

SECTION 1: PROJECTSUMMARY

PROJECTNAME: New Employment Opportunities for youth in Jamaica (NEO JAMAICA)

ProjectNum: JA-M1036 - OperationNum: ATN/ME-15283-JA

Purpose:

The expected results are to broaden the quality and relevance of training programs and employment systems for vulnerable young people in the country.

CountryAdmin

JAMAICA

CountryBeneficiary

JAMAICA

EA: Youth Upliftment Through Employment

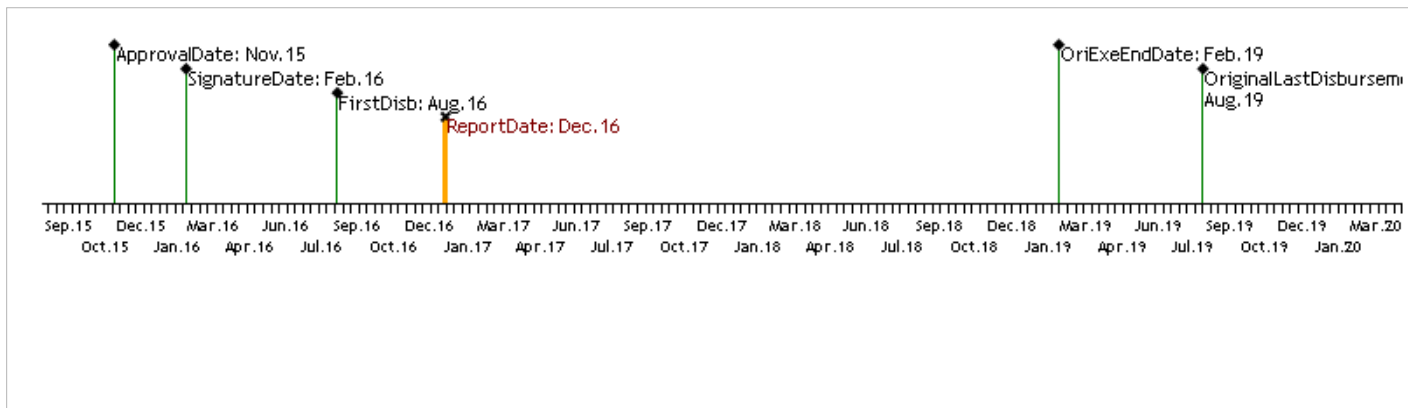
DesignTeamLeader:

ELENA HEREDERO RODRIGUEZ

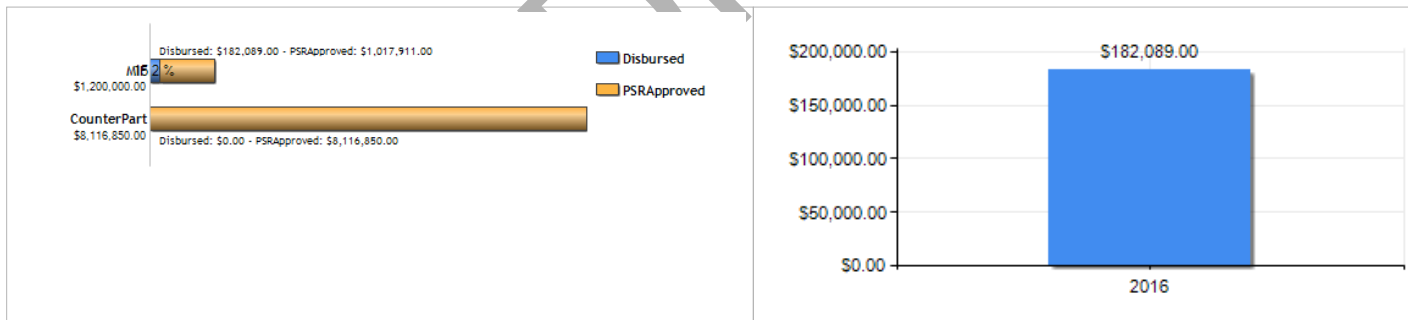
SupervisionTeamLeader:

WAYNE BEECHER

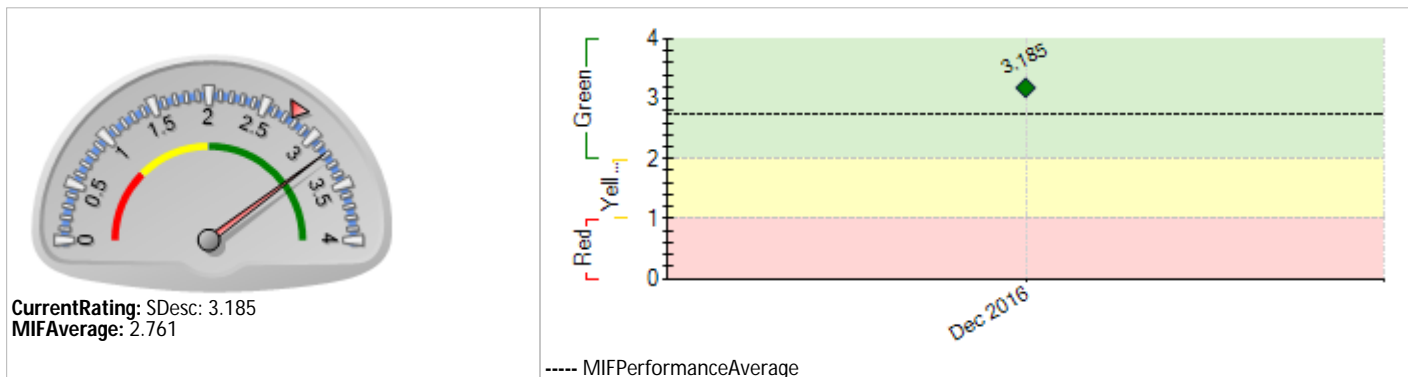
PROJECTCYCLE



PSRRESOURCEDISBURSED



PERFORMANCERATINGS

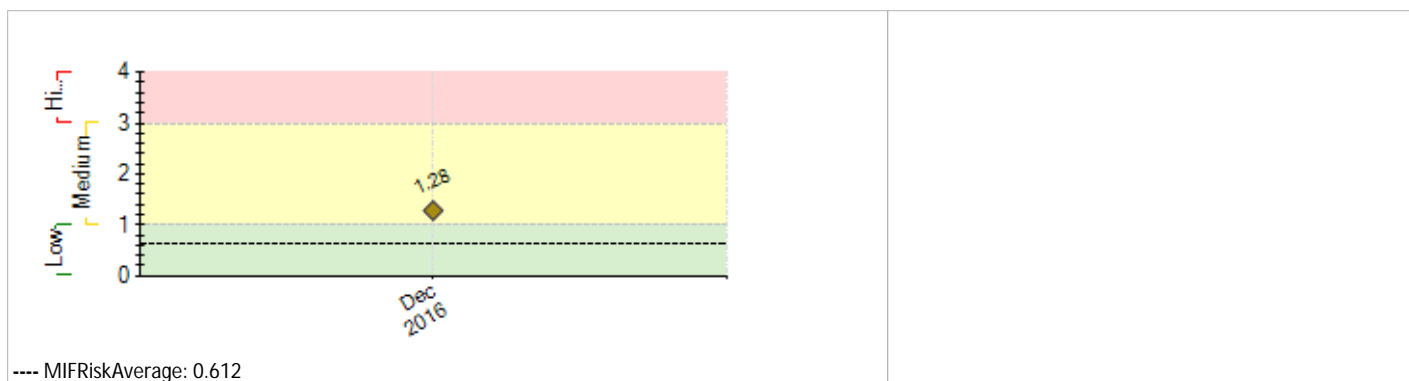


EXTERNALRISK

EXTERNALRISK

INSTITUTIONALCAPACITY

Risk
FinancialMngt: Low
Procurement: Low
TechnicalCapacity: Low



SECTION 2: PERFORMANCE

PSRReportSemester

1. The first milestone, conditions precedent to first disbursement, was satisfied, and an amount of US\$182,089 was disbursed as a result. The following indicators have been achieved: (a) taskforce organized to analyse the fragmentation of the youth ecosystem in the country; (b) draft technical proposals developed related to institutional framework for youth employability and a common metric system; and (c) draft communication strategy developed.

2. The merger of HEART Trust NTA, NYS and JFLL, service providers and agencies of the Ministry of Education, will cause delays due to the organisation transferral that is not completely documented. The Project will support the efforts of the merger via the activity to provide HEART with improvement proposals to assure training provided is labour market-driven, to facilitate the institutional analysis of the three entities to determine the synergies thereof.

3. The critical actions over the next six months include: (a) strengthen workshops organized for the NEO Jamaica Alliance; (b) The Ministry of Education provided with technical support to undertake the merger (not originally contemplated in the Project). This is aligned with activities to provide HEART with improvement proposals to assure training provided are labour market driven; (c) contract with the IYF finalized; and (d) job training centres evaluated in accordance with the NEO quality standards guide and having them develop their comprehensive improvement plans.

PSRCommentsMIFSpecialist

Agree with the Executing Agency comments

SECTION 3: INDICATORS AND MILESTONES

Indicators	Baseline	Intermediate 1	Intermediate 2	Intermediate 3	Planned	Achieved	Status
Goal: The desired impact of NEO Jamaica is to increase job placement opportunities for poor, vulnerable and low-income Jamaican young people ages 17 to 29	I.1 NEO graduates placed in jobs	0			3200 Feb 2019	0	
	I.2 NEO graduates placed in jobs remained in their jobs for at least two (2) months after the program	0			2400 Feb 2019	0	
	I.3 NEO graduates that continue studying or go back to schools.	0			1280 Feb 2019	0	
	I.4 NEO graduates who are working, have an income higher than or equal to the national minimum wage.	0			2400 Feb 2019	0	
	I.5 Satisfied employers with NEO graduates	0			80 Feb 2019	0	
	I.6 NEO graduates obtained formal employment	0			1600 Feb 2019	0	
Purpose: • The expected results are to broaden the quality and relevance of training programs and employment systems for vulnerable young people in the country.	R.1 Companies offering internships and jobs opportunities to NEO youth.	0			100 Feb 2019	0	
	R.2 Number of NEO graduates of training offered by NEO	0			6400 Feb 2019	0	
	R.3 Number of youth that have access to training, vocational orientation and job placement (enrolled) because of the program	0			10000 Feb 2019	0	
	R.4 Job service providers evaluated and strengthened by NEO increase the quality of their services, on average, in one of the NEO Dimensions	0			9 Feb 2019	0	
	R.5 Participant institutions increase their services and access to youth	0			9 Feb 2019	0	
Component 1: Coordination of the youth employability ecosystem Weight: 1% Classification: Satisfactory	C1.11 Taskforce organized to analyse the fragmentation of the youth ecosystem in the country.	0			1 Feb 2018	1 Sep 2016	Finished
	C1.12 Technical proposals related to institutional framework for youth employability, a common metric system and recommendations for public policy developed	0			1 Feb 2019	1 Dec 2016	Finished
	C1.13 Strengthening workshops organized for the NEO Jamaica Alliance	0	1 Feb 2017	2 Feb 2018	4 Feb 2019		
	C1.14 Institutions M&E capacity strengthened	0			5 Feb 2019		
Component 2: Implementation of a	C2.11 Systematized documents from the demand-supply alignment	0			1		

more effective vocational training programs system Weight: 79% Classification: Satisfactory	process developed to provide HEART with improvement proposals to assure training provided are labour market driven.					Feb 2018		
	C2.12 Job training centres evaluated in accordance with the NEO quality standards guide and having them develop their comprehensive improvement plans	0				4		
	C2.13 Teachers trained in best practices in teaching methods for youth	0				Feb 2017	40	
	C2.14 Professionals trained in Passport to Success: Life Skills program (PTS)	0				Feb 2018	40	
	C2.15 Professionals trained in best practices in career counselling	0				Feb 2018	10	
	C2.16 Youth enrolled and trained in job-training courses	0	2000			Feb 2018	8000	
	C2.17 Youth placed in internships opportunities, mentorship programs, apprenticeships or on the job training	0	500			Feb 2018	4000	

Component 3: Strengthening of youth employment services Weight: 17% Classification: Satisfactory	C3.11 Job placement and Vocational Orientation centres evaluated in accordance with the NEO quality standards guide and having them develop their comprehensive improvement plans	0				7		
	C3.12 Professionals trained in best job placement practices	0				Feb 2017	30	
	C3.13 Professionals trained in best practices in career counselling	0				Feb 2018	10	
	C3.14 Government's employment digital portal to offer information adapted to poor and vulnerable youth strengthened	0				Feb 2018	1	
	C3.15 Youth attended in vocational orientation centres, employment centres and offered information through the platform and the job fairs.	0	500			Feb 2019	2000	
	C3.16 Employers using the platform and offering job opportunities	0				Feb 2019	100	

Component 4: Knowledge management and strategic communication Weight: 3% Classification: Unsatisfactory	C4.11 Communication strategy developed	0				1	1	Finished
	C4.12 Public institutions have access to the knowledge products of the project	0				Feb 2017	Dec 2016	
	C4.13 Private institutions have access to the knowledge products of the project	0				5		
	C4.14 Academia/ education institutions have access to the knowledge products of the project	0				Jan 2019		
	C4.15 NGOs institutions have access to the knowledge products of the project	0				5		

Milestones	Planned	DueDate	Achieved	DateAchieved	Status
M0 Conditions Prior	5	Jun 2016	5	Jun 2016	Achieved
M1 Technical proposal drafted	1	Mar 2017			
M2 Job training centers evaluated	4	Aug 2017			
M3 Teachers, facilitators, and supervisors trained	40	Dec 2017			
M4 Seven employment centers evaluated.	7	Feb 2018			
M5 100 employers mobilized	100	May 2018			
M6 Draft strategic communication and dissemination plan developed	1	Jul 2018			
M7 Knowledge products conveyed to 20 interested institutions related to youth employment.	1	Dec 2018			
M8 Knowledge products conveyed to 20 interested institutions related to youth employment.	1	Dec 2018			

PSRCRITICALISSUESTITLE
[NoneReportedFactors]

SECTION 4: RISKS

PSRRISKTITLE

	Level	MitigationAction	Responsible
1. Risks associated with project sustainability. Public-private partnerships are an essential part of the initiative, but with changeovers of institutional authorities, especially at public sector agencies, there is a risk that the members of the partnership will lose interest and stop being involved or making contributions over time.	Medium	To mitigate this risk, the NEO Jamaica partnership has prepared a governance agreement describing the responsibilities of the members and ensuring their participation. Additional responses are planned, such as: (i) spreading responsibilities between the public and private sectors, to ensure a certain level of implementation of activities; (ii) lobbying the incoming and outgoing authorities in sector groups and public authorities, informing them of the benefits and results of the initiative; and (iii) making the initiatives part of the government's long-run development plans that normally involve different sectors and civil society actors. Furthermore, project Component 1 provides for strengthening the NEO Jamaica partnership through specialized workshops on working in partnership, dispute settlement, and the standardization of processes, to mitigate the risks of dissolution.	Project Guest
2. Sector risks. Another risk is the inability to assemble a significant number of companies in the selected sectors willing to contribute by offering internships or employment opportunities coupled with the risk of the economy slowing down or not growing.	Medium	To mitigate this risk, the NEO Jamaica partnership, YUTE, and the MIF intend to use their network of contacts to reach out to these companies. Specifically, project Component 3 provide for making contacts with businesses for this purpose. Another way of getting companies involved will be through the communication campaign described in Component 4.	Project Guest
3. Macroeconomic risks. As it was mentioned in the justification section, the central problem of high youth unemployment is	Medium	To mitigate this risk the team has identified certain sectors where there is a positive outlook for new jobs in the short to medium term, such as business process outsourcing, logistics, tourism, agro-	Project Guest

aggravated by a context of low job creation.

processing, and animation (see paragraphs 2.5 and 2.6). Nonetheless, these sectors may be adjusted during execution in order to be responsive to local demands of the economy.

OVERALLPROJECTRISK: Medium **NRORISKS:** 3 **INEFFECTRISK:** 3 **NOTINEFFECTRISK:** 0 **MITIGATEDRISKS:** 0

SECTION 5: SUSTAINABILITY

PSRSustainabilityScore: P - Probable

PSRCRITICALISSUESSUSTAINABILITYTITLE

[NoneReportedFactors]

RelativeActions:

The Ministry of Education, Youth and Information announced that HEART Trust NTA, the National Youth Service (NYS) and the Jamaica Foundation for Life Long Learning (JFLL) are set to be merged to consolidate youth services offered and to obtain efficiencies. HEART Trust NTA and NYS are major beneficiaries and service providers under the Project, and a merger will improve efficiencies but may also change the dynamic of the Project. It was important to understand whether the Project could support any potential changes or make adjustments to align with any such changes. The Project was able to assist with the merger via adjusting the study to provide HEART with improvement proposals to assure training provided is labor market-driven, to facilitate the institutional analysis of the three entities to determine the synergies thereof.

SECTION 6: PRACTICAL LESSONS

	RelativeTo	Author
1. The unexpected merger of HEART with 2 other agencies under the Ministry of Education showed a lack of appreciation by stakeholders regarding the complexity and organization of government.	Risk	Bryce, Barrington
2. The counterpart fund requirement under the Project for Alliance members is not transparent and is not align to the reality. Many Alliance members have objected to formally committing to resources as stipulated in the Donors' Memorandum.	Design	Bryce, Barrington
3. Selected members of the Alliance lack ownership as they do not see a direct benefit to themselves or to the organization. The Project was not designed to provide benefit to partner organizations. Members who lack ownership, refuse to put in extra effort to complete tasks on time, the quality of their deliverables is not up to the mark, and they will not do prompt escalations when they face an issue. This is particularly evident in attendance to meetings.	Implementation	Bryce, Barrington
4. The PSC consists of 10 members. A 2011 study by Bain Capital reported in The Nonprofit Times asserts that the optimal board size for effective decision-making is seven people. According to Bain, "every person added after that decreases decision-making ability by 10 percent." So for boards with the median of 17 people, Bain would put their decision-making ability at zero." Therefore, it would be feasible to keep the PSC at the same size, and according to the governance framework, invite member partners to meetings for technical reasons. These members will not have a vote in the decision-making of the PSC.	Sustainability	Bryce, Barrington