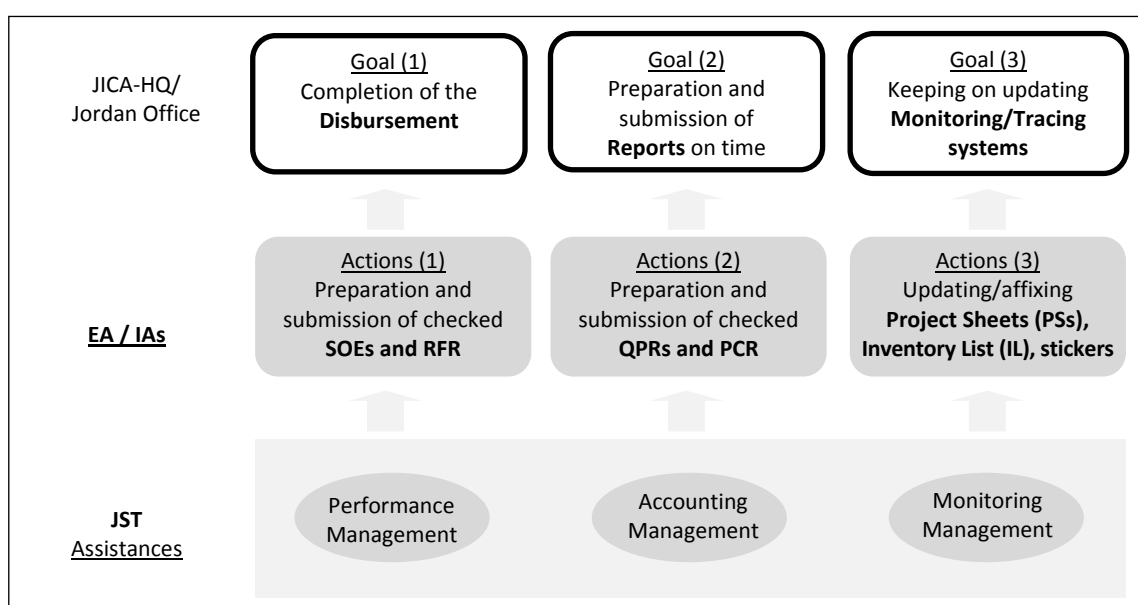
Goal (2)	
Prepare and submit reports on time by the Jordanian side – QPRs, Audit Report and PCR	<ul style="list-style-type: none"> ➤ QPRs <ul style="list-style-type: none"> - To prepare the draft QPR for June 2013 by early Sept 2013. - To finalize QPR for June 2013 and submit to JICA by mid-Sept 2013. - To prepare draft QPR for Sept 2013 by the beginning of Oct 2013. - To check and establish a preparation procedure for QPRs and PCR without

	<p>stoppage.</p> <ul style="list-style-type: none"> ➤ Audit Report <ul style="list-style-type: none"> - To collect and compile SOEs by MOPIC and share them with the Auditing Bureau (AB). - To prepare an Auditing Report by AB - AB to clarify the discrepancies in SOEs with MOPIC and IAs. - To submit the certified Auditing Report by AB through MOPIC to JICA by the end of Sept 2013.
Goal (3)	
Keep on updating monitoring/tracing systems – Project Sheets, Inventory List, stickers, etc.	<ul style="list-style-type: none"> ➤ Project Sheet (PS) and Inventory List (IL) <ul style="list-style-type: none"> - To clarify the procedure to update PS and fill in IL. - Person in charge of IA to update PS and fill in IL - To discuss with the person in charge to overcome any difficulties to update PS and IL. - To update PS including implementation and disbursement progress and indicators ➤ Rising Sun Stickers <ul style="list-style-type: none"> - Person in charge (1) to count the number of necessary stickers, (2) to apply JICA through MOPIC, and (3) to attach them onto equipment/furniture by IAs

Source: prepared by JST

1.6.2. Composition of Goals, Actions and JST Support

The composition of goals, actions and JST's support are shown below.



Source: prepared by JST

Figure 1-4 Composition of Goals, Actions and JST Support

1.7. Approaches/Methodologies of the Study

1.7.1. Approaches of the Study

The Study has been implemented in accordance with the following approaches.

(1) Completion of disbursement up to the ceiling of the ODA Yen Loan amount

Comparing the ODA Yen Loan amount: JPY 12.234 billion (equivalent to JD 111.22 million) with the situation at the end of the last FY 2012, JPY 10.254 billion (equivalent to JD 93.22 million) is expected to be disbursed by the end of the Project.

In addition, actual total disbursement amount in FY 2012 totalled JPY 2,234,745,931 (equivalent to JD 19,001,648.965) which was 17.64% of the planned amount. In this context, the limitation of the budget use in MOF is the most critical issue.

On the other hand, there are some possibilities to accelerate the disbursement: 1) validating the further payment documents under MOHESR, 2) adding Sub-projects which are expected to make huge payments in FY 2013, and 3) prompting EA to negotiate General Budget Department (GBD) of MOF to accelerate the budget use.

In order to complete disbursement of the whole amount, JST has recognized the issues and measures to be taken.

(2) Enhancement of Self-sustainability

In general, to implement the ODA Yen Loan Project, some activities are required for the borrower country. In the Project, the main activities required for EA are: to prepare specific reports in time, to monitor the Sub-projects, and to disburse money based on the SOEs and RFR prepared.

For smooth implementation of the Project even when JST is away from the field, JST has transferred the know-how to conduct the necessary activities to EA and IAs and has tried to enhance the sustainability of the Project implementation.

(3) Maximising the effects of the overall Project

The objectives of the Project are to develop human resources and to improve social infrastructure through vocational trainings and facilities, equipment and furniture upgrade in health medical and educational sectors as well as other relevant interventions. Study is essential so that all such components combined would create the maximum effect for achieving the Project objectives.

For local people especially young generations living in relatively poor areas in Jordan human resources development and social infrastructure improvement are crucial, and so a local development perspective was important in executing the Study. Maintaining close liaison with the EA (Projects and Programmes Department of MOPIC) was indispensable for the smooth implementation of the Study.

(4) Securing the traceability of the Project

As lessons learnt from the previous ODA Yen Loan Project, it was found that the location of equipment and furniture procured by the ODA Yen Loan Project has difficulties to be traced.

2. RESULT OF THE STUDY

2. Result of the Study

2.1. Performance Management

2.1.1. Achievement Degree of the Operation and Effect Indicators

The situation of achieving the each operation and effect indicator by Sub-project set up in the Preceding Study based on the official publication in Jordan is shown below. In addition, each value in 2013 of operation and effect indicator of each Sub-project has been updated in the Project sheet (See Annex-13).

(1) Human Resource Development

1) Vocational Training

MOL

No. of Sub-project	Performance Measurement Indicator	2012	2013	2014	2015	2016
(Note: upper value = planned, and lower value = actual)						
714, 4801/602	Percentage customer satisfaction of ministry services	80%	90%	85%	85%	90%
		80%	80%			
	Percentage employees that have upgraded their training efficiency from the total number of ministry employees	65%	57%	57%	66%	74%
		54%	56%			
715, 718	Number of licensed foreign labourers	279,798	271,855	263,447	254,574	246,631
		279,798	138,789			
	Graduates from the specialized program that aimed to withdraw children from the labour market and transfer them to the vocational training Corporation	200	165	170	180	185
		160	170			
	Number of children covered by field survey and entered in database for them	2,000	2,200	1,700	1,750	1,800
		1,622	1,700			
	Number of campaigns to increase awareness of the dangers of child labour	72	75	80	90	100
		72	35			
722, 723, 727, 729, 730	Percentage of employed from the total of job seekers that registered in the ministry	43%	43.3%	44.8%	47.4%	48.3%
		36.6%	40.9%			
	Percentage of employees from the ministry program of the total unemployed number	5%	5%	6%	6%	6%
		6.8%	5.2%			
723	Number of Modern Equipment provided	1,425			1,425	
	Employment percentage of graduates from institution in their speciality	49%			53%	
	Number of Female graduates of institution from the total Number of graduates	250			250	
4801/602	Number of empowerment Institutes	100			100	
	Number of participants in the education and vocational competition	100			100	

2) Higher Education

MOHESR

No. of Sub-project	Performance Measurement Indicator	2012	2013	2014	2015	2016
		(Note: upper value = planned, and lower value = actual)				
606, 607	Percentage of qualified employees	89%	89%	92%	95%	97%
		89%	91%			
	Satisfaction degree of total ministry clients	83%	83%	88%	92%	95%
		83%	85%			
	Percentage of computer applications used in the academic and administrative process at the universities	70%			95%	
	Percentage of universities meeting accreditation and quality assurance Standards	90%			100%	
615, HES	Percentage of higher education students that enrolled in community college	11.5%	11.5%	13.0%	14.0%	17.0%
		11.5%	12.0%			
	Number of beneficiaries students from grants and loans	30,000	30,000	34,000	36,000	40,000
		30,845	33,585			
	The total of annual expenditure on scientific research and development as a percentage of gross domestic product (GDP)	0.55%	0.55%	0.65%	0.69%	0.75%
		0.55%	0.60%			
HES	Number of students in Bachelor degree studies with 12% increase per year	226,713			356,737	
	Number of student in Master & PhD studies	17,532			23,000	

(2) Social Infrastructure Improvement

1) Primary/Secondary Education and People with Disability Education

MOE

No. of Sub-project	Performance Measurement Indicator	2012	2013	2014	2015	2016
		(Note: upper value = planned, and lower value = actual)				
568, 570, 571	Percentage of efficient and qualified educational leaders	30%	50%	55%	57%	57%
		20%	50%			
572	Number of enrolled students in vocational education according to their desire	55%	60%	60%	65%	65%
		50%	55%			
	Number of workshops equipped with modern equipment	183	200	200	220	240
		160	183			
574	Number of sports festivals	4	4	1	1	1
		4	1			
	Number of scout Camps	7	8	8	8	8
		7	7			
	Number of Teacher clubs	13	13	11	12	12
		12	10			
	Percentage of participant students in King Abdullah II Award for Fitness for ages (9-12)	80%	81%	82%	83%	84%
		80%	81%			
583	Number of Excellence Schools	9	10	10	12	12
		7	10			
	Number of Classrooms for Learning difficulties (Special Education)	826	826	885	915	935
		797	856			

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585	Number of equipped kindergarten classrooms	1035 925	1145 1080	1150	1220	1300
	Percentage of enrolled students in preschools in the villages and poor areas	41% 37%	45% 45%	45%	47%	50%
	Percentage of beneficiaries students from School nutrition project	39% 39%	39% 39%	39%	40%	40%
588	Percentage of dropouts in primary education	0.6% 0.6%	0.6% 0.6%	0.6%	0.6%	0.6%
588, 602	Percentage of students in two-shift schools	7.4% 7.6%	7.0% 7.0%	7.0%	6.7%	6.7%
588	Number of students included in School nutrition project	151,000 115,000	151,000 169,000	210,000	220,000	230,000
588, 597, 602	Percentage of students in rented buildings	10.1% 10.6%	10% 10%	10%	9.6%	9.6%
597, 602	Percentage of passé regular students in General Secondary	59.9% 59.5%	60% 60%	60%	60%	60.1%
	Percentage of enrolment in the secondary education	79.3% 79.1%	79.4% 79.4%	79.4%	79.5%	79.8%
603	Number enrolled in literacy centres	5,995 5,878	6,000 6,000	6,100	6,000	6,000
	Number of enrolled in dropouts culture enhance program	300 700	300 300	300	300	300

MOF

No. of Sub-project	Performance Measurement Indicator	2012	2013	2014	2015	2016
		(Note: upper value = planned, and lower value = actual)				
190	Number of kinetic, hearing and visual aids	2,900 2,900	2,900 2,900	2,900	2,900	2,900

MOSD

No. of Sub-project	Performance Measurement Indicator	2012	2013	2014	2015	2016
		(Note: upper value = planned, and lower value = actual)				
680, 4705/002, 4705/011, 4705/018	Number of self-reliant handicapped persons after physical rehabilitation	1,795 848	1,972 1,750	2,000	2,100	2,200
	Number of handicapped who have been vocationally rehabilitated for labour market	303 272	333 314	350	400	450
	Number of beneficiaries from the handicapped diagnoses centres	1,664 2,281	1,704 1,685	1,800	1,900	2,000

Source: prepared by JST

2) Health and Medical

MOH

No. of Sub-project	Performance Measurement Indicator	2012	2013	2014	2015	2016
		(Note: upper value = planned, and lower value = actual)				
619, 620, 625, 626	Number of qualified hospitals to apply the accreditation standards	20 20	20	20	25	30
	Number of qualified health centres to apply the accreditation standards	35 25	45 80	100	120	140
619, 620, 622, 623, 625, 626	Percentage of performance indicators for the programs that achieved the target values from the total of performance	83.5% 83.5%	85% 85%	86%	87%	88%

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	indicators						
619, 620, 622, 623, 625, 626	Number of health centres that contain maternal and child health services and have accreditation	16	20	100	120	140	
		9	80				
622, 623	Percentages of upgraded transportation	18%			20%		
626	The number of fully computerized health care centres and hospitals	2			15		
629	Percentage of Ministry colleges and institutions graduates that passed the comprehensive Exam (Alshamel) from the total of college and institutions graduates	90%	93%	94%	95%	96%	
		90%	93%				
	Percentage of trained employees from the total number of Ministry employees	20%	36%	37%	38%	39%	
		30%	36%				
	Percentage of annual dropped out technical personnel(Doctors) from the Ministry from the total number of Doctors	2%	1.5%	2.2%	2.1%	2%	
		1.6%	2.3%				
	Percentage of annual dropped out technical personnel(Nurses) from the Ministry from the total number of Nurses	2.2%	2.0%	1.9%	1.9%	1.8%	
		1.6%	2.0%				
	Number of nurses per 10,000 citizens	6.80			6.90		
	630, 632, 633, 635, 638, 639, 640, 644, 646, 647	Percentage of drinking water supply systems in conformity to health standards out of the total supply systems	96%	96%	96.4%	97%	97.5%
92%			96%				
Percentage of vaccinated children aged (0-12) months in all specified vaccines in the national program for vaccination		99%	98%	98.5%	98.5%	99%	
		97%	98%				
The percentage of Infants included in the infant survey from infant annual total		65%	70%	80%	85%	90%	
		60%	75%				
Percentage of transferred infants to disabilities diagnosis from the examined infants		3%	5%	0.9%	1%	1.5%	
		2%	0.5%				
Number of beneficiaries families from parental care services for early childhood		32,000	36,000	40,000	40,000	40,000	
		24,000	36,000				
632	Number of Primary Health care centres	374			404		
633	Number of comprehensive health centres	88			94		
646	The percentage of Infant mortality per 1000 live births	23%			20%		
	The percentage of mortality in the children under five years per 1,000 live births	28%			25%		

649, 650, 651, 652, 653, 658, 659, 661, 663, 667, 4615/008, 4615/011, 4615/033	Occupancy percentage in the Ministry hospitals	69% 66.8%	68% 69%	70%	71%	72%
	The rate of patient accommodation in ministry hospitals (day)	3.1 3.1	3.1 3.1	3.0	3.0	2.9
	Number of accredited hospitals from HCAC	6 4	7 7	12	14	14
	The rate of infection in ministry hospitals	7% 8%	6% 5.5%	5%	4%	4%
	Number of hospitals that kidney dialysis units are regularly working (3) shifts	3/30 2/30	4/30 5/30	5/30	6/30	7/30
	Number of hospitals that have at least one specialist in emergency medicine	10 2	4 4	5	6	7
	Number of hospital that have at least one Paediatrician specialist	0 0	2 4	6	8	10
	Percentage of Children's beds to the total of hospital beds	18% 17.7%	15% 15%	15%	15%	15%
	Number of beds in hospital	4,592			5,822	
671	The local purchase percentage of medicines (outside the central tenders) from the total of Ministry tenders	0.7% 0.99%	0.55% 0.55%	0.53%	0.53%	0.50%
	The Percentage of annual spoiled medicines, vaccines and serums	0.0013 0.00083	0.00083 0.00083	0.00083	0.00083	0.00083
	The number of times unavailability of Chronic diseases drugs (Diabetes, high blood pressure and High cholesterol) for more than one week during the year	12 7	2 3	3	3	2
	Percentage of generic medicines from the total purchasing medicines	60% 55%	65% 65%	65%	65%	65%
	Percentage of children vaccines and serums to the total of vaccines and serums tenders	65.7% 65.7%	65.7% 65.7%	65.7%	66%	67%
	Percentage of medicine expenditures from the total of Ministry expenditures	11.5%			10%	

Source: prepared by JST

2.1.2. Updating Status of the Project Sheets

Based on the Project Sheet initially prepared through the Preceding Study, JST is assisting MOPIC and IAs for updating the latest progress of both physical and financial aspects. In addition to **55 Sub-projects' project sheets**, Project sheets for the newly added 6 sub-projects under MOH and MOSD were prepared. The Sub-projects newly added are as follows:

- Expanding Al Iman Hospital
- Tools and Medical Equipment and Spare Parts for Hospitals
- Establishing of Al Tafila Hospital
- Establishing Al-Tafila Shelters for People with Special Needs
- Establishing a handicapped centre in Ain El-Basha
- Establishing Petra comprehensive centre

Although Project sheets were expected to be updated on quarterly basis with the attachment for QPR, no significant progress was made at the time of finalization for QPR September 2013, so it was not possible to update the project sheets by the Jordanian side.

The updated Project sheets are shown in Annex-13.

2.1.3. Assistance for QPR Preparation

(1) QPR for March 2013

JST assisted MOPIC and IAs to prepare QPR for March 2013 during the 1st Field Study in mid-July and MOPIC submitted to JICA-Jordan Office accordingly. The main points that were updated in QPR March are as follows:

- Interest during Construction
- Commitment Charge

(2) QPR for June 2013

During the 2nd Field Study at the beginning of September, JST assisted MOPIC to prepare and submit the QPR to JICA-Jordan Office. As there were very limited activities until the end of June, the QPR for June 2013 involved only updating the project scope and project schedule with the newly added 6 sub-projects covering the official request to GOJ to add six (6) Sub-projects to be funded by the Loan (JO-P12) on 8th April 2013; it was agreed by JICA on 15th April 2013. The main points updated in QPR June were as follows:

- Add six (6) sub-projects in 2-1 Project Scope, b. Social Infrastructure Improvement Sub-Project
- Add six (6) sub-projects in 2-2 Implementation Schedule, b. Social Infrastructure Improvement Sub-Project

(3) QPR for September 2013

Although preparing the QPR for September 2013 had been assisted by JST since the beginning of October 2013, it was found that the QPR for September 2013 were not submitted to JICA yet at beginning of the 3rd Field Study, mid January 2014. JST found that the reason that MOPIC did not submit this QPR to JICA was primarily due to the schedule of MOPIC to coordinate with the final figures of SOEs up to end September 2013.

It was explained to MOPIC by JST that it is not necessary for QPR to wait for the result of auditing if it is behind schedule.

QPR for September 2013 covers updating the financial progress based on the prepared SOE of those expenditures until September 2013.

The following matters are mainly updated:

- Amount of 2-3 Project Cost, Tables 2-3-1a and 2-3-1b
- Exchange rate to be applied in actual disbursement calculation

(4) QPR for December 2013

According to MOPIC, QPR will be prepared in accordance with the finalization of SOE up to the end of December 2013, and submitted to JICA by the end of March 2014.

2.1.4. Capacity of the Jordanian side for performance management

Through review of the QPRs prepared by the Jordanian side and communicating with the Jordanian side, especially EA, it was found out that the Jordanian side acquired familiarity with the QPR itself: e.g. its contents, how to prepare it, what the Jordanian side should do for its preparation. Thus, it can be said that the Jordanian side can prepare QPRs by itself. Items that need to be monitored are listed below.

- Updating Project Sheets

Originally, Project Sheets are to be updated by IAs and organized by EA. Although it was confirmed that parts for components and financial progresses in the Project Sheets were updated by EA, there were no occasions to confirm whether the values to performance measurement indicators set in the Project Sheets were updated or not. On the other hand, it is not difficult to update the values, because that information can be obtained from the budget law which IAs and EA are familiar with.

- Prompt preparation

It was found out that the EA regarded the financial information in the QPR as final and fixed, not based on progress. Thus, the EA is waiting to finalize the financial information in the QPR when SOE are finalized, and this prevents prompt preparation.

2.2. Accounting Management

2.2.1. Assistance for the Necessary Documentation of Disbursement Request

(1) Preparation of SOEs

The SOE based on the expenditure up to end September 2013 has been prepared by IAs and checked by JST. Although some IAs prepared SOE based on the expenditure up to end December 2013 and checked by JST accordingly, the summations up to end December 2013 are still only for reference due to lack of proper evidences to confirm them. Both summaries up to end September 2013 and December 2013 are shown below.

Table 2-1 Summary of the amount of SOE prepared for FY2013

Implementing Agencies	Currency	Up to end September 2013		Up to end December 2013 (only for reference)		FY2013
		SOE	%	SOE	%	Eligible Cost
MOF	JD	48,131.183	27.50%	48,131.183	27.50%	175,000.000
	JPY	5,516,074		5,516,074		20,055,875
MOE	JD	522,070.732	16.77%	680,391.797	21.85%	3,113,500
	JPY	59,831,916		77,976,302		356,822,668
MOHESR	JD	2,221,633.898	25.97%	2,221,633.898	25.97%	8,555,100.000
	JPY	254,610,353		254,610,353		980,457,236
MOH	JD	10,119,107.373	75.42%	14,569,085.975	105.63%	13,417,400.000
	JPY	1,159,700,300		1,669,690,098		1,537,701,127
MOSD	JD	0	0.00%	1,691	0.75%	225,000.000
	JPY	0		193,845		25,786,125
MOL (including VTC)	JD	133,174.466	16.28%	450,882.481	55.10%	818,250.000
	JPY	15,262,460		51,673,387		93,775,541
Total	JD	13,044,117.652	49.59%	17,971,816.748	67.36%	26,304,250.000
	JPY	1,494,921,103		2,059,660,058		3,014,598,571

Source: prepared by JST

(2) Submission of RFR

The RFR including SOE up to end December 2012 as an attachment has been submitted to JICA after corrections in February 2014. The amount of JPY 2,177,637,955 (equivalent to JD 19,001,247.385) was applied for replenishment to the special account under the Project. Following this, March 2014, the RFR amount of JPY 1,494,921,103 (equivalent to about JD 13,044,177.652) based on the SOE up to September 2013 has been prepared for submitting to JICA.

However, according to MOPIC, the Audit Bureau is requested to submit original SOEs for their auditing. As a response to the situation, JICA decided to temporarily return the original SOEs to MOPIC for auditing.

2.2.2. Situation of the Disbursement

(1) Situation-1: Small ratio of capital budget comparing with the total budget of IA

According to comparisons of the budgets (implemented and planned) from 2012 and 2016, it was confirmed that the budget implemented in 2013 have steadily increased from that of 2012. This steady increase in the budget has continued to FY2014. It is understood that the next stage will generally maintain the status quo as a whole. On the other hand, the budgets (implemented and planned) from 2012 to 2016 (Table 2-2) still show low ratio of capital budget to the total.

Table 2-2 Government Actual Expenditures and Budgets

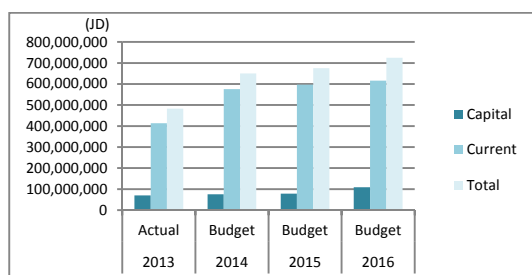
HCD/MOL					
FY	2012	2013	2014	2015	2016
Category	Actual	Actual	Budget	Budget	Budget
Capital	0	0	0	0	0
Change from previous (%)		0.00%	0.00%	0.00%	0.00%
Current	3,450,000	3,500,000	3,600,000	3,600,000	3,600,000
Change from previous (%)		1.45%	2.86%	0.00%	0.00%
Total	3,450,000	3,500,000	3,600,000	3,600,000	3,600,000
Change from previous (%)		1.45%	2.86%	0.00%	0.00%

MOE					
FY	2012	2013	2014	2015	2016
Category	Actual	Actual	Budget	Budget	Budget
Capital	36,209,946	49,650,000	63,700,000	57,345,000	50,075,000
Change from previous (%)		37.12%	28.30%	-9.98%	-12.68%
Current	722,713,375	805,842,000	839,829,000	880,500,000	906,514,000
Change from previous (%)		11.50%	4.22%	4.84%	2.95%
Total	758,923,321	855,492,000	903,529,000	937,845,000	956,589,000
Change from previous (%)		12.72%	5.62%	3.80%	2.00%

MOHESR					
FY	2012	2013	2014	2015	2016
Category	Actual	Actual	Budget	Budget	Budget
Capital	2,091,331	24,419,000	33,925,000	31,025,000	38,655,000
Change from previous (%)		1067.63%	38.93%	-8.55%	24.59%
Current	55,911,100	65,878,000	66,220,000	66,331,000	66,414,000
Change from previous (%)		17.83%	0.52%	0.17%	0.13%
Total	58,002,431	90,297,000	100,145,000	97,356,000	105,069,000
Change from previous (%)		55.68%	10.91%	-2.78%	7.92%

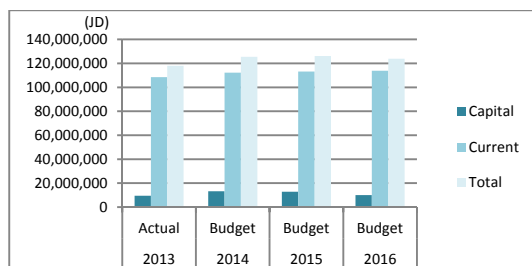
MOH

FY	2012	2013	2014	2015	2016
Category	Actual	Actual	Budget	Budget	Budget
Capital	54,317,459	69,674,000	75,105,000	78,568,000	109,065,000
Change from previous (%)		28.27%	7.79%	4.61%	38.82%
Current	418,035,627	413,156,000	575,340,000	597,085,000	615,658,000
Change from previous (%)		-1.17%	39.25%	3.78%	3.11%
Total	472,353,086	482,830,000	650,445,000	675,653,000	724,723,000
Change from previous		2.22%	34.72%	3.88%	7.26%



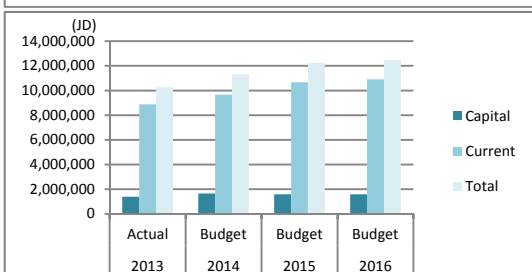
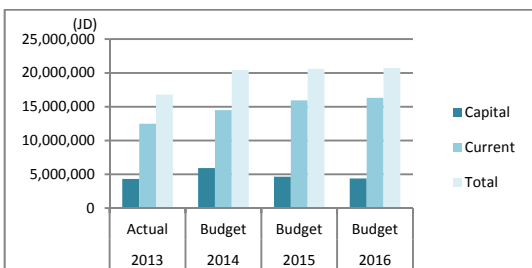
MOSD

FY	2012	2013	2014	2015	2016
Category	Actual	Actual	Budget	Budget	Budget
Capital	8,820,223	9,419,000	13,215,000	12,850,000	10,020,000
Change from previous (%)		6.79%	40.30%	-2.76%	-22.02%
Current	104,554,447	108,564,000	112,246,000	113,240,000	113,826,000
Change from previous (%)		3.83%	3.39%	0.89%	0.52%
Total	113,374,670	117,983,000	125,461,000	126,090,000	123,846,000
Change from previous (%)		4.06%	6.34%	0.50%	-1.78%



MOL

FY	2012	2013	2014	2015	2016
Category	Actual	Actual	Budget	Budget	Budget
MOL in total					
Capital	3,861,280	4,308,000	5,920,000	4,645,000	4,390,000
Change from previous (%)		11.57%	37.42%	-21.54%	-5.49%
Current	10,545,618	12,494,000	14,495,000	15,949,000	16,323,000
Change from previous (%)		18.48%	16.02%	10.03%	2.34%
Total	14,406,898	16,802,000	20,415,000	20,594,000	20,713,000
Change from previous (%)		16.62%	21.50%	0.88%	0.58%
Vocational training & employment promotion					
Capital	1,083,750	1,395,000	1,655,000	1,580,000	1,580,000
Change from previous (%)		28.72%	18.64%	-4.53%	0.00%
Current	7,225,000	8,876,000	9,665,000	10,672,000	10,907,000
Change from previous (%)		22.85%	8.89%	10.42%	2.20%
Total	8,308,750	10,271,000	11,320,000	12,252,000	12,487,000
Change from previous (%)		23.60%	10.20%	8.20%	1.90%



Source: prepared by JST based on the information shown in Summary of total expenditure of Ministries, 2012 and the budget law for FY2014

(2) Situation-2: Small ratio of the eligible cost comparing with the Project cost

Most of the original project costs for the Sub-projects are composed of recurrent costs such as staff salaries and cost for consumables. Although there are some differences in financial composition, only about 30% of the total project cost among IAs has been allocated to the eligible cost. However most Sub-projects of MOH have high ratio of eligible cost and they are mainly composed by building construction and equipment procurement.

The yearly accumulation of eligible costs compared with the project cost of each IA is shown below.

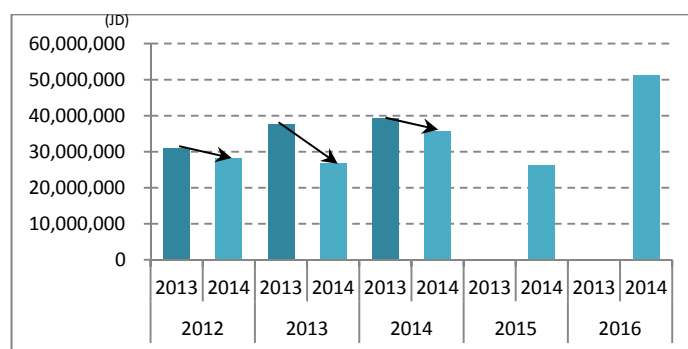


EC: eligible cost, PC: project cost
Source: prepared by JST

Figure 2-1 Eligible cost and Project cost by IA

(3) Situation-3: Reduction of eligible costs

The eligible costs, which mean the allocated budget in the coming year or actual expenditures in the past year shown in the state budget law for 2013, were estimated in February 2013 as accumulated SOE amount in the Preceding Study. In comparison with these eligible costs estimated in the Preceding Study, it was found out that the total eligible costs from FY2012 to FY2014 estimated in February 2014 have dropped approximately JD 17.3 million from JD 107.7 million to JD 90.4 million, although the state budget of Jordan has steadily increased every year. The annual eligible costs estimated in 2013 and 2014 are shown in the following figure.



Source: prepared by JST

Figure 2-2 Annual eligible cost estimated in 2013 and 2014

In addition, it was also found out through evaluation and confirmation with IAs that the some budgets for the Sub-projects estimated in the state budget law had not been fully implemented or would be cancelled, which had adverse impact on the disbursement schedule. Its detail is described in "Situation-4".

(4) Situation-4: Unfulfilled achievement of SOE preparation

One of the reasons for unfulfilled achievement of SOE preparation in 2012 was caused by unexpected budget reallocation of JD 8 million from eligible cost for the Project to campaign funds (recurrent cost) for MOE. Other differences in 2012 between the SOE amount and eligible cost have involved difficulty to collect evidences for SOE preparation. Thus, it is also difficult to raise the achievement ratio of SOE preparation in 2012.

On the other hand, MOHESR is the biggest reason of low achievement of SOE preparation in 2013 due to the reallocation from eligible costs for the Project to supplement the 35% salary increase of universities faculties and staff based on the ministerial decree after January 2013. This increase of salary caused approximately JD 6 million of deduction from the eligible costs every year starting from the year 2013.

The comparison of amounts of SOEs prepared with eligible costs is shown in the table below.

Table 2-3 Summary of SOEs Prepared comparing with their Eligible Costs

IAS	Currency	2012			2013*		
		SOE	Eligible Cost	%	SOE	Eligible Cost	%
MOF	JD	175,818.431	191,250.000	91.93%	48,131.183	175,000.000	27.50%
	JPY	20,149,671	21,918,206		5,516,074	20,055,875	
MOE	JD	1,222,748.366	4,138,625.000	29.54%	680,391.797	3,113,500.000	21.85%
	JPY	140,133,076	474,307,118		77,976,302	356,822,668	
MOHESR	JD	8,140,624.459	8,266,800.000	98.47%	2,221,633.898	8,555,100.000	25.97%
	JPY	932,956,266	947,416,614		254,610,353	980,457,236	
MOH	JD	9,081,093.049	14,474,100.000	62.74%	14,569,085.975	13,792,400.000	105.63%
	JPY	1,040,738,669	1,658,804,173		1,669,690,098	1,580,678,002	
MOSD	JD	0.000	162,000.000	0.00%	1,691	225,000.000	0.75%
	JPY	0	18,566,010		193,845	25,786,125	
MOL (including VTC)	JD	380,146.480	837,250.000	45.40%	450,882.481	818,250.000	55.10%
	JPY	43,566,687	95,953,036		51,673,387	93,775,541	
Total	JD	19,000,439.785	28,070,025.000	67.69%	17,971,816.748	26,679,250.000	67.36%
	JPY	2,177,544,369	3,216,965,157		2,059,660,058	3,057,575,447	

Exchange rate: JD 1=JPY 114.605 based on the 1st transaction dated 12th October 2012 from JICA to MOPIC and treasury of MOF.

*The figured for 2013 are only for references because that the amounts from the beginning of October to the end of December 2013 are still under finalization (as of end Feb. 2014).

Source: prepared by JST based on the SOEs submitted by IAs as of 1st February 2014

According to the table above, only around 60% of eligible cost has been reported by SOEs. Thus, the total amount based on the SOE up to December 2013 is only around JD 36 million, equivalent to JPY 4.1 billion.

(5) Result under the situations above

Based on the above situation, it is very difficult to achieve the planned disbursement within three years.

2.2.3. Prospects of disbursement

Based on the current situation, JST projected three cases for long-term disbursement to FY2016: medium case, pessimistic case and optimistic case. The conditions for these three forecasts are as follows:

- Pessimistic case: The lower ratio of SOE preparation among 2012 and 2013 is adopted as those from 2014 to 2016. Also, all SOE preparation ratios related to establishment of healthcare centres are not included due to continuous support of Governorate development under MOPIC funded by GCC.
- Medium case: The average of SOE preparation ratios from 2012 to 2013 is adopted as those from 2014 to 2016.
- Optimistic case: The higher ratio of SOE preparation among 2012 and 2013 is adopted as those from 2014 to 2016.

The summary of long-term disbursement forecast is shown below, and details are shown in Annex-4.

Table 2-4 Summary of Long-term disbursement forecast (3 cases)

Accum./ Achiev. ratio		2012	2013	2014	2015	2016
pessimistic	JD	19,001,247.385	36,585,802.361	52,605,841.555	83,639,966.965	101,193,746.804
	JPY	2,177,637,955	4,192,915,879	6,119,053,252	7,286,713,458	9,397,257,070
		18.2%	35.1%	51.3%	61.0%	78.7%
medium	JD	19,001,247.385	36,585,802.361	58,494,496.943	72,359,767.851	113,325,117.153
	JPY	2,177,637,955	4,192,915,879	6,827,063,955	8,494,127,072	12,063,261,735
		18.2%	35.1%	57.2%	71.1%	101.0%
optimistic	JD	19,001,247.385	36,585,802.361	63,092,419.858	80,799,771.645	120,205,414.096
	JPY	2,177,637,955	4,192,915,879	7,379,886,020	9,508,894,048	13,905,267,453
		18.2%	35.1%	61.8%	79.6%	116.5%

Source: prepared by JST

According to JST's forecasts, it is clearly very difficult to prepare SOEs by end of FY2014 where the total accumulated amount meets the ceiling of the loan amount of the Project. If the SOEs are prepared at the same achievement speed as the first two years, the total disbursement amount will reach to the ceiling of the loan amount of the Project in 2016. Thus, it is recommended to add some prospective candidates to the Sub-projects.

2.2.4. Acceleration of SOE preparation

In consideration for stagnation in above-mentioned SOE preparation, JST has mainly taken the following three measures for acceleration of SOE preparation.

(1) Identifying the difference between actual expenditures shown in the draft state budget law for 2014 and amount of SOE prepared

In order to grasp the detail of actual status and to find the reason why the amount of SOE prepared does not reach to the full amount of eligible cost, JST compared the SOE prepared with their eligible cost by Sub-project, which is summarized in Table 2-3. The major findings based on the comparisons and their clarifications are shown below:

- It was found that there is a large drop of JD 6 million from 2012 SOE to 2013 SOE in MOHESR, which is one of the biggest differences between actual expenditures shown in the draft state budget law for 2014 and the amount of SOEs submitted by IAs. According to the explanation made by MOHESR staff, it was due to the change in use of budget from eligible costs for the Project to supplement the salary of universities faculties and staff based on the ministerial decree stating 35% salary raise after January 2013. Thus, JST found that this JD 6 million difference could not be recovered.
- It is also found that it is difficult to fill the difference in 2012 between actual expenditures and amount of submitted SOEs due to difficulty in collecting the necessary documents and evidences which have already been put into storage.
- MOH is the most promising IA from viewpoints of: (1) achieving ratio of SOE preparation to its eligible cost and (2) total amount of SOE prepared up to December 2013.

(2) Searching new prospective candidates for Sub-projects

In order to increase the total eligible cost, JST searched prospective candidates for Sub-projects by: 1) searching newly budgeted projects which can be considered unlikely to receive a pledge financed by other donors, and 2) requesting the Jordanian side to recommend some candidates for Sub-projects.

Through the Study, more than 13 new candidates have been considered as to whether they can be added to the Project as Sub-project or not. As a result of study, it was confirmed that the five candidates were eligible and would accordingly be officially requested by the Jordanian side to JICA, and another three candidates were desired to be added by the Jordanian side. As a result of clarification, there are five eligible candidates for new Sub-projects as described below. In addition, the result of clarifications of candidates is summarized in Table 2-5.

Eligible candidates for the Sub-projects

- Establishing university college in Jerash (MOHESR, No. 4505/015)

This project is to construct a new college building in Jerash. Although the budget allocated in the state budget law for 2014 was originally for land acquisition, according

to MOHESR, the land had already been secured by the Ministry of Agriculture and will be transferred to the college. It was confirmed that the design work would be ready to start if the budget was properly allocated.

- Establishing building for Serums and Vaccines (MOH, No. 4610/015)

Although the project was originally included in the long list of the Sub-projects, it was nominated for GCC's support in the beginning of 2013. However, the project has been cancelled by GCC. It was decided that this project could be added to the Project (JO-P12) as new Sub-project.

- Establishing the Judicial Division building (MOH, No. 4615/029)

This project is to construct a building for judicial division which provides trainings to students. In this regard, this project should be eligible to be financed under the Project as contributing for human resource development.

- Establishing the Forensic Department for South Governments (MOH, No. 4615/018)

This project is to construct a building for forensic department for south governments. The project could be added as a new Sub-project.

- Establishing furniture and book storage in Zarqa (MOE, No. 4401/008)

The project is to construction a storage in Zarqa. This storage will be used for workshop to repair furniture as well as for book storage.

(3) Special attention to be made to the Sub-projects expected to have large expenditures

Monitoring and paying a special attention to the Sub-projects as follows: which are expected to have a large expense in the near future, to identify expected issues, and to solve them in order to avoid any delay in the project implementation and disbursement which largely affects the scheduled expenditures.

JST indicated specific Sub-projects which are expected to have a large expense in the near future. These Sub-projects are shown in Table 2-6.

Table 2-5 Summary of clarifications of prospective candidates for Sub-projects

Name of Sub-project	Figures indicated in draft state budget law for 2014					Result	
	FY 2012 and FY 2013	FY 2014	FY 2015	FY 2016	Total (up to FY 2016)	Descriptions	Status
Candidates recommended by MOPIC							
Supporting children's Museum							
MOF, No. 2255/009	JD 505,000	JD 250,000	JD 250,000	JD 250,000	JD 1,255,000	It was found that the budget is for salary.	non-eligible
Establishing university college in Jerash							
MOHESR, No. 4505/015	JD 0	JD 500,000	JD 0	JD 0	JD 500,000	It was found out that the land for construction has been secured by the Ministry of Agriculture and will be transferred to the college. And, if the budget is properly implemented, the construction design work will be ready to start.	eligible and requested to add
Scientific Missions for faculty members							
MOHESR, No. 4505/018	JD 997,696	JD 1,000,000	JD 1,000,000	JD 1,000,000	JD 3,997,696	The budget shown in the state budget law for 2014 is only for the cost of overseas fellowship programmes, since travel allowance will be paid by universities. The eligible cost is about JD 0.25 million / year.	requested to add TBD
		(JD 250,000)	(JD 250,000)	(JD 250,000)	(JD 750,000)		
The development of the institutional capacity of the ministry staff							
MOH, No. 4605/001	JD 6,839,758	JD 2,000,000	JD 2,000,000	JD 2,000,000	JD 12,839,758	It has been already deleted due to non-eligible nature of the component.	non-eligible but requested to add
Establishing building for Serums and Vaccines							
MOH, No. 4610/015	JD 1,732,921	JD 715,000	JD 600,000	JD 0	JD 3,046,921	The Project has been cancelled by other donor due to change in support objectives. Although there was possibility that this projects would be financed by GCC, it was decided that this projects could be added to the Project as new Sub-project.	eligible and requested to add
Establishing the Judicial Division building							
MOH, No. 4615/029	JD 1,250,447	JD 1,600,000	JD 1,400,000	JD 1,000,000	JD 5,250,447	It was decided that this projects could be added to the Project as new Sub-project.	eligible and requested to add
Establishing the Forensic Department for South Governments							
MOH, No. 4615/018	JD 1,198,547	JD 700,000	JD 925,000	JD 0	JD 2,823,547	The Project includes procurements of ambulances. It was decided that this projects could be added to the Project as new Sub-project.	eligible and requested to add
Vaccine provision							
MOH No. 5620/003	JD 34,044,858	JD 13,000,000	JD 10,000,000	JD 20,000,000	JD 10,000,000	Although JD 13 million is allocated in the budget law for FY2014, JD 32 million of vaccines are required. On the other hand, according to JPD/MOH, the budget implemented has been gradually decreased.	requested to add TBD
Medicine provision for children							
MOH						Under clarification	TBD

Special Assistance for Project Implementation of
Human Resource Development and Social Infrastructure Improvement Project-II

Name of Sub-project	Figures indicated in draft state budget law for 2014					Result	
	FY 2012 and FY 2013	FY 2014	FY 2015	FY 2016	Total (up to FY 2016)	Descriptions	Status
Newly budgeted projects/prospective candidates in the budget law for FY2014							
Establishing furniture and book storage in Zarqa							
MOE, No. 4401/008	-	JD 100,000	JD 130,000	JD 280,000	JD 510,000	The component is eligible for the Project.	eligible and requested to add
Absorption of Syrian students							
MOE, No. 4425/012	-	JD 5,000,000	JD 0	JD 0	JD 5,000,000	Although textbooks provision is eligible component, it was found out that the procurement was not demarcated from other provisions.	non-eligible
		(JD 3,000,000) (JD 1,000,000) (JD 1,000,000)	for additional education for School donation for School book				
Absorption of Iraqi students							
MOE, No. 4425/007	JD2,000,000	JD 1,000,000	JD 1,000,000	JD 1,000,000	JD 5,000,000	ditto	non-eligible
Improving public universities							
MOHESR, No. 4505/025	-	JD 4,000,000	JD 4,000,000	JD 20,000,000	JD 28,000,000	It has already determined that this project will be supported by GCC.	non-eligible

Total of eligible projects	JD 12,130,915
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Total of eligible projects and TBD projects	JD 89,925,773
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Source: prepared by JST

Table 2-6 Major Sub-projects to be monitored for progress of their implementation

No	Project No. budget code	Title	2012		2013		2014		2015		2016	
			SOE prepared	SOE/E.C ost	SOE prepared	SOE/E.C ost	Project Cost	Eligible Cost	Project Cost	Eligible Cost	Project Cost	Eligible Cost
HES	4505/602	Supporting Jordanian Public University	8,134,624.459	98.60%	2,221,633.898	25.98%	57,000,000	* 8,550,000	57,000,000	* 8,550,000	57,000,000	* 8,550,000
632	4610/003	Establishing Health Care Centers	61,920.165	13.76%	0.000	0.00%	0	0	500,000	500,000	4,000,000	4,000,000
633	4610/004	Establishing Comprehensive Health Center	27,634.827	14.54%	0.000	0.00%	0	0	500,000	500,000	5,000,000	5,000,000
	4615/008	Expanding Al Iman Hospital	0	0.00%	0.000	0.00%	1,000,000	1,000,000	3,000,000	3,000,000	10,000,000	10,000,000
658	4615/013	Expanding Al Karak Hospital	1,842,383.639	100.95%	1,277,839.287	127.78%	2,600,000	2,600,000	0	0	0	0
659	4615/014	Establishment of Northern Desert Hospital	2,183,897.200	70.87%	2,824,065.977	141.20%	4,000,000	4,000,000	0	0	0	0
661	4615/017	Establishment of Al-Salt new Hospital	3,745,548.835	99.88%	7,943,040.707	117.67%	7,150,000	7,150,000	6,000,000	5,400,000	9,000,000	9,000,000
	4615/033	Establishing of Al Tafila Hospital	0	-	0.000	-	2,000,000	2,000,000	5,000,000	5,000,000	6,500,000	6,500,000

Note: Although these eligible costs will be decrease JD 6 million each, there are still over JD 2.5 million eligible cost per year.

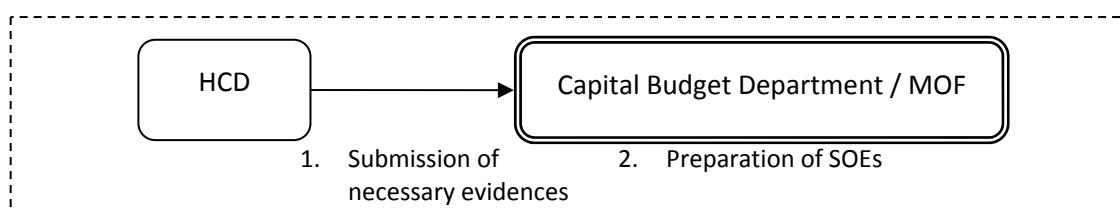
Source: prepared by JST

2.2.5. Capacity of the Jordanian side for documentation of accounting management - disbursement request

The situations of documentation are described by IA as below.

(1) MOF

1) SOE preparation flow



2) Influencing factors on SOE preparation

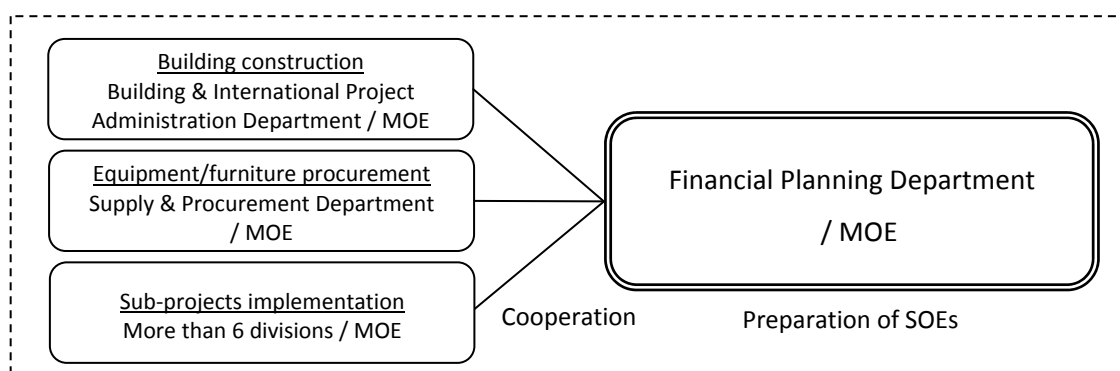
- SOE will be prepared by the Capital Budget Department of MOF when necessary evidences are submitted by HCD.

3) Current performance of SOE preparation

- Cooperation to prepare related SOE and Supporting Documents.
- Some mistakes in calculating tax amount and fill data.
- Preparing SOE when requested.
- Need to be more careful with adjustment of JST comments.

(2) MOE

1) SOE preparation flow



2) Influencing factors on SOE preparation

- There are many actors involved. Thus, high coordination capability is necessary for collection of supporting documents/evidences.

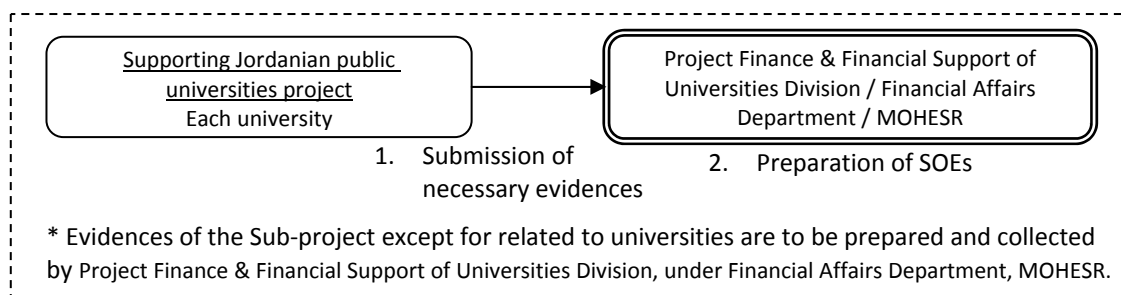
3) Current performance of SOE preparation

- Cooperation to prepare related SOE, but most of the time, supporting documents/evidences are not complete.

- Lots of mistakes in numbers, dates, names, contract numbers, etc.
- Need reminders to prepare the SOE.
- Most of comments are repeated and not adjusted from the first time.

(3) MOHESR

1) SOE preparation flow



2) Influencing factors on SOE preparation

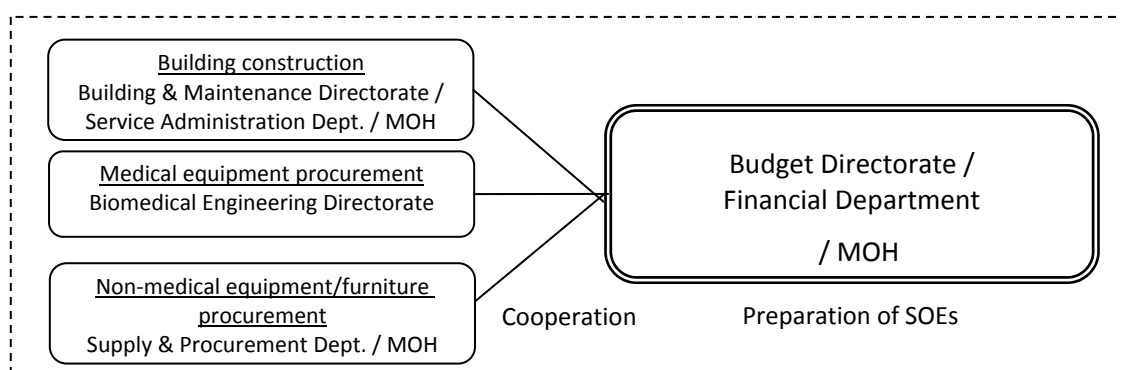
- Financial documents submitted by each university are received by the Project Finance & Financial Support of University's Division which is the same division as for preparation of the SOE. This is not a complicated procedure.

3) Current performance of SOE preparation

- Cooperation to prepare related SOE and supporting documents.
- Some mistakes in entering the data and they need help in English.
- Need reminders to prepare the SOE.
- Need to be more careful with adjustment of JST comments.

(4) MOH

1) Current performance of SOE preparation



2) Influencing factors on SOE preparation

- Sub-projects under MOH are categorized into the following components:
 - a) Building construction

- b) Biomedical equipment procurement
- c) Non-medical equipment/furniture procurement

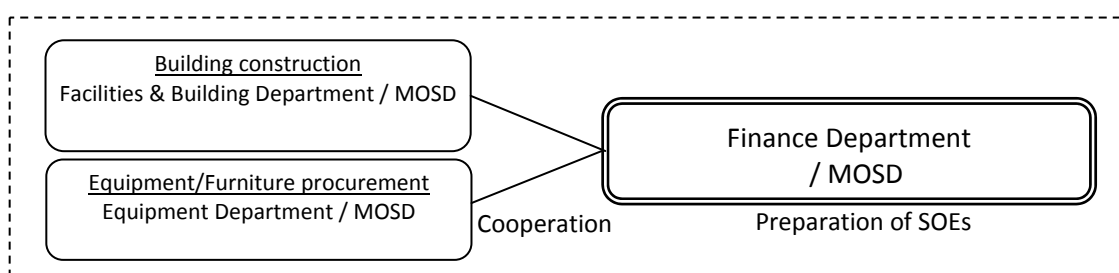
The above components are managed by different departments or directorates concerned. All necessary evidences are collected in cooperation with these concerned departments and directorates. Basically this is functionally well organized in spite of a broad range of implementing departments.

3) Current performance of SOE preparation

- Cooperation to prepare related SOE and Supporting Documents.
- A few mistakes in calculating tax amount.
- Preparing SOE in sequence and arranging with JST for checking.
- Need to be accurate in adjusting the comments.

(5) MOSD

1) Current performance of SOE preparation



2) Influencing factors on SOE preparation

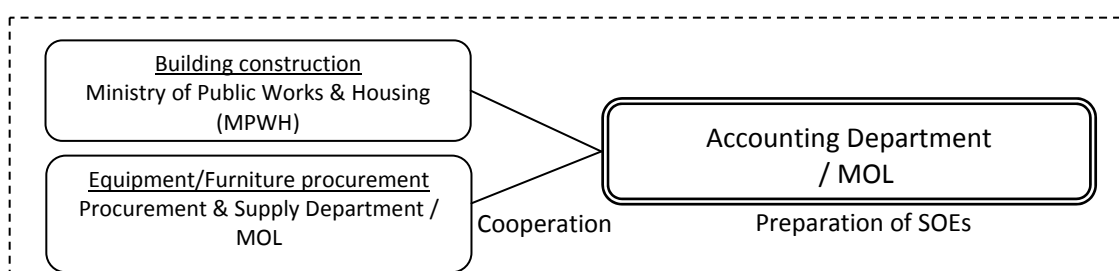
- The budget has shortage for payment in spite of progress made in other areas.

3) Current performance of SOE preparation

- There is only one SOE prepared and submitted by MOSD under the supervision of JST. Therefore, it is too early to evaluate the performance.

(6) MOL

1) Current performance of SOE preparation



2) Influencing factors on SOE preparation

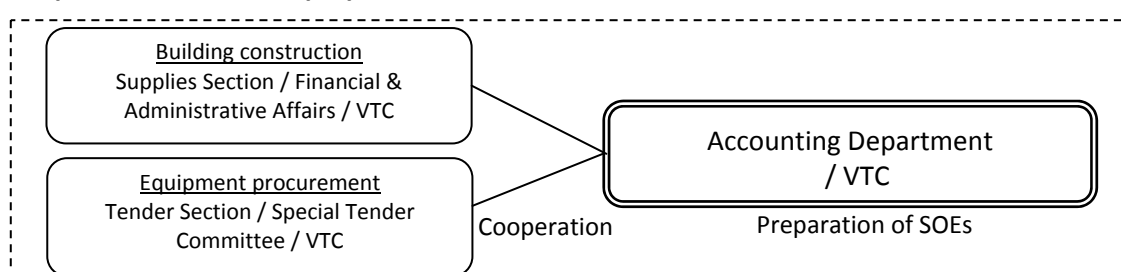
- Necessary evidences for equipment procurement are collected through internal process in the ministry.
- To collect necessary evidences for building construction needs cooperation with MPWH.

3) Current performance of SOE preparation

- Cooperation to prepare related SOE and Supporting Documents.
- A few mistakes in calculating tax amount.
- Preparing SOE in sequence and arranging with JST for checking.
- Need to be accurate in adjusting the comments.

(7) VTC

1) Current performance of SOE preparation



2) Influencing factors on SOE preparation

- Necessary evidences for both equipment procurement and building construction are collected through internal process in the institution.

3) Current performance of SOE preparation

- Cooperation to prepare related SOE and Supporting Documents.
- Lots of mistakes in numbers, dates, names, contract numbers, and they need help in English.
- Need reminders to prepare the SOE.
- Need to be more careful with adjustment of JST comments.

2.2.6. Review of the Auditing Report

(1) Result of the review

In accordance with SOE Procedure for Japanese ODA Loans, Guidance for Borrowers (January 2011), the borrower shall select an auditor to audit the SOE submitted by IAs. The Borrower or the Executing Agency is required to furnish JICA with a certified copy of the Audit Report by the auditor, as soon as it is available, and no later than 6 to 9 months from the end of each fiscal year in accordance with stipulation of the Loan Agreement.

The objective of an SOE audit is retroactive (ex post facto) confirmation of the eligibility and conformity of the expenditure and/or withdrawals from the special account stated in the SOE prepared by the Borrower or the Executing Agency, and its compliance with the provisions and objectives of the Loan Agreement by an expert, independent third party auditor. In other words, the objective of an SOE audit is to use an auditor to confirm that the expenditures entered in the relevant SOE are eligible for financing under the Loan Agreement and are backed by necessary and sufficient supporting documents.

In order for the auditor to understand the coverage of the SOE audit and the auditor's TOR, the Borrower is required to explain the objectives of any SOE audit as well as the objectives of the Loan Agreement, including non-eligible items for JICA's financing, to the auditor before conducting the audit.

In this respect, the audit shall cover, but not be limited to, the following points:

- Statement of Expenditures (SOE): The auditor is required to audit whether expenditure stated in the SOE, according to which the Borrower or the Executing Agency has requested disbursement, is eligible for financing under the Japanese ODA Loans and whether it was used for the objectives of the Loan Agreement.
- Custody of supporting documents: The auditor is required to confirm whether necessary and sufficient supporting documents for the SOE are being maintained by the Borrower or the Executing Agency or not.

In order to confirm that the audit of SOE has been promptly implemented, the Standard Audit Report format provided by JICA is required to be used by the Borrower or the Executing Agency.

In response to the Auditor's opinion, other than an Unqualified Opinion, the Borrower or the Executing Agency is required to take appropriate action before submitting the Audit Report to JICA. The Clarification Letter (so called Management Letter in Jordan) has been issued by the auditor during SOE audit.

An Auditing Report was prepared by Audit Bureau and unofficially submitted to JICA on 8th October 2013. In comparison with the collected SOE by JST, the findings by JST on the Auditing Report were as follows: (1) some accumulated amounts from submitted SOE were incorrect; (2) a few figures had typing errors and incorrect position of thousand digits. In order to improve the work performance and communication between the Audit Bureau and MOPIC, the Audit Report should be submitted as a draft to MOPIC prior for the finalization of the report. JST expects that Audit Bureau gets practices learning on JICA's ODA Project procedures and the findings by JST will be improved in the next Audit Report.

2.3. Monitoring Management (in order to improve traceability of the Project)

In order to improve the traceability of the Project, preparation of Inventory Lists (ILs) were proposed by the JST during the Preceding Study. Following the Preceding Study, JST proposed to prepare these items: 1) Project Sheet, 2) Tracing Flowchart, 3) Inventory Lists (ILs), 4) the Rising Sun stickers and the ODA plaques and their handbook to apply and affix, and 5) Sub-projects distribution map. Each item outline is shown below.

Table 2-7 Monitoring Tools

Name	Descriptions	Objectives/Manner of utilization, Correlations, and so on (from the viewpoint of monitoring)
(1) Project Sheets (PSs)	It contains followings: general information including components and their contract information, performance measurement indicators and their values, physical progress and financial progress.	To grasp and monitor the situation and progress of the Sub-project.
(2) Inventory Lists (ILs)	It contains following: description of equipment/ furniture, quantity, unit price, date of supply, location, etc.	To be updated in accordance with a transfer of equipment/furniture in order to identify a location at the time.
(3) Tracing Flowcharts	It shows the procedure for procurement of equipment/furniture from tendering to installing them.	To identify whether the equipment/furniture is traceable or not.
(4) Sub-projects' distribution maps	It shows locations of the Sub-projects.	To grasp the locations and degrees of distributions of Sub-projects.
(5) Rising Sun Stickers, ODA Plaques	Major equipment/furniture is recommended to be attached by the Rising Sun Stickers. And, Major and qualified buildings which are financed almost 50% of construction cost by the Project are also recommended to install the ODA plaques.	To show Japan's support and to make it easy to find inputs under the Project.

Source: prepared by JST

2.3.1. Project Sheets (PSs)

The Project sheets are expected to be monitored quarterly and updated if any progress. The current updated status is shown in Section 2.1.2.

2.3.2. Inventory Lists (ILs)

(1) Background

It was found from the result of monitoring and evaluation mission conducted in Jordan that there were some difficulties to monitor the condition of the delivered equipment/furniture procured under the Japanese ODA loan projects. In order to resolve this issue, Inventory List of Japanese ODA equipment/furniture was introduced during the previous study to manage and track them in consideration with the current equipment management system adopted by ministries.

Sub-project Monitoring Seminar was held on March 5, 2013 during the previous study to explain to IAs the purpose of Inventory List and how to prepare it. Following the seminar, MOPIC as the Executing Agency issued the instruction letter dated on March 10, 2013 to IAs to prepare, update and retain Inventory List. Furthermore, MOPIC reminded IAs about

Inventory List at the meeting held on October 3, 2013. JST also encouraged IAs in preparation of Inventory List during the 1st and 2nd Field Studies.

JST monitored the status of Inventory List during 3rd Field Study from January to March 2014 and assisted IAs to complete the Inventory List for the equipment of which SOE was prepared as expenditure in 2012. Six IAs were monitored out of seven IAs except for MOSD where SOE for 2012 expenditure was not prepared.

(2) Targets to be registered in the ILs for monitoring and other conditions

In consideration with kinds and quantities of equipment and furniture procured under the Project, capability to keep the ILs and so on, the targets of equipment and furniture and other conditions to keep the ILs are currently set as shown below.

Table 2-8 Targets to be registered in the ILs and other conditions

IA	Targets to be registered in the ILs and other conditions
MOF	- If the equipment/furniture is provided to individuals, "Locations" are filled in with name of society or charity association which are providers of equipment/furniture.
MOE	- Desks and chairs for students are not subjected. - "Locations" are filled in with name of schools or directorates.
MOHESR	- There are no special conditions.
MOH	- Equipment and furniture whose values are less than JD 500 are not subjected. - "Locations" for biomedical equipment are filled in with "See Directorate of biomedical engineering."
MOL/VTC	- There are no special conditions.

Source: prepared by JST

(3) Accomplishment

Only MOL and VTC prepared the Inventory List for 2012 when JICA Study Team monitored the status in January 2014. The following are the status of Inventory List of each IA.

➤ **MOF**

Inventory List was completed with the assistance from JICA Study Team. Most of the equipment/furniture procured for MOF is located on assistive devices for people with physical disabilities and they were supplied to individuals. Therefore, the location of equipment was stated as HCD (Higher Council for the Affair of Persons with Disabilities) instead of the name of individual in the Inventory List.

➤ **MOE**

MOE completed the Inventory List with the assistance from JICA Study Team. Necessary SOEs were already submitted to MOPIC, so MOE staff had to check them at MOPIC. One of the reasons of delay was that the information of the equipment procured under Japanese ODA loan project was not shared between the person in charge for SOE and Inventory List person. Therefore, it took a certain time to identify the Japanese ODA equipment out of all the equipment for MOE. Also it was difficult to identify the

Japanese ODA equipment when one tender package was financed by not only JICA but also other donors and national budget, according to MOE.

➤ **MOHESR**

Inventory List was completed after several reminders from JICA Study Team. The reason of delay was that MOHESR does not monitor the location of equipment/furniture; instead each university so that MOHESR needed to ask the universities. Another reason was that the person in charge of Inventory List was the head of University Finance Department and he could not deal with Inventory List because of his heavy daily workload.

➤ **MOH**

With the assistance from JICA Study Team, MOH completed the preparation of Inventory List. Because of the large number of equipment and furniture, JICA Study Team instructed MOH not to include the equipment where the unit price is equal to or less than JD500, spare parts and office furniture. The procurement of medical equipment and furniture were taken care of by two different departments and the person in charge of Inventory List, who was from the department for furniture, could not collect the information about the equipment/furniture procured under Japanese ODA loan project. So MOH needed time to complete it.

➤ **MOL**

MOL finished the preparation of Inventory List in September 2013. JICA Study Team found the slight differences in the amount of money in SOE and Inventory List but it was regarded as generally acceptable.

➤ **VTC**

VTC finished the preparation of Inventory List in January 2014. All the questions on Inventory List from JICA Study Team were clarified by VTC immediately through their own records. However, the list was written in Arabic.

(4) Challenges for the continuous preparation and update of Inventory List by Jordan Government

Even though the seminar for the preparation of Inventory List and several reminders took place, only two IAs, which are MOL and VTC, could prepare the Inventory List by themselves out of six IAs. The followings are the challenges for the continuous preparation of Inventory List.

➤ **Necessity to inform about the obligation under Japanese ODA loan project to retain all records evidencing expenditures**

The reason why some IAs could not prepare the Inventory List voluntarily is assumed that the importance of Inventory List for Japanese ODA loan project was not shared with relevant agencies. IAs and its related organization manage and monitor their equipment/furniture by means of their own system so that preparing Inventory List only for Japanese ODA equipment/furniture is considered additional work and not their daily work. Some of the persons in charge of Inventory List in IAs are the managers of department and put off the preparation of Inventory List until after their daily work. The Inventory List format prepared by JICA Study Team was designed to be filled in

easily from IAs own records. However, four IAs ended with low performance. The Loan Agreement stipulates that the borrower shall retain until at least 5 years after the Completion Date, all records (contracts, orders, invoices, bills, receipts and other documents) evidencing such expenditure in Article III, Section 4. (5) (f) but this seems not well informed to the Executing Agency and IAs.

➤ **Lack of information sharing in IA**

It was observed that the information about the equipment/furniture procured under Japanese ODA loan project was not shared between the person in charge of SOE and Inventory List. In order to identify the equipment procured under the project, it is necessary to confirm the related documents such as SOE, contract and purchase order. However, these were not shared because of lack of coordination. As a result, there was a case that some of the equipment was not in the Inventory List even though they were procured under the project.

➤ **Lack of equipment/furniture master list**

The inventory list, prepared for the equipment of which SOE was submitted as the expenditure in 2012, was reviewed by JICA Study Team. SOE was the only data that JICA Study Team checked the Inventory List against. However, SOE only contains the name of equipment package such as "Equipment for Laboratory" but not the specific name, type and quantity of equipment. Therefore, it is necessary to add up the price of each piece of equipment and compare with the amount of SOE. If two figures are the same, then it is considered that all equipment under the SOE is in the Inventory List. When the cost of other than equipment price is included in SOE such as installation cost, comparison of SOE and Inventory List becomes more complicated and cumbersome. This is due to the lack of equipment/furniture master list with which the inventory list can be compared. However, the master list has not been prepared yet by the Executing Agency.

State of Expenditure

MOL - Project no. 714-
Loan Agreement No. -

Application Serial No. -

SOE

Inventory List

If the amount in SOE and the total amount in Inventory List are same, then it is considered that all equipment is in the Inventory List. However, the two amounts are not the same in this case because the installation cost is included in SOE.

Transaction	Purchase	Supplier	Nationality	Description	Category	Contract No.	Date of Payment	Amount of Payment (without Tax)	Method of Payment	Amount applied for financing (without Tax)	Disbursement Ratio
1						2885.000 J.D.	10/2012	2881.800	Full Payment	2881.800	100%

No.	Amount	Date of Acceptance	Incoming Sheet No.	Request NO	Date of Supply	Location	Quantity	Outgoing Sheet No.
1	480	30/9/2012	656480		30/9/2012	Ministry Building, MEETING ROOM	16	769615
2	220	30/9/2012	656480		30/9/2012	Ministry Building, MEETING ROOM	2	769615
3	144	30/9/2012	656480		30/9/2012	Ministry Building, MEETING ROOM	4	769615
4	156	30/9/2012	656480		30/9/2012	Ministry Building, MEETING ROOM	1	769615
5	143	30/9/2012	656480		30/9/2012	Ministry Building, MEETING ROOM	1	769615
6	144	30/9/2012	656480		30/9/2012	Ministry Building, MEETING ROOM	4	769615
7	156	30/9/2012	656480		30/9/2012	Ministry Building, MEETING ROOM	1	769615
8	143	30/9/2012	656480		30/9/2012	Ministry Building, MEETING ROOM	1	769615

Source: prepared by JST

Figure 2-3 Comparison of a part related to unit price between IL and SOE

(5) Recommendations

Inventory list for 2013 and later is supposed to be prepared by MOPIC as the Executing Agency. JICA Study Team proposes the following for proper preparation of Inventory List and reduction of burden on MOPIC and IAs.

➤ **Regular reminder about the preparation and update of Inventory List by MOPIC**

There are no incentive and penalty for IAs for the preparation of Inventory List of the equipment procured under Japanese ODA loan project. In order to encourage IAs to continue to prepare the Inventory List, regular reminder from MOPIC is necessary. Since the delay of SOE preparation is another issue, the reminder about SOE and Inventory List shall be sent at the same time efficiently.

➤ **Inclusion of equipment contract number in Inventory List**

In order that all the equipment under the project shall be in the Inventory List and the list can be reviewed easily, it is necessary to include the equipment contract number in the Inventory List. The equipment contract number is stated in SOE so that both documents, SOE and Inventory List, can be easily compared.

➤ **Limitation of equipment to be monitored**

JICA Study Team assisted for the preparation of Inventory List of the equipment when SOE was prepared as expenditure in 2012. As a result of review, it was found that some of the Inventory List prepared by IAs was incomplete and did not cover all the equipment procured under the project. As mentioned above, comparing SOE and Inventory List is complicated and needs time to complete since the name, type and quantity of each equipment/furniture cannot be confirmed from SOE. Review of Inventory List for 2013 and later by Japanese side is not planned so it may happen that the Inventory list will be incomplete or will not be prepared. In order to avoid these cases, it is effective to limit the equipment to be monitored and this will contribute to reduce the burden on MOPIC and IAs. The purpose is to monitor the major equipment at least.

2.3.3. Tracing Flowcharts

Tracing flowcharts show the procedures for procurement of equipment/furniture from tendering to installing them for each IA. It can identify whether the equipment/furniture is traceable or not.

Tracing flowcharts are shown in Annex-6.

2.3.4. Sub-projects Distribution Maps

The distribution maps show locations of the Sub-projects, so it can be used to grasp not only the locations but also degree of distributions of Sub-projects by governorate.

The Sub-projects distribution maps and their list are shown in Annex-7.

2.3.5. Rising Sun Stickers and the ODA Plaques

(1) Rising Sun Stickers

The handbook for affixing the Rising Sun stickers was prepared by JST and shared with Jordanian side.(See Annex-8) The situations of sticker distributions are shown below.

Table 2-9 Situation of Stickers' distributions (as of end Feb. 2014)

IA	The number and size of stickers	Major equipment/furniture to be affixed by the stickers, and remarks
MOE	3,000 pieces for 3cm*3cm	School equipment and furniture except for student ones through 42 directorates.
MOHESR	1 piece for 25cm*25cm 2 pieces for 10cm*10cm 40 pieces for 3cm*3cm	Electricity transformer, surveillance system data server, surveillance system cameras in the classroom building of JUST.
MOH	50 pieces for 25cm*25cm 500 pieces for 10cm*10cm 3,000 pieces for 5cm*5cm 3,000 pieces for 3cm*3cm	X-ray machine, buses, ambulances, etc. The stickers distributed are to be used for three years.
MOL	7 pieces for 25cm*25cm 70 pieces for 10cm*10cm 70 pieces for 5cm*5cm 100 pieces for 3cm*3cm	Servers, sound systems for meeting room, computers and accessories, etc.
VTC	20 pieces for 25cm*25cm 210 pieces for 10cm*10cm 170 pieces for 5cm*5cm 250 pieces for 3cm*3cm	Mechanic compound processor, Computers and their accessories, conditioners for labs, etc.
MOF	0	Most of equipment is to be distributed to individuals.
MOSD	0	There is no equipment/furniture procured till November 2013.


Source: prepared by JST

(2) ODA Plaques

In consideration with an intention of the Jordanian side, covering ratio of the Project to construction amount, quality of the work and so on, currently, the classroom building for JUST (which has been constructed as the Sub-project No. HES; Supporting Jordanian Public University, under MOHESR) is the only building that the ODA plaque is to be installed. It was confirmed that MOHESR started preparing an official letter to express their agreement to install the ODA plaque and it would be issued by mid-March 2014.

The other candidates for ODA plaque installation are shown in the table below. Their financial coverage ratios by Project are not fully available to show at this moment.

Table 2-10 Results of the study for ODA plaque installation

Name of building	Financial coverage ratio by the Project (as of Feb. 2014)/ Status / Description
Classroom building / JUST (MOHESR, No. HES)	<div> <div> <ul style="list-style-type: none"> - Financial coverage ratio: 21.7% (JD2 million) - Physical progress: 100% - Rising Sun stickers are to be installed based on the wishes of the Jordanian side. </div> <div>  <p>as of Feb. 2014</p> </div> </div>
Karak Hospital (MOH, No. 658)	<div> <div> <ul style="list-style-type: none"> - Financial coverage ratio: 27.5% - Physical progress: 98% - Only utility work is remaining. </div> <div>  <p>as of Feb. 2013</p> </div> </div>
Northern desert Hospital (MOH, No. 659)	<div> <div> <ul style="list-style-type: none"> - Financial coverage ratio: 32.7% - Physical progress: 97% - Construction work will be finished by end June 2014. </div> <div>  <p>as of Feb. 2013</p> </div> </div>
Al-Salt Hospital (MOH, No. 661)	<div> <div> <ul style="list-style-type: none"> - Financial coverage ratio: 29.3% - Physical progress: 65% - Construction work will be finished by end of 2015. </div> <div>  <p>as of Feb. 2013</p> </div> </div>

Source: prepared by JST

3. CONCLUSIONS AND RECOMMENDATIONS

3. Conclusions and Recommendations

3.1. Delay in Disbursement Progress

As the result of the 3rd Field Survey, it is evident that the collection of all the necessary evidences of payments made under the Project within three years (staring from January 2012 to December 2014) is impossible without additional efforts. The main cause of this delay was primarily due to slow disbursement progress by the austerity policy of Jordan, and the following premises also adversely affected the disbursement progress:

- Candidates for Sub-projects selected by the Jordanian side were mainly listed for general budget projects in the original long list. Therefore, the amount of eligible portion in each sub-project is fairly low (20-30%).
- Some potential and ideal capital development projects in the original long list were taken by GCC, and therefore a large amount of eligible components were lost in the beginning.
- The ceiling budget of each ministry is determined based on the disbursement made in the previous year, and according to the recent data in 5 years, actual expenditure compared to the budgeted amount is usually 80% in Jordan. Thus, a dramatic increase is not permitted.
- Although sufficient budget is allocated, actual expenditures are mainly spent for non-eligible costs such as staff salaries, allowances, utility costs and maintenance costs in order to maintain the functionality of the ministries.
- Although budgets are allocated for the equipment procurement projects, each procurement item has to be authorized by the Ministry of Finance before the public announcement.
- Some capital development projects require a large monthly disbursement for the specific month; however the monthly disbursement of each ministry is controlled and limited by the evenly allocated monthly budget.
- Unlike other ODA loan assistance projects by JICA, the allocated initial disbursement amount is not able to specify the specific development project, but goes to the state treasury first and is allocated within the annual general budget for each ministry.
- Where the capital development projects are often delayed in overall schedule due to numerous variation orders, if the variation order is applied, a long term approval procedure is required; hence involves various sanction agencies.

3.2. Issues on budget implementation – pointed out before

In order to accelerate the disbursement of loan, JST recommended the following points for smooth disbursement request through the Study and the Preceding Study:

- Minister of IAs and General Budget Department (GBD) should prioritize Sub-projects listed on the shortlist for the budget allocation, especially on those eligible pay items of capital components.
- GBD should promote steady and smooth budget implementation especially for equipment procurement projects.

However as a result of review of the state budget law, it was confirmed that the budget related to the Sub-projects had been rather steadily implemented than others.

On the other hand, the timing of Government budget allocation to IAs is vital, because IAs do not have enough budgets to pay off outstanding payments and therefore contractors are also hesitant to make enough efforts to implement their construction activities; this causes delays

in the construction schedule and results in delayed disbursement. As for equipment, without confirmation of budget to be used, IAs cannot tender a package as mentioned above.

3.3. Difficulty in increasing in budget in the middle of fiscal year

Since JICA has already disbursed the necessary amount (initial disbursement) for the Jordanian side to spend for their Sub-projects, the Jordanian Government made a flexible and exceptional budget allocation to concern ministries under the Project such as to increase annual budget for “Supporting Jordanian Public University” under MOHESR. JST has informed to both MOPIC and JICA that under this sub-project, there is approximately JD 109.78 million outstanding expenditures from 10 public universities. If Jordanian Government could agree on and increase the budget allocation of this sub-project to liquidation of the outstanding expenditures in year 2010 and 2011, which is approximately JD 64.4 million, the loan amount could be disbursed by December 2014.

As a result of the discussion with GBD, it was identified that it was difficult to increase in the budget of MOHESR in the middle of fiscal year and these universities have already loaned the development amount from private banks.

3.4. Addition of new Sub-projects

Although Six Sub-projects were added in April 2013 after the Preceding Study and the budget was already allocated, the progress of new sub-projects was very slow during 2013. Therefore, JST assumed that the new added sub-project could not largely contribute and accelerate the disbursement amount in the near term.

In addition, at the end of the 3rd Field Study, 25th February 2014, MOPIC issued the official letter for adding 8 candidates for new Sub-projects to JICA. In consideration with a difficulty in accelerating the progress of disbursement, adding new Sub-projects is one of the effective means to accelerate SOE preparation and submission. The result of study of candidates for new Sub-projects is shown in the Table-2-5.

3.5. Discrepancy in the Understanding of Disbursement Period

As mentioned above, it is impossible to utilize the whole amount within three years which is expected by the end of December 2014. However, based on the Loan Agreement, Article I, Section 2 (2) quoted below, the disbursement period will be 5 years after the effective date of the Loan Agreement, which means August 2017.

“The final disbursement under the Loan Agreement shall be made within the period from the effective date of the Loan Agreement to the same day and month five (5) years after the effective date of the Loan Agreement unless otherwise agreed upon between JICA and the Borrower (hereinafter referred to as the “Disbursement Period”), and no further disbursement shall be made by JICA after the Disbursement Period has expired.”

According to JICA-Jordan Office, the Jordanian side can automatically continue the disbursement for five years without any amendment of the Loan Agreement because there is no description to commit by the Jordanian Government to complete the disbursement within three years period under the stipulation of Loan Agreement except for Annex II, Item 19 in the Main Points Discussed, attached with MOD signed on 26th March 2012. In order to expedite the disbursement and submission of SOEs, JST recommend JICA to officially inform the progress of disbursement to

accelerate as quickly as possible rather than fully utilize the loan period which may jeopardize the collection of evidences for full amount of the initial disbursement.

3.6. Recommendations for Implementation Issues

3.6.1. Continuous Monitoring of Large Capital Projects

As mentioned in Section 2.2.4 - Acceleration of SOE preparation - it is very important that special attention should be paid to the Sub-projects expected to have large expenditures, because these Sub-projects will dictate the entire progress of disbursement.

In order to maintain the scheduled implementation of these Sub-projects, continuous monitoring is necessary. That is why updating the Project Sheets in conjunction with the submission of QPR is essential as well as monitoring the progress of these Sub-projects for any hindrances to implementation progress, so that the scheduled disbursement amount can be achieved as quickly as possible.

The following matters, in particular, should be checked when monitoring these Sub-projects:

- Checking the progress of construction schedule in relation to the achievement of progress payment: confirming any outstanding payments, and if any, find out the reason of payment delay in order to solve its issues.
- Confirming any new variation orders applied by the contractor, and if any, find the approval procedure to expedite the process.
- Checking the elements of project cycle such as design development, tender process and construction activities, so that accurate disbursement projection can be made.
- Checking the timing of equipment procurement, so that accurate disbursement projection can be made.

3.6.2. Thorough checking of SOE Preparation and Submission

Actual disbursement of eligible expenditures in the state budget law should be checked and compared with the submitted SOEs in the beginning of the financial year in January, so that unfulfilled SOEs can be identified and requested IAs to prepare.

It is also important to compare the figures with the financial statement submitted by IAs by MOPIC, so that the differences between the actual disbursements made in the previous year and the amount of submitted SOEs can be reconciled. This confirmation is vital for adjusting the future projection of disbursement schedule.

3.6.3. Addition of New Sub-projects

In parallel to the confirmation of actual disbursements in the state budget law, it is important to check the availability of new potential projects to be included in the Project (JO-P12).

However, toward the loan closing period, financial allocation from the project loan should be carefully calculated in order for the on-going Sub-projects to be properly completed with sufficient finance from the project loan. Therefore, the potential sub-projects for

vaccine procurement should be controlled and budgeted, due to its large expenditure every year, in accordance with the progress of the overall disbursement in each year.

Another aspect to be noted is that the implementation term of new additional projects should be checked to determine their inclusion into the Project. Otherwise the selected new additional Sub-projects may end up without proper finance in the middle of the project implementation.

3.6.4. Monitoring of Accounting Performance

The person in charge of accounting and preparation of SOE in each IA has learned and experienced the documenting of SOE and collecting necessary evidences. It is important to continuously assign these experienced personnel to prepare and submit SOEs, so that accounting performance of IAs will be improved. However, if such staffs are replaced by inexperienced staff like at the Ministry of Social Development, the training of the inexperienced staff is necessary although it will take time for them to independently work by themselves.

Therefore, current staff, especially female personnel who perform highly qualified accounting works, should continue to be employed and work until completion of the Project.

ANNEXES

ANNEXES

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Member List of the JICA Study Team

- | | | |
|----|---------------------|---|
| 1. | Mr. FUKUOKA Yuuichi | Team Leader |
| 2. | Mr. WONG Kuok Hung | Performance Management |
| 3. | Ms. SAWASHITA Rie | Assisting Team Leader/
Accounting Management – 1 |
| 4. | Mr. MIYANO Tomoki | Accounting Management – 2 |

Record of Meetings

1st Field Study (9th - 18th July 2013)

Date/Venue		Counterpart	Meeting Agenda
AMMAN: First Week (9th – 18th July 2013)			
10 July	15:00～ JICA Jordan Office	01: JICA Jordan Office	Confirmation of the 1st field study's outline; objectives, schedule etc. Sharing understanding of topics to be highlighted.
11 July	11:00～ MOPIC	02: Ministry of Planning and International Cooperation	Explanation of the 1st field study's outline; objectives, schedule, etc. Confirmation of the current situation.
14 July	9:30～ MOE	03: Ministry of Education	Confirmation of the Sub-projects' progresses.
	11:30～ VTC	04: Vocational Training Corporation	Confirmation of the Sub-projects' progresses.
15 Jul.	11:00～ MOPIC	05: Audit Bureau, Ministry of Planning and International Cooperation	Confirmation of auditing progress and the situation of an auditing report.
	13:00～ MOSD	06: Ministry of Social Development	Confirmation of the Sub-projects' progresses.
16 Jul.	10:00～ MOH	07: Ministry of Health	Confirmation of the Sub-projects' progresses.
	12:00～ MOHESR	08: Ministry of Higher Education and Scientific Research	Confirmation of the Sub-projects' progresses.
17 Jul.	10:00～ MOF	09: Ministry of Finance, Higher Council for Affairs of Persons with Disabilities	Confirmation of the Sub-projects' progresses.

2nd Field Study (30th August – 12th October 2013)

Date/Venue	Counterpart	Meeting Agenda
AMMAN: First Week (30th August – 7th September 2013)		
2 Sept. 14:30~ JST Office	01: JICA Jordan Office	Report of the current situation including Audit Report and SOE preparation.
3 Sept. 13:30~ MOPIC	02: Ministry of Planning and International Cooperation, JICA Jordan Office	Explanation of the Inception Report and method of speeding up the disbursement.
5 Sept. 9:30~ MOE	03: Ministry of Education	Confirmation of the progress of SOE preparation and clarification of eligibility of items. Observing and Confirmation of Accounting System of MOE with Manual and Government Financial Management Information System.
Date/Venue	Counterpart	Meeting Agenda
AMMAN: Second Week (8th – 14th September 2013)		
9 Sept. 10:00~ Northern desert hospital and Princess Besma Hospital	01: Ministry of Health, Northern desert hospital and Burns Clinic in Princess Besma Hospital	Site visits of two Sub projects: (1) establishment of Al Badia Al Shamaliah Hospital Project and (2) establishment of Burns Clinic in Princess Besma Hospital Project
12 Sept. 10:00~ Um Qsair Basic Boys School	02: USAid	Site visits as a similar project funded by USAid.
13:00~ MOSD	03: Ministry of Social Development	Confirmation of the progress on Sub-projects, and briefing the loan project to new Director.
Date/Venue	Counterpart	Meeting Agenda
AMMAN: Third Week (15th – 21st September 2013)		
16 Sept. 9:30~ MOF	01: Ministry of Finance	Confirmation of the progress of SOE preparation and clarification of eligibility of items.
18 Sept. 13:00~ Jordan University	02: Jordan University	Confirmation of the operational situation of equipment procured under the Project and affixing ODA stickers to the equipment.
20 Sept. 10:00~ JICA-HQ	03: JICA-HQ	Discussion on the delay of disbursement progress under the Project and their solutions.
Date/Venue	Counterpart	Meeting Agenda
AMMAN: Forth Week (22th – 28th September 2013)		
22 Sept. 10:00~ MOL	01: Ministry of Labour	Affixing the ODA stickers to equipment procured under the Project.
23 Sept. 09:50~ Tafila Technical University	02: Tafila Technical University	Monitoring the current situation of Sub-project, no. HES under MOHESR.
11:30~ Site for Al Tafila Hospital	03: Construction site for Al tafila Hospital	Clarification of the current situation of additional Sub-project No. 4615/033, "Establishment of Al Tafila Hospital" under MOH.
12:00~ Learning Resource Centre	04: Learning Resource Centre	Monitoring the current situation of Sub-project, no. 570, "Establishing Learning resource Centres" under MOE.
13:20~ Tafila Centre for Handicapped Personal	05: Tafila Centre for Handicapped Personal	Clarification of the current situation of additional Sub-project No. 4705/002 "Establishment of Al Tafila Shelters for people in special needs" under MOSD.
24 Sept. 10:00~ Furniture manufacturing factory	06: Furniture manufacturing factory / MOE	Teaching how to affix ODA sticker on the manufactured furniture (student's desk & chair, teacher's desk & chair, filling cabinet, etc.) before delivered to each school.
25 Sept. 09:00~ GBD / MOF	07: General Budget Department / Ministry of Finance, JICA-Jordan office	Confirmation of the Sub-projects' budget allocation for FY 2014.
13:00~ MOPIC	08: Ministry of Planning and International Cooperation	Confirmation of the current progress of the Project and discussion on highlighted issues.

Date/Venue		Counterpart	Meeting Agenda
AMMAN: Fifth Week (29th September – 5th October 2013)			
2 Oct.	11:00~ MOHESR	01: Ministry of Higher Education and Scientific Research	Confirmation of outstanding expenses to public universities from 2009 to 2011.
3 Oct.	12:00~ MOPIC	02: Ministry of Planning and International Cooperation	Explanation about (1) update of Project sheets, (2) preparation of Inventory List and (3) application and affixing ODA stickers
	16:30~ JICA-Jordan Office	03: JICA-Jordan Office	Reporting and consulting the current situation of the study
Date/Venue		Counterpart	Meeting Agenda
AMMAN: Sixth Week (6th – 12th October 2013)			
6 Oct.	10:00~ Aqaba campus, Jordan University	01: Aqaba campus, Jordan University	Confirmation of the current situation of beneficiary which has many outstanding invoices from 2009 to 2011 submitted to MOHESR.
8 Oct.	12:30~ MOPIC	02: Ministry of Planning and International Cooperation and JICA-Jordan Office	Discussion on the highlighted issues including budget for 2014.
9 Oct.	10:00~ MOH	03: Ministry of Health	Explanation about how to update the Project sheets.
	12:00~ MOPIC	04: Ministry of Planning and International Cooperation	Explanation about how to update the Project sheets.

3rd Field Study (13th January – 1st March 2014)

Date/Venue	Counterpart	Meeting Agenda
AMMAN: First Week (13th – 25th January 2014)		
14 Jan. 15:00~ JICA-Jordan Office	01: JICA-Jordan Office	Report of the 3rd field study schedule and exchanging opinions concerning the 3rd field study in order to share the understanding.
20 Jan. 10:00~ VTC	02: Vocational Training Corporation	(1) Confirmation of the progress of Inventory List preparation and give some instructions to complete it. (2) Information collection about draft state budget law for 2014 and delivered location of Sub-projects, especially equipment and furniture.
21 Jan. 11:00~ MOHESR	03: Ministry of Higher Education and Scientific Research	(1) Confirmation of the progress of Inventory List preparation and give some instructions to complete it. (2) Information collection about draft state budget law for 2014, fellowship project and delivered location of Sub-projects, especially equipment and furniture.
22 Jan. 10:00~ VTC	04: Vocational Training Corporation n	Clarification of some uncertain items.
12:00~ MOF	05: Ministry of Finance	(1) Confirmation of the progress of Inventory List preparation and give some instructions to complete it. (2) Information collection about draft state budget law for 2014 and delivered location of Sub-projects, especially equipment and furniture.
13:30~ MOL	06: Ministry of Labour	(1) Clarification of some uncertain items in the Inventory Lists prepared by MOL. (2) Information collection about draft state budget law for 2014 and delivered location of Sub-projects, especially equipment and furniture.
23 Jan. 10:00~ MOH	07: Ministry of Health	(1) Confirmation of the progress of Inventory List preparation and give some instructions to complete it. (2) Information collection about draft state budget law for 2014, vaccine project and delivered location of Sub-projects, especially equipment and furniture.
AMMAN: Second Week (26th January – 1st February 2014)		
27 Jan. 9:45~ JICA-Jordan	01: JICA Jordan Office	Discussion about acceleration of SOE and RFR preparation as critical issues.
11:00~ MOPIC/Ms. Feda	02: Ministry of Planning and International Cooperation	Discussion about prospective candidates for new Sub-projects based on the draft state budget law for 2014.
11:00~ MOPIC/Ms. Safa	03: Ministry of Planning and International Cooperation	Discussion about prospective candidates for new Sub-projects based on the draft state budget law for 2014.
28 Jan. 10:00~ MOE	04: Ministry of Education	Confirmation of progress of Inventory List preparation.
29 Jan. 10:00~ MOPIC/MOE	05: Ministry of Education	Instruction of how to fill in the Inventory List.
10:00~ MOPIC	06: Ministry of Planning and International Cooperation	Support for fixing the figure to be filled in the RFR covering letter.
30 Jan. 10:00~ MOH	07: Ministry of Health	Confirmation of progress of Inventory List preparation.
AMMAN: Third Week (2nd – 8th February 2014)		
3 Feb. 11:30~ MOPIC	01: Ministry of Planning and International Cooperation	Discussion about acceleration of RFR and QPR preparation and increasing the amount of SOE.
4 Feb. 10:00~ MOH	02: Ministry of Health	Clarification of expenditures and budget especially related to construction projects.

6 Feb.	10:00 ~ MOH	03: Ministry of Health	Confirmation of progress of Inventory List preparation.
Date/Venue		Counterpart	Meeting Agenda
AMMAN: Forth Week (9th – 15th February 2014)			
9 Feb.	14:00 ~ MPWH	01: Ministry of Public Works and Housing	Discussion on the progress and the design of Tafila hospital which is one of Sub-project for 6 additional Sub-projects.
10 Feb.	10:00 ~ MOE	02: Ministry of Education	Clarification of components of prospective candidates for new Sub-projects.
11 Feb.	14:30 ~ MOPIC	03: Ministry of Planning and International Cooperation	Discussion about highlighted issues including the current status of SOE preparation and prospective candidates for new Sub-projects.
12 Feb.	12:30 ~ MOE	04: Ministry of Higher Education and Scientific Research	Clarification of components of prospective candidates for new Sub-projects such as textbook distribution to refugees.
13 Feb.	10:00 ~ MOHESR	05: General Budget Department / Ministry of Finance, JICA-Jordan office	Clarification of components of prospective candidates for new Sub-projects such as scientific mission.
	12:30 ~ MOPIC	06: Ministry of Planning and International Cooperation and JICA-Jordan Office	Discussion about highlighted issues including differences between the actual expenditures and the amount based on submitted SOEs, major Sub-projects which are expected to have big expenditure in the near future.
Date/Venue		Counterpart	Meeting Agenda
AMMAN: Fifth Week (16th – 22nd February 2014)			
16 Feb.	10:00 ~ MOSD	01: Ministry of Social Development	Explanation about how to prepare SOE
17 Feb.	10:30 ~ MOPIC	02: Ministry of Planning and International Cooperation	Discussion about the 1st RFR's correction
20 Feb.	11:30 ~ MOH	03: Ministry of Health	Discussion about vaccine provision to study its eligibility for the Project
Date/Venue		Counterpart	Meeting Agenda
AMMAN: Sixth Week (23rd February – 1st March 2014)			
23 Feb.	12:30 ~ MOPIC	01: Ministry of Planning and International Cooperation	Clarification of SOE for MOE for finalization of RFR-2.
24 Feb.	12:00 ~ JPD/MOH	02: Joint Procurement Department/Ministry of health	Discussion on procurement of vaccine and medicine.
25 Feb.	11:00 ~ MOPIC	03: Ministry of Planning and International Cooperation	Finalization of RFR-2.
26 Feb.	10:00 ~ MOPIC	04: Ministry of Planning and International Cooperation	Finalization of RFR-2.
27 Feb.	17:00 ~ JICA-Jordan Office	05: JICA-Jordan Office	Report of result of the 3rd field study.

List of Participants

<u>Name</u>	<u>Title</u>
JORDANIAN SIDE	
• Relevant Authorities Concerned	
[Borrower / Executing Agency]	
Ministry of Planning and International Cooperation (MOPIC)	
Mr. Mohamoud Al-Hussein	Programs and Projects Department
Ms. Wafa AL. Saket	Head of Asian Relations Section, International Cooperation Department
Ms. Feda Jaradat	Assistant Manager of Programs of Projects Department
Ms. Safa'a A. Kanaan	Head of Loans & Grants Section, Financial and Administrations Affairs Department
Ms. Rawan Salam	Asian Relations Section of International Cooperation Department
Mr. Naser Alkarak	Loan & Grant Section of Financial and Administrations Affairs Department
Mr. Ayoub Yaseen	Loan & Grant Section of Financial and Administrations Affairs Department
Mr. Mohamoud Al-Hussein	Programs and Projects Department
Ms. Helen Jwabhreh	Programs and Projects Department
[Implementing Agencies]	
Ministry of Education (MOE)	
Mr. Hesham Ibrahim Khaleel	Head of Department of Financial Planning
Mr. Issa Mohammad	Manager of Accounting Division, Department of Financial Planning
Mr. Omar Abdul Mo'ote	Inspection committee member of Purchase Department
Ministry of Higher Education and Scientific Research (MOHESR)	
Prof. Mustafa Al Adwan	Secretary General
Mr. Izzeldeen Darras	Director of Department of Financial Affairs, and Head of University Finance Affairs
Mr. Bothayna Al Share	Head of Division of Project Unit
Ministry of Health (MOH)	
Mr. Moayad Barmawi	Director of Budget Directorate, Department of Financial Administration
Eng. Rateb Younes Magnam	Director of Building and Maintenance Directorate, Department of Services Administration
Dr. Bassam Al Hijjawi	Director of Primary Health Directorate
Ms. Abeer Jameel Abu-lail	Accountant of Budget Directorate, Department of Financial Administration
Dr. Ali Muhaidat	Head of Vaccine and Sera Department
Mr. Riyadh Saleh	Purchase and Supply Department
Dr. Lina Odeh	Purchase and Supply Department
Dr. Sawsan Aboodi	Purchase and Supply Department
Dr. Mohammad Al Tarawneh	Medicine Directorate
Dr. Mohammad Al Syoof	Vaccine Directorate
Ms. Deema Zuid Al Kilani	Budget Directorate, Department of Financial Administration
Eng. Bassam Khasawneh	Engineer of Building Department
Joint Procurement Department (JPD) / Ministry of Health (MOH)	
Mr. Sameer Kshooqa	Joint Procurement Department
Mr. Zaid Al Zubi	Joint Procurement Department
Ms. Lubna Shteweyyeh	Joint Procurement Department
Ministry of Labour (MOL)	
Mr. Mazen Abd Al Majed Al Karaymah	Director of Employment and Training Directorate
Mr. Hamad Al Hisa	Head of Employment Department
Mr. Ghassan Mheedat	Head of Supplies and Procurement
Mr. Naser Abadi	Computer Department
Mr. Nisreen Mohammad	Inspector, Inspection Department
Ms. Wafa Habash	Accountant

<u>Name</u>	<u>Title</u>
Vocational Training Corporation (VTC)	
Mr. Ahmad Musa Al-Sawafine	Director General Assistant for Financial and Administrative Affairs
Mr. Hussein Nairat	Director of Supplies Section, Directorate of Financial and Administrative Affairs
Mr. Mohammad Atiya Saedodh	Head of Income & Expenditure Section, Directorate of Financial and Administrative Affairs
Ministry of Finance (MOF)	
Mr. Ayman N. Abnahazalah	Head of Budget Department
Ms. Subheyeh Gnuamat	Budget Department
Mr. Firas AL Mallah	Director for the financial and administration directorate
Mr Rami Alawneh	Budget Analyst (MOE and MOHESR) of General Budget Department (GBD)
Mr. Mohammad Al Qurashe	Budget Analyst (MOH, MOSD and MOL) of General Budget Department (GBD)
Ministry of Social Development (MOSD)	
Dr. Awad Smairat	Director, Handicapped Affair Program
Mr. Maher Al Khob	Assistant director, Handicapped Affair Program
Ms. Ghada Ali Masaadeh	Director, Directorate of the Affairs of Persons with Disabilities
Eng. Isam Al Shraideh	Director, Department of Facilities and Buildings
Ms. Rasha Al Odwan	Engineer, Department of Facilities and Building
Mr. Emad M. Goufad	Finance Manager, Department of Finance
HCPD (Higher Council for the Affairs of Persons with Disabilities)	
Mr. Ahmed Abu Siam	Director, Financial Department
Audit Bureau (AB)	
Mr. Mohammad Heissat	Director
Mr. Bilal Jamal Okasheh	Director/Consultant
Ms. Sawsan Abu Alyanam	Auditor
Ms. Lubna Thalji	Auditor
The University of Jordan	
Dr. Mazen M. Arafah	Assistant Professor
Tafila Technical University	
Dr. Ya'akoob Masa'afeh	President
Dr. Mohammad Al Mahasneh	Assistant to the University President Assistant for Legal and Administrative Affairs
Eng Raed Al Oran	Director of the Engineering Directorate
Mr. Ibraheem AL Fosoul	Financial Manager
Learning Resource Centre / Tafila (no. 570)	
Mr. Mohammad Al Mahasneh	Chief of Computer labs
Eng. Islam Al Jfoot	Electronic Point of contact for the directorate
Eng. Foad Al Amayreh	General Education/Educational Rooms
Tafila Center for Handicapped Person	
Mr. Asre Sawalqa	Director of the centre
MOSD Directorate in Tafila	
Ms. Abla	MOSD Directorate
Building Directorate under MPWH Directorate in Tafila	
Mr. Mohammad Al Bdoor	Directorate
Mr. Abdu Hameed Al Oran	Directorate
Regenerative Company for Furniture Industry	
Mr. Ahmed Kettaneh	GM of Regenerative Company for Furniture Industry

	<u>Name</u>	<u>Title</u>
JAPANESE SIDE		
● Relevant Authorities Concerned		
[Japan]		
JICA Tokyo Office		
	Mr. IWASAKI Akihiro	Deputy Director of Middle East Division 2, Middle East and Europe Department
	Ms. OKUMURA Makiko	Deputy Director of Middle East Division 2, Middle East and Europe Department
	Ms. NOBUHARA Yuko	Country Officer of Middle East Division 2, Middle East and Europe Department
[Amman]		
JICA Jordan Office		
	Mr. TANAKA Toshiaki	Chief Representative
	Mr. WAKUI Junji	Senior Representative
	Ms. EGUCHI Chinami	Project Formulation Advisor for Jordan and Iraq
	Mr. OSAKI Mitsuhiro	Representative
	Ms. ARISAWA Ritsuko	Project Formulation Advisor
	Mr. Rabah Al-Shanti	Economist / Project Officer & Advisor on Economic and Financial Sectors

Long-Term Disbursement Forecast (Pessimistic)

IAs	Currency	2012		%	2013		%	2014		2015		2016	
		SOE achieved	Eligible Cost		SOE achieved	Eligible Cost		SOE projected	Eligible Cost	SOE projected	Eligible Cost	SOE projected	Eligible Cost
MOF	JD	175,818.431	191,250.000	91.93%	48,131.183	175,000.000	27.50%	49,506.360	180,000.000	49,506.360	180,000.00	49,506.360	180,000.000
	JPY	20,149,671	21,918,206		5,516,074	20,055,875		5,952,298	21,641,940	5,952,298	21,641,940	5,952,298	21,641,940
MOE	JD	1,222,748.366	4,138,625.000	29.54%	517,843.878	3,113,500.000	16.63%	142,849.424	3,046,500.000	142,849.424	2,844,000	142,849.424	2,844,000.000
	JPY	140,133,076	474,307,118		59,347,498	356,822,668		17,175,215	366,289,835	17,175,215	341,942,652	17,175,215	341,942,652
MOHESR	JD	8,140,624.459	8,266,800.000	98.47%	2,221,633.898	8,555,100.000	25.97%	2,138,581.588	8,802,000.000	2,119,105.189	8,727,000.00	2,106,120.923	8,678,000.000
	JPY	932,956,266	947,416,614		254,610,353	980,457,236		257,128,080	1,058,290,866	254,786,374	1,049,273,391	253,225,237	1,043,381,974
MOH	JD	9,081,909.649	14,478,599.500	62.73%	14,592,134.955	13,792,400.000	105.80%	13,550,050.683	21,952,500.000	7,260,682.320	18,202,500.00	15,115,351.923	38,102,500.000
	JPY	1,040,832,255	1,659,319,896		1,672,331,627	1,580,678,002		1,629,163,244	2,639,414,933	872,973,617	2,188,541,183	1,817,364,108	4,581,177,883
MOSD	JD	0.000	162,000.000	0.00%	0.000	225,000.000	0.00%	0.000	655,000.000	0.000	195,000.00	0.000	195,000.000
	JPY	0	18,566,010		0	25,786,125		0	78,752,615	0	23,445,435	0	23,445,435
MOL (including VTC)	JD	380,146.480	854,250.000	44.50%	204,811.062	848,250.000	24.15%	139,051.139	1,073,800.000	139,501.650	1,042,900.00	139,951.209	1,050,250.000
	JPY	43,566,687	97,901,321		23,472,372	97,213,691		16,718,536	129,106,195	16,772,702	125,390,996	16,826,754	126,274,708
Total	JD	19,001,247.385	28,091,524.500	67.64%	17,584,554.976	26,709,250.000	65.84%	16,020,039.194	35,709,800.000	9,711,644.943	31,191,400.000	17,553,779.839	51,049,750.000
	JPY	2,177,637,955	3,219,429,165		2,015,277,924	3,061,013,597		1,926,137,373	4,293,496,384	1,167,660,206	3,750,235,597	2,110,543,612	6,137,864,592
Accum.	JD	19,001,247.385			36,585,802.361			52,605,841.555		62,317,486.498		79,871,266.337	
	JPY	2,177,637,955			4,192,915,879			6,119,053,252		7,286,713,458		9,397,257,070	
Achievement Ratio		18.2%			35.1%			51.3%		61.0%		78.7%	

Long-Term Disbursement Forecast (Medium)

IAs	Currency	2012		%	2013		%	2014		2015		2016	
		SOE achieved	Eligible Cost		SOE achieved	Eligible Cost		SOE projected	Eligible Cost	SOE projected	Eligible Cost	SOE projected	Eligible Cost
MOF	JD	175,818.431	191,250.000	91.93%	48,131.183	175,000.000	27.50%	110,063.974	180,000.000	110,063.974	180,000.00	110,063.974	180,000.000
	JPY	20,149,671	21,918,206		5,516,074	20,055,875		13,233,322	21,641,940	13,233,322	21,641,940	13,233,322	21,641,940
MOE	JD	1,222,748.366	4,138,625.000	29.54%	517,843.878	3,113,500.000	16.63%	817,353.533	3,046,500.000	761,881.316	2,844,000	761,881.316	2,844,000.000
	JPY	140,133,076	474,307,118		59,347,498	356,822,668		98,272,867	366,289,835	91,603,276	341,942,652	91,603,276	341,942,652
MOHESR	JD	8,140,624.459	8,266,800.000	98.47%	2,221,633.898	8,555,100.000	25.97%	2,701,741.596	8,802,000.000	2,656,741.596	8,727,000.00	2,627,379.894	8,678,000.000
	JPY	932,956,266	947,416,614		254,610,353	980,457,236		324,838,497	1,058,290,866	319,428,012	1,049,273,391	315,897,767	1,043,381,974
MOH	JD	9,081,909.649	14,478,599.500	62.73%	14,592,134.955	13,792,400.000	105.80%	17,831,085.863	21,952,500.000	9,918,640.722	18,202,500.00	25,768,276.007	38,102,500.000
	JPY	1,040,832,255	1,659,319,896		1,672,331,627	1,580,678,002		2,143,884,947	2,639,414,933	1,192,547,930	2,188,541,183	3,098,197,129	4,581,177,883
MOSD	JD	0.000	162,000.000	0.00%	0.000	225,000.000	0.00%	90,000.000	655,000.000	90,000.000	195,000.00	90000.000	195,000.000
	JPY	0	18,566,010		0	25,786,125		10,820,970	78,752,615	10,820,970	23,445,435	10,820,970	23,445,435
MOL (including VTC)	JD	380,146.480	854,250.000	44.50%	204,811.062	848,250.000	24.15%	358,449.616	1,073,800.000	327,943.300	1,042,900.00	327,548.997	1,050,250.000
	JPY	43,566,687	97,901,321		23,472,372	97,213,691		43,097,473	129,106,195	39,429,607	125,390,996	39,382,199	126,274,708
Total	JD	19,001,247.385	28,091,524.500	67.64%	17,584,554.976	26,709,250.000	65.84%	21,908,694.582	35,709,800.000	13,865,270.908	31,191,400.000	29,685,150.188	51,049,750.000
	JPY	2,177,637,955	3,219,429,165		2,015,277,924	3,061,013,597		2,634,148,076	4,293,496,384	1,667,063,117	3,750,235,597	3,569,134,663	6,137,864,592
Accum.	JD	19,001,247.385			36,585,802.361			58,494,496.943		72,359,767.851		102,044,918.039	
	JPY	2,177,637,955			4,192,915,879			6,827,063,955		8,494,127,072		12,063,261,735	
Achievement Ratio		18.2%			35.1%			57.2%		71.1%		101.0%	

Long-Term Disbursement Forecast (Optimistic)

IAs	Currency	2012		%	2013		%	2014		2015		2016	
		SOE achieved	Eligible Cost		SOE achieved	Eligible Cost		SOE projected	Eligible Cost	SOE projected	Eligible Cost	SOE projected	Eligible Cost
MOF	JD	175,818.431	191,250.000	91.93%	48,131.183	175,000.000	27.50%	165,476.170	180,000.000	165,476.170	180,000.00	165,476.170	180,000.000
	JPY	20,149,671	21,918,206		5,516,074	20,055,875		19,895,696	21,641,940	19,895,696	21,641,940	19,895,696	21,641,940
MOE	JD	1,222,748.366	4,138,625.000	29.54%	517,843.878	3,113,500.000	16.63%	1,770,126.288	3,046,500.000	1,579,277.626	2,844,000	1,579,277.626	2,844,000.000
	JPY	140,133,076	474,307,118		59,347,498	356,822,668		212,827,594	366,289,835	189,881,287	341,942,652	189,881,287	341,942,652
MOHESR	JD	8,140,624.459	8,266,800.000	98.47%	2,221,633.898	8,555,100.000	25.97%	2,798,413.975	8,802,000.000	2,724,558.695	8,727,000.00	2,676,204.194	8,678,000.000
	JPY	932,956,266	947,416,614		254,610,353	980,457,236		336,461,707	1,058,290,866	327,581,866	1,049,273,391	321,768,059	1,043,381,974
MOH	JD	9,081,909.649	14,478,599.500	62.73%	14,592,134.955	13,792,400.000	105.80%	21,157,278.002	21,952,500.000	12,668,258.944	18,202,500.00	31,574,144.416	38,102,500.000
	JPY	1,040,832,255	1,659,319,896		1,672,331,627	1,580,678,002		2,543,803,006	2,639,414,933	1,523,142,778	2,188,541,183	3,796,254,106	4,581,177,883
MOSD	JD	0.000	162,000.000	0.00%	0.000	225,000.000	0.00%	90,000.000	655,000.000	90,000.000	195,000.00	90,000.000	195,000.000
	JPY	0	18,566,010		0	25,786,125		10,820,970	78,752,615	10,820,970	23,445,435	10,820,970	23,445,435
MOL (including VTC)	JD	380,146.480	854,250.000	44.50%	204,811.062	848,250.000	24.15%	525,323.062	1,073,800.000	479,780.352	1,042,900.00	480,344.725	1,050,250.000
	JPY	43,566,687	97,901,321		23,472,372	97,213,691		63,161,168	129,106,195	57,685,431	125,390,996	57,753,287	126,274,708
Total	JD	19,001,247.385	28,091,524.500	67.64%	17,584,554.976	26,709,250.000	65.84%	26,506,617.497	35,709,800.000	17,707,351.787	31,191,400.000	36,565,447.131	51,049,750.000
	JPY	2,177,637,955	3,219,429,165		2,015,277,924	3,061,013,597		3,186,970,141	4,293,496,384	2,129,008,028	3,750,235,597	4,396,373,405	6,137,864,592
Accum.	JD	19,001,247.385			36,585,802.361			63,092,419.858		80,799,771.645		117,365,218.776	
	JPY	2,177,637,955			4,192,915,879			7,379,886,020		9,508,894,048		13,905,267,453	
Achievement Ratio		18.2%			35.1%			61.8%		79.6%		116.5%	

Human Resources Development and
Social Infrastructure Improvement Project
(L/A No. JO-P12)

**INVENTORY LISTS
of the Equipment procured in FY2012
(ABSTRACT)**

March 2014

Japan International Cooperation Agency (JICA)

Oriental Consultants Co., Ltd.

NOTE

- This inventory list is of the equipment and furniture procured under the Japanese ODA loan project, for the purpose of easy tracing of future monitoring and evaluation, of which Statement of Expenditures (SOE) was submitted to JICA as the expenditure in FY2012, therefore the facilities and services are not included.
- The inventory list was prepared by the implementing agencies with assistance from the consultant.

<Ministry of Finance>

- Inventory List was completed with the assistance from JICA Study Team. Most of the equipment/furniture procured for MOF is supportive devices for people with physical disabilities and they were supplied to individuals. Therefore, the location of equipment in the Inventory List was left blank which means that the location is monitored by HCD (Higher Council for the Affair of Persons with Disabilities) instead of individuals.

<Ministry of Education>

- MOE completed the Inventory List with the assistance from JICA Study Team. One of the reasons of delay was that the information of the equipment procured under the Japanese ODA loan project was not shared between the person in charge for SOE and Inventory List, because of the physical separation of submitted SOEs between both personnel. Therefore, it took a certain time to identify the equipment procured under the Japanese ODA loan out of all the equipment for MOE. Also it was difficult to identify the subject equipment in case that one tender package was financed by multiple donors as well as by the national budget, according to MOE.

<Ministry of Higher Education and Scientific Research>

- Inventory List was completed after several reminders from the JICA Study Team. The reason of delay was that MOHESR does not monitor the location of equipment/furniture by them but each university does, so that MOHESR needed to ask universities for the exact location of equipment/furniture. Another reason was that the person in charge of Inventory List was the Head of Department for University Finance and he could not deal with Inventory List because of his cumbersome daily business.

<Ministry of Health>

- With the assistance from JICA Study Team, MOH completed the preparation of Inventory List. Because of the large number of equipment and furniture, JICA Study Team instructed MOH to prepare the Inventory List of the equipment which unit price is equal to or more than JD500 and not of the office furniture. The procurement of medical equipment and furniture was taken care by two different departments and the person in charge of Inventory List, who was from the department for furniture, could not collect the information about the equipment/furniture procured under the Japanese ODA loan project. So MOH needed a certain time to complete it.

<Ministry of Social Development>

- No inventory list is attached since there was no SOE for FY2012.

<Ministry of Labor>

- MOL finished the preparation of Inventory List in September 2013. JICA Study Team found the slight differences in the amount of money in SOE and Inventory List due to differences in definitions, e.g. equipment price in the Inventory List is CIF price instead of CIP price. Thus, it was regarded as generally acceptable for the purpose of tracing the equipment.

<Vocational Training Corporation>

- VTC finished the preparation of Inventory List in January 2014. All the questions on Inventory List from the JICA Study Team were clarified by VTC immediately through their own records. However, the list was written in Arabic.

Human Resources Development and Social Infrastructure Improvement Project (L/A No. JO-P12)
Inventory List for Purchased Equipment under Japanese ODA Loan

Implementing Agency: **Ministry of Finance**

Sub-Project Number: **190**

Sub-Project Name: **Higher Board for Handicapped Persons Affairs**

Serial No.	Description	Inventory List	Note
190-1	LABTOP	Yes	Equipment was supplied to individuals. The location of equipment is left blank which means that the location is monitored by HCD
190-2	LAPTOP	Yes	
190-3	LAPTOP	Yes	
190-4	DESKTOP	Yes	
190-5	HEARING AIDS	Yes	Equipment was supplied to individuals. The location of equipment is left blank which means that the location is monitored by HCD
190-6	HEARING AIDS	Yes	
190-7	HEARING AIDS	Yes	
190-8	HEARING AIDS	Yes	
190-9	HEARING AIDS	Yes	
190-10	HEARING AIDS	Yes	
190-11	HEARING AIDS	Yes	
190-12	HEARING AIDS	Yes	
190-13	HEARING AIDS	Yes	
190-14	HEARING AIDS	Yes	
190-15	HEARING AIDS	Yes	
190-16	HEARING AIDS	Yes	
190-17	WHEEL CHAIR	Yes	
190-18	WHEEL CHAIR	Yes	
190-19	WHEEL CHAIR	Yes	
190-20	WHEELCHAIR FOR MENTAL DISABLE	Yes	
190-21	WHEEL CHAIR	Yes	
190-22	WHEEL CHAIR	Yes	
190-23	WHEEL CHAIR	Yes	
190-24	Hearing Aids	Yes	
190-25	Hearing Aids	Yes	
190-26	Hearing Aids	Yes	
190-27	Hearing Aids	Yes	
190-28	Hearing Aids	Yes	
190-29	Hearing Aids	Yes	
190-30	STANDING TABLES	Yes	
190-31	AIR MATTRESS	Yes	
190-32	AIR MATTRESS	Yes	
190-33	WHEEL CHAIRS	Yes	
190-34	SMALL STANDING TABLE	Yes	
190-35	HEARING AIDS	Yes	
190-36	HEARING AIDS	Yes	
190-37	HEARING AIDS	Yes	
190-38	HEARING AIDS	Yes	
190-39	MOVEMENT AIDS	Yes	
190-40	HEARING AIDS	Yes	
190-41	HEARING AIDS	Yes	
190-42	HEARING AIDS	Yes	
190-43	HEARING AIDS	Yes	
190-44	HEARING AIDS	Yes	
190-45	HEARING AIDS	Yes	
190-46	HEARING AIDS	Yes	
190-47	HEARING AIDS	Yes	
190-48	HEARING AIDS	Yes	
190-49	HEARING AIDS	Yes	
190-50	HEARING AIDS	Yes	
190-51	WHEEL CHAIR	Yes	
190-52	WHEEL CHAIR	Yes	
190-53	WHEEL CHAIR	Yes	
190-54	WHEEL CHAIR	Yes	

Human Resources Development and Social Infrastructure Improvement Project (L/A No. JO-P12)
Inventory List for Purchased Equipment under Japanese ODA Loan

Implementing Agency: **Ministry of Finance**

Sub-Project Number: **190**

Sub-Project Name:

Higher Board for Handicapped Persons Affairs

Serial No.	Description	Inventory List	Note
190-55	WHEEL CHAIR	Yes	
190-56	WHEEL CHAIR	Yes	Equipment was supplied to individuals. The location of equipment is left
190-57	WHEEL CHAIR	Yes	blank which means that the location is monitored by HCD

Human Resources Development and Social Infrastructure Improvement Project (L/A No. JO-P12)
Inventory List for Purchased Equipment under Japanese ODA Loan

Implementing Agency: **Ministry of Finance**

Sub-Project Number: **190**

Sub-Project Name **Higher Board for Handicapped Persons Affairs**

IN								OUT				
Serial No.	Description	Unit	Quantity	Unit Price	Amount	Date of Acceptance	Incoming Sheet No.	Request No.	Date of Supply	Location	Quantity	Outgoing Sheet No.
190-1	LABTOP					2012/12/12						
190-2	LAPTOP	PC	25	575.000	14,353.400	2012/9/11	321606	2012/5			25	
190-3	LAPTOP	PC	20	423.400	8,455.300	2012/12/12	321890	2012/23			20	
190-4	DESKTOP	PC	20	533.600	10,654.900	2012/7/9	502937	2012/8		Al Redha Blind Charity Association	2	502937
										Jordanian Blind society	1	335801
										For indiveduals through HCD	2	981218
										For indiveduals through HCD	3	981014
										For indiveduals through HCD	1	981022
										Petra Association for Special Educatic	1	981341
										Al-Zarka Association of the Blind	1	981328
										Candles Association of the Blind	1	985188
										The Holy Land Institute for Deaf	1	985192
										The Holy Land Institute for Deaf	1	981494
										For indiveduals through HCD	2	985405
										Ajyal Alghad Club	1	930564
										For indiveduals through HCD	3	-
190-5	HEARING AIDS				1,546.800	2012/1/3						
190-6	HEARING AIDS				1,784.870	2012/1/28						
190-7	HEARING AIDS				1,064.900	2012/2/26						
190-8	HEARING AIDS				1,198.200	2012/3/6						
190-9	HEARING AIDS				3,433.370	2012/3/5						
190-10	HEARING AIDS				1,183.200	2012/3/8						
190-11	HEARING AIDS				1,249.100	2012/6/13						
190-12	HEARING AIDS				1,993.040	2012/7/12						
190-13	HEARING AIDS				2,260.880	2012/6/28						
190-14	HEARING AIDS				2,171.630	2012/5/31						
190-15	HEARING AIDS				2,022.820	2012/5/21						
190-16	HEARING AIDS				2,926.600	2012/5/30						
190-17	WHEEL CHAIR				1,368.100	2012/3/29						
190-18	WHEEL CHAIR				3,574.630	2012/3/18						
190-19	WHEEL CHAIR				2,975.150	2012/1/10						

Human Resources Development and Social Infrastructure Improvement Project (L/A No. JO-P12)
Inventory List for Purchased Equipment under Japanese ODA Loan

Implementing Agency: **Ministry of Education**

Sub-Project Number:

Sub-Project Name:

[illegible]

Human Resources Development and Social Infrastructure Improvement Project (L/A No. JO-P12)
Inventory List for Purchased Equipment under Japanese ODA Loan

Implementing Agency: **Ministry of Education**
Sub-Project Number: Sub-Project Name:

IN								OUT				
Serial No.	Description	Unit	Quantity	Unit Price	Amount	Date of Acceptance	Incoming Sheet No.	Request No.	Date of Supply	Location	Quantity	Outgoing Sheet No.
568-1	Furniture											
1-	طاولة		30	38,74	1162,20					مدرسة	30	
	كراسي		68	11	2634,80	1/4/2012	962014			مدرسة	68	
	كراسي		57	11	2208,180	1/4/2012	962016			"	57	
	كراسي		16	"	619,840	1/4/2012	962016			"	16	
	كراسي		28	"	1034,770	1/4/2012	962016			"	28	
2-	طاولة		1	21,930	21,930	1/4/2012	962016			مدرسة	1	

Human Resources Development and Social Infrastructure Improvement Project (L/A No. JO-P12)
Inventory List for Purchased Equipment under Japanese ODA Loan

Sub-Project Number:

Sub-Project Name:

IN								OUT				
Serial No.	Description	Unit	Quantity	Unit Price	Amount	Date of Acceptance	Incoming Sheet No.	Request No.	Date of Supply	Location	Quantity	Outgoing Sheet No.
	كرسي بذراع	142							7-Mar-13	عمان الأولى		
	مقعد ثنائي ٧-٤	95							7-Mar-13	عمان الأولى		
	مقعد ثنائي ١٢-٨	240										
	خزانة خشبية بابان	15										
	كرسي دوار مساعد	48										
	كرسي متعدد الأغراض	550										
	مكتب خشبي درجان	40										
	طقم طاولة وسط + طريزات	128										
	طاولة كمبيوتر	20										
	كرسي ستول	100										
	كرسي وطاوله اساسي ٣-١	1000										
	خزانة وجه زجاجي	12										
	خزانة مكتوم	15										
	خزانة معدنية ١٢ عين و باب	3										
	كتب مورس	24										
	طاولة متعددة الأغراض	177										
	رديتر تدفئة	3								عمان الأولى		
	مروحة كهربائية	2								عمان الأولى		
	مكتبة	2								عمان الأولى		
	المجموع	2616										

GJU

Sub-Project Name: Supply of office furniture for water and energy Laboratories.

Sub-Project Number: Resolution No (6/2011).

Amount of transfer:32632.296

Name of School, Location:School of Natural Resources Engineering and Management , Building C ,3ed floor , lab no C301 , water analysis and research lab

IN								OUT				
Serial No.	Description	Unit	Quantity	Unit Price	Amount	Date of Acceptance	Incoming Sheet No.	Request No.	Date of Supply	Location	Quantity	Ontgoing Sheet No.
-----	Teacher table 900*750*1830 mm	each	1	497.000	497.000	7/01/2012	4467	508/2011	7/01/2012	Lab C301	1	9332
-----	Intermediat student table 900*1400*3035 mm	each	3	1558.000	4674.000	7/01/2012	4467	508/2011	7/01/2012	Lab C301	3	9332
-----	Closet Storage 2120*400*1800 mm	each	1	416.000	416.000	7/01/2012	4467	508/2011	7/01/2012	Lab C301	1	9332
-----	Wall table 900*750*5440 mm	each	1	1676.000	1676.000	7/01/2012	4467	508/2011	7/01/2012	Lab C301	1	9332
-----	Emergency shower with washing nnit eye	each	1	691.000	691.000	7/01/2012	4467	508/2011	7/01/2012	Lab C301	1	9332
-----	Teacher Chair	each	1	31.000	31.000	7/01/2012	4467	508/2011	7/01/2012	Lab C301	1	9332
-----	Lab chair	each	24	18.000	432.000	7/01/2012	4467	508/2011	7/01/2012	Lab C301	24	9332

JUST

Human Resources Development and Social Infrastructure Improvement Project (L/A No. JO-P12)
Inventory List for Purchased Equipment under Japanese ODA Loan

Sub-Project Number: HES 68

Sub-Project Name: Design, Installation, and Operation of Central Library Protection (RFID) System

(Contract 19/2011)

IN								OUT				
Serial No.	Description	Unit	Quantity	Unit Price	Amount	Date of Acceptance	Incoming Sheet No.	Request No.	Date of Supply	Location	Quantity	Outgoing Sheet No.
EQ01080000-0000264	Integration with Horizon/Symphony, plus SIP2 Licenses, Installation & customization for all Self-Check stations	EA	1	1,533.60	1,533.60	5-Feb-12			5-Feb-12	Central Library	1	
EQ18050000-0000048	Tagging Station RFID Pad: 3M Model 813 3M Print Conversion Station (with Regular Volume Tag Printer Encoder, RFID tag roll holder, RFID Pad, RFID Reader)	EA	1	3,306.56	3,306.56	5-Feb-12			5-Feb-12	Central Library	1	
EQ18050000-0000053	Book Drop with Chute: 3M 877 - C1 - SelfCheck in C-Series - standard with automatic checkin	EA	1	16,677.90	16,677.90	5-Feb-12			5-Feb-12	Central Library	1	
EQ18050000-0000050	Self-Check Station: 3M SelfCheck System Model 8420 (R-Series), Kiosk, white color, RFID reader, receipt printer, barcode patron card reader, built-in computer with touch screen	EA	2	15,604.38	31,208.76	5-Feb-12			5-Feb-12	Central Library	2	
EQ01080000-0000265	Installation	EA	1	2,260.00	2,260.00	5-Feb-12			5-Feb-12	Central Library	1	
EQ01030200-0000009	Library Stocktake system: Wireless Handheld RFID reader: 3M 803 Digital Library Assistant (DLA)	EA	1	4,769.71	4,769.71	5-Feb-12			5-Feb-12	Central Library	1	
EQ18050000-0000051	Security & Access Gates (two entries & two exits) RFID Detection System: 3M 9102 RFID Detection System, direct mount, dual corridor, with patron & alarm counter, visual and audio alarm	EA	1	12,759.00	12,759.00	5-Feb-12	137535	Contract No. 19/2011, Contract Award No. 41/2011	5-Feb-12	Central Library	1	242541
EQ01030200-0000008	Barcode patron card scanner: Honeywell Voyager USB	EA	2	159.75	319.50	5-Feb-12			5-Feb-12	Central Library	2	
EQ01080000-0000261	Tagging Software module: 3M Conversion software	EA	1	-	-	5-Feb-12			5-Feb-12	Central Library	1	
EQ01030200-0000007	Handheld barcode reader: Honeywell Voyager USB	EA	1	159.75	159.75	5-Feb-12			5-Feb-12	Central Library	1	
EQ18050000-0000049	Front-Desk Workstation With Printer: RFID mid-range reader: Model 896 RFID Staff Workstation	EA	2	2,044.27	4,088.54	5-Feb-12			5-Feb-12	Central Library	2	
EQ01020602-0000007	Receipt Printer: Ithaca Itherm Receipt Printer	EA	2	1,061.13	2,122.26	5-Feb-12			5-Feb-12	Central Library	2	
EQ17030100-0000012	Additional Blank Ribbons for Regular Volum Printer	EA	60	9.59	575.40	5-Feb-12			5-Feb-12	Central Library	60	
1321003005	GLASS BARRIERS WITH ALL ACCESSORIES	EA	4	213.00	852.00	5-Feb-12			5-Feb-12	Central Library	4	
EQ18050000-0000047	RFID Book Tags: 3M ISO RFID Tag, 2X3 inches, 1K	EA	160,000	0.37	58,448.00	5-Feb-12			5-Feb-12	Central Library	160,000	
EQ01080000-0000263	Library Stocktake software module: 3M747 Data Management Software	EA	1	-	-	5-Feb-12			5-Feb-12	Central Library	1	
EQ17030100-0000013	Additional Blank Receipts Roll for Printer	EA	250	1.34	335.00	5-Feb-12			5-Feb-12	Central Library	250	
EQ01080000-0000262	Library Software Module: 3M Conversion Software and 3M Checkin/Checkout Software	EA	2	-	-	5-Feb-12			5-Feb-12	Central Library	2	
EQ18050000-0000052	Access Control Gates: AKT-28 Tripod gate Steel Gate with 3 arms	EA	4	1,477.80	5,911.20	5-Feb-12			5-Feb-12	Central Library	4	

amount not complete.

Total amount 148,167.18

Contract 162,780.572

Payment amount 162,534.872

Human Resources Development and Social Infrastructure Improvement Project (L/A No. JO-P12)
Inventory List for Purchased Equipment under Japanese ODA Loan

Implementing Agency: **Ministry of Health**

Sub-Project Number:

Sub-Project Name:

Serial No.	Description	Inventory List	Note
622-1	6 Bus. Hyundai	Yes	
623-1	15. Hydroic Lift Df20s	Yes	
625-1	Camera and digital documents	No	Less than JD500
625-2	Calculator/Casio	No	Less than JD500
625-3	Telephone	No	Less than JD500
625-4	Gas oven and Grill		
625-5	Electrical equipment and		
625-6	Fax	No	Less than JD500
625-7	Telephone	No	Less than JD500
625-8	Equipment (photocopy		
625-9	Chair	No	Furniture
625-10	Machine & electrical		
625-11	Chair waiting	No	Furniture
625-12	Sharp Fridge and thermoseter		
625-13	Fredget Washing Machine		
625-14	Assistant chair	No	Furniture
625-15	Wooden Furniture	No	Furniture
625-16	Metal cabinet	No	Furniture
625-17	Metal cabinet	No	Furniture
625-18	Gas oven		
630-1	Spare Parts	No	Spare Parts
630-2	Spare Parts	No	Spare Parts
630-3	Spare Parts	No	Spare Parts
630-4	Spare Parts	No	Spare Parts
630-5	Furniture	No	Furniture
630-6	Scope stretcher		
630-7	Expansion & maintenance & rehabilitation in Balaama comprehensive health center	No	Facility
632-1	Treadmill for Physiotherapy		
632-2	Wheel Chairs	No	Less than JD500
632-3	Adjustable Skin Graft Mesher		
632-4	Microscope	Yes	
632-5	Sterilization Equipment & Instruments for Al-Baq'a	Yes	
632-6	Construction of Rhab primary health center	No	Facility
633-1	X-ray equipment	Yes	
635-1	Expansion & rehabilitation Sweleh comprehensive health center	No	Facility
640-1	Corner Black lefty set		
640-2	Spare Parts	No	Spare Parts
640-3	Spare Parts	No	Spare Parts
640-4	Spare Parts	No	Spare Parts
640-5	Regulators	Yes	
640-6	x-ray apron Kodak long Arm	Yes	
640-7	Emergency Trolley	Yes	
640-8	Electrical nebulizer	Yes	
640-9	X-ray equipment	Yes	Included in 633-1
640-10	X-ray equipment	Yes	Included in 633-2
640-11	X-ray equipment	Yes	Included in 633-3
640-12	Microplate shaker		
649-1	Expansion & maintenance of Mafrag hospital	No	Facility

Human Resources Development and Social Infrastructure Improvement Project (L/A No. JO-P12)
Inventory List for Purchased Equipment under Japanese ODA Loan

Implementing Agency: **Ministry of Health**

Sub-Project Number:

Sub-Project Name:

Serial No.	Description	Inventory List	Note
649-2	preparation study of expansion & rehabilitation of al-eman government hospital /	No	Facility
1-649	overseeing the implementation of expansion & rehabilitation of karak government hospital	No	Facility
2-649	overseeing the implementation of expansion & rehabilitation of karak government hospital	No	Facility
3-649	overseeing the implementation of expansion & rehabilitation of karak government hospital	No	Facility
4-649	overseeing the implementation of expansion & rehabilitation of karak government hospital	No	Facility
5-649	overseeing the implementation of expansion & rehabilitation of karak government hospital	No	Facility
650-1	expansion & maintenance & rehabilitation for jarash	No	Facility
652-1	Electro cautery unit For Albashir Hospital	Yes	
652-2	Drugs Capboard for North	Yes	
1-653	implementation of burns & plastic surgery unit / pasma	No	Facility
2-653	implementation of burns & plastic surgery unit / pasma	No	Facility
3-653	implementation of burns & plastic surgery unit / pasma	No	Facility
1-653	overseeing the implementation of burns & plastic surgery unit / pasma hospital	No	Facility
2-653	overseeing the implementation of burns & plastic surgery unit / pasma hospital	No	Facility
3-653	overseeing the implementation of burns & plastic surgery unit / pasma hospital	No	Facility
658-1	CPAP unit for homcare		
658-2	Water Treatment unit for nadeem hospital Madaba		
658-3	Dental unit For Moh Health	Yes	
658-4	Gas Equipments for Alkarak Hospital	Yes	
658-5	Vacuum regular for Alkarak Hospital	Yes	
658-6	Medical furniture for Alkarak Hospital	Yes	
658-7	Endoscopy digital system for Alkarak Hospital	Yes	
658-8	Exam high mobile for Alkarak Hospital	Yes	
658-9	Medical furniture for Alkarak Hospital	Yes	
658-10	Medication Trolley		

Human Resources Development and Social Infrastructure Improvement Project (L/A No. JO-P12)
Inventory List for Purchased Equipment under Japanese ODA Loan

Implementing Agency: **Ministry of Health**

Sub-Project Number:

Sub-Project Name:

Serial No.	Description	Inventory List	Note
658-11	I.V. Rod stand duple hook mobile, Bed side cabinet for Alkarak Hospital		
658-12	O2 Regulator wall for Alkarak Hospital	Yes	
658-13	Radiology Equipments for Alkarak Hospital	Yes	
658-14	Bed side cabinet for Alkarak Hospital	Yes	Included in 658-9
658-15	expansion & rehabilitation of karak government hospital	No	Facility
658-16	expansion & rehabilitation of karak government hospital	No	Facility
659-1	Wheel Chair for North Badia Hospital	Yes	Included in 652-2
659-2	wall mounted O2 regular, Vocuum regulator for North Badia Hospital	Yes	
659-3	X-ray viewer North Badia Hospital	Yes	
659-4	Dermatology Cryosurgical unit for North Badia Hospital	Yes	
659-5	Ultrasound Scanner for North Badia Hospital	Yes	
659-6	Supervision of implementation of Northern	No	Facility
659-7	Supervision of implementation of Northern	No	Facility
659-8	Supervision of implementation of Northern	No	Facility
659-9	Supervision of implementation of Northern	No	Facility
659-10	Supervision of implementation of Northern	No	Facility
659-11	Supervision of implementation of Northern	No	Facility
659-12	Supervision of implementation of Northern	No	Facility
659-13	Supervision of implementation of Northern	No	Facility
659-14	Supervision of implementation of Northern	No	Facility
1-659	implementation of northern badia hospital	No	Facility
2-659	implementation of northern badia hospital	No	Facility
3-659	implementation of northern badia hospital	No	Facility
4-659	implementation of northern badia hospital	No	Facility
5-659	implementation of northern badia hospital	No	Facility
1-661	overseeing the implementation of salt government hospital	No	Facility
2-661	overseeing the implementation of salt government hospital	No	Facility

Human Resources Development and Social Infrastructure Improvement Project (L/A No. JO-P12)
Inventory List for Purchased Equipment under Japanese ODA Loan

Implementing Agency: **Ministry of Health**

Sub-Project Number:

Sub-Project Name:

Serial No.	Description	Inventory List	Note
3-661	overseeing the implementation of salt government hospital	No	Facility
4-661	overseeing the implementation of salt government hospital	No	Facility
5-661	overseeing the implementation of salt government hospital	No	Facility
6-661	overseeing the implementation of salt government hospital	No	Facility
7-661	overseeing the implementation of salt government hospital	No	Facility
1-661	implementation of salt government hospital	No	Facility
2-661	implementation of salt government hospital	No	Facility
3-661	implementation of salt government hospital	No	Facility
4-661	implementation of salt government hospital	No	Facility
663-1	Biomixer, Biosealer	Yes	
663-2	Equipment of Histopathological Lab	Yes	
663-3	Biomixer	Yes	
663-4	Corneal topography system		
663-5	Microscope for Histopathological Lab		

623-1

Human Resources Development and Social Infrastructure Improvement Project (L/A No. JO-P12)
Inventory List for Purchased Equipment under Japanese ODA Loan

Sub-Project Number:

Sub-Project Name:

٢٠١١/٣٨٦ م. ٨٦٨٦ (868/425/30/2011)

IN								OUT				
Serial No.	Description	Unit	Quantity	Unit Price	Amount	Date of Acceptance	Incoming Sheet No.	Request No.	Date of Supply	Location	Quantity	Outgoing Sheet No.
1	جلك قيد ويلي موديل DF205	عدد	15	300	4500	7/5/2012	50120		7/5/2012	مديرية المشتريات والتوريد/البحر	15	50120

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Human Resources Development and Social Infrastructure Improvement Project (L/A No. JO-P12)
Inventory List for Purchased Equipment under Japanese ODA Loan

Sub-Project Number:

Sub-Project Name:

العدد ٥١١/٩٧ (278/224/30/2010/2011)

IN								OUT				
Serial No.	Description	Unit	Quantity	Unit Price	Amount	Date of Acceptance	Incoming Sheet No.	Request No.	Date of Supply	Location	Quantity	Outgoing Sheet No.
1	Bunsen burner Model 140.2330.04	Each	12	35	420	14/6/2011	208653					
									12/7/2011	مستشفى البادية الشامية	2	834987
									13/7/2011	مستشفى الكرك الحامو	2	834993
									14/8/2011	مستشفى الايمان/عمون	2	384122
									21/8/2011	مديرية صحة جرش	1	384143
									12/9/2011	مديرية صحة شرق عمان	3	384213
									14/9/2011	مديرية صحة الفرق	2	384224
2	Microscope Model LX400	Each	13	646	8398	3/7/2011	208654					
									21/8/2011	مديرية صحة جرش	1	384144
									21/8/2011	مديرية الامراض المعدية	6	384147
									12/9/2011	مديرية صحة شرق عمان	2	384213
									13/9/2011	مديرية صحة الطفيلة	1	384220
									14/9/2011	مديرية صحة الفرق	2	384224
									21/9/2011	مديرية صحة عمون	1	384234

Human Resources Development and Social Infrastructure Improvement Project (L/A No. JO-P12)
Inventory List for Purchased Equipment under Japanese ODA Loan

Implementing Agency: **Ministry of Labor**

Sub-Project Number:

Sub-Project Name:

[illegible]

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Human Resources Development and Social Infrastructure Improvement Project (L/A No.JO-P12)
Inventory List for purchased Equipment under Japanese ODA Loan

sheet No.3

Sub-Project Number :718 ✓

IN								OUT				
Serial No.	Description	Unit	Quantity	Unit Price	Amount	Date of Acceptance	Incoming Sheet No.	Request NO	Date of Supply	Location	Quantity	Outgoing Sheet No.
1.	أجهزة حاسوب	حاسوب	10	664.912	6649.120	24/4/2012	001940		11/6/2012	مديرية العاملين في المنازل House labors directorate	3	252519
2.	Computers	Computer							28/5/2012	مديرية التفقيش Inspection Directorate	1	252507
3.									21/5/2012	مديرية العاملين في المنازل House labors directorate	2	252344
4.									21/5/2012	مديرية التشغيل والتدريب Training and operation Directorate	1	252343
5.									15/5/2012	م. التشغيل/مشروع دعم البلديات Supporting Municipalities project/ operation Directorate	1	252306
6.									15/5/2012	م. التشغيل/مشروع دعم البلديات Supporting Municipalities project/ operation Directorate	1	252309
7.									15/5/2012	م. التشغيل/مشروع دعم البلديات Supporting Municipalities project/ operation Directorate	1	252307

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Human Resources Development and Social Infrastructure Improvement Project (L/A No.JO-P12)
Inventory List for purchased Equipment under Japanese ODA Loan

sheet No.6

Sub-Project Number :727 ✓

IN								OUT				
Serial No.	Description	Unit	Quantity	Unit Price	Amount	Date of Acceptance	Incoming Sheet No.	Request NO	Date of Supply	Location	Quantity	Outgoing Sheet No.
1.	RAM DD2 2G	Ram	15	31.8	477	10/9/2012	656455	✓	3/12/2012	مديرية التشغيل Operation Directorate	2	769237
2.								✓	20/11/2012	مديريات مبنى الوزارة (1) Directorate Ministry Building No1	1	769212
3.								✓	15/10/2012	مديريات مبنى الوزارة (1) Directorate Ministry Building No1	2	769016
4.								✓	2012/9/26	قسم المعلومات IT Department	9	769526
									10/9/2012	Store	1	

Human Resources Development and Social Infrastructure Improvement Project (L/A No. JO-P12)
Inventory List for Purchased Equipment under Japanese ODA Loan

Implementing Agency: **Vocational Training Corporation**

Sub-Project Number: **723**

Sub-Project Name: **Vocational Training**

Serial No.	Description	Inventory List	Note
723-1	equipment concernsBeauty	Yes	
723-2	Purchase equipment concerns electricity General	Yes	
723-3	Purchase equipment concerns Electricity vehicles	Yes	Amount of money is different by JD0.100
723-4	Purchase equipment plumbing concerns	Yes	
723-5	purchase equipment public safety	No	Consumable items
723-6	Purchase concerns Altgeles equipment and Paints & cars	Yes	
723-7	Purchase equipment plumbing concerns	Yes	
723-8	purchase equipment public safety	No	Consumable items
723-9	purchase equipment public safety	No	Consumable items
723-10	Purchase equipment concerns Mechanics public and	Yes	
723-11	Buy equipment concerns welding aluminum	Yes	
723-12	Buy equipment concerns welding aluminum	Yes	
723-13	purchase equipment public safety	No	Consumable items
723-14	Purchase equipment concerns Electricity vehicles	Yes	
723-15	Purchase equipment plumbing concerns	Yes	
723-16	Purchase concerns Altgeles equipment and Paints & cars	Yes	
723-17	Buy equipment concerns welding aluminum	Yes	1 item of JD200 was cancelled
723-18	Buy equipment concerns welding aluminum	Yes	
723-19	Purchase equipment concerns mechanics of	Yes	
723-20	Buy equipment concerns welding aluminum	Yes	
723-21	equipment concernsBeauty	Yes	
723-22	equipment concernsBeauty	Yes	
723-23	Purchase equipment concerns Electricity vehicles	Yes	
723-24	Purchase equipment concerns Electricity vehicles	Yes	
723-25	Purchase equipment concerns Electricity vehicles	Yes	
723-26	Purchase equipment plumbing concerns	Yes	

Human Resources Development and Social Infrastructure Improvement Project (L/A No. JO-P12)
Inventory List for Purchased Equipment under Japanese ODA Loan

Implementing Agency: **Vocational Training Corporation**

Sub-Project Number: **723**

Sub-Project Name: **Vocational Training**

Serial No.	Description	Inventory List	Note
723-27	Implementation of the training program (problem straw and bamboo)	No	Traing
723-28	contract session training (work Accessories beads)	No	Traing
723-29	Assigned to do work (trained computer)	No	Traing
723-30	contract training session (the formation of Paintings mosaics)	No	Traing
723-31	Assigned to do work (printer)	No	Traing
723-32	Assigned to do work (printer)	No	Traing
723-33	Assigned to do work (printer)	No	Traing
723-34	Assigned to do work (printer)	No	Traing
723-35	Assigned to do a job (coach Haircutting)	No	Traing
723-36	Assigned to do a job (coach Haircutting)	No	Traing
723-37	Assigned to do a job (coach Haircutting)	No	Traing
723-38	Assigned to do a job (coach Haircutting)	No	Traing
723-39	Assigned to do a job (coach Haircutting)	No	Traing
723-40	Assigned to do a job (coach Haircutting)	No	Traing
723-41	Assigned to do a job (coach Haircutting)	No	Traing
723-42	Assigned to do work (trained & Leisure)	No	Traing
723-43	Assigned to do work (trained & Leisure)	No	Traing
723-44	Assigned to do work (trained & Leisure)	No	Traing
723-45	Assigned to do work (trained & Leisure)	No	Traing
723-46	Assigned to do work (trainedsewing)	No	Traing
723-47	Assigned to do work (trainedsewing)	No	Traing
723-48	Assigned to do work (trainedsewing)	No	Traing
723-49	Assigned to do work (trained sewing)	No	Traing
723-50	Assigned to do work (trained sewing)	No	Traing
723-51	Assigned to do work (trained sewing)	No	Traing
723-52	Assigned to do work (trained sewing)	No	Traing
723-53	Assigned to do work (trained sewing)	No	Traing A - 34

Human Resources Development and Social Infrastructure Improvement Project (L/A No. JO-P12)
Inventory List for Purchased Equipment under Japanese ODA Loan

Implementing Agency: **Vocational Training Corporation**

Sub-Project Number: **723**

Sub-Project Name: **Vocational Training**

Serial No.	Description	Inventory List	Note
723-54	Assigned to do work (trained sewing)	No	Traing
723-55	Assigned to do work (printer)	No	Traing
723-56	Assigned to do work (printer)	No	Traing
723-57	Assigned to do work (printer)	No	Traing
723-58	Assigned to do work (printer)	No	Traing
723-59	Assigned to do work (printer/ a writer)	No	Traing
723-60	Assigned to do work (printer/ a writer)	No	Traing
723-61	Assigned to do work (printer/ a writer)	No	Traing
723-62	Assigned to do work (guide a professional)	No	Traing
723-63	Assigned to do work (guide a professional)	No	Traing
723-64	Assigned to do work (guide a professional)	No	Traing
723-65	Assigned to do work (guide a professional)	No	Traing
723-66	Assigned to do work (parameter cultures of)	No	Traing
723-67	Assigned to do work (parameter cultures of)	No	Traing
723-68	Assigned to do work (parameter cultures of)	No	Traing
723-69	Assigned to do work (parameter cultures of)	No	Traing
723-70	Assigned to do a job (teacher skills)	No	Traing
723-71	Assigned to do a job (teacher skills)	No	Traing
723-72	Assigned to do a job (teacher skills)	No	Traing
723-73	Assigned to do a job (teacher skills)	No	Traing
723-74	Assigned to do a job (teacher skills)	No	Traing
723-75	Assigned to do work (trained computer)	No	Traing
723-76	Assigned to do work (trained computer)	No	Traing
723-77	Assigned to do work (trained computer)	No	Traing
723-78	Assigned to do work (trained computer)	No	Traing
723-79	Assigned to do work (trained computer)	No	Traing
723-80	Assigned to do work (printer)	No	Traing
723-81	Assigned to do work (printer)	No	Traing

Human Resources Development and Social Infrastructure Improvement Project (L/A No. JO-P12)
Inventory List for Purchased Equipment under Japanese ODA Loan

Implementing Agency: **Vocational Training Corporation**

Sub-Project Number: **723**

Sub-Project Name: **Vocational Training**

Serial No.	Description	Inventory List	Note
723-82	Assigned to do work (printer)	No	Traing
723-83	Assigned to do work (printer)	No	Traing
723-84	Assigned to do work (printer)	No	Traing
723-85	Assigned to do work (printer)	No	Traing
723-86	Assigned to do work (is registered Affairs trainees)	No	Traing
723-87	Assigned to do work (trained & Leisure)	No	Traing
723-88	Assigned to do work (trained & Leisure)	No	Traing
723-89	Assigned to do work (input data)	No	Traing
723-90	Assigned to do work (input data)	No	Traing
723-91	Assigned to do work (decorating the face of the concerts)	No	Traing
723-92	Training course (textiles Makramah)	No	Traing
723-93	Training course (for Photoshop)	No	Traing
723-94	Training course (assistant chef)	No	Traing
723-95	Training course (earthenware manually)	No	Traing
723-96	Training course (maintenance Jewelry GENERAL)	No	Traing
723-97	Training course the antiques industry using material arazen	No	Traing
723-98	Training course (formation Alvemu and Alshaber and accessories)	No	Traing
723-99	Training course (maintenance appliances of electrical household)	No	Traing
723-100	Training course (the production soaps from natural materials)	No	Traing
723-101	Conditioners for computer labs	Yes	
723-102	Conditioners for computer labs	Yes	
723-103	Conditioners for computer labs	Yes	
723-104	Conditioners for computer labs	Yes	
723-105	Conditioners for computer labs	Yes	
723-106	Conditioners for computer labs	Yes	

Human Resources Development and Social Infrastructure Improvement Project (L/A No. JO-P12)
Inventory List for Purchased Equipment under Japanese ODA Loan

Implementing Agency: **Vocational Training Corporation**

Sub-Project Number: **723**

Sub-Project Name: **Vocational Training**

Serial No.	Description	Inventory List	Note
723-107	divider electronic	Yes	
723-108	Equipment Cosmetologythe concerns	Yes	
723-109	Equipment Cosmetologythe concerns	Yes	
723-110	Equipment Cosmetologythe concerns	Yes	
723-111	Computers and accessories	Yes	
723-112	Computers and accessories	Yes	
723-113	processing of the concerns welding aluminum	Yes	
723-114	processing of the concerns welding aluminum	Yes	
723-115	processing of the concerns extenders health	Yes	
723-116	processing of the concerns extenders health	Yes	Amount of money in SOE is not correct
723-117	processing of the concerns for the Tgeles and paint cars	Yes	
723-118	processing of the concerns for the Tgeles and paint cars	No	Consumable items
723-119	processing of the concerns welding	Yes	1 item of JD200 was cancelled
723-120	processing of the concerns welding	Yes	Same as SOE 723-17. Duplicated
723-121	processing of the concerns electricity and compounds	Yes	1 item of JD350 was cancelled
723-122	processing of the concerns Mechanical compounds	Yes	
723-123	processing of the concerns electricity and compounds	Yes	
723-124	processing of the concerns Mechanical compounds	No	Consumable items
723-125	processing of laboratories Communications	Yes	
723-126	processing of the concerns Mechanical compounds	Yes	
723-127	Computers and accessories	Yes	
723-128	Computers and accessories	Yes	
723-129	Processing engine Mechanical and turnings	Yes	
723-130	processing of operator desserts and bakeries	Yes	

723-1

مجلس شورى

Human Resources Development and social Infrastructure Improvement project
(L/A NO.JO -P12)Inventory list for purchased Equipment under Japanese ODA Loan

Sub- project Number :

٢٤١/٤٤١

Sub- project Name :

مخبريات التجميل

723-1

IN								OUT				
Serial NO.	Description	Unit	Quantity	Unit Price	Amount	Date of Acceptance	Incoming sheet NO.	Request NO.	Date of supply	Location	Quantity	Outgoing sheet NO.
٨٨	جهاز تقطيع انزاسي	ص	٥	٢٢	١١٠	٢٤/٤/١٤٠٢	٦٦٦٤٥٢	٢٥١/٤	٢٤/٤/١٤٠٢	مخبريات التجميل	١	٢٨٠٠٩٩
									٢٤/٤/١٤٠٢	القويسية	٢	٢٨٠٤٦٤
									٢٤/٤/١٤٠٢	بنات ارب	٢	٢٨٠٤١٢

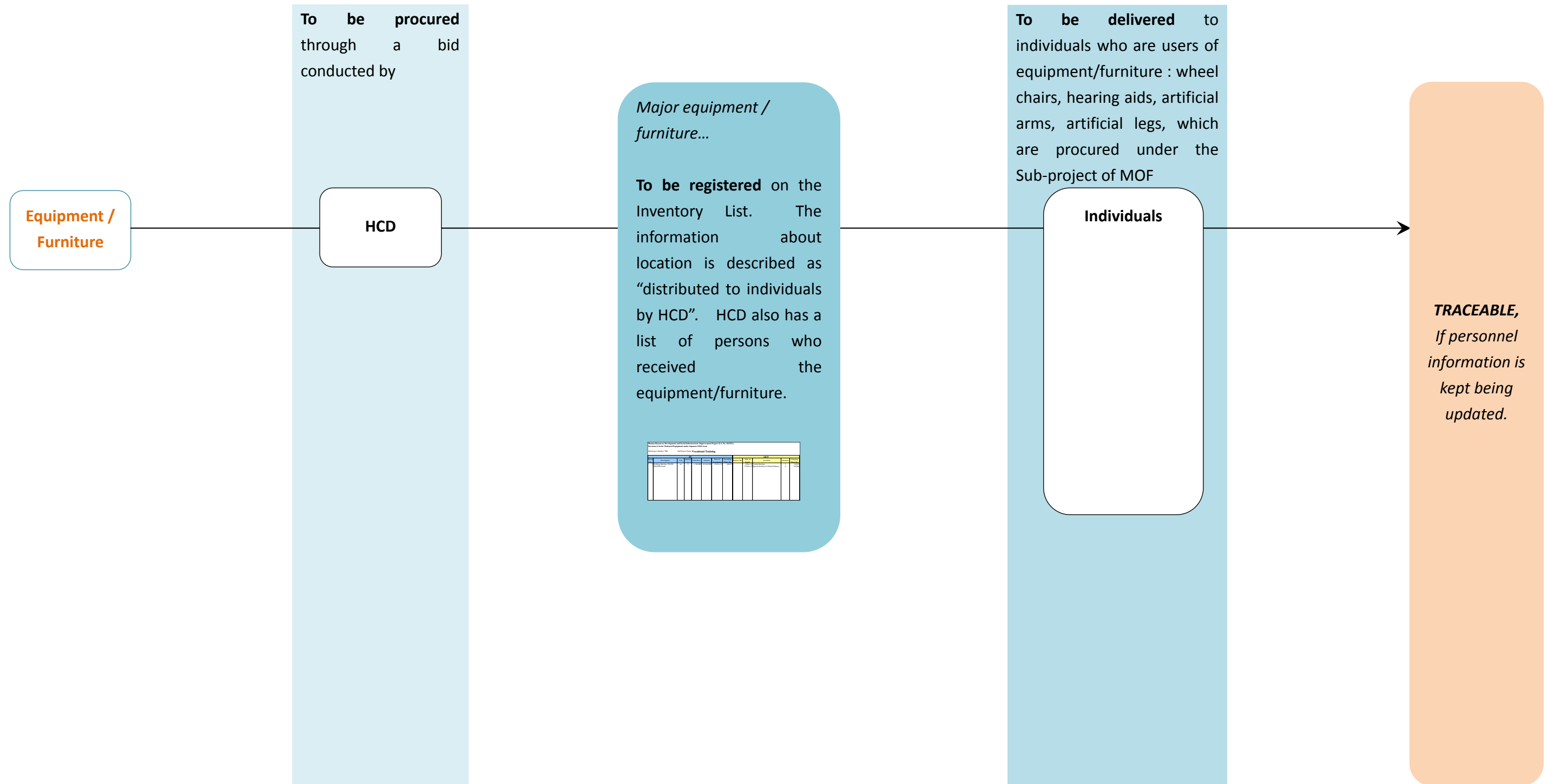
Sub- project Number :

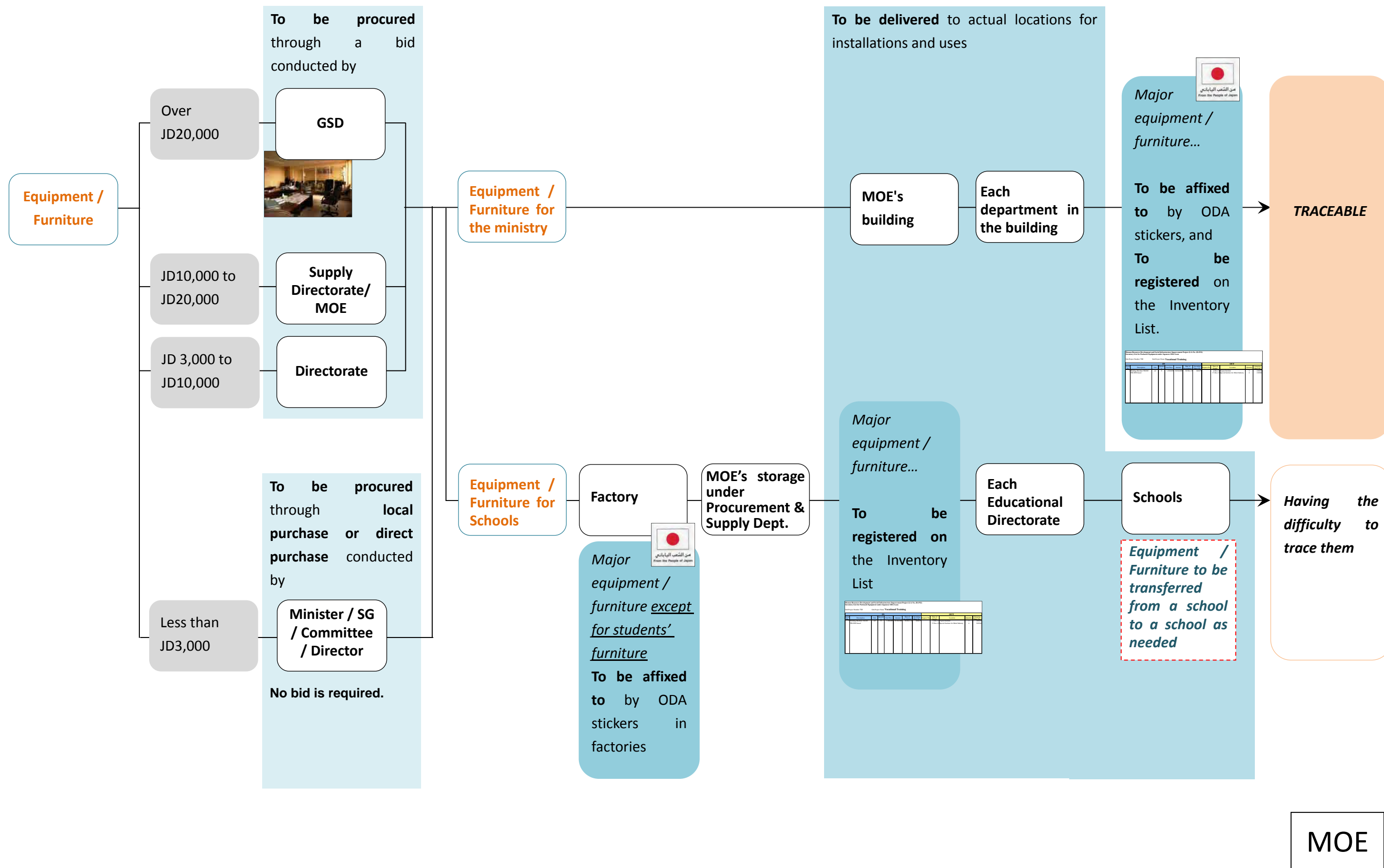
02/02/2020

Sub- project Name :

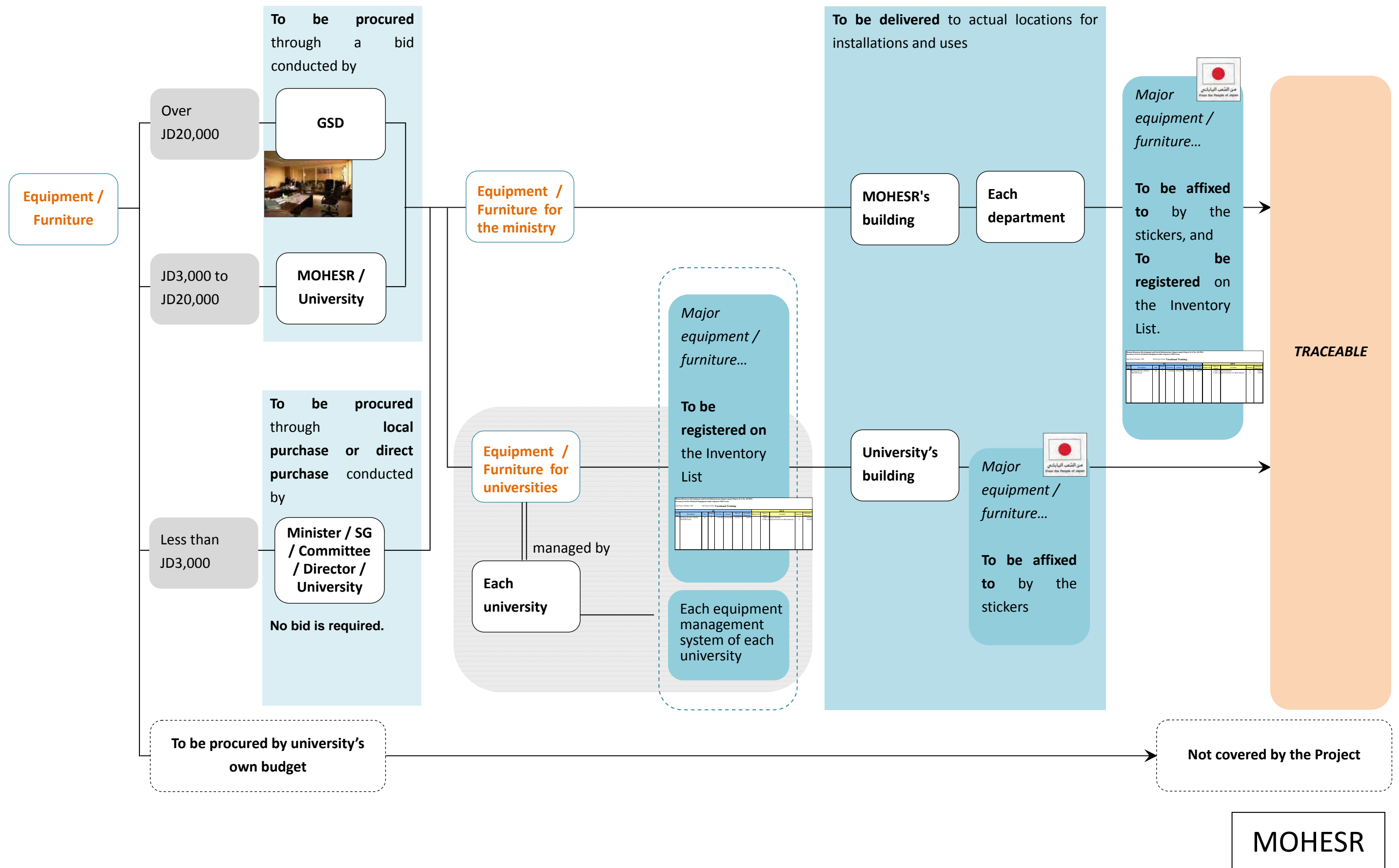
نحوه ۲. معنی اکبر، ابر

A - 39

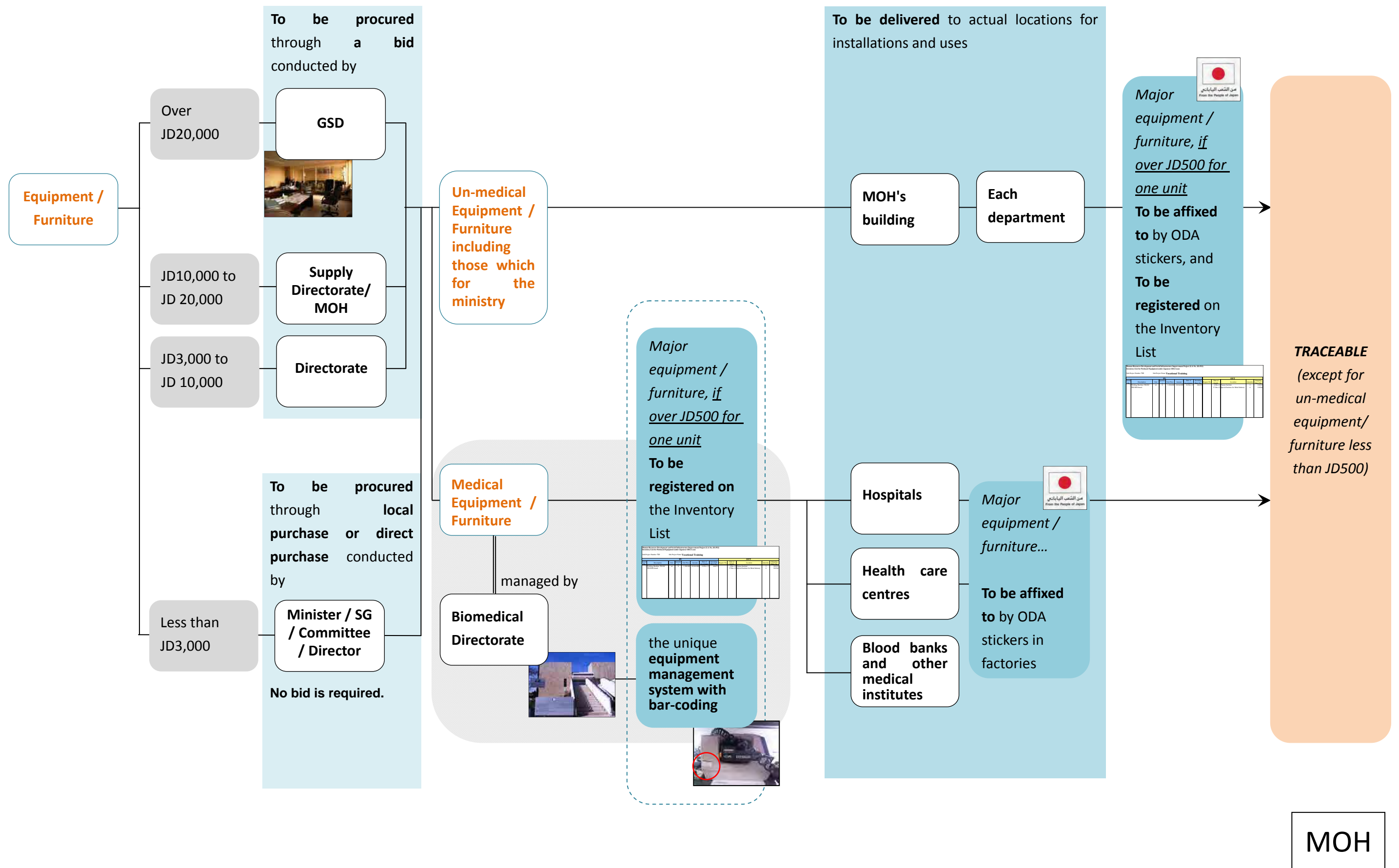




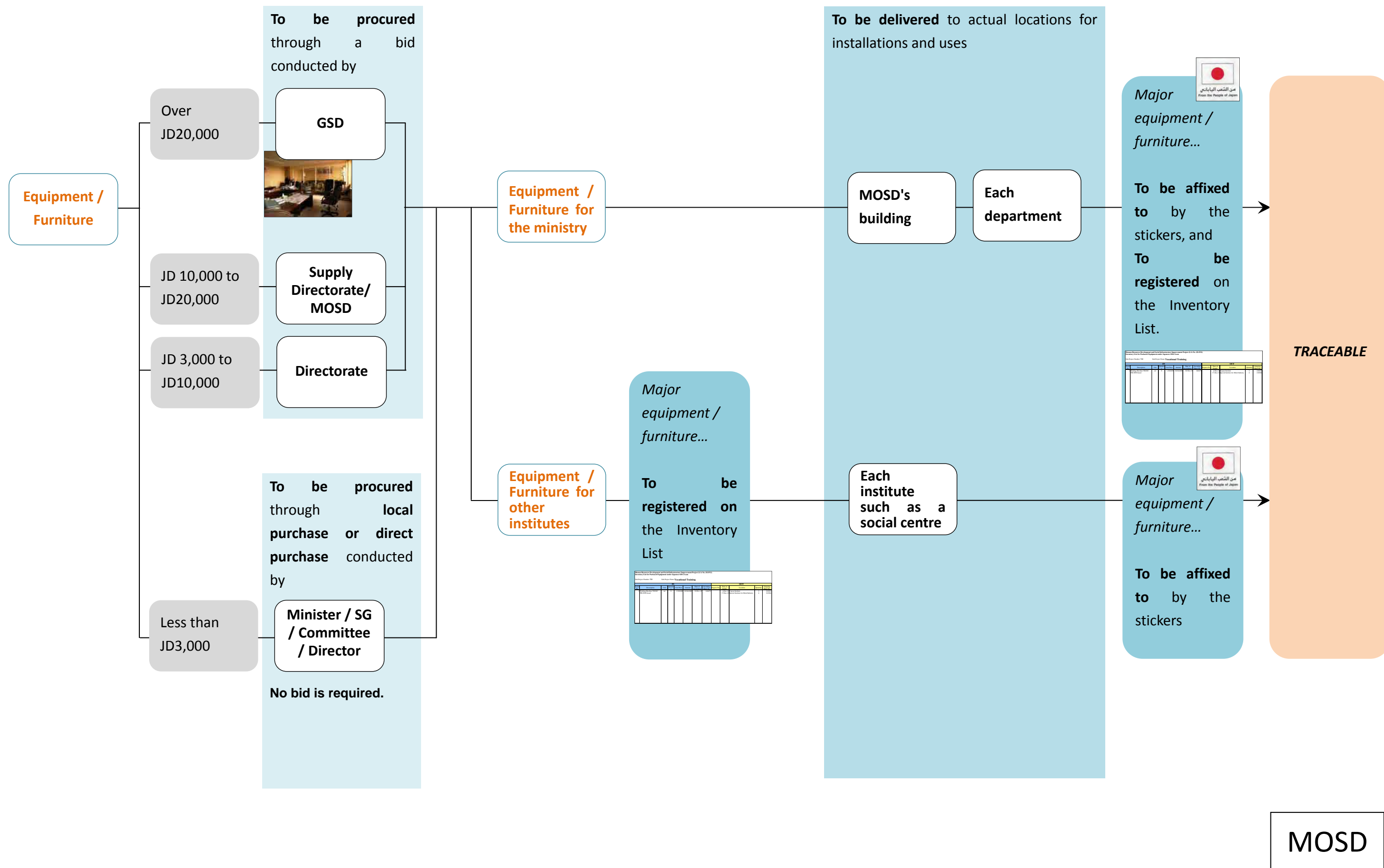
Tracing Flowchart for Equipment/Furniture for MOE



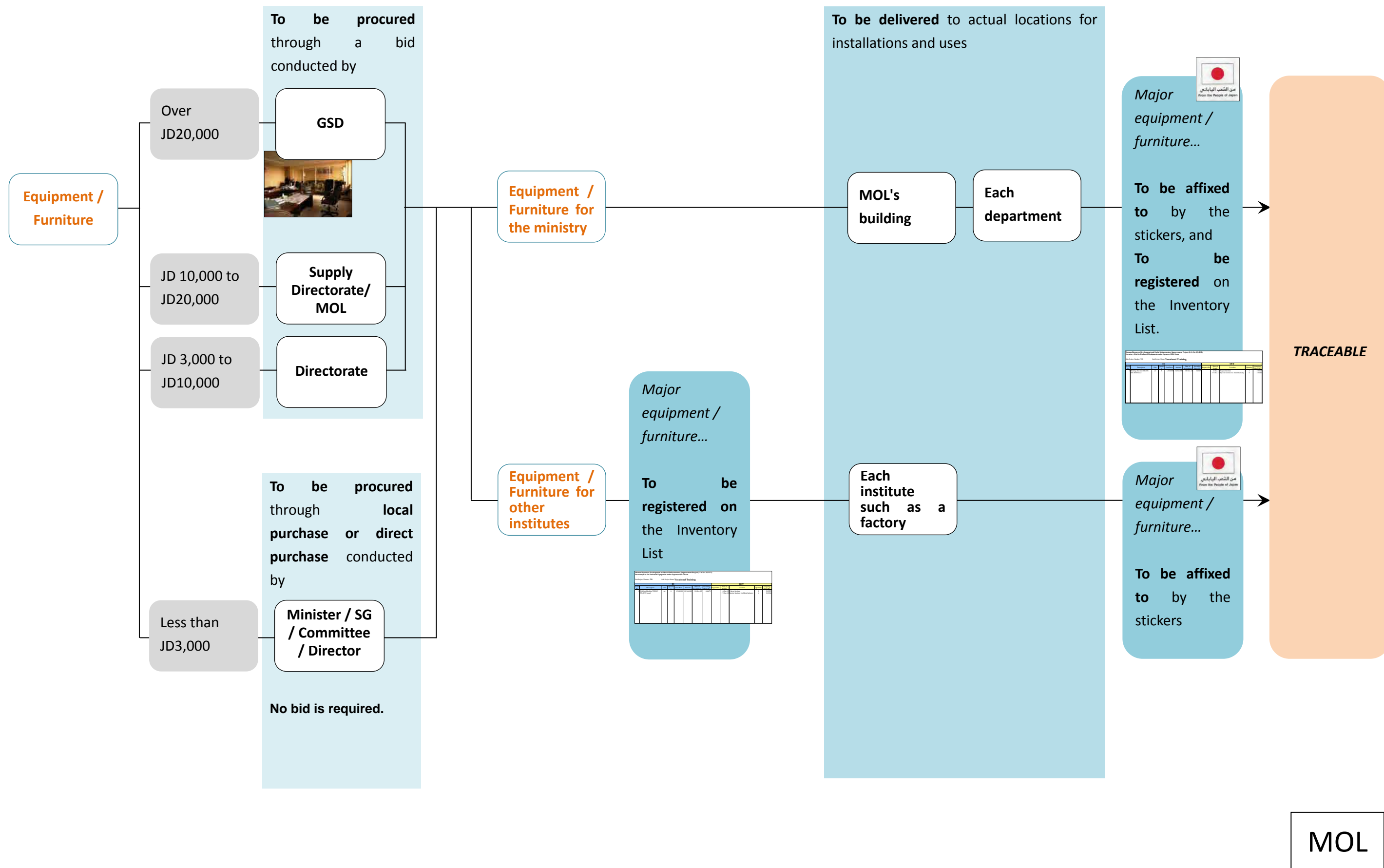
Tracing Flowchart for Equipment/Furniture for MOHESR



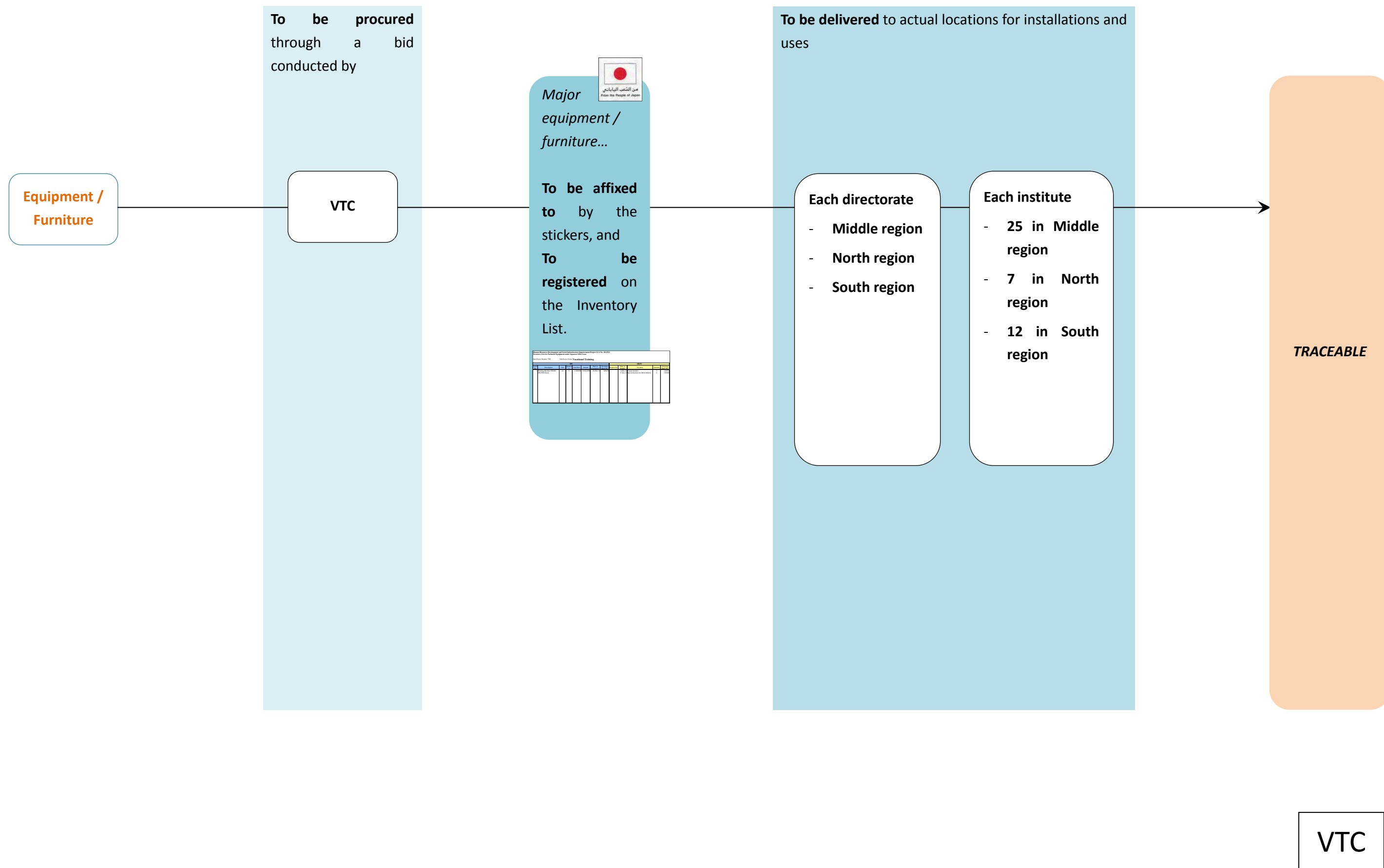
Tracing Flowchart for Equipment/Furniture for MOH



Tracing Flowchart for Equipment/Furniture for MOSD



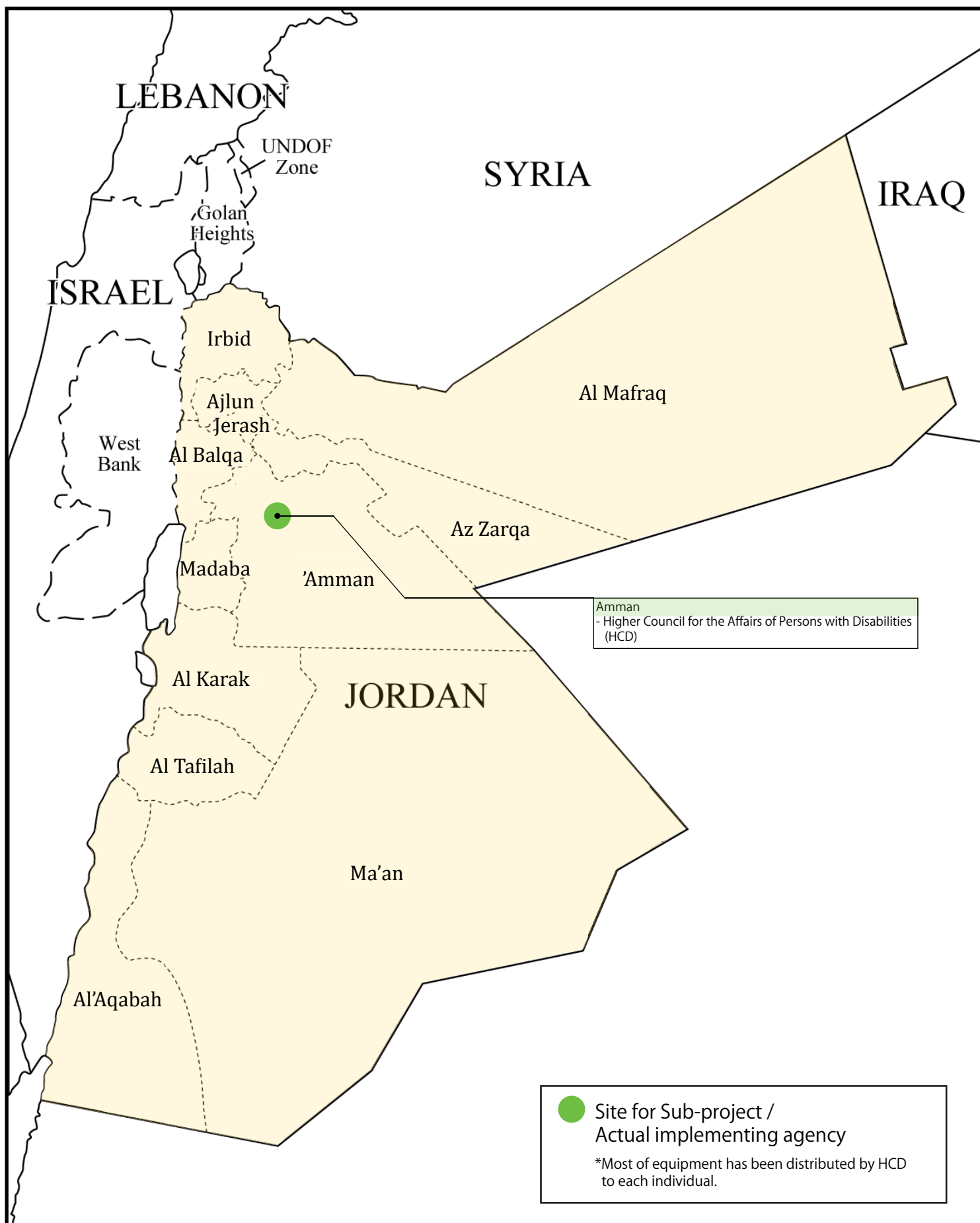
Tracing Flowchart for Equipment/Furniture for MOL



Tracing Flowchart for Equipment/Furniture for VTC

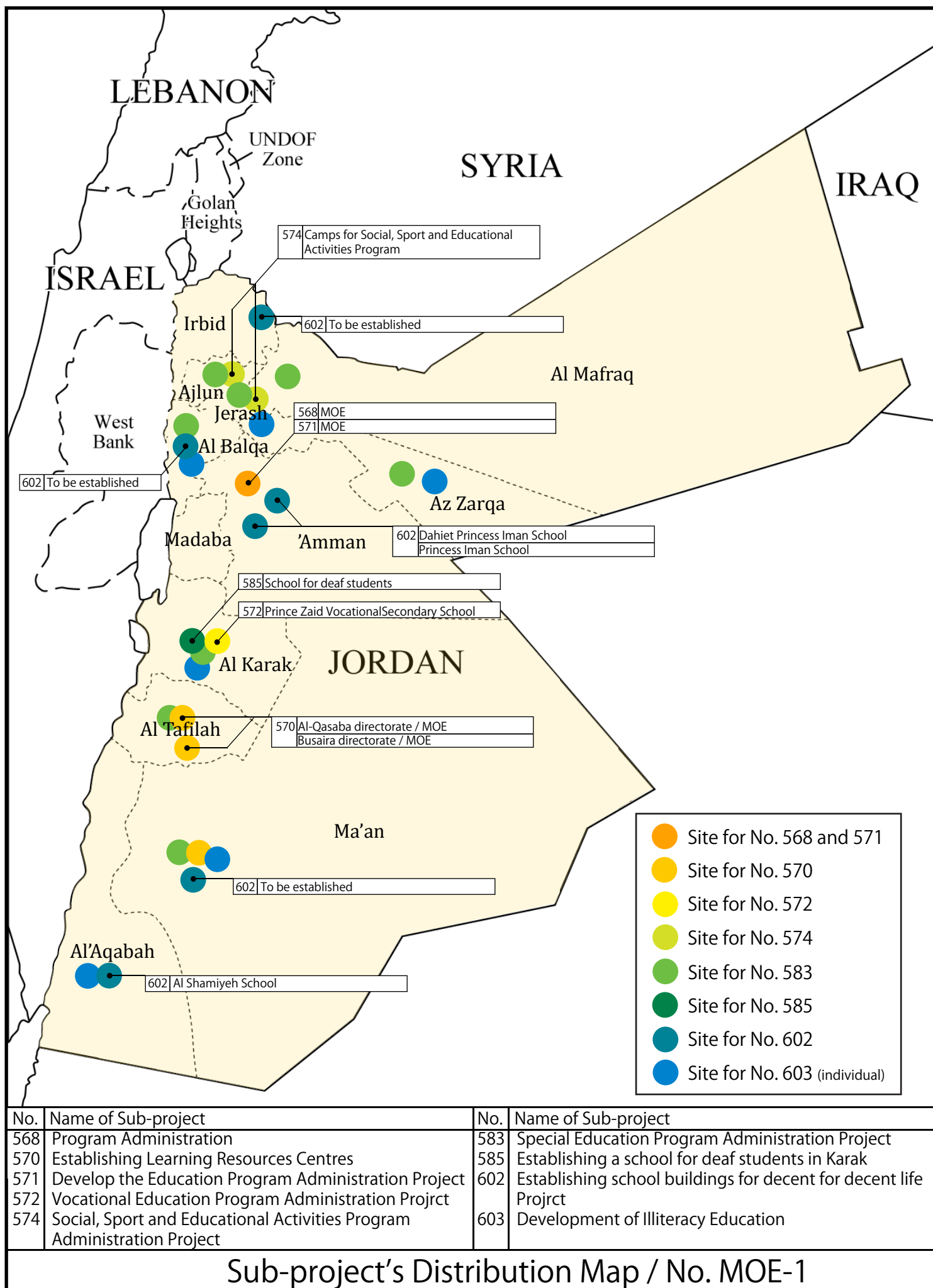
List of Sub-Projects Distribution Maps

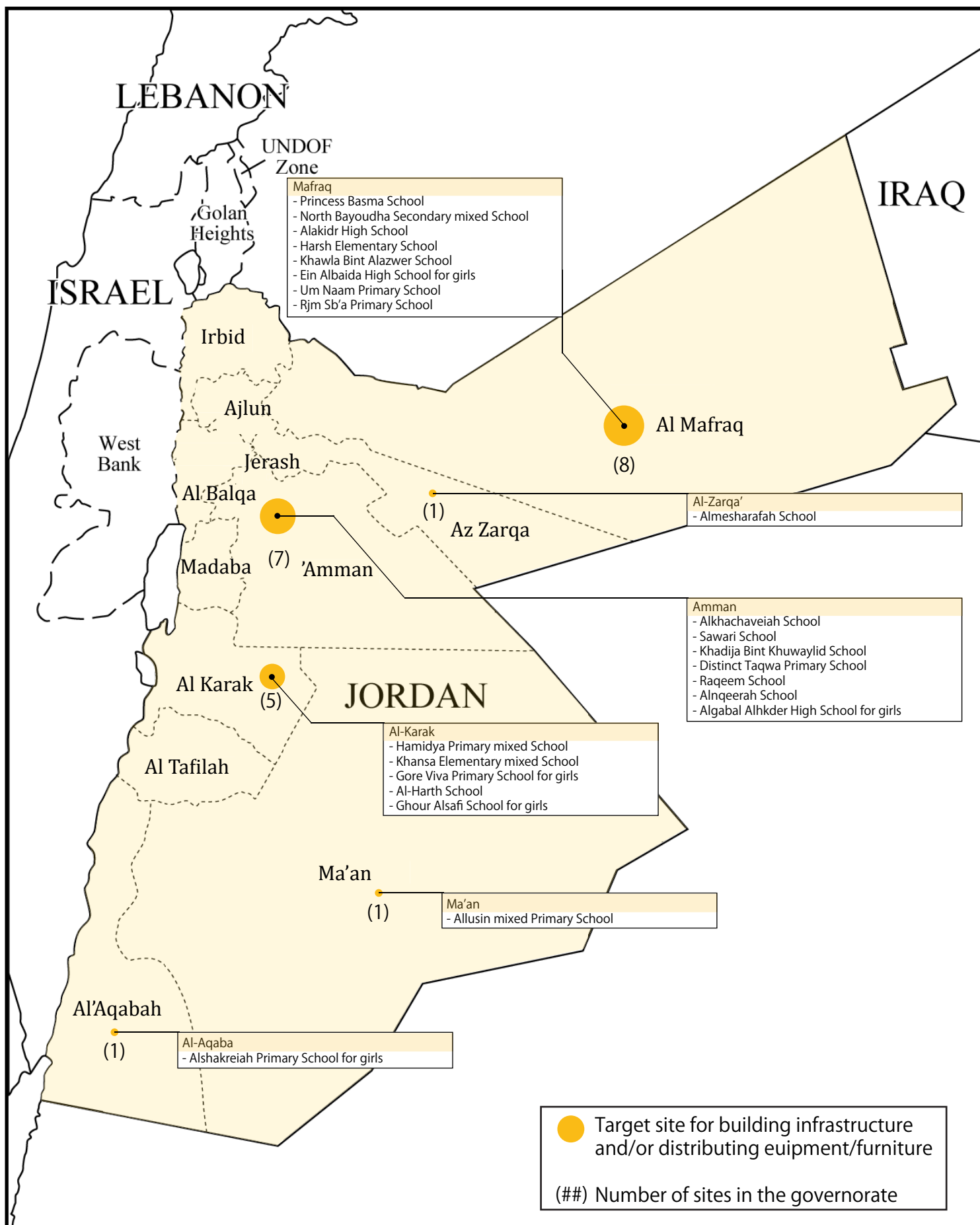
Ministry or Agency	No	Title	No. of the Distribution Map	Remarks
Ministry of Finance	190	Higher Board for Handicapped Persons Affairs	MOF-1	Most of equipment has been distributed by HCD
Ministry of Education	568	Program Administration	MOE-1	
	570	Establishing Learning Resources Centers	MOE-1	
	571	Develop the Educational Information Management System	MOE-1	
	572	Vocational Education Program Administration Project	MOE-1	
	574	Social, Sport and Educational Activities Program Administration Project	MOE-1	
	583	Special Education Program Administration Project	MOE-1	
	585	Establishing a school for deaf students in Kerak governorate	MOE-1	
	586	Kindergarten Education Program Administration Project	MOE-1	
	588	Basic Education Program Administration Project	MOE-3	
	597	Secondary Education Program Administration Project	MOE-4	
	602	Establishing school buildings for (Decent housing for decent life) project	MOE-1	
	603	Development of Illiteracy Education	MOE-1	
Ministry of Higher Education and Scientific Research	606	EMIS	MOHESR-1	
	607	Developing economics higher education	MOHESR-1	
	615	Qualifying and developing Ayl secondary school into diploma university college/Ma'an	MOHESR-1	
	HES	Supporting Jordanian Public University	MOHESR-1	
	619	Administration Project	MOH-1	
Ministry of Health	620	Hospitals and Health Centers	MOH-1, MOH-HC	
	622	Developing and Applying Transport and Nursing System	MOH-1	
	623	Heavy Duty Machines for the Ministry	MOH-1	
	625	Updating Non-medical Furniture and Equipments in the Ministry	MOH-1	
	626	Computerizing the Ministry of Health	MOH-1	
	629	Upgrading the Efficiency of Nursing Colleges	MOH-1	
	630	Primary Health Care/Health Services Centers Program Administration Project	MOH-2	Every 66 HCs are to be targeted every year.
	632	Establishing Health Care Centers	-	The budget was gone. (as of Feb. 2014)
	633	Establishing Comprehensive Health Center	-	ditto
	635	Expanding 25 Existing Health Centers	MOH-2	
	638	Establishing Institutional Competencies for Environment Health	MOH-1	
	639	Providing Evaluation and Diagnoses Services in North of Jordan	MOH-2	Its target area was changed to covers all governorates in Jordan since 2014.
	640	Medical Equipments and Spare Parts Health Centers	MOH-2	
	644	Burma comprehensive medical center	MOH-1	
	646	Integerated care for child health	MOH-1	
	647	Early diagnosis of G6PD Enzyme	MOH-1, MOH-2	
	649	Secondary Health Care/Hospitals Program Administration Project	MOH-2, MOH-3	
	650	Updating and Expanding Jarash Hospital	MOH-1	
	651	Updating and Expanding Mu'an Hospital	MOH-1	
	652	Updating Al-Basheer Hospital	MOH-1	
	653	Establishing Burns Clinic in Princess Besma Hospital	MOH-1	
	658	Expanding Al Karak Hospital	MOH-1	
	659	Establishment of Northern Desert Hospital	MOH-1	
	661	Establishment of Al-Sult new Hospital	MOH-1	
	663	Updating Labs Equipments and Blood Banks	MOH-1	
	667	Hotel services for hospitals	MOH-3	
	671	Controlling medicine provision	MOH-1	
	4615/008	Expanding Al Iman Hospital	MOH-1	
	4615/011	Tools and Medical Equipment and Spare parts for Hospitals	MOH-3	
	4615/033	Expanding Al Tafila Hospital	MOH-1	
Ministry of Social Development	680	Handicapped Affairs Program Administration	MOSD-1	
	4705/002	Establishing Al-Tafila Shelters for people in special needs	MOSD-1	
	4705/011	Establishing a handicapped center in Ain El-Basha	MOSD-1	
	4705/018	Establishing Petra Comprehensive center	MOSD-1	
Ministry of Labour (including VTC)	714	Automation of the Ministry of Labor	MOL-1	
	715	Restructuring the education and training council	MOL-1	
	718	Accreditation center and quality assurance	MOL-1	
	722	Transferring Investment to Remote Areas	MOL-1	
	723	Vocational Training	MOL-2	
	VTCS	Supporting Vocational Training Institutes	MOL-2	
	727	Linking municipalities, civil society organizations and social partners	MOL-1	
	729	Activate and expand services and systems of vocational employment and guidance	MOL-1	
	730	National System for E-operation	MOL-1	



No.	Name of Sub-project
190	Higher board for handicapped persons affairs

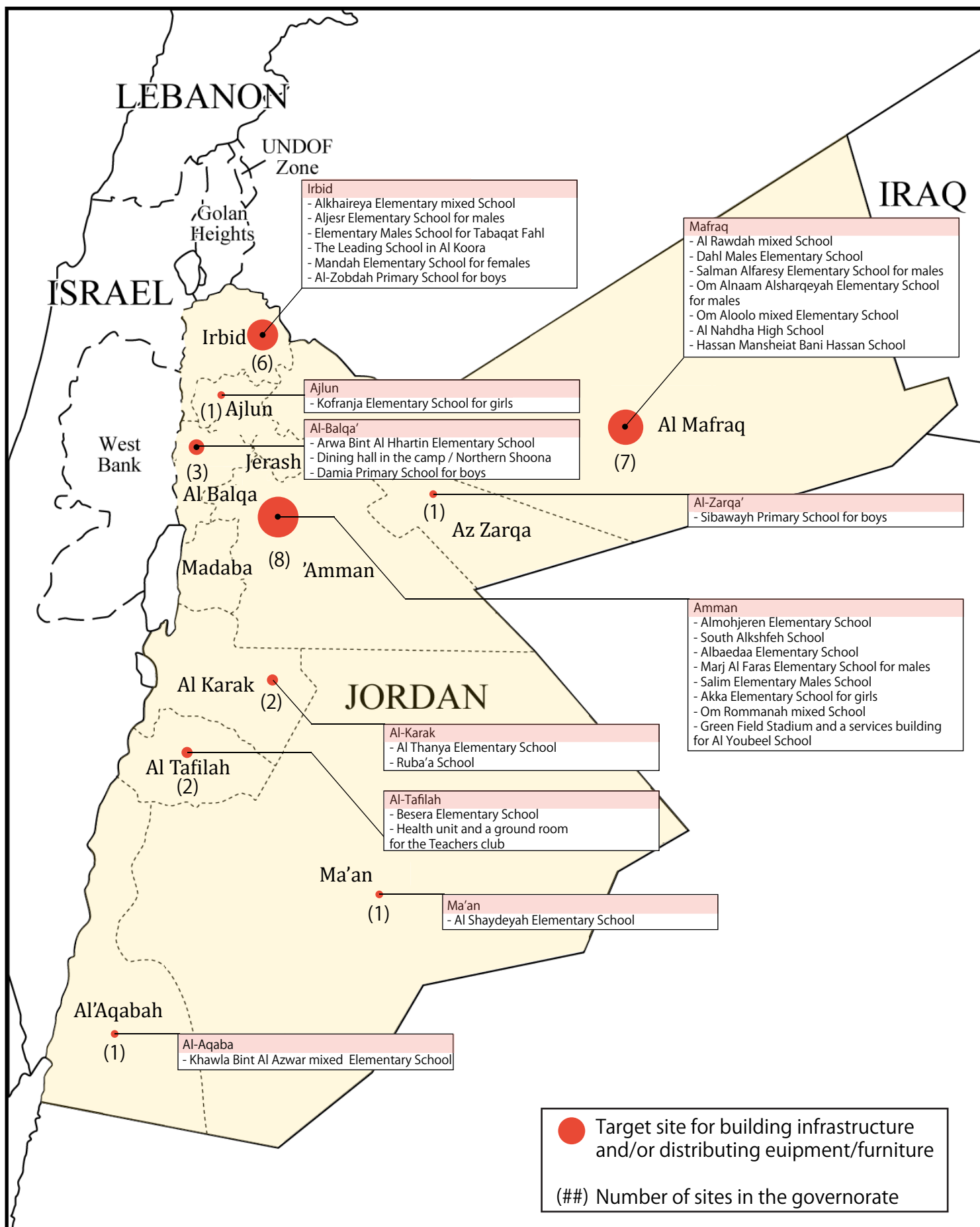
Sub-project's Distribution Map / No. MOF-1





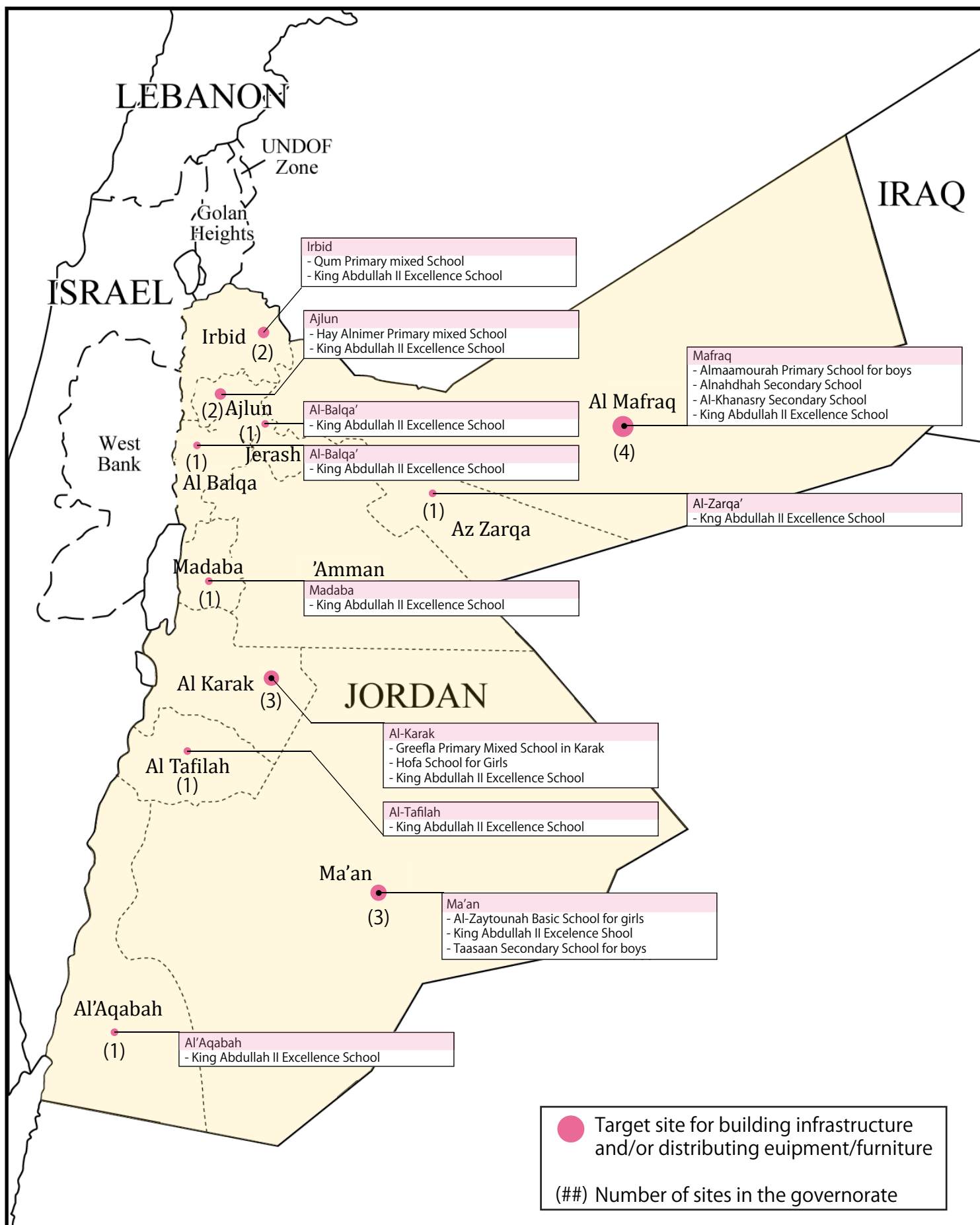
No.	Name of Sub-project
586	Kindergarten Education Program Administration Project

Sub-project's Distribution Map / No. MOE-2



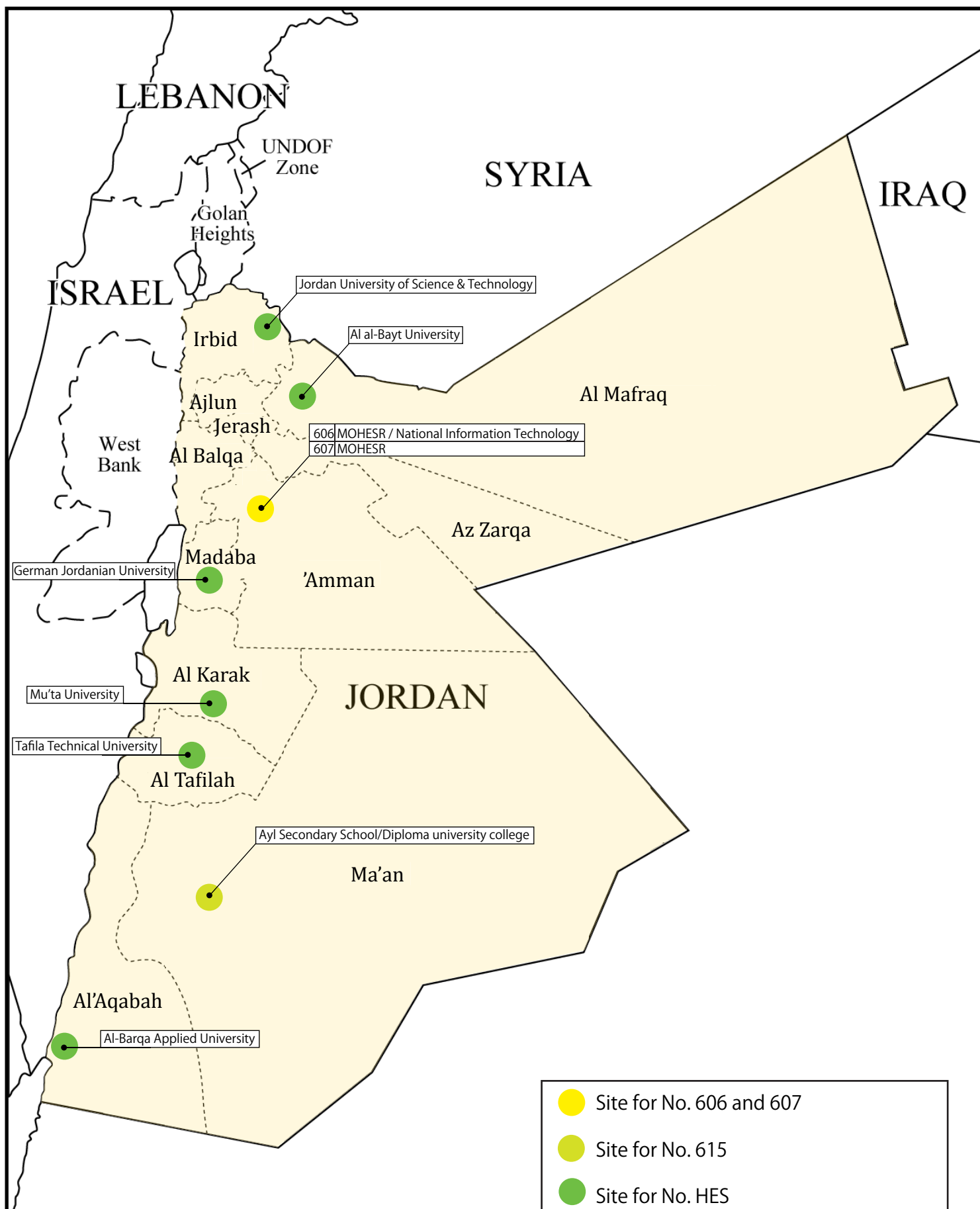
No.	Name of Sub-project
588	Basic Education Program Administration Project

Sub-project's Distribution Map / No. MOE-3



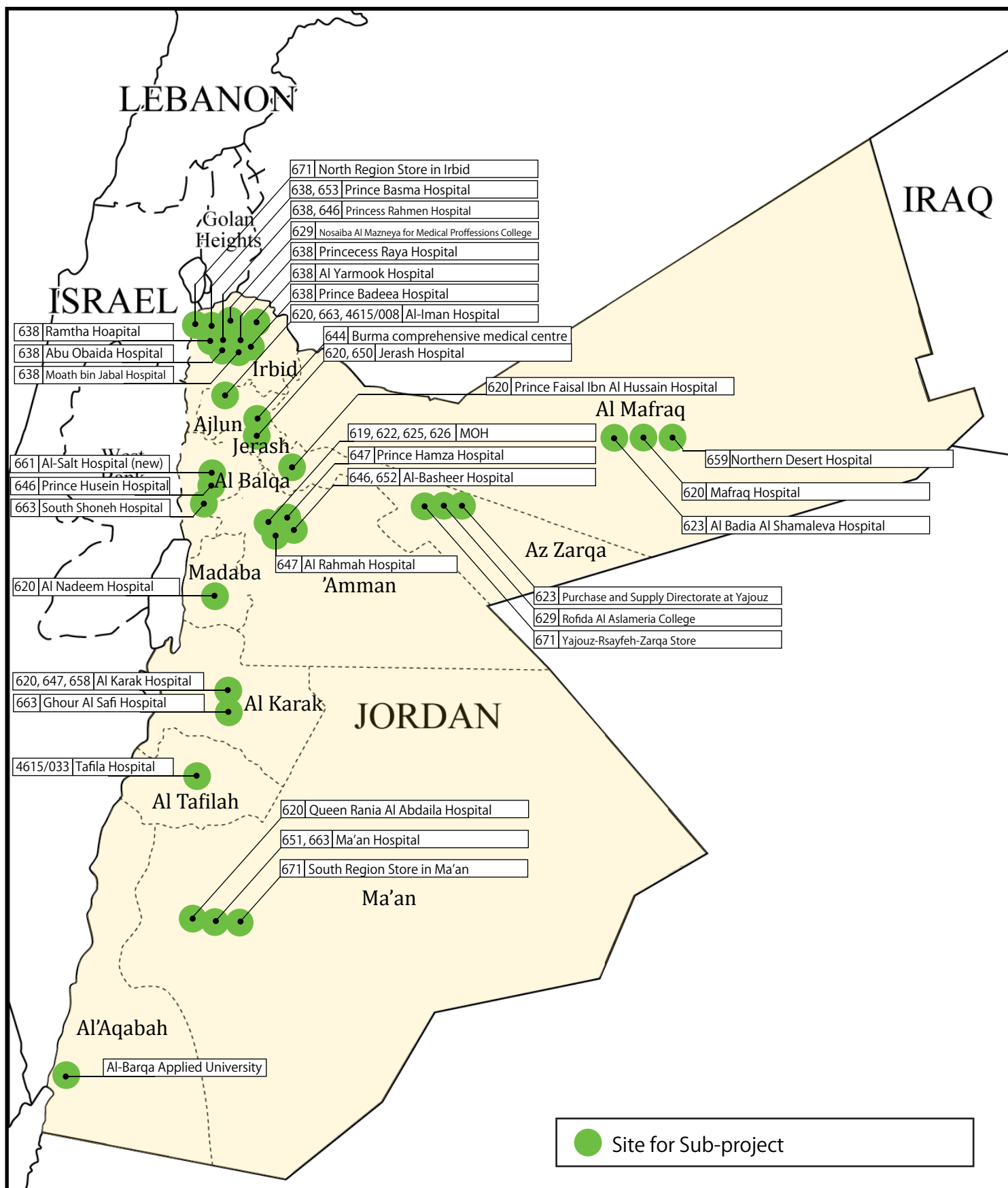
No.	Name of Sub-project
597	Secondary Education Program Administration Project

Sub-project's Distribution Map / No. MOE-4



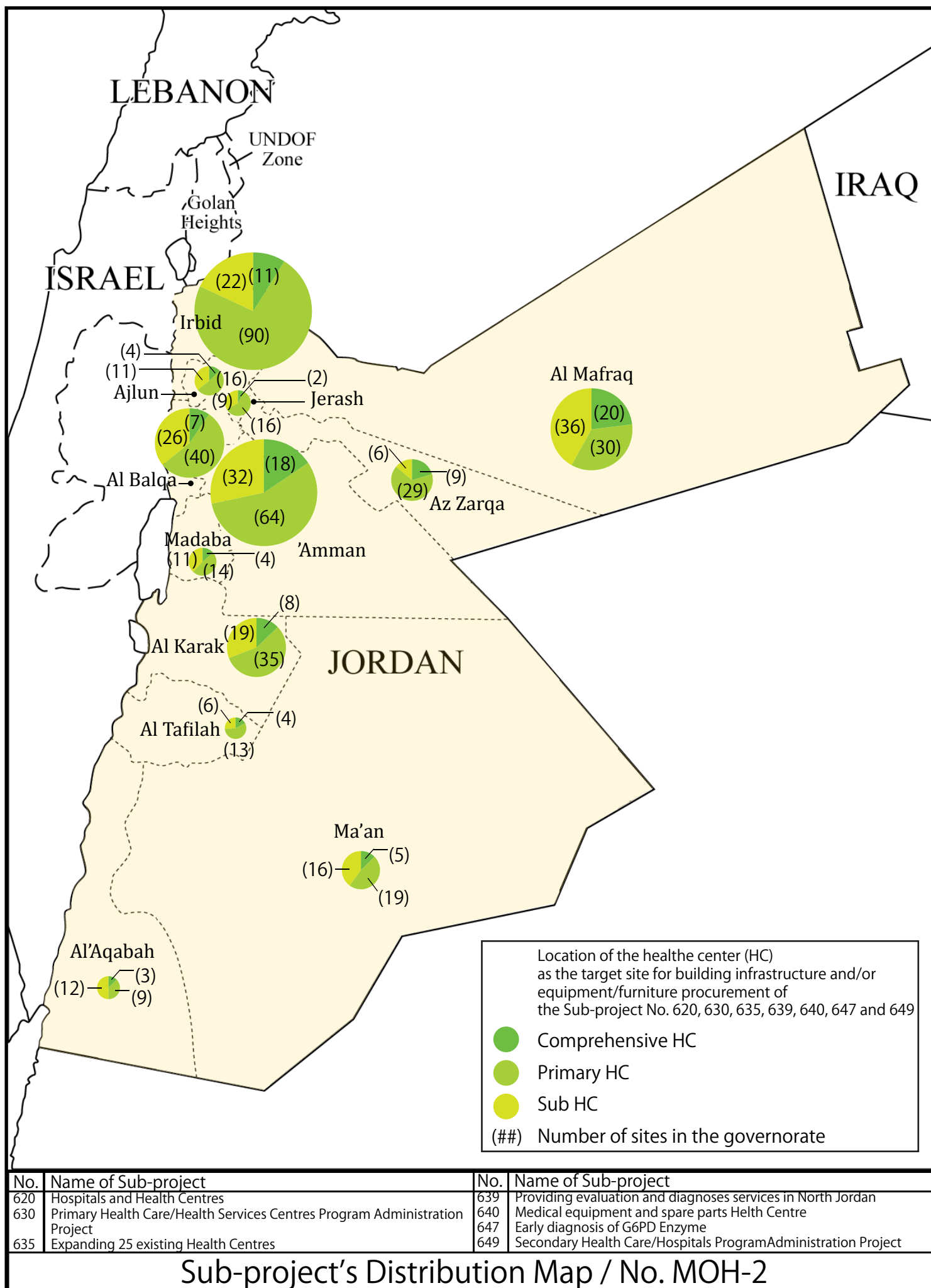
No.	Name of Sub-project	No.	Name of Sub-project
606	EMIS	615	Qualifying and developing Ayl Secondary School into diploma university college Ma'an
607	Developing economics higher education	HES	Supporting Jordanian Public University

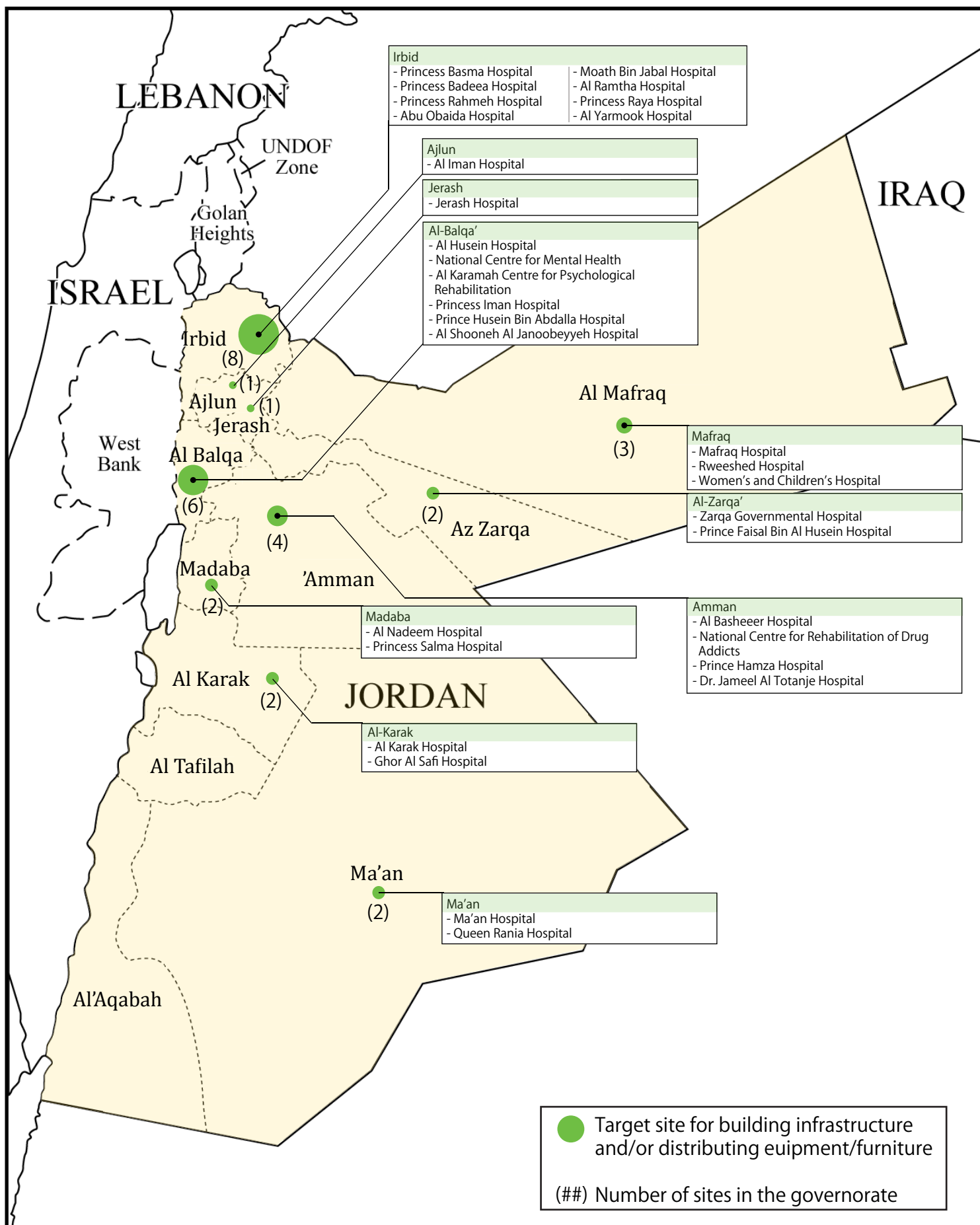
Sub-project's Distribution Map / No. MOHESR-1



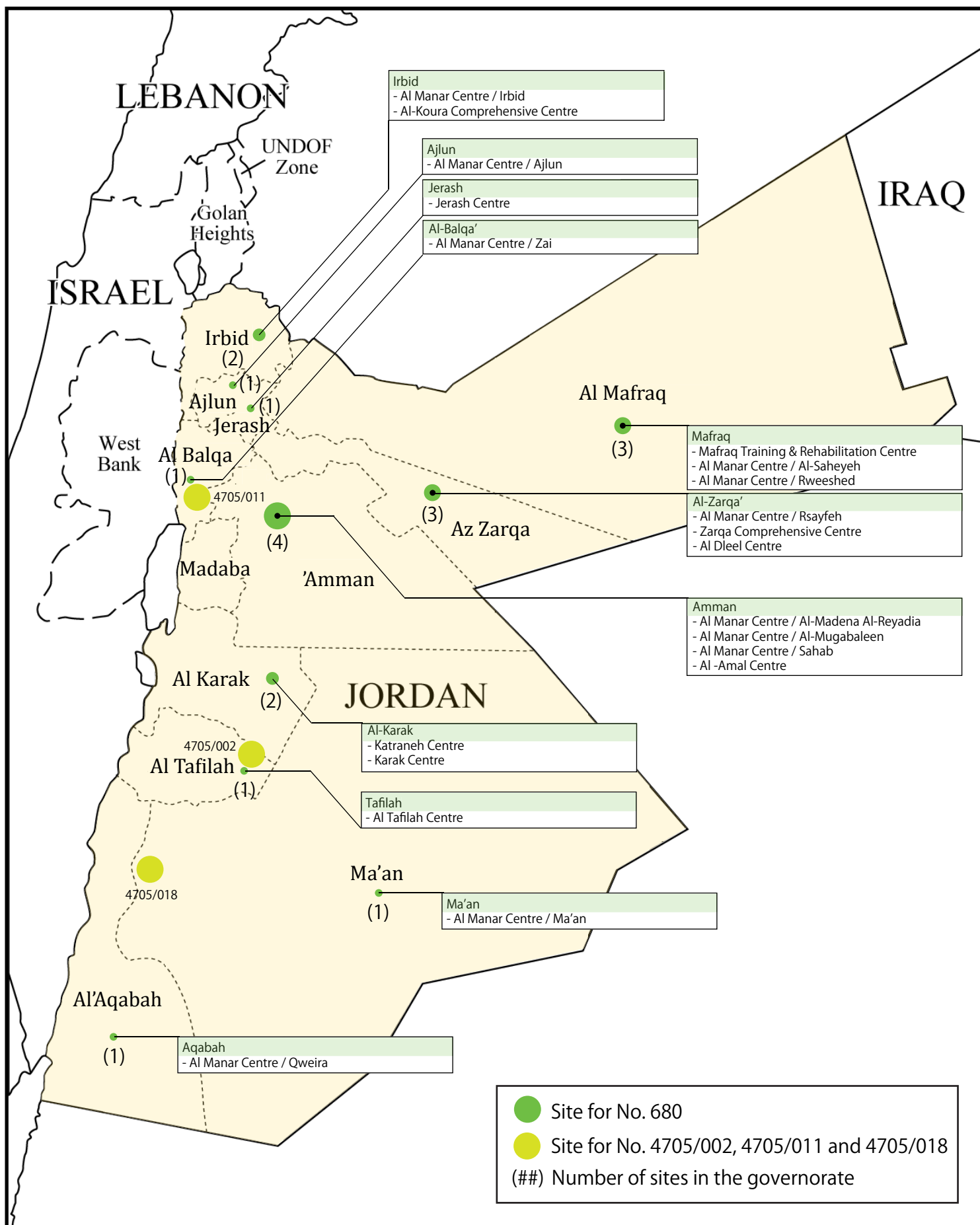
No.	Name of Sub-project	No.	Name of Sub-project	No.	Name of Sub-project
619	Administration Project	644	Burma comprehensive medical centre	659	Establishment of Northern Desert Hospital
620	Hospitals and Health Centres	646	Integrated care for child health	661	Establishment of Al-Salt new Hospital
622	Developing and applying transportation and nursing system	647	Early diagnosis of G6PD Enzyme	663	Updating labs equipment and blood banks
623	Heavy duty machines for the Ministry	650	Updating and expanding Jarash Hospital	671	Controlling medicine provision
625	Updating mon-medical furniture and equipment in the Ministry	651	Updating and expanding Mu'an Hospital	4615/008	Expanding Al Iman Hospital
626	Computerizing the Ministry of Health	652	Updating Al-Basheel Hospital	4615/033	Expanding Al Tafila Hospital
629	Ungrading the efficiency of Nursing Colleges	653	Establishing Burns Clinic in Princess Besma Hospital		
638	Establishing institutional competencies for environment health	658	Expanding Al Karak Hospital		

Sub-project's Distribution Map / No. MOH-1



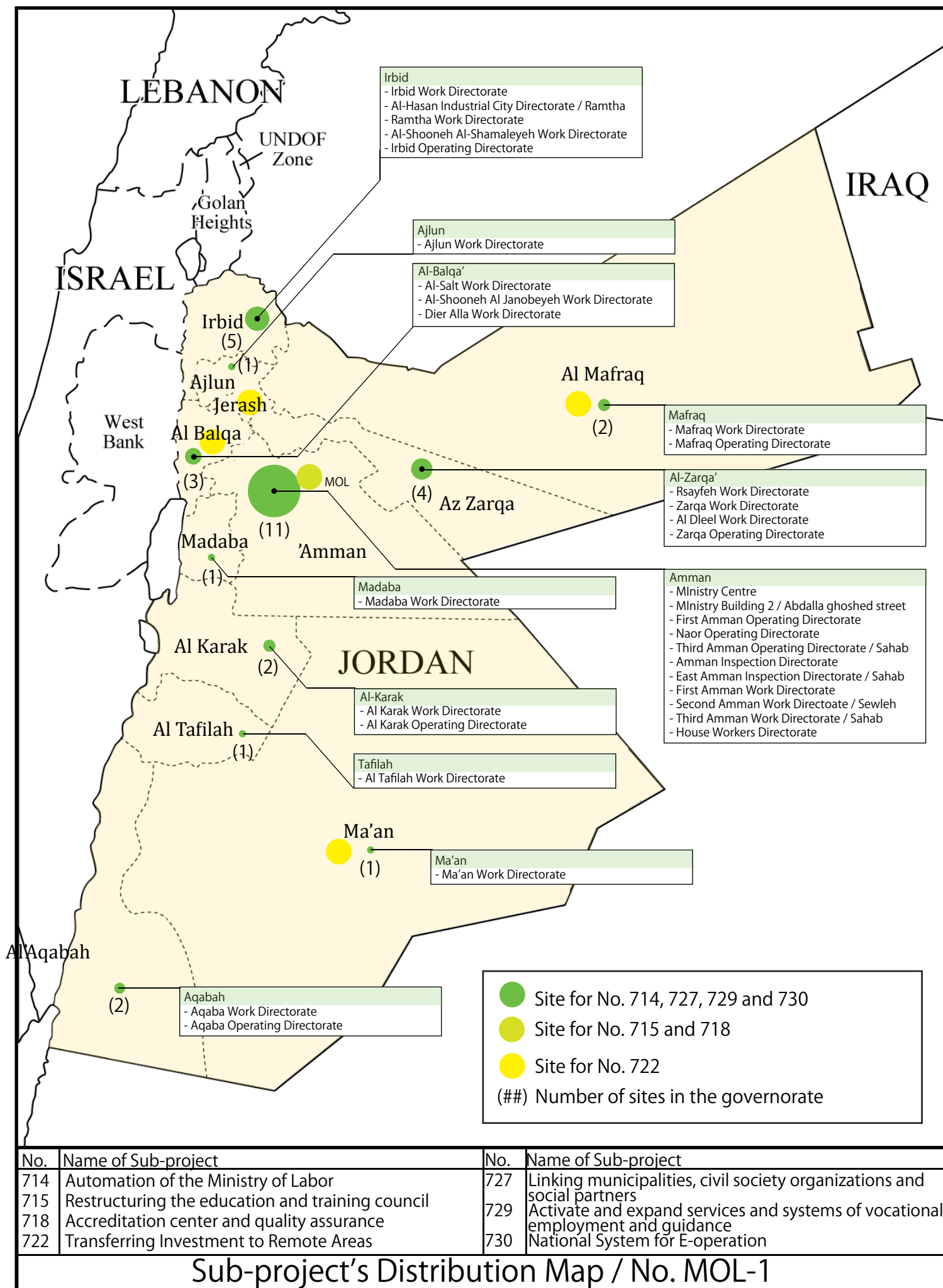


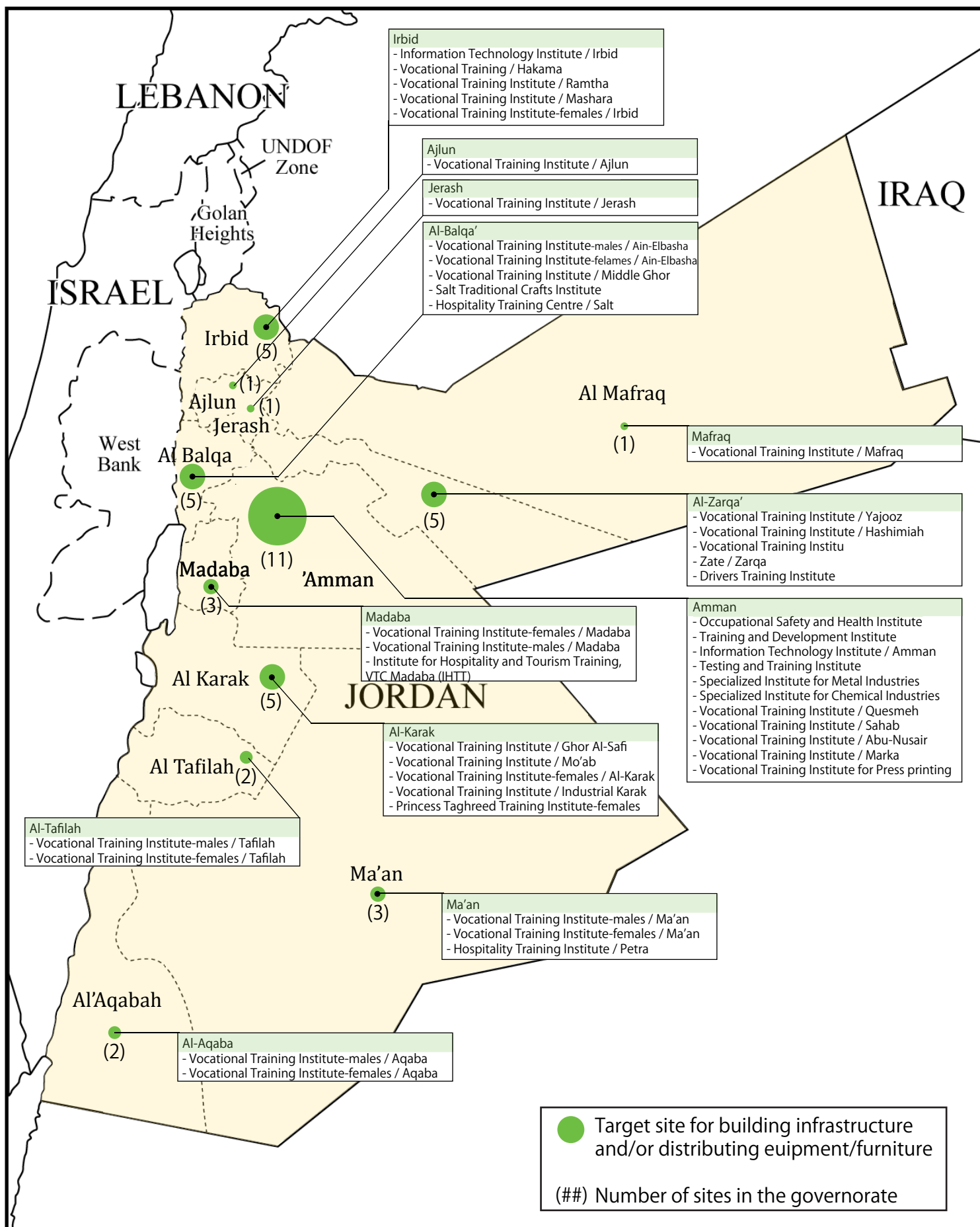
No.	Name of Sub-project
649	Secondary Health Care/Hospital Program Administration Project
667	Hotel services for hospitals
4615/011	Tools and medical equipment and spare parts for hospitals
Sub-project's Distribution Map / No. MOH-3	



No.	Name of Sub-project	No.	Name of Sub-project
680	Handicapped Affairs Program Administration Project	4705/018	Establishing Petra Comprehensive center
4705/002	Establishing Al-Tafila Shelters for people in special needs		
4705/011	Establishing a handicapped center in Ain El-Basha		

Sub-project's Distribution Map / No. MOSD-1





No.	Name of Sub-project
723 VTCs	Vocational Training Supporting Vocational Training Institutes
Sub-project's Distribution Map / No. MOL-2	

Japan International Cooperation Agency (JICA)

**Special Assistance for Project Implementation
of
Human Resource Development
and
Social Infrastructure Improvement Project
in the Hashemite Kingdom of Jordan II
(L/A No. JO-P12 dated 14 August 2012)**

**Handbook
for
Affixing the Rising sun stickers**

October 2013

Revised March 2014

Oriental Consultants Co., Ltd.

Table of Contents

- 1. Procedure to affix the Rising sun stickers**
- 2. Application forms for the Rising sun sticker**
- 3. How to affix the Rising sun stickers**

1. Procedure to affix the Rising sun stickers

Under the Project L/A No. JO-P12, it is required to affix the Japanese Rising sun stickers onto main equipment and furniture. The procedure to apply, obtain and affix the Rising sun stickers is as below.

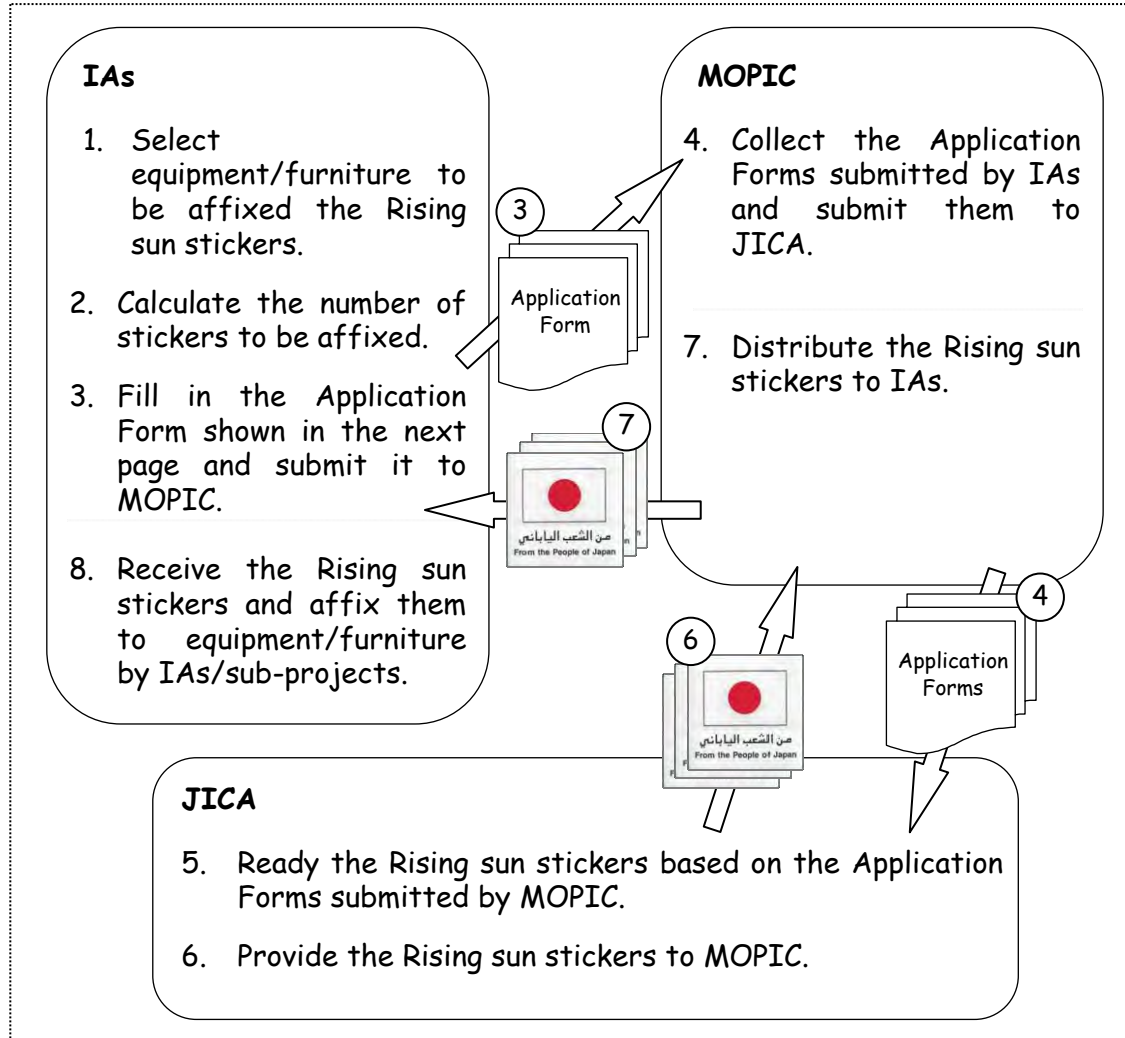


Figure-1 Procedure to affix the Rising sun stickers





2. Application forms for the Rising sun stickers

The form for application of Japanese Rising sun Stickers is shown in the next page.

Application Form for Rising sun stickers

IA → MOPIC → JICA

Date of application		
Name of Organization		
No. and Name of Sub-projects which apply for Rising sun stickers by this form	No.	
	No.	
	No.	
	No.	
	No.	

Type of Rising sun stickers	The necessary number and Name of main equipment /furniture which Rising sun stickers are to be affixed to
 <p>25cm X 25cm</p>	<p>stickers</p> <p>Name of main equipment/furniture</p>
 <p>10cm X 10cm</p>	<p>stickers</p> <p>Name of main equipment/furniture</p>
 <p>5cm X 5cm</p>	<p>stickers</p> <p>Name of main equipment/furniture</p>
 <p>3cm X 3cm</p>	<p>stickers</p> <p>Name of main equipment/furniture</p>

Received by	Name and sign of the person received the form
-------------	---

3. How to affix the Rising sun stickers

With reference to the Inventory List, it is easy to manage and record the Rising sun stickers. The most important point to affix the Rising sun sticker is to make it visible.

The following photos show some examples of the appropriate locations and size of the Rising sun stickers.

Human Resources Development and Social Infrastructure Improvement Project (L/A No.JO-P12)
Inventory List for purchased Equipment under Japanese ODA Loan

sheet No.4

Sub-Project Number : 714

IN								OUT				
Serial No.	Description	Unit	Quantity	Unit Price	Amount	Date of Acceptance	Incoming Sheet No.	Request NO	Date of Supply	Location	Quantity	Outgoing Sheet No.
1.	DB Server	Server	2	13440	26880	8/7/2012	654170		8/12/2012	غرفة السيرفر / قسم المعلومات	2	769616
2.	RH Support	RH	3	1100	3300	8/7/2012	654170		8/12/2012	غرفة السيرفر / قسم المعلومات	3	769616
3.	Application Server	server	1	13440	13440	8/7/2012	654170		8/12/2012	غرفة السيرفر / قسم المعلومات	1	769616
4.	SAN Storage	SAN	1	8498.99988	8498.9998	8/7/2012	654170		8/12/2012	غرفة السيرفر / قسم المعلومات	1	769616
5.	Rack Cabinet	Rack	1	2799.9999	2799.9999	8/7/2012	654170		8/12/2012	غرفة السيرفر / قسم المعلومات	1	769616
6.	Network Load Balancer	Balancer	1	8585.9998	8585.9998	8/7/2012	654170		8/12/2012	غرفة السيرفر / قسم المعلومات	1	769616

Size of use : 3cm X 3cm

Make it visible !

DB server, application server, cabinet and so on.
Cabinet is made by Fujitsu, Japan.

Servers are installed inside the cabinet.

Figure -2 Example of how to affix the Rising sun stickers




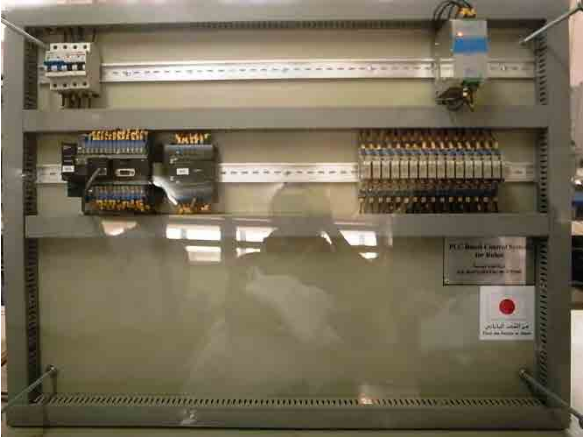


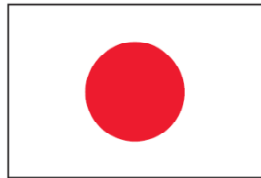
	
<p>Computer, size of use: 3cm X 3cm</p>	<p>Monitor and keyboard, size of use: 3cm X 3cm</p>
	
<p>Sidewall speaker, size of use: 5cm X 5cm.</p>	<p>PLC Based Control System for Robot, size of use: 10cm X 10cm</p>
	
<p>Student desk, size of use: 5cm X 5cm</p>	<p>Cabinet, size of use: 5cm X 5cm</p>

Figure -3 Examples of the Rising sun stickers' locations and sizes

Sample idea of plaque



HUMAN RESOURCES DEVELOPMENT AND SOCIAL INFRASTRUCTURE IMPROVEMENT PROJECT

مشروع تنمية الموارد البشرية وتطوير البنية التحتية الاجتماعية

FROM THE PEOPLE OF JAPAN

AS A TOKEN OF FRIENDSHIP AND COOPERATION BETWEEN

JAPAN AND THE HASHEMITE KINGDOM OF JORDAN

من شعب اليابان كرمز للصداقة والتعاون بين اليابان والمملكة الأردنية الهاشمية

2013





MINISTRY OF PLANNING AND INTERNATIONAL COOPERATION

Ref.No 5/2/15/1574

Date 25/02/2014



Mr. Toshiaki Tanaka
Chief Representative
JICA Jordan Office
Amman, Jordan

Dear Mr. Tanaka,

In reference to the Loan Agreement No. JO-P12 for the project entitled "Human Resources Development and Social Infrastructure Improvement". Kindly find enclosed for your kind consideration an additional eight projects proposed for financing under the said loan, these projects are implemented under the General Budget Law by the Ministry of Education, the Ministry of Higher Education & Scientific Research, and the Ministry of Health.

Accordingly, I would highly appreciate your kind assistance in taking the necessary actions in this regard, and I look forward to receiving your concurrence at your earliest convenience. Please accept my high esteem and consideration.

Sincerely,


Dr. Ibrahim Saif
Minister of Planning and
International Cooperation

Saleh Al-Kharabsheh
Secretary General

cc \ International Cooperation Department- Asian Relations Section.
Projects Department

س.ب.
CIC

بالدينار

رقم المشروع حسب موازنة الوزارة	اسم المشروع	الوزارة	فعلي 2012	مقدر 2013	إعادة تقدير 2013	مقدر 2014	تأشير 2015	تأشير 2016
1	4401/008 إنشاء مستودع للأثاث والكتب المدرسية في محافظة الزرقاء	التربية والتعليم	0	0	0	100,000	130,000	280,000
2	4505/015 إنشاء كلية جامعية متوسطة في محافظة جرش	التعليم العالي والبحث العلمي	0	0	0	500,000	0	0
3	4505/018 البعثات العلمية لأعضاء هيئة التدريس	التعليم العالي والبحث العلمي	197,696	1,500,000	800,000	1,000,000	1,000,000	1,000,000
4	4605/001 تطوير القدرات المؤسسية لكوادر الوزارة	الصحة	393,098	1,100,000	325,000	500,000	500,000	500,000
5	4610/015 إنشاء مبنى الامصال والمطاعيم		1,132,921	600,000	600,000	715,000	600,000	0
6	4615/018 إنشاء قسم الطب الشرعي لمحاكمات الجنوب		498,547	700,000	700,000	700,000	925,000	0
7	4615/029 إنشاء مبنى القسم القضائي		550,447	700,000	700,000	1,600,000	1,400,000	1,000,000
8	5620/003 الادوية والمستلزمات الطبية (لم يتم الموافقة عليه بعد)	الصحة	17,254,858	16,790,000	16,790,000	13,000,000	10,000,000	20,000,000

Point of Contact in EA and each IA**Ministry of Labor****A. Responsible Department / Personnel at IA**

Name of Ministry or Agency	Ministry of Labor
Department / personnel responsible for Management and Coordination in Japan's ODA Loan Project	Wael Al-Thaher Head, Accounting Section, Directorate of Administration and Finance Contact phone No: 0796166999

B. Accounting of expenditure (including book keeping)

Department in charge	Accounting Section, Directorate of Administration and Finance
Mean of Accounting	Computerized - WORD file, Excel file
Person in charge (POC)	Wafa Habash Accountant, Accounting Section Contact phone No: 06/5802666 ext. 210

C. Internal Audit - Approval Process (for Japan's ODA Loan Project)

Any Ministry or Department for Auditing Approval	Directorate of Internal Audit
Approval Signatories	Tayseer Othma Director of Directorate of Internal Audit Contact phone No: 06/5802666 ext. 140

D. Procurement for Implementation**a. Civil Work (e.g. building construction or rehabilitation)**

Department in charge of Tender, Selection or contractor and Contract	Ministry of Public Works and Housing
Person in charge (POC)	N.A

b. Equipment purchase

Department in charge of Tender, Selection of contractor and Contract	Procurement Department
Person in charge	Ghassan Mhedat Head of Procurement Department Contact phone No: 06/5802666 ext. 131

E. Preparation of SOE

Department in charge	Accounting Department
Person in charge (POC)	Mrs. Wafa'a Habash, Contact phone No. 06/5802666 ext.210

F. Updating the Inventory Sheet (including organizing ODA stickers)

Department in charge	Procurement Department
Person in charge (POC)	Mrs. Ruba Anabtawi, Contact phone No. 06/5802666 ext.148 Gassan Mheidat Contact phone No. 0 799718535

G. Operation & Effect Indicators

a. Statistical Information (Strategic indicators)

Department in charge	Unit of Policy and Strategic Planning
Person in charge	Mousa Khalaf Director, Unit of Policy and Strategic Planning Contact phone No: 06/5802666 ext. 122

b. Line for collecting Statistical information for the Project

Department in charge	Directorate of Training & Employment
Person in charge	Mazen Karaymeh Director, Directorate of Training & Employment Contact phone No: 06/5802666 ext. 116

H. Updating the Project Sheets

Department in charge	Accounting Department
Person in charge (POC)	Mrs. Wafa'a Habash, Contact phone No. 06 /5802666 ext.210

Vocational Training Corporation (supervised by Ministry of Labor)

A. Responsible Department / Personnel at IA

Name of Ministry or Agency	Vocational Training Cooperation
Department / personnel responsible for Management and Coordination in Japan's ODA Loan Project	Ahmad Sawafin Director General Assistant for Financial and Administrative Affairs Contact phone No: 0797500024 & 0795163534

B. Accounting of expenditure (including book keeping)

Department in charge	Income & Expenditure Section, under Financial and Administrative Affairs
Mean of Accounting	Computerized - WORD file, Excel file
Person in charge (POC)	Mohammed Atiyah Saedodh Head, Income & Expenditure Section Contact phone No: 0096265858481 ext:142

C. Internal Audit - Approval Process (for Japan's ODA Loan Project)

Any Ministry or Department for Auditing Approval	Directorate of Auditing
Approval Signatories	Hasan Mohammad Abu Khadejeh Auditor (for Auditing Approval) Contact phone No: 0096265858481 ext:144

D. Procurement for Implementation

a. Civil Work (e.g. building construction or rehabilitation)

Department in charge of Tender, Selection of contractor and Contract	Supplies Section, under Financial and Administrative Affairs
Person in charge (POC)	Eng. Hussein Nairat Director, Supplies Section Contact phone No: 0096265858481 ext:120

b. Equipment purchase

Department in charge of Tender, Selection of contractor and Contract	Tender Section, Special Tender Committee
Person in charge	Fahed Sameh Alkhateeb Head, Tender Section Contact phone No: 0096265858481 ext:123

E. Preparation of SOE

Department in charge	Accounting Department
Person in charge (POC)	Mr. Mohammad Atiyah, Contact phone No: 079528551

F. Updating the Inventory Sheet (including organizing ODA stickers)

Department in charge	Tendering and Supplies Department
Person in charge (POC)	Eng. Hussein Nairat Contact phone No: 0096265858481 ext:120

G. Operation & Effect Indicators

a. Statistical information (Strategic indicators)

Department in charge	Department of Planning (Policy & Strategic Team)
Person in charge	Tayeedd Al Alalem Director, Planning Department Contact phone No: 0796662765

b. Line for collecting Statistical information for the Project

Department in charge	Planning of International Cooperation Section, under Technical Affairs
Person in charge	Eng.Issa Issa Head, Planning of International Cooperation Section Contact phone No: 0096265858481 ext :338

H. Updating the Project Sheets

Department in charge	Finance and Administrative
Person in charge (POC)	Ahmad Sawafin Contact phone No: 0797500024 & 0795163534

Ministry of Higher Education & Scientific Research

A. Responsible Department / Personnel at IA

Name of Ministry or Agency	Ministry of Higher Education & Scientific Research
Department / personnel responsible for Management and Coordination in Japan's ODA Loan Project	

B. Accounting of expenditure (including book keeping)

Department in charge	Division of Accounting, Department of Financial Affairs
Mean of Accounting	Computerized - WORD file, Excel file
Person in charge (POC)	Raed Masoud Hamdan El Idoun Head of Division of Accounting Contact phone No: 0775607371

C. Internal Audit - Approval Process (for Japan's ODA Loan Project)

Any Ministry or Department for Auditing Approval	Division of Budget and the Internal Audit
Approval Signatories	Izz eldeen Mohammad Ibrahim Darras Head of Division of Budget and the Internal Audit Contact No: 0776769292

D. Procurement for Implementation

a. Civil Work (e.g. building construction or rehabilitation)

Department in charge of Tender, Selection or contractor and Contract	Division of Project Finance & Financial Support of Universities, under Department of Financial Affairs
Person in charge (POC)	Izz eldeen Mohammad Ibrahim Darras Head, Division of Project Finance & Financial Support of Universities Contact phone No: 06-5347671 ext:1192

b. Equipment purchase

Department in charge of Tender, Selection of contractor and Contract	Department of Supplies at MOHESR (for sub-project exclusively to Ministry), and; Supplies Department at Each University
Person in charge	Hakem Bader Head of Department of Supplies, MOHESR Contact phone No: 0775686221

E. Preparation of SOE

Department in charge	Financial Support of Universities
Person in charge (POC)	Mr. Izz Al Dein Darras, Contact No: 0776769292

F. Updating the Inventory Sheet (including organizing ODA stickers)

Department in charge	Financial Manager in Each University
Person in charge (POC)	See attached List

G. Operation & Effect Indicators

a. Statistical information (Strategic indicators)

Department in charge	Secretary General Assistant for Technical Affairs
Person in charge	Mr. Monther Bataineh Secretary General Assistant for Technical Affairs Contact phone No: 0797227333

b. Line for collecting Statistical information for the Project

Department in charge	Secretary General Assistant for Technical Affairs
Person in charge	Mr. Monther Bataineh Secretary General Assistant for Technical Affairs Contact phone No: 0797227333

H. Updating the Project Sheets

Department in charge	Financial Support of Universities
Person in charge (POC)	Mr. Izz Al Dein Darras, Contact No: 0776769292

Ministry of Education

A. Responsible Department / Personnel at IA

Name of Ministry or Agency	Ministry of Education
Department / personnel responsible for Management and Coordination in Japan's ODA Loan Project	Hesham Ibrahim Abu Khashabeh Head, Department of Financial Planning Contact phone No: 0796762839

B. Accounting of expenditure (including book keeping)

Department in charge	Department of Financial Planning
Mean of Accounting	Computerized - WORD file, Excel file
Person in charge (POC)	Mohammad Manaseer Section of Follow-up Spending, under Department of Financial Planning Contact phone No: 5607 181 ext(310)

C. Internal Audit - Approval Process (for Japan's ODA Loan Project)

Department for Auditing Approval	Department of Financial Planning
Approval Signatories (Signer)	Mohammad Manaseer Head of Follow-up Spending section Contact phone No: 5607181 ext (310)

D. Procurement for Implementation

a. Civil Work (e.g. building construction or rehabilitation)

Department in charge of Tender, Selection or contractor and Contract	Department of Building & International Project Administration
Person in charge (POC)	Mohammad Al Nsoor Director, Department of Building & International Project Administration Contact phone No: 0777469979

b. Equipment purchase

Department in charge of Tender, Selection of contractor and Contract	Department of Supplies & Provision
Person in charge	Ibrahim Fodah Local Tendering Section, Department of Supplies & Provision Contact phone No: 0785873474

E. Preparation of SOE

Department in charge	Financial Planning Department
Person in charge (POC)	Hesham Ibrahim Abu Khashabeh, Contact phone No: 0796762839

F. Updating the Inventory Sheet (including organizing ODA stickers)

Department in charge	Purchase Department
Person in charge (POC)	Mohammad Qteishat, Contact phone No: 0777515928

G. Operation & Effect Indicators

a. Statistical information (Strategic indicators)

Department in charge	Policy and Strategic Planning Directorate, General Directorate of Planning and Educational Research
Person in charge	Safaa Beirouti Head, Division of Management Information System (EMIS), under Policy and Strategic Planning Directorate Contact phone No: 0796703984

b. Line for collecting Statistical information for the Project

Department in charge	Section of Follow up, Monitoring & Evaluation Division
Person in charge	Shafeeq Zubaid Section of Follow-up, Monitoring & Evaluation Division, under Educational Research and Studies Directorate Contact phone No: 0788248200

H. Updating the Project Sheets

Department in charge	Financial Planning Department
Person in charge (POC)	Hesham Ibrahim Abu Khashabeh

Ministry of Health

A. Responsible Department / Personnel at IA

Name of Ministry or Agency	Ministry of Health
Department / personnel responsible for Management and Coordination in Japan's ODA Loan Project	Abeer Jamil Abu Lail Accountant, Budget Directorate, under Department of Financial Administration Contact phone No: 0777076168

B. Accounting of expenditure (including book keeping)

Department in charge	Expenditure Directorate, under Department of Financial Administration
Mean of Accounting	Computerized - WORD file, Excel file
Person in charge (POC)	Maher Mahmmoud Ouda Accountant, Expenditure Directorate Contact phone No: 0795842233

C. Internal Audit - Approval Process (for Japan's ODA Loan Project)

Any Ministry or Department for Auditing Approval	Financial Audit & Control Directorate, under Department of Financial Administration
Approval Signatories	Fadia Abu Halawa Head, Financial Audit & Control Directorate Contact phone No: 0795043684

D. Procurement for Implementation

a. Civil Work (e.g. building construction or rehabilitation)

Department in charge of Tender, Selection or contractor and Contract	Building & Maintenance Directorate, under Department of Services Administration
Person in charge (POC)	Rateb Younes Magnam Building & Maintenance Directorate Contact phone No: 0799050422

b. Equipment purchase

Department in charge of Tender, Selection of contractor and Contract	Biomedical Engineering Directorate
Person in charge	Eng. Feras Abu Dalow Biomedical Engineering Directorate Contact phone No: 0776711110

E. Preparation of SOE

Department in charge	Budget Directorate/ Financial Department
Person in charge (POC)	Abeer Jamil Abu Lail, Contact phone No: 0777076168

F. Updating the Inventory Sheet (including organizing ODA stickers)

Department in charge	Purchase and Supply Department
Person in charge (POC)	Mr. Riyadh Saleh, Contact phone No: 0797323289

G. Operation & Effect Indicators

a. Statistical information (Strategic indicators)

Department in charge	Information & Studies (Technology) Directorate, under Department of Planning
Person in charge	Samar Samouh Director of information & Studies (Technology) Directorate Contact phone No: 0776730177

b. Line for collecting Statistical information for the Project

Department in charge	Information & Studies (Technology) Directorate
Person in charge	Samar Samouh Director, Information & Studies (Technology) Directorate Contact phone No: 0776730177

H. Updating the Project Sheets

Department in charge	Budget Directorate/ Financial Department
Person in charge (POC)	Abeer Jamil Abu Lail, Contact phone No: 0777076168

Ministry of Social Development

A. Responsible Department / Personnel at IA

Name of Ministry or Agency	Ministry of Social Development
Department / personnel responsible for Management and Coordination in Japan's ODA Loan Project	Awad Smeerat Director, Directorate of the Affairs of Persons with Disabilities Contact phone No: 0798518221

B. Accounting of expenditure (including book keeping)

Department in charge	Department of Finance
Mean of Accounting	-Manual (a part of record etc) -Computerized
Person in charge (POC)	Mahdi S. Alqawasmeh Accountant, Accounting Section, Department of Finance

C. Internal Audit - Approval Process (for Japan's ODA Loan Project)

Department for Auditing Approval	Department of Audit
Approval Signatories (Signer)	Kayed Khrase Auditor, Contact phone No: 0791-851-8225

D. Procurement for Implementation

a. Civil Work (e.g. building construction or rehabilitation)

Department in charge of Tender, Selection or contractor and Contract	Department of Facilities and Buildings
Person in charge (POC)	Eng. Ismael Shraideh Director, Department of Facilities and Building Contact phone No: 0777-149-8311

b. Equipment purchase

Department in charge of Tender, Selection of contractor and Contract	Department of Equipment
Person in charge	Ibrahim Alzyoud, Director Contact phone No: 079-190-39691

E. Preparation of SOE

Department in charge	Department of Finance
Person in charge (POC)	Mahdi S. Alqawasmeh Contact phone No: 0798976551

F. Updating the Inventory Sheet (including organizing ODA stickers)

Department in charge	Supply and Procurement Department
Person in charge (POC)	Ameen Al Turk

G. Operation & Effect Indicators

a. Statistical information (Strategic indicators)

Department in charge	Directorate of the Affairs of Persons with Disabilities
Person in charge	Awad Smeerat, Director Contact phone No: 0798518221

b. Line for collecting Statistical information for the Project

Department in charge	Directorate of the Affairs of Persons with Disabilities
Person in charge	Awad Smeerat, Director Contact phone No: 0798518221

H. Updating the Project Sheets

Department in charge	Directorate of the Affairs of Persons with Disabilities
Person in charge (POC)	Awad Smeerat, Director Contact phone No: 0798518221

Higher Council for the Affairs of Persons with Disabilities

A. Responsible Department / Personnel at IA

Name of Ministry or Agency	Higher Council for the Affairs of Persons with Disabilities (and or through Ministry of Finance)
Department / personnel responsible for Management and Coordination in Japan's ODA Loan Project	Hala Ismael Hamad Director, Directorate of Early Intervention and Rehabilitation Contact phone No.138/5538610

B. Accounting of expenditure (including book keeping)

Department in charge	Department of Finance
Mean of Accounting	✓ Manual ✓ Computerize
Person in charge (POC)	Ahmed Abu Siam Contact phone No.122/5538610

C. Internal Audit - Approval Process (for Japan's ODA Loan Project)

Department for Auditing Approval	Internal Audit Unit
Approval Signatories (Signer)	Jamil Trman, Manager, Unit of Internal Audit Contact phone No.:106/5538610

D. Procurement for Implementation

a. Civil Work (e.g. building construction or rehabilitation)

Department in charge of Tender, Selection or contractor and Contract	N.A.
Person in charge (POC)	N.A.

b. Equipment purchase

Department in charge of Tender, Selection of contractor and Contract	Department of Finance
Person in charge	Ahmed Abu Siam Contact phone No. 122/5538610

E. Preparation of SOE

Department in charge	Capital Budget Department/ MOF
Person in charge (POC)	Subheyeh Gunaimat, Contact phone No. 0799097585

F. Updating the Inventory Sheet (including organizing ODA stickers)

Department in charge	Department of Finance/HCD
Person in charge (POC)	Ahmed Abu Siam Contact phone No: 065538610 ext 122 Samei Al Mas'afeh Contact phone No: 0799.385720

G. Operation & Effect Indicators

a. Statistical information (Strategic indicators)

Department in charge	Department of Studies and Planning
Person in charge	Hussein Abu Mattress, Manager, Directorate of Studies and Planning Contact phone No :101/5538610

b. Line for collecting Statistical information for the Project

Department in charge	Department of Studies and Planning
Person in charge	Hussein Abu Mattress Manager, Directorate of Studies and Planning Contact phone No 101/5538610

H. Updating the Project Sheets

Department in charge	Capital Budget Department/ MOF
Person in charge (POC)	Subheyeh Gunaimat, Contact phone No. 0799097585