



USAID | **JORDAN**
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JORDAN ENHANCING SCHOOL MANAGEMENT AND PLANNING
(ESMP) PROJECT

Quarterly Progress Report

FY 2019 Quarter 2: January 1 – March 31, 2019

Submission Date: April 15, 2019

Contract Number: 72027819C00002

Contract Period: February 15, 2019 - February 14, 2023

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I. PROJECT OVERVIEW

A. Project Details

The overall project objective is to improve the school management and planning process and the quality of school environments in Jordan by enhancing the planning, oversight, operation, and maintenance capabilities of the Ministries of Education (MOE) and Public Works and Housing (MPWH).

The scope of the Jordan Enhancing School Management and Planning (ESMP) Project is to provide assessment expertise, technical assistance, capacity building, collaboration facilitation, and training to the MOE and MPWH, targeted stakeholders, and counterparts engaged in school management and planning to improve performance and sustain these improvements. The Jordan ESMP Project aims to improve existing management systems and procedures used by the Government of Jordan (GOJ) (through the MOE and MPWH) for the planning, implementation, and utilization of public schools in Jordan.

The primary target beneficiaries of the ESMP are MOE and MPWH staff on the central and field directorate levels. They will receive capacity building and technical assistance. Secondary beneficiaries include other participants in the school infrastructure process, including other GOJ employees and organizations (e.g., Audit Bureau, municipalities), private sector organizations that implement school infrastructure contracts (e.g., Architecture & Engineering firms), associations that participate in the process (e.g., Jordan Engineers Association, Jordan Construction and Contractors Association), and community stakeholders, including parents. The ultimate target beneficiaries are the students of Jordan, who will directly benefit from an improved learning environment directly and must indirectly benefit from increased capacity of the GOJ ministries responsible for creating increased access to education.

Table I (below) provides Jordan ESMP Project details.

Table I: Project Details	
Activity Name	USAID/Jordan Enhancing School Management and Planning (ESMP) Project
Activity Start / End Date	February 15, 2019 – February 14, 2023
Name of Prime Implementing Partner	The Kaizen Company
Contract/Agreement Number	72027819C00002
Name of Subcontractors	Edvise ME and CDM International, Inc. (CDM Smith)
Geographic Coverage (Governorates / Districts)	Jordan
Reporting Period	FY 2019 Quarter 2 (January 1 – March 31, 2019)

B. Executive Summary

1) Summary of Results for the Reporting Period and Key Achievements

The Kaizen Company (Kaizen) was awarded the Jordan ESMP Project on February 15, 2019 to conduct work under the following key components:

-) Assessments
-) Policy and Systems Strengthening
-) Human Resources, Staff Development, and Training
-) Sustainability of Increased Capacity

Since the project was awarded, Kaizen has been involved in various start-up activities and the onboarding of personnel it named in the proposal process. Three of these personnel have been working on the project since mid-February. In addition, Kaizen has worked to finalize various start-up tasks, including selecting legal counsel and finding office space for the team. While in Jordan, some of the program management team also met with the subcontractor Edvise ME to begin negotiating a subcontract.

2) Challenges/Lessons Learned

The candidate that Kaizen put forth as Chief of Party (COP) in the proposal stage was no longer available when the project was awarded. Kaizen rapidly recruited a replacement candidate through a rigorous recruitment process. USAID approved this candidate in March and the COP will begin full-time on the project on April 7, 2019.

2. ACTIVITY IMPLEMENTATION

A. Progress Narrative

On March 19, 2019, USAID and Kaizen had the project kick-off meeting, which helped the Kaizen ESMP Team gain a better understanding of USAID priorities and provided a more thorough overview of the key players as well as insight into the use of GIS for the project. Kaizen will work with subcontractors Edvise ME and CDM International, Inc. (CDM Smith) to accomplish the project's objectives.

Kaizen successfully onboarded its Capacity Building Specialist and Public Sector Procurement Specialist prior to the kick-off meeting. During this period, Kaizen senior leadership was also in Amman to lay the groundwork for the project, commence the work planning process, lay out the vision for accomplishing key project tasks, all while keeping in mind and prioritizing Jordanian development. Leadership met with the ESMP Project field office team members and strategized with them on all aspects related to effective program implementation.

The Kaizen ESMP Team has continued to identify, recruit and onboard non-key personnel to round out the team. In addition, the team has begun onboarding and finalizing negotiations with its subcontractors.

In the first quarter, Kaizen focused on the following start-up related tasks:

-) Obtaining necessary registration and legal permissions from government
-) Acquiring temporary and long-term office space for the ESMP Project in Amman

-) Hiring of ESMP key and non-key personnel
-) Commencing work on startup deliverables, including the Work Plan and the Monitoring, Evaluation, and Learning (MEL) Plan

The ESMP Project team has also focused on preparing for meetings with key counterparts and stakeholders that USAID will be introducing them to.

B. Reporting Data and DevResults

Kaizen began work on the MEL Plan in order to establish the project indicators to measure and track activity progress.

C. Implementation Challenges and Modifications Made/Issues Addressed from Last Quarterly Report

This is the first quarterly report for the Jordan ESMP Project. The Kaizen Team will report on challenges and modifications as they arise.

D. Status of Construction Activities

Construction interventions have not yet commenced, given that the project is still in start-up. The ESMP Project's construction portfolio will be designed and executed based on needs assessments and feedback from stakeholders during the initial phases of technical project implementation.

E. Lessons Learned and Best Practices

Given that the project is still in start-up, best practices and lessons learned will be more apparent in the following quarter.

F. Compliance with ADS Chapter 253 and Other USAID/Jordan Specific Policies and Procedures

No activities or events have been conducted during this reporting period, as such, this is not applicable.

3. PLANNED ACTIVITIES FOR NEXT QUARTER

A. Proposed Tasks and Activities for the Next Quarter

Kaizen plans to conduct the following meetings and engage with key relevant stakeholders to the Jordan ESMP Project in the following quarter:

-) Meetings with key GOJ stakeholders
-) Meetings with relevant governorate and field directorate and school representatives
-) Initial engagement with construction service firms
-) Meetings with local firms and associations engaged in school design, construction, and management processes
-) Meetings with other USAID implementing partners

-) Begin engaging with Civil Society Organizations, school associations and parent teacher councils (e.g., USAID-funded Jordan Reading and Math Project (RAMP) Community Mobilization Working Groups)

The Kaizen Company plans to submit the following key deliverables to ensure successful project implementation:

-) Year I Work Plan
-) MEL Plan
-) Gender Analysis
-) Outreach and Communication Plan

In addition, the Kaizen ESMP Team plans to finalize the recruitment and onboarding of all non-key personnel in the following quarter. Kaizen plans to create an Environmental Monitoring and Mitigation Plan to analyze how project activities will have an environmental impact.

4. BRANDING COMMUNICATIONS AND DISSEMINATION

A. Key Communication Activities - Specific Activities That Reflect Branding Awareness for USAID

Kaizen plans to submit a Branding & Marking Plan in the next quarter.

5. ENVIRONMENTAL STATUS REPORT

Kaizen will create an Environmental Monitoring and Mitigation Plan in the next quarter.

6. ANNEXES

Annex I Performance Indicator Table

There are no performance indicators to report for this quarter.

Annex II Geographic Data Reporting – GIS Template

There are no interventions or geographic data to report for this quarter.

Annex III Completed Assessments, Evaluations, Plans, and Studies

There is no list of completed assessments, evaluations, plans and studies to report during this quarter.

Annex IV Success Stories

There are no success stories to share this quarter.

Annex V List of Staff and Consultants with Dates In/Out of Country

Staff Name	Position	Dates in Jordan
Kevin Wheeler	Chief Executive Officer and ESMP Technical Director	March 17 – 21, 2019
Timothy Shumaker	Program Management Director	March 17 – 26, 2019
Danielle Goldman	Program Manager	March 15 – April 16, 2019

Annex VI Quarterly Financial Summary

THE KAIZEN COMPANY SUMMARY	Approved Budget	Total Spent as of 12/31/2018 (Q3 FY'19)	Jan 2019 Actual Expenses	Feb 2019 Actual Expenses	Mar 2019 Projected Expenses	Total Expense Q3 FY'19	Total Spent as of 03/31/2019	Balance In Award as of Apr 1, 2019	Projections for Q3 FY'19	Balance In Award as of July 1, 2019
1. Salaries and Wages	\$ 2,589,710.31					\$ -	\$ -	\$ 2,589,710.31	\$ 157,907.04	\$ 2,431,803.28
2. Fringe Benefits	\$ 1,088,248.27					\$ -	\$ -	\$ 1,088,248.27	\$ 62,255.22	\$ 1,025,993.05
3. Allowances	\$ 367,674.87					\$ -	\$ -	\$ 367,674.87	\$ 34,183.52	\$ 333,491.35
4. Subcontracts and Consultants	\$ 975,282.36			\$ 2,800.00	\$ 18,300.00	\$ 21,100.00	\$ 21,100.00	\$ 954,182.36	\$ 84,836.59	\$ 869,345.77
5. Travel Transportation and Per Diem	\$ 239,753.87				\$ 11,700.00	\$ 11,700.00	\$ 11,700.00	\$ 228,053.87	\$ 14,450.50	\$ 213,603.37
6. Equipment and Supplies	\$ 315,943.24					\$ -	\$ -	\$ 315,943.24	\$ 75,157.50	\$ 240,785.74
7. Training	\$ 80,506.88					\$ -	\$ -	\$ 80,506.88	\$ 3,187.50	\$ 77,319.38
8. Other Direct Cost	\$ 486,662.27			\$ 14,445.00	\$ 11,107.34	\$ 25,552.34	\$ 25,552.34	\$ 461,109.93	\$ 32,998.37	\$ 428,111.57
10. Indirect Cost	\$ 2,337,652.36			\$ 4,678.75	\$ 6,377.39	\$ 11,016.14	\$ 11,016.14	\$ 2,326,636.22	\$ 157,485.47	\$ 2,169,150.75
11. Fixed Fee	\$ 508,856.06				\$ 2,846.68	\$ 2,846.68	\$ 2,846.68	\$ 506,009.38	\$ 31,347.70	\$ 474,661.68
TOTAL ESTIMATED COSTS	\$ 8,989,790.45	\$ -	\$ -	\$ 21,923.75	\$ 50,251.41	\$ 72,215.16	\$ 72,215.16	\$ 8,917,575.29	\$ 659,809.41	\$ 8,257,765.88