



**USAID** | **JORDAN**  
FROM THE AMERICAN PEOPLE

# JORDAN WORKFORCE DEVELOPMENT ACTIVITY MONITORING & EVALUATION PLAN

**April 2016**

This publication was produced for review by the United States Agency for International Development. It was prepared by DAI.

# JORDAN WORKFORCE DEVELOPMENT ACTIVITY MONITORING & EVALUATION PLAN

Program Title: Jordan Workforce Development Project  
Sponsoring USAID Office: Jordan/Economic Growth and Energy  
Agreement Number: AID-278-A-14-00004  
Implementing Partner: DAI Inc. Date  
of Publication: April 13, 2015

## ACRONYMS

ADS	Automated Directives System
AMEP	Activity Monitoring and Evaluation Plan
AOR	Agreement Officer Representative
BAU	Al-Balqa Applied University
CAQA	Center for Accreditation and Quality Assurance
CDCS	Country Development Cooperation Strategy
COP	Chief of Party
DAI	Development Alternatives, Inc.
DO	Development Objective
DOS	Department of Statistics
DQA	Data Quality Assessment
EDC	Education Development Center
EPU	Employment Promotion Unit
E-TVET	Employment Technical and Vocational Education and Training
GIS	Geographic Information System
GOJ	Government of Jordan
IM	Implementing Mechanism
IPs	Implementing Partners
IR	Intermediate Result
IYF	International Youth Foundation
JNFW	Jordan National Forum for Women
KAFD	The King Abdullah II Fund for Development
LDU	Local Development Unit
LF	Logical Framework
LOA	Life of Activity
M&E	Monitoring & Evaluation
MIS	Management Information System
MOE	Ministry of Education
MOI	Ministry of Industry
MOL	Ministry of Labor
MOPIC	Ministry of Planning and International Cooperation
MOTA	Ministry of Tourism and Antiquities
NCHRD	The National Center for Human Resource Development
NGO	Non-Governmental Organization
OSH	Occupational Safety and Health
PAD	Project Appraisal Document
PIRS	Performance Indicator Reference Sheet

---

PMP	Performance Management Plan
PPR	Performance Plan Report
QA	Quality Assurance
RF	Results Framework
SSC	Social Security Corporation
SOW	Statement of Work
STTA	Short-term Technical Assistance
TAMIS	Technical and Administrative Management Information System
USAID	United States Agency for International Development
USG	United States Government
VET	Vocational Education and Training
VTC	Vocational Training Corporation
VTI	Vocational Training Institute
WFD	Jordan Workforce Development Project

## TABLE OF CONTENTS

<b>I.</b>	<b>INTRODUCTION TO THE JORDAN WORKFORCE DEVELOPMENT</b>	
	<b>ACTIVITY MONITORING AND EVALUATION PLAN (AMEP)</b> .....	<b>1</b>
	PURPOSE .....	1
	ACTIVITY INFORMATION AND CONTEXT .....	3
	ACTIVITY DESCRIPTION .....	3
	ACTIVITY LOCATION AND INSTITUTIONAL CONTEXT .....	3
<b>II.</b>	<b>JORDAN WORKFORCE DEVELOPMENT THEORY OF CHANGE</b> .....	<b>5</b>
	WFD THEORY OF CHANGE SCHEMATIC .....	6
	INTRODUCTION TO THE WFD THEORY OF CHANGE .....	7
	ASSUMPTIONS.....	8
	THEORY .....	9
	IMPACT AND RESULTS .....	9
	EVIDENCE TO DEMONSTRATE RESULTS ARE ACHIEVABLE.....	10
	OBJECTIVE 1: IMPROVE THE QUALITY OF, AND ENROLLMENT IN, VOCATIONAL AND WORKFORCE READINESS TRAINING IN TARGET AREAS AND SECTORS .....	10
	OBJECTIVE 2: IMPROVE THE EFFECTIVENESS OF LABOR MARKET INFORMATION, CAREER COUNSELING, MENTORING, OUTREACH, AND JOB PLACEMENT IN TARGET AREAS AND SECTORS .....	12
	OBJECTIVE 3: IMPROVE WORKFORCE DEVELOPMENT FOR WOMEN, YOUTH, AND VULNERABLE GROUPS.....	14
	OBJECTIVE 4: IMPROVE THE ENABLING ENVIRONMENT .....	15
	ACTIVITY RESULTS FRAMEWORK.....	18
<b>III.</b>	<b>WORKFORCE DEVELOPMENT ACTIVITY M&amp;E PLAN</b> .....	<b>19</b>
	PERFORMANCE INDICATORS .....	19
	INDICATOR BASELINES AND TARGETS .....	20
	DATA QUALITY ASSURANCE AND DATA QUALITY ASSESSMENT PROCEDURES .....	20
	REPORTING OF DATA .....	21
	ROLES AND RESPONSIBILITIES.....	21
	DATA COLLECTION METHODOLOGIES .....	22
	GENDER, YOUTH AND VULNERABLE PERSONS M&E SECTION.....	23
	EVALUATION AND LEARNING QUESTIONS .....	24
<b>IV.</b>	<b>PERFORMANCE INDICATOR TRACKING TABLE</b> .....	<b>26</b>
<b>V.</b>	<b>ACTIVITY PERFORMANCE INDICATORS REFERENCE SHEETS (PIRS)</b> .....	<b>32</b>

# I. INTRODUCTION TO THE JORDAN WORKFORCE DEVELOPMENT ACTIVITY MONITORING AND EVALUATION PLAN (AMEP)

## PURPOSE

The purpose of this Activity Monitoring & Evaluation Plan (AMEP) is to describe how Development Alternatives, Inc. (DAI) will monitor and evaluate the Workforce Development (WFD) activity. This AMEP proposes indicators against each of the expected results of the activity. It also describes WFD's monitoring and evaluation (M&E) processes throughout the life of the activity. Each indicator has a Performance Indicator Reference Sheet (PIRS). There is also a Performance Indicator Table (Section III) that includes the indicators and targets for the activity.

The steps involved in the design of the AMEP include clear and agreed upon activity objectives; designing appropriate indicators and measurements at different stages of the activity; setting performance targets and baselines, and performance evaluations; defining roles and responsibilities; developing quality control mechanisms and data collection processes; establishing reporting schedules; and identifying and managing risks. The AMEP is a dynamic and flexible document that will be updated throughout the activity implementation process. New targets or approaches will be incorporated based on activity performance and results, as well as changes in the Mission's priorities.

This document refers only to this activity AMEP and not to the overall Mission Performance Management Plan (PMP). The relationship between these two, as well as with any intermediate step such as a Development Objective (DO), are clearly considered in the development of this AMEP and delineated here in this document.

WFD's AMEP will rely on systematic collection, analysis and reporting of data (quantitative and qualitative). Information generated from the M&E system will allow project managers to make informed decisions on the overall management and performance of the activity, and provide a rationale for any needed changes in activity implementation and/or design.

WFD will train partner staff and grantees in relevant data collection methods, and provide feedback to component managers, partners and implementers.

The principles governing WFD's AMEP are based on USAID Automated Directives System (ADS) assessing and learning guidance:

- **A tool for self-assessment:** This AMEP should enable WFD and USAID management teams to systematically collect and analyze performance information to track progress toward USAID/Jordan's WFD objectives and results.
- **Plan early for performance management:** The foundations of the AMEP have been planned for and developed since the design and issuance of the WFD award. This

development has helped direct data review for performance measures, planning for development of data collection within project activities, adequate planning across components and within the donor community, among others.

- **Alignment with USAID’s strategies and processes:** The AMEP is developed based on the USAID/Jordan Country Development Cooperation Strategy (CDCS). WFD falls under Development Objective (DO) 1, *Broad-based, Inclusive, Economic Development Accelerated*; and within Intermediate Result (IR) 1.2: *Workforce Development and Opportunities and Opportunities for Vulnerable Groups Increased, especially for the Poor, Women and Youth*; and sub-IR 1.2.1: *Curriculum integrating market demands and job skills of target groups improved*; and sub-IR 1.2.4 *Inclusive access to economic opportunities improved*<sup>1</sup>.
- **Performance-informed decision-making:** The AMEP is designed to inform and influence project decision-making and resource allocation.
- **Transparency:** To increase transparency, Data Quality Assessments (DQAs) will be conducted, and any known limitations will be documented in the AMEP and in DQAs.
- **Gender:** The AMEP will capture sex-disaggregated data for WFD wherever possible, and lessons learned on inclusiveness through regular M&E implementation will be used to improve the design of interventions throughout implementation. WFD will also report on a standard indicator for Gender, specifically GNDR 2 “Percentage of female participants in USG-assisted programs designed to increase access to productive economic resources (assets, credit, income or employment)”.
- **Youth:** The AMEP will also capture differences in youth, defined by USAID/Jordan as those between the ages of 10 and 29. Since WFD will work with vocational students, grade 10 and above, youth for WFD will include those aged 15 to 29.
- **Communication:** The AMEP will enable the communication of results achieved, or not attained, to advance organizational learning and to tell WFD’s story.
- **Cost Effectiveness:** When selecting performance indicators, efforts have been made to streamline and minimize the data collection and reporting burden. Efforts will be made to ensure that only data useful for decision-making is collected. Data collection for each indicator will be reviewed with relevant stakeholders.
- **Participation:** Finally, the AMEP should be developed in a participatory manner. USAID/Jordan and DAI should play an active and collaborative part in preparing and updating this AMEP. Where appropriate, select stakeholders will be engaged to review elements of the draft AMEP.

---

<sup>1</sup> The USAID-WFD Cooperative Agreement aligns WFD to Sub-IR 1.2.1, as mentioned above, in addition to Sub-IR 1.2.2. *Entrepreneurship opportunities promoted especially for women and youth in the SME sector* and Sub-IR 1.2.4. *Community and economic development enhanced*. Since the signing of the Cooperative Agreement, changes have been made to the CDCS framework and the above narrative outlines alignment to the updated version of the CDCS PMP.

## ACTIVITY INFORMATION AND CONTEXT

### ACTIVITY DESCRIPTION

WFD is a \$40 million, five-year cooperative agreement (AID-278-A-14-00004) awarded by USAID to DAI on September 23, 2014. Designed to create a competitive, demand-driven workforce development system, WFD will increase private sector employment, especially for women, youth and those living at or below the poverty line.

To achieve its goal, WFD must meet the following objectives:

1. Improve the quality of, and enrollment in, vocational and workforce readiness training in target areas and sectors
2. Improve the effectiveness of labor market information, career counseling, mentoring, outreach, and job placement in target areas and sectors
3. Improve workforce development for women, youth, and vulnerable groups
4. Improve the enabling environment

### ACTIVITY LOCATION AND INSTITUTIONAL CONTEXT

Initially, WFD will operate in six regions – East Amman, Zarqa, Irbid, Tafleeh, Ma'an, and Aqaba – targeting seven sectors with high employment growth potential. The sectors are 1) manufacturing, 2) wholesale and retail trade, 3) construction, 4) accommodation and food service activities, 5) renewable energy, 6) tourism, and 7) transportation and storage.

#### WFD Target Regions



The WFD consortium is comprised of three subcontractors:

- **Education Development Center (EDC)**, a US non-profit, specializes in education, research, training and strategy, staffs long-term positions and provides targeted short-term technical support.
- **Dajani Consulting**, a Jordanian consultancy specializing in workforce development, VTE, and labor market studies, staffs long-term positions and provides targeted STTA support.
- **Souktel**, a small US-based business partner, will deliver assistance in the design and delivery of mobile solutions.

WFD's counterparts can be divided into three groups: the Government of Jordan, the private sector, and non-governmental organizations.

**Government of Jordan (GoJ).** The key GoJ counterparts are the following:

- **The Vocational Training Corporation (VTC)** - The VTC will serve as the primary vehicle through which training programs receiving WFD support will be designed and delivered. Within the regions, WFD will collaborate with the following Vocational Training Institutes (VTIs):
  - i. Ma'an Training Institute for Male Students
  - ii. Ma'an Training Institute for Female Students
  - iii. Aqaba Training Institute for Male Students
  - iv. Aqaba Training Institute for Female Students
  - v. Tafileh Training Institute for Male Students
  - vi. Tafileh Training Institute for Female Students
  - vii. Sahab Training Institute for Male Students
  - viii. Hashmiyeh Training Institute for Male Students
  - ix. Zarqa Training Institute for Female Students
  - x. Irbid Training Institute for Female Students
  - xi. Marka Training Institute for Female Students
  - xii. Hakama Training Institute for Male Students
- **Technical Schools and Institutions**
- **Ministry of Labor (MOL)/E-TVET Council**
- **The Center for Accreditation and Quality Assurance (CAQA)**
- **The Social Security Corporation (SSC)**
- **The National Center for Human Resource Development (NCHRD)**
- **Community Colleges**

In 2014, King Abdullah II commissioned a ten-year Economic Blueprint that emphasized workforce development priorities. In March 2015, His Majesty also called for education reform and the designing of an "integrated, comprehensive, strategic and well-defined system for human resources development" as well as the establishment of a National Committee for Human Resources Development. WFD will meet with Committee members to ensure close integration with National-level activities.

- **Ministry of Interior, Local Development Units (LDU)**
- **Ministry of Planning and International Cooperation (MOPIC)**

- **Ministry of Education (MOE)**
- **Ministry of Tourism and Antiquities (MOTA)**
- **Ministry of Interior (MOI)**

**Private Sector.** The private sector is a key partner and stakeholder for WFD. WFD will engage with the private sector at local, national, and international levels and seek to establish public private partnerships to ensure that the demand and supply sides of the labor market are aligned.

**Non-Governmental Organizations (NGOs).** NGOs represent a third category of important partners and stakeholders. WFD will work collaboratively, building on local NGO's current efforts in the TVET space. NGOs will be engaged as both partners and grant recipients in the delivery of activities that address barriers to labor market access and to support, accelerate, deepen or broaden existing initiatives. It is anticipated that two or three NGOs will be identified in each region. Among the NGOs with whom WFD may collaborate include:

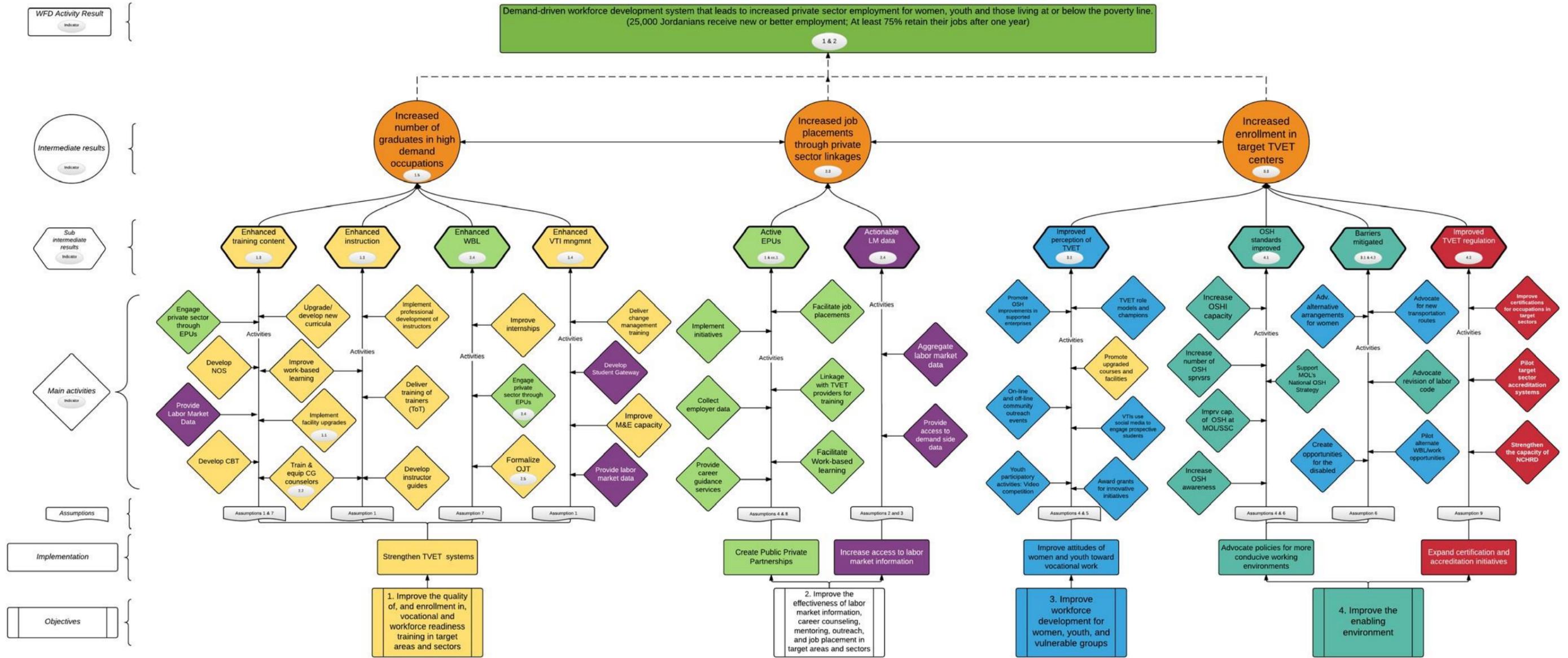
- **The King Abdullah II Fund for Development (KAFD)**
- **The National Council for Family Affairs**
- **INJAZ**
- **Jordan National Forum for Women (JNFW)**
- **SADAQA**

## **II. JORDAN WORKFORCE DEVELOPMENT THEORY OF CHANGE**



*Please turn to the next page for the WFD  
Theory of Change*

# WFD THEORY OF CHANGE SCHEMATIC

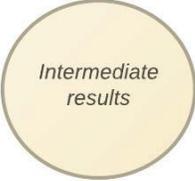


Note: The activities for each objective are color-coded. Light green shaded activities, for example, are activities that pertain to partnerships with the private sector. Indicators can be found in the PERFORMANCE INDICATOR TRACKING TABLE below. Assumptions can be found on page 8 below.

Acronyms: CBT (Competency-based testing/assessments); CG (Career guidance); EPU (Employment promotion units); LM (Labor Market); NCHRD (National Center for Human Resources Development); NOS (National Occupational Standards); OJT (On-the job training); OSH (Occupational Safety and Health); SSC (Social Security Corporation); TVET (Technical and Vocational Education and Training); WBL (Work-based learning)

## INTRODUCTION TO THE WFD THEORY OF CHANGE

The WFD theory of change is organized in the following hierarchy:

Hierarchy	Title	Description
1 <sup>st</sup> level		These are the objectives specified in the WFD agreement.
2 <sup>nd</sup> level		This represents the way WFD has operationalized the objectives in the agreement. WFD has six implementation areas: Strengthen VTI systems; Create PPPs; Increase access to labor market data; Improve attitudes of youth and women toward vocational work; Advocate policies for more conducive working environments; Expand certification and accreditation initiatives. These six implementation areas cover the four WFD objectives in the agreement.
3 <sup>rd</sup> level		These are the conditions that underpin the success of WFD activities (4 <sup>th</sup> level) in achieving their sub-intermediate results (5 <sup>th</sup> level).
4 <sup>th</sup> level		These are the main actions WFD will take to achieve its outcomes (5 <sup>th</sup> level).
5 <sup>th</sup> level		These are the critical results that must be achieved in order to reach the higher level result (6 <sup>th</sup> level). In the schematic above, there are 10 sub-intermediate results.
6 <sup>th</sup> level		These are the higher-level results. In the schematic above, there are three intermediate results.
7 <sup>th</sup> level		This is the WFD activity result as specified in the agreement.

## ASSUMPTIONS

The WFD theory of change is based on the following assumptions:

- 1- Enhanced Vocational Training Institute (VTI) capacity in terms of market driven curricula, equipment, well qualified instructors, internships and management has a positive impact on graduate quality, and therefore, graduate marketability to employers
- 2- By connecting career interests of job seekers to employment opportunities, (enhanced) labor market information will significantly reduce the disconnect between supply and demand of labor in the vocational sector
- 3- If provided access to current labor market data, private sector employees, training institutions and policy makers in the TVET sector will use the data to guide decision making
- 4- The labor market has the absorptive capacity for new Jordanian technical vocational education and training (TVET) graduates. Therefore, there are enough vacancies for Jordanians who are qualified and willing to work in the vocational sector<sup>2</sup>.
- 5- Jordanians avoid work in the vocational sector due to negative perceptions associated with vocational work. Addressing these perceptions will encourage more Jordanians to enter the vocational sector
- 6- Poor safety policies and working conditions are one of the barriers to vocational work. Improved work policies and safer work environments will attract Jordanians to the vocational sector
- 7- Engaging the private sector in the development of TVET curricula and policies aligns graduate training with market needs
- 8- The private sector wants to hire trained staff for vocational jobs
- 9- An improved TVET regulatory environment will enhance oversight of the sector and enhance the quality of its products

---

<sup>2</sup> This assumption is also dependent on 1) The effects of the Syrian refugee influx; 2) Overall health of Jordan's economy; and 3) Regional instability and its impact on Jordan.

## THEORY

WFD is based on the theory that strengthening technical and vocational education training providers, enhancing linkages with private sector employers, and improving Jordanians' perceptions of vocational work through media communications and policies that promote friendlier working environments, will bridge the gap between demand and supply for Jordanian labor in the vocational sector. The theory links WFD objectives to impact through sub-intermediate and intermediate results. WFD, provided the above assumptions hold, will result in a competitive, demand-driven workforce development system that leads to increased private sector employment for women, youth and those living at or below the poverty line.

## IMPACT AND RESULTS

The expected result of WFD is, "A competitive, demand-driven workforce development system that leads to increased private sector employment for women, youth and those living at or below the poverty line." There are two impact indicators in WFD's Activity Monitoring and Evaluation Plan (AMEP) that measure progress toward this result:

- Indicator 1: Number of persons receiving new or better employment (including better self-employment) as a result of participation in USG-funded workforce development programs
- Indicator 2: Percent of graduates from USAID workforce development programs that retain their jobs after one year

WFD will measure both of these impact indicators by tracking the employment prospects of participants in WFD-supported activities.

The key intermediate results of WFD are:

- Increased number of graduates in high demand occupations
- Increased job placements through private sector linkages
- Increased enrollment in target TVET centers

The sub-intermediate results of WFD are:

- Enhanced training content in targeted TVET centers
- Enhanced instruction in targeted TVET centers
- Enhanced WBL in targeted regions
- Enhanced VTI management in targeted VTIs
- Active EPU's
- Actionable LM data
- Improved perception of TVET in catchment areas of targeted VTIs and industrial areas
- OSH standards improved
- Barriers mitigated for women, youth and persons with disabilities

- Improved TVET regulation

## EVIDENCE TO DEMONSTRATE RESULTS ARE ACHIEVABLE

### Objective 1: Improve the quality of, and enrollment in, vocational and workforce readiness training in target areas and sectors

Strengthen TVET systems<sup>3</sup> → Enhanced training content; enhanced instruction; enhanced WBL; enhanced TVET management → Increased number of graduates in high demand occupations

#### Assumptions

- Enhanced Vocational Training Institute (VTI) capacity in terms of market-driven curricula, equipment, well-qualified instructors, internships and management has a positive impact on graduate quality, and therefore, graduate marketability to employers
- Engaging the private sector in the development of TVET curricula and policies aligns graduate training with market needs.

#### How it will work

WFD will work to improve the operational and technical capacity of VTIs, which are the largest supplier of vocational education graduates in Jordan and are therefore a necessary partner in a workforce development project. WFD has a multi-layered approach to upgrading VTIs so that they produce graduates that employers want to hire. WFD will achieve this intermediate result by accomplishing four key outcomes: 1- Enhanced training; 2- Enhanced instruction; 3- Enhanced Work-based learning; and 4- Enhanced TVET management.

#### 1. Enhanced training content

WFD will accomplish this outcome through the following activities:

- Upgrade/develop curricula with new technical and soft skills content that prepare graduates for an evolving labor market
- Develop new National Occupational Standards for existing and new curricula
- Upgrade VTIs' physical facilities through renovation and procurement of needed equipment
- Engage the private sector in the upgrading and development of curricula to ensure training meets labor market needs
- Provide access to labor market data to drive VTC decision making
- Increase opportunities for and the quality of work-based learning
- Develop competency-based testing
- Train and equip career guidance counselors

#### 2. Enhanced instruction

---

<sup>3</sup> VTIs are the immediate focus of WFD; however, WFD will be expanding to other TVET providers, such as community colleges.

WFD will accomplish this outcome through the following activities:

- a. Implement professional development of instructors
- b. Increase opportunities for and quality of work-based learning
- c. Deliver training of trainers for new/up-graded curricula
- d. Develop instructor guides
- e. Train and equip career guidance counselors

### 3. Enhanced WBL

WFD will accomplish this outcome through the following activities:

- a. Improve existing and launch new internship initiatives, which will result in conversion of on-the-job (OTJ) training opportunities to long-term employment
- b. Engage with the private sector to secure more and better internships
- c. Formalize OJT training

### 4. Enhanced TVET management

WFD will accomplish this outcome through the following activities:

- a. Strengthen VTI management's organizational skills with proven frameworks, including change management and strategic planning
- b. Up-grade the Student Gateway for better tracking of students during and after vocational training to provide data for decision making
- c. Improve the M&E capacity of the VTC to facilitate internal data analysis and external reporting
- d. Encourage the use of labor market data in decision-making

#### *Evidence supporting link between activities and outcomes*

- Tripney et al. studied the effectiveness of 20 TVET interventions in Latin America, the Caribbean, Europe, East Asia, South Asia and Sub-Saharan Africa and found a “positive and significant” effect of TVET on paid employment. (Read more at <http://www.campbellcollaboration.org/lib/project/227/>.)
- Hanushek et al. argue that, “with rapid technological change gains in youth employment from vocational education may be offset by less adaptability and thus diminished employment later in life.” (Read more at <http://www.nber.org/papers/w17504>.) WFD will focus on upgrading curricula to meet the needs of an evolving marketplace. For example, WFD will work on improving curricula that prepare graduates for work in green energy, a growing field in Jordan. (Read more at <http://www.thenational.ae/business/energy/low-bids-on-project-in-jordan-likely-to-trigger-solar-energy-boom>.)

#### *Indicators*

WFD will monitor the first hierarchy of change described above using seven indicators:

- Indicator 1.1: Number of VTIs upgraded
- Indicator 1.2: Percentage change in VTI instructor scores
- Indicator 1.3: Number of demand-driven curricula developed as a result of participation in USG workforce development programs (PMP 1.2.1.c)

- Indicator 1.4: Change in score on VTI institutional capacity assessment in selected VTIs
- Indicator 1.5: Number of graduates from VTI training programs targeted by WFD
- Indicator 2.1: Percentage of internships/on-the-job trainings converted to employment
- Indicator 2.2: Percentage of enrolled TVET students, graduates and jobseekers who receive career guidance
- Indicator 2.5: Number of persons receiving internships as a result of participation in USG workforce development programs (PMP 1.2.1.d)
- Indicator cc.2: Person hours of training completed in workforce development supported by USG assistance (F 4.6.3-9) (PMP 1.2.1.e)
- Indicator cc.3: Percentage of female participants in USG-assisted programs designed to increase access to productive economic resources (assets, credit, income or employment) (F GNDR 2) (PMP 4.3.b)

**Objective 2: Improve the effectiveness of labor market information, career counseling, mentoring, outreach, and job placement in target areas and sectors**

(1) Create public private partnerships → Active EPU → Increased job placements through private sector linkages

(2) Increase access to labor market information → Actionable LM data → Increased job placements through private sector linkages

*Assumptions*

- By connecting career interests of job seekers to employment opportunities, (enhanced) labor market information will significantly reduce the disconnect between supply and demand of labor in the vocational sector
- The labor market has the absorptive capacity for new Jordanian technical vocational education and training (TVET) graduates. Therefore, there are enough vacancies for Jordanians who are qualified and willing to work in the vocational sector<sup>4</sup>.
- If provided access to current labor market data, private sector employees, training institutions and policy makers in the TVET sector will use the data to guide decision making.
- The private sector wants to hire trained staff for vocational jobs.

*How it will work*

(1) Private partnerships (PPPs) have proven their efficacy in bridging the gap between labor demand and supply (see reference to evidence below). WFD will establish EPUs to

---

<sup>4</sup> This assumption is also dependent on 1) The effects of the Syrian refugee influx; 2) Overall health of Jordan's economy; and 3) Regional instability and its impact on Jordan.

spearhead this partnership in East Amman, Aqaba, Irbid and Zarqa. To ensure that EPU's are active and fulfill their roles, WFD will:

- a. Provide career guidance services
- b. Facilitate job placements with the private sector
- c. Link to TVET providers to train job seekers for placement in the private sector
- d. Collect job vacancy and future needs from employers
- e. Facilitate work-based learning

(2) Job seekers need labor market information to help identify careers that are projected to be in demand as well as find information about remuneration and benefits by geographic and occupational areas. Employers require labor market information to plan ahead in order to meet their labor needs and “determine the amount (they) will need to pay to attract applicants with the skills and experience they require”.<sup>5</sup> In addition, trainers need labor market information in order make data-based decisions on the kind of the training they need to offer as well as numbers of trainees that they need to enroll for specific occupations. To achieve the actionable data outcome, WFD will:

- a. Aggregate labor market data through the EPU's
- b. Collect primary employer data (through the EPU's)
- c. Provide access to demand side data to users

*Evidence supporting link between activities and outcomes*

- According to James F. Woods from the Upjohn Institute for Employment Research, “Easily accessible high-quality labor market information (LMI) is a key ingredient to the success of a modern economy.” (Read more at [http://research.upjohn.org/cgi/viewcontent.cgi?article=1101&context=empl\\_research](http://research.upjohn.org/cgi/viewcontent.cgi?article=1101&context=empl_research))
- According the OECD Observer, “co-operation between public employment services and private employment agencies enhances labor market participation and increases the rate of transition from unemployment to work.” (Read more at [http://www.oecdobserver.org/news/archivestory.php/aid/3280/partnerships\\_for\\_jobs.html#sthash.ojaqb0o7.dpuf](http://www.oecdobserver.org/news/archivestory.php/aid/3280/partnerships_for_jobs.html#sthash.ojaqb0o7.dpuf).)

*Indicators*

WFD will monitor the second hierarchy of change described above using the following indicator:

- Indicator cc1: Number of WFD initiatives completed as a result of U.S. Government participation in public-private partnerships (F 4.6.3-8) (PMP 1.2.b)
- Indicator 2.4: Number of vocational job vacancies identified through the EPU's
- Indicator 2.3: Number of job placements facilitated through linkages with the private sector

---

<sup>5</sup> <https://www.workbc.ca/Statistics/Labour-Market/Guide-to-using-Labour-Market-Information.aspx#sthash.BIFZovMD.dpuf>

### Objective 3: Improve workforce development for women, youth, and vulnerable groups

Improve attitudes of women and youth toward vocational work → improved perception of TVET → Increased enrollment in target TVET centers

#### *Assumptions*

- Jordanians avoid work in the vocational sector due to negative perceptions associated with vocational work. Addressing these perceptions will encourage more Jordanians to enter the vocational sector
- The labor market has the absorptive capacity for new Jordanian technical vocational education and training (TVET) graduates. Therefore, there are enough vacancies for Jordanians who are qualified and willing to work in the vocational sector<sup>6</sup>.

#### *How it will work*

According to the United States Agency for International Development (USAID) SIYAHA project, misperceptions associated with vocational training in Jordan can be largely attributed to the undesirable social status affiliated with this category of education, which generally suggests poor academic achievement<sup>7</sup>. To this end, WFD will work to accomplish the following outcomes: 1- Improved perception of TVET; and 2- Barriers to Jordanians wanting to join the vocational sector mitigated.

#### 1. Improved perception of TVET

WFD will accomplish this outcome through the following activities:

- a. Online and off-line community outreach events
- b. Communicate benefits of vocational occupations
- c. Youth participatory activities (e.g. video competition)
- d. Identify and promote TVET role models and champions
- e. Promote upgraded courses and facilities
- f. Promote OSH improvements in supported enterprises
- g. Support VTIs to use social media to engage prospective students
- h. Award grants for innovative initiatives

#### 2. Barriers to enrollment in the vocational sector mitigated

WFD will accomplish this outcome through the following activities:

- a. Identify solutions to transportation challenges (e.g. Advocate the Land Transport Regulatory Commission (LTRC) for new transportation routes)
- b. Pilot alternate WBL/work opportunities
- c. Create opportunities for the disabled
- d. Advocate alternative arrangements for women

---

<sup>6</sup> This assumption is also dependent on 1) The effects of the Syrian refugee influx; 2) Overall health of Jordan's economy; and 3) Regional instability and its impact on Jordan.

<sup>7</sup> Jordan Tourism Development Project II Final Report 2008 – 2013. Available online: <http://www.siyaha.org/sites/default/files/Documents/FINAL%20REPORT.pdf>

- e. Advocate revision of labor code to facilitate work for women

*Evidence supporting link between activities and outcomes*

- According to *Women and Work*, a working paper on female employment in Jordan, “Women with fewer skills are less likely to enter the labor market altogether, for a variety of reasons: non-professional jobs are often considered inappropriate for women; the majority of employers in the private sector cannot offer women attractive working conditions; women are expected to be primarily mothers and housewives, and little support is available, for example in the form of childcare facilities.” (Read more at <http://www.silviacambie.com/wp-content/uploads/2010/01/womenwork-in-jordan.pdf>.)
- According to the SIYAHA report cited above, Jordanians continue to view vocational education and work as indicative of lower educational attainment. (Read more at <http://www.siyaha.org/sites/default/files/documents/final%20report.pdf>.)

*Indicators*

WFD will monitor the third hierarchy of change described above using the following four indicators:

- Indicator 3.1: Percentage change of female participation in enterprises that benefit from WFD initiatives or have agreements with WFD in priority sectors
- Indicator 3.2: Percentage of jobseekers in catchment areas of VTIs and enterprises targeted by WFD that express a willingness to pursue work in the technical and vocational sector
- Indicator 3.3: Number of new enrollees per annum in targeted VTIs targeted by WFD
- Indicator cc.3: Percentage of female participants in USG-assisted programs designed to increase access to productive economic resources (assets, credit, income or employment)

**Objective 4: Improve the enabling environment**

Advocate policies for more conducive working environments & Expand certification and accreditation initiatives → OSH standards improved; barriers mitigated; and TVET regulations improved → increased willingness of women and youth to enter the vocational sector → increased enrollment in the vocational sector

*Assumptions*

- Poor safety policies and working conditions are a barrier to vocational work. Improved work policies and safer work environments will attract Jordanians to the vocational sector

- The labor market has the absorptive capacity for new Jordanian technical vocational education and training (TVET) graduates. Therefore, there are enough vacancies for Jordanians who are qualified and willing to work in the vocational sector<sup>8</sup>.

*How it will work*

According to the United States Agency for International Development (USAID) SIYAHA project, misperceptions associated with vocational training in Jordan can be largely attributed to the undesirable social status affiliated with this category of education, which generally suggests poor academic achievement<sup>9</sup>. However, addressing perceptions alone will not be sufficient: Positive messaging must be backed by regulations that protect and facilitate work for women and youth in the vocational sector. To this end, WFD will work to accomplish the following outcomes: 1- Occupational Safety and Health standards enforced; 2- Improved perception of TVET; and 3- Barriers to Jordanians wanting to join the vocational sector mitigated.

1. Occupational Safety and Health standards improved

WFD will accomplish this outcome through the following activities:

- Increase OSHI capacity and increase bandwidth of VTC OSH training offerings
- Increase number of OSH staff in the workplace
- Improve MOL's OSH Directorate capacity
- Increase OSH awareness
- Support the development and implementation of MOL's national OSH strategy

2. Barriers to enrollment in the vocational sector mitigated

WFD will accomplish this outcome through the following activities:

- Identify solutions to transportation challenges
- Pilot alternate WBL/work opportunities
- Create opportunities for the disabled
- Advocate alternative arrangements for women
- Advocate revision of labor code

3. Improved TVET regulation

WFD will accomplish this outcome through the following activities:

- Improve certifications for occupations in target sectors
- Amend and pilot target sector accreditation systems
- Support NCHRD to develop its capacity to analyze labor market data and forecast trends

*Evidence supporting link between activities and outcomes*

---

<sup>8</sup> This assumption is also dependent on 1) The effects of the Syrian refugee influx; 2) Overall health of Jordan's economy; and 3) Regional instability and its impact on Jordan.

<sup>9</sup> Jordan Tourism Development Project II Final Report 2008 – 2013. Available online: <http://www.siyaha.org/sites/default/files/Documents/FINAL%20REPORT.pdf>

- According to *Women and Work*, a working paper on female employment in Jordan, “Women with fewer skills are less likely to enter the labor market altogether, for a variety of reasons: non-professional jobs are often considered inappropriate for women; the majority of employers in the private sector cannot offer women attractive working conditions; women are expected to be primarily mothers and housewives, and little support is available, for example in the form of childcare facilities.” (Read more at <http://www.silviacambie.com/wp-content/uploads/2010/01/womenwork-in-jordan.pdf>.)
- According to the SIYAHA report cited above, Jordanians continue to view vocational education and work as indicative of lower educational attainment. (Read more at <http://www.siyaha.org/sites/default/files/documents/final%20report.pdf>.)

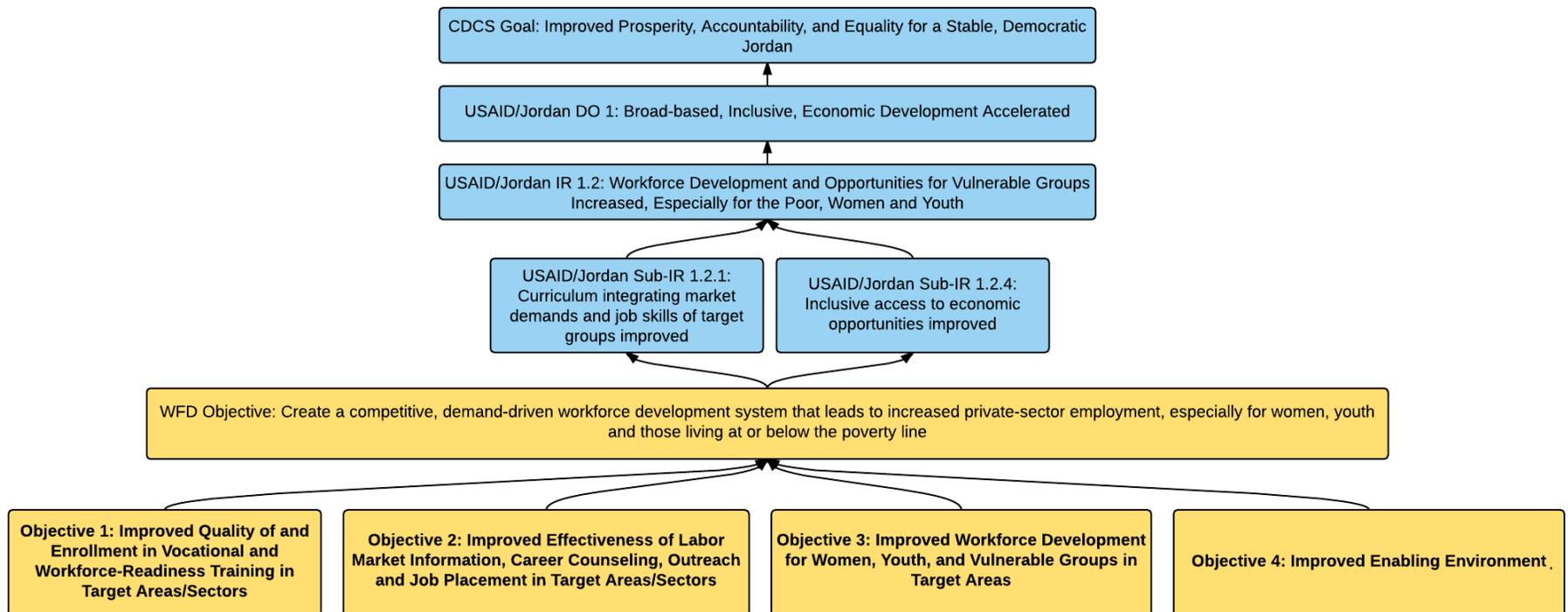
#### *Indicators*

WFD will monitor the fourth hierarchy of change described above using the following four indicators:

- Indicator 3.1: Percentage change of female participation in enterprises that benefit from WFD initiatives or have agreements with WFD in priority sectors
- Indicator 3.2: Percentage of jobseekers in catchment areas of VTIs and enterprises targeted by WFD that express a willingness to pursue work in the technical and vocational sector
- Indicator 4.1: Percentage of WFD-targeted enterprises that meet SSC health and safety (OSH) requirements
- Indicator 4.2: Number of new/improved workplace policies, rules and practices designed to improve TVET sector and/or protect vulnerable groups drafted, proposed or adopted
- Indicator cc.3: Percentage of female participants in USG-assisted programs designed to increase access to productive economic resources (assets, credit, income or employment)

## ACTIVITY RESULTS FRAMEWORK

### WFD Results Framework and Alignment to Updated CDCS



### III. WORKFORCE DEVELOPMENT ACTIVITY M&E PLAN

#### PERFORMANCE INDICATORS

The 16 WFD indicators are listed in the Performance Indicator Tracking Table below (Table 1). In determining appropriate activity indicators, the WFD M&E team, in consultation with USAID, program staff and management, has considered two key documents: the WFD cooperative agreement and USAID/Jordan’s CDCS PMP. In addition, custom indicators have been identified to measure key project activities not captured in the agreement or the CDCS PMP indicators. Every effort has been made to consolidate indicators where appropriate, and keep the number of indicators to a minimum, while maintaining a robust set of multi-level indicators, appropriate for making management decisions and reporting on WFD progress.

WFD’s 16 performance indicators include output, outcome and impact indicators that will effectively measure the project at multiple levels. There are 2 impact indicators, 8 outcome indicators, and 6 output indicators. This mix of performance indicators comprises four Standard Foreign Assistance (“F”) indicators, six mission indicators, and seven custom indicators (the four F indicators are also mission indicators).

The WFD cooperative agreement identifies several targets of project success. These are outlined in the table below with notes regarding slight changes made in the WFD AMEP and the reasons for doing so.

Indicators and targets listed in WFD cooperative agreement (p I-6)	Indicator included in WFD AMEP	Notes regarding any change
25,000 beneficiaries are able to obtain new or improved employment as the result of participation in USG funded projects	# of persons receiving new or better employment (including better self-employment) as a result of participation in USG-funded workforce development programs (F 4.6.3-2)	The agreement indicator has been amended to align to the updated CDCS indicator and F indicator wording.
5-10 workplace policies, rules, and practices designed to protect vulnerable groups implemented	# of new/improved workplace policies, rules and practices designed drafted, proposed or adopted to protect vulnerable groups	Slight changes in wording. Since ‘implemented’ would be out of the control of the project. Wording has been changed to mirror a similar F indicator – GNDR-I.
At least 50% of targeted enterprises implement the SSC health and safety guidance and regulations	% of targeted enterprises that implement SSC health and safety (OSH) guidance regulations	Reworded as an indicator
15% increase in female participation in at least three targeted sectors	% change of female participation in enterprises that benefit WFD initiatives or have agreements with WFD in priority sectors	Reworded as an indicator

A 15% proportion of female participants in USG assisted programs designed to increase access to productive economic resources (assets, credit, income or employment)	Percentage of female participants in USG-assisted programs designed to increase access to productive economic resources (assets, credit, income or employment) (F GNDR-2)	Reworded as an indicator
75% of individuals trained with USG resources retain employment for at least two years	% of graduates from USAID workforce development programs that retain their jobs after one year	The agreement indicator has been amended to align with the updated CDCS indicator. This change should also be addressed in an agreement modification since it represents a significant change.
Improved workforce training results in increased employment in a minimum of five sectors		Not included as an indicator, will be addressed as a research question to be addressed through a special study. This measure is more valuable as a special study and would be a difficult indicator to track.

## INDICATOR BASELINES AND TARGETS

All of the WFD indicators have a baseline of zero, with the exception of two indicators:

- Percentage change in VTI instructor scores
- Percentage change of female participation in enterprises that benefit from WFD initiatives or have agreements with WFD in target sectors

Baseline data collection for the first indicator will begin upon approval of the AMEP. At the completion of training courses at the target VTIs, evaluation forms will be distributed to course participants in order to collect baseline data from students on how they currently rate their instructor. Baseline data for the second indicator will be collected from enterprises that WFD partners with.

Targets for WFD indicators have been established, firstly, through figures outlined in the cooperative agreement, and secondly through feedback from and planning with WFD staff and management, and WFD stakeholders.

Indicator targets are identified in Table I below, as well as within each PIRS.

## DATA QUALITY ASSURANCE AND DATA QUALITY ASSESSMENT PROCEDURES

WFD will use four primary techniques to control the quality of data and monitoring:

- **Random Quality Control Reviews:** The M&E Manager will develop a confidential schedule for

quality control reviews of program data. The review results will be reported to the Chief of Party (COP) quarterly. M&E personnel will conduct two quality control reviews per quarter.

- **Regular Quality Control Reviews of WFD Partner Data:** On a quarterly basis, the M&E Manager, with STTA support when needed, will also conduct data quality reviews of all grantee and other partner reported data. Training on data quality requirements will be scheduled to ensure that partners understand the principles behind data quality standards and consistently collect and report data.
- **Regular Data Quality Assessments:** The home office will send a short-term expert annually to Amman to conduct a data quality assessment so that WFD senior managers have an internal assessment of the strengths and weaknesses of the data collection and management system.

Errors in data collection can be mitigated by ensuring proper design of instruments (i.e., forms and surveys), and by incorporating multiple layers of review. Project staff will test WFD data entry forms to make sure they are clear, unambiguous and complete. Survey questionnaires will be pre-tested before the survey is carried out. For direct observation collection using field personnel, WFD will provide proper training, supervision, and ensure rapid turnaround from collection to data entry.

The M&E team will work closely with USAID/Jordan in support of their own DQA procedures, in order to ensure that the Mission is aware of the strengths and weaknesses of the data collected by WFD, as determined by five USAID data quality standards: validity, precision, reliability, integrity and timeliness.

## REPORTING OF DATA

Project data will be reported to USAID primarily via Quarterly and Annual Reports. All data will be reported in a disaggregated manner, as outlined in the PIRS in Section IV. Ad-hoc reporting of WFD data will be provided, as requested by the project Agreement Officer's Representative (AOR). In addition, WFD will provide timely reports for USAID's Performance Plan Report (PPR) period and USAID Portfolio Reports.

WFD data will be shared with program and management staff on a quarterly basis in order to review project performance and make adjustments to implementation plans.

Relevant performance data will be reported into DevResults and all training-related data will be reported into USAID's TraiNet database.

## ROLES AND RESPONSIBILITIES

Monitoring and evaluating performance is a shared responsibility between WFD's M&E team and the technical team. This section provides an overview of the roles and responsibilities of the key players:

- **Senior M&E Manager.** WFD's Senior M&E Manager, supported by the Senior M&E Specialist and two M&E Coordinators, will be responsible for organizing the processes surrounding data collection, including the set-up of the system and templates. The manager

will ensure project team members have the necessary tools to collect data and do so systematically, and at appropriate intervals. The manager will verify data quality and analyze and report trends. The Senior M&E Manager will lead an annual AMEP review with the Senior M&E Specialist, M&E Coordinators and members of the Technical Team in order to make necessary adjustments to the existing indicators and targets. The Senior M&E Manager, supported by a Senior M&E Specialist, M&E Coordinators, and the project's technical team, will also manage the internal M&E database (TAMIS) as well as the data entry into USAID's TraiNet and DevResults systems in a consistent, accurate and timely manner. The M&E team ensures that all data are collected and entered into the M&E database in a consistent, accurate, and timely manner and generates needed reports and analysis according to project reporting needs and is responsive to requests for information made by USAID, the project team, and project partners. The Senior M&E Manager also conducts data quality reviews for all the collected data and the collection methods. The Senior M&E Manager is supported by the Sr. M&E Specialist, two M&E Coordinators, three Research Assistants (one working with Component 1; the other working with Component 4), the Gender Analyst, PPP Coordinator, as well as the Senior Outreach & Communications Manager, all of whom enter required data and back-up documentation and information into TAMIS. In addition, the Senior M&E Manager reviews project performance data that is entered into TAMIS by the Communications & Events Coordinator and the technical team before it is added to the M&E records.

- **Technical Staff.** Technical project staff members will be responsible for managing the process of primary data collection and entry in the area of his/her activity including training, gender and grants. After analysis and quality control by the M&E Manager, the technical staff, and the COP, will use the information to make management decisions about implementation of activities and communicate progress to stakeholders as well as for reporting to USAID and external stakeholders.
- **Chief of Party.** The COP will supervise the Senior M&E Manager and overall M&E system and guide the M&E Manager to determine which indicator data are critical for management, communication, and reporting. Since Jordan is considered as a high-visibility location with frequent "data calls" and information requests, the COP will have responsibility for overseeing M&E, assuring that the work of the Senior M&E Manager meets the overall project needs and responds to Mission requests for information. In his absence, the Deputy Chief of Party/Technical will provide supervisory assistance.

## DATA COLLECTION METHODOLOGIES

The WFD M&E team will use primary data as the principal source for reporting progress and results against project indicators. WFD will collect data from primary sources during baseline survey implementation, beneficiary registration, quarterly performance monitoring, and on-going survey implementation.

The M&E unit will generate reports on project progress in alignment with USAID reporting requirements.

**Data Collection Tools:** Standardized data collection tools are being developed to efficiently and effectively collect WFD’s performance data. Detailed guidelines will be developed for each data collection tool and consolidated within the M&E section of the Field Operations Manual and the M&E module of TAMIS. The web-based manual will be updated regularly and will be available as a reference for all data collectors. It will also be used to train WFD staff in data collection to ensure that those collecting the data understand the steps required, and to ensure the highest data quality.

**Data Storage:** All project data, both hard and soft copies, will be stored at the WFD Amman office. For audit purposes, hard copies of all data collected by WFD will be available for review. The project will use the M&E module of TAMIS to facilitate effective data storage and consistent reporting.

Data collected by grantees will also be kept in electronic form in WFD’s M&E module of TAMIS and hard-copies will be kept at grantees’ offices for the duration of the grant agreements. The type and sensitivity of information collected by grantees, which depends on proposed initiatives, will determine whether the information will be kept in storage at WFD or destroyed upon the conclusion of grant agreements.

## **GENDER, YOUTH AND VULNERABLE PERSONS M&E SECTION**

WFD will contribute to building an enabling environment that facilitates gender-effective vocational education and training interventions, and institutions. One of the expected outcomes of working with Employment Technical and Vocational Education and Training (E-TVET) partners is that access to opportunities for women is improved, and that institutions and employers provide equivalent benefit for both male and female Jordanians. To that end, WFD has disaggregated all indicators (where applicable) in order to analyze to what extent there are differences between men and women in WFD outputs and outcomes. M&E activities will also measure the extent to which WFD contributes to USAID’s core development strategies of gender equality and female empowerment in terms of access to leadership opportunities and to government-provided resources. Gender will be given special consideration when developing baseline, evaluation surveys, data collection, and data analysis to capture possible gender-based differences in impact of WFD interventions. Additionally, WFD’s Component 3 has cross-cutting responsibilities (and performance indicators) to ensure gender mainstreaming is realized.

Two WFD indicators are designed to monitor activity progress directly related to women. These indicators include:

- Percentage change of female participation in enterprises that benefit from WFD initiatives or have agreements with WFD in priority sectors
- Percentage of female participants in USG-assisted programs designed to increase access to productive economic resources (assets, credit, income or employment) (F GNDR 2)

Analysis of changes in key WFD indicators will serve to identify any inequalities in program effects. Such analysis will enable WFD to develop a corrective response in programming priorities and activities. Therefore, gender-related findings not only will be reported to

USAID but also will be presented regularly to the technical team to provide information needed for evidence-based adjustments that meet gender-related objectives.

## EVALUATION AND LEARNING QUESTIONS

USAID is expected to commission either an impact evaluation or performance evaluation around key issues related to WFD, including job creation. This evaluation would be carried out by USAID's Monitoring & Evaluation Support Project (MESP). MESP would be responsible for the design and implementation of the evaluation, including the baseline and final surveys. The WFD team would work closely with MESP and USAID as needed, to ensure the evaluation team has the data required from WFD to effectively perform the evaluation.

The evaluations planned will answer questions that look at USAID interventions and whether they have been able to support vulnerable populations, like youth and women, in attaining new or better employment; and whether there is an increase in the number of Jordanians taking up new or better employment as a result of USAID's interventions.

In addition to these evaluations, WFD plans to outline a learning agenda wherein several smaller ad hoc evaluations of interest to stakeholders, project and management staff and the greater community of practice such as USAID's "Workforce Connections" are identified and carried out.

- One research question of interest for DAI is which of WFD's interventions contribute most to the goal that a project participant will become employed, or stay longer in a job. In order to examine this research question, WFD will implement a participant tracking system for tracking graduates' employment status and duration of employment. WFD will then investigate whether any of the following services/interventions are positively associated with 1) the odds of attaining employment within 6 months of graduation and 2) the odds of maintaining a job for 1-year:
  - Career guidance counseling
  - Attendance of courses with curricula that have embedded soft-skills and problem-based learning activities
  - Work-based learning experiences supported by WFD
  - Targeted job matching
  - Work based learning i.e. internships and on-the-job-training (OJT)
- Specifically for career guidance counseling, WFD will investigate whether receiving counseling by a counselor who was trained using CAQA-certified training modules, augmented by job exploration tools such as career profiles and videos, is associated with a reduction in job attrition, especially among female students and an increase in job placements/OJT/internships
- Another question is whether tangible improvements to the infrastructure of VTIs through renovations and new equipment and improvements of curricula are associated with improved perception of TVET and its related occupations among job seekers and key influencers (e.g., parents, secondary school teachers, religious

leaders, etc.) and increased enrollment in the vocational sector (TVET and occupations). WFD will conduct surveys to gauge the perception of job seekers and their influencers over time. WFD will determine whether awareness of improvements to VTIs was associated with more positive perceptions.

- WFD will investigate whether jobseekers in catchment or nearby residential areas of enterprises that adopt OSH regulations and procedures with assistance from WFD become aware of these improvements. WFD may also investigate whether this awareness is associated with an increased willingness of jobseekers in enterprises' catchment areas to seek work in these enterprises.
- Finally, WFD will assess whether the adoption of flex-hours and part-time employment for women in select enterprises results in an increase in the proportion of women employees at these enterprises. WFD will gather data from partner enterprises.
- WFD may want to consider: An investigation of whether or not employers recognize the improved availability of qualified Jordanians in the targeted areas, including soft skills.

Additional evaluation topics will be identified as WFD progresses.

#### IV. PERFORMANCE INDICATOR TRACKING TABLE

\*\* - Identified with target in the WFD Cooperative Agreement ++ - In the USAID/Jordan CDCS PMP

#	Indicator	Definition	Unit of Measure	Reporting Frequency	Data Source & Collection Method	Baseline (# and Date)	Yr 1 Target	Yr 1 Actual	Yr 2 Target	Yr 3 Target	Yr 4 Target	Yr 5 Target	LOA Target
1	Number of individuals with new or better employment following completion of USG-assisted workforce development programs (EG.6-1) (PMP 1.2.a)++**	WFD participants in any project-sponsored activity, including training, career counseling, job fair, internship/apprenticeship, job search/placement services, etc., who report they obtained at least one new job or a better job as a result of project activities	#	Annual	Participant Lists from WFD partners and within the Participant Tracking System, and participant survey results	0	0	0	5,000	6,000	6,000	8,000	25,000 (A)
2	Percent of graduates from USAID workforce development programs that retain their jobs after one year (PMP 1.2.1.b)++ **	Participants in WFD programs including trainings, internship programs, job placements, career guidance, mentorship programs, seminar series, job platforms, etc. Retention of one year can include jobs with one employer or multiple employers of a period of one year wherein any portion of the last month of an employment position that includes two weeks or longer is counted as a whole month.	%	Annual	Participant Lists from WFD partners and within the Participant Tracking System, and participant survey results	0	0	0	0	75%	75%	75%	75% (A)

1.1	Number of VTIs upgraded	Existing VTI where the improvement was completed with project funds (e.g., equipment, classroom space to facilitate practical applied learning)	#	Annual	Project records (i.e., hand-over document to VTI signed)	0	2	0	4	3	3	0	12 (A)
1.2	Percentage change in VTI instructor scores	Student satisfaction with instructor performance based on the completion of a course evaluation form at end of each VTI training course. Rating based on several aspects of teaching (knowledge, pedagogy, and overall satisfaction) as well as the perceived quality and utility of the content.	%	Annual	Evaluation form completed by students at the end of the course	TBD (2015/6)	0	0	5% increase over baseline	12% increase over baseline	20% increase over baseline	25% increase over baseline	25% increase over baseline (Yr 5)
1.3	Number of demand-driven curricula developed as a result of participation in USG workforce development programs (PMP 1.2.1.c)	Curricula will be counted if the outlined program of study includes new or improve soft skills and technical content as a result of WFD	#	Semi-annual	Completed curriculum listing topics to be covered	0	1	0	3	4	4	0	12 (A)

1.4	Change in score on VTI institutional capacity assessment in selected VTIs	Assessments using a customized WFD-designed tool for rating each VTI's key operational and programmatic sub-categories to identify priority areas for Improvement Plans. Sub-categories include: Leadership, Program and Services, and Operational Effectiveness	#	Biennial	VTI capacity assessment tool	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
1.5	Number of graduates from VTI training programs targeted by WFD	This indicator measures the number of graduates from VTI training programs/courses that have been improved by WFD.	#	Annual	Student Gateway	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
2.1	Percentage of internships/on-the-job trainings converted to employment	An internship or on-the-job-training (OJT) is a temporary position that is meant to complement what is or was learned in TVET programs by providing students/job seekers the opportunity to apply the learned in an actual workplace. Internships/OJT include a variety of work-based learning experiences.	#	Quarterly	Internship/OJT program provider reports	TBD	0	0	TBD	TBD	TBD	TBD	TBD
2.2	Percentage of enrolled TVET students and jobseekers who receive career guidance	Participants enrolled in VTIs and community colleges and job seekers at EPU or other WFD initiatives who have received career guidance provided by career counselors who were trained as a result of WFD. Individual (one-on-one), group and online resources career guidance are included	%	Quarterly	VTI or training provider and career guidance provider and EPU records	0	0	0	VTI = 5% EPU = 80% Community Colleges = TBD	VTI = 15% EPU = 85% Community Colleges = TBD	VTI = 25% EPU = 85% Community Colleges = TBD	VTI = 40% EPU = 85% Community Colleges = TBD	VTI = 40% EPU = 85% Community Colleges = TBD

2.3	Number of job placements facilitated through linkages with the private sector	It counts the number of job placements that were the result of linkages with the private sector. These linkages include the following: Joint initiatives between the private sector and WFD; private sector participation in WFD activities, such as job matching events; and direct communication with the	#	Annual	Official letters from employers; surveys	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
		private sector for the purposes of job matching.											
2.4	Number of vocational job vacancies identified through the EPUs	This indicator measures the number of current and future vocational job vacancies identified through the EPUs.	#	Annual	EPU data system	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
2.5	Number of persons receiving internships as a result of participation in USG workforce development programs (PMP 1.2.1.d)	(Will be provided by USAID)	#	(USAID will specify frequency)	EPU data system; employer records	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
3.1	Percentage change of female participation in enterprises that benefit from WFD initiatives or have agreements with WFD in target sectors	Comparison of change in number of Jordanian women, employed into each of the WFD target sectors	%	Biennial	EPU employer survey using employment data specific to women within the targeted sectors	TBD	0	0	BL	15% increase from baseline (A)			

3.2	Percentage of jobseekers in catchment areas of VTIs and enterprises targeted by WFD that express a willingness to pursue work in the technical and vocational sector	This indicator measures the percentage of residents in the catchment areas of targeted VTIs and enterprises who say they are willing to pursue work in the vocational and technical sector	%	Biennial	Perception survey	0	0	0	TBD	TBD	TBD	TBD	TBD
3.3	Number of new enrollees per annum in target TVET centers	This indicator measures the total number of new enrollees per annum in TVET centers that have benefited	#	Annual	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD

		from targeted and specific (i.e. direct) WFD interventions.												
4.1	Percentage of WFD-targeted enterprises that meet SSC health and safety (OSH) requirements **	Percentage of employers that WFD has engaged to provide SSC implementation support to, where health and safety improvements have been completed. The denominator only includes companies that score poorly in the initial SSC assessment.	%	Annual	SCC safety and health inspection findings 90 days follow-up to the initial inspection	0	0	0	10%	30%	40%	50%	50% (A)	
4.2	Number of new/improved workplace policies, rules and practices designed to improve TVET sector and/or protect vulnerable groups drafted, proposed or adopted **	This indicator measures the number of policies, rules and practices that were developed or modified to improve the TVET sector and/or protect women, youth or other vulnerable populations in the workplace.	#	Annual	Official documentation of adopted policies, legislation, rules, regulations.	0	1	0	2	2	2	1	8 (A)	
cc. 1	Number of WFD initiatives completed as a result of U.S. Government participation in public-private partnerships (F 4.6.3-8) (PMP 1.2.b)	Number of project activities completed with the support of a private sector counterpart within a PPP. These 'initiatives' can include trainings, internship programs, placements in jobs, career guidance programs, mentorships programs, seminar series, job platforms, roundtables	#	Quarterly	PPP agreement; project records with initiate updates completed by relevant Component Leads	0	1	0	1	16	18	15	50 (A)	
cc. 2	Person hours of training completed in workforce development supported by USG	All WFD-conducted training and any VTI partner-provided training that benefits directly from WFD efforts (e.g., improved training facilities, including	Person hours	Quarterly	Sign-In Attendance Sheets; course agenda or curricula	0	2,250	2,202	5,000	7,500	7,500	3,750	26,000 (A)	

	assistance (F 4.6.3-9) (PMP 1.2.1.e)	equipment enhancements, instructor training, improved examination procedures, etc.)											
cc. 3	Percentage of female participants in USG-assisted programs designed to increase access to productive economic resources (assets, credit, income or employment) (F GNDR 2) (PMP 4.3.b)	The number of Jordanian women who participate in WFD programs leading to job placement, out of total of all participants in same programs	%	Annual	WFD and Partner Project Records (primarily sign-in sheets)	0	0	0	0	15%	15%	15%	15% (A)

\*\* - Identified with target in the WFD Cooperative Agreement

++ - In the USAID/Jordan CDCS PMP

(A) Aggregate measure

## V. ACTIVITY PERFORMANCE INDICATORS REFERENCE SHEETS (PIRS)

<b>Indicator 1: Number of individuals with new or better employment following completion of USG-assisted workforce development programs (EG.6-1) (PMP 1.2.a)</b>	
<b>LINKAGE TO MISSION PMP</b>	
<b>Mission Development Objective:</b> DO 1: Broad-based, Inclusive, Economic Development Accelerated	
<b>Mission Intermediate Result:</b> IR 1.2 Workforce Development Opportunities for Vulnerable Groups Increased, Especially for the Poor, Women, and Youth	
<b>Mission sub-Intermediate Result:</b> N/A	
<b>IDENTIFICATION</b>	
<b>Activity Development Objective/Goal/Purpose:</b> Create a competitive, demand-driven workforce development system that leads to increased private-sector employment, especially for women, youth and those living at or below the poverty line	
<b>Activity Intermediate Result:</b> N/A	
<b>Activity Sub-Intermediate Result:</b> N/A	
<b>Name of Indicator:</b> (1) Number of individuals with new or better employment following completion of USG-assisted workforce development programs (EG.6-1) (PMP 1.2.a)	
<b>Indicator Type:</b> <input type="checkbox"/> Activity Custom <input checked="" type="checkbox"/> Standard F <input checked="" type="checkbox"/> Mission PMP	
<b>Is this a PPR indicator?</b> <input type="checkbox"/> No <input checked="" type="checkbox"/> Yes, for Reporting Year(s)    2015 - 2017.....	
<b>DESCRIPTION</b>	
<p><b>USAID Definition (if applicable):</b> Total number of people gaining employment or better employment within six months of participation in the USG-funded workforce development project. Better employment is based on the participant's perception of whether the employment is better. (It could be better because it is closer to home, has better pay, a better schedule, etc.) The number of people gaining employment or "better" employment within six months of participation in USG funded workforce development project is tallied. Where "better" is a given set of parameters for all participants benefiting from USAID-funded workforce development to use in their determination. The parameters can be objective, such as income, benefits, responsibility. Or the parameters can be subjective, such as more aligned to professional interests, quality of life. Employment is defined as an individual filling a job position during the reporting year. Employment lasting less than three months is not counted, in order to emphasize that long term employment provides more stability. Formal and informal employment can be counted under this indicator. Internships cannot be counted under this indicator except when internship ends with a full time offer of employment.</p>	

**Precise Definition(s):**

- Total number of WFD participants in project-funded activities who report they obtained at least one new job or a better job as a result of project activities within six months of participation
- Formal and informal employment can be counted under this indicator
- Participants who are newly employed are those who were without work prior to involvement in a WFD activity
- Participants with improved employment are those who benefit from at least one of the following as a result of WFD:
  - Higher wage
  - Career growth opportunity (promotion)
  - Better working hours (as defined by beneficiary)
  - More flexible working hours (as defined by beneficiary)
  - Better skill/interest match
  - More secure work (e.g. long term contract)
  - Safer work environment
  - Better located workplace (e.g. closer to home)
- Employment lasting less than three months is not counted.
- Inclusion criteria (examples):
  - Upgraded VTI: Only include graduates who benefit directly from the WFD intervention and report that the intervention improved their job prospects
  - Upgraded curriculum: Only include graduates who attribute their employment to elements in the curriculum that was developed by WFD
  - Brand new curriculum developed by WFD: Include all graduates of the curriculum who find employment
  - Career guidance: Only include graduates who attribute their employment to the element in the career guidance that was developed by WFD or offered through the support of WFD
  - Job placement outreach events: Include all job seekers who 1) Obtained a job placement through a WFD-organized job placement event, and 2) Benefited from a WFD-supported training that built their capacity and made them more marketable. EPU: Include all job seekers who 1) Obtained a job placement as a result of information made available via the EPU or job-placement assistance of the EPU and 2) Benefited from a WFD-supported training that built their capacity and made them more marketable

**Unit of Measure:** Number of persons**Method of calculation:** Count number of participants who report they obtained new or better employment from different WFD activities. Each person will only be counted once.

**Disaggregated by:** Sex [male/female]; Age 2 [Males age 15-19; Females age 15-19; Males age 20-24; Females age 20-24; Males age 25-29; Females age 25-29] Geographic location of the employment opportunity [East Amman municipalities and all municipalities in the governorates of Irbid, Zarqa, Tafleeh, Aqaba and Ma'an]; Sector [Manufacturing, wholesale & retail trade, administrative & support service activities, construction, human health & social work activities, accommodation & food service activity, electrical installation, transportation & storage, mining, other services (renewable energy and tourism)]; Channel of employment [Vocational Training Institute, Employment Promotion Unit, Public-Private Partnership, Grant]; Type of Employment (Full time, part time); Type of Job 1 (formal, informal).

**Justification & Management Utility:** From the Mission PMP: This indicator shows the effectiveness of the training provided in workforce training programs and whether the skills taught are marketable in the local economy. The percentage of those gaining employment after training over the total number of those trained should increase from year to year as the training programs improve, and the skills being taught become better aligned with the needs of local enterprise. Increased employment and the improvement of employment quality (e.g., income, stability, working conditions) are the primary goals of the Workforce Development program element. This indicator is critical for identifying the contribution of improved workforce development to employment and economic growth.

### PLAN FOR DATA ACQUISITION

**Data Collection Method:** Participant enrollment information/sign-in sheets are collected at the point of service by WFD staff, Vocational Training Institute (VTI) and WFD partners. WFD staff will ensure tracking systems are set up with each service provider in order to conduct follow-up on employment status (e.g. the upgraded JICA-developed tracking system, which will be renamed Student Gateway, for VTI training participants; outreach activity attendance sheets; career counselor in-take and case management forms, etc.). Six months after the conclusion of the intervention, WFD beneficiaries (students, training participants, and jobseekers) will be contacted to provide employment data (e.g., change in employment status, employer name/sector, job title, duration in job placement, etc.).

**Data Source(s):** WFD will only count participants who found jobs with WFD support based on the following:

- Database records and documented job assignments
  - VTI, community colleges and private training providers' student tracking system that demonstrates that a student benefitted directly from project-sponsored improvements to upgrades (renovations, new equipment, expansion), curricula (embedded with soft-skills and problem based learning activities) and career guidance (provided by counselors trained in the CAQA-approved training module developed by WFD)
  - Records of EPU internship, job-placement and career guidance services
  - Written employer acknowledgement of hiring WFD beneficiaries
- Self-reported acknowledgement of attaining a job due to WFD:
  - Student or beneficiary tracking surveys in which a student or beneficiary reports that he/she obtained a job as a result of WFD activities

**Method of transfer to USAID:** Annual report

**Frequency & Timing of Data Acquisition:** On-going, 6 months after each WFD intervention/activity

**Estimated Cost of Data Acquisition:** Within the Activity's budget (1) Cost of modifying database systems (e.g. Student Gateway) with the VTC for tracking participants (2) Cost of follow-up on beneficiaries

**Individual Responsible at IP (title):** Senior M&E Manager

**Individual Responsible for providing data to USAID:** Chief of Party as part of the Annual Report

**Location of data storage:** (1) WFD partners' administrative/registration data system (2) TAMIS for tracking key results (disaggregated), over time (3) Hard copy files in WFD M&E Office

### DATA QUALITY ISSUES

**Date of Initial Data Quality Assessment:** Approximately January 2017

**Known Data Limitations and Significance (if any):** Tracking former participants presents challenges common to tracking individuals in a database: Refusal to participate (nonresponse bias), and issues with contact details such as disconnected or wrong phone numbers. And given that most data collection will depend on retrospective tracking surveys, memory recall errors will be an additional limitation.

Furthermore, double counting of beneficiaries is another data limitation. This can be happen among WFD beneficiaries and other IP beneficiaries.

**Actions Taken or Planned to Address Data Limitations:**

- Partners' participant registration databases will be modified to include multiple contact modalities (e.g., mobile phone SMS and WhatsApp, physical address, email). For youth, include in database parents' contact information (physical address and mobile phone) because they are more stable and will facilitate any necessary tracing.
- Incentives for activity "alum" to maintain contact with partner (e.g., invitations to special events, job postings, networking opportunities, skill development, etc.)
- Outreach will be conducted every 6 months in order to have frequent and regular contact to enable easier tracking
- Unique identifiers (national ID number and phone number) and close coordination with other USAID IPs will limit the possibilities for double counting

**Date of Future Data Quality Assessments:** Approximately January 2018

**Procedures for Future Data Quality Assessments:** M&E teams conducts the following activities: (1) Reviews WFD partners' data collection systems to check for completeness and accuracy of participant data. (2) Random telephone follow-up with respondents to confirm accuracy of provided information.

**PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING**

**Data Analysis:** Totals will be disaggregated to identify if there are differences in trends according to independent factors (e.g., sex, age, sector, location, etc.). In addition to employment status and quality of placements, participants will be asked to list all WFD activities in which they participated; this analysis may provide insight into the interventions or combination of interventions most likely to lead to successful outcomes.

**Presentation of Data:** Tables with disaggregated data

**Review of Data:** Every 6 months

**Reporting of Data:** Annual

**OTHER NOTES**

**Notes on Baselines/Targets:** Baseline is set at zero. Targets are incremental and set for the specific year. The LOA target is an aggregate.

**Other Notes:**

**PERFORMANCE INDICATOR VALUES**

Year	Baseline	Target	Actual	Notes
<b>2015</b>	0	0	0	
<b>2016</b>		5,000		
<b>2017</b>		6,000		
<b>2018</b>		6,000		
<b>2019</b>		8,000		
<b>LOA (Aggregate)</b>		25,000		

THIS SHEET WAS UPDATED ON: 04/12/2016

<b>Indicator 2: Percent of graduates from USAID workforce development programs that retain their jobs after one year (PMP 1.2.1.b)</b>	
<b>LINKAGE TO MISSION PMP</b>	
<b>Mission Development Objective:</b> DO 1: Broad-based, Inclusive, Economic Development Accelerated	
<b>Mission Intermediate Result:</b> IR 1.2 Workforce Development Opportunities for Vulnerable Groups Increased, Especially for the Poor, Women, and Youth	
<b>Mission sub-Intermediate Result:</b> Sub-IR 1.2.1: Curriculum integrating market demands and job skills of target groups improved	
<b>IDENTIFICATION</b>	
<b>Activity Development Objective/Goal/Purpose:</b> Create a competitive, demand-driven workforce development system that leads to increased private-sector employment, especially for women, youth and those living at or below the poverty line	
<b>Activity Intermediate Result:</b> N/A	
<b>Activity Sub-Intermediate Result:</b> N/A	
<b>Name of Indicator:</b> (2) Percent of graduates from USAID workforce development programs that retain their jobs after one year (PMP 1.2.1.b)	
<b>Indicator Type:</b> <input type="checkbox"/> Activity Custom <input type="checkbox"/> Standard F <input checked="" type="checkbox"/> Mission PMP	
<b>Is this a PPR indicator?</b> <input checked="" type="checkbox"/> No <input type="checkbox"/> Yes, for Reporting Year(s) .....	
<b>DESCRIPTION</b>	
<b>USAID Definition (if applicable):</b> Graduates will be those who completed all required program activities, verified by the activity provider. A survey of graduates will gauge if they are or are not employed within one year of graduating from the program. Graduates who graduated more or less than one year before the survey will be excluded.	
<b>Precise Definition(s):</b> A graduate of a workforce development program, in this case, includes participants in WFD programing including but not limited to trainings, internship programs, placements in jobs, career guidance programs, mentorship programs, seminar series etc. In order to calculate if a graduate has retained his/her job for one year, a count is made of the number of months in which a graduate maintains employment after the initial hire date. If the employee is promoted within the same company, the months in the previous and new position are added together provided that employment is continuous. Since graduates of WFD are working in trades for the most part, the calculation of months on the job do not need to be with the same employer. Any portion of the last month in one employment position that includes two weeks or longer is counted as a whole month.	
<b>Unit of Measure:</b> Percent of graduates	
<b>Method of calculation:</b> Numerator: Number of graduates who have retained work for 12 or more months in a row; Denominator: Total number of graduates of WFD programs who attained a job (Counted in Indicator 1)	
<b>Disaggregated by:</b> Sex [male/female]; Age [Youth 10-17; Youth 18-29, Adult 30-49, Adult 50 and above]; Geographic location of the employment opportunity [East Amman municipalities and all municipalities in the governorates of Irbid, Zarqa, Tafileh, Aqaba and Ma'an]; Sector [Manufacturing, wholesale & retail trade, administrative & support service activities, construction, human health & social work activities, accommodation & food service activity, electrical installation, transportation & storage, mining, other services (renewable energy and tourism)]; and Channel of employment [VTI, EPU, Public-Private Partnership, Grant];	
<b>Justification &amp; Management Utility:</b> The ability of WFD participants to retain jobs is an important measure of the relevance of WFD interventions. This indicates workforce development training adequately prepares participants for employment. Low or declining percentages suggest that modification(s) of WFD training/initiatives are needed.	
<b>PLAN FOR DATA ACQUISITION</b>	
<b>Data Collection Method:</b> Participant enrollment information/sign-in sheets are collected at the point of service by WFD staff, Vocational Training Institute (VTI) or other WFD partners. WFD staff will ensure tracking systems are set up with each service provider (e.g., JICA-developed tracking system for VTI training participants, outreach activity attendance sheet, career counselor in-take and case management forms, etc.) in order to conduct follow-up on employment status determination. Post-activity Program alumni services will encourage former participants to provide updated contact information (e.g., mobile phone, address, email, WhatsApp, social media accounts). Every 6 months, the service provider will contact former participants to collect descriptive employment data (e.g., change in employment status, hire date, termination date (if applicable), employer name/sector, job title, duration in job). If multiple placements occur during the reporting period, all placements and duration will be recorded, including reason for termination. Outreach for data collection will take multiple formats in order to increase response rate; possible strategies include SMS survey, online survey, phone interview, and in-person interview. Intended response rate will be 75% of all former participants.	
<b>Data Source(s):</b> (1) Participant Lists from WFD partners and within the Participant Tracking System, (2) Participant survey results	
<b>Method of transfer to USAID:</b> Annual report	

<b>Frequency &amp; Timing of Data Acquisition:</b> Quarterly				
<b>Estimated Cost of Data Acquisition:</b> (1) Cost of modifying database systems (e.g. VTC database developed by JICA) with WFD partners for tracking participants (within WFD's budget) (2) Cost for follow up on students				
<b>Individual Responsible at IP (title):</b> Senior M&E Manager				
<b>Individual Responsible for providing data to USAID:</b> Chief of Party as part of Annual Report				
<b>Location of data storage:</b> (1) WFD partners' administrative / registration data system. (2) TAMIS for tracking key results (disaggregated), over time (3) Hard copy files in WFD M&E Office				
<b>DATA QUALITY ISSUES</b>				
<b>Date of Initial Data Quality Assessment:</b> After two cycles of data collection (approximately January 2017)				
<b>Known Data Limitations and Significance (if any):</b> Tracking former participants presents challenges common to tracking individuals in a database: Refusal to participate (nonresponse bias), and issues with contact details such as disconnected or wrong phone numbers. And given that most data collection will depend on retrospective tracking surveys, memory recall errors will be an additional limitation.				
Furthermore, double counting of beneficiaries is another data limitation. This can be happen among WFD beneficiaries and other IP beneficiaries.				
<ul style="list-style-type: none"> <li>• <b>Actions Taken or Planned to Address Data Limitations:</b> Partners' participant registration databases will be modified to include multiple contact modalities (e.g., mobile phone SMS and WhatsApp, physical address, email). For youth, include in database parents' contact information (physical address and mobile phone) because they are more stable and will facilitate any necessary tracing.</li> <li>• Incentives for activity "alum" to maintain contact with partner (e.g., invitations to special events, job postings, networking opportunities, skill development, etc.)</li> <li>• Outreach will be conducted every 6 months in order to have frequent and regular contact to enable easier tracking</li> <li>• Unique identifiers (national ID number and phone number) and close coordination with other USAID IPs will limit the possibilities for double counting</li> </ul>				
<b>Date of Future Data Quality Assessments:</b> After 4 cycles of data collection (approximately January 2017)				
<b>Procedures for Future Data Quality Assessments:</b> M&E teams conducts the following activities: (1) Reviews WFD partners' data collection systems to check for completeness and accuracy of participant data. (2) Random telephone follow-up with respondents to confirm accuracy of information provided.				
<b>PLAN FOR DATA ANALYSIS, REVIEW, &amp; REPORTING</b>				
<b>Data Analysis:</b> Totals will be disaggregated to identify if there are differences in trends according to independent factors (e.g., sex, age, sector, etc.). In addition, employment status and quality of placements will be disaggregated by WFD activities in which graduates participated, as recorded in activity databases and the Student Gateway. This analysis may provide insight into the interventions or combination of interventions most likely to lead to successful outcomes.				
<b>Presentation of Data:</b> Tables, including a break-down of disaggregated data				
<b>Review of Data:</b> Every 6 months				
<b>Reporting of Data:</b> Annual				
<b>OTHER NOTES</b>				
<b>Notes on Baselines/Targets:</b> Baseline is set at zero. LOA target is an aggregate.				
<b>Other Notes:</b>				
<b>PERFORMANCE INDICATOR VALUES</b>				
Year	Baseline	Target	Actual	Notes
2015	0	0	0	
2016		0		
2017		75% in job after 12 months		
2018		75% in job after 12 months		
2019		75% in job after 12 months		
<b>LOA (Aggregate)</b>		75% in job after 12 months		
THIS SHEET WAS UPDATED ON: 11/08 /2015				

<b>Indicator 1.1: Number of VTIs upgraded</b>	
<b>LINKAGE TO MISSION PMP</b>	
<b>Mission Development Objective:</b> DO 1: Broad-based, Inclusive, Economic Development Accelerated	
<b>Mission Intermediate Result:</b> IR 1.2 Workforce Development Opportunities for Vulnerable Groups Increased, Especially for the Poor, Women, and Youth	
<b>Mission sub-Intermediate Result:</b> N/A	
<b>IDENTIFICATION</b>	
<b>Activity Development Objective/Goal/Purpose:</b> Create a competitive, demand-driven workforce development system that leads to increased private-sector employment, especially for women, youth and those living at or below the poverty line	
<b>Activity Objective:</b> Improved Quality of and Enrollment in Vocational and Workforce-Readiness Training in Target Areas/Sectors	
<b>Activity Intermediate Result:</b> Increased number of graduates in high demand occupations	
<b>Activity Sub-Intermediate Result:</b> Enhanced training content	
<b>Name of Indicator:</b> (1.1) Number of VTIs upgraded	
<b>Indicator Type:</b> <input checked="" type="checkbox"/> Activity Custom <input type="checkbox"/> Standard F <input type="checkbox"/> Mission PMP	
<b>Is this a PPR indicator?</b> <input checked="" type="checkbox"/> No <input type="checkbox"/> Yes, for Reporting Year(s) .....	
<b>DESCRIPTION</b>	
<b>USAID Definition (if applicable):</b> N/A	
<b>Precise Definition(s):</b> This indicator tracks the number of existing VTI or VTC facilities, or new facilities created, where physical improvement was completed with project funds. These improvements are: <ul style="list-style-type: none"> <li>• Light renovation (e.g. painting)</li> <li>• Equipment purchases for workshops to simulate work environment</li> <li>• Furniture and IT equipment to make classroom space more conducive to practical applied learning set up career guidance offices etc.</li> </ul>	
<b>Unit of Measure:</b> Number of VTIs	
<b>Method of calculation:</b> Count the number of all VTIs upgraded	
<b>Disaggregated by:</b> Geographic Location ( Municipality)	
<b>Justification &amp; Management Utility:</b> Subpar VTI facilities are one of the factors contributing to low enrollment. Improving the facilities should contribute to higher enrollment and better learning outcomes. Tracking the status of upgrades is a predictor of progress.	
<b>PLAN FOR DATA ACQUISITION</b>	
<b>Data Collection Method:</b> Component I Lead will obtain supporting documentation, such as agreements, invoices for work and photos of completed work regarding facility upgrades undertaken.	
<b>Data Source(s):</b> Project records (i.e., hand-over document to VTI signed)	
<b>Method of transfer to USAID:</b> Annual report	
<b>Frequency &amp; Timing of Data Acquisition:</b> Quarterly	
<b>Estimated Cost of Data Acquisition:</b> Included within the Activity budget	
<b>Individual Responsible at IP (title):</b> Senior M&E Manager	
<b>Individual Responsible for providing data to USAID:</b> Chief of Party as part of Quarterly Report	
<b>Location of data storage:</b> (1) TAMIS project activity records for tracking key results (2) Project procurement records (3) Hard copy files in WFD M&E office	
<b>DATA QUALITY ISSUES</b>	
<b>Date of Initial Data Quality Assessment:</b> June 2017	
<b>Known Data Limitations and Significance (if any):</b> No known limitations	
<b>Actions Taken or Planned to Address Data Limitations:</b> N/A	
<b>Date of Future Data Quality Assessments:</b> Annually after June 2017	
<b>Procedures for Future Data Quality Assessments:</b> M&E team conducts the following activities: (1) Reviews data collection system (hard copies and digital copies) to check for completeness and accuracy of records, (2) Random site visits to confirm accuracy of provided information.	
<b>PLAN FOR DATA ANALYSIS, REVIEW, &amp; REPORTING</b>	
<b>Data Analysis:</b> Number of VTIs upgraded by region	
<b>Presentation of Data:</b> Tables	
<b>Review of Data:</b> Every 6 months	

**Reporting of Data:** Annual

**OTHER NOTES**

**Notes on Baselines/Targets:** Baseline is set at zero. Targets are incremental and set for the specific year. The LOA target is an aggregate.

**Other Notes:**

**PERFORMANCE INDICATOR VALUES**

Year	Baseline	Target	Actual	Notes
2015	0	2	0	
2016		4		
2017		3		
2018		3		
2019		0		
<b>LOA (Aggregate)</b>		12		

THIS SHEET WAS UPDATED ON: 11 /08 /2015

Indicator 1.2: Percentage change in VTI instructor scores	
<b>LINKAGE TO MISSION PMP</b>	
<b>Mission Development Objective:</b> DO 1: Broad-based, Inclusive, Economic Development Accelerated	
<b>Mission Intermediate Result:</b> IR 1.2 Workforce Development Opportunities for Vulnerable Groups Increased, Especially for the Poor, Women, and Youth	
<b>Mission sub-Intermediate Result:</b> N/A	
<b>IDENTIFICATION</b>	
<b>Activity Development Objective/Goal/Purpose:</b> Create a competitive, demand-driven workforce development system that leads to increased private-sector employment, especially for women, youth and those living at or below the poverty line	
<b>Activity Objective:</b> Improved Quality of and Enrollment in Vocational and Workforce-Readiness Training in Target Areas/Sectors	
<b>Activity Intermediate Result:</b> Increased number of graduates in high demand occupations	
<b>Activity Sub-Intermediate Result:</b> Enhanced instruction	
<b>Name of Indicator:</b> (1.2) Percentage change in VTI instructor scores	
<b>Indicator Type:</b> <input checked="" type="checkbox"/> Activity Custom <input type="checkbox"/> Standard F <input type="checkbox"/> Mission PMP	
<b>Is this a PPR indicator?</b> <input checked="" type="checkbox"/> No <input type="checkbox"/> Yes, for Reporting Year(s) .....	
<b>DESCRIPTION</b>	
<b>USAID Definition (if applicable):</b> N/A	
<b>Precise Definition(s):</b> This indicator measures student satisfaction with instructor performance through the completion of a course evaluation form at the end of each training course. Satisfaction with the instructor is measured on several levels: Overall satisfaction; satisfaction with instructor's knowledge; satisfaction with instructor's response to trainee questions; satisfaction with instructor's use of different teaching tools; and satisfaction with instructor's delivery (and simplification) of technical material.	
<b>Unit of Measure:</b> Percent change	
<b>Method of calculation:</b> Several questions related to quality of instruction will be combined to calculate a composite score for each training participant. An average score for a particular instructor for a particular training course will then be calculated and then an average of those scores will provide an aggregate calculation. Numerator: (Current year average of instructor scores – baseline year average of instructor scores) Denominator: Baseline year average of instructor scores (Note: The numerator will be an average satisfaction score for all the trainings that were evaluated.)	
<b>Disaggregated by:</b> Geographic location of VTI (Municipality); Sector [Manufacturing, wholesale & retail trade, administrative & support service activities, construction, human health & social work activities, accommodation & food service activity, electrical installation, transportation & storage, mining, other services (tourism, renewable energy)]; Sex of instructor [female, male]; and WFD-supported intervention [Curriculum, instructor training, career guidance counseling, upgraded facilities, in-service professional development, communication]	
<b>Justification &amp; Management Utility:</b> VTI instructors often lack the hands-on experience and the facilitation skills to deliver engaging, interactive learning content. How well the instructor delivers the content is a strong indicator of learning outcomes and future application of training content. WFD will provide professional development to instructors addressing these issues and the curriculum will be revised as well. The students' perception of the instructor is a key indicator of that the WFD interventions were successful.	
<b>PLAN FOR DATA ACQUISITION</b>	
<b>Data Collection Method:</b> VTI staff (with WFD support) will administer student feedback forms on the last day of each training course	
<b>Data Source(s):</b> Written evaluation form completed by students at the end of the course and entered into a data collection system (TBD)	
<b>Method of transfer to USAID:</b> Annual report	
<b>Frequency &amp; Timing of Data Acquisition:</b> At end of each training	
<b>Estimated Cost of Data Acquisition:</b> WFD budget	
<b>Individual Responsible at IP (title):</b> Senior M&E Manager	
<b>Individual Responsible for providing data to USAID:</b> Chief of Party as part of Annual Report	
<b>Location of data storage:</b> Hard copy of student evaluation forms filed on location at VTIs and VTC.	
<b>DATA QUALITY ISSUES</b>	
<b>Date of Initial Data Quality Assessment:</b> 6 months after training sessions have begun	

**Known Data Limitations and Significance (if any):** Students may not be well positioned to determine adequacy of a trainer’s knowledge or instruction capacity, especially if they do not have prior experience as a point of comparison. Also, personal aspects (e.g., whether or not the instructor is “liked”) may warp honest student feedback. Students may not be comfortable providing negative feedback on an instructor.

**Actions Taken or Planned to Address Data Limitations:** Evaluation forms will not be distributed by instructors to make students’ feel comfortable providing honest feedback and anonymity can be ensured. Wherever possible, visits by VTI management will be encouraged in order to triangulate student scores with observed instructor performance. As part of the WFD’s M&E capacity building for the VTC, VTI management will be provided with a checklist for documenting observations made during classroom visits.

**Date of Future Data Quality Assessments:** TBD

**Procedures for Future Data Quality Assessments:** TBD

**PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING**

**Data Analysis:** M&E team will conduct analysis to calculate average performance and oversee data entry into a customized data-entry system. WFD staff will use results to identify priorities for trainer development (e.g., knowledge, classroom management, student engagement, etc.).

**Presentation of Data:** Line graphs depicting changes over time, with disaggregation in order to develop a ranking of VTIs with higher quality instruction.

**Review of Data:** TBD

**Reporting of Data:** TBD

**OTHER NOTES**

**Notes on Baselines/Targets:** Baseline will be set at the end of 2015 and beginning of 2016, as training courses come to an end.

**Other Notes:** N/A

**PERFORMANCE INDICATOR VALUES**

Year	Baseline	Target	Actual	Notes
<b>2015</b>	TBD	0	0	
<b>2016</b>		5% increase over baseline		
<b>2017</b>		12% increase over baseline		
<b>2018</b>		20% increase over baseline		
<b>2019</b>		25% increase over baseline		
<b>LOA (2019)</b>		25% increase over baseline		

THIS SHEET WAS UPDATED ON: 11 /08 /2015

**Indicator 1.3: Number of demand-driven curricula developed as a result of participation in USG workforce development programs (PMP 1.2.1.c)**

**LINKAGE TO MISSION PMP**

**Mission Development Objective:** DO 1: Broad-based, Inclusive, Economic Development Accelerated  
**Mission Intermediate Result:** IR 1.2 Workforce Development Opportunities for Vulnerable Groups Increased, Especially for the Poor, Women, and Youth  
**Mission sub-Intermediate Result:** N/A

**IDENTIFICATION**

**Activity Development Objective/Goal/Purpose:** Create a competitive, demand-driven workforce development system that leads to increased private-sector employment, especially for women, youth and those living at or below the poverty line  
**Activity Objective:** Improved Quality of and Enrollment in Vocational and Workforce-Readiness Training in Target Areas/Sectors  
**Activity Intermediate Result:** Increased number of graduates in high demand occupations  
**Activity Sub-Intermediate Result:** Enhanced training content  
**Name of Indicator:** Number of demand-driven curricula developed as a result of participation in USG workforce development programs (PMP 1.2.1.c)

**Indicator Type:**  Activity Custom  Standard F  Mission PMP

**Is this a PPR indicator?**  No  Yes, for Reporting Year(s) .....

**DESCRIPTION**

**USAID Definition (if applicable):** N/A

**Precise Definition(s):** This indicator will measure the number of curricula enhanced with additional soft skills and technical content.

Soft-skills include:

- o Communication
- o Team work
- o Self-marketing
- o Problem solving
- o Entrepreneurship
- o Computer / ICT skills
- o Foreign languages

Technical content includes upgrades to the applied skills in the curriculum, such as new or improved techniques in photo voltaic installation, mechanical repairs, carpentry, or any other vocational or technical area targeted by WFD.

A curriculum will be counted under this indicator if 1) The outlined program of study includes sessions on one or more added soft skills or technical topics, and 2) The VTC or TVET provider approves the upgraded curriculum.

**Unit of Measure:** Number of curricula

**Method of calculation:** Cumulative tally of the number of upgraded curricula as a result of USG assistance

**Disaggregated by:** Sector [Manufacturing, wholesale & retail trade, administrative & support service activities, construction, human health & social work activities, accommodation & food service activity, electrical installation, transportation & storage, mining, other services (tourism, renewable energy)]

**Justification & Management Utility:** Employers frequently state that students do not learn relevant skills when trained at VTIs. The improvement of curricula is therefore key to achieving desired learning outcomes. Course materials are frequently mostly text only without any best practices in curriculum design and lay-out that make them more accessible to learners. Up-dating the course material lay-out will contribute to students to having learner friendly reference materials.

**PLAN FOR DATA ACQUISITION**

**Data Collection Method:** The Component I Lead will provide the WFD M&E office with documentation of curricula that have been upgrades.

**Data Source(s):** Completed curriculum listing topics to be covered

**Method of transfer to USAID:** Semiannually through quarterly reports (every other report)

**Frequency & Timing of Data Acquisition:** Semiannual

**Estimated Cost of Data Acquisition:** Within the Activity's budget

**Individual Responsible at IP (title):** Senior M&E Manager

**Individual Responsible for providing data to USAID:** Chief of Party as part of Quarterly Report (semiannually)

**Location of data storage:** Hard copies of course curricula in M&E files; soft copy linked to M&E records in TAMIS; Consultant(s) SOW and deliverables detailing work performed on curriculum.

**DATA QUALITY ISSUES**

**Date of Initial Data Quality Assessment:** Within one year of initial data collection

**Known Data Limitations and Significance (if any):** No known limitations

**Actions Taken or Planned to Address Data Limitations:** N/A

**Date of Future Data Quality Assessments:** TBD

**Procedures for Future Data Quality Assessments:** TBD

**PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING**

**Data Analysis:** WFD staff will use results of this indicator to measure TVET provider adoption of upgraded curricula.

**Presentation of Data:** Tables, including a break-down of disaggregated data

**Review of Data:** TBD

**Reporting of Data:** TBD

**OTHER NOTES**

**Notes on Baselines/Targets:** Baseline is set at zero. Targets are incremental and set for the specific year. LOA target is an aggregate.

**Other Notes:**

**PERFORMANCE INDICATOR VALUES**

Year	Baseline	Target	Actual	Notes
<b>2015</b>	0	1	0	
<b>2016</b>		3		
<b>2017</b>		4		
<b>2018</b>		4		
<b>2019</b>		0		
<b>LOA (Aggregate)</b>		12		

THIS SHEET WAS UPDATED ON: 11 /08/2015

**Indicator 1.4: Change in score on VTI institutional capacity assessment in selected VTIs****LINKAGE TO MISSION PMP****Mission Development Objective:** DO #1: Broad-based, inclusive economic development accelerated**Mission Intermediate Result:** IR 1.2: Workforce Development and Opportunities for Vulnerable Groups Increased, Especially for the Poor, Women, and Youth**Mission Sub-Intermediate Result:** N/A**IDENTIFICATION****Activity Development Objective/Goal/Purpose:** Create a competitive, demand-driven workforce development system that leads to increased private-sector employment, especially for women, youth and those living at or below the poverty line**Activity Objective:** Improved Quality of and Enrollment in Vocational and Workforce-Readiness Training in Target Areas/Sectors**Activity Intermediate Result:** Increased number of graduates in high demand occupations**Activity Sub-Intermediate Result:** Enhanced VTI management**Name of Indicator:** Change in score on VTI institutional capacity assessment in selected VTIs**Indicator Type:**  **Activity Custom**  **Standard F**  **Mission PMP****Is this a PPR indicator?**  **No**  **Yes, for Reporting Year(s)****DESCRIPTION****USAID Definition (if applicable):** N/A**Precise Definition(s):** Comparison of VTI capacity assessment scores over time. Assessments using a customized WFD-designed tool for rating each VTI's key operational and programmatic sub-categories to identify priority areas for Improvement Plans. Sub-categories include: Leadership, Program and Services, and Operational Effectiveness.**Unit of Measure:** Number**Method of calculation:** WFD VTI Capacity Assessment tool scales**Disaggregated by:** VTI [Ma'an VTI for Males, Ma'an VTI for Females, Aqaba VTI for Males, Aqaba VTI for Females, Tafileh VTI for Males, Tafileh VTI for Females, Sahab VTI for Males, Hashmiyeh VTI for Males, Zarqa VTI for Females, Irbid VTI for Females, Marka VTI for Females, Hakama VTI for Males], Governorate [Amman, Irbid, Zarqa, Ma'an Tafileh, Aqaba]**Justification & Management Utility:** Using an assessment tool will allow an easy identification of areas of weakness around which targeted project activities can be structured. Re-administering the tool will track improvement in capacity.**PLAN FOR DATA ACQUISITION****Data Collection Method:** Using the customized VTI Capacity Assessment tool, WFD will lead a team to conduct site visits and staff interviews with key VTI staff at each selected VTI. The tool describes criteria for scoring VTI performance for essential activities for effective operation and service provision.**Data Source(s):** WFD Capacity Assessment Tool scores**Method of transfer to USAID:** Annual reporting (in years in which assessment is conducted)**Frequency & Timing of Data Acquisition:** Annual**Estimated Cost of Data Acquisition:** Cost of developing the assessment tool and conducting site visits to each partner VTI (approximately 12)**Individual Responsible at IP (title):** Component I and M&E team**Individual Responsible for providing data to USAID:** Chief of Party as part of Annual Report**Location of data storage:** Assessment scores in TAMIS. Hard copies of analysis report and raw data (i.e., site visit notes) in M&E files. Electronic version of report, analytic tables and scanned surveys maintained in TAMIS.**DATA QUALITY ISSUES****Date of Initial Data Quality Assessment:** Within 6 weeks of initial baseline assessment**Known Data Limitations and Significance (if any):** No known limitations**Actions Taken or Planned to Address Data Limitations:** N/A**Date of Future Data Quality Assessments:** TBD**Procedures for Future Data Quality Assessments:** TBD**PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING****Data Analysis:** The M&E team will support analysis of aggregate and disaggregated ratings. Results will feed back into individual VTI Improvement Plans as well as program design in order to prioritize areas in which assessment scores are low. Additionally, WFD will follow-up with high-scoring VTIs to identify explanatory factors for success. Data will be tracked in aggregate (i.e., across all surveyed VTIs) to measure systemic change and at the individual VTI level to craft site-specific mitigation activities.

**Presentation of Data:** The Assessment Team will prepare an internal report with findings, conclusions and recommendations to be used by Component I Lead for planning purposes. Scores will be tracked via line or bar graphs in order to capture change over time and disaggregated by sub-categories of composite score.

**Review of Data:** The M&E team will support analysis of aggregate and disaggregated ratings.

**Reporting of Data:** An analytic report will be completed within 1 month of data collection.

**OTHER NOTES**

**Notes on Baselines/Targets:** The assessment team reports in Year I will be administered prior to initiating WFD support interventions to establish a baseline for each VTI partner. The results of these initial assessments will inform an appropriate expectation for % improvement targets.

**Other Notes:**

**PERFORMANCE INDICATOR VALUES**

Year	Baselines	Target	Actual	Notes
<b>FY 2014/2015</b>	TBD	N/A		
<b>FY 2015/2016</b>		N/A		
<b>FY 2016/2017</b>		TBD		
<b>FY 2017/2018</b>		N/A		
<b>FY 2018/2019</b>		TBD		

THIS SHEET LAST UPDATED ON: 1/7/2015

**Indicator 1.5: Number of graduates from VTI training programs targeted by WFD****LINKAGE TO MISSION PMP****Mission Development Objective:** DO 1: Broad-based, Inclusive, Economic Development Accelerated**Mission Intermediate Result:** IR 1.2 Workforce Development Opportunities for Vulnerable Groups Increased, Especially for the Poor, Women, and Youth**Mission sub-Intermediate Result:** Sub-IR 1.2.1: Curriculum integrating market demands and job skills of target groups improved**IDENTIFICATION****Activity Development Objective/Goal/Purpose:** Create a competitive, demand-driven workforce development system that leads to increased private-sector employment, especially for women, youth and those living at or below the poverty line**Activity Objective:** Improved quality of, and enrollment in, vocational and workforce readiness training in target areas and sectors**Activity Intermediate Result:** N/A**Activity Sub-Intermediate Result:** N/A**Name of Indicator:** Number of graduates from VTI training programs targeted by WFD**Indicator Type:**  Activity Custom     Standard F     Mission PMP**Is this a PPR indicator?**  No     Yes, for Reporting Year(s) .....**DESCRIPTION****USAID Definition (if applicable):** Not available**Precise Definition(s):** This indicator measures the number of graduates from VTI training programs/courses that have been improved by WFD. These WFD improvements include upgrades to curricula, upgrades to training space for specific curricula (for example, kitchen upgrades for cooking classes), and upgrades to instructor capacity. The improvements must be targeted and specific.**Unit of Measure:** VTI graduates**Method of calculation:** Number of graduates from VTI training programs/courses that received a targeted and specific WFD intervention.**Disaggregated by:** Sex [male/female]; Age [Youth 10-17, Youth 18-29, Adult 30-49, Adult 50 and above]; Geographic location (Municipality); Sector [Manufacturing, wholesale & retail trade, administrative & support service activities, construction, human health & social work activities, accommodation & food service activity, electrical installation, transportation & storage, mining, other services (renewable energy and tourism)]**Justification & Management Utility:** WFD is targeting its VTI interventions at programs producing graduates for occupations that are in high demand. WFD interventions should increase the quantity of graduates from those targeted programs. Increase in the annual numbers of graduates from those programs are an indicator of the success of WFD interventions.**PLAN FOR DATA ACQUISITION****Data Collection Method:** The upgraded VTC student registration system, the Student Gateway, will capture the needed data. Component 1 Lead will coordinate with the VTC to obtain regular data updates and provide it to the Senior M&E Manager.**Data Source(s):** Student Gateway**Method of transfer to USAID:** Quarterly report (Annual)**Frequency & Timing of Data Acquisition:** Annual**Estimated Cost of Data Acquisition:** Within the Activity budget**Individual Responsible at IP (title):** Senior M&E Manager**Individual Responsible for providing data to USAID:** Chief of Party as part of Quarterly Report**Location of data storage:** Data is stored within the VTI's student tracking system (Student Gateway) and is available in hard-copy in student records storage**DATA QUALITY ISSUES****Date of Initial Data Quality Assessment:** TBD**Known Data Limitations and Significance (if any):** No known data limitations**Actions Taken or Planned to Address Data Limitations:** TBD**Date of Future Data Quality Assessments:** TBD**Procedures for Future Data Quality Assessments:** TBD**PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING**

<b>Data Analysis:</b> Count of number of graduates				
<b>Presentation of Data:</b> Tables with disaggregated data				
<b>Review of Data:</b> TBD				
<b>Reporting of Data:</b> TBD				
<b>OTHER NOTES</b>				
<b>Notes on Baselines/Targets:</b> The baseline and target will be determined in early Q3 of Y2.				
<b>Other Notes:</b>				
<b>PERFORMANCE INDICATOR VALUES</b>				
Year	Baseline	Target	Actual	Notes
<b>2015</b>	TBD	TBD		
<b>2016</b>		TBD		
<b>2017</b>		TBD		
<b>2018</b>		TBD		
<b>2019</b>		TBD		
<b>LOA</b>		TBD		
THIS SHEET WAS UPDATED ON: 03 /07/2016				

**Indicator 2.1: Percentage of internships/on-the-job trainings converted to employment****LINKAGE TO MISSION PMP****Mission Development Objective:** DO 1: Broad-based, Inclusive, Economic Development Accelerated**Mission Intermediate Result:** IR 1.2 Workforce Development Opportunities for Vulnerable Groups Increased, Especially for the Poor, Women, and Youth**Mission sub-Intermediate Result:** Sub-IR 1.2.1: Curriculum integrating market demands and job skills of target groups improved**IDENTIFICATION****Activity Development Objective/Goal/Purpose:** Create a competitive, demand-driven workforce development system that leads to increased private-sector employment, especially for women, youth and those living at or below the poverty line**Activity Objective:** Improved quality of, and enrollment in, vocational and workforce readiness training in target areas and sectors**Activity Intermediate Result:** Increased number of graduates in high demand occupations**Activity Sub-Intermediate Result:** Enhanced WBL**Name of Indicator:** (2.1) Percentage of internships/on-the-job trainings converted to employment**Indicator Type:**  Activity Custom     Standard F     Mission PMP**Is this a PPR indicator?**  No     Yes, for Reporting Year(s) .....**DESCRIPTION****USAID Definition (if applicable):** Not available**Precise Definition(s):** An internship or on-the-job-training (OJT) is a temporary position that is meant to complement what is or was learned in TVET programs by providing students/job seekers the opportunity to apply the learned in an actual workplace. An internship is supposed to provide a job-seeker or a student with hands-on workplace experience to learn from experienced workers and apply their theoretical knowledge. It can be paid or unpaid. On-the-job-training (OJT) is a workplace experience by a job seeker who is being taught to perform a specific job. The job seeker usually receives reduced wages or incentives during that time period.

A person will be counted under this indicator if they complete an internship or on-the-job training that was directly facilitated by WFD initiatives, such as the EPU's, and they become a full-time employee with the same employer within six months of completing the internship.

**Unit of Measure:** Percentage**Method of calculation:** Percentage of persons whose internships/ on-the-job training opportunities are converted into full-time jobs each year. (Numerator/Denominator) multiplied by 100

Nominator = Number of internships or on-the-job training opportunities facilitated as a result of WFD that are converted into employment in a within six months of completing the internship in a specific year

Denominator = Number of internships or on-the-job training opportunities facilitated as a result of WFD in a specific year

**Disaggregated by:** Sex [male/female]; Age [Youth 10-17, Youth 18-29, Adult 30-49, Adult 50 and above]; Geographic location of the internship/OJT opportunity (Municipality) []; Sector [Manufacturing, wholesale & retail trade, administrative & support service activities, construction, human health & social work activities, accommodation & food service activity, electrical installation, transportation & storage, mining, other services (renewable energy and tourism)]; Type of beneficiary [Student/Jobseeker]; Internship/OJT channel [VTI, EPU, other training provider].**Justification & Management Utility:** Employers frequently state that VTI graduates and job seekers are not ready to perform the jobs they are hired to perform. Internships and OJT provide hands-on experience and improve work-readiness skills, and will lead to better future full-time employees. Tracking the participation in internships/OJT will provide useful information as to the success of internships/OJT leading to full-time employment.**PLAN FOR DATA ACQUISITION****Data Collection Method:** Component 2 Lead and Regional Manager will provide M&E with internship and on-the-job training documentation, outlining start dates, end dates, name of participants, national ID (unique identifier), name of employer providing internship/OJT and subsequent employment**Data Source(s):** Internship/OJT provider databases (enterprises); Student Gateway; EPU databases**Method of transfer to USAID:** Quarterly report**Frequency & Timing of Data Acquisition:** Quarterly**Estimated Cost of Data Acquisition:** within the Activity budget**Individual Responsible at IP (title):** Senior M&E Manager**Individual Responsible for providing data to USAID:** Chief of Party as part of Quarterly Report

**Location of data storage:** TAMIS activity records and data entry includes all descriptive detail on each internship program, including uploaded electronic/scanned versions of support documentation. Hard copies of support documentation in M&E files.

**DATA QUALITY ISSUES**

**Date of Initial Data Quality Assessment:** Six months after internships/OJT start

**Known Data Limitations and Significance (if any):** While some internships/OJT will be organized by directly engaging Industrial Zones or manufacturers, most internship/OJT opportunities will be created through VTIs and EPU, which will allow for some control over the information of interns and the terms of their internship. However, it is still possible to encounter incomplete or inaccurate information about interns/OJT trainees. Moreover, WFD may encounter delays in receiving data since it will be pooled from various regions and different businesses. Persons who receive full-time employment through internships and remain on the job not less than three months will then be counted under the “new & better” employment indicator (#1) and therefore this will be accepted as long as WFD provides this evidence to USAID.

**Actions Taken or Planned to Address Data Limitations:** TBD

**Date of Future Data Quality Assessments:** TBD

**Procedures for Future Data Quality Assessments:** TBD

**PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING**

**Data Analysis:** Numerator = Number of internships/OJT converted to jobs; Denominator = total number of completed internships/OJT

**Presentation of Data:** Tables with disaggregated data

**Review of Data:** TBD

**Reporting of Data:** TBD

**OTHER NOTES**

**Notes on Baselines/Targets:** Baseline is set at zero.

**Other Notes:**

**PERFORMANCE INDICATOR VALUES**

Year	Baseline	Target	Actual	Notes
<b>2015</b>	0	0	0	
<b>2016</b>		0		
<b>2017</b>		TBD		
<b>2018</b>		TBD		
<b>2019</b>		TBD		
<b>LOA</b>		TBD		

THIS SHEET WAS UPDATED ON: 11 /05 /2015

**Indicator 2.2: Percentage of enrolled TVET students and jobseekers who receive career guidance****LINKAGE TO MISSION PMP****Mission Development Objective:** DO 1: Broad-based, Inclusive, Economic Development Accelerated**Mission Intermediate Result:** IR 1.2 Workforce Development Opportunities for Vulnerable Groups Increased, Especially for the Poor, Women, and Youth**Mission sub-Intermediate Result:** Sub-IR 1.2.1: Curriculum integrating market demands and job skills of target groups improved**IDENTIFICATION****Activity Development Objective/Goal/Purpose:** Create a competitive, demand-driven workforce development system that leads to increased private-sector employment, especially for women, youth and those living at or below the poverty line**Activity Objective:** Improved Quality of and Enrollment in Vocational and Workforce-Readiness Training in Target Areas/Sectors**Activity Intermediate Result:** Increased number of graduates in high demand occupations**Activity Sub-Intermediate Result:** Enhanced training content and Enhanced instruction**Name of Indicator:** (2.2) Percentage of enrolled TVET students and jobseekers who receive career guidance**Indicator Type:**  **Activity Custom**     **Standard F**     **Mission PMP****Is this a PPR indicator?**  **No**     **Yes, for Reporting Year(s)** .....**DESCRIPTION****USAID Definition (if applicable):** N/A**Precise Definition(s):** Enrolled TVET students are students enrolled in VTIs, community colleges and other training providers supported by WFD. (Only students who receive vocational or technical training at community colleges will be considered.)

Graduates are persons who have completed a course of training from a VTI, community college or other training provider supported by WFD.

Jobseekers are persons seeking employment. They could be currently unemployed or employed but seeking better employment. Jobseekers will receive career guidance counseling at EPU.

The target for this indicator is divided across three channels: VTIs, community colleges/training providers, and EPU.

All enrolled VTI students in WFD-supported VTIs are counted in the VTI denominator since career guidance will be available to all WFD-supported VTI students irrespective of whether they were directly or indirectly supported by WFD through curricula development, instructor training, work-based learning programs, and updated equipment.

All students enrolled in vocational and technical fields in WFD-supported community colleges or training providers are counted in the community colleges/training providers' denominator.

All EPU jobseekers are counted in the EPU denominator.

In the VTI numerator, only VTI students who receive career guidance from the WFD-improved career guidance are counted.

In the community college/training provider numerator, only students that receive career guidance from the WFD-improved career guidance will be counted.

In the EPU numerator, all jobseekers who receive career guidance (directly from the EPU) or were referred to career guidance will count.

Career guidance encompasses services provided by career counselors who are trained through WFD-supported activities. Individual (one-on-one), group and online resources career guidance are included in this indicator as long as the counseling is provided by someone who has trained with the WFD-improved career guidance training module.

To avoid double counting, multiple interactions between the student or jobseeker and the career guidance counselor is counted once in this indicator.

**Unit of Measure:** VTI Students/Graduates, Community College Students/Graduates, Jobseekers at the EPU (%)

<b>Method of calculation:</b> (Numerator/Denominator) multiplied by 100 Numerator – All eligible students/graduates/jobseekers in WFD-supported institutions or organizations who have received career guidance; Denominator – Total of all eligible students/graduates/jobseekers (enrolled in VTIs, community colleges and other training providers supported by WFD)				
<b>Disaggregated by:</b> Type of beneficiary [VTI Students/Graduates, Community College Students/Graduates, Jobseekers at the EPU]; Sex [male/female]; Age [Youth 10-17 Youth 18-29, Adult 30-49, Adult 50 and above]; Geographic location of the career guidance provider [East Amman municipalities and all municipalities in the governorates of Irbid, Zarqa, Tafileh, Aqaba and Ma'an]; Sector of student/jobseeker training [Manufacturing, wholesale & retail trade, administrative & support service activities, construction, human health & social work activities, accommodation & food service activity, electrical installation, transportation & storage, mining, other services (renewable energy and tourism)]				
<b>Justification &amp; Management Utility:</b> Career counseling is currently not widely available in schools, vocational training institutions etc. Any career guidance services provided are limited and not of good quality. Without career guidance services it is difficult for students to identify career paths and job opportunities. The assumption would be that career guidance counselors would provide information about career paths in target sectors in the private sector not previously considered by students, based on labor market data (in some cases provided through the EPUs). Percent of students using career guidance is an indicator of their utilization of this new service.				
<b>PLAN FOR DATA ACQUISITION</b>				
<b>Data Collection Method:</b> Enrollment report from VTIs, community colleges and EPU, matched with career guidance records				
<b>Data Source(s):</b> VTI (Student Gateway), EPU , or community colleges				
<b>Method of transfer to USAID:</b> Quarterly report				
<b>Frequency &amp; Timing of Data Acquisition:</b> Quarterly				
<b>Estimated Cost of Data Acquisition:</b> Within the activity budget				
<b>Individual Responsible at IP (title):</b> Senior M&E Manager				
<b>Individual Responsible for providing data to USAID:</b> Chief of Party as part of Annual Report				
<b>Location of data storage:</b> Raw data (total number of students in reporting period, number of students receiving career guidance for each targeted sector training and VTI/Training partner) and change in %. Calculations are maintained in TAMIS, with support documentation attached to corresponding records. Hard copies of records maintained in M&E files.				
<b>DATA QUALITY ISSUES</b>				
<b>Date of Initial Data Quality Assessment:</b> After 6 months of data collection				
<b>Known Data Limitations and Significance (if any):</b> Validity depends on the quality of data in VTIs' and Community Colleges' enrollment and career guidance counseling reports and EPU's tracking of counseling.				
<b>Actions Taken or Planned to Address Data Limitations:</b> N/A				
<b>Date of Future Data Quality Assessments:</b> TBD				
<b>Procedures for Future Data Quality Assessments:</b> TBD				
<b>PLAN FOR DATA ANALYSIS, REVIEW, &amp; REPORTING</b>				
<b>Data Analysis:</b> Analysis will be used by WFD to identify which training providers need further support in order to ensure students are provided with vital information to make careful choices regarding training options and potential occupations. Analysis will also be linked to internship/OJT, job placement to see if individuals who received career guidance where more successful in achieving long-term job placement				
<b>Presentation of Data:</b> Tables with disaggregated data				
<b>Review of Data:</b> TBD				
<b>Reporting of Data:</b> TBD				
<b>OTHER NOTES</b>				
<b>Notes on Baselines/Targets:</b> Targets for community colleges are to be determined (TBD) based on the outcome of WFD's efforts to connect with community colleges.				
<b>Other Notes:</b>				
<b>PERFORMANCE INDICATOR VALUES</b>				
Year	Baseline	Target	Actual	Notes
2015	0	0	0	
2016		VTI = 5% EPU = 80% Community Colleges or training provider = TBD		

<b>2017</b>		VTI =15% EPU = 85% Community Colleges or training provider = TBD	
<b>2018</b>		VTI =25% EPU = 85% Community Colleges or training provider = TBD	
<b>2019</b>		VTI = 40% EPU = 85% Community Colleges or training provider = TBD	
<b>LOA (2019)</b>		VTI = 40% EPU = 85% Community Colleges or training provider = TBD	
THIS SHEET WAS UPDATED ON: 11 /07 /2015			

**Indicator 2.3: Number of job placements facilitated through linkages with the private sector****LINKAGE TO MISSION PMP****Mission Development Objective:** DO 1: Broad-based, Inclusive, Economic Development Accelerated**Mission Intermediate Result:** IR 1.2 Workforce Development Opportunities for Vulnerable Groups Increased, Especially for the Poor, Women, and Youth**Mission sub-Intermediate Result:** Sub-IR 1.2.1: Curriculum integrating market demands and job skills of target groups improved**IDENTIFICATION****Activity Development Objective/Goal/Purpose:** Create a competitive, demand-driven workforce development system that leads to increased private-sector employment, especially for women, youth and those living at or below the poverty line**Activity Objective:** Improved Effectiveness of Labor Market Information, Career Counseling, Outreach and Job Placement in Target Areas/Sectors**Activity Intermediate Result:** N/A**Activity Sub-Intermediate Result:** N/A**Name of Indicator:** Number of job placements facilitated through linkages with the private sector**Indicator Type:**  Activity Custom     Standard F     Mission PMP**Is this a PPR indicator?**  No     Yes, for Reporting Year(s) .....**DESCRIPTION****USAID Definition (if applicable):** Not available**Precise Definition(s):** This indicator is a disaggregation of Indicator 1, "Number of individuals with new or better employment following completion of USG-assisted workforce development programs". It counts the number of job placements that were the result of linkages with the private sector. These linkages include the following: Joint initiatives between the private sector and WFD; private sector participation in WFD activities, such as job matching events; and direct communication with the private sector for the purposes of job matching. As project implementation proceeds, it is expected that there will be additional types of linkages and those will be included in an updated AMEP.**Unit of Measure:** Number of persons**Method of calculation:** Please refer to the PIRS for Indicator 1 above**Disaggregated by:** Sex [male/female]; Age [Youth 10-17, Youth 18-29, Adult 30-49, Adult 50 and above]; Geographic location [East Amman municipalities and all municipalities in the governorates of Irbid, Zarqa, Tafileh, Aqaba and Ma'an]; Sector [Manufacturing, wholesale & retail trade, administrative & support service activities, construction, human health & social work activities, accommodation & food service activity, electrical installation, transportation & storage, mining, other services (renewable energy and tourism)]; Channel of employment [VTI, EPU, initiatives]**Justification & Management Utility:** WFD is making significant investment in Employment Promotion Units, which were established by WFD, and independent initiatives, which are job seeker preparation and job matching in partnership with private employers. It is necessary to monitor the outcome of this investment.**PLAN FOR DATA ACQUISITION****Data Collection Method:** Please refer to Indicator 1.**Data Source(s):** Please refer to Indicator 1.**Method of transfer to USAID:** Quarterly report (Annual)**Frequency & Timing of Data Acquisition:** Annual**Estimated Cost of Data Acquisition:** Within the Activity budget**Individual Responsible at IP (title):** Senior M&E Manager**Individual Responsible for providing data to USAID:** Chief of Party as part of Quarterly Report**Location of data storage:** Please refer to Indicator 1.**DATA QUALITY ISSUES****Date of Initial Data Quality Assessment:** TBD**Known Data Limitations and Significance (if any):** No known data limitations**Actions Taken or Planned to Address Data Limitations:** TBD**Date of Future Data Quality Assessments:** TBD**Procedures for Future Data Quality Assessments:** TBD**PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING****Data Analysis:** Please refer to Indicator 1.**Presentation of Data:** Please refer to Indicator 1.

<b>Review of Data:</b> TBD				
<b>Reporting of Data:</b> TBD				
<b>OTHER NOTES</b>				
<b>Notes on Baselines/Targets:</b> Baseline will be determined after the development and installation of the Student Gateway.				
<b>Other Notes:</b>				
<b>PERFORMANCE INDICATOR VALUES</b>				
Year	Baseline	Target	Actual	Notes
<b>2015</b>	TBD	TBD		
<b>2016</b>		TBD		
<b>2017</b>		TBD		
<b>2018</b>		TBD		
<b>2019</b>		TBD		
<b>LOA</b>		TBD		
THIS SHEET WAS UPDATED ON: 03 /07/2016				

**Indicator 2.4: Number of vocational job vacancies identified through the EPU****LINKAGE TO MISSION PMP****Mission Development Objective:** DO 1: Broad-based, Inclusive, Economic Development Accelerated**Mission Intermediate Result:** IR 1.2 Workforce Development Opportunities for Vulnerable Groups Increased, Especially for the Poor, Women, and Youth**Mission sub-Intermediate Result:** Sub-IR 1.2.1: Curriculum integrating market demands and job skills of target groups improved**IDENTIFICATION****Activity Development Objective/Goal/Purpose:** Create a competitive, demand-driven workforce development system that leads to increased private-sector employment, especially for women, youth and those living at or below the poverty line**Activity Objective:** Improved Effectiveness of Labor Market Information, Career Counseling, Outreach and Job Placement in Target Areas/Sectors**Activity Intermediate Result:** Increased job placements through private sector linkages**Activity Sub-Intermediate Result:** Actionable LM data**Name of Indicator:** Number of vocational job vacancies identified through the Employment Promotion Units (EPUs)**Indicator Type:**  Activity Custom     Standard F     Mission PMP**Is this a PPR indicator?**  No     Yes, for Reporting Year(s) .....**DESCRIPTION****USAID Definition (if applicable):** Not available**Precise Definition(s):** This indicator measures the number of current and future vocational job vacancies identified through the EPU. These vacancies will be identified through EPU outreach to the private sector, phone surveys of the private sector, as well as through private sector visits to the EPU. A position can have more than one vacancy (e.g. garment worker). Multiple vacancies for the same position (or responsivity) are counted separately (e.g. 15 vacancies for a garment worker position).**Unit of Measure:** Number of vacancies**Method of calculation:** The total number of available vocational job vacancies will be aggregated for each six-month period.**Disaggregated by:** Sex [male/female]; Age [Youth 10-17, Youth 18-29, Adult 30-49, Adult 50 and above]; Geographic location [East Amman municipalities and all municipalities in the governorates of Irbid, Zarqa, Tafileh, Aqaba and Ma'an]; Sector [Manufacturing, wholesale & retail trade, administrative & support service activities, construction, human health & social work activities, accommodation & food service activity, electrical installation, transportation & storage, mining, other services (renewable energy and tourism)]; Type/duration of position [Fulltime/part-time permanent, Fulltime/part-time temporary]; Urgency of vacancy [Employees needed immediately, employees needed in the future]**Justification & Management Utility:** One of the roles of the EPU is to collect data from the private sector that can provide insight into private sector needs in terms of: 1- Skill requirements (What skills is the private sector looking for?); 2- Size of requirements (How many persons with the required skills is the private sector seeking to hire?). This indicator measures the number of vacancies (disaggregated by skill requirements, duration of position, region and sector) that the EPU have been able to identify. As such, this indicator is a useful tool in assessing the effectiveness of the EPU in terms of providing the needed market intelligence for successful training and job placement initiatives.**PLAN FOR DATA ACQUISITION****Data Collection Method:** The EPU, with the aid of an online data collection system, will collect these data. The collection will occur in person and through phone interviews.**Data Source(s):** Online data collection**Method of transfer to USAID:** Quarterly report (Annual)**Frequency & Timing of Data Acquisition:** Annual**Estimated Cost of Data Acquisition:** Within the Activity budget**Individual Responsible at IP (title):** Senior M&E Manager**Individual Responsible for providing data to USAID:** Chief of Party as part of Quarterly Report**Location of data storage:** Online data collection**DATA QUALITY ISSUES****Date of Initial Data Quality Assessment:** TBD**Known Data Limitations and Significance (if any):** There is a risk of duplicate counting of vacancies.**Actions Taken or Planned to Address Data Limitations:** The indicator is set up to count vacancies once every six months.

<b>Date of Future Data Quality Assessments:</b> TBD				
<b>Procedures for Future Data Quality Assessments:</b> TBD				
<b>PLAN FOR DATA ANALYSIS, REVIEW, &amp; REPORTING</b>				
<b>Data Analysis:</b> Unique vacancies will be counted for every six-month period. That, a vacancy cannot be counted twice in the same six-month period.				
<b>Presentation of Data:</b> Tables with total and disaggregated data				
<b>Review of Data:</b> TBD				
<b>Reporting of Data:</b> TBD				
<b>OTHER NOTES</b>				
<b>Notes on Baselines/Targets:</b> Baseline will be determined in Q3 of Y2.				
<b>Other Notes:</b>				
<b>PERFORMANCE INDICATOR VALUES</b>				
Year	Baseline	Target	Actual	Notes
<b>2015</b>	TBD	TBD		
<b>2016</b>		TBD		
<b>2017</b>		TBD		
<b>2018</b>		TBD		
<b>2019</b>		TBD		
<b>LOA</b>		TBD		
THIS SHEET WAS UPDATED ON: 03 /07/2016				

**Indicator 2.5: Number of persons receiving internships as a result of participation in USG workforce development programs (PMP 1.2.1.d)**

**LINKAGE TO MISSION PMP**

**Mission Development Objective:** DO 1: Broad-based, Inclusive, Economic Development Accelerated  
**Mission Intermediate Result:** IR 1.2 Workforce Development Opportunities for Vulnerable Groups Increased, Especially for the Poor, Women, and Youth  
**Mission sub-Intermediate Result:** Sub-IR 1.2.1: Curriculum integrating market demands and job skills of target groups improved

**IDENTIFICATION**

**Activity Development Objective/Goal/Purpose:** Create a competitive, demand-driven workforce development system that leads to increased private-sector employment, especially for women, youth and those living at or below the poverty line  
**Activity Objectives:** “Improved Effectiveness of Labor Market Information, Career Counseling, Outreach and Job Placement in Target Areas/Sectors” and “Improved Quality of and Enrollment in Vocational and Workforce-Readiness Training in Target Areas/Sectors”  
**Activity Intermediate Result:** Increased number of graduates in high demand occupations  
**Activity Sub-Intermediate Result:** Enhanced Work-Based Learning  
**Name of Indicator:** Number of persons receiving internships as a result of participation in USG workforce development programs (PMP 1.2.1.d)  
**Indicator Type:**  Activity Custom     Standard F     Mission PMP

**Is this a PPR indicator?**  No     Yes, for Reporting Year(s) .....

**DESCRIPTION**

**USAID Definition (if applicable):** (Will be provided by USAID)  
**Precise Definition(s):** (Will be provided by USAID)  
**Unit of Measure:** Number of persons  
**Method of calculation:** (Will be provided by USAID)  
**Disaggregated by:** Sex [male/female]; Age [Youth 10-17, Youth 18-29, Adult 30-49, Adult 50 and above]; Geographic location [East Amman municipalities and all municipalities in the governorates of Irbid, Zarqa, Tafileh, Aqaba and Ma’an]; and Sector [Manufacturing, wholesale & retail trade, administrative & support service activities, construction, human health & social work activities, accommodation & food service activity, electrical installation, transportation & storage, mining, other services (renewable energy and tourism)]  
**Justification & Management Utility:** (Will be provided by USAID)

**PLAN FOR DATA ACQUISITION**

**Data Collection Method:** TBD  
**Data Source(s):** TBD  
**Method of transfer to USAID:** Quarterly report  
**Frequency & Timing of Data Acquisition:** TBD  
**Estimated Cost of Data Acquisition:** TBD  
**Individual Responsible at IP (title):** Senior M&E Manager  
**Individual Responsible for providing data to USAID:** Chief of Party as part of Quarterly Report  
**Location of data storage:** TBD

**DATA QUALITY ISSUES**

**Date of Initial Data Quality Assessment:** TBD  
**Known Data Limitations and Significance (if any):**  
**Actions Taken or Planned to Address Data Limitations:**  
**Date of Future Data Quality Assessments:** TBD  
**Procedures for Future Data Quality Assessments:** TBD

**PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING**

**Data Analysis:** TBD  
**Presentation of Data:** Tables with total and disaggregated data  
**Review of Data:** TBD  
**Reporting of Data:** TBD

**OTHER NOTES**

**Notes on Baselines/Targets:** TBD

**Other Notes:**

**PERFORMANCE INDICATOR VALUES**

Year	Baseline	Target	Actual	Notes
<b>2015</b>	TBD	TBD		
<b>2016</b>		TBD		
<b>2017</b>		TBD		
<b>2018</b>		TBD		
<b>2019</b>		TBD		
<b>LOA</b>		TBD		

THIS SHEET WAS UPDATED ON: 03 /15/2016

**Indicator 3.1: Percentage change of female participation in enterprises that benefit from WFD initiatives or have agreements with WFD in priority sectors**

**LINKAGE TO MISSION PMP**

**Mission Development Objective:** DO 1: Broad-based, Inclusive, Economic Development Accelerated

**Mission Intermediate Result:** IR 1.2 Workforce Development Opportunities for Vulnerable Groups Increased, Especially for the Poor, Women, and Youth

**Mission sub-Intermediate Result:** Sub IR 1.2.4 Inclusive access to economic opportunities improved

**IDENTIFICATION**

**Activity Development Objective/Goal/Purpose:** Create a competitive, demand-driven workforce development system that leads to increased private-sector employment, especially for women, youth and those living at or below the poverty line

**Activity Objective:** Improved Workforce Development for women, youth and vulnerable groups in targeted areas

**Activity Intermediate Result:** Increased enrollment in target TVET centers

**Activity Sub-Intermediate Result:** Barriers mitigated

**Name of Indicator:** (3.1) Percentage change of female participation in enterprises that benefit from WFD initiatives or have agreements with WFD in target sectors

**Indicator Type:**  Activity Custom     Standard F     Mission PMP

**Is this a PPR indicator?**  No     Yes, for Reporting Year(s) .....

**DESCRIPTION**

**USAID Definition (if applicable):** N/A

**Precise Definition(s):** This indicator will compare change in number of Jordanian women hired into each of the WFD targeted enterprises in at least three sectors from the following: manufacturing, construction, accommodation & food service activity (hospitality), wholesale, transportation and storage, and other services (tourism and renewable energy). (However, during implementation, if other sectors present strategic opportunities for increasing female participation, WFD will pursue them in coordination with USAID.)

Employment in this indicator means fulltime or part-time employment in both the formal or informal sectors.

Enterprises that will be included in this indicator are enterprises that have signed MOUs with WFD and enterprises that are grantees of WFD's Grants Program. Data will be collected directed from all targeted enterprises.

**Unit of Measure:** Percent

**Method of calculation:** (Current year numerator/current year denominator) \*100 – (Previous year numerator/previous year denominator)\*100

Numerator: Number of women in surveyed enterprises at the time of survey

Denominator: Number of employees in surveyed enterprises at the time of survey

**Disaggregated by:** Age [Youth 10-17 Youth 18-29, Adult 30-49, Adult 50 and above]; Sector [Manufacturing, wholesale & retail trade, administrative & support service activities, construction, human health & social work activities, accommodation & food service activity, electrical installation, transportation & storage, mining, other services (tourism, renewable energy)], Geographic Location [Municipalities in East Amman and all municipalities in Irbid, Zarqa, Tafleh, Aqaba, and Ma'an]

**Justification & Management Utility:** The project is looking to increase female employment in priority sectors and regions as well as other sectors where employment opportunities present themselves. This indicator will allow WFD to estimate the effect of its influence over the participation of women in targeted sectors over-time.

**PLAN FOR DATA ACQUISITION**

**Data Collection Method:** Data will be collected through the EPU's from target employers through a biennial survey. In the survey, the following will be asked: Please give the 10 (maximum) most important occupations/jobs, in terms of number of positions) in your company; specify the number of workers in these occupations; specify the share of women and non-Jordanians; specify the number of vacancies for these occupations; and specify whether the number of positions has changed in the last 12 months.

**Data Source(s):** EPU survey of target employers - WFD records

**Method of transfer to USAID:** Annual report

**Frequency & Timing of Data Acquisition:** Biennial

**Estimated Cost of Data Acquisition:** Cost of the employer survey (TBD)

**Individual Responsible at IP (title):** Senior M&E Manager

**Individual Responsible for providing data to USAID:** Chief of Party as part of Annual Report

**Location of data storage:** Hard copies of surveys in M&E files; soft copy in TAMIS and as excel spreadsheets.

**DATA QUALITY ISSUES**

<b>Date of Initial Data Quality Assessment:</b> During baseline assessment, expected to be late 2015/early 2016				
<b>Known Data Limitations and Significance (if any):</b> Potential limitations include: 1- Percentage of females could increase due to high turnover of males; 2-Validity of employer HR records.				
<b>Actions Taken or Planned to Address Data Limitations:</b> With regard to the high turnover limitation, WFD will collect complete baseline data from target enterprises in order to interpret changes in female participation accurately.				
<b>Date of Future Data Quality Assessments:</b> TBD				
<b>Procedures for Future Data Quality Assessments:</b> TBD				
<b>PLAN FOR DATA ANALYSIS, REVIEW, &amp; REPORTING</b>				
<b>Data Analysis:</b> Percentage change of female participation in across sectors by, age, and poverty pockets				
<b>Presentation of Data:</b> Tables by disaggregated categories				
<b>Review of Data:</b> TBD				
<b>Reporting of Data:</b> TBD				
<b>OTHER NOTES</b>				
<b>Notes on Baselines/Targets:</b> Target set at zero				
<b>Other Notes:</b>				
<b>PERFORMANCE INDICATOR VALUES</b>				
Year	Baseline	Target	Actual	Notes
2015		0	0	
2016	TBD	0		
2017		0		
2018		15% increase in female participation from baseline in targeted enterprises		
2019		15% increase in female participation from baseline in targeted enterprises		
<b>LOA (Aggregate)</b>		15% increase in female participation from baseline in targeted enterprises		
<b>THIS SHEET WAS UPDATED ON: 11 /05 /2015</b>				

<b>Indicator 3.2: Percentage of jobseekers in catchment areas of VTIs and enterprises targeted by WFD that express a willingness to pursue work in the technical and vocational sector</b>	
<b>LINKAGE TO MISSION PMP</b>	
<b>Mission Development Objective:</b> DO 1: Broad-based, Inclusive, Economic Development Accelerated	
<b>Mission Intermediate Result:</b> IR 1.2 Workforce Development Opportunities for Vulnerable Groups Increased, Especially for the Poor, Women, and Youth	
<b>Mission sub-Intermediate Result:</b> Sub-IR 1.2.4: Inclusive access to economic opportunities improved	
<b>IDENTIFICATION</b>	
<b>Activity Development Objective/Goal/Purpose:</b> Create a competitive, demand-driven workforce development system that leads to increased private-sector employment, especially for women, youth and those living at or below the poverty line	
<b>Activity Objective:</b> Improved Workforce Development for women, youth and vulnerable groups in targeted areas	
<b>Activity Intermediate Result:</b> Increased enrollment in target TVET centers	
<b>Activity Sub-Intermediate Result:</b> Improved perception of TVET	
<b>Name of Indicator:</b> (3.2) Percentage of jobseekers in catchment areas of VTIs and enterprises targeted by WFD that express a willingness to pursue work in the technical and vocational sector	
<b>Indicator Type:</b> <input checked="" type="checkbox"/> Activity Custom <input type="checkbox"/> Standard F <input type="checkbox"/> Mission PMP	
<b>Is this a PPR indicator?</b> <input checked="" type="checkbox"/> No <input type="checkbox"/> Yes, for Reporting Year(s) .....	
<b>DESCRIPTION</b>	
<b>USAID Definition (if applicable):</b> N/A	
<b>Precise Definition(s):</b> This indicator measures the percentage of residents in the catchment areas of targeted VTIs and enterprises who say they are willing to pursue work in the vocational and technical sector.	
<p>“A willingness to pursue work in the technical and vocational sector” means jobseekers are 1) Willing to enroll in a training program to acquire the skills necessary for a vocational or technical occupation, or 2) Willing to fill an available vocational or technical vacancy at an enterprise or 3) Willing to start their own vocational or technical trade</p> <p>“Catchment areas of VTIs and enterprises” are the geographic areas in which most of the (targeted) VTI students and enterprises’ employees reside. Catchment areas will be determined in collaboration with targeted VTIs and enterprises. A source of catchment areas of VTI students is the registration database, which includes residence information. A source of catchment areas of enterprises could be HR databases, or key informants (e.g. managers, supervisors). WFD will provide justification for every catchment area it demarcates.</p> <p>“Targeted VTIs and enterprises” are the VTIs and enterprises that WFD will be working closely with. WFD has already identified 12 target VTIs. “Target enterprises” comprises a list of private sector employers in WFD priority sectors and/or regions. The list of enterprises is expected to continue expanding over the lifetime of WFD.</p> <p>“Jobseekers” are residents currently looking for work. They could be currently enrolled into a TVET institution, unemployed or employed but seeking better opportunities.</p>	
<b>Unit of Measure:</b> Percentage of resident jobseekers	
<b>Method of calculation</b>	
Numerator: Number (from a sample) of residents jobseekers surveyed who report a willingness to pursue work in the vocational/technical sector	
Denominator: total number of residents jobseekers surveyed	
<b>Disaggregated by:</b> Sex [female, male], Age [Youth 10-17 Youth 18-29, Adult 30-49, Adult 50 and above], Sector [Manufacturing, wholesale & retail trade, administrative & support service activities, construction, human health & social work activities, accommodation & food service activity, electrical installation, transportation & storage, mining, other services (tourism, renewable energy)], Geographic Location [East Amman, Irbid, Zarqa, Tafileh, Aqaba, Ma’an]	
<b>Justification &amp; Management Utility:</b> It has been widely documented that Jordanians are not interested in technical and vocational education and training for a wide range of reasons from culture of shame to unsafe workplaces. This indicator allows WFD to track a change in attitude toward TVET and careers in project targets sectors which WFD’s interventions could contribute to through the improvement of quality of training, safety and accessibility, career guidance services etc. results in an improvement in attitudes towards this sector.	
<b>PLAN FOR DATA ACQUISITION</b>	
<b>Data Collection Method:</b> A household survey of the catchment areas of targeted VTIs and industrial zones will be conducted in order to generate an estimate of the general attitude towards this sector.	
<b>Data Source(s):</b> Survey conducted by contractor (TBD)	
<b>Method of transfer to USAID:</b> Annual reporting	

<b>Frequency &amp; Timing of Data Acquisition:</b> Biennial				
<b>Estimated Cost of Data Acquisition:</b> TBD				
<b>Individual Responsible at IP (title):</b> Senior M&E Manager				
<b>Individual Responsible for providing data to USAID:</b> Chief of Party as part of Annual Report				
<b>Location of data storage:</b> Hard copies of completed questionnaires and consent forms will be stored in M&E files and soft-copies in TAMIS.				
<b>DATA QUALITY ISSUES</b>				
<b>Date of Initial Data Quality Assessment:</b> After first six months of baseline data collection				
<b>Known Data Limitations and Significance (if any):</b> The data limitations for this indicator pertain to survey errors: Sampling, measurement, coverage, and non-response errors.				
<b>Actions Taken or Planned to Address Data Limitations:</b> WFD will work with the contractor to develop a survey error mitigation plan.				
<b>Date of Future Data Quality Assessments:</b> TBD				
<b>Procedures for Future Data Quality Assessments:</b> TBD				
<b>PLAN FOR DATA ANALYSIS, REVIEW, &amp; REPORTING</b>				
<b>Data Analysis:</b> Data will be analyzed by catchment areas. Findings from the analysis will be used to inform WFD activities in each target area.				
<b>Presentation of Data:</b> Tables by disaggregated categories				
<b>Review of Data:</b> TBD				
<b>Reporting of Data:</b> TBD				
<b>OTHER NOTES</b>				
<b>Notes on Baselines/Targets:</b> Baseline data will be generated in Y2. The targets will be set after the baseline is established.				
<b>Other Notes:</b>				
<b>PERFORMANCE INDICATOR VALUES</b>				
Year	Baseline	Target	Actual	Notes
2015		0	0	
2016	TBD	TBD		
2017		TBD		
2018		TBD		
2019		TBD		
LOA		TBD		
THIS SHEET WAS UPDATED ON: 11/07/2015				

**Indicator 3.3: Number of new enrollees per annum in target TVET centers****LINKAGE TO MISSION PMP****Mission Development Objective:** DO 1: Broad-based, Inclusive, Economic Development Accelerated**Mission Intermediate Result:** IR 1.2 Workforce Development Opportunities for Vulnerable Groups Increased, Especially for the Poor, Women, and Youth**Mission sub-Intermediate Result:** Sub-IR 1.2.1: Curriculum integrating market demands and job skills of target groups improved**IDENTIFICATION****Activity Development Objective/Goal/Purpose:** Create a competitive, demand-driven workforce development system that leads to increased private-sector employment, especially for women, youth and those living at or below the poverty line**Activity Intermediate Result:** Improved Workforce Development for women, youth and vulnerable groups in targeted areas**Activity Intermediate Result:** Increased enrollment in target TVET centers**Activity Sub-Intermediate Result:** N/A**Name of Indicator:** (3.3) Number of new enrollees per annum in target TVET centers**Indicator Type:**  **Activity Custom**     **Standard F**     **Mission PMP****Is this a PPR indicator?**  **No**     **Yes, for Reporting Year(s)** .....**DESCRIPTION****USAID Definition (if applicable):** Not available**Precise Definition(s):** This indicator measures the total number of new enrollees per annum in TVET centers that have benefited from targeted and specific (i.e. direct) WFD interventions.**Unit of Measure:** Number of persons**Method of calculation:** The total number of new enrollees for a specific calendar year will be counted. Enrollees in all training programs will be included, irrespective of program duration. Enrollees carried over from previous years will be excluded from this indicator.**Disaggregated by:** Sex [male/female]; Age [Youth 10-17, Youth 18-29, Adult 30-49, Adult 50 and above]; Geographic location [East Amman municipalities and all municipalities in the governorates of Irbid, Zarqa, Tafileh, Aqaba and Ma'an]; Sector [Manufacturing, wholesale & retail trade, administrative & support service activities, construction, human health & social work activities, accommodation & food service activity, electrical installation, transportation & storage, mining, other services (renewable energy and tourism)]; Type of WFD intervention [Curriculum, instructor training, career guidance counseling, upgraded facilities, in-service professional development, communication]; TVET provider [VTC, Private Training Provider, Community College]**Justification & Management Utility:** WFD is investing in activities that are meant to make vocational work and training more appealing. Increased enrollment in targeted TVET centers could indicate that WFD's intervention are changing attitudes toward vocational work and training.**PLAN FOR DATA ACQUISITION****Data Collection Method:** The upgraded VTC student registration system, the Student Gateway, will capture the needed data from target VTIs. Existing data systems in other TVET centers will be another source of data for this indicator.**Data Source(s):** Student Gateway**Method of transfer to USAID:** Quarterly report (Annual)**Frequency & Timing of Data Acquisition:** Annual**Estimated Cost of Data Acquisition:** Within the Activity budget**Individual Responsible at IP (title):** Senior M&E Manager**Individual Responsible for providing data to USAID:** Chief of Party as part of Quarterly Report**Location of data storage:** TAMIS activity records and data entry includes all descriptive detail on each internship program, including uploaded electronic/scanned versions of support documentation. Hard copies of support documentation in M&E files.**DATA QUALITY ISSUES****Date of Initial Data Quality Assessment:** TBD**Known Data Limitations and Significance (if any):** No known data limitations**Actions Taken or Planned to Address Data Limitations:** TBD**Date of Future Data Quality Assessments:** TBD**Procedures for Future Data Quality Assessments:** TBD

**PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING**

**Data Analysis:** Year-on-year variation in the number of new enrollees will be calculated and presented in both percentage and actual number changes.

**Presentation of Data:** Tables with total and disaggregated data

**Review of Data:** TBD

**Reporting of Data:** TBD

**OTHER NOTES**

**Notes on Baselines/Targets:** Baseline will be determined after the development and installation of the Student Gateway

**Other Notes:**

**PERFORMANCE INDICATOR VALUES**

Year	Baseline	Target	Actual	Notes
2015	TBD	TBD		
2016		TBD		
2017		TBD		
2018		TBD		
2019		TBD		
LOA		TBD		

THIS SHEET WAS UPDATED ON: 03 /07/2016

<b>Indicator 4.1: Percentage of WFD-targeted enterprises that meet SSC health and safety (OSH) requirements **</b>
<b>LINKAGE TO MISSION PMP</b>
<b>Mission Development Objective:</b> DO 1: Broad-based, Inclusive, Economic Development Accelerated
<b>Mission Intermediate Result:</b> IR 1.2 Workforce Development Opportunities for Vulnerable Groups Increased, Especially for the Poor, Women, and Youth
<b>Mission sub-Intermediate Result:</b> N/A
<b>IDENTIFICATION</b>
<b>Activity Development Objective/Goal/Purpose:</b> Create a competitive, demand-driven workforce development system that leads to increased private-sector employment, especially for women, youth and those living at or below the poverty line
<b>Activity Objective:</b> Improved Enabling Environment
<b>Activity Intermediate Result:</b> Increased enrollment in target TVET centers
<b>Activity Sub-Intermediate Result:</b> OSH standards improved
<b>Name of Indicator:</b> (4.1) Percentage of WFD-targeted enterprises that meet SSC health and safety (OSH) requirements **
<b>Indicator Type:</b> <input checked="" type="checkbox"/> Activity Custom <input type="checkbox"/> Standard F <input type="checkbox"/> Mission PMP
<b>Is this a PPR indicator?</b> <input checked="" type="checkbox"/> No <input type="checkbox"/> Yes, for Reporting Year(s) .....
<b>DESCRIPTION</b>
<b>USAID Definition (if applicable):</b> N/A
<b>Precise Definition(s):</b> This indicator will measure the percentage of targeted enterprises that are meeting SSC health and safety guidance requirements as a result of WFD technical assistance. WFD will select enterprises that have 50 or more employees in the 6 targeted regions. An inspection of the OSH status in these enterprises will be conducted jointly by the SSC and WFD. Only enterprises that score below a threshold defined by the SSC will receive WFD support and will be considered in the denominator of this indicator. WFD support to poor performers may be in the form of helping in the drafting of planning documents, promotion of concept with company policy makers, or staff training in regulations. Implementation, in this case, means that actions recommended as part of health and safety improvements have been completed.
<b>Unit of Measure:</b> Percentage of targeted enterprises
<b>Method of calculation:</b> Numerator: Total number of targeted enterprises that implement SSC health and safety (OSH) guidance regulations; Denominator: Total number of targeted enterprises.
<b>Disaggregated by:</b> Geographic location of the enterprise [East Amman municipalities and all municipalities in the governorates of Irbid, Zarqa, Tafileh, Aqaba and Ma'an]; Sector [Manufacturing, wholesale & retail trade, administrative & support service activities, construction, human health & social work activities, accommodation & food service activity, electrical installation, transportation & storage, mining, other services (tourism, renewable energy)].
<b>Justification &amp; Management Utility:</b> Poor workplace health and safety standards are widely perceived to contribute to a lack of willingness to seek training and employment in certain target sectors. Working with enterprises to improve their OSH compliance makes individual work places safer and can inspire others to improve their own without WFD support. Passing SSC inspection after performing poorly on the initial assessment would indicate WFD's supportive efforts are effective. Improving OSH standards may lead to an increase in job-seekers' willingness to seek employment at these enterprises if efforts are coupled with awareness campaigns about the improvements.
<b>PLAN FOR DATA ACQUISITION</b>
<b>Data Collection Method:</b> Component 4 team will jointly assess a number of enterprises with the SSC. Assessments will be conducted with the use of the SSC's checklist. Assessments are conducted 90 days thereafter for enterprises that performed poorly on the initial assessment.
<b>Data Source(s):</b> Completed SSC checklists.
<b>Method of transfer to USAID:</b> Annual reports
<b>Frequency &amp; Timing of Data Acquisition:</b> Annual
<b>Estimated Cost of Data Acquisition:</b> No additional cost as data collection is integrated part of WFD and SSC staff duties and responsibilities
<b>Individual Responsible at IP (title):</b> Senior M&E Manager
<b>Individual Responsible for providing data to USAID:</b> Chief of Party as part of Annual Report
<b>Location of data storage:</b> (1) WFD M&E files (hard copies). (2) TAMIS database soft-copy of files 3) TAMIS database tracking disaggregated number of enterprises with electronic file attachments.
<b>DATA QUALITY ISSUES</b>

<b>Date of Initial Data Quality Assessment:</b> After one year of data collection				
<b>Known Data Limitations and Significance (if any):</b> It may be difficult to identify enterprises with 50 employees or more in some of WFD's targeted regions, such as Tafileh. This may result in more interventions in the larger, more-populated regions. Furthermore, SSC works with formal sector enterprises only.				
<b>Actions Taken or Planned to Address Data Limitations:</b> TBD				
<b>Date of Future Data Quality Assessments:</b> TBD				
<b>Procedures for Future Data Quality Assessments:</b> TBD				
<b>PLAN FOR DATA ANALYSIS, REVIEW, &amp; REPORTING</b>				
<b>Data Analysis:</b> WFD will be able to gauge the level of implementation, including accuracy and timeliness of SSC reporting. As a feedback into WFD programmatic activities, staff will analyze which of their interventions supports or encourages SSC implementation.				
<b>Presentation of Data:</b> List of companies with successful implementation, cataloged by location and sector				
<b>Review of Data:</b> Annual				
<b>Reporting of Data:</b> Annual				
<b>OTHER NOTES</b>				
<b>Notes on Baselines/Targets:</b>				
<b>Other Notes:</b>				
<b>PERFORMANCE INDICATOR VALUES</b>				
Year	Baseline	Target	Actual	Notes
<b>2015</b>	0	0	0	
<b>2016</b>		10%		
<b>2017</b>		30%		
<b>2018</b>		40%		
<b>2019</b>		50%		
<b>LOA (Aggregate)</b>		50% of targeted organizations		
<b>THIS SHEET WAS UPDATED ON: 11 /07 /2015</b>				

**Indicator 4.2: Number of new/improved workplace policies, rules and practices designed to improve TVET sector and/or protect vulnerable groups drafted, proposed or adopted**

**LINKAGE TO MISSION PMP**

**Mission Development Objective:** DO 1: Broad-based, Inclusive, Economic Development Accelerated

**Mission Intermediate Result:** IR 1.2 Workforce Development Opportunities for Vulnerable Groups Increased, Especially for the Poor, Women, and Youth

**Mission sub-Intermediate Result:** N/A

**IDENTIFICATION**

**Activity Development Objective/Goal/Purpose:** Create a competitive, demand-driven workforce development system that leads to increased private-sector employment, especially for women, youth and those living at or below the poverty line

**Activity Intermediate Result:** Improved Enabling Environment

**Activity Intermediate Result:** Increased enrollment in target TVET centers

**Activity Sub-Intermediate Result:** “Barriers mitigated” and “Improved TVET regulation”

**Name of Indicator:** (4.2) Number of new/improved workplace policies, rules and practices designed to improve TVET sector and/or protect vulnerable groups drafted, proposed or adopted

**Indicator Type:**  Activity Custom     Standard F     Mission PMP

**Is this a PPR indicator?**  No     Yes, for Reporting Year(s) .....

**DESCRIPTION**

**USAID Definition (if applicable):** N/A

**Precise Definition(s):** This indicator measures the number of policies, rules and practices that were developed or modified to improve the TVET sector and/or protect women, youth or other vulnerable populations in the workplace. A new or modified policy, rule or practice is counted in this indicator if it has been formally submitted to the relevant body that has the power to adopt the new policy, rule or practice. Since WFD has no control over adoption or enforcement, submission of rules, policies, or practices is the minimum threshold for inclusion in this indicator.

A policy/rule/practice for the benefit of youth should specify a targeted population of individuals aged 15-29 years. A policy/rule/practice for the benefit of the poor should define poor. The draft may require the use of the Department of Statistic’s socioeconomic status assessment module that is used in the Jordan Population and Family Health Survey or by geographic location whereby residents of officially recognized poverty pockets may be considered poor.

**Unit of Measure:** Number of policies, rules and practices in various stages of development

**Method of calculation:** Tally number of policies, rules and practices submitted to the relevant official body

**Disaggregated by** Sector [Manufacturing, wholesale & retail trade, administrative & support service activities, construction, human health & social work activities, accommodation & food service activity, electrical installation, transportation & storage, mining, other services (tourism, renewable energy)]; Type of workplace document [policy, rule, practice]; Target vulnerable population [women, youth, persons with disabilities, poor]; stage of development [drafted, proposed, adopted]

**Justification & Management Utility:** While societal attitudes play a role in the workplace, government rules and regulations would provide the framework to protect vulnerable groups. This would also contribute to sustainability, as it would make the outputs permanent and mandatory rather than voluntary by individuals. Other regulatory changes may address TVET institutional changes rather and benefit all which will also ensure sustainability.

**PLAN FOR DATA ACQUISITION**

**Data Collection Method:** Component 3 and leads will obtain copies of written policies from government ministries, municipalities or other agency.

**Data Source(s):** Official documentation of drafted, proposed or adopted policies, legislation, rules, regulations.

**Method of transfer to USAID:** Annual reports

**Frequency & Timing of Data Acquisition:** Annual

**Estimated Cost of Data Acquisition:** Within the Activity’s budget

**Individual Responsible at IP (title):** Component 4 Lead and Senior M&E Manager

**Individual Responsible for providing data to USAID:** Chief of Party as part of Annual Report

**Location of data storage:** (1) WFD M&E files (hard copies). (2) TAMIS soft-copy documents under activity records (3) TAMIS database tracking disaggregated number of policies with electronic file attachments.

**DATA QUALITY ISSUES**

**Date of Initial Data Quality Assessment:** After first year of data collection

**Known Data Limitations and Significance (if any):** No known limitations

**Actions Taken or Planned to Address Data Limitations:** N/A

**Date of Future Data Quality Assessments:** TBD

**Procedures for Future Data Quality Assessments:** TBD

**PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING**

**Data Analysis:** WFD will identify policy initiatives that have important significance for improving workplace conditions in vocational occupations and supporting equal access to employment opportunities. By tracking the process leading up to and eventual passage, WFD will be able to better understand factors that facilitate the policy development process and the extent of successful implementation.

**Presentation of Data:** List of policies, rules and practices

**Review of Data:** Annual

**Reporting of Data:** Annual

**OTHER NOTES**

**Notes on Baselines/Targets:** Baseline set at zero. Targets are incremental and set for the specific year. They are not cumulative.

**Other Notes:**

**PERFORMANCE INDICATOR VALUES**

Year	Baseline	Target	Actual	Notes
<b>2015</b>	0	1	0	
<b>2016</b>		2		
<b>2017</b>		2		
<b>2018</b>		2		
<b>2019</b>		1		
<b>LOA (Aggregate)</b>		8		

THIS SHEET WAS UPDATED ON: 11 /07 /2015

**Indicator CC I - Number of WFD initiatives completed as a result of U.S. Government participation in public-private partnerships (F 4.6.3-8) (PMP 1.2.b)**

**LINKAGE TO MISSION PMP**

**Mission Development Objective:** DO 1: Broad-based, Inclusive, Economic Development Accelerated

**Mission Intermediate Result:** IR 1.2 Workforce Development Opportunities for Vulnerable Groups Increased, Especially for the Poor, Women, and Youth

**Mission sub-Intermediate Result:** N/A

**IDENTIFICATION**

**Activity Development Objective/Goal/Purpose:** Create a competitive, demand-driven workforce development system that leads to increased private-sector employment, especially for women, youth and those living at or below the poverty line

**Activity Intermediate Result:** Cross-cutting

**Activity Sub-Intermediate Result:** N/A

**Name of Indicator:** (CC I) Number of WFD initiatives completed as a result of U.S. Government participation in public-private partnerships (F 4.6.3-8) (PMP 1.2.b)

**Indicator Type:**  Activity Custom  Standard F  Mission PMP

**Is this a PPR indicator?**  No  Yes, for Reporting Year(s) 2015 -- 2017

**DESCRIPTION**

**USAID Definition (if applicable):** The kinds of public-private partnerships (PPPs) in which a USG agency may participate may include other USG institutions, U.S. non-profit private sector organizations, U. S. companies, and foreign government and non- governmental organizations and companies, in all kinds of combinations. All partners have common goals, and all have obligations for monetary or in-kind contributions, or both, involvement in program design and implementation, and all share the knowledge and experience that assures partnership success. Workforce development initiatives are cooperative investments in the human resources of a country or area through training or retraining for available or anticipated near-term workforce skills requirements. The objective is to endow workers with the skills needed to productively perform the tasks required for new formal sector jobs. Workforce development focuses especially on the technical training needed to prepare workers to accommodate workforce demands, and provide for themselves and their families.

**Precise Definition(s):** Number of project activities completed with the support of a private sector counterpart within a PPP. These 'initiatives' can include training workshops, internship programs, placements in jobs, career guidance programs, mentorships programs, seminar series, job platforms, roundtables, provision of supplies/tools for ETVET graduates, transportation assistance

**Unit of Measure:** Number of initiatives

**Method of calculation:** Count

**Disaggregated by:** Geographic location of the initiative [East Amman municipalities and all municipalities in the governorates of Irbid, Zarqa, Tafleeh, Aqaba and Ma'an]; sector [Manufacturing, wholesale & retail trade, administrative & support service activities, construction, human health & social work activities, accommodation & food service activity, electrical installation, transportation & storage, mining, other services (tourism, renewable energy)]

WFD will further disaggregate the PPPs by their constituent parties (private, semi-private, public), their longevity (ad hoc, short-term, or long-term), and cost share.

**Justification & Management Utility:** Research has shown that workforce development success is most likely achieved when the key players—government, private sector, etc.—collaborate. Given that this could be a key factor to the overall success of the program, it is also an indicator for sustainability after the conclusion of the project.

**PLAN FOR DATA ACQUISITION**

**Data Collection Method:** Each WFD-supported activity is recorded in TAMIS activity records, and will be coded as to whether or not it was achieved through a PPP, and the government and private sector partner involved.

**Data Source(s):** Signed PPP agreement; project records with initiate updates completed by relevant Component Leads

**Method of transfer to USAID:** Quarterly reports

**Frequency & Timing of Data Acquisition:** Ongoing (as activities are logged into TAMIS)

**Estimated Cost of Data Acquisition:** No additional cost

**Individual Responsible at IP (title):** Senior M&E Manager, relevant Component Lead

**Individual Responsible for providing data to USAID:** Chief of Party as part of Quarterly Report

**Location of data storage:** TAMIS and hard copies files in WFD M&E Office

**DATA QUALITY ISSUES**

**Date of Initial Data Quality Assessment:** After 6 months of data entry

<b>Known Data Limitations and Significance (if any):</b> No known limitations				
<b>Actions Taken or Planned to Address Data Limitations:</b> N/A				
<b>Date of Future Data Quality Assessments:</b> TBD				
<b>Procedures for Future Data Quality Assessments:</b> TBD				
<b>PLAN FOR DATA ANALYSIS, REVIEW, &amp; REPORTING</b>				
<b>Data Analysis:</b> WFD staff will monitor this activity to better understand private sector support for workforce system transformation and mechanisms that encourage or create obstacles for public private partnerships.				
<b>Presentation of Data:</b> List of PPP, with identified partners, purpose, initiation date, sector focus and target location				
<b>Review of Data:</b> TBD				
<b>Reporting of Data:</b> TBD				
<b>OTHER NOTES</b>				
<b>Notes on Baselines/Targets:</b> Because this indicator tracks PPPs in which WFD had a supportive role, the baseline at the start of project is 0. This does not imply that there are no existing PPP in place at project start. Targets are incremental and set for the specific year. They are not cumulative.				
<b>Other Notes:</b>				
<b>PERFORMANCE INDICATOR VALUES</b>				
Year	Baseline	Target	Actual	Notes
<b>2015</b>	0	1	0	
<b>2016</b>		16		
<b>2017</b>		18		
<b>2018</b>		15		
<b>2019</b>		0		
<b>LOA (Aggregate)</b>		50		
THIS SHEET WAS UPDATED ON: 11 /07 /2015				

**Indicator CC.2: Person hours of training completed in workforce development supported by USG assistance (F 4.6.3-9) (PMP 1.2.1.e)**

**LINKAGE TO MISSION PMP**

**Mission Development Objective:** DO 1: Broad-based, Inclusive, Economic Development Accelerated

**Mission Intermediate Result:** IR 1.2 Workforce Development Opportunities for Vulnerable Groups Increased, Especially for the Poor, Women, and Youth

**Mission sub-Intermediate Result:** Sub-IR 1.2.1: Curriculum integrating market demands and job skills of target groups improved

**IDENTIFICATION**

**Activity Development Objective/Goal/Purpose:** Create a competitive, demand-driven workforce development system that leads to increased private-sector employment, especially for women, youth and those living at or below the poverty line

**Activity Intermediate Result:** Cross-cutting

**Activity Sub-Intermediate Result:** N/A

**Name of Indicator:** (CC.2) Person hours of training completed in workforce development supported by USG assistance (F 4.6.3-9) (PMP 1.2.1.e)

**Indicator Type:**  Activity Custom  Standard F  Mission PMP

**Is this a PPR indicator?**  No  Yes, for Reporting Year(s) 2015--2017.....

**DESCRIPTION**

**USAID Definition (if applicable):** This indicator uses the following equation to express the number of USG-supported training hours that were completed by training participants: Hours of USG supported training course X Number of people completing that training course.

This could include provision of funds to pay teachers, providing hosting facilities, or other key contributions necessary to ensure training was delivered. This indicator does not automatically count any course for which the USG helped develop the curriculum, but rather focuses on delivery of courses that was made possible through full or partial funding from the USG.

People: Only people who complete the entire training course are counted for this indicator.

Training: Training is defined as sessions in which participants are educated according to a defined curriculum and set learning objectives. Sessions that could be informative or educational, such as meetings, but do not have a defined curriculum or learning objectives are not counted as training.

Workforce development is defined as assisting youth and adults in acquiring knowledge and developing skills beyond basic literacy, numeracy, and life skills, which are part of the basic education program, and behaviors to find legitimate jobs, establish viable self-employment ventures, and stay employed and productive in a changing economy. Creation of policies, programs, and systems that respond to labor market demands in the formal and informal sectors.

**Precise Definition(s):** Eligible training workshops include WFD-conducted training and any EPU or VTI partner-provided training that benefits directly from WFD efforts (e.g., improved training facilities, including equipment enhancements, instructor training, improved examination procedures, etc.). Hours: Course hours per the agenda minus 1 hour for lunch per day, if a full day session. Participants must participate in at least 75% of the training hours to be considered as having completed the training.

**Unit of Measure:** Number of person hours

**Method of calculation:** Hours of USG supported training course x Number of people completing that training course

**Disaggregated by:** Sex [male/female]; age [Youth 18-29, Adult 30-49, Adult 50 and above]; geographic location of the employment opportunity [East Amman municipalities and all municipalities in the governorates of Irbid, Zarqa, Tafileh, Aqaba and Ma'an]; sector [Manufacturing, wholesale & retail trade, administrative & support service activities, construction, human health & social work activities, accommodation & food service activity, electrical installation, transportation & storage, mining, other services (renewable energy and tourism)]

**Justification & Management Utility:** Training and capacity building is one of the key drivers of change for the program. Tracking the hours of training received is a helpful measure for determining project outcomes.

**PLAN FOR DATA ACQUISITION**

**Data Collection Method:** Attendance is taken on each day of the training and a count is verified at the end of the training to determine number of people who have completed the training. Sign-in sheet & training event record in TAMIS.

**Data Source(s):** Sign-In Attendance Sheets; course agenda or curricula

**Method of transfer to USAID:** Quarterly reports

<b>Frequency &amp; Timing of Data Acquisition:</b> Monthly																																			
<b>Estimated Cost of Data Acquisition:</b> No additional cost																																			
<b>Individual Responsible at IP (title):</b> Senior M&E Manager																																			
<b>Individual Responsible for providing data to USAID:</b> Chief of Party as part of Quarterly Reports																																			
<b>Location of data storage:</b> WFD staff maintains hard copy of sign-in sheets and enters participant data into TAMIS. Scanned soft-copy sign-in sheets will be attached in TAMIS. TAMIS calculates the aggregate number of participant hours for each training entered into TAMIS. Data from trainings of 16 hours or more will be reflected in USAID's TraiNet.																																			
<b>DATA QUALITY ISSUES</b>																																			
<b>Date of Initial Data Quality Assessment:</b> After 6 months of training implementation																																			
<b>Known Data Limitations and Significance (if any):</b> Attendance records may be incomplete or inaccurate, especially in the case of determining whether a participant completed an entire course																																			
<b>Actions Taken or Planned to Address Data Limitations:</b> At the end of each training, the person responsible for the training sign-in sheet will note on the form, which attendees stayed for the entire course. Participants will sign their attendance for each day of multi-day trainings. Person-hours will be counted by including entrance and exit times on the sign-in sheets and a confirmation of the number of attendees through a head-count. Training hours for participants who attend less than 75% of the offered training hours will not be included. This will result in under-reporting; however full benefit from the training is only anticipated for complete attendance.																																			
<b>Date of Future Data Quality Assessments:</b> October 2015																																			
<b>Procedures for Future Data Quality Assessments:</b> WFD will modify sign in sheets to allow for the inclusion of participants' region of origin (municipality) and for the inclusion of sing in and out times. WFD will draft a description of its M&E procedures and share them with the Mission.																																			
<b>PLAN FOR DATA ANALYSIS, REVIEW, &amp; REPORTING</b>																																			
<b>Data Analysis:</b> Actual hours of training will be compared with benchmarks to monitor WFD activities are being implemented according to plan. Special attention will be paid to distribution of hours across targeted populations (sex, and youth,) to assess equity of access to training.																																			
<b>Presentation of Data:</b> Tables with disaggregated groupings																																			
<b>Review of Data:</b> TBD																																			
<b>Reporting of Data:</b> TBD																																			
<b>OTHER NOTES</b>																																			
<b>Notes on Baselines/Targets:</b> Baseline set at zero. Targets are incremental and set for the specific year.																																			
<b>Other Notes:</b>																																			
<b>PERFORMANCE INDICATOR VALUES</b>																																			
<table border="1"> <thead> <tr> <th>Year</th> <th>Baseline</th> <th>Target</th> <th>Actual</th> <th>Notes</th> </tr> </thead> <tbody> <tr> <td>2015</td> <td>0</td> <td>2,250</td> <td>2,202</td> <td></td> </tr> <tr> <td>2016</td> <td></td> <td>5,000</td> <td></td> <td></td> </tr> <tr> <td>2017</td> <td></td> <td>7,500</td> <td></td> <td></td> </tr> <tr> <td>2018</td> <td></td> <td>7,500</td> <td></td> <td></td> </tr> <tr> <td>2019</td> <td></td> <td>3,750</td> <td></td> <td></td> </tr> <tr> <td><b>LOA (Aggregate)</b></td> <td></td> <td>26,000</td> <td></td> <td></td> </tr> </tbody> </table>	Year	Baseline	Target	Actual	Notes	2015	0	2,250	2,202		2016		5,000			2017		7,500			2018		7,500			2019		3,750			<b>LOA (Aggregate)</b>		26,000		
Year	Baseline	Target	Actual	Notes																															
2015	0	2,250	2,202																																
2016		5,000																																	
2017		7,500																																	
2018		7,500																																	
2019		3,750																																	
<b>LOA (Aggregate)</b>		26,000																																	
THIS SHEET WAS UPDATED ON: 11 /07 /2015																																			

**Indicator CC.3: Percentage of female participants in USG-assisted programs designed to increase access to productive economic resources (assets, credit, income or employment) (F GNDR 2) (PMP 4.3.b)**

**LINKAGE TO MISSION PMP**

**Mission Development Objective:** DO 1: Gender equality and female empowerment enhanced

**Mission Intermediate Result:** IR 4.3: Access to Women- and Girl-Centered Services Expanded

**Mission sub-Intermediate Result:** Sub-IR 1.2.4: Inclusive access to economic opportunities improved

**IDENTIFICATION**

**Activity Development Objective/Goal/Purpose:** Create a competitive, demand-driven workforce development system that leads to increased private-sector employment, especially for women, youth and those living at or below the poverty line

**Activity Objective:** Improved Workforce Development for women, youth and vulnerable groups in targeted areas

**Activity Intermediate Result:** Cross cutting

**Activity Sub-Intermediate Result:** N/A

**Name of Indicator:** (CC.3) Percentage of female participants in USG-assisted programs designed to increase access to productive economic resources (assets, credit, income or employment) (F GNDR 2) (PMP 4.3.b)

**Indicator Type:**  Activity Custom  Standard F  Mission PMP

**Is this a PPR indicator?**  No  Yes, for Reporting Year(s) 2015 – 2017

**DESCRIPTION**

**USAID Definition (if applicable):** (F GNDR 2) Productive economic resources include assets – land, housing, businesses, livestock or financial assets such as savings; credit; wage or self-employment; and income. Programs include micro, small, and medium enterprise programs; workforce development programs that have job placement activities; programs that build assets (such as land redistribution or titling; housing titling; agricultural programs that provide assets such as livestock; programs designed to help adolescent females and young women set up savings accounts).

This indicator does NOT track access to services – such as business development services or stand-alone employment training (e.g., that does not also include job placement following the training). Indicator narratives should specify type of assets.

The unit of measure will be a proportion, expressed in the format of X/Y, where X is the number of females from program participants, and Y is the total number of male and female participants in the programs illustrated above (e.g., micro, small, and medium enterprise programs; workforce development programs that have job placement activities; programs that build assets (land redistribution or titling; housing titling; agricultural programs that provide assets such as livestock).

**Precise Definition(s):** This indicator will measure the number of Jordanian women who participate in WFD program such as: (1) VTE training in target or other strategic sector/occupation, (2) VTE instructor training in target or other strategic sector/occupation, (3) Career guidance in target or other strategic sector/occupation (includes trained counselors and counseled beneficiaries), (4) Internships in target or other strategic sector/occupation, (5) Employment services in target or other strategic sector/occupation, (6) Online and offline outreach in targeted or other strategic sector/occupation, (7) EPU beneficiaries, (8) Mobile phone job matching services (Souktel), and (9) Reduction of barriers through grantee activities (e.g., transportation, child care, etc.) (10) Region-based initiatives (10) Gender of grantee beneficiaries.

In this case, access to productive economic resources means access to employment, which is the main objective of WFD programming.

**Unit of Measure:** Percentage

**Method of calculation:** Numerator / Denominator \* 100

Numerator - the number of female participants/beneficiaries in/of WFD programs designed to increase access to productive economic resources; Denominator - the total number of male and female participants in the programs designed to increase access to productive economic resources.

**Disaggregated by:** Age [Youth 10-17 Youth 18-29, Adult 30-49, Adult 50 and above], Governorate [Amman, Irbid, Zarqa, Tafileh, Aqaba, Ma'an], Sector [Manufacturing, wholesale & retail trade, administrative & support service activities, construction, human health & social work activities, accommodation & food service activity, electrical installation, transportation & storage, mining, other services (renewable energy and tourism)]

**Justification & Management Utility:** Jordan has a low rate of female/youth/vulnerable group participation in the workforce compared to global and regional averages. Ensuring that project activities are designed to reach female/youth/vulnerable group participants is key to reducing that imbalance.

**PLAN FOR DATA ACQUISITION**

<b>Data Collection Method:</b> Data would be collected via WFD activity sign-in sheets with a check box for identification of the participant's sex, age, and region; activities include both activities provided directly by WFD staff and service delivery partners.				
<b>Data Source(s):</b> WFD and Partner Project Records (primarily sign-in sheets)				
<b>Method of transfer to USAID:</b> Annual Report				
<b>Frequency &amp; Timing of Data Acquisition:</b> Quarterly				
<b>Estimated Cost of Data Acquisition:</b> Within the Activity's budget				
<b>Individual Responsible at IP (title):</b> Senior M&E Manager				
<b>Individual Responsible for providing data to USAID:</b> Chief of Party as part of Annual Report				
<b>Location of data storage:</b> Partner program files. WFD M&E Files for hard copies. Data entry to TAMIS project activity records with scanned support documentation uploaded.				
<b>DATA QUALITY ISSUES</b>				
<b>Date of Initial Data Quality Assessment:</b> After 6-months of data collection from partners				
<b>Known Data Limitations and Significance (if any):</b> Reliant on partners maintaining comprehensive records of participants, including sex, age and region of residence of participants. Since the definition of vulnerable groups covers a wide range of demographics, there is a significant probability of counting populations that are not considered vulnerable, i.e. economically disadvantaged (women who are active in the workforce and belong to the middle class would be counted under this indicator alongside unemployed women living in poverty). Minimizing duplication of data is also challenging.				
<b>Actions Taken or Planned to Address Data Limitations:</b> Initial WFD start-up activities prioritize database development support with partners in order to ensure proper data management and access. Data will be collected monthly in order to immediately identify any weaknesses in the data collection and management process. The definition of vulnerable groups matches the one outlined in the workforce development Project Appraisal Document (PAD). Women and youth in general are considered to be economically disadvantaged in Jordan. Women workforce participation rates remain at low levels, while unemployment in these two demographics is higher than the national average. As such, counting all women and youth into this indicator offers a reasonable, albeit limited, measure of inclusiveness of EDE activities.				
<b>Date of Future Data Quality Assessments:</b> TBD				
<b>Procedures for Future Data Quality Assessments:</b> TBD				
<b>PLAN FOR DATA ANALYSIS, REVIEW, &amp; REPORTING</b>				
<b>Data Analysis:</b> Proportion of female/youth/vulnerable group participants in USG-assisted programs designed to increase access to productive economic resources (assets, credit, income or employment) by age, sex, region				
<b>Presentation of Data:</b> Tables by disaggregated categories				
<b>Review of Data:</b> TBD				
<b>Reporting of Data:</b> TBD				
<b>OTHER NOTES</b>				
<b>Notes on Baselines/Targets:</b> Baseline is set at zero. The targets listed below are for each group per year.				
<b>Other Notes:</b>				
<b>PERFORMANCE INDICATOR VALUES</b>				
Year	Baseline	Target	Actual	Notes
2015	0	0	0	
2016		0		
2017		15%		
2018		15%		
2019		15%		
LOA (Aggregate)		15%		
THIS SHEET WAS UPDATED ON: 11 /07 /2015				