

PROJECT STATUS REPORT

JULY 2018 - DECEMBER 2018

SECTION 1: PROJECT SUMMARY

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

Project Number: JA-M1036 - Project Num.: ATN/ME-15283-JA

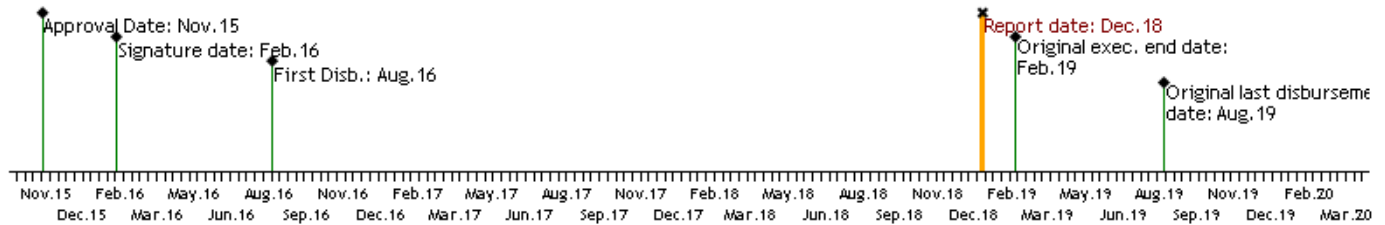
Country Admin
JAMAICA

Country Beneficiary
JAMAICA

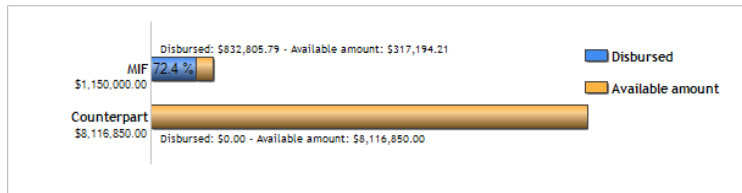
Executing Agency: Youth Upliftment Through Employment

Design Team Leader: ELENA HEREDERO RODRIGUEZ
Supervision Team Leader: SEGREE TERRY-ANN SHARLENE

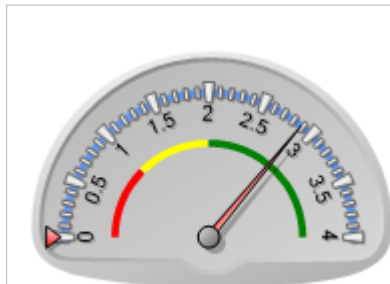
PROJECT CYCLE



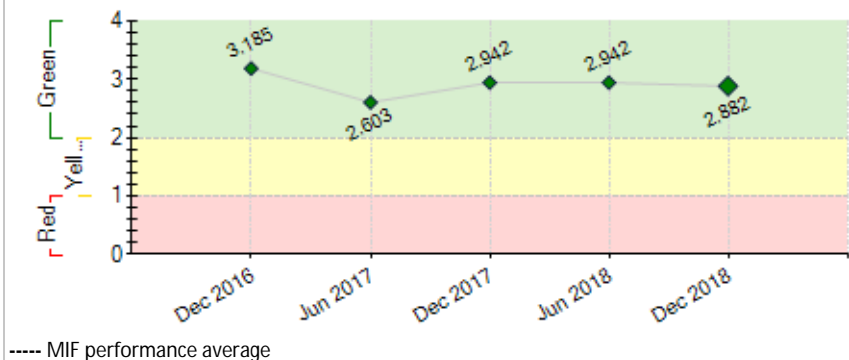
FUNDS



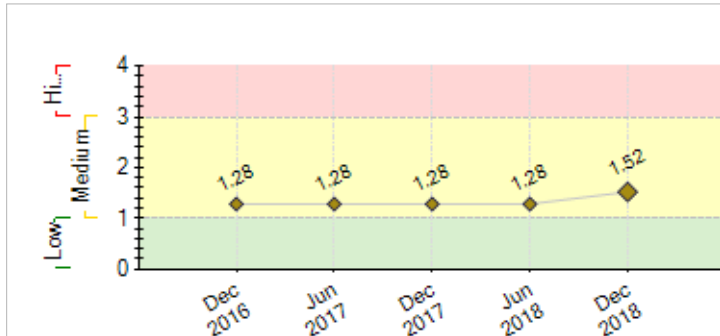
PERFORMANCE SCORE



Current score: Satisfactory: 2.882
MIF Average: 0



EXTERNAL RISKS



INSTITUTIONAL CAPACITY

Risk

Financial Management: Low

Procurement: Low

Technical Capacity: Low

SECTION 2: PERFORMANCE

Summary of project performance since inception

1. The main results achieved thus far include: (i) a taskforce organized to analyse the youth ecosystem fragmentation; (ii) 4 technical proposals developed; (iii) a communication strategy drafted and updated; (iv) 11 training centres evaluated and improvement plans completed; (v) 189 professionals trained; (vi) 1 strengthening activity for the NEO Jamaica Alliance organized; (vii) sustainability plan developed; (viii) LMIS platform and app developed; (ix) 122 employers mobilized; (x) 3 knowledge products developed; and (xi) 174 youth reached.
2. The merger of service providers has caused delays in the training of the professionals and collecting information on youth reached. The constant change in leadership at HEART and NYS has been detrimental to the project. Actions already taken included engaging HEART and to provide support to collect data on youth trained. This has not borne any fruit whatsoever.
3. The most important risk includes inability to collect information on youth trained. We know that youth are being trained but not reported. The action to taken to mitigate this risk is to constantly engage centres, especially HEART and NYS.
4. The project is moderately likely to achieve its final objectives as most activities have been completed and 189 professionals have been trained.
5. The EOU efforts through the end of the project are to: (i) organize a closing ceremony (March 2019); and (ii) facilitate the collection of youth data.

Comments from the Supervision Team Leader

Agree with the Executing Agency comments

Summary of project performance in the last six months

1. The main achievements for this semester include: (i) 35 professionals trained; (ii) sustainability plan developed; (iv) LMIS platform developed; (v) 4 employers mobilized; and (vi) 77 youth reached.
2. There are no significant delays however, the merger of HEART, the National Youth Service and the Jamaica Foundation for Life Long Learning caused delays in the training of the professionals. In addition, HEART (NYS) has emphatically not provided any data on youth they have trained.
3. The EOU efforts for the semester are: (i) organize a closing ceremony; and (ii) facilitate the collection of youth data.

Comments from the Supervision Team Leader

Agree with the Executing Agency comments

SECTION 3: INDICATORS AND MILESTONES

Indicators	Baseline	Intermediate 1	Intermediate 2	Intermediate 3	Planned	Achieved	Status
Goal:							
Purpose:							

Milestones	Planned	Due Date	Achieved	Date of achievement	Status

CRITICAL ISSUES THAT HAVE AFFECTED PERFORMANCE

[None reported in this period]

SECTION 4: RISKS

MOST IMPORTANT RISKS AFFECTING FUTURE PERFORMANCE

	Level	Mitigation action	Responsible
1. M&E risks. HEART (NYS) has not provided any information on youth reach notwithstanding that the bulk of the 189 professionals trained are from the merged institution. The Project is aware that youth are being engaged by HEART (NYS) but this information is not reported or conveyed to be uploaded in Salesforce. Therefore, youth are being trained/engaged but the Project does not have the details.	Medium	The Project has escalated the issue to senior management at HEART and has offered support in collecting data. The Project is following up with HEART and awaiting feedback.	Project Coordinator
2. 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	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	Project Coordinator

contributions over time.		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.	
3. 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, MYF, and the BID LAB 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 Coordinator
4. Macroeconomic risks. As it was mentioned in the justification section, the central problem of high youth unemployment is aggravated by a context of low job creation.	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-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.	Project Coordinator
PROJECT RISK LEVEL: Medium TOTAL NUMBER OF RISKS: 4 IN EFFECT RISKS: 4 NOT IN EFFECT RISKS: 0 MITIGATED RISKS: 0			

SECTION 5: SUSTAINABILITY

Likelihood of project sustainability after project completion: P - Probable

CRITICAL ISSUES THAT MAY AFFECT PROJECT SUSTAINABILITY

[None reported in this period]

Actions related to sustainability which have been taken in the reporting period:

A sustainability plan was created by ALIARSE based on guidelines for the 7 components of a business model: strategic planning, governance, operational structure, communications, competencies, memberships and services, and monitoring and evaluation. The baseline scenario was selected by stakeholders during a workshop held on August 29, 2018. It was further refined through interviews of the main partners. It is important to highlight that the sustainability plan includes only guidelines, which can then be used to prepare a strategic and an operational plan, to be implemented within two to three years.

SECTION 6: PRACTICAL LESSONS

1. The project milestone dates were developed by NEO Jamaica. The project activity dates were not developed by NEO Jamaica and therefore are not aligned with the milestone dates. For instance, milestone M2 and M4 were achieved before deadline but the corresponding activity dates (C2, 1.2, and C3, 1.1) suggest that activities were delayed. This is an issue that has been discussed previously and it is important that when dates are uploaded in the PSR that Project is involved. Having a visual project timeline that clearly communicates the important milestones and tasks is an essential tool for successful planning or project management. Project timelines outline the major deliverables of a project in a chronological sequence.	Relative to Implementation	Author Bryce, Barrington
2. M&E systems that are well designed and implemented, in close consultation with the intended users, are a powerful tool to measure results. In the Project, it appears that data gathering, analysis and use remain bottlenecks for both accountability and learning. A main reason for this is the lack of implications of (good and bad) performance. M&E systems are, in no way, used as management tools. They may be considered a bureaucratic, expensive burden, and not an opportunity for learning and improvement for HEART (NYS) and MLSS. There are few incentives for monitoring beyond individuals' own eagerness to do their job well. Consequences of bad performance were not included, both for individual service providers, and for trained professionals as whole.	Design	Bryce, Barrington