



## OFFICE OF INSPECTOR GENERAL

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# AUDIT OF USAID/JORDAN'S DESIGN FOR SUSTAINABILITY IN ITS WATER RESOURCES PROGRAM

AUDIT REPORT NO. 6-278-12-002-P  
DECEMBER 22, 2011

CAIRO, EGYPT



*Office of Inspector General*

December 22, 2011

**MEMORANDUM**

**TO:** USAID/Jordan Director, Beth Paige

**FROM:** Regional Inspector General/Cairo, Jacqueline Bell /s/

**SUBJECT:** Audit of USAID/Jordan's Design for Sustainability in its Water Resources Program (Report No. 6-278-12-002-P)

This memorandum transmits our report on the subject audit. In finalizing the report, we carefully considered your comments on the draft and have included them in Appendix II.

The report includes seven recommendations to USAID/Jordan. In response to the draft report, USAID/Jordan officials agreed with all recommendations. As a result, management decisions have been reached on all seven recommendations. The mission should provide the Audit Performance and Compliance Division of USAID's Office of the Chief Financial Officer with evidence of final action to close all recommendations.

Thank you for the cooperation and courtesy extended to the audit team during this audit.

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The following abbreviations appear in this report:

ADS	Automated Directives System
CDCS	Country Development Cooperation Strategy
COTR	contracting officer’s technical representative
FAR	Federal Acquisition Regulation
FY	fiscal year
MWI	Ministry of Water and Irrigation
OAA	Office of Acquisition and Assistance
PMP	performance management plan
RIG	Regional Inspector General
WAJ	Water Authority of Jordan
WRE	Water Resources and Environment Office

# SUMMARY OF RESULTS

Since 1952, the U.S. Government, through USAID/Jordan, has provided approximately \$6 billion in economic assistance to the Hashemite Kingdom of Jordan, half that amount allocated after fiscal year (FY) 2002. In recent years, assistance has taken many forms, including cash transfers and development programming in certain sectors.

Over the past 5 years, USAID/Jordan has provided Jordan approximately \$1 billion for debt relief through a cash transfer program.<sup>1</sup> Under the cash transfer program, the United States provides the Government of Jordan foreign currency to pay down debts owed to the U.S. Government and other entities, such as the International Monetary Fund and the World Bank. The U.S. Government links the cash transfers to policy reform objectives in Jordan's water, environment, health, and economic sectors. When the Government of Jordan achieves the policy reforms, known as conditions precedent, USAID/Jordan transfers cash to the Government of Jordan. Table III-1 in Appendix III presents data on cash transfers.

In the way of development programming, USAID/Jordan has made water a cornerstone of its country strategy. As envisioned by its Water Resources and Environment Office (WRE), the mission developed a country strategy to focus on infrastructure and technical assistance projects designed to increase the availability of water and improve water management. Because of depletion of nonrenewable water resources and projected population growth, Jordan faces a severe water shortage. The World Health Organization has noted that Jordan "has one of the lowest levels of water resource availability, per capita, in the world."<sup>2</sup> To alleviate water scarcity, the Government of Jordan has focused on options such as redistribution and desalination.<sup>3</sup>

Accordingly, on September 17, 2007, USAID/Jordan entered into an agreement with the Government of Jordan to improve water and wastewater infrastructure, water conservation and efficiency, and policy. At that time, the mission obligated approximately \$25 million for the Government of Jordan to enhance the productivity of agriculture per unit of water, support new initiatives to reuse wastewater, improve water efficiency, promote multiple uses of water, and provide solutions to address water quality and conservation. As of July 2011, USAID/Jordan had developed 19 water projects that included water and wastewater infrastructure, water reuse and environmental conservation, water demand management, community-based initiatives for water demand management, construction supply, and information technology master plans.

The end date and the budget changed after the agreement was signed. Although USAID/Jordan expected the water program activities to end by September 30, 2011, the mission amended the agreement, increasing the funding and extending the time for completion of program activities to September 30, 2014. Specifically, on September 29, 2010, USAID/Jordan increased its obligation for its water program from \$25 million to \$186 million. According to mission officials, officials decided to extend the program and increase funding because of Government of Jordan and USAID estimates of time required to complete activities.

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<sup>1</sup> USAID/Jordan also provided a cash transfer of \$700 million to the Government of Jordan in fiscal year 2003 to help offset the effects of war in Iraq.

<sup>2</sup> The World Health Organization and the United Nations Environment Programme, The Health and Environment Linkages Initiative, "Water, health and ecosystems," <http://www.who.int/heli/risks/water/water/en/index.html>, accessed on November 16, 2011.

<sup>3</sup> Desalination is the process of removing salt, especially from seawater, for drinking or irrigation use.

Then at the request of the Jordanian Ministry of Planning and International Cooperation because of political changes in the region, USAID/Jordan reduced its budget for water activities and transferred funds to its economic growth program activities in June 2011, resulting in a decrease in the water program budget of \$67 million as shown in Table III-2, Appendix III. The mission's current water program activities are listed in Appendix IV.

The Regional Inspector General/Cairo (RIG/Cairo) conducted this audit to determine whether USAID/Jordan built sustainability into its water resources program to ensure that impact continues after USAID funding ceases.

USAID/Jordan's water program has achieved notable successes. For example, the construction of a desalination plant, a water demand project, and a community-based initiative for water demand management designed to increase the availability of water and improve water efficiency have benefited over 1 million people in the cities of Amman and Jerash. Details of these successes follow:

- Construction of the Zara Ma'in Desalination Plant (parts of which are pictured below), operated by a government-owned water company, Miyahuna, makes it possible to desalinate surface water from raw water sources (hot springs captured by water dams) that flow to the Dead Sea.



**This is one of six pumping stations at the Zara Ma'in Desalination Plant that conveys potable water from the plant to Amman. (Photo by RIG/Cairo, June 30, 2011)**



**Water passes through reverse osmosis membranes that are used to remove dissolved impurities from water at the Zara Ma'in Desalination Plant. (Photo by RIG/Cairo, June 30, 2011)**

- The Water Demand Management Project enabled the Government of Jordan to codify the water efficiency plumbing code as regulation and established water efficiency standards and technical regulations for water fixtures and appliances.
- The Community-Based Initiative for Water Demand Management Project provided microloans to households and schools to develop and implement water-saving and water efficiency projects such as purchasing water tanks and building cisterns as pictured on the following page.



**Cisterns are built as part of the Community-based Initiative for Water Demand Project. (Photos by RIG/Cairo, June 29, 2011)**



**This cistern is being built under the foundation of a house. (Photo by RIG/Cairo, June 29, 2011)**



**Cistern construction in the foundation of this house is complete. (Photo by RIG/Cairo, June 29, 2011)**

However, despite the successes achieved by USAID/Jordan, some of the mission's projects to assist the Jordanian water sector may not be sustainable after USAID funding ceases because the projects have not addressed Jordan's main water management concerns—specifically, water consumption by Jordan's agriculture sector. According to United Nations data, as the largest primary consumer of water in Jordan, the agriculture sector accounts for approximately 65 percent of total water consumption but contributes only about 3 percent to the country's gross domestic product, the value of overall output of goods and services.<sup>4</sup>

Although some USAID/Jordan officials believe that some of the successes of the mission's water projects will be sustained when funding ceases, some implementers and beneficiaries disagree. In fact, Jordan's Minister of Water and Irrigation stated that current USAID-funded water projects would not be sustainable unless USAID continues to provide money to help the Government of Jordan maintain momentum and project advances. Some implementers believe that the inefficient use of water by the agriculture sector, misuse of nonrenewable water, and the lack of water policy enforcement have hampered sustainable solutions for Jordan's water scarcity.

<sup>4</sup> Food and Agriculture Organization of the United Nations, *Irrigation in the Middle East region in figures—AQUASTAT Survey 2008, Jordan*.

The audit found that USAID/Jordan did not:

- Develop conditions precedent to ensure sustainability of its water program activities (page 5).
- Design projects to reduce agriculture sector demand for water (page 6).
- Update the performance management plan for the water resources program (page 8).
- Prepare timely contractor performance reports (page 10).

This audit recommends that USAID/Jordan:

1. Review and revise its water strategy to determine whether the mission could achieve greater success by reprogramming funds to priority projects, and document the resultant revisions (page 6).
2. Implement a plan to revise the cash transfer and conditions precedent program to better leverage sustainable development results (page 6).
3. Review water resource and environment projects that may address the use of water by Jordan's agriculture sector and document mission decisions to include or exclude projects from the mission's portfolio (page 8).
4. Review its water projects and document decisions to support water projects that do not have Government of Jordan commitment (page 8).
5. Develop and implement a performance management plan to track achievement of the water resources assistance objective (page 10).
6. Submit a written request to USAID's Office of Acquisition and Assistance to provide training to mission employees on the Contractor Performance Assessment Reporting System and establish and implement a plan to train employees (page 11).
7. Implement a plan to complete the required contractor performance reports (page 11).

Appendix I contains information on the scope and methodology. Detailed findings are included in the sections that follow. Management comments are included in their entirety in Appendix II, and our evaluation of management comments is included on page 12 of the report.

# AUDIT FINDINGS

## **USAID/Jordan Did Not Develop Conditions Precedent to Ensure Sustainability of Program Activities**

The Foreign Assistance Act of 1961, Section 101—General Policy, as codified at 22 U.S.C. 2151, Part 1, Chapter 1, “Policy; Development Assistance Authorizations,” states that one of the five principal goals of U.S. development cooperation should be to promote conditions enabling developing countries to achieve self-sustaining economic growth with equitable distribution of benefits. In addition, USAID’s Automated Directives System (ADS) 201.1.c, “Planning Overview,” states that during the design phase of projects, USAID should keep the ultimate goal of sustainability in mind, and projects should have an exit strategy. In addition, ADS 201.3.4.2, “Role of Partners, Customers, and Stakeholders,” states that while developing a long-term assistance strategy, USAID should work closely with host-country counterparts expected to play a role in implementation of the plan to help ensure that plans address perceived development problems, are achievable, and produce sustainable benefits after termination of USAID funding.

The Government of Jordan has implemented several activities that do not align with USAID/Jordan’s water activities to improve water security for the Jordanian people and their livelihoods. The Government of Jordan has implemented projects to alleviate water scarcity through redistribution and desalination. For example, the Government of Jordan designed a project to pump water from deep aquifers and the Red Sea. However, the Government of Jordan has not adequately addressed demand management.

From September 2007 to September 2010, USAID/Jordan developed 20 conditions precedent to effect water policy reforms. These policy reforms included:

- The Government of Jordan closing illegal wells in the Amman-Zarqa and Azraq groundwater basins.
- Miyahuna, a Jordanian water company owned by the Water Authority of Jordan, beginning implementation of a plan to recover the full costs of the Miyahuna potable water system.
- Miyahuna awarding three contracts to address the issue of nonrevenue (illegally extracted) water.
- The Government of Jordan publicizing the national water allocation plan in the mass media and on the Ministry of Water and Irrigation Web site with twice yearly updates.

As of August 2011, the mission had developed 31 conditions precedent related to the water and environment sector for the Government of Jordan to implement, listed in Appendix V. However, the conditions precedent do not require the Government of Jordan to make any significant changes that address water use in the agriculture sector.

Conditions precedent have not focused on water use in the agriculture sector because the topic is politically sensitive. Mission officials noted that during negotiations over the draft list of conditions precedent, Government of Jordan officials requested that mission staff remove one

condition. It required the Government of Jordan to shut down 50 illegal wells. Although closing the illegal wells would increase Jordan's water sustainability by decreasing nonrevenue water, Government of Jordan officials could not achieve the condition precedent because of political pressure from influential agribusiness owners.

Since USAID/Jordan's economic growth strategy incorporates the conditions precedent, the mission should ensure that the conditions precedent include reforms needed to ensure that achievements are sustained when USAID funding ceases. To address this concern, this audit makes the following recommendations.

***Recommendation 1.*** We recommend that USAID/Jordan review and revise its water strategy to determine whether the mission could achieve greater success by reprogramming funds to priority projects, and document the resultant revisions.

***Recommendation 2.*** We recommend that USAID/Jordan implement a plan to revise the cash transfer and conditions precedent program to better leverage sustainable development results.

## **USAID/Jordan Did Not Design Projects to Reduce Agriculture Sector Demand for Water**

According to the Foreign Assistance Act of 1961, Section 102(b)(16)—Development Assistance Policy, as codified at 22 U.S.C. 2151–1, Subsection (b)(16), U.S. assistance should focus on establishing and upgrading the institutional capacities of developing countries to promote long-term development. As a component, institution building through training is expected to expand the human resource potential of people in developing countries. In addition, ADS 201.3.4.2, “Role of Partners, Customers, and Stakeholders,” states that while developing a long-term assistance strategy, USAID should work closely with host-country counterparts expected to play a role in implementation to help ensure that plans address perceived development problems, are achievable, and produce sustainable benefits after termination of USAID funding.

Several reports have been published about the projected water demand for Jordan. In a report published by USAID/Jordan's Economic Development Program, the Ministry of Water and Irrigation stated that the current renewable water supply accounts for only about half the total water supply in Jordan. Moreover, some groundwater experts have stated that pumping of groundwater even at safe yields will cause the reduction of natural groundwater outflows. Furthermore, Ministry of Water and Irrigation forecasts have indicated that water supply in Jordan will continue to be insufficient to meet total potential demand for the agricultural, municipal, industrial, and tourism sectors with current production techniques. The ministry projects Jordan will be able to meet only 68 percent of water demand by 2020 as shown in the table on the next page.

**Jordanian Ministry of Water and Irrigation's  
Forecast of Water Supply and Demand (unaudited)**  
(million cubic meters)

Year	Demand	Supply	Shortage	Percentage
2015	1,600	1,061	(539)	-34%
2020	1,616	1,094	(522)	-32%

**Source: Ministry of Water and Irrigation's 2005–2020 National Master Water Plan, as cited in *Responding to the Water Crisis in Jordan*, published by USAID's Economic Development Program.**

Although increased water scarcity is a reality, USAID/Jordan's water strategy has focused on increasing the availability of water without addressing the agriculture sector's use of water. As the primary consumer of water in Jordan, the agriculture sector accounts for 65 percent of total water consumption but contributes only 3 percent to the country's gross domestic product, the value of overall output of goods and services. Although the agriculture sector is the largest consumer of Jordan's water supply, the mission does not have any current projects that address this sector's water use. Instead, USAID/Jordan's WRE strategy focused on funding water projects valued at approximately \$212 million for the urban and industrial sectors during FY 2011.

USAID/Jordan's Instituting Water Demand Management in Jordan Project, valued at \$9.8 million, focuses on building institutional capacity for managing water demand in the (1) national government, (2) nongovernmental sector, and (3) private sector institutions. In addition, the municipal and industrial sectors account for roughly 35 percent of Jordan's water consumption. As of July 14, 2011, the office had not included any projects on its list of activities to address the agriculture sector's water usage (Appendix IV).

According to mission officials, USAID/Jordan did not design projects that would include Jordan's agriculture sector because of a lack of Government of Jordan and U.S. Government commitment to enforce agriculture sector policy reforms that have been politically unfavorable. The sensitivity of such reforms led the mission director in April 2007 to send an e-mail to mission employees stating that USAID/Jordan would not create a distinct program for water demand management in the agriculture sector, but would address agricultural issues through its portfolio of water program activities. Moreover, several mission officials stated that subsequent mission directors instructed employees not to design projects that would include Jordan's agriculture sector. This management decision affected the sustainability of WRE projects because the projects could not address water use in the agriculture sector.

In June 2011, USAID/Jordan's Office of Water Resources and Environment proposed a revision to its water sector strategy to better align with U.S. assistance objectives in Jordan and the region including changes in programmatic direction and project funding levels. The revised strategy will gradually replace the existing assistance objective to enhance water resource management and will refocus on planning and feasibility studies for nonrevenue water, aquifer management, and capacity building in the Government of Jordan to improve water security for Jordanian people and their livelihoods. Although the strategy does not address agricultural water uses, USAID/Jordan mission officials anticipate the revision will improve Government of

Jordan policies and institutions by reducing water demand and increasing supply to high-value uses.

USAID-funded Jordanian water projects will not be sustainable when USAID funding ceases. USAID/Jordan's water program will need to address the agriculture sector to achieve sustainability. If USAID/Jordan does not address water demand management in agriculture, the mission's continued water program activities may be futile. To justify continued USAID funding, the mission's water projects will need to address the efficient use of water in the agriculture sector with a commitment from the Government of Jordan to participate in these efforts. To address these concerns, this audit makes the following recommendations.

***Recommendation 3.*** *We recommend that USAID/Jordan review water resource and environment projects that may address the use of water by Jordan's agriculture sector and document mission decisions to include or exclude projects from the mission's portfolio.*

***Recommendation 4.*** *We recommend that USAID/Jordan review its water projects and document decisions to support water projects that do not have Government of Jordan commitment.*

## **USAID/Jordan Did Not Update the Water Resource Program Performance Management Plan**

USAID requirements for program management span multiple directives. ADS 203.3.2, "Performance Management," requires USAID missions and their assistance objective teams as the responsible staff to measure progress toward the results identified in the planning stage to achieve foreign assistance objectives. As defined in the guidance, performance management is the systematic process of monitoring the achievements of program operations and collecting and analyzing performance information to track progress toward planned results. Performance management represents the Agency's commitment to managing assistance objectives for results in order to achieve the best possible development outcomes.

ADS 203.3.3, "Performance Management Plans," requires assistance objective teams to prepare a complete performance management plan (PMP) for assistance objectives for which the teams are responsible. The purpose of this requirement is to establish indicators that will provide accurate baseline data on the initial program or project or activity conditions. As the project unfolds, the assistance objective team can measure the degree of change. Furthermore, once the award is executed, the project staff must complete the PMP with relevant indicators and baseline data before major project implementation actions get under way. In addition, ADS 201.3.2.3, "Interagency Coordination," states that a country strategy reflects the U.S. Government's commitment to partnership with a host country and summarizes and prioritizes country-specific foreign assistance goals over a 5-year period. Through the strategy, a USAID mission provides its vision of how a country will change if an assistance goal is achieved.

ADS 203.3.3.1, "Contents of a Complete Performance Management Plan," states that a PMP should meet the following specific criteria:

- State the full set<sup>5</sup> of performance indicators that the assistance objective team will use to assess progress throughout the assistance objective.
- Provide baseline values and targeted values for each performance indicator included in the PMP.
- Specify the source of the data and the method for data collection.
- Describe known data limitations of each performance indicator and steps to be taken to address them.
- Include a calendar of performance management tasks that an assistance objective team will conduct throughout the assistance objective.

USAID/Jordan's WRE did not develop a PMP for the 2010–2014 country strategy although the mission finalized its strategy in March 2010. Appendix VI discusses the relationship between the mission's country strategy and the PMP. Under the 2010–2014 country strategy, the WRE is responsible for achieving Assistance Objective 2, "Water Resources Management is Enhanced," with two intermediate results: (1) adaptive capacity of the water sector is increased and (2) management of water resources is more sustainable. In June 2011, the WRE proposed a draft strategy to replace the two assistance objectives with the following: improve water security for people and their livelihoods.

The mission currently uses the predecessor PMP linked to the prior country strategy with outdated and incomplete indicator targets and results. Moreover, USAID/Jordan did not determine how three of its recent projects contribute to the 2010–2014 country strategy to achieve Jordan's water sector assistance objective: (1) Water/Wastewater Infrastructure Project, initiated in May 2010, (2) Water Reuse and Environment Conservation Project, initiated in August 2010, and (3) Institutional Support and Strengthening Program, initiated in November 2010. The three projects are valued at \$67.4 million.

Although Agency guidance requires a PMP to be developed before major project implementation, the mission did not prioritize the development of a PMP for its 2010–2014 strategy. Mission officials stated that the WRE was not able to develop a PMP because of a lack of staffing. USAID/Jordan began updating the PMP early in 2011 with assistance from USAID/Washington and the mission's Program Office. WRE officials intended to finalize the PMP by June 30, 2011, but did not meet the deadline because of the lack of staffing. The acting WRE director and a contracting officer's technical representative (COTR) noted that additional tasks were assigned to employees because of the staff shortage, and the mission was without a mission director and deputy mission director to provide overall guidance. Contributing to the lack of capacity was the inexperience of staff members; many had less than a year of experience in their assigned roles. As a result, the staffing constraints affected the success of the water resources program.

Without a defined PMP, USAID missions and their assistance objective teams have no systematic means of measuring progress toward the results identified to achieve foreign assistance objectives. To address this concern the audit makes the following recommendation.

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<sup>5</sup> "Full set" means that one or more indicators are selected for each result in the results framework.

***Recommendation 5.** We recommend that USAID/Jordan develop and implement a performance management plan to track achievement of the water resources assistance objective.*

## **USAID/Jordan Did Not Prepare Timely Contractor Performance Reports**

USAID and federal regulations require contractor performance evaluations to help provide the information necessary to make better acquisition decisions and provide incentives to contractors for superior products and services.

- USAID's Acquisition and Assistance Policy Directive 06-05, "Evaluation and Use of Contractor Performance Information," requires that a contractor's performance be evaluated at least annually and on contract completion.
- Federal Acquisition Regulation (FAR) 36.201, "Evaluation of Contractor Performance," FAR 36.604, "Performance Evaluation," and FAR 42.15, "Contractor Performance Information," require performance evaluations of contracts and orders issued under indefinite quantity contracts, Federal Supply Schedule contracts, and governmentwide acquisition contracts (1) at least annually (for contracts and orders exceeding a year in duration) and (2) on completion of activities when the contracts and orders will exceed specified dollar values.
- USAID's Agency Notice Number 20917, June 10, 2011, "Past Performance Reports - COTR Requirements and Schedule for Completing Reports," requires the Agency to set a goal to reach 100 percent compliance on past performance reporting and set a date of September 30, 2011, for all contracts/task orders in excess of \$1 million to be registered in the Contractor Performance Assessment Reporting System. In accordance with this Agency Notice, the COTR designation of any COTR not in compliance with this requirement may be revoked.

Although USAID's goal was to improve its rate of compliance from 10 percent to 100 percent by September 2011, USAID/Jordan's regional contracting office and COTRs did not complete 14 of 22 annual contractor performance reports for the mission's water resources contractors. In total, the mission staff did not complete 14 contractor performance reports for eight contractors from 2008 to 2011 in the water resources and environment sector with projects valued at \$128 million. Appendix VII shows the contract programs, contract dates, and status of required contractor performance reports. For example, one of the contractors responsible for construction oversight on a water infrastructure project valued at \$35 million had not received a contractor performance report since the project began in September 2009. In addition, USAID/Jordan's COTRs did not complete three performance reports for a contractor that implemented a water resources demand management project valued at \$10.3 million that began in March 2008.

According to USAID/Jordan's former regional contracting officer, mission staff did not complete the contractor performance reports because USAID's Office of Acquisition and Assistance (OAA) did not train the staff on the Agency's new Contractor Performance Assessment Reporting System that was launched about a year ago. As a result, mission staff members do not have access to USAID's new contractor performance reporting system. Moreover, although it has been over a year since OAA launched the new system, USAID/Jordan's former regional

contracting officer has not requested training and is not aware of when OAA will provide the necessary training for mission staff. In two cases, a COTR started, but did not complete, the contractor performance reports prior to the change in reporting systems.

Regular and comprehensive performance evaluations provide necessary information to make better acquisition decisions and are significant incentives to contractors to provide USAID with superior products and services, according to OAA. Source selection officials rely on contractor performance reports to make informed decisions before binding the U.S. Government in contractual agreements worth billions of dollars. USAID's procurement reform emphasizes strengthening performance monitoring as a means to hold contractors more accountable and more easily identify what works and why. In fact, USAID has recognized that it has underperformed in ensuring that contractor performance reports are completed fully and promptly and has requested all contracting officers and COTRs to make time to work on all outstanding contractor performance reports. Therefore, this audit makes the following recommendations.

***Recommendation 6.*** *We recommend that USAID/Jordan submit a written request to USAID's Office of Acquisition and Assistance to provide training to mission employees on the Contractor Performance Assessment Reporting System and establish and implement a plan to train employees.*

***Recommendation 7.*** *We recommend that USAID/Jordan's regional contracting office and contracting officer's technical representatives implement a plan to complete the required contractor performance reports.*

# EVALUATION OF MANAGEMENT COMMENTS

In response to the draft report, USAID/Jordan officials agreed with all seven recommendations. As a result, management decisions have been reached on all recommendations. The mission should provide the Audit Performance and Compliance Division of USAID's Office of the Chief Financial Officer with evidence of final action to close all recommendations.

**Recommendation 1.** USAID/Jordan officials agreed to review and revise its water strategy and document the results in the mission's Country Development Cooperation Strategy (CDCS) by August 22, 2012. Accordingly, a management decision has been reached on this recommendation.

**Recommendation 2.** Mission officials agreed to implement a plan to revise the cash transfer and conditions precedent program. According to USAID/Jordan officials, the Ambassador has also requested a review and mission officials plan to complete this review in USAID/Jordan's CDCS by August 22, 2012. Therefore, a management decision has been reached on this recommendation.

**Recommendation 3.** USAID/Jordan officials agreed to review water resource and environment projects and document decisions to include or exclude projects from the mission's portfolio. Mission officials plan to address this recommendation by completing USAID/Jordan's CDCS by August 22, 2012. Accordingly, a management decision has been reached on this recommendation.

**Recommendation 4.** Mission officials agreed to review water projects that do not have Government of Jordan commitment and document decisions to support those projects in USAID/Jordan's CDCS by August 22, 2012. Therefore, a management decision has been reached on this recommendation.

**Recommendation 5.** USAID/Jordan officials agreed to develop and implement a performance management plan for the mission's water projects by January 31, 2012. Thus, a management decision has been reached on this recommendation.

**Recommendation 6.** Mission officials agreed to implement a plan to train employees on the Contractor Performance Assessment Reporting System and intend to complete all recommended training by September 30, 2012. Accordingly, a management decision has been reached on this recommendation.

**Recommendation 7.** USAID/Jordan's regional contracting office officials agreed to complete the required contractor performance reports by January 31, 2012. Therefore, a management decision has been reached on this recommendation.

# SCOPE AND METHODOLOGY

## Scope

The Regional Inspector General/Cairo conducted this performance audit in accordance with generally accepted government auditing standards.<sup>6</sup> Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions in accordance with our audit objective. We believe that the evidence obtained provides that reasonable basis.

The audit objective was to determine whether USAID/Jordan built sustainability into its water resources program to ensure that impact continues after USAID funding ceases. Audit fieldwork was conducted at USAID/Jordan and USAID/Egypt from June 26 to October 12, 2011. The audit covered the period from September 17, 2007, to June 30, 2011. The initial estimated funding amount for water resource programs was approximately \$250 million for the 4-year period from September 17, 2007, to September 30, 2011. Subsequently, USAID/Jordan modified the agreement, increasing the estimated funding from \$250 million to \$500 million and extending the life of the project by 3 years, resulting in a new closing date of September 30, 2014. The audit team judgmentally selected six projects and their implementers for review. The value of activities judgmentally selected is approximately \$112 million, or 53 percent, of about \$212 million of estimated costs for water resource programs, as of June 30, 2011.

In planning and performing the audit, we assessed management controls related to documentation, reporting, and supervisory and management review at the functional and activity level, as well as establishment and review of performance measures and indicators. The audit team also reviewed the management controls in place to monitor project activities. We conducted the audit through interviews with mission employees and implementers, observations, and review of reports and files that the mission provided as part of its project monitoring activities. Specifically, we obtained an understanding of and evaluated USAID/Jordan's agreement with the Government of Jordan, subsequent modifications to the agreement, the mission's PMPs, the mission's FY 2010 Federal Managers' Financial Integrity Act assessment, the oversight performed by the contracting officer or COTR, and performance measures.

Auditors conducted site visits to implementer offices in Amman and Jerash, to community-based organizations and beneficiaries in Jerash, and to the Zara Ma'in Desalination Plant near the Dead Sea.

## Methodology

To answer the audit objective, we met with personnel from USAID/Jordan, officials from implementers (AECOM; Camp, Dresser and McKee; Development Alternatives, Inc.; Sorensen Gross Construction Company; Mercy Corp; and International Resources Group), ten Government of Jordan officials, and project beneficiaries. We reviewed documentation provided by USAID/Jordan, including PMPs, project award documents, monitoring and evaluation plan reports, the water program and cash transfer agreements, and subsequent modifications. We also reviewed progress reports and site visit reports.

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<sup>6</sup> *Government Auditing Standards*, July 2007 Revision (GAO-07-731G).

To assess whether sustainability was built into the mission's water resource programs, we judgmentally selected six activities for review: (1) Water/Wastewater Infrastructure Project, (2) Water Reuse and Environmental Conservation Project, (3) Water Demand Management, (4) Community-Based Initiative for Water Demand Management, (5) Construction of Northern Governorates Water Supply Project, and (6) Information Technology Master Plan/implementation phase project.

We validated selected activities by (1) conducting site visits to observe reported results and (2) interviewing mission personnel, implementing partners, and Government of Jordan officials. In addition, we assessed supervisory review and the level of monitoring conducted by the COTR or agreement officer's technical representative at USAID/Jordan by reviewing site visit reports.

Furthermore, we reviewed applicable laws and regulations and USAID policies and procedures regarding USAID/Jordan's agreement with the Government of Jordan, including the water program agreement and modifications; the Foreign Assistance Act of 1961; ADS chapters—201 ("Planning"), 203 ("Assessing and Learning"), 302 ("USAID Direct Contracting"), and 303 ("Grants and Cooperative Agreements to Non-Governmental Organizations"); USAID's Acquisition and Assistance Policy Directive 06-05 ("Evaluation and Use of Contractor Performance Information"); and FAR 36 ("Construction and Architect-Engineer Contracts") and 42 ("Contract Administration and Audit Services").

# MANAGEMENT COMMENTS



OFFICE OF THE DIRECTOR

**TO:** Jacqueline Bell, RIG/USAID/Cairo

**FROM:** Beth S. Paige, Mission Director /s/

**SUBJECT:** Mission Response to Audit of USAID/Jordan's Design for Sustainability in its Water Resources Program (Report No. 6-278-12-00X-P)

USAID/Jordan thanks the RIG/Cairo for the opportunity to comment on your Audit of USAID/Jordan's Design for Sustainability in its Water Resources Program (Report No. 6-278-12-00X-P, revised draft received on November 21, 2011). We agree with your four findings and seven recommendations. The comments below address technical points in the text supporting your findings, and describe plans to implement your recommendations.

## Findings

### **USAID/Jordan Did Not Develop Conditions Precedent to Assure Sustainability of its Water Program Activities.**

The Mission accepts this finding. We note, however, that the discussion of capital costs and maintenance costs (page 6-7) could give the incorrect impression that infrastructure built by USAID is not sustainable and that these facilities require donor support to operate. A recent evaluation by Chemonics of the status of operations and maintenance at six water and wastewater facilities built by USAID in Jordan found that maintenance condition of the facilities was "excellent" in five cases and "very good" in the sixth. We agree that Jordan's water and sanitation systems benefit from significant subsidies, but this is also the case for the large majority of similar systems around the world and perhaps forty percent of similar systems in the U.S. (see, for example, <http://www.gao.gov/new.items/d02764.pdf>), and does not preclude sustainability. While debt relief from USAID and budget support from other countries indirectly facilitate water subsidies, it is important to be clear that no donor pays for operations and maintenance.

### **USAID/Jordan Did Not Address Agriculture Sector Demand.**

The Mission accepts this finding. We note, however, that the wastewater treatment facilities recently constructed or under construction (Aqaba, As Samara, Wadi Musa, North Shoneh, Shobak, and Mafraq, at a cost of over \$200 million) provide high-quality effluent for agriculture, shifting demand away from valuable groundwater. USAID policy projects between 2002 and 2007 established the regulations and public confidence needed for wastewater to become a key part of Jordan's water budget. We agree that it is imperative that Jordan shift to a more economically and agriculturally efficient water allocation system, but do not agree with the statement on p. 10 that unsustainable practices in the agriculture sector make our water supply and sanitation programs "futile." Hydrological analysis by the U.S. Geological Survey shows

that virtually all of Jordan's current water sources will remain viable for many decades beyond the intended lifespan of facilities we have built.

**USAID/Jordan Did Not Update the Water Resource Program Performance Management Plan.**

The Mission accepts this finding. The Performance Management Plan is being updated, consistent with the current strategy (2010-2014), and will be reviewed and revised as necessary when the Mission's new Country Development Cooperation Strategy is approved.

**USAID/Jordan Did Not Issue Timely Contractor Performance Reports.**

The Mission accepts this finding. A remedial program is underway.

**Recommendations**

The table below shows USAID/Jordan's agreement with all of your recommendations, a plan of action to address the issues, and a schedule for meeting each recommendation. Many of your recommendations will be implemented in the course of preparing our new CDCS. A copy of the final CDCS, as approved by USAID/Washington, will be provided as documentation of the review and decisions on the relevant issues. The schedule for the CDCS is as follows:

- January 2012: Preliminary consultations with USAID/Washington.
- April 2012: Draft Results Framework submitted to USAID/Washington.
- July 2012: Final draft CDCS submitted to USAID/Washington.
- August 2012: CDCS approved.

We thank you again for the efforts that you and the RIG staff invested in improving our programs.

Recommendation	Plan of Action	Schedule
1. We recommend that USAID/Jordan review and revise its water strategy to determine if the mission could achieve greater success by reprogramming funds to priority projects and document the resultant revisions.	USAID/Jordan is preparing a Country Development Cooperation Strategy (CDCS) that will set priorities within and among sectors, including Water Resources and Environment.	The target for final approval of the CDCS is August 22, 2012 (as above).
2. We recommend that USAID/Jordan implement a plan to revise the cash transfer and conditions precedent program to better leverage sustainable developmental results.	<p>These processes are being reviewed for potential improvements as the Mission implements the FY 2012 cash transfer and conditions precedent programs.</p> <p>USAID/Jordan's CDCS will include broad revisions to the cash transfer program and the related conditions precedent. The Ambassador has also requested this review. The process has begun with an evaluation of the conditions precedent underlying the cash transfer program (in progress) and a Phase I Rapid Appraisal under USAID's Public Financial Management Risk Assessment Framework (10/24-11/03/2011).</p>	<p>FY 2012 conditions precedent will be finalized in January 2012.</p> <p>The target for final approval of the CDCS is August 22, 2012 (as above).</p>
3. We recommend that USAID/Jordan review water resource and environment projects that may address the use of water by Jordan's agriculture sector and document mission decisions to include or exclude projects from mission's portfolio.	USAID/Jordan's CDCS will address the most effective way to engage the agricultural sector, weighing the potential impact of alternative interventions against costs and the likelihood of success.	The target for final approval of the CDCS is August 22, 2012 (as above).
4. We recommend that USAID/Jordan review its water projects and document decisions to support water projects that do not have Government of Jordan (GOJ) commitment.	USAID/Jordan's CDCS will consider the viability of potential new projects that are not fully supported by the GOJ. Current projects with significant policy components will seek written confirmation of support for project goals from MWI as work plans are developed. If documentation of support cannot be obtained, explicit COTR approval, including a	<p>The target for final approval of the CDCS is August 22, 2012 (as above).</p> <p>Work plan approvals are due in October 2012.</p>

Recommendation	Plan of Action	Schedule
	statement of why success and sustainability is anticipated without GOJ support, will be provided as part of the annual work planning and approval process. Copies of MOUs and workplan approvals will be provided as documentation.	
5. We recommend that USAID/Jordan develop and implement a performance management plan (PMP) to track achievement of the water resources assistance objective.	<p>For the 2010-2014 country strategy, USAID/Jordan will approve a PMP by January 31, 2012. A copy will be provided as documentation. USAID/Jordan's CDCS will include a Results Framework, and the Mission will have one year in which to complete a PMP, following guidance in ADS 203.</p> <p>We note that WRE does have a PMP in place to track achievements, although it was not updated in 2010.</p>	For the 2010-2014 country strategy, USAID/Jordan will approve a PMP by January 31, 2012. The target for final approval of the CDCS is August 22, 2012 (as above), so the new PMP will be completed by August 2013.
6. We recommend that USAID/Jordan submit a written request to USAID's Office of Acquisition and Assistance to provide training to mission employees on the Contractor Performance Assessment Reporting System and establish and implement a plan to train responsible employees.	<p>COTRs were provided with in-house training so that all are now registered in the CPARS system and able to work on their reports.</p> <p>The CPARS training plan for FY 2012 was requested from OAA on 08/22/2011. This training is in the Individual Development Plans of all three FSN staff in the RCO. A copy of the RCO training plan is attached as documentation.</p>	Recommended training has been completed or will be completed during FY 2012.
7. We recommend that USAID/Jordan's Regional Contracting Office and Contracting Officer's Technical Representatives implement a plan to complete the required contractor performance reports.	RCO set a deadline of 09/13/2011 for completion of reports by COTRs. Since then, all eight relevant contracts in WRE's current portfolio have been registered in the CPARS system, of which two are current, two have been completed, and two have been initiated. A copy of the current CPARS status report is attached as documentation.	All CPARS reports should be complete by January 2012.

## USAID/Jordan's Water Resources and Environment Sector Cash Transfer Program and Budget Information

**Table III-1. USAID/Jordan Cash Transfer Program as a Percentage of Total Budget for FY 2007–2011 (unaudited)  
(\$ million)**

	FY 07	FY 08	FY 09	FY 10	FY 11	Total
<b>Total Budget</b>	255	561	514	463	362	2,156
<b>Cash Transfer</b>	116	270	230	194	184	994
<b>Percentage of Total Budget</b>	45%	48%	45%	42%	51%	46%

Source: USAID/Jordan.

**Table III-2. Revised WRE Budget  
FY 2011–2015 (unaudited)  
(\$ million)**

Fiscal Year	2011	2012	2013	2014	2015	Total
<b>Expected Budget</b>	30	30	30	30	30	150
<b>WRE Pipeline</b>	210					210
<b>Expected WRE Budget</b>						360
						360
<b>Revised Budget</b>	25	27	27	27	27	133
<b>WRE Pipeline</b>	210					210
<b>Pipeline Transfer</b>	(50)					(50)
<b>Revised WRE Budget</b>						293
						(293)
<b>Reduction in Budget</b>						67
<b>Percentage Reduction</b>						18.6%

Source: USAID/Jordan.

## USAID/Jordan's Water Resources and Environment Sector Activities as of June 30, 2011 (unaudited)

Activity Title	Description	Implementing Organization	Dates	Estimated Budget (\$)
Construction and Construction Management Contract of Northern Governorates Water Supply Project	Construction and construction management of East Primary Water Transmission System, which includes pump stations and a 48 km pipeline to transfer water from the Mafraq area to the Irbid area.	Design & Construction Management Contract: Camp, Dresser & McKee	2009 – 2012	34,799,150
		Construction: Sorenson Gross		
Water/Wastewater Infrastructure Project	Multiple assessments, feasibility studies, detailed designs and construction management of water and wastewater facilities for communities in Amman, Zarqa, Jerash, Ma'in, Tafilah, and elsewhere.	Camp, Dresser & McKee	2010 – 2015	32,200,000
Water Reuse and Environmental Conservation Project	Water conservation programs for industry, agriculture, and landscaping. Demonstration of industrial water management and pollution prevention, site rehabilitation, and institutional capacity building.	AECOM	2010 – 2015	23,900,000
Public Action in Water, Energy and Environment	Effect behavioral changes among the Jordanian public and decision makers to increase efficiency in the use of water and energy, handle solid waste properly, and introduce needed policy changes.	ECODIT	2009 – 2014	20,000,000
Mafraq Wastewater Treatment Plant Upgrading	Design and construction supervision services to upgrade the Mafraq wastewater treatment plant.	Consultant: Engicon	2007 – 2010	2,000,000
		Construction: TBD		
Construction of the Mafraq Wastewater Treatment Plant	Construction of a wastewater treatment plant for Mafraq.	TBD	2011 – 2014	19,851,463
Institutional Support and Strengthening Program	Technical assistance and capacity building to enhance financial management within the water sector, optimize water use and reduce overexploitation of resources. This includes issues such as water valuation, and restructuring and strengthening water sector institutions with a focus on human resource, financial, and facility management.	International Resources Group	2010 – 2013	11,270,252
Water Demand Management	Institute sustainable water demand management by building the necessary institutional capacity, developing and supporting enforcement of laws and regulations for efficient water use, and demonstrating water demand management initiatives to the public. (The Community-Based Initiative complements this project at the local level.)	Development Alternatives, Inc.	2007 – 2012	10,300,000

Community-Based Initiative for Water Demand Management	Administer a community support program to engage poor communities in water demand management by providing small grants to nongovernmental organizations for revolving loans to improve household and community water facilities. It also broadens the capacities of NGOs to work on development issues.	Mercy Corps	2006 – 2014	5,300,000
Pollution Prevention for Environmental Health Project	Provide technical assistance, training, commodities, and small grants in support of watershed management. This includes assisting in the implementation of regulations for land use at water supply locations, funding homeowners' sewer connections, staging compost-farming demonstration plots, launching public information campaigns, managing the watershed in the Aqaba Special Economic Zone, and managing construction of a wastewater main in Suf.	CDM International Inc.	2006 – 2011	8,672,302
Suf Trunk Sewer Project	Replace about 8.5 km of the Suf sewer to eliminate flooding of sewer line and accommodate the wastewater flows projected for year 2030.	Farhan & Fuad Abu Hamdan Contracting Company	2010 – 2011	3,851,920
Wastewater Treatment Plants for Two Small Communities	Design and construction supervision of low-cost, low-maintenance central wastewater treatment facilities serving North Shouneh and Shoubak. Also, develop local capacity to operate and maintain the facilities, ensure protection of the environment and public health, and reuse the treated wastewater to generate income and provide a source for irrigation other than groundwater.	Consultant: International Resources Group	2004 – 2011	8,400,000
Construction of the North Shouneh Wastewater Treatment Plant	Construction of a plant serving communities in North Shouneh to treat wastewater brought in by trucks.	Gibraltar Contracting Co.	2009 – 2012	11,581,707
Construction of the Shoubak Wastewater Treatment Plant	Construction of a plant serving communities in Shoubak to treat wastewater brought in by trucks.	Gibraltar Contracting Co.	2007 – 2011	4,308,429
Information Technology Master Plan/implementation phase project	Technical assistance to improve information management systems for the water sector through training and access to new systems for decision support and daily business practices. This includes three main components: the Information and Communication Technology Unit, Executive Information System, and Collaboration and Web Presence.	Associates in Rural Development, Inc.	2008 – 2011	6,000,000
Operation and Maintenance Training Program	Develop certification programs for water and wastewater treatment plant staffs, including training materials, and a Training of Trainers Program. Engage the private sector in a regional training and certification initiative.	Chemonics International	2008 – 2012	7,413,582

Red Sea – Dead Sea Water Conveyance Feasibility Study and Environmental and Social Assessment	A study to examine the technical, economic, financial and environmental feasibility of pumping seawater from the Gulf of Aqaba to the Dead Sea. A separate study will assess regional and local social and environmental impacts.	World Bank	2006 – 2011	1,500,000
Enhancing Water Awareness	Mobilization of grassroots action for addressing the water scarcity problem in Jordan and the need for conservation at the rural and municipal levels.	Peace Corps	2010 – 2013	243,110
Inter-Agency Agreement with the Environmental Protection Agency	Technical assistance to enhance the transparency of Government of Jordan and private sector partners for improved management of water and wastewater.	Environmental Protection Agency	2007 – 2011	600,000
			<b>TOTAL</b>	<b>212,191,915</b>

## Jordan's Water and Environment Sector Conditions Precedent for Cash Transfer Program as of August 2011

No.	Title
1	The Government of Jordan ensures that developers complete an assessment of water supply and demand issues as part of the approval process for all current or future economic development zones and major development projects.
2	Miyahuna awards three contracts to address the issue of nonrevenue water. USAID has representation at the steering committee and implementation levels.
3	The Cabinet of Ministers approves the Environment Fund Bylaw.
4	The Government of Jordan approves management plans to reduce abstractions from the Amman-Zarqa and Azraq groundwater basins to within safe yield limits.
5	The Cabinet of Ministers approves the Water Demand Management, Irrigation Water Allocation and Use, and Irrigation Equipment and System Design policies and Article 30 of the Water Allocation and Use policy.
6	The Ministry of Water and Irrigation(MWI), Ministry of Environment, and Ministry of Health prepare and disseminate an emergency response plan for domestic water systems incidents.
7	MWI drafts and launches consultative process to advance the new Water Law.
8	Miyahuna continues increasing water deliveries in Amman from rationed to continuous flow with coverage of 66 districts by 2011 and 231 districts by 2013.
9	MWI completes a water tariff rate feasibility study on the preferred option for determining water tariff rate schedules.
10	MWI completes a study on water tariff subsidy options.
11	The Government of Jordan implements a manifest system to manage disposal of industrial wastewater.
12	MWI coordinates a study to assess and recommend actions to improve the efficiency of water use in Jordan.
13	The Minister of Water and Irrigation improves monitoring and enforcement of the Groundwater Control Bylaw through the issuance of instructions to the Water Authority of Jordan (WAJ) for application and full implementation of the bylaw.
14	The Minister of Water and Irrigation instructs each regional Groundwater Basin Office to prepare annual reports on the impact of implementing the Groundwater Control Bylaw on groundwater withdrawals.
15	The Government of Jordan adopts two revised policies relating to irrigation efficiency.
16	The Government of Jordan, through MWI, directs WAJ to purchase 710 new water meters over a 3-year period, to be installed on private non-WAJ wells.
17	The Ministry of Finance eliminates customs on devices and fixtures that save water by improving in residential, construction, industrial, and agricultural water use efficiency.
18	WAJ develops and approves a Wadi Essir or Zara-Ma'in-Zarqa watershed protection plan.
19	MWI, WAJ, and the Ministry of Environment sign a memorandum of understanding with a Qualifying Industrial Zone for the promotion of Environmental Management Systems for water reuse and improved wastewater standards.
20	A private sector water company is established in Aqaba.

No.	Title
21	MWI develops an action plan to address administrative losses in water systems in the Greater Amman and the Northern Governorates.
22	The Ground Water Monitoring and Enforcement Unit at MWI/ WAJ is reorganized and strengthened.
23	MWI fully staffs its Demand Management Unit to handle demand management aspects of Jordan's water resources effectively. At a minimum, the unit will have a Director, an engineer, and a clerk.
24	MWI will finalize an action plan that identifies the major structural and economic policy reforms required for sustainable development of the water sector nationwide.
25	The Government of Jordan will revise source water classifications for potable water treatment, thereby providing a continuous source of water to the Kingdom's industrial base.
26	MWI will strengthen environmental policy enforcement measures with regard to illegal drilling.
27	MWI will increase its revenues by supporting prosecution of persons making illegal connections to any WAJ water systems.
28	Procurement for Wadi Mousa Water and Wastewater Management contract has been approved by the Government of Jordan, and the Request for Proposals has been advertised.
29	MWI has implemented and is charging users wastewater treatment tariffs at least 12 percent above the 2000 rates for the Greater Amman area.
30	The MWI has announced an increase in wastewater treatment tariffs of at least 12 percent for the Greater Amman area.
31	MWI has submitted to the Cabinet of Ministers a draft proposal for a new tariff structure for irrigation water based on varying water quality or volume.

## USAID Foreign Assistance Planning

Under the direction of the Director of Foreign Assistance, USAID collaborates with State Department to formulate a coordinated U.S. Government foreign assistance strategy. At the field level, USAID missions participate in preparing joint country assistance strategies or may prepare their own USAID country strategic plans. USAID uses bilateral assistance objectives to provide comprehensive long-term support to achieve clearly defined foreign assistance results. The Results Framework is a planning tool that illustrates the cause-and-effect linkages between outputs, intermediate results, and the assistance objective (the result or outcome) to be achieved with the assistance provided. In developing an assistance objective plan, the USAID Mission/Office must take adequate steps to plan and institutionalize a process for collecting performance information as part of everyday work. This performance information consists of the indicators that will measure progress towards the intermediate and final results, which are included in the PMP. See below for the water resources component of USAID/Jordan's country strategy results framework approved in March 2010:

### Excerpt of USAID/Jordan 2010-2014 Country Strategy Results Framework

**Overall USAID/Jordan goal:** to help Jordan become a more prosperous, democratic country, government increasingly accountable to its people, continues to play a central role in promoting peace and democracy in the Middle East, and is an active participant in the world economy.

**Assistance Objective 2:** Water Resources Management is Enhanced.

**Intermediate Result 2.1:** Adaptive Capacity of the Water Sector is Increased.

**Intermediate Result 2.2:** Management of Water Resources is More Sustainable.

#### **Illustrative Indicators:**

- Increased awareness of water issues
- Improved water use practices among the general public and employees of Government of Jordan agencies
- Community residents have better tools to effectively participate in decision-making
- Approval and implementation of a policy and legal framework for overall water sector reform is underway
- Water sector institutions are restructured, employees have enhanced skills, and the organizations are providing improved service

Excerpt from USAID/Jordan's 2010–2014 Country Strategy Results Framework, approved March 2010.

## Status of USAID/Jordan's Water Resources and Environment Sector Contractor Performance Reports as of June 30, 2011

Activity Title	Contractor	Program Start Date	Required Contractor Performance Report	Status
Construction Management of Northern Governorates Water Supply Project	CDM International, Inc.	September 2009	September 2009 - September 2010	Not Completed
Water/Wastewater Infrastructure Project	CDM International, Inc.	May 2010	May 2010 - May 2011	Not Completed
Water Reuse and Environmental Conservation Project	AECOM	August 2010	None required as of June 30, 2011	None required as of June 30, 2011
Water Demand Management (IDARA)	Development Alternatives, Inc.	March 2007	March 2007 – March 2008	Completed
			March 2008 – March 2009	Not Completed
			March 2009- March 2010	Not Completed
			March 2010 – March 2011	Not Completed
Information Technology Master Plan/Implementation Phase Project	ARD	November 2008	November 2008 - November 2009	Completed
			November 2009 - November 2010	Not Completed
Pollution Prevention for Environmental Health Project	Camp, Dresser & McKee International, Inc.	June 2006	June 2006 – June 2007	Completed
			June 2007 – June 2008	Completed
			June 2008 – June 2009	Completed
			June 2009 – June 2010	Not Completed
			June 2010 – June 2011	Not Completed
Wastewater Treatment Plants for Two Small Communities	International Resources Group	June 2004	June 2004 – June 2007	Completed
			June 2007 – June 2008	Completed
			June 2008 – June 2009	Not Completed
			June 2009 – June 2010	Not Completed
			June 2010 – June 2011	Not Completed
Operation and Maintenance Training Program	Chemonics International, Inc.	May 2008	May 2008 – May 2009	Completed
			May 2009 – May 2010	Not Completed
			May 2010 – May 2011	Not Completed
Public Action in Water, Energy, and Environment	ECODIT	September 2009	September 2009 - September 2010	Not Completed
Institutional Support and Strengthening Program	International Resources Group	November 2010	None required as of June 30, 2011	None required as of June 30, 2011

Completed	8
Not Completed	14
<b>TOTAL</b>	<b>22</b>

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