



1. CAS/CPS Data	
Country: The Hashemite Kingdom of Jordan	
CAS/CPS Year: FY12	CAS/CPS Period: FY12 – FY15
CLR Period: FY12 – FY15	Date of this review: June 30, 2016

2. Ratings		
	CLR Rating	IEG Rating
Development Outcome:	<i>Moderately Satisfactory</i>	<i>Moderately Satisfactory</i>
WBG Performance:	<i>Good</i>	<i>Good</i>

3. Executive Summary
<p>i. Jordan is an upper middle-income country with an open economy that is well integrated with its neighbors, making Jordan vulnerable to economic and political volatility in the region. During the previous decade, Jordan experienced high growth rates, which could not be sustained due to lack of resilience of the economy to exogenous shocks. Leading up to the Country Partnership Strategy (CPS) period, the Government faced several challenges: deterioration in fiscal position resulting in lack of fiscal space to protect against external shocks and pursue growth enhancing investments, high unemployment especially among the young and women, falling remittances and foreign direct investment, increase in poverty pockets (areas where at least 25 percent of the population fall below the poverty line), and declining rankings in Doing Business and Global Competitiveness reports. To address these challenges, the Government would have to embark on structural and institutional reforms geared towards inclusive job creation and private sector led growth, while responding to the adverse impact of regional turmoil and the demands for political reform.</p> <p>ii. The Government vision is to leverage the country's strong human capital base towards a knowledge-based economy. The Government's reform agenda is articulated in the National Agenda (2006-2015) with the Executive Development Program (2011-2013) and the Government Work Plan (2013-2016) serving as the action plan. The CPS built on the Government agenda by focusing on three complementary and mutually reinforcing focus areas: strengthen fiscal management and increase accountability, strengthen the foundation for sustainable growth with a focus on competitiveness, and enhance inclusion through social protection and local development. Transparency, accountability, and participation were cross-cutting themes. With the spillover of regional turmoil to Jordan, the CPS Progress Report (CPSPR) adjusted the program by incorporating emergency operations to address the adverse effects of the Syrian crisis while maintaining focus on longer term reforms envisioned in the CPS. The CPSPR increased Bank financing support from \$450 million to \$795 million and revised the focus areas to: strengthening resilience to economic shocks, enhancing competitiveness and shared prosperity, and mitigating vulnerability to reduce poverty.</p> <p>iii. The CPS was able to respond to the adverse effects of the Syrian crisis through emergency operations while pursuing the longer term reforms envisioned at the beginning of the program. Actual</p>

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Bank financing (excluding grants and trust funds) during the CPS period was \$770 million, of which \$500 million was in Development Policy Financing (DPF) and \$270 million was in Investment Project Financing (IPF). At the request of the Government, the DPF was increased by \$100 million from the original amount planned, though there was no significant change to the program supported by the DPF operations. The IPF supported an emergency project (\$150 million) and an MSME project (\$70 million), including its Additional Financing (\$50 million). The amount of grant and trust fund (TF) financed projects increased from the \$8.6 million planned in the CPS to an actual approved amount of \$84.1 million at end-FY15, inclusive of a \$52.7 million emergency project, a \$9.5 million social assistance project, and a \$4.7 million labor market project.

iv. Focus Area I – Strengthen Resilience to Economic Shocks – focused on strengthening public sector institutions and providing the basis for improved targeting of social assistance. There was progress, as measured by Global Integrity Country Scores, in improving public access to information and strengthening effectiveness of the Audit Bureau to enhance accountability in the use of public resources - reforms in these areas were supported by the Programmatic DPLs accompanied by AAA. However, the reform of the social protection targeting system has stalled due to unsatisfactory implementation of supporting projects. Overall, there was a mismatch between the interventions and the challenges in strengthening economic resilience to exogenous shocks.

v. Focus Area II – Enhance Competitiveness and Shared Prosperity – addressed major infrastructure bottlenecks, environmental sustainability, key constraints to MSME growth, lack of legal framework for public-private partnerships (PPP), and the mismatch between available skills and labor demand. IFC played an important role in several areas, including renewable energy, access to finance, and skills development. WBG used a wide range of instruments that resulted in Achieved or Mostly Achieved ratings for four of the seven objectives in this focus area. However, three important targets – in transport, public private partnerships (PPP), and learning environment - were rated Not Achieved or Partially Achieved.

vi. Focus Area III – Mitigate Vulnerability to Reduce Poverty – included emergency measures to mitigate the adverse impact of the Syrian crisis on access to safety nets and social services, and on the capacity of local governments to provide public services. In addition, this focus area sought to support longer term reforms to improve access to social assistance and to expand coverage to the transient poor - those whose annual consumption exceeded the poverty level but experienced episodes of poverty during the year. Achievement of outcomes in this focus area was mixed. While the emergency projects have performed well, projects dealing with longer term reforms suffered from poor design, lack of government commitment, and unsatisfactory implementation.

vii. This review rates WBG performance as good. The CPS was appropriately designed with flexibility built into the program in the context of regional and political risks. The CPSPR made significant revisions to the original results framework to give the program more focus and take into account Bank response to the effects of the refugee crisis. The introduction of the “two-track” approach in the CPSPR helped address urgent issues while maintaining the trajectory of longer-term reforms. The CPS identified an appropriate mix of instruments to support the program, with programmatic DPF operations setting the policy and institutional framework for the reforms, IPF projects supporting implementation of various initiatives, and AAA providing both analytical underpinning and technical assistance. IFC investments and advisory services complemented Bank activities. However, Bank support to reforms in social protection and social assistance systems seems fragmented, with lack of a clearly articulated strategy or approach. In addition, the revised results framework included many indicators that were project results rather than program outcomes. The CPSPR revisions of the original CPS outcome indicators tended to lower the bar for program performance. The objectives and interventions under Focus Area I did not match the challenges in strengthening resilience to economic shocks.

viii. At implementation, the Bank delivered five operations with lending volumes close to the enhanced CPSPR target. There were joint Bank-Government actions to improve ownership, selectivity,



and implementation performance of projects. There is also evidence of coordination with other development partners, notably in the Programmatic DPF operations, the emergency projects, and several of the TA projects. Nonetheless, there were several projects that were not performing well, in particular the National Unified Registry & Outreach Program for Targeting Social Assistance Project whose unsatisfactory performance was a critical constraint to the expansion of coverage and targeting of social assistance. While the share of projects at risk to total number of projects in the portfolio declined in FY14, it doubled in FY15 indicating the need for more sustained efforts at improving implementation. Based on IEG ratings for projects that closed during the CPS period, the performance of the Jordan portfolio was worse than that of the MNA Region and Bank-wide.

ix. This review generally agrees with the CLR lessons and findings on: responding to immediate priorities while making progress in addressing longstanding issues; need for careful assessment of implementation capacity and institutional incentives to inform priorities for Bank support; replicating success in pilot initiatives or innovative approaches; importance of M&E in a rapidly changing environment; importance of sustained WBG support to promote private sector led economy; rapid adjustments to WBG activities informed by continuous monitoring of relevance and performance; and the strategic foundation provided by the MNA Strategy.

x. This review provides the following additional lessons. First, promoting inclusion requires complementing growth-enhancing programs with targeted interventions. In the case of Jordan, economic growth has not resulted in lower unemployment and sufficient job creation. In addition, unemployment rates for women and youth are higher than national average. The challenge for the next CPS is balancing the growth-oriented and inclusion-targeted interventions towards increasing the program's impact on long-standing issues such as constraints to women and youth employment. Second, projects need to be kept flexible in the context of a rapidly changing environment, and problem projects require intensive implementation support and timely adjustment. These are the lessons from the Social Protection Enhancement Project, which was rated Highly Unsatisfactory for outcomes. Third, it is important to manage the change process, including allowing for enough time and buy-in from stakeholders. This is the lesson from the Employer Driven Skills Development Project, which supported a paradigm shift from supply-driven to demand-driven technical and vocational education training (TVET) programs, but found government commitment to be lacking leading to serious delays and cancellation of certain activities. Finally, selectivity in project selection is critical to program success, especially in the context of weaknesses in implementation capacity. Given the number of possible areas of intervention by the WBG, selectivity would require a clear articulation of a set of criteria for prioritization.

4. Strategic Focus

Relevance of the WBG Strategy:

1. **Congruence with Country Context and Country Program.** During the last decade, Jordan's annual economic growth rate averaged six percent, supported by a favorable external environment. A series of external shocks exposed structural vulnerabilities that adversely affected the drivers of growth, including foreign direct investment, tourism receipts, and exports. The primary fiscal deficit (excluding grants) increased from 8.6 percent of GDP in 2009 to 9.6 percent in 2011 as commodity subsidies and other social spending increased. While Jordan had made substantial progress in poverty reduction, with population under the poverty line declining from 21 percent of the total population in 1997 to 14 percent in 2010, there was an increase in poverty pockets (areas where 25 percent or more of the population fall below the poverty line) from 22 in 2006 to 32 in 2010. In addition, the poverty count did not include the transient poor – quarterly poverty estimates (which would also cover the transient poor) in 2010 ranged from 15 to 20 percent. Growth has not led to significant private sector job creation for nationals, with employment elasticity of growth dropping from 1.53 during 1990-99 to 0.53 during 2000-2009. At 12.5 percent in 2012, the unemployment rate was high, and for women and youth, the rate was double the national average.



2. The CPS addressed several of the main challenges faced by Jordan in achieving sustainable and inclusive growth and job creation: creating fiscal space to protect against external shocks, addressing the needs of the most vulnerable population, correcting the mismatch between labor supply and demand especially in the youth and women segments, increasing private sector investment, and addressing the inefficiencies in the structure of economic activity. In addition, the CPS took into account political and social volatility in the country and region by supporting improvements in transparency and accountability. The CPS was consistent with the Government's program as articulated in the National Agenda (2006-2015), the Executive Development Program (2011-2013), and the Government Work Plan (2013-2016). With the change in the regional context during the implementation of the CPS, WBG adjusted the strategy in the CPSPR towards a "twin-track" approach that sought to strike a balance between addressing the immediate and urgent consequences of the Syrian conflict and maintaining progress in essential structural and institutional reforms. While the CPSPR supported the Government's efforts to mobilize support for its National Resilience Plan in response to the Syrian crisis, the CPSPR emphasized the urgency of implementing reforms and increasing transparency, accountability, and participation across the WBG program.

3. **Relevance of Design.** The CPS was designed as a flexible instrument with three complementary and mutually reinforcing pillars addressing the key challenges to achieving sustainable and inclusive growth. The design flexibility enabled adjustments to the WBG program to incorporate support to Government efforts to mitigate the adverse impact of the Syrian crisis. The fiscal management and governance components of the CPS focused on: improvements in the targeting of social assistance, which raises the efficiency of public expenditures; transparency and accountability, which contributes to the mitigation of the political risks to reform; and increasing private participation in areas that used to be funded by the public sector to help create fiscal space. The competitiveness focus area addressed the main constraints to private investment and job creation, with activities selected based on the complementarity of strengths of WBG institutions. In addition, there were targeted interventions to promote economic inclusion, especially among youth and women. The focus area on mitigating vulnerability to reduce poverty provided quick response to the adverse impact of the Syrian crisis to preserve gains made in human development indicators, while supporting longer term reforms in social assistance and protection systems, including expanding coverage to the transient poor. The CPS appropriately utilized a wide range of instruments, with Bank ESW and DPF operations providing the policy and institutional foundation, and Bank IPF and TA projects, IFC investments and advisory services, and MIGA guarantees supporting specific activities. IFC contributed to CPS objectives with investments supporting private sector activities in the energy, financial, and education sectors, accompanied by advisory services including those aimed at strengthening the financial infrastructure for MSME lending and developing skills for the ICT sector. There were two weaknesses in the design. First, the program under Focus Area I did not adequately address the main challenges to strengthening economic resilience to shocks. Second, the program supporting longer term reforms in the areas of social protection and social assistance lacked the same coherence as the support to competitiveness.

Selectivity

4. The CPS was generally selective, with the focus areas and interventions chosen and designed based on analytical work, key country challenges, strengths of Bank and IFC, and WBG corporate goals. Focus Area I emphasized strengthening institutional arrangements towards greater transparency and accountability as well as improved targeting of social assistance. These activities complemented fiscal reforms supported by an IMF Stand-By Arrangement and were part of wider Bank support to social protection reforms covered in Focus Area III. As noted above, the original title of this focus area – strengthen fiscal management and increase accountability – seemed more appropriate for the program objectives supporting it. Focus Area II addressed key constraints to private investment and job creation, and emphasized activities that highlighted synergy of Bank and IFC work. Interventions in the infrastructure and energy sectors were designed to not only promote private sector led growth but also contribute to the creation of fiscal space. Focus Area III combined



emergency measures to sustain critical services under pressure from the inflow of Syrian refugees with longer term institutional reforms to improve access to social safety nets and social services, including coverage of the transient poor. The longer term reforms would contribute to the sustainability of emergency measures. Several objectives in the initial program covering Focus Areas II and III were dropped and consolidated to reflect the results supported by Bank interventions.

Alignment

5. The CPS program design and implementation supported WBG's corporate goals of reducing poverty and increasing shared prosperity in a sustained manner. One of the three focus areas had an explicit focus on the corporate goal of poverty reduction by mitigating vulnerabilities exacerbated by the Syrian crisis and by expanding coverage of social assistance to the transient poor. The focus area on growth and competitiveness incorporated program elements that would contribute to the corporate goal of shared prosperity. The majority of the ESW products completed during the CPS period focused on themes that were relevant to achievement of corporate goals. While most of IFC interventions indirectly supported the corporate goals, activities included advisory work that targeted women and youth.

5. Development Outcome

Overview of Achievement by Objective:

Focus Area I: Strengthen Resilience to Economic Shocks

6. The objectives and interventions in this focus area addressed strengthening of public sector governance and improvements in the targeting of social protection. The program content was not aligned with the key areas that needed to be addressed in strengthening resilience to economic shocks and was more relevant to the original title of Focus Area I - Strengthen Fiscal Management and Increase Accountability. In identifying the Bank contribution to fiscal management reforms, the CPS took into account the 2012 IMF Stand-By Arrangement which supported the Government's program to stabilize the economy and address economic vulnerabilities, including short and medium term fiscal adjustment underpinned by tax and expenditure reforms. Consequently, Bank objectives in this area focused on strengthening institutions and improving efficiency of the social protection system, with the latter linked to Bank activities in Focus Area III.

7. **Objective #1. Improved Basis for Targeting of Subsidies.** As part of its fiscal consolidation measures in 2012, the Government sought to reform its social protection targeting system to better reach the neediest and reduce the fiscal burden of subsidies. The FY14 National Unified Registry and Outreach Program for Targeting Social Assistance Project, which followed the FY08 Social Protection Enhancement Project, was the main instrument of Bank support. The outcome indicator was the establishment of a national unified registry (NUR) that could be used for targeting social assistance. Events on the ground undermined the original project design and the NUR is not yet in place, with project restructuring under way. The latest ISR for the National Unified Registry and Outreach Program for Targeting Social Assistance Project rated progress towards achievement of PDO as Moderately Satisfactory (upgraded from a previous Moderately Unsatisfactory rating) and overall implementation progress as Moderately Unsatisfactory. Objective #1 is rated **Not Achieved**.

8. **Objective #2. Strengthened Effectiveness of Audit Bureau.** To enhance the transparency and accountability in the use of public resources, the Government undertook measures to improve the independence, internal controls, and performance of the Audit Bureau. The FY12 and FY14 Programmatic DPLs contributed to this objective. The outcome indicator was the improvement in the Global Integrity Country Score for effectiveness of supreme audit institution from 63 in 2009 to 75 in 2015. The latest ISR for the Second Programmatic DPL reported the GIC Score at 71.9 as of March 2015. Objective #2 is rated **Mostly Achieved**.



9. **Objective #3. Increased Public Access to Information.** The Government addressed issues of limited transparency and accountability of policies by amending the Access to Information Law and improving the administrative framework for its implementation. The FY12 and FY14 Programmatic DPLs and several AAA supported this objective. The outcome indicator was the improvement in the Global Integrity Country Score for public access to government information from 64.6 in 2011 to 75 in 2015. The latest ISR for the Second Programmatic DPL reported the GIC Score at 75 as of March 2015. Objective #3 is rated **Achieved**.

10. The Programmatic DPLs contributed to progress in enhancing transparency and accountability. However, the unsatisfactory implementation of the National Unified Registry and Outreach Program for Targeting Social Assistance Project has delayed the establishment of the NUR. In view of the mixed performance in meeting the program objectives, this review rates Focus Area I as **Moderately Satisfactory**.

Focus Area II: Seek Opportunities to Enhance Competitiveness and Shared Prosperity

11. Objectives and interventions in this focus area supported private sector led growth and competitiveness, environmental sustainability, and economic inclusion. Key constraints to private investment and competitiveness were addressed – infrastructure bottlenecks, lack of access to finance, and the mismatch between available skills and private sector demand. Three of the objectives contributed to environmental sustainability. The objectives on access to finance and learning environment included targeted support towards promoting inclusion. The objectives on renewable energy and PPP, in addition to improving infrastructure, also contributed to the creation of fiscal space by shifting to the private sector some investments that used to be carried out by the public sector.

12. **Objective #4. Improved Transport.** To take advantage of Jordan's location at the center of trade routes and to enhance conditions for private sector led growth, the Government is addressing key transport infrastructure bottlenecks. The FY08 Additional Financing for the Amman Development Corridor Project and an IFC investment in the expansion of the main airport terminal were the main instruments supporting this objective. An IFC advisory service tried to introduce PPP in building a light rail train connection between Amman and Zarqa, but failed to attract private financing and government subsidy. The outcome indicator was the reduction in travel time in the Greater Amman Municipality to Zarqa route, from 60 minutes in 2010 to 40 minutes in 2014. The ICRR for the Amman Development Corridor Project reported travel time of 48 minutes. IEG's review of the ICR rated the project's outcome as Unsatisfactory overall with modest efficacy due to major shortcomings in achieving the objectives on logistics services and access to land for productive investment. Given that the target was not met and taking into account the Unsatisfactory rating of the project, Objective #4 is rated **Not Achieved**.

13. **Objective #5. Improved Electricity Generation With a Focus on Renewable Energy.** Structural reforms in the power sector focused on reducing dependence on imported fuel by increasing the share of renewable energy. WBG supported this objective with Global Environment Facility (GEF) financed projects, IFC investments, and Bank TA. IFC has built up a massive and innovative program in the power sector covering generation, transmission and distribution sub-sectors. In FY15, IFC pioneered a program to finance seven solar photovoltaic (PV) projects of 102 MW located across the country. IFC also invested in FY15 in a 117 MW wind farm project, which is the largest in the region. The outcome indicator was the increase in renewable power generation capacity, from 1.4 MW in 2011 to 70 MW in 2015. This target was met with the commissioning of the IFC supported wind farm. In addition, the latest ISR for the GEF financed FY08 Promotion of a Wind Market Project reported 95 MW of generation capacity of renewable energy (other than hydropower) constructed as of May 2015. Objective #5 is rated **Achieved**.

14. **Objective #6. Improved Solid Waste Services.** The solid waste sector is among the key priorities of the Government's National Agenda for Sustainable Development, which established targets for percentage of municipal waste disposed of in an environmentally sound manner. The FY09 Amman



Solid Waste Management and Carbon Finance Project was the main Bank instrument supporting this objective. The outcome indicator was the increase in disposal capacity at the Al Ghabawi landfill from six million tons in 2010 to eight million tons in 2014. The ICRR for the project reported that the outcome target was met, though the ICRR rated the project Unsatisfactory due to non-achievement of several outcomes such as CO₂ reduction, electricity generation from the recycling system, and improved financial performance. This review notes that the original results framework included a target for CO₂ reduction, which was not met. Nonetheless, in view of the meeting of the current CPS outcome target, Objective #6 is rated **Achieved**.

15. Objective #7. Improved Environmental Sustainability. Enhancing environmental management is viewed by the Government as contributing to both the well-being of the population and competitiveness in increasingly environmentally conscious markets. The Bank supported this objective through seven projects financed from various Trust Funds, including the Global Environment Facility and the Montreal Fund for the Implementation of the Montreal Protocol. There were two outcome indicators: (i) increase in protected areas managed sustainably, from 15,500 hectares in 2011 to 23,000 hectares in 2014; (ii) reduction in hydrochlorofluorocarbon (HCFC) from 83 tons per annum to 74.4 tons per annum (the project target for December 2018). Because indicator (i) was not tracked by the FY13 Badia Ecosystem and Livelihoods project, the CLR used an alternative indicator measured by the project – new areas outside protected areas managed as biodiversity-friendly - with a target of 3,000 hectares. The latest ISR for the project reported that the alternative target was met. With respect to indicator (ii), as of November 2015, actual reduction in HCFC was 59.7 tons per annum based on the latest ISR for the FY13 Jordan Ozone Depleting Substances HCFC Phase-Out Project, which rated the progress towards achievement of the global environmental objective as Satisfactory. Based on the achievement of the alternative indicator target and the satisfactory rating for the Jordan Ozone Depleting Substance HCFC Phase-Out Project, Objective #7 is rated **Achieved**.

16. Objective #8. Improved Access to Finance for MSMEs. About 87 percent of corporate bank lending has gone to large firms, with lack of access to finance viewed as a key constraint to the ability of MSMEs – a major source of employment – to reach their full growth potential. WBG utilized a wide range of instruments to support this objective. The FY12 and FY14 Programmatic DPLs, the FY13 MSME Development Project for Inclusive Growth and its FY15 Additional Financing, the TF financed FY14 Strengthening the Regulatory and Institutional Framework for MSME Development Project, and AAA were the instruments of Bank support. IFC invested in three microfinance institutions (MFIs) and delivered seven advisory service products covering lending to women entrepreneurs and strengthening institutional foundations of MSME lending, e.g., establishment of the first private credit bureau. Outcome indicators and targets were: (i) 1,000 MSME beneficiaries, of which women-owned businesses represent 35 percent, under the Bank line of credit; and (ii) increase in micro loans outstanding in IFC investee MFIs from 90,829 in 2013 to 108,000 in 2015. Based on the latest ISR for the MSME Development Project for Inclusive Growth, which reported 9,172 beneficiaries as of August 2015, target (i) was met. With respect to target (ii), while the CLR reported a total of 109,979 micro loans outstanding in 2015 in three MFIs with IFC investments, this review could not validate this performance. The Global Competitiveness Report showed Jordan improving its ranking in terms of ease of access to loans from 52 (out of 139) in 2010-2011 to 25 (out of 144) in 2014-2015. However, Doing Business 2015 ranked Jordan 185 (out of 189) in terms of getting credit based on strength of legal rights and depth of credit information – the latter is being addressed by the Programmatic DPLs and IFC advisory services. In addition, domestic credit to the private sector as percent of GDP declined slightly from 73.5 percent in 2011 to 70.2 percent in 2014. Using of indicators that reflect overall system performance – which is supported by a variety of WBG interventions - is more appropriate than the project level indicators. Nonetheless, based on the CPS targets, Objective #8 is rated **Mostly Achieved**.

17. Objective #9. Suitable Legal Environment to Regulate PPPs. The Government envisioned the use of PPPs as an important vehicle to satisfy infrastructure needs and improve public services in the context of limited fiscal space. The Bank FY12 and FY14 Programmatic DPLs and IFC investments and advisory services were the main instruments of WBG support. The outcome indicator was the



application of the new PPP law to new transactions with the PPP unit identifying a pipeline of five potential projects. The PPP law, by-laws, and implementing regulations are in place and the PPP unit has been established. However, the PPP law has not been applied as envisaged because a pipeline of projects has not yet been identified. Objective #9 is rated **Partially Achieved**.

18. Objective #10. Improved Learning Environment. Modernizing the education system and enhancing technical and vocational training would help reduce the mismatch between labor market needs and available skills. The main instruments supporting this objective were: the FY09 Second Education Reform for the Knowledge Economy Project; an FY14 IFC investment in Luminus Group, a private organization providing education services tailored to the needs of the labor markets in the Middle East; and IFC advisory work on developing skills for the ICT industry. Outcome indicators were: (i) increase in number of schools implementing improvement plans from 789 in 2008 to 3,000 in 2015; and (ii) increase in number of full time equivalent students in IFC's various programs from 5,663 in 2013 to 6,491 in 2015. Based on the latest ISR for the Second Education Reform for the Knowledge Economy Project, which reported 3,716 schools implementing improvement plans in February 2016, target (i) was met. While the CLR reported that the IFC investment has provided 7,033 students – of which 1,628 were female - with training in 2014, this review finds that it is too early to determine the development outcome of the investment, which was made in FY14. In addition, the advisory service product was rated Mostly Unsatisfactory. A more results oriented program level indicator, e.g., improved response to labor market and employers' requirement of labor skills, rather than project level outputs, would have been more appropriate for this objective. Objective #10 is rated **Partially Achieved**.

19. The WBG used a wide range of instruments that resulted in ratings of Achieved or Mostly Achieved for four of the seven objectives. IFC investments in renewable energy provided positive demonstration to private investors, contributed to the creation of fiscal space, and complemented Bank policy and institutional work by supporting private sector response. However, three important targets were Not Achieved or Partially Achieved. This review rates Focus Area II as **Moderately Satisfactory**.

Focus Area III: Mitigate Vulnerability to Reduce Poverty

20. This focus area covered short term responses to the adverse effects of the Syrian crisis and longer term reforms in the areas of social safety nets and social services. Two emergency projects supported Government efforts to ensure continued coverage of safety net programs and provision of services by municipalities and communities. In parallel, this focus area supported reforms to improve protection of vulnerable households, including expansion of coverage to include the transient poor, and improve access to social services. The reforms included cost effectiveness measures, which would contribute to Focus Area I.

21. Objective #11. Improved Access to Safety Nets and Social Services. The increase in the number of refugees into Jordan worsened already stretched public finances and put at risk the strong achievements in human development and poverty reduction. The main Bank responses included support for emergency measures as well as longer term reforms: the FY08 Jordan Social Protection Project, the FY14 National Unified Registry & Outreach Program for Targeting Social Assistance Project, and the FY14 Emergency Project to Assist Jordan Partially Mitigate Impact of Syrian Conflict. Outcome indicators under this objective were: (i) 2.5 million beneficiaries of safety net programs (subsidies) in 2016, of which 48.5 percent are women; (ii) increase in population of workers covered by the Social Security Corporation (SSC) from 810,000 in 2010 to 1,000,000 in 2014; and (iii) 6,000 vulnerable households reached by social outreach workers hired by NGOs in 2015. The target for indicator (i) was met, with the ICRR for the Emergency Project to Assist Jordan Partially Mitigate Impact of Syrian Conflict reporting 2.5 million beneficiaries of safety net programs of which 48.6 percent were women. However, the ICRR rated the achievement of maintaining access to basic household needs as Modest and raised the issue of sustainability. The CLR reported that the targets for indicators (ii) and (iii) were not met. The ICRR rated the outcome of the Jordan Social Protection Project as Highly Unsatisfactory, and the latest ISR for the National Unified Registry & Outreach Worker Project rated overall implementation progress as Moderately Unsatisfactory. Objective #11 is rated **Not Achieved**.



22. Objective #12. Improved Capacity of Municipalities and Communities to Cope with Impact of Syrian Refugee Inflow. The inflow of refugees has put pressure on public service provision as local authorities grapple with the lack of resources. Two projects supported this objective: the FY14 Emergency Services and Social Resilience Project and the FY14 Emergency Project to Assist Jordan Partially Mitigate Impact of Syrian Conflict. Outcome indicators were: (i) increase in beneficiaries of efforts to address immediate service delivery impacts of Syrian refugees inflows in targeted municipalities, from 0 in 2014 to 545,000 in 2016 of which 245,000 are women, 395,000 are host population, and 150,000 are refugees; (ii) at least 50 percent of the municipalities affected by the influx of Syrian refugees ensuring pre-crisis levels of per capita investments in at least two of the following areas – solid waste, local roads, street cleaning, parks/recreational space, and community services; and (iii) number of children (0-6 years) immunized to remain at or above 1.1 million. The latest ISRs for both projects reported that the targets were met: (i) 1,144,083 conflict affected people, of which 852,296 were female, received benefits; (ii) 100 percent of participating municipalities ensured pre-crisis levels of per capita investment in at least two areas identified above; and (iii) the immunization rate of children remained at 97 percent. Objective #12 is rated **Achieved**.

23. Objective #13. Improved Protection of Poor and Transient Poor Households in a Cost Effective Manner. Including the transient poor – those whose annual consumption exceeded the poverty level but nonetheless experienced episodes of poverty during the year – in poverty estimates significantly expanded the population that might be eligible for social assistance. The Bank worked with the Government in analyzing poverty data to target social assistance more effectively through AAA, the FY08 Social Protection Enhancement Project, and the FY14 National Unified Registry & Outreach Program for Targeting Social Assistance Project. The outcome indicator was the increase in number of poor and transient poor people benefitting from improved cash transfer from 0 in 2012 to 36,000 in 2015. The absence of comparative data, the unsatisfactory performance of the Social Protection Enhancement Project, and implementation problems in the National Unified Registry & Outreach Program for Targeting Social Assistance Project resulted in non-measurement of this indicator. Objective #13 is **Not Achieved**.

24. The two emergency projects made contributions to this focus area - IEG rated the Emergency Project to Assist Jordan Partially Mitigate Impact of Syrian Conflict Project as Moderately Satisfactory in terms of outcomes, and the latest ISR for the Emergency Services and Social Resilience Project rated overall implementation progress and progress towards achievement of PDO as Satisfactory. However, poor performance of the Social Protection Enhancement Project and the National Unified Registry & Outreach Program for Targeting Social Assistance Project, combined with lack of repeat poverty surveys, constrained Government ability to expand social protection and target social assistance more effectively. In view of the mixed performance and the concern over the progress on longer term reforms, this review rates Focus Area III **Moderately Unsatisfactory**.

Overall Assessment and Rating

25. IEG rates overall outcome of the Jordan CPS as **Moderately Satisfactory**. Of the 13 objectives, five are rated Achieved, two are rated Mostly Achieved, two are rated Partially Achieved, and four are rated Not Achieved. In Focus Area I, the Programmatic DPLs, accompanied by AAA, contributed to the progress in transparency and internal controls in expenditure management, but there was lack of progress in improving targeting of social assistance. In Focus Area II, most of the CPS outcome targets were rated Achieved or Mostly Achieved, with partial achievement of the PPP and learning targets and poor progress in meeting the transport objective. Focus Area III had mixed results with positive contributions from the two emergency projects to CPS outcomes but lack of progress in improving protection and access to social services for vulnerable households. The poor performance of the Social Protection Enhancement Project and the National Unified Registry & Outreach Program for Targeting Social Assistance Project adversely affected achievement of three of the 13 objectives.



Focus Areas and Objectives	CLR Ratings	IEG Ratings
Focus Area I: Strengthen Resilience to Economic Shocks	Mostly Achieved	Moderately Satisfactory
Objective #1	Not Achieved	Not Achieved
Objective #2	Achieved	Mostly Achieved
Objective #3	Achieved	Achieved
Focus Area II: Seek Opportunities to Enhance Competitiveness and Shared Prosperity	Mostly Achieved	Moderately Satisfactory
Objective #4	Not Achieved	Not Achieved
Objective #5	Achieved	Achieved
Objective #6	Achieved	Achieved
Objective #7	Achieved	Achieved
Objective #8	Achieved	Mostly Achieved
Objective #9	Mostly Achieved	Partially Achieved
Objective #10	Achieved	Partially Achieved
Focus Area III: Mitigate Vulnerability to Reduce Poverty	Partially Achieved	Moderately Unsatisfactory
Objective #11	Partially Achieved	Not Achieved
Objective #12	Achieved	Achieved
Objective #13	Not Achieved	Not Achieved

6. WBG Performance

Lending and Investments

26. At the start of CPS period, there were 11 ongoing lending operations with a total approved amount of \$614 million, about half of which was accounted for by one DPF operation and the other half by 10 IPF projects in the areas of education, skills development, infrastructure, regional development, and social protection. During the CPS period, five new lending operations amounting to \$770 million were approved, compared to the four proposed operations amounting to \$450 million in CPS and the five operations amounting to \$795 million programmed in the CPSPR. Two Programmatic DPLs (\$500 million) accounted for two-thirds of the new lending, with an emergency project (\$150 million), an MSME project (\$70 million) and its Additional Financing (\$50 million) accounting for the remainder. During the CPS period, 18 grant and TF financed projects amounting to \$83 million were approved, of which 80 percent was accounted for by three projects – the FY14 Emergency Services and Social Resilience Project (\$52.7 million), the FY14 National Unified Registry and Outreach Program to Target Social Assistance Project (\$9.5 million), and the FY14 Support to Building Active Labor Program (\$4.7 million).

27. Of the 11 operations that closed during the CPS period, six were rated by IEG Moderately Satisfactory or better while five operations were rated Moderately Unsatisfactory or worse (one Moderately Unsatisfactory, three Unsatisfactory, and one Highly Unsatisfactory). Nine of the IEG rated operations had Significant or High Risk to Development Outcomes. Based on IEG ratings for closed projects, the Jordan performance (54.5 percent satisfactory outcome based on number of projects) was worse than that of the MNA Region (63.0 percent) and Bank-wide (70.4 percent). Based on amounts, the performance of closed projects was only 39.8 percent satisfactory, compared to 56.1 percent for MNA and 82.3 percent Bankwide. In terms of portfolio performance of active projects during the CPS period, project at risk of the Jordan portfolio was 23.2 percent of total number of projects, better than that of the MNA Region (31.5 percent) and slightly worse than Bank-wide (20.6 percent). The Jordan portfolio seemed to fare well in terms of commitment at risk, with the portfolio at 9.3 percent compared to 20.4 percent for the MNA region and 20.5 Bank-wide. In addition, the disbursement ratio for the



Jordan portfolio was 65.8 percent during the CPS period, compared to 19.3 percent for the MNA Region and 21.0 percent Bank-wide. This is explained by the two emergency operations that disbursed quickly.

28. IFC investment portfolio consisted of 43 projects with 22 partners for the amount of more than \$1 billion. During the review period, IFC committed \$357 million and mobilized \$440 million investments in projects with 17 clients. The self-rating in IFC's Development Outcome Tracking Systems (DOTS) recorded *Successful* performance for projects with two partners, *Mostly Successful* with five partners, *Mostly Unsuccessful* with three, and *Unsuccessful* with one, with development outcomes for the remaining six too early to tell. Investment in infrastructure accounted for 56 percent of the total, with education having a 42 percent share, and financial markets and manufacturing around one percent each. Of the new committed investments, 11 percent was equity and 89 percent was loans, with 45 percent of investments going to greenfield projects.

29. There were two investment projects reviewed by IEG during the CPS period, both implemented before FY12. In a 2013 Expanded Project Supervision Report (XPSR), the cement transport project was found *Unsuccessful* in its development outcome, and in a 2014 XPSR, the investment in the electricity distribution company was rated *Successful*.

30. During the CPS period MIGA issued four new guarantees amounting to \$229 million: two of them covered new solar PV projects, one was issued for a wastewater treatment facility, and the largest one was issued for expansion and operation of existing bromine and bromine derivatives manufacturing plants.

Analytic and Advisory Activities and Services

31. There were 31 AAA products – 8 ESW and 23 TA – completed during the CPS period focusing on growth, inclusion, poverty, and public expenditure topics, as well as contributing to program and project design, notably the programmatic DPLs and social assistance projects. About 70 percent of completed TAs supported Focus Area II (Enhance Competitiveness and Shared Prosperity).

32. IFC had 14 active country-specific advisory projects, of which five were already active in FY12. Of the 14 projects, six were closed with four rated *Successful* for development effectiveness (assistance in corporate governance, setting a risk management system in a bank, assistance to Jordan Loan Guarantee Corporation and to the wind farm project) and two with *Mostly Unsuccessful* results (Amman – Zarqa light rail transport, E4E initiative). Three projects were terminated. Among the remaining five active projects three are progressing according to schedule (enhancing SME lending in a bank, setting up a private credit bureau, and out of court debt workouts) and two are lagging behind and are flagged in Advisory Services Operations Portal (the secured lending and inspection reform projects). During the review period IFC initiated two regional advisory projects (Levant Corporate Governance and Women Banking Champions Program) which are on schedule, albeit the share of these regional projects implemented in Jordan is unknown. IEG evaluated one advisory project - the Jordan Amman – Zarqa light rail system PPP - and confirmed its *Mostly Unsuccessful* development effectiveness.

Results Framework

33. The original CPS results matrix had 22 objectives which were too many given the size of the program. There was a mismatch between the instruments and the objectives, e.g., several of the education and skills development outcomes were not supported by the program. The CPSR made substantial revisions to the results matrix by reducing the number objectives to 13, and reformulating many of the remaining ones to more strongly link the outcomes to the program, including the additional focus on addressing the effects of the Syrian crisis. While the revised results matrix helped give the program greater focus, there were several areas that could have been strengthened. First, the renaming of the first pillar or focus area to Strengthen Resilience to Economic Shocks resulted in a lack



of alignment of the interventions with the main areas that needed to be addressed in strengthening resilience – the original title would have been more appropriate to the nature of the interventions. Second, several of the outcome indicators were project related, e.g. increase in number of microloans from IFC investee MFIs, rather than program level, e.g., increase in domestic credit to private sector as percent of GDP or in the share of MSMEs in banking system lending portfolio. Project level indicators focused on one project's outputs and did not reflect the contributions of other WBG interventions to program objectives. The results matrix could have tracked progress in several of main challenges described in the CPS, e.g., job creation, unemployment among the young and women, private investment (including FDI), and competitiveness. In addition, there were overlaps in the social assistance indicators in Objectives #1, #11 and #13 – it may be more appropriate and clearer to consolidate these objectives while recognizing their contribution to both fiscal and poverty objectives. Third, unlike in the case of Focus Area II, the results matrix for Focus Area III did not provide a clear link between the list of interventions and the outcomes in the areas of improving social protection and access to social services. This may reflect a lack of strategic approach of Bank support to reforms in these areas.

Partnerships and Development Partner Coordination

34. Given its geopolitical significance, Jordan has received a significant share of external assistance, amounting to \$5.3 billion of official development assistance and official aid during 2012-2014. EU and UN institutions accounted for about 95 percent of the \$1.1 billion net disbursements by multilaterals. The Bank has developed strong working collaboration with UN agencies particularly those with a humanitarian mandate. The Emergency Services and Social Resilience Project, for example, enables municipalities to leverage platforms supported by other development partners. The Programmatic DPLs are jointly supported by the Japan International Cooperation Agency (JICA) through parallel financing. The Bank participates in government-led coordination mechanisms aimed at harmonizing donor activities on the Syrian crisis response, such as the Host Community Support Platform.

Safeguards and Fiduciary Issues

35. Among closed and evaluated projects during the CPS period, compliance with the Bank's safeguard policies was satisfactory, especially the two category "A" projects where multiple safeguard policies were triggered and fully complied with. The Amman Development Corridor project paid special attention to vulnerable groups including women on land acquisition and resettlement. In the Environment Practice, compliance with Environmental Assessment was not discussed in the ICR or the statement on compliance was not backed up by data although a monitoring system was established for tracking safeguard compliance. In addition, under the Integrated Ecosystem Management project, traditionally acquired land rights emerged as a larger problem than expected since Protected Areas (PA) lands, instead of being designated as public lands, were often used by local communities, thus causing lengthy time and delays in establishing PAs/Special Conservation Areas.

Ownership and Flexibility

36. The CPS design reflected results of consultations with the Government and other stakeholders. The CPS was aligned with the priorities articulated in the National Agenda (2006-2015), Executive Development Program (2011-2013) and Government Work Plan (2013-2016), specifically those focusing on fiscal consolidation, growth, job creation, private sector development, governance and social inclusion. The strategic thrust of the CPS took into account discussions with development partners and various stakeholders. Representatives from both civil society and the private sector emphasized the need to: strengthen transparency and accountability in public administration; focus on education to improve employability, especially for women; and address constraints to MSMEs notably lack of access to finance. The CPS was designed to be flexible and demand driven with a small number of core Bank lending operations supported by AAA and grant/TF financed projects and complemented by IFC activities. With changes in the regional context, the CPS was adjusted to incorporate support towards mitigation of stresses to which the country is being subjected, while continuing to address



critical reforms to improve fiscal management and accountability, foster job-creating growth, and protect vulnerable households. The CPSPR utilized a “twin-track” approach to address the immediate and urgent consequences of the Syrian conflict while maintaining progress towards essential structural reforms.

WBG Internal Cooperation

37. The CPS and CPSPR were joint products of WB and IFC and identified areas where each institution would use their areas of strength and specific instruments to contribute to common outcomes, notably in Focus Area II (Enhance Competitiveness and Shared Prosperity). IFC projects complemented Bank programmatic DPLs and IPF projects in MSME development, infrastructure, and education. IFC has taken an active role in the areas of access to finance, business climate reform, private investment in airports and renewable power generation, and vocational/technical training for the youth population segment.

Risk Identification and Mitigation

38. The CPS and CPSPR identified the main program risks, many of which materialized and were addressed during the CPS period. Regional risk manifested itself in the form of the Syrian refugee crisis - the flexible design of the CPS enabled the incorporation of Bank support to the Jordanian response. Political risk was mitigated by the CPS focus on accountability, transparency, job creation, and expanded coverage and improved targeting of social protection and assistance. Project performance risks are being addressed by joint Bank-Government actions undertaken to enhance impact of Bank support.

Overall Assessment and Rating

39. IEG rates WBG performance as good. The CPS was appropriately designed with flexibility built into the program in the context of regional and political risks. The CPSPR made significant revisions to the original results framework to give the program greater focus and take into account Bank response to the effects of the refugee crisis. The introduction of the “two-track” approach in the CPSPR helped address urgent issues while maintaining the trajectory of longer-term reforms. The CPS identified an appropriate mix of instruments to support the program, with programmatic DPF operations setting the policy and institutional framework for the reforms, IPF projects supporting implementation of various initiatives, AAA providing both analytical underpinning and technical assistance, and IFC investments and advisory services complementing Bank activities. The critical risks to the program were well identified, with mitigating measures proposed and implemented. Lessons from the previous CPS and feedback from stakeholder consultations were taken into account in the design. However, the Bank support to reforms in social protection and social assistance systems seems fragmented, with lack of a clearly articulated strategy or approach. In addition, the revised results framework included many indicators that were project results rather than program outcomes. The CPSPR revisions of the original CPS outcome indicators tended to lower the bar for program performance, e.g., beneficiaries of Bank credit line instead of share of MSME in total banking system loan portfolio. Finally, the objectives and interventions under Focus Area I did not match the challenges in strengthening resilience to economic shocks.

40. WB delivered five operations with lending volumes close to the enhanced CPSPR target. The Bank used emergency operations to address urgent needs and additional financing to scale up impact. ESW provided the analytical underpinning of many operations, while TA and grant/TF financing provided support to specific activities. IFC activities complemented Bank operations mainly in the competitiveness and shared prosperity focus area, indicating good internal cooperation. There were joint Bank-Government actions to help ensure government ownership and improve selectivity and implementation performance of projects. There is also evidence of coordination with other development partners, notably in the Programmatic DPF operations, the emergency projects, and several of the TA projects. Nonetheless, there were several projects that were not performing well, in particular the



National Unified Registry & Outreach Program for Targeting Social Assistance Project whose unsatisfactory performance resulted in the lack of progress in the expansion of coverage and improved targeting of social assistance. While project at risk declined in FY14, it doubled in FY15 indicating the need for more sustained efforts at improving implementation. Based on IEG ratings for projects that closed during the CPS period, the performance of the Jordan portfolio was worse than that of the MNA Region and Bank-wide.

7. Assessment of CLR Completion Report

41. The CLR provided a good description of the context within which the CPS was implemented and the changes in the strategic focus of the WBG program in response to adverse effects of the Syrian crisis. The evaluation of various components of the program was well supported resulting in generally appropriate ratings. The lessons were useful in informing the upcoming CPF. There are several areas that could have been strengthened. First, the CLR could have identified weaknesses in the CPS results framework, notably in the need for better articulation of the results chain to link project results and program outcomes, and in the choice of outcome indicators, many of which are project-level results. Second, the CLR could have provided an assessment of lack of progress and results in the social protection and social services reforms, with lessons for the next CPF. Third, the CLR could have assessed AAA contribution to the program. Fourth, there was a large number of grant and TF financed projects during the CPS period – the CLR could have discussed the issue of selectivity in TF projects. Fifth, there could have been greater discussion of the mechanisms of and lessons from donor coordination, in particular with respect to ensuring sufficient government capacity to implement the large number of activities supported by the donor community. Finally, the CLR could have provided big picture trends in the areas supported the CPS, e.g., improved competitiveness, increased private investment, reduction of poverty pockets, and reduction in employment disparities for women and youth.

8. Findings and Lessons

42. This review generally agrees with the CLR lessons and findings on: responding to immediate priorities while making progress in addressing longstanding issues; need for careful assessment of implementation capacity and institutional incentives to inform priorities for Bank support; replicating success in pilot initiatives or innovative approaches; importance of M&E in a rapidly changing environment, importance of sustained WBG support to promote private sector led economy; rapid adjustments to WBG activities informed by continuous monitoring of relevance and performance; and the strategic foundation provided by the MNA Strategy.

43. This review provides the following additional lessons.

44. Promoting inclusion requires complementing growth-enhancing programs with targeted interventions. In the case of Jordan, economic growth has not resulted in lower unemployment and sufficient job creation. In addition, unemployment rates for women and youth are higher than national average. The challenge for the next CPS is balancing the growth oriented and inclusion targeted interventions towards increasing the program's impact on long-standing issues such as constraints to women and youth employment.

45. Projects need to be kept flexible in the context of rapidly changing environment, and problem projects require intensive implementation support and timely adjustment. These are the lessons from the Social Protection Enhancement Project, which was rated Highly Unsatisfactory for outcomes, and are likely applicable to the National Unified Registry & Outreach Program for Targeting Social



Assistance Project, whose poor implementation performance has been a critical constraint to reforms in the areas of social protection and social services.

46. It is important to manage the change process, including allowing for enough time and buy-in from stakeholders. This is the lesson from the Employer Driven Skills Development Project, which supported a paradigm shift from supply-driven to demand-driven technical and vocational education training (TVET) programs, but found government commitment to be lacking leading to serious delays and cancellation of certain activities.

47. Selectivity in project selection is critical to program success, especially in the context of weaknesses in implementation capacity. Given the number of possible areas of intervention by the WBG, selectivity would require a clear articulation of a set of criteria for prioritization, e.g., emphasis on projects addressing inclusion and on programs that build on synergies among WBG institutions.

Annex Table 1: Summary Achievements of CAS/CPS Objectives

Annex Table 2: Jordan Planned and Actual Lending, FY12-FY15

Annex Table 3: Jordan Grants and Trust Funds Active in FY12-15

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Annex Table 5: IEG Project Ratings for Jordan, FY12-15

Annex Table 6: IEG Project Ratings for Jordan and Comparators, FY12-15

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Annex Table 8: Disbursement Ratio for the Jordan, FY12-15

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Annex Table 10: List of IFC Investments in Jordan

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Annex Table 12: IFC Net Commitment Activity for Jordan

Annex Table 13: MIGA Activities

Annex Table 14: Total Net Disbursements of Official Development Assistance and Official Aid for Jordan

Annex Table 15: Economic and Social Indicators for Jordan, 2012 - 2015

Annex Table 1: Summary of Achievements of CPS Objectives

	CPS FY12 – FY15 Focus Area 1: Strengthen resilience to economic shocks	Actual Results (as of current month/year)	IEG Comments
1. CPS Objective: Improved basis for targeting of subsidies (Not Achieved)			
	<p>Indicator: A National Unified Registry (NUR) is in place and can be used by other agencies for targeting social assistance.</p> <p>Baseline: No [2013]</p> <p>Target: Yes [2015]</p>	<p>Events on the ground undermined the original project design and the NUR is not yet in place. The Team is in discussion to restructure the project design and responsible implementation agency. These changes will ensure a more flexible registry, easier to maintain, better able to integrate data and target a wider range of social benefits.</p>	<p>Source: CLR</p> <p>The outcome indicator was revised at the CPSPR stage.</p>
2. CPS Objective: Strengthened effectiveness of audit bureau (Mostly Achieved)			
	<p>Indicator: Question 59 of Jordan's Global Integrity Country Score: "Is the supreme audit institution effective?"</p> <p>Baseline: 63 [2009]</p> <p>Target: 75 [2015]</p>	<p>Progress towards this target was supported through the Second Programmatic DPL (P125483) (Management assessment: MS). The CLR reports The country met its target score of 75 in 2015. IEG was not able to validate this reporting.</p> <p>ISR Sequence 1 (P125483) reports that, as of March 2015, the score was 71.90</p>	<p>Source: CLR</p> <p>The outcome indicator was revised at the CPSPR stage.</p>
3. CPS Objective: Increased public access to information (Achieved)			
	<p>Indicator: Jordan's Global Integrity Country Score indicator 1.3 (public access to government information)</p> <p>Baseline: 64.6 [2011]</p> <p>Target: 75 [2015]</p>	<p>Progress towards this target was supported through Second Programmatic DPL (P125483). The CLR reports that Jordan took active steps to increase the level of public access to new legislation and documentation in order to improve transparency. Requests for information from citizens were addressed within a specified timeframe and the country was able to meet the target score of 75 for 2015, representing a significant improvement over the 2011 baseline score (64.6).</p> <p>ISR Sequence 1 (P125483) reports that, as of March 2015, the score was 75.</p>	<p>Source: CLR</p> <p>The outcome indicator was revised at the CPSPR stage.</p>

	CPS FY12 – FY15 Focus Area 2: Seek opportunities to enhance competitiveness and shared prosperity	Actual Results (as of current month/year)	IEG Comments
4. CPS Objective: Improved Transport (Partially Achieved)			
	<p>Indicator: Travel time from Greater Amman Municipality (GAM) to Zarqa improved through use of Amman Ring Road</p> <p>Baseline: 60 minutes [2010]</p> <p>Target: 40 minutes [2014]</p>	<p>Progress towards this target was supported through the Amman Development Corridor Project (P081505) (IEG: U). At the time of project closing, the Ring Road had not yet been fully completed and final costs could not be determined although were already substantially higher than estimated. Other project aspects including achieving greater efficiency in the logistics sector and providing land for productive investment and urban development were not achieved. The travel time from GAM to Zarqa improved from 60 minutes (2010) to 48 minutes (2014). The project target was 40 minutes</p>	<p>Source: CLR</p> <p>The outcome indicator was revised at the CPSPR stage.</p>
5. CPS Objective: Improved electricity generation, with a focus on renewable energy (Achieved)			
	<p>Indicator: Added renewable power generation capacity</p> <p>Baseline: 1.4 MW [2011]</p> <p>Target: Minimum of 70 MW of New Generation Capacity from renewable sources under Construction [2015]</p>	<p>Progress towards this target was supported through the GEF-funded Promotion of a Wind Power Market Project (P093201) (ICR: MS). The CLR reports that the target of at least 70MW of New Generation Capacity was surpassed and almost doubled at the time of project closure in March 2016, reaching 118.45MW.</p> <p><u>Promotion of a Wind Power Market (P093201)</u></p> <ul style="list-style-type: none"> • Increased electricity supply from grid-connected renewable power <ul style="list-style-type: none"> - Baseline: 72 GWh per year (06/26/2008) - Target: 272 GWh per year (12/31/2012) - Actual: 362 GWh per year (06/30/2015) • Generation capacity of renewable energy constructed - other than hydropower <ul style="list-style-type: none"> - Baseline: 5 MW (06/26/2008) - Target: 95 MW (06/30/2015) - Actual: 101.45 MW (06/30/2015) • Generation capacity of renewable energy constructed - wind <ul style="list-style-type: none"> - Baseline: 1.45 MW 06/26/2008 - Target: 91.45 MW 06/30/2015 - Actual: 91.45 MW 06/30/2015 	<p>Source: CLR</p> <p>The outcome indicator was revised at the CPSPR stage.</p>
6. CPS Objective: Improved solid waste services (Achieved)			
	<p>Indicator: Disposal capacity at Al Ghabawi landfill</p>	<p>Progress towards this target was supported through the Amman Solid Waste Management Project (P104960) (IEG: U). The project closed on June 30, 2014 fully</p>	<p>Source: CLR</p>



	CPS FY12 – FY15 Focus Area 2: Seek opportunities to enhance competitiveness and shared prosperity	Actual Results (as of current month/year)	IEG Comments
	<p>Baseline: 6 million tons [2010]</p> <p>Target: 8 million tons [2014]</p>	<p>meeting the landfill disposal capacity target but with limited results in other aspects relating to solid waste services. The project also experienced delays in the start of the US\$25m landfill gas collection and renewable energy production contract.</p>	<p>The outcome indicator was revised at the CPSPR stage.</p>
<p>7. CPS Objective: Improved environmental sustainability (Achieved)</p>			
	<p>Indicator: (i) Production system managed sustainably in protected areas; (ii) Reduction of HCFC (hydro chlorofluorocarbons) ozone depletion potential (ODP) tons</p> <p>Baseline: (i) 15,500 ha [2011]; (ii) not available</p> <p>Target: (i) 23,000 ha [2014]; (ii) 83 (annual reduction)</p>	<p>(i) Progress towards this target was supported through the Badia Ecosystem and Livelihoods (P127861) (Management assessment: MS). The CLR does not report on the proposed indicators but reports that, as of September 2015, the number of ha in new areas outside protected areas managed as biodiversity-friendly was 3,000.</p> <p>(ii) Progress towards this target was supported through the Jordan Ozone Depleting Substances HCFC Phase-Out Project (ODS3) (P127702) (Management assessment: MU). As of May 2015, the reduction of HCFC (Tones/year) had been 61. The CLR reports a 673 metric tons of ODS reduction.</p>	<p>Source: CLR</p> <p>The outcome indicator was revised at the CPSPR stage.</p> <p>(i) The target for this indicator was set at 23,000 ha by the 2014 at the CPSPR stage. The CLR includes a reduced target of 3,000 ha by 2017. This review used the CPSPR target as the benchmark for the assessments.</p>
<p>8. CPS Objective: Improved access to finance for MSMEs (Mostly Achieved)</p>			
	<p>Indicator: (i) MSME beneficiaries financed under the line of credit; (ii) Number of micro loans outstanding in IFC investee MFIs</p> <p>Baseline: (i) 0 [2013]; (ii) 90,829 [2013]</p> <p>Target: (i) 1,000 (2015) with women-owned businesses to represent 35%; (ii) Target:108,000 [2015]</p>	<p>Progress towards these targets was supported through the Second Programmatic DPL (P125483) (Management assessment: MS), MSME Development Project for Inclusive Growth (P132314) (Management assessment: S) and IFC investments in MFIs.</p> <p>(i) The CLR reports that the original target of 1,000 MSME beneficiaries was exceeded, reaching over 9,000. The percentage of female beneficiaries reached 87%, far exceeding the original target of 35%.</p> <p>(ii) The CLR reports that the number of microloans outstanding increased substantially to 109,979. However, this review is not able to validate these numbers.</p>	<p>Source: CLR</p> <p>The outcome indicator was revised at the CPSPR stage.</p>
<p>9. CPS Objective: Suitable legal environment to regulate PPPs (Mostly Achieved)</p>			
	<p>Indicator: The new PPP Law applies to all new PPP transactions and the PPP Unit has identified an initial pipeline of five potential PPP projects, subject to validation</p>	<p>Progress towards these targets was supporter through the Second Programmatic DPL (P125483) (Management assessment: MS). As of June 2015, the Government had taken active steps in meeting this results area. A PPP Unit was put in place and fully staffed, as required, within the MoF. While a comprehensive PPP legal framework was approved it has not yet been possible to determine the extent to</p>	<p>Source: CLR</p> <p>The outcome indicator was revised at the CPSPR stage.</p>



	CPS FY12 – FY15 Focus Area 2: Seek opportunities to enhance competitiveness and shared prosperity	Actual Results (as of current month/year)	IEG Comments
	<p>Baseline: No PPP law and no PPP Unit</p> <p>Target: By September 2015, effective application of the new PPP Law and effective use of the MoF's PPP Unit</p>	<p>which the law has been applied in practice since an initial pipeline of five projects has not yet been developed.</p>	
<p>10. CPS Objective Improved learning environment (Partially Achieved)</p>			
	<p>Indicator: (i) Schools that are implementing improvement plans (number); (ii) Number of full time equivalent students in IFC client's various programs</p> <p>Baseline: (i) 789 [2008]; (ii) 5,663 [2013]</p> <p>Target: (i) 3,000 [2015]; (ii) 6,491 [2015]</p>	<p>(i) Progress towards this target was supported through Second Education Reform for the Knowledge Economy (P105036) (Management assessment: MS). As of July 2015, the number of schools having received financial support from MOE to continue implementing School Improvement Plans was 3027 and 3716 as of April 2016.</p> <p>(ii) The IFC, under its E4E Initiative for Arab Youth, has invested in Luminus Jordan's leading private vocational and technical training provider. The CLR reports that this investment has provided 7,033 students with training in 2014 of which 1,628 were female and complements the IFC's advisory work to develop a sustainable and coordinated approach to equip young Jordanians with the skills needed in Jordan's growing ICT industry. This review finds that it is too early to determine the investment project outcomes. In addition, the advisory work was rated Mostly Unsatisfactory.</p>	<p>Source: CLR</p> <p>The outcome indicator was revised at the CPSPR stage.</p>

	CPS FY12 – FY15 Focus Area 3: Mitigate vulnerability to reduce poverty	Actual Results (as of current month/year)	IEG Comments
11. CPS Objective: Improved access to safety nets and social services (Partially Achieved)			
	<p>Indicator: (i) Beneficiaries of safety net programs (subsidies), of which women (%); (ii) Population of workers covered by Social Security Corporation (SSC); (iii) Vulnerable households reached by social outreach workers hired by NGOs</p> <p>Baseline: (i) 0 [2014]; (ii) 810,000 [2010]; (iii) 0 [2013]</p> <p>Target: (i) Target: 2.5 million [2016], 48.5% women; (ii) 1 million [2014]; (iii) 6,000 [2015]</p>	<p>(i) The target of reaching 2.5m beneficiaries, of which 48.5% women was achieved in 2015 through the Mitigate the Impact of Syrian Displacement on Jordan Project (P145865) (IEG: MS).</p> <p>(ii) Technical assistance provided under the National Unified Registry and Outreach Worker program has been delayed as changes to the operating context prompt a substantive project restructuring. The CLR does not report on the number of workers covered by SSC.</p> <p>(iii) Technical assistance provided under the National Unified Registry and Outreach Worker project (P144832) (Management assessment: MS) has been delayed as changes to the operating context prompt a substantive project restructuring. No progress as of June 2015 (ISR Sequence 5).</p>	<p>Source: CLR</p> <p>The outcome indicator was revised at the CPSPR stage.</p>
12. CPS Objective: Improved capacity of municipalities and communities to cope with impact of Syrian refugee inflow (Achieved)			
	<p>Indicator: Beneficiaries of efforts to address immediate service delivery impacts of Syrian refugee inflows in targeted municipalities (number)</p> <p>Baseline: 0 [2014]</p> <p>Target: 545,000 [2016] of which: (i) women: 245,250; (ii) host population: 395,000; (iii) refugee: 150,000</p>	<p>Progress towards this target was provided through the Emergency Services and Social Resilience Project (P147689) (Management assessment: S). The CLR reports that as of 1,144,083 beneficiaries have received benefits. The CLR does not report on the indicator as it was formulated (i.e. no information on the percentage of beneficiaries that were host population and refugees).</p> <p>P147689 - ISR Sequence 5</p> <ul style="list-style-type: none"> • Conflict affected people receiving benefits in 1st year of project effectiveness as of August 2015: 1,144,083 • Conflict affected people receiving benefits in 1st year of project effectiveness– female as of August 2015: 852,296 	<p>Source: CLR</p> <p>The outcome indicator was revised at the CPSPR stage.</p>
	<p>Indicator: Municipalities most affected by the influx of Syrian refugees ensuring pre-crisis levels of per capita investments in at least two of the following areas: (i) solid waste; (ii) local roads; (iii) street cleaning;</p>	<p>Progress towards this target was supported through the Emergency Services and Social Resilience Project (P147689) (Management assessment: S). As of August 2015, the percentage of participating municipalities ensuring pre-crisis levels of per capita investments in at least 2 of the following: (i) solid waste; (ii) local roads; (iii) street cleaning; (iv) parks (v) community services was 100%</p>	<p>Source: CLR</p> <p>The outcome indicator was revised at the CPSPR stage.</p>

	CPS FY12 – FY15 Focus Area 3: Mitigate vulnerability to reduce poverty	Actual Results (as of current month/year)	IEG Comments
	(iv) parks/ recreational space; (v) community services Baseline: 0 [2014] Target: 50% [2016]		
	Indicator: Number of children immunized (0-6 years) to remain at or above baseline Baseline: 1.1 million [2012] Target: ≥ 1.1 million [2015]	Progress towards this target was supported through the Mitigate the Impact of Syrian Displacement on Jordan (P145865) (IEG: MS). According to the ICRR of this project, The immunization rate of children (0-6) remained at 97% throughout the life of the project, which met the target. The CLR reports that 1.1 million children were immunized.	Source: CLR The outcome indicator was revised at the CPSPR stage.
13. CPS Objective 13: Improved protection of poor and transient poor households in a cost-effective manner (Not Achieved)			
	Indicator: Number of poor and transient poor people benefitting from improved cash transfer targeting Baseline: 0 [2012] Target: 36,000 [2015]	The CLR reports that a draft National Poverty Reduction Strategy produced by 2012. However, neither the body of the CLR nor the results matrix report on the proposed indicator.	Source: CLR The outcome indicator was revised at the CPSPR stage.

Annex Table 2: Jordan Planned and Actual Lending, FY12-FY15

Project ID	Project name	Proposed FY	Approval FY	Closing FY	Proposed Amount	Proposed Amount	Approved IBRD Amount	Outcome Rating
Project Planned Under CPS/CSPSR 2012-15					CPS	CSPSR		
P124441	First Programmatic DPL	2012	2012	2014	250	250	250	LIR: MU
P125483	Second Programmatic DPL	2013	2014	2016	100	250	250	LIR: MS
P132314	MSME Development Project for Inclusive Growth	2013	2013	2021		70	70	LIR: S
P145865	Mitigate the Impact of Syrian Displacement on Jordan	2014	2014	2015		150	150	LIR: S
DROPPED	Independent Power Producer Project	2013			100			
DROPPED	DPL 3	2014			TBD			
DROPPED	Transport (R15)	2015				75		
Total Planned					450	795	720	
Unplanned Projects during the CPS Period								
P132314	MSME Development Project for Inclusive Growth		2015	2021			50	LIR: S
Total Unplanned					0		50	
On-going Projects during the CPS/CSPSR Period								
P117023	Jordan Recovery Under Global Uncertainty Development Policy Loan		2010	2012			300	IEG: U
P105036	Second Education Reform for the Knowledge Economy		2009	2017			60	LIR: MS
P104960	JO-AMMAN SOLID WASTE MANAGEMENT AND CARBON FINANCE		2009	2014			25	IEG: U
P102487	Higher Education Reform for the Knowledge Economy		2009	2016			25	LIR: S
P081505	-JO - Amman Development Corridor		2009	2013			33	IEG: U
P081505			2004	2012			38	
P100546	Jordan Social Protection Enhancement Project		2008	2014			4	IEG: HU
P100534	Jordan Employer Driven Skills Development Project		2008	2014			8	IEG: MU
P094306	JO - Amman East Power Plant		2007	2024			45	NR
P081823	Jordan - Cultural Heritage, Tourism & Urban Development		2007	2014			56	IEG: MS
P070958	Regional and Local Development Project		2007	2015			20	LIR: MS
Total On-going							614	

Source: Jordan CPS, CSPSR, WB Business Intelligence Table 2a.1, 2a.4 and 2a.7 as of 5/3/16

*LIR: Latest internal rating. MU: Moderately Unsatisfactory. MS: Moderately Satisfactory. S: Satisfactory. HS: Highly Satisfactory.

**NR: No Rating



Annex Table 3: Jordan Grants and Trust Funds Active in FY12-15

Project ID	Project name	TF ID	Approval FY	Closing FY	Approved Amount	Outcome Rating*
P154047	Strengthening Accountability for Improved Education Services in Jordan	TF A0198	2015	2017	587,800	
P147875	Strengthening the Regulatory and Institutional Framework for MSME Deve	TF 16588	2014	2019	3,000,000	
P143478	Strengthening the Capacity and Effectiveness of Jordan Supreme Audit Institute	TF 14423	2014	2017	250,000	
P145241	Jordan Support Building Active Labor Market Program	TF 16138	2014	2017	4,750,000	
P144832	NATIONAL UNIFIED REGISTRY AND OUTREACH WORKER PROGRAM	TF 15887	2014	2018	9,500,000	LIR: MS
P147689	Jordan- Emergency Services and Social Resilience	TF 15776	2014	2017	52,713,620	LIR: S
P132097	5M: Displaced People in Jordan / Lebanon	TF 15288	2014	2015	900,000	
P127702	Jordan Ozone Depleting Substances HCFC Phase-Out Project (ODS3)	TF 13968	2013	2019	2,783,149	
P127861	JO-Badia Ecosystem and Livelihoods	TF 12887	2013	2017	3,330,555	
P133339	Jordan Statistical Capacity Building TF	TF 13568	2013	2016	231,750	
P132086	NAP Alignment and Reporting to UNCCD - Jordan	TF 12810	2013	2015	143,000	
P133034	Revising the National Biodiversity Strategy and Action Plan, preparing the 5th National report for CBD and undertaking CHM activ	TF 12985	2013	2015	220,000	
P130517	Jordan Public Procurement Reform Support	TF 12283	2013	2016	250,000	
P130198	Jordan ACC Case Management Improvement	TF 12311	2013	2016	247,500	
P128689	Enhancing Community-Driven Legal Aid Services to the Poor	TF 11326	2012	2017	2,606,600	
P126689	Delivering Legal Aid Services to Iraqi and Palestinian Refugees	TF 10040	2012	2016	1,827,530	
P124154	JO - JACPA Capacity Building	TF 11789	2012	2015	250,000	
P122070	Ombudsman Capacity-Building Support	TF 99639	2012	2015	250,000	
P121762	Jordan - Secondary Cities Development Strategy Program	TF 97333	2011	2013	476,000	
P114758	Regional Network for Education Research Initiative	TF 94657	2010	2013	488,280	
P108064	Jordan Energy Efficiency	TF 93855	2009	2014	1,000,000	
P107410	JO-Amman Landfill Gas Recovery	TF 92344	2009	2015	12,974,353	LIR: U
P093201	Promotion of a Wind Power Market	TF 92162	2009	2015	6,000,000	LIR: MS
P109392	Jordan: Measuring the Impact of National Policies and Strategies on Gender Equality	TF 92624	2009	2013	294,050	



Project ID	Project name	TF ID	Approval FY	Closing FY	Approved Amount	Outcome Rating*
P075534	Integrated Ecosystem Management in the Jordan Rift Valley GEF	TF 90462	2008	2014	6,150,000	IEG: MS
P053834	Implementation of Economic Reform and Development Program	TF 52183	2005	2012	9,500,000	IEG: S
Total					120,724,187	

Source: Client Connection as of 5/3/16

*IEG Validates RETF that are more than 5M

*LIR: Latest internal rating. MU: Moderately Unsatisfactory. MS: Moderately Satisfactory. S: Satisfactory. HS: Highly Satisfactory.

Annex Table 4: Analytical and Advisory Work for Jordan, FY12-FY15

Proj ID	Economic and Sector Work	Fiscal year	Output Type
P148394	Jordan Education PER	FY16	Public Expenditure Review (PER)
P156033	Poverty and Vulnerability - Phase 1	FY15	Other Poverty Study
P156034	Distributional Impact of Reform Phase 1	FY15	Other Poverty Study
P132580	Jordan Distributional Analysis	FY14	Sector or Thematic Study/Note
P133768	Jordan Country Gender Assessment	FY14	Sector or Thematic Study/Note
P124274	JO - Social Insurance PESW Phase II	FY13	Sector or Thematic Study/Note
P125757	Jordan Youth and Inclusion PSIA	FY13	Sector or Thematic Study/Note
P128513	Jordan Fiscal Consolidation Study	FY13	Public Expenditure Review (PER)
P124029	Jordan - Development Policy Review	FY12	Development Policy Review (DPR)
P113000	JO - Fiscal & Poverty Impact Study	FY11	Other Poverty Study
P123415	FSAP Development Module Jordan	FY11	Financial Sector Assessment Program (FSAP)
P109097	Jordan - ICR ROSC	FY10	Insolvency Assessment (ROSC)
Proj ID	Technical Assistance	Fiscal year	Output Type
P143787	Measuring Impact of Legal Aid on Poverty	FY16	Not assigned
P144289	Jordan AML/CFT Capacity Building	FY16	Not assigned
P144881	Jordan PPP Program	FY16	Not assigned
P149808	Service Delivery in Health and Education	FY16	Not assigned
P155187	Jordan National Housing Strategy Update	FY16	Not assigned
P156730	Jordan Access to Finance Review	FY16	Not assigned
P157982	Jordan Poverty TA	FY16	Not assigned
P158553	Support to Youth Empowerment	FY16	Not assigned
P158749	Syrian Refugees	FY16	Not assigned
P131759	Jordan #10202 Streng Solvency Supervision	FY15	Not assigned
P143413	JO-FM Support to Country Level Activity	FY15	Not assigned
P146245	Jordan#A020 Payment Systems Reforms	FY15	Not assigned
P147393	Jordan Gender Assessment/Action Plan	FY15	Not assigned
P148494	JO-Transport Sector TA	FY15	Not assigned
P152962	Jordan Health Financing	FY15	Not assigned
P122895	JO - Enterprise Survey/Financial Review	FY14	Not assigned
P124790	Jordan National Employment Strategy	FY14	Not assigned
P127992	JO - Jordan Competitiveness Partnership	FY14	Not assigned
P130932	Smart Grids for Green Growth & Reg. Int.	FY14	Not assigned
P132809	Jordan #10277 Restruc. MTPL Ins Market	FY14	Not assigned
P113053	JO - PESW Social Insurance	FY13	Not assigned
P122585	JO Employment for young women graduates	FY13	Not assigned
P125168	JO-Assistance in Defining of NAMAs	FY13	Not assigned
P132536	Jordan SABER WfD	FY13	Not assigned
P133599	Jordan Housing Finance TA	FY13	Not assigned



Proj ID	Economic and Sector Work	Fiscal year	Output Type
P144883	Jordan Health Policy Dialogue	FY13	Not assigned
P110853	JO - Energy Sector TA	FY12	Not assigned
P120259	Jordan: Support to Higher Education	FY12	Not assigned
P127146	Jordan NHA Institutionalization	FY12	Not assigned
P127926	Jordan - Poverty Reduction Strategy Work	FY12	Not assigned
P128127	Poverty Reduction Strategy TA	FY12	Not assigned
P128320	JO - Governance reform	FY12	Not assigned
P118600	JO - Justice Service Delivery	FY11	Not assigned
P123609	Jordan PFM	FY11	Not assigned
P113115	JO - Employment for Young Women Grad.	FY10	Not assigned
P114958	JO-CDM TA for Jordan	FY10	Not assigned
P117835	JO - Public Expenditure Management TA	FY10	Not assigned
P119394	JO - Pharmaceutical GAC TA	FY10	Not assigned

Source: WB Business Intelligence 5/3/16

Annex Table 5: IEG Project Ratings for Jordan, FY12-15

Exit FY	Proj ID	Project name	Total Evaluated (\$M)	IEG Outcome	IEG Risk to DO
2012	P053834	Implementation Of Economic Reform And Development Program	22.5	SATISFACTORY	NEGLIGIBLE TO LOW
2012	P117023	JO Recovery Under Global Uncertainty Development Policy Loan	300.0	UNSATISFACTORY	HIGH
2013	P049706	JO: ODS PHASEOUT II	5.6	HIGHLY SATISFACTORY	NEGLIGIBLE TO LOW
2013	P081505	-JO - Amman Development Corridor	71.0	UNSATISFACTORY	HIGH
2014	P075534	JO-Integrated Ecosystems/Rift Valley	6.2	MODERATELY SATISFACTORY	SIGNIFICANT
2014	P081823	JO - Cultural Heritage, Tourism & Urban	50.8	MODERATELY SATISFACTORY	SIGNIFICANT
2014	P100534	JO - Employer Driven Skills Dev.	3.4	MODERATELY UNSATISFACTORY	HIGH
2014	P100546	JO - Social Protection Enhancement	1.0	HIGHLY UNSATISFACTORY	HIGH
2014	P104960	JO - Amman Solid Waste Management	9.6	UNSATISFACTORY	SIGNIFICANT
2015	P145865	Mitigating Impact of Syrian Displacement	149.8	MODERATELY SATISFACTORY	SIGNIFICANT
2015	P070958	JO - Regional & Local Development	19.7	MODERATELY SATISFACTORY	SIGNIFICANT
		Total	639.6		

Source: AO Key IEG Ratings as of 5/3/16



Annex Table 6: IEG Project Ratings for Jordan and Comparators, FY12-15

Region	Total Evaluated (\$M)	Total Evaluated (No)	Outcome % Sat (\$)	Outcome % Sat (No)	RDO % Moderate or Lower Sat (\$)	RDO % Moderate or Lower Sat (No)
Jordan	639.6	11	39.8	54.5	-	18.2
MNA	3,159.9	74	56.1	63.0	17.4	17.6
World	76,878.8	921	82.3	70.4	60.9	47.6

Source: WB Business Warehouse as of 6/14/16

* With IEG new methodology for evaluating projects, institutional development impact and sustainability are no longer rated separately.

Annex Table 7: Portfolio Status for Jordan and Comparators, FY12-15

Fiscal year	2012	2013	2014	2015	Total
Jordan					
# Proj	13	14	16	13	56
# Proj At Risk	3	4	2	4	13
% Proj At Risk	23.1	28.6	12.5	30.8	23.2
Net Comm Amt	265.6	263.1	474.7	468.6	1,472.0
Comm At Risk	17.5	41.3	6.2	72.5	137.5
% Commit at Risk	6.6	15.7	1.3	15.5	9.3
MNA					
# Proj	151	160	169	159	639
# Proj At Risk	54	47	39	61	201
% Proj At Risk	35.8	29.4	23.1	38.4	31.5
Net Comm Amt	8,532.3	9,082.0	12,335.1	13,628.7	43,578.1
Comm At Risk	1,839.9	1,817.0	2,284.4	2,931.5	8,872.8
% Commit at Risk	21.6	20.0	18.5	21.5	20.4
World					
# Proj	2,029	1,964	2,048	2,022	8,063
# Proj At Risk	387	414	412	444	1,657
% Proj At Risk	19.1	21.1	20.1	22.0	20.6
Net Comm Amt	173,706.1	176,202.6	192,610.1	201,045.2	743,564.0
Comm At Risk	24,465.0	40,805.6	40,933.5	45,987.7	152,191.8
% Commit at Risk	14.1	23.2	21.3	22.9	20.5

Source: WB BI as of 05/3/16

Annex Table 8: Disbursement Ratio for the Jordan, FY12-15

Fiscal Year	2012	2013	2014	2015	Overall Result
Jordan					
Disbursement Ratio (%)	22.3	23.9	142.3	54.6	65.8
Inv Disb in FY	32.6	27.0	226.9	54.0	340.4
Inv Tot Undisb Begin FY	146.3	113.0	159.4	98.8	517.5
MNA					
Disbursement Ratio (%)	15.6	18.6	21.2	21.6	19.3
Inv Disb in FY	890.2	1,090.0	1,250.9	1,334.0	4,565.1
Inv Tot Undisb Begin FY	5,722.2	5,866.7	5,892.4	6,176.2	23,657.6
World					



Fiscal Year	2012	2013	2014	2015	Overall Result
Disbursement Ratio (%)	20.8	20.6	20.8	21.8	21.0
Inv Disb in FY	21,048.2	20,510.4	20,757.0	21,852.7	84,168.3
Inv Tot Undisb Begin FY	101,234.3	99,588.0	99,852.7	100,343.7	401,018.8

* Calculated as IBRD/IDA Disbursements in FY / Opening Undisbursed Amount at FY. Restricted to Lending Instrument Type = Investment.
AO disbursement ratio table as of 5/3/16

Annex Table 9: Net Disbursement and Charges for Jordan, FY12-15

Period	Disb. Amt.	Repay Amt.	Net Amt.	Charges	Fees	Net Transfer
FY12	281,055,801.0	113,990,787.9	167,065,013.2	12,538,971.9	1,119,438.1	153,406,603.2
FY13	23,165,066.1	120,132,623.7	(96,967,557.7)	13,480,675.0	602,828.5	(111,051,061.2)
FY14	464,755,280.0	114,645,733.5	350,109,546.5	9,550,605.6	1,393,528.5	339,165,412.5
FY15	37,930,738.2	108,671,399.1	(70,740,660.9)	10,793,577.7	333,092.5	(81,867,331.0)
Report Total	806,906,885.3	457,440,544.1	349,466,341.2	46,363,830.2	3,448,887.6	299,653,623.5

World Bank Client Connection 5/3/16

Annex Table 10: List of IFC Investments in Jordan

Investments Committed in FY12-FY15

Project ID	Cmt FY	Project Status	Primary Sector Name	Greenfield Code	Project Size	Original Loan	Original Equity	Original CMT	Loan Cancel	Equity Cancel	Net Loan	Net Equity	Net Comm
34726	2015	Active	Electric Power	G	24,240	11,325	-	11,325	-	-	11,325	-	11,325
34728	2015	Active	Electric Power	G	24,240	11,325	-	11,325	-	-	11,325	-	11,325
35460	2015	Active	Electric Power	E	18,500	8,039	-	8,039	-	-	8,039	-	8,039
35467	2015	Active	Electric Power	G	24,320	11,325	-	11,325	-	-	11,325	-	11,325
35474	2015	Active	Electric Power	G	22,200	10,531	-	10,531	-	-	10,531	-	10,531
35479	2015	Active	Electric Power	G	52,300	14,433	-	14,433	-	-	14,433	-	14,433
35483	2015	Active	Electric Power	G	41,600	12,479	-	12,479	-	-	12,479	-	12,479
35727	2015	Active	Electric Power	G	500	500	-	500	-	-	500	-	500
35915	2015	Active	Electric Power	G	200	200	-	200	-	-	200	-	200
35916	2015	Active	Electric Power	G	360	360	-	360	-	-	360	-	360
35917	2015	Active	Electric Power	G	750	750	-	750	-	-	750	-	750
35918	2015	Active	Electric Power	G	350	350	-	350	-	-	350	-	350
35945	2015	Active	Electric Power	G	12,800	12,000	-	12,000	-	-	12,000	-	12,000
36099	2015	Active	Electric Power	G	360	360	-	360	-	-	360	-	360
36101	2015	Active	Electric Power	G	360	360	-	360	-	-	360	-	360
31217	2014	Active	Finance & Insurance	E	2,000	2,000	-	2,000	-	-	2,000	-	2,000
31627	2014	Active	Electric Power	G	290,643	69,089	-	69,089	-	-	69,089	-	69,089
33894	2014	Active	Electric Power	G	2,700	2,700	-	2,700	-	-	2,700	-	2,700
34536	2014	Active	Transportation and Warehousing	E	93,800	21,200	-	21,200	-	-	21,200	-	21,200
35276	2014	Active	Chemicals	E	48,000	-	-	-	-	-	-	-	-
31262	2013	Active	Finance & Insurance	E	2,000	2,000	-	2,000	-	-	2,000	-	2,000
32082	2013	Active	Transportation and Warehousing	E	2,000	2,000	-	2,000	-	-	2,000	-	2,000
32606	2013	Active	Finance & Insurance	E	2,000	2,000	-	2,000	-	-	2,000	-	2,000
28405	2012	Active	Chemicals	E	332,500	110,000	27,500	137,500	-	-	137,500	27,500	137,500



Project ID	Cmt FY	Project Status	Primary Sector Name	Greenfield Code	Project Size	Original Loan	Original Equity	Original CMT	Loan Cancel	Equity Cancel	Net Loan	Net Equity	Net Comm
30794	2012	Active	Electric Power	E	15,000	9,500	969	10,469	-	-	10,469	969	10,469
32126	2012	Active	Chemicals	G	2,600	2,600	-	2,600	-	-	2,600	-	2,600
			Sub-Total		1,016,323	317,426	28,469	345,895	-	-	345,895	28,469	345,895

Investments Committed pre-FY11 but active during FY12-15

Project ID	CMT FY	Project Status	Primary Sector Name	Greenfield Code	Project Size	Original Loan	Original Equity	Original CMT	Loan Cancel	Equity Cancel	Net Loan	Net Equity	Net Comm
26798	2011	Active	Chemicals	G	685,900	125,000	-	125,000	-	-	125,000	-	125,000
28209	2011	Active	Finance & Insurance	E	4,925	9,713	-	9,713	-	-	9,713	-	9,713
28124	2010	Active	Chemicals	G	235,900	50,000	-	50,000	-	-	50,000	-	50,000
26165	2009	Active	Finance & Insurance	E	5,000	78,672	-	78,672	-	-	78,672	-	78,672
26878	2009	Active	Transportation and Warehousing	G	23,500	16,000	-	16,000	-	-	16,000	-	16,000
25785	2008	Active	Finance & Insurance	E	2,500	39,836	-	39,836	-	-	39,836	-	39,836
25928	2008	Active	Finance & Insurance	E	50,000	20,000	30,000	50,000	-	7	50,000	29,993	49,993
26113	2008	Active	Accommodation & Tourism Services	E	141,000	40,000	-	40,000	-	-	40,000	-	40,000
26182	2008	Active	Transportation and Warehousing	G	918,000	120,000	-	120,000	-	-	120,000	-	120,000
26685	2008	Active	Transportation and Warehousing	G	4,000	4,000	-	4,000	860	-	3,140	-	3,140
26864	2008	Active	Transportation and Warehousing	G	3,200	3,200	-	3,200	524	-	2,676	-	2,676
25398	2007	Active	Finance & Insurance	E	15,000	143,518	-	143,518	-	-	143,518	-	143,518
24669	2006	Active	Transportation and Warehousing	G	15,000	15,000	-	15,000	-	-	15,000	-	15,000
11369	2002	Active	Oil, Gas and Mining	G	17,800	4,400	600	5,000	-	-	5,000	600	5,000

Project ID	CMT FY	Project Status	Primary Sector Name	Greenfield Code	Project Size	Original Loan	Original Equity	Original CMT	Loan Cancel	Equity Cancel	Net Loan	Net Equity	Net Comm
8731	1999	Active	Transportation and Warehousing	E	3,992	-	1,000	1,000	-	-	1,000	1,000	1,000
7205	1997	Active	Accommodation & Tourism Services	E	124,440	15,000	3,000	18,000	-	34	18,000	2,966	17,966
Sub-Total					2,250,157	684,339	34,600	718,939	1,384	41	717,555	34,559	717,514
TOTAL					3,266,480	1,001,765	63,069	1,064,834	1,384	41	1,063,449	63,028	1,063,408

Regional Investments active during FY12-15

Project ID	CMT FY	Project Status	Primary Sector Name	Greenfield Code	Project Size	Original Loan	Original Equity	Original CMT	Loan Cancel	Equity Cancel	Net Loan	Net Equity	Net Comm
31625	2014	Active	Education Services	E	18,834	-	11,085	11,085	-	-	11,085	11,085	11,085
Sub-Total					18,834	-	11,085	11,085	-	-	11,085	11,085	11,085

Source: IFC-MIS Extract as of end June 30, 2015



Annex Table 11: List of IFC Advisory Services for Jordan

Advisory Services Approved in FY12-15

Project ID	Project Name	Impl Start FY	Impl End FY	Project Status	Primary Business Line	Total Funds, US\$
599759	Jordan Loan Guarantee Corporation SME/RM	2014	2016	CLOSED	FIG	337,000
600218	Bank al Etihad	2014	2016	ACTIVE	FIG	578,600
600267	Jordan Street Lighting	2014	2016	TERMINATED	PPP	10,000
589967	PCB Jordan 2	2013	2016	ACTIVE	FAM	562,401
592167	Jordan Debt Resolution and Business Exit	2013	2017	ACTIVE	FAM	794,057
595227	Tafila Wind Project	2013	2014	CLOSED	PPP	100,821
599089	e4e ICT Jordan	2013	2016	CLOSED	TAC	1,325,000
599287	Tamweelcom RM	2013	2016	CLOSED	FIG	319,000
574387	JOR Inspection Reform Project Phase II	2012	2018	ACTIVE	TAC	4,909,812
Sub-Total						8,936,691

Advisory Services Approved pre-FY12 but active during FY12-15

Project Name	Impl Start FY	Impl End FY	Project Status	Primary Business Line	Total Funds, US\$
Amman Public Lighting	2011	2013	TERMINATED	PPP	485,373
Amman Tunnel	2011	2013	TERMINATED	PPP	252,557
Amman-Zarqa LRS	2010	2011	CLOSED	PPP	1,928,504
Jordan Corporate Governance Project	2010	2013	CLOSED	SBA	485,000
Jordan Secured Lending Project	2010	2016	ACTIVE	FAM	1,172,950
Sub-Total					4,324,384
TOTAL					13,261,075

Regional Advisory Services active during FY12- FY15

Project Name	Impl Start FY	Impl End FY	Project Status	Primary Business Line	Total Funds, US\$
Women Banking Champions Program	2015	2020	ACTIVE	FIG	1,525,000
Levant Corporate Governance Project	2013	2016	ACTIVE	ESG	860,000
TOTAL					2,385,000

Source: IFC AS Data as of December 31, 2015



Annex Table 12: IFC net commitment activity in FY12 - FY15

	2012	2013	2014	2015	Total
Financial Markets	(7,040)	4,000,000	2,000,000	-	5,992,960
Trade Finance (TF)	15,779,463	52,418,468	44,280,902	23,458,755	135,937,588
Agribusiness & Forestry	706	(265)	(35)	88	494
Manufacturing	2,600,000	-	-	-	2,600,000
Health, Education, Life Sciences	137,500,000	-	11,089,653	796	148,590,449
Infrastructure	10,468,945	2,000,000	91,604,385	94,336,597	198,409,927
Total	166,342,074	58,418,203	148,974,905	117,796,236	491,531,418

Source: IFC MIS as of 5/24/16

Annex Table 13: List of MIGA Activities

ID	Contract Enterprise	FY	Project Status	Sector	Investor	Max Gross Issuance
12716	Adenium Jordan - 1	2015	Active	Power	Cayman Islands	10
12664	Jordan Solar One	2015	Active	Power	Cayman Islands	6
3943	AS Samra Wastewater Treatment Expansion Project	2013	Active	Water and Wastewater	France / United States	13
10391	Jordan Bromine Company Limited	2012	Active	Manufacturing	United States	200
Total						229

Source: MIGA 5-24-16



Annex Table 14: Total Net Disbursements of Official Development Assistance and Official Aid for Jordan

Development Partners	2012	2013	2014
Australia	4.21	0.72	9.89
Austria	0.89	0.67	0.56
Belgium	-0.44	-0.17	-0.24
Canada	15.61	60.85	56.51
Czech Republic	0.45	0.47	0.44
Denmark	1.13	1.43	1.3
Finland	0.74	0.59	1
France	125.54	81.27	15.06
Germany	70.56	47.93	57.88
Greece	1.74	0.21	0.35
Ireland	0.77	0.59	1.25
Italy	4.9	2.4	5.43
Japan	30.68	-57.19	58.41
Korea	23.6	14.85	40.16
Luxembourg	0.09	0.02	0.66
Netherlands	2.56	4.09	1.74
New Zealand			0.02
Norway	2.98	10.81	11.14
Poland	0.02	0.03	0.04
Portugal	0	0	
Slovak Republic	0.09		0.03
Slovenia			0.02
Spain	3.62	6.59	0.27
Sweden	1.77	8.81	8.09
Switzerland	7.07	14.57	10.45
United Kingdom	7.53	26.1	30.52
United States	546.96	527.18	1183.45
DAC Countries, Total	853.07	752.82	1494.43
Arab Fund [AFESD]	-29.13	86.43	-15.65
EU Institutions	123.9	199.26	198.63
Food and Agriculture Organisation [FAO]		0.01	
Global Alliance for Vaccines and Immunization [GAVI]			
Global Environment Facility [GEF]	4.43	5.87	5.25
Global Green Growth Institute [GGGI]	..	0.05	0.04
Global Fund	1.12	0.31	0.05
International Atomic Energy Agency [IAEA]	0.22	0.66	0.66
International Bank for Reconstruction and Development [IBRD]			
International Development Association [IDA]	-2.5	-2.5	
IFAD	-2.65	-2.13	-1.9
International Finance Corporation [IFC]			
IMF (Concessional Trust Funds)			
Islamic Development Bank [IsDB]	-3.9	-3.05	-3.06
Montreal Protocol	0.14	0.17	0.4
OPEC Fund for International Development [OFID]	-1.09	-1.44	-1.55
UNDP	0.64	0.54	0.72
UNFPA	1.71	0.63	0.95
UNICEF	3.21	2	2.68
UNRWA	160.16	123	173.6
WFP	1.08	11.67	7.41



Development Partners	2012	2013	2014
World Health Organisation [WHO]	0.43	0.69	0.4
Multilateral, Total	257.77	422.17	368.63
Bulgaria		0.11	
Cyprus	0.03		
Estonia	0.06	0.34	0.14
Hungary	0.01	0.24	1.94
Israel	37.92	41.11	44.09
Kuwait [KFAED]	5.59	47.81	96.74
Lithuania		0.03	
Romania	0.56	0.26	0.3
Russia	2.7	5.44	3
Thailand	0.03	0.03	0.05
Turkey	3.53	3.42	4.95
United Arab Emirates	-3.98	128.95	684.8
Non-DAC Countries, Total	46.45	227.74	836.01
Development Partners Total	1157.29	1402.73	2699.07

Source: OECD Stat, [DAC2a] as of May 4, 2016

Annex Table 15: Economic and Social Indicators for Jordan, 2012 - 2015

Series Name					JOR	MNA	World
	2012	2013	2014	2015	Average 2011-2015		
Growth and Inflation							
GDP growth (annual %)	2.7	2.8	3.1	..	2.9	3.1	2.4
GDP per capita growth (annual %)	0.4	0.6	0.8	..	0.6	1.0	1.2
GNI per capita, PPP (current international \$)	11,400.0	11,660.0	11,910.0	..	11,656.7	17,625.2	14,425.9
GNI per capita, Atlas method (current US\$) (Millions)	4,660.0	4,940.0	5,160.0	..	4,920.0	8,475.3	10,632.7
Inflation, consumer prices (annual %)	4.5	4.8	2.9	(0.9)	2.8	2.7	2.6
Composition of GDP (%)							
Agriculture, value added (% of GDP)	3.1	3.4	3.8	..	3.4	5.9	3.1
Industry, value added (% of GDP)	30.1	29.7	29.8	..	29.8	49.5	26.6
Services, etc., value added (% of GDP)	66.8	66.9	66.4	..	66.7	44.5	70.4
Gross fixed capital formation (% of GDP)	26.0	27.2	27.2	..	26.8	24.2	21.9
Gross domestic savings (% of GDP)	(1.1)	(1.4)	2.0	..	-0.2	37.7	22.6
External Accounts							
Exports of goods and services (% of GDP)	46.2	42.5	43.3	..	44.0	49.9	29.8
Imports of goods and services (% of GDP)	74.3	72.0	69.2	..	71.8	39.0	29.6
Current account balance (% of GDP)	(15.2)	(10.3)	(6.8)	..	-10.8		
External debt stocks (% of GNI)	60.5	69.7	68.5	..	66.2		
Total debt service (% of GNI)	3.2	3.0	3.9	..	3.4		
Total reserves in months of imports	4.4	6.6	7.4	..	6.1	28.6	13.4
Fiscal Accounts ¹							
General government revenue (% of GDP)	23.011	24.14	27.876	24.96	25.0		
General government total expenditure (% of GDP)	31.24	29.622	30.864	28.963	30.2		
General government net lending/borrowing (% of GDP)	-8.229	-5.482	-2.988	-4.003	-5.2		
General government gross debt (% of GDP)	80.946	86.678	89.049	91.683	87.1		
Health							
Life expectancy at birth, total (years)	73.7	73.9	74.1	..	73.9	72.6	71.2
Immunization, DPT (% of children ages 12-23 months)	98.0	98.0	98.0	..	98.0	89.3	85.7

Series Name					JOR	MNA	World
	2012	2013	2014	2015	Average 2011-2015		
Growth and Inflation							
Improved sanitation facilities (% of population with access)	98.6	98.6	98.6	98.6	98.6	90.5	66.7
Improved water source (% of population with access)	92.1	92.2	92.3	92.3	92.2	87.7	83.4
Mortality rate, infant (per 1,000 live births)	16.8	16.3	15.8	15.4	16.1	20.6	33.2
Education							
School enrollment, preprimary (% gross)	32.2	32.2	28.3	53.5
School enrollment, primary (% gross)	88.7	88.7	109.5	108.2
School enrollment, secondary (% gross)	84.3	84.3	80.2	74.6
Population							
Population, total (Millions)	6,318,000	6,460,000	6,607,000	..	6,461,667	409,306,906	7,174,602,917
Population growth (annual %)	2.2	2.2	2.3	..	2.2	2.0	1.2
Urban population (% of total)	83.0	83.2	83.4	..	83.2	63.4	52.9

Source: DDP as of 5/2/2016

*International Monetary Fund, World Economic Outlook Database, April 2016