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ENHANCING SCHOOL MANAGEMENT AND PLANNING (ESMP)
PROJECT

Quarterly Progress Report

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ACRONYMS AND ABBREVIATIONS

A&E	Architecture and Engineering
ADS	Automated Directive Systems
CBS	Capacity Building Specialist
CITIES	USAID/Cities Implementing Transparent, Innovative, and Effective Solutions Project
COP	Chief of Party
COR	Contracting Officer's Representative
DCOP	Deputy Chief of Party
DCU	Development Coordination Unit
ECA	Extra Curricular Activities
EMIS	Education Management Information System
ESMP	USAID/Enhancing School Management and Planning Project
ESRI	Environmental Systems Research Institute
FGD	Focus Group Discussion
FRPFM	USAID/Fiscal Reform and Public Financial Management Project
F&OM or FOM	Finance and Operations Manager
GIS	Geographic Information Systems
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
GOJ	Government of Jordan
GTD	General Tenders Department
JD	Jordanian Dinar
KfW	German Kreditanstalt für Wiederaufbau, KfW Bankengruppe
MEL	Activity Monitoring, Evaluation, and Learning
MOE	Ministry of Education
MPWH	Ministry of Public Works and Housing
PI	Performance Improvement
PIM	Project Information Modeling
QA/QC	Quality Assurance/Quality Control
QRC	Queen Rania Center
QUDRA2	Resilience for Syrian Refugees, IDPs and Host Communities in Response to the Syrian and Iraqi Crises', funded by the EU Regional Trust Fund
RFP	Request for Proposal
SDDP	School and Directorate Development Section
SI	School Infrastructure
STTA	Short-Term Technical Assistance
UNESCO	United Nations Educational, Scientific, and Cultural Organization
USAID	United States Agency for International Development
VO	Variation Order
WG	Working Group

I. PROJECT OVERVIEW

I.1 Project Details

The Enhancing School Management and Planning (ESMP) Project is designed to improve the Jordanian school management and planning process, as well as the quality of the school environments in Jordan by enhancing the planning, oversight, operation, and maintenance capabilities of the Ministry of Education (MOE) and the Ministry of Public Works and Housing (MPWH).

The goal of the ESMP Project is to provide assessment expertise, technical assistance, capacity building, collaboration facilitation, and training to the MOE, MPWH, targeted stakeholders, and other counterparts to improve existing management systems and procedures used by the Government of Jordan (GOJ) for the planning, implementation, and utilization of public schools in Jordan.

To achieve this goal, ESMP Project staff will work in close coordination with multiple governmental and non-governmental actors. Critical to the integration of MOE and MPWH policies and their long-term cooperation is the inclusion of local communities and parent stakeholders involved in the education process.

Working in close collaboration with project ministry partners and other non-governmental stakeholders, initial assessments and working groups (WGs) will lead to policy improvements in the planning, oversight, operation, and maintenance capabilities of the MOE and MPWH.

The ultimate target beneficiaries are the students of Jordan, who will directly benefit from an improved learning environment and indirectly from increased capacity of the GOJ ministries responsible for creating increased access to education.

Table I provides Jordan ESMP Project details.

Project Name	Jordan Enhancing School Management and Planning (ESMP) Project
Project Start / End Date	February 15, 2019 – February 14, 2023
Name of Prime Implementing Partner	The Kaizen Company, LLC
Contract Number	72027819C00002
Name of Subcontractors	Edvise ME; CDM International Inc. (CDM Smith)
Geographic Coverage	Jordan
Reporting Period	October 1 – December 31, 2019

I.2 Executive Summary

I.2.1 Short Introduction

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

- Component 1: Assessments
- Component 2: Policy and Systems Strengthening
- Component 3: Human Resource, Staff Development, and Training
- Component 4: Sustainability of Increased Capacity

During the previous quarter, the project focused on completing baseline assessment reports on school infrastructure policies and systems and moved to working with partners on performance improvement activities that a) arose during assessment interviews, and b) had committed ministerial partners ready to move forward. As a result, the project worked with ministry partners to assemble several problem-solving teams that will lead to school infrastructure system improvements over the coming months.

I.2.2 Summary of Results for the Reporting Period and Key Achievements

In the final quarter of program Year I, ESMP had transitioned from assessments to working with both the MOE and MPWH to address identified challenges in areas of school infrastructure planning, design and construction. Responding to ministry demand, several performance improvement teams were formed with senior ministerial support. By the end of the quarter, the project was assembling resources to assist with improved construction progress reporting, design stage project tracking, and MPWH information archiving. Additional initiatives were underway to improve data quality, reduce school vandalism, and form an inter-ministerial GIS group.

Despite structural roadblocks, ESMP transitioned to policy and system strengthening activities, ahead of contractual and work plan expectations. Also of note, with every initiative, ESMP strongly encouraged partnership between ministries. Going forward, as problem-solving teams develop, the project will continue to encourage collaboration with all key stakeholders in defining and implementing change.

During the quarter, ESMP and USAID redefined the expectations of the Activity I.C Jordan public school physical assessment. USAID expanded the requirements of the physical assessment to include all public schools, and to link the survey design to an existing dataset housed in the MOE within the Open Education Management Information System (EMIS). In parallel with this expanded mandate, USAID invited the project to seek additional funds. By the end of the quarter, The Kaizen Company was preparing necessary documentation for submission.

While contract discussions were underway, ESMP collaborated broadly with the MOE, as well as other donors, inviting input into the survey questionnaire. The project sought proposals from Jordanian firms to manage survey enumerators. By the end of the quarter, a firm had been selected and contracting was near completion. The project had also developed an innovative, cloud-based survey application using open source software often deployed in humanitarian operations and housed on android tablets. The survey application, tablets and cloud-based information repository were tested when the team surveyed a 1000-student boys' school in Amman.

1.2.3 Problems Encountered/Lessons Learned

ESMP experienced delays in organizing a structure to interact with joint-ministry senior leadership. Two factors caused the delay -- senior ministry changes and the unsigned USAID Project Implementation Letter, which describes ESMP's relationship with both ministries.

The absence of senior ministry interaction precluded the identification and prioritization of key ministry concerns. This joint ministry guidance is important to the project's long-term objectives, as ministerial direction legitimizes ESMP's mission and, in a hierarchical government structure, incentivizes participation of beneficiary stakeholders.

In spite of this delay, ESMP developed relationships with several department heads who are engaged in SI reform efforts. Their ideas and commitment form a solid foundation to the start of program year two.

2 PROJECT IMPLEMENTATION

This quarter, ESMP gained significant traction in project implementation. Relationships with the MOE and MPWH were solidified, with consensus gained on a way forward as evidenced by official ministry letters in Annex 9.7 acknowledging a need for ESMP assistance and willingness to work in cooperation with the project. Meetings and interviews with stakeholders continued to inform ESMP implementation and resulted in the development of 10 specific areas for performance improvement (PI). Substantial progress was made in preparation for the physical assessment of schools, including the development of the survey tool and related training materials.

Two major events were conducted by ESMP this quarter. On December 4, ESMP hosted a Data Quality Workshop, which emphasized the need and value of quality data and sought to promote ownership and assign responsibilities for data quality. On December 23, ESMP held a School Vandalism Task Force Kick-off Workshop that formalized the project's engagement with stakeholders with regard to reducing school vandalism. Both data quality and reducing/preventing vandalism are included in the 10 PI areas ESMP will focus on in the coming months. Table 2. Below summarizes activities and progress for FY20 Q1.

TABLE 2: FY20 Q1 ACTIVITIES AND PROGRESS SUMMARY

Project Work Plan Activity	Status as of December 31	Reason for Deviation, if any
COMPONENT I		
Activity I.A.1 Collaboratively review, design, and conduct SI Process General Assessment		
Sub-Activity I.A.1.1 Review of previous SI project assessments	Complete	
Sub-Activity I.A.1.2 Meetings with USAID partners and other key stakeholders	Ongoing	
Sub-Activity I.A.1.3 Conduct preliminary stakeholder discussions - school planning process	Complete	

Sub-Activity I.A.1.4 Conduct preliminary stakeholder discussions - data for decision making	Complete	
Sub-Activity I.A.1.5 Conduct preliminary stakeholder discussions - school construction design standards, requirements, design review, and approval process	Complete	
Sub-Activity I.A.1.6 Conduct preliminary stakeholder discussions - GOJ procurement of A&E and construction services	Complete	
Sub-Activity I.A.1.7 Conduct preliminary stakeholder discussions - construction management and supervision	Complete	
Sub-Activity I.A.1.8 Conduct preliminary stakeholder discussions - school maintenance, operation, and utilization	Complete	
Sub-Activity I.A.1.9 Hold National SI Assessment Workshop	Cancelled	Delayed official engagement with ministry made a national workshop logistically impossible within the contract report deadline.
Sub-Activity I.A.1.10 Collaboratively Develop General Assessment Report with MOE and MPWH	Complete	Extensive GOJ participation through interviews and meetings, but no mechanism is in place for collaborative report development.
Activity I.B.1 Collaboratively review, design, and conduct Behavior Change Study		
Sub-Activity I.B.1.1 Review Previous SI assessments	Complete	
Sub-Activity I.B.1.2 Hold three focus groups to gather regional community stakeholder input	Complete	Two parent focus groups held by Edvise Me
Sub-Activity I.B.1.3 Hold two government official focus groups and interviews	Complete	The focus groups were replaced by individual meetings due to delays in official engagement with MOE and MPWH and compressed time schedule.
Sub-Activity I.B.1.4 Gather behavior study information through preliminary stakeholder discussion groups	Complete	The workshop/discussion groups were replaced by individual meetings due to delays in official engagement with MOE and MPWH and compressed time schedule.
Sub-Activity I.B.1.5 Convene behavioral incentive / disincentive breakout sessions at the National SI Assessment Workshop	Cancelled	Delayed official engagement with MOE and MPWH made a national workshop logistically impossible within the contract report deadline.
Sub-Activity I.B.1.6 Collaboratively develop general	Complete	Extensive GOJ participation through interviews and meetings, but no

assessment report with MOE and MPWH		mechanism is in place for collaborative report development.
Activity 1.C.1 Collaboratively review, design, and conduct Needs Assessment of Public Schools		
Sub-Activity 1.C.1.1 Review existing data from GIS, EIMIS and other sources	Complete	
Sub-Activity 1.C.1.3 Conduct National Physical Assessment of All Schools (Jun – Aug)	On hold contractually. During the quarter: <ul style="list-style-type: none"> • Management firm recruited • Survey designed • Training materials designed • Tablet App / Cloud App designed and tested • Survey Tablets purchased and configured 	Language variation between the RFP and the contract; placing activity on temporary hold.
Sub-Activity 1.C.1.4 Collaboratively prepare needs assessment report with MOE and MPWH	Partially Complete	Language variation between the RFP and the contract; placing activity on temporary hold.
Sub-Activity 1.C.1.5 Transfer data to MOE for use with EMIS and GIS	On hold pending assessment completion.	Language variation between the RFP and the contract; placing activity on temporary hold.
COMPONENT 2		
Activity 2.A.1 Align existing structures with Kaizen methods to tailor design of SI PI		
Sub-Activity 2.A.1.1 Develop the SI PI Model design in collaboration with ministerial partners and receive USAID, MOE, and MPWH approval	Complete / Approved by COR pending ministry agreement through Program Implementation Letter (PIL).	
Sub-Activity 2.A.1.2 Work with COR, MOE and MPWH to, define the size, makeup, organizational structure, time demands, resources, and needed skills of the PI WG	Awaiting PIL approval.	Project implementation letter with MOE/ MPWH not executed; providing an agreed framework for partnership. Project has proceeded on an ad hoc basis of forming groups and structures based on ministry demand.
Activity 2.A.2 Select and appoint high performing, influential, and committed	Teams formed with SG/DCU approval for	Ahead of workplan and contract

<i>individuals from existing school infrastructure process and structures with leadership approval</i>	<i>Construction tracking, design process tracking, construction reporting, inter-ministerial GIS, and in process; vandalism</i>	
Activity 2.A.3 <i>Orient selected individuals to WG structure, role commitments and assignments</i>	<i>Orientation introduced in meetings and workshops – partially complete and ongoing</i>	<i>Ahead of workplan and contract</i>
COMPONENT 4		
Activity 4.A.1 Establish initial planning, knowledge, and ownership transfer mechanisms for assessment activities		
Sub-Activity 4.A.1.1 Create stakeholder assessment support team	Cancelled	Project implementation letter with MOE/ MPWH not executed; precluding an agreed framework for partnership. Will incorporate assessment findings for feedback in future PI Initiative activities.

2.1 Component 1: Assessments

ESMP finalized the physical assessment survey tool and training materials this quarter, and piloted the survey on December 30 at the Bayader Wadee Aseer Boys’ School in Amman (the school has a capacity of 1000 students). The survey was finalized with input from USAID, MOE, and donor representatives of the Government of Canada and the Government of Switzerland. Engineers tasked with carrying out the surveys were trained by ESMP and provided with survey guides to assist in the process. The piloting of the survey at the boys’ school tested the validity of the survey questions and served to gauge the amount of time necessary to complete the survey at each targeted school.

2.2 Component 2: Policy and Systems Strengthening

This quarter, the ESMP team focused a significant amount of effort in developing and establishing performance improvement (PI) teams with ministries and other stakeholders across 10 key SI areas, as follows: 1) data quality improvement; 2) smart project information modeling (PIM); 3) design quality assurance/ quality control (QA/QC); 4) Web GIS construction reporting tracking; 5) construction progress reporting; 6) construction performance reporting; 7) information archiving; 8) school physical assessment data; 9) school vandalism; and 10) inter-ministerial GIS data. Tables 3.1 through 3.8 provide information on the meetings ESMP conducted related to each PI area.

1) **Data Quality Improvement:** This team will support MOE initiatives to improve data quality for OpenEMIS on data related to school overcrowding and facility maintenance. Improved data quality will provide more accurate and thorough information for school construction, expansion, and maintenance planning. The MOE affirmed its commitment and desire for ESMP’s support in an official letter dated November 28, 2019. The Data Quality Workshop held by ESMP on December 4, 2019 reviewed the many aspects of data quality and emphasized the importance and value of clearly defined roles and ownership to improve data quality.

ESMP is currently involved in an active partnership with the MOE's Planning Department and the Queen Rania Center (QRC). The project is awaiting an official response from the MOE on the selection of the members of the data quality improvement team. In the coming months, ESMP will work with the MOE to define data quality procedures, identify specific opportunities for data quality capacity building, define data quality procedures and responsibilities, and resolve data quality technical issues. In addition, ESMP will support the MOE as it works to make the data more easily accessible for decision-making through system improvements. Table 3.1 below summarizes the meetings related to data quality that were conducted by ESMP this quarter.

Table 3.1 Data Quality Meetings

Date	Entity	Name	Job Title	Purpose
October 8	QRC	Marwan Turman	Head of EMIS and E-Learning Division	Discussed issues related to Open EMIS, specifically data validation procedures used to cross-check number of students, teachers, school classroom and classroom area. Also discussed the main challenges faced by end users.
October 10	MOE	Eng. Safaa Al Beiruti	Head of GIS Section	Discussed the role of GIS section, action plan for the coming year, and completed and pending activities. Added linking with government sector through web map service as a new activity to be included in the action plan. Also discussed data quality issues, operation dashboard strategy, and reporting system.
		Abdullah Hasouna	Director of Strategic Planning	
October 29	QRC	Marwan Al Turman	Head of EMIS and E-Learning Division	Discussed data ownership and data quality standard workshop, objectives, and target participants. Also discussed physical assessment scenarios, specifically whether to connect directly to OpenEMIS or to load the data after survey completion.
		Ali Al Mahasis	Programmer	
		Asma Rubi	Programmer	
November 19	QRC - Center for Learning Technology	Marwan Al Turman	Director of Learning	Discussed the workshop agenda, particularly data quality improvement of the Open EMIS system to support school planning and maintenance.

Data Quality Improvement is linked to activity 2.A.10-2.

2) **Smart PIM:** This team will work to support the MPWH Building Administration/ Building Studies Directorate to develop and implement a school design-phase tracking system. This system would serve as a project management tool and would be linked to design progress reporting, which in turn would assist managers in addressing delays in the design phase of the SI process. Smart PIM is intended to be a flexible and robust project tracking system for the design/studies phase. With this system, the Ministry

would be able to generate a wide range of reports in real time, receive information via smartphones and tablets, identify “red flag” projects, and identify bottlenecks. It will also be a useful tool to for compiling information on delays and quality of work of A&E firms.

ESMP received an official letter from MPWH dated October 16, 2019 asking for the project’s support. ESMP is in the process of hiring an IT consultant to evaluate MPWH’s system, hardware, and training needs for smart PIM and will present the results as well as the estimated cost to USAID. Table 3.2 below summarizes the meetings related to Smart PIM that were conducted by ESMP this quarter.

Table 3.2 Smart PIM Meetings

Date	Entity	Name	Job Title	Purpose
October 14	MPWH – Directorate of Buildings Technical Affair & IT	Eng. Abeer Tesluq	Head of programing in the IT Department	Compilation of information on the Smart PIM system to be used in the preparation of a proposal to USAID on the system including an estimate of the cost to conduct a study to determine required support.
		Eng. Darien Al Bukhary	Architecture engineer in the studies department, the educational sector	
		Liana Abu Bader	Head of Systems Analysis Department	
		Eng. Jasmine Al Deras	E- Government Section	
		Eng. Suheer Burqan	Studies Director	
October 22	MPWH - IT	Eng. Wael Zakarni	Director of IT Department	Discussed the technical aspects of the existing archiving and document tracking systems, how IT will support As-Built Archiving and integrate the archiving system with the Smart PIM system, and next steps.
		Eng. Abeer Tesluq	Head of programing in the IT Department	
		Liana Abu Bader	Head of Systems Analysis Department	
		Eng. Jasmine Al Deras	E- Government Section	
November 1	MOE - International Buildings & Projects Department	Eng. Naser Abu Al-Reesh	Head of the Studies Department	Introduced the Smart PIM system and discussed the role of the studies department in checking the designs prepared by the A&E firms.
		Eng. Suaad Abu Deah	Architectural Engineer in the Studies Department	

Smart PIM is linked to activities 2.A.10-1.

3) **Design QA/QC:** The purpose of this team is to reduce design changes through better inter-departmental coordination and improved review tools. The team will track design quality issues and document changes by A&E firms for consideration in future tenders. This QA/QC performance improvement initiative will reduce design changes and contradictions between architects, engineers, and bills of quantity. It should also promote increased participation and ownership of school design by MOE reviewers. Table 3.3 below summarizes meetings ESMP conducted related to design QA/QC.

Table 3.3 Design QA/QC Meetings

Date	Entity	Name	Job Title	Purpose
November 20	MPWH - The Directorate of Implementing and Maintaining the Buildings of Educational Sector	Eng. Jehad Swalem	The Director of the Implementing & Maintaining the Buildings of Educational Sector	Support MPWH in efforts to improve systems and policies related to school infrastructure. ESMP's range of support includes expert assistance, technical support, training, and in some cases equipment and software to support improved systems. Also, to create a Construction Reports Team with ESMP support.
		Eng. Duaa Uthman	The USAID projects Coordinator	
		Basema Sheehan	Engineer	
November 21	MPWH – Directorate of Buildings Studies	Eng. Suhair Burgan	The Building Studies Director	Support MPWH in efforts to improve systems and policies related to school infrastructure. ESMP's range of support includes expert assistance, technical support, training, and in some cases equipment and software to support improved systems. Also, to create a Design Review Team with ESMP support.
		Khaled Al Ukesh	Head of the Building Studies for the Educational Sector	
		Farh Jabri	Architecture Engineer	

Design QA/QC is linked to activities 2.A.10-1

4) WebGIS Construction Reporting Tracking: This team will support the WebGIS construction report tracking system through enhanced system development, GIS software and hardware support, and ongoing technical assistance. This system will serve as a key tool in tracking construction progress and will serve as a gateway to enhanced contractor performance reporting. Improved project tracking will lead to improved project management, which in turn will improve the efficiency of school construction.

ESMP received an official letter from MPWH’s GIS directorate dated November 12, 2019 indicating its commitment and desire to work with ESMP in this regard. MPWH currently has a contract with Environmental Systems Research Institute (ESRI) Jordan to provide ArcGIS Desktop and ArcGIS Enterprise Standard. However, this service is very basic with a very small number of licensed users, thus impairing MPWH’s work in this regard. In response, a purchase request has been submitted for purchase 25 licenses for MPWH use. ESMP will work with MPWH to measure performance each quarter to track anticipated improvements in construction reporting and address relevant issues if improvements are hindered. Table 3.4 below summarizes the meetings related to WebGIS Construction Reporting Tracking that were conducted by ESMP this quarter.

Table 3.4 WebGIS Construction Reporting Meetings

Date	Entity	Name	Job Title	Purpose
December 10	MPWH, The Directorate of Implementing and Maintaining the Buildings of Educational Sector and GIS Directorate	Eng. Jehad Swilem	The Director of the Building Implementing and maintenance for the educational sector	Seek assistance to form a technical team to address the issue of Construction Progress Reporting.
		Eng. Lana Moqatash	Director of the GIS Directorate	
		Eng. Ruba Al-Zubi	Engineer in the Follow-Up section in the Building implementation and maintenance for the educational sector	
December 31	MPWH, The Directorate of Implementing and Maintaining the Buildings of Educational Sector and The Buildings Studies Directorate	Eng. Nadia Mesalha	The Director of the Building Implementing	COP meeting to discuss standardized construction reporting, and the design review team.
		Eng. Duaa Uthman	The USAID projects Coordinator	
		Eng. Basemah Sheehan	Head of the USAID projects	
		Eng. Souher Burgan	The Buildings Studies Director	

WebGIS Construction Reporting Tracking is linked to activities 2.C.1

5) Construction Progress Reporting: The goal of this team is to develop a standard construction progress report based on USAID, KFW, and other key donor reporting requirements. The standardized report would have a uniform set of key milestones that would feed into the WebGIS and will increase the accuracy of progress reporting. It will also ease the reporting process for MPWH staff and can serve as the foundation for institutionalizing the contract implementation timeline, providing a measure to determine if construction is behind, on time, or ahead of schedule. Table 3.5 below describes the meeting conducted by ESMP on Construction Progress Reporting this quarter.

Table 3.5 Construction Progress Reporting Meetings

Date	Entity	Name	Job Title	Purpose
November 4	MPWH, KFW, Trigon Associates	Eng. Lana Maqtash	GIS manager	Discussed weaknesses in reporting and construction scheduling. Also discussed creation of construction
		Eng. Shereen Al-Nsour	Head of GIS department	
		Eng. Mohamed Al-Jaber	Survey Engineer	
		Luis Palmeira	KFW Program Manager	
		Mike McGovern	Trigon COP	

				progress reporting team.
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In the coming period, ESMP will call a wider meeting to include representatives from the relevant departments at MPWH and MOE, as well as A&E engineers and contractors. The meeting will focus on construction progress reporting and encourage a dialogue about improving this type of reporting and gain consensus on a plan forward.

Construction Progress Reporting is linked to activities 2.C.1 and in support of 2.A.10-4 through 2.A.10-6

6) Construction Performance Reporting: This team will develop and deploy a performance report card for school construction contractors. Reporting on quality standards would serve to set performance benchmarks that, when linked to tendering and other processes, would pressure selection systems to factor quality into tendering decisions. Table 3.6 below summarizes the ESMP meetings related to construction performance reporting.

Table 3.6 Construction Performance Reporting Meetings

Date	Entity	Name	Job Title	Purpose
December 10	MPWH, The Directorate of Implementing and Maintaining the Buildings of Educational Sector and GIS Directorate	Eng. Jehad Swilem	The Director of the Building Implementing and maintenance for the educational sector	Discussed forming a technical team to address the issue of Construction Progress Reporting.
		Eng. Lana Moqatash	Director of the GIS Directorate	
		Eng. Ruba Al-Zubi	Engineer in the Follow up section in the Building implementation and maintenance for the educational sector	
December 31	MPWH, The Directorate of Implementing and Maintaining the Buildings of Educational Sector and The Buildings Studies Directorate	Eng. Nadia Mesalha	The Director of the Building Implementing	COP meeting regarding standardized construction reporting, and the design review team.
		Eng. Duaa Uthman	The USAID projects Coordinator	
		Eng. Basemah Sheehan	Head of the USAID projects	
		Eng. Souher Burgan	The Buildings Studies Director	

Construction Performance Reporting is linked to activities 2.A.10-4 through 2.A.10-6

7) **Information Archiving:** This team would support MPWH in the development of a document management system that will include as-built drawings. Having the as-built drawings available in a digitized format in a document management database linked to MOE schools and accessible to MOE officials at the central office and school level will improve operations and maintenance as well as school expansion planning.

The current archiving system used by MPWH is called “DocuWare” and is customized by a private company, Image Technologies (also known as ITEC). ESMP will engage with an IT consultant to identify needs, such as hardware and software, to improve the existing system at MPWH to support archiving of as-built drawings. This quarter, MPWH purchased two A0 scanners for archiving. Table 3.7 below summarizes the meetings held by ESMP this quarter related to information archiving.

Table 3.7 Information Archiving Meetings

Date	Entity	Name	Job Title	Purpose
October 22	MPWH - IT	Eng. Wael Zakarni	Director of IT Department	Discussed technical aspects of the existing archiving and document tracking systems. Also discussed how IT will support As-Built Archiving and integrate the archiving system with the Smart PIM system, and next steps.
		Eng. Abeer Tesluq	Head of programing in the IT Department	
		Liana Abu Bader	Head of Systems Analysis Department	
		Eng. Jasmine Al Deras	E- Government Section	

Information Archiving is linked to activity 2.A.10-8.

8) **School Physical Assessment Data:** This team will assist the MOE in fully utilizing ESMP physical survey data through reporting, analysis, and training. The team would consider data and reporting needs to enhance facility maintenance as well as documentation and training requirements. Effective utilization of the ESMP physical assessment data would increase demand for stakeholders to maintain the data set, and with ESMP capacity development support, MOE staff will have the capability to maintain the school physical data set at a high level. Ultimately, this will result in improved data for facility maintenance planning and budgeting. ESMP will move forward on this PI area once the physical assessment is completed and data is available.

School Physical Assessment Data is linked to activities 2.A.10-9 through 2.A.10-12

9) **School Vandalism:** This PI team, which will likely be more of a task force, will work to ensure that vandalism is decreased through a combination of durable design, successful direct interventions, and greater community ownership of schools. Inter-departmental discussions will also lead to shared ownership and collaboration in addressing the issue. ESMP’s behavior change study identified school vandalism as one of the major challenges facing public schools, impacting the operations and maintenance phases. Vandalism has negatively impacted safety, security, health, and personal hygiene in the schools.

ESMP has conducted several meetings with representatives from MOE and MPWH, donors, and other entities working in the education sector. All stakeholders agreed that vandalism was a serious issue that

needed to be tackled, and staff from various departments at the ministries expressed interest in being involved and offered their support. Table 3.8 below highlights relevant meetings conducted this quarter.

Table 3.8 School Vandalism Meetings

Date	Entity	Name	Job Title	Purpose
October 22	DCU-MOE	Khawlah Hattab	Education Project Coordinator	Discussed the requirements for establishing a working group that will tackle vandalism and promote community involvement.
	USAID SDDP	Ahlam Elkouz	ECA Coordinator	
		Samah Goussos	SDDP coordinator	
October 23	MOE	Jumah Al Saud	Head of Educational Supervision Department	Discussed the role of SDDP in promoting community involvement.
		AbdulNasser Hishmah	SDDP section Head	
October 23	MOE Counseling Department	Dr. Nabela Hanaktah	Head of Educational Counseling and Monitoring Department	Discussed the role of Education Counseling Department in addressing vandalism.
		Mr. Bassam Habahbah	Educational Counseling Section Head	
		Ms. Rudinah Halassah	Protection Section Head	
		Dr. Tagreed Badrawi	Educational Counseling Section Member	
October 29	MOE Supplies Directorate	Eng. Laila Al-Hasanah	International Tenders Section Head	Discussed actions taken to address the vandalism problem, specifically by setting anti-vandalism furniture specification.
		Mr. Mohammad Elwan	Head of Tenders Department	
		Eng. Nisreen Ghanmeen	Specifications Section Head	
October 30	MOE-Educational Research Section	Dr. Yasser Alomari	Educational Research Section	Discussed the anticipated role of the Educational Research section in the vandalism task force.
November 3	MOE – Educational Research Section/ Madrasati	Tala Sweis	Director	Discussed Madrasati participation in combatting vandalism at schools.
		Dr. Mania Mubaslat	Educational Programs Manager	
November 4	GIZ	Haikal Al Abed	Country Coordinator	Discussed GIZ role in Resilience for Syrian

				Refugees, IDPs and Host Communities in Response to the Syrian and Iraqi Crises', funded by the EU Regional Trust Fund (QUDRA2) project and any potential activities to address vandalism.
November 5	MOE	Eng. Naser Abu AlReesh	Engineering studies section Head	Discussed ideas regarding the impact of school design on vandalism.
November 11	MPWH	Eng. Suhar Burqan	Head of Engineering Studies Department	Discussed the role of MPWH in preventing school vandalism.
November 13	MOE	Dr. Khawlah Hattab	Educational Projects Coordinator	Coordination for establishing the Vandalism Task Force
		Eng. Nehaya Barqawi	Maintenance Section Head Buildings Department	
		Dr. Yasser Omari	Educational Research Section Head	
November 18	MPWH - Engineering studies department	Mr. Abdullah Hassonah	Head of Strategic Planning Department	Coordination for establishing the Vandalism Task Force
December 5	MOE- Buildings and International Projects Department	Eng. Samar Qaqesh	Head of Buildings and International Projects Department	Discussed the role of the Buildings and International Projects Department in solving the vandalism problem and taking the lead for the initiative and task force.
		Eng. Nihaya Barqawi	Maintenance Section Head	
December 10	MOE-DCU	Lama Al Natour	Head of DCU	Discussed the suggested list of names of the MOE vandalism task force and issuance of an official letter.
		Dr. Khawla Hattab	Educational initiatives coordinator	
December 15	MPWH - Studies Department	Eng. Khaled Akesh	Head of Education Architectural Studies Section	Discussed the suggested list of names of the MOE vandalism task force and issuance of an official letter.
		Eng. Dareen Bukhari	Engineer at Education Architectural Studies Section	
December 17	MOE	L. Al Natour	Head of DCU	Discussed upcoming ESMP workshop on vandalism and followed up on
		K.Hattab	DCU	

				Minister's letter regarding approval suggested names. Also, briefly discussed ESMP Physical Survey
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In the coming quarter, ESMP will conduct focus group discussions in various governorate throughout Jordan. Participants will include school principals, teachers, counselors, parents, and students. Participant inputs will feed into task force discussions and contribute to the development of an action plan.

School vandalism links to activities 2.A.10-9 through 2.A.10-12.

10) Inter-ministerial GIS: This team would result in MOE-MPWH joint development of GIS data, hardware/software/data sharing, peer-to-peer learning, and overall increased GIS capacity for data collection and analysis. A culture of inter-ministerial collaboration will be developed, and economies of scale/cost reductions will be achieved through joint ESMP intervention. Ministries will have higher quality data for planning and management, and there will be improved coordination in SI planning and project management between the ministries. ESMP received an official letter of commitment from MPWH on December 26, 2019 and anticipates a similar letter from MOE in the near future.

In the coming quarter, ESMP will set-up the first workshop between the two ministries on this topic to develop a data sharing strategy and define technical requirements.

Inter-ministerial GIS links to activity 2.C.1.

2.3 Cross-Cutting Issues

2.3.1 Gender

ESMP strongly encourages active participation of females in its project activities, particularly as leaders and strong role models. Many of the interviews conducted regarding key issues related to ESMP were with female managers/employees at the ministries. In addition, two female representatives of the MOE offered presentations at the data quality workshop.

2.4 Reporting Data and DevResults

There are no data values to be reported to DevResults for this quarter.

2.5 Compliance with ADS Chapter 253 and Other USAID/Jordan-Specific Policies and Procedures

ESMP has not yet conducted any participant training activities, but will be sure to comply with all USAID policy directives and required procedures for the design and implementation of training activities. However, ESMP did conduct two workshops this quarter and complied with USAID branding and marking policies.

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

ESMP overcame challenges presented by delays in previous quarters, made significant progress in ministry engagements, and is now ahead of contract schedule on some activities.

2.7 Status of Construction Activities

The ESMP Project is not conducting construction activities as part of its scope of work.

3 COLLABORATING AND/OR KNOWLEDGE SHARING

3.1 Collaboration and/or knowledge sharing with other USAID Projects

This quarter, ESMP continued to collaborate with other USAID projects, as summarized in Table 4 below.

Table 4 Meetings with USAID Projects

Date	Entity	Name	Job Title	Purpose
October 8	Trigon Associates	Osama Obeid	Senior Construction Manager	Discussed the process of the contractor classification and qualification of A&E firms. Also discussed the complaints and objections processes, and performance gaps within categories.
		Maysoon Al Hyaree	Senior Government Liaison	
		Diana Abu Saleh	Project Controls Engineer	
December 4	CDM Offices	Mehran Meserlian	Senior Vice President	Discussing services CDM might be able to offer ESMP

3.2 Collaboration and/or Knowledge Sharing with Partner Entities in Host Government and other Donor Agencies

This quarter, ESMP continued to collaborate with other agencies, as summarized in Table 5 below.

Table 5 Meetings with Donor Agencies

Date	Entity	Name	Job Title	Purpose
October 22	KFW	Eng. Adel Al Jazzar	Senior Consultant	Discussed avenues of cooperation between ESMP and KFW, including design guideline modifications/improvement being carried out by KFW.

4 LESSONS LEARNED/BEST PRACTICES

4.1 List Major Assessments / Internal Evaluations

ESMP transitioned from startup to implementation over the past two quarters; no major assessments or internal evaluations took place during the reporting period.

4.2 Lessons Learned and the Way Forward

During the quarter, despite changes in government leadership that delayed senior level interaction with the project, ESMP built on information acquired during the assessment phase and cultivated several key relationships at the Director level in both ministries. Several of these Directors discussed policy and system changes that they envisioned. Where their “change vision” conformed with ESMP contract parameters, plans were developed that form the foundation of several ESMP Year 2 activities. The lesson is not unique, but ESMP has learned that seeking change agents and building strong professional relationships is a recipe for success.

5 PLANNED ACTIVITIES FOR NEXT QUARTER (FY20 Q2)

5.1 Proposed Tasks and Activities for the Next Quarter

Table 6 outlines all proposed tasks and activities for upcoming quarter.

TABLE 6: PLANNED ACTIVITIES FOR FY20 Q2

Planned Activities for FY20 Q2	Notes, If Applicable
COMPONENT 1	
Activity 1.A.1 Collaboratively review, design, and conduct SI Process General Assessment	
Sub-Activity 1.A.1.10 Collaboratively Develop General Assessment Report with MOE and MPWH	Assessment report summaries will be shared with ministry partners and key stakeholders
Activity 1.B.1 Collaboratively review, design, and conduct Behavior Change Study	
Sub-Activity 1.B.1.6 Collaboratively develop general assessment report with MOE and MPWH	Possible follow-on meetings to brief ministry officials on findings for validation
Activity 1.C.1: Collaboratively review, design, and conduct Needs Assessment of Public Schools	
Sub-Activity 1.C.1.1 Review Existing Available Data from GIS / EMIS / Other sources	Completed
Sub-Activity 1.C.1.3 Conduct national physical assessment of all MOE schools	Planned to be underway next quarter
Sub-Activity 1.C.1.4 Collaboratively prepare needs assessment report with MOE and MPWH	Planned to be underway next quarter
COMPONENT 2	
Activity 2.A.1: Align existing structures with Kaizen methods to tailor design of SI PI	

Sub-Activity 2.A.1.1 Develop the SI PI Model design in collaboration with ministerial partners and receive USAID, MOE, and MPWH approval	Model approved by USAID – will propose for ministry consideration when joint senior ministry leaders meet with ESMP.
Sub-Activity 2.A.1.2 Work with COR, MOE and MPWH to, define the size, makeup, organizational structure, time demands, resources, and needed skills of the PI WG	Will work with USAID and ministries to have project implementation letter (PIL) signed.
Activity 2.A.2: Select and appoint high-performing, influential, committed individuals from existing SI process and structures with leadership approval	
Sub-Activity 2.A.2.1 Nominate members for consideration from MOE and MPWH and seek nominations for other stakeholder groups including, but not limited to; A&E firms, construction firms, and community members involved in the SI process	Will work with partners to nominate PI Initiative teams for vandalism reduction and construction reporting.
Sub-Activity 2.A.2.2 Draft membership list reviewed and approved by USAID, MOE, MPWH	ESMP will share nominated team members for USAID concurrence.
Sub-Activity 2.A.2.3 Appoint and announce PI WG members	Relevant appointments will be planned and executed.
Activity 2.A.3 Orient Selected individuals to WG structure, role commitments and assignments	
Sub-Activity 2.A.3.1 Conduct PI WG Orientation	Several PI Teams will hold initial meetings during next quarter and will receive orientation on the proposed Kaizen approach.
Activity 2.A.4 Coordinate with WG to review assessment outcomes, identify performance gaps and validate root causes	
Sub-Activity 2.A.4.1 PI WG session to review assessment outcomes and identify performance gaps and root causes	Several PI Initiative teams will be working on this step.
COMPONENT 3	
Activity 3.A.1 Collaboratively define and prioritize PI Initiatives that improve human resources, staff development and training to support SI	
Sub-Activity 3.A.1.1 Review assessment findings to identify likely PI Initiatives that improve human resources, staff development and training to support SI	Human resource aspects are considered as part of PI Initiative reform proposal discussions.
Sub-Activity 3.A.1.2 Implement PI Initiatives that will support the MOE to maintain and adjust staffing plan for each relevant directorates within the ministries, ensuring that each central and FD department is able to manage their duties in an efficient and timely manner.	No action is expected during the next quarter for FD staffing plans.
COMPONENT 4	
Activity 4.A.1 Establish initial planning, knowledge, & ownership transfer mechanisms for assessment activities	
Sub-Activity 4.A.1.1 Create Stakeholder Assessment Support Team	Cancelled for Assessments 1 & 2. Will seek to form assessment team for delayed Assessment 3
Activity 4.A.2 Establish initial commitment to & ownership of the initial round of the SI PI Cycle (COP, DCOP, & CBS)	

Activity 4.A.3 Define and implement sustainability planning, knowledge & ownership transfer of prioritized elements of SI PI Cycle, ensuring it can be continued by MOE/MPWH to address and adapt to ongoing changes (WG with ESMP Support)	
Sub-Activity 4.A.3.1 Collaboratively develop a DRAFT initial project sustainability plan of the SI PI Cycle with leadership of MOE and MPWH	To be submitted before the end of Year 2
Sub-Activity 4.A.3.2 Receive USAID approval for the draft initial project sustainability plan	To be approved before the end of Year 2

6 BRANDING COMMUNICATIONS AND DISSEMINATION

6.1 Key Communication Activities - Specific Activities That Reflect Branding Awareness for USAID

ESMP’s Data Quality Workshop and School Vandalism Workshop utilized USAID branded media. This branding, which included prominent use of banners, provided high quality visibility for USAID. Additional activities have been limited to interviews and meetings. ESMP expects greater opportunity to utilize USAID branded media in Y2Y1.

7 SUSTAINABILITY AND EXIT STRATEGY

The project is working with ministry partners on several performance improvement initiatives that will require a range of technical support. As part of ESMP’s sustainability approach, the project works to support existing GOJ systems and tools, and wherever possible, deploy local expertise. One example of ESMP’s approach is related to geographic information system (GIS) software. The MOE currently supports two separate GIS systems; a custom system designed and maintained by a Southeast Asian-based UNESCO consulting firm and ESRI’s ArcGIS. The former requires external programmers to maintain and modify the software, as well as develop reports. The latter, ArcGIS, is the standard platform for GOJ GIS programming (including the MPWH) and has a considerable private sector expert base. When approached by MOE for GIS support, ESMP and both ministries concurred with ESMP’s recommendation to support the ESRI ArcGIS platform only.

8 ENVIRONMENTAL STATUS REPORT

An Initial Environmental Examination (IEE) ME 16 49 was approved for the ESMP Project on August 22, 2016. The IEE covers activities expected to be implemented under this contract. USAID had determined that a Categorical Exclusion applies to these activities, as they are not expected to have a significant negative effect on the physical or natural environment. Activities covered under this Year 1 Work Plan are within the scope of the approved 216 environmental documentation.

9 ANNEXES

9.1 Indicator Performance Tracking Table

ESMP Log-frame								
Development Objective 3		Social Sector Quality Improved						
Intermediate Result 3.2		Learning Outcomes for All Students in Jordan Improved						
GOAL	Goal Indicator 3.2.1.b (Indicator 1)		Baseline	Year 2				
Sub-Intermediate Result 3.2.1 Enhanced Enabling Environment for Quality Education	Number of policy changes that contribute to improved quality of education	Planned		7				
		Achieved						
		Source						
		Project activity data and outcome harvesting						
OBJECTIVE	Objective Indicator 3.2.1.3.a (Indicator 2)		Baseline	Year 2				
Sub-Sub-Intermediate Result 3.2.1.3 GOJ Capacity Built	Number of improved planning and management systems within the GOJ	Planned		3				
		Achieved						
		Source						
	Project activity data and outcome harvesting							
		Objective Indicator 3.2.1.3.b (Indicator 3)		Baseline	Year 2			
		Number of education administrators and officials who complete professional development activities with USG assistance (ES 1-12)	Planned		100			
Achieved								
Source								
Project activity data and outcome harvesting								
OUTCOME 1 (RESULT 1)	Key SI Policy, Process, System, and Capacity Gaps Identified							
OUTPUT 1.1 (Sub-Result 1.1)	Output Indicator 1.1.1 (Indicator 4)		Baseline	Year 2				
				Q1	Q2	Q3	Q4	

SI Policy, Process, and System Recommendations Identified	Number of policy and system recommendations from project assessments or through the PI Cycle WG	Planned		10			
		Achieved		6			
		Source					
		Project Data					
OUTPUT 1.2 (Sub-Result 1.2)	Output Indicator 1.2.1 (Indicator 5)		Baseline	Year 2			
				Q1	Q2	Q3	Q4
SI Staffing, Skills, and Capacity Gaps Identified	Number of capacity development recommendations from project assessments or through the PI Cycle WG	Planned		3			
		Achieved		1			
		Source					
		Project Data					
OUTCOME 2 (RESULT 2)	SI Policies and Systems Strengthened						
OUTPUT 2.1 (Sub-Result 2.1)	Output Indicator 2.1.1 (Indicator 6)		Baseline	Year 2			
				Q1	Q2	Q3	Q4
SI Policy and System Changes Implemented by the GOJ	Number of policy and system changes implemented by the GOJ	Planned		15			
		Approved		12			
		Implementation Target		10			
		Achieved					
		Source					
		Project activity tracking data/GOJ documents/MOE and MPWH assessments					
OUTPUT 2.2	Output Indicator 2.2.1 (Indicator 7)		Baseline	Year 2			
				Q1	Q2	Q3	Q4
SI Planning and Management System Changes Implemented	Reduction in average number of Variation Orders (VO) per project	Planned	TBD	5% days from base			
		Achieved					
		Source					
MPWH, GTD tender data, as well as USAID SI project data							

	Output Indicator 2.2.2 (Indicator 8)		Baseline	Year 2			
				Q1	Q2	Q3	Q4
	Reduction in average school handover time for new construction projects	Planned	TBD	10% days from prior year			
		Achieved					
		Source					
		MOE and MPWH, as well as USAID project data					
	Output Indicator 2.2.3 (Indicator 9)		Baseline	Year 2			
				Q1	Q2	Q3	Q4
	Reduction in average overall new school construction project time	Planned	TBD	0%			
		Achieved					
		Source					
		MOE and MPWH, as well as USAID project data					
OUTCOME 3 (RESULT 3)	GOJ Staff and Key Stakeholder Knowledge and Skills Strengthened						
OUTPUT 3.1	Output Indicator 3.1.1 (Indicator 10)		Baseline	Year 2			
				Q1	Q2	Q3	Q4
GOJ Officials Successfully Complete SI Cycle Credentialed Professional Development Training	Number of government officials who successfully complete SI professional development training.	Planned		100			
		Achieved		0			
		Source					
		Test scores					
OUTPUT 3.2	Output Indicator 3.2.1 (Indicator 11)		Baseline	Year 2			
				Q1	Q2	Q3	Q4
Non-Governmental Design, Engineering, and Construction Personnel Successfully Complete Credentialed Training Related to SI Cycle	Number of non-governmental design, engineering, and construction personnel who successfully complete SI professional development training	Planned		200			
		Achieved		0			
		Source					
		Test scores					
OUTCOME 4 (RESULT 4)	Policies and Systems Sustained						

Outcome Indicator 4.1 (Indicator 12)		Baseline	Year 2			
			Q1	Q2	Q3	Q4
Number of PI Cycle WG meetings	Planned		0%			
	Achieved		0			
	Source					
	MOE evaluation tool					
Outcome Indicator 4.2 (Indicator 13)		Baseline	Year 2			
			Q1	Q2	Q3	Q4
Number of PI Cycle outcomes monitored and evaluated by MOE that receive an implementation score of fully or substantially implemented	Planned		4			
	Achieved		0			
	Source					
	MOE evaluation tool					

9.2 Geographic Data Reporting – GIS Template

ESMP does not have geographic data to report for FY20 Q1. ESMP anticipates that geographic information will be collected and available for distribution during Year 2 of the project as activities progress.

9.3 Completed Assessments, Evaluations, Plans, and Studies

No additional deliverables were submitted for review during the reporting period.

9.4 Success Stories

As ESMP is still in its early implementation stage, there are no success stories to share yet. However, as the project moves forward it will share success stories in upcoming reporting.

9.5 Training Report

No trainings have been conducted and there is no training data to report at this time.

9.6 List of Staff and Consultants with Dates In/Out of Country

Short-Term Technical Assistance (STTA) Fielding for the Period Covered				
Last Name	First Name	Position	Date of Arrival to Amman	Date of Departure from Amman
Anusha	Prasad	STTA - Home Office - Program Coordinator	Sunday, December 1, 2019	Wednesday, December 18, 2019

Short-Term Technical Assistance (STTA) Domestic for the Period Covered				
Last Name	First Name	Position	Start Date	End Date
N/A	N/A	N/A	N/A	N/A


Field Staff Transitions for the Period Covered				
Last Name	First Name	Position	Date of Hire	Date of Separation
N/A	N/A	N/A	N/A	N/A

New Additions to the Short-Term Technical Assistance (STTA) (USN/TCN) for the Period Covered				
Last Name	First Name	Position	Start Date	End Date
Taneeb	Faten	Report Copy Editor	Tuesday, November 5, 2019	(10 days of LOE)
Taneeb	Faten	Technical Reporting Consultant	Monday, November 25, 2019	(15 days of LOE)
Taneeb	Faten	Technical Reporting Consultant	Tuesday, December 31, 2019	(8 days of LOE)

New Additions to the Field Staff Roster for the Period Covered			
Last Name	First Name	Position	Date of Hire
N/A	N/A	N/A	N/A

Departures from the Field Staff Roster for the Period Covered			
Last Name	First Name	Position	Date of Departure
Abdel Qader*	Lama	Performance Improvement Specialist	Monday, May 6, 2019

9.7 MPWH Letter


وزارة الأشغال العامة والإسكان

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الرقم
التاريخ
الموافق

Mr. Shaun McNally
Chief of ESMP
smcnally@esmp-jordan.org
Telefax: +962 6 4620011

**Subject: Enhancing School Management and Planning (ESMP),
USAID Project Implemented by The Kaizen Company.**

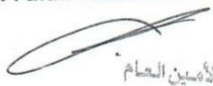
Dear Mr. McNally

Reference to your attached email dated November, 5th 2019, on the subject of developing an enhanced construction tracking and reporting system.

Ministry of Public works and Housing extends its greatest and appreciation on your support, and we are pleased to acknowledge going into partnership with ESMP to develop such an enhancement system.

Yours sincerely

/ **Minister of Public works and Housing**
Eng. Falah Abdullah Al-Omoush


الأمين العام
المهندس فلاح شعراييه

CC: H. E Minister Public Works & Housing
CC: H.E Minister of Education and Minister of Higher Education and Scientific Research
CC: H.E. Secretary General of Public Works and Housing CC
CC: building construction department
CC: Geographic Information System Unit

المملكة الأردنية الهاشمية