

Written Implementation Arrangements:

The Project Objective of the FYEI is to provide job skills and training to an estimated 2,000 girls and young women (approximately ages 18-30, preferably with high school education completed) in Balkh Province, leading to their increased access to wage or other employment. The Objective of FYEI is achieved by the implementation of the following project components:

1. Project Components:

- .1.1. **Component 1: Social Mobilization** - The objective of this component is to target and mobilize female youth through the SMSs and to raise awareness and willingness amongst communities regarding the importance of female training and employment. Emphasis also will be placed on the need to complete their high school education (i.e., graduating from Grade 12) in order to be eligible to participate in the FYEI, which provides incentives for families to keep girls in school through graduation from high school. There are two sub-components to social mobilization: 1) community mobilization, and 2) social marketing. Activities under this component will be implemented from under the aegis of MoE's EQUIP Project Implementation Unit (PIU). Specific social mobilization and social marketing activities (such as outreach to and interaction with SMSs and communities, liaising with potential employers in the private and public sector, etc.) may be conducted by external organizations – i.e., NGOs or other types of Facilitating Partners or Facilitating Agencies (FA) – that the PIU procures under the FYEI.
- .1.2. **Component 2: Skills Training** - The objective of this component is to enable the project beneficiaries (i.e., selected eligible female youth aged 18-30) to access wage employment and other income-earning opportunities. This component will support the implementation of training and job placement services through Performance-based Partnership Agreements (PPAs), i.e., contracts between the MoE and implementing NGOs.
- .1.3. **Component 3: Institutional Capacity Building** - This component will support EQUIP in (i) establishing and implementing an effective project management system for FYEI through the provision of capacity building, technical assistance and operating costs; (ii) building capacity to monitor the project and performance of NGOs with the establishment of an M&E system for FYEI; and (iii) since this is a pilot project, an emphasis will also be placed on learning for future scaling up of the project.
- .1.4. **Component 4: Impact Evaluation** - As a pilot initiative, the FYEI will provide an opportunity to experiment with innovative approaches, measure the results, and provide quantitative evidence for possible replication and scaling-up of similar interventions in the future. To facilitate the examination of quantitative evidence of FYEI's impacts, an independent impact evaluation will be conducted and funded separately through Bank-Executed resources. The impact evaluation will be designed in coordination with MoE and skills training providers to ensure that the evaluation is conducted in an ethically responsible and culturally acceptable manner.

.2. FYEI Project's Key Performance Indicators

The key performance indicators (KPIs) for the project will include but not be limited to the following:

- a) At least 60% of female youth participating in the pilot complete skills training;
- b) At least 80% of trained females receive internship opportunities, gain wage employment, or are engaged in new income-earning opportunities.

Implementing entity

The project will be implemented by the Ministry of Education (MoE). Under this ministry a Project Implementation Unit has been established by the EQUIP to coordinate and supervise the implementation of the project. The AFYEI project will be managed by the EQUIP PIU by with the EQUIP coordinator

As the project will be implemented through Facilitating Partner or NGOs funds will be transferred directly from the central PIU in Kabul to the NGO. Therefore there will be no need to transfer funds to the provincial mastofiate. All funds therefore will be handles from Kabul.

Ministry of Education (MoE)

- Coordinating agency for the AFYEI pilot project;

MoE's EQUIP Project Implementation Unit (PIU)

- Community mobilization and social marketing;
- MoE finance department will handle the FM for the project but the AFYEI project team will include and Admin/Finance officer who will carry out all the FM activities following EQUIPs procedures (including contracting of NGOs or Facilitating Partners) following EQUIPs and World Bank procedures;
- The project may also need someone in its organizational structure to handle all the FM issues with MoE Finance directorate.

○ AFYEI unit within EQUIP PIU

- AFYEI will hire a project manager, M&E Expert, Admin & Finance Officer and at least 4 social Mobilizers (2 male and 2 female) who will all report directly to the project manager;
- The EQUIP coordinator, Projects Manager and Admin/FM person will be based in Kabul while the rest of the AFYEI staff will be based in Balkh;

- The MoE finance department will handle the financial management of the project. The AFYEI Admin & Finance officer will regularly coordinate with EQUIP finance staff to carry out and/or follow-up on day-to day financial management operations of the project, preparation of payment orders, overall contract and project management. The finance officer will be based in Kabul and will be engaged with the Balkh office to maintain relevant financial records and prepare or assist in preparing the required financial reports of the project activities.
- All funds for salaries, NGO contracts, equipment or any other operational and implementation costs associated to AFYEI project will be approved at and provided by the AFYEI unit within the EQUIP PIU in Kabul (unless in future if the project scales up and has larger provincial offices).

NGOs or external agencies (on a Performance based Partnership Agreement (PPA))

- Specific social mobilization and social marketing activities (such as outreach to and interaction with SMSs and communities, liaising with potential employers in the private and public sector, etc.);
- Implementation of training and job placement services through Performance-based Partnership Agreements (PPAs), i.e., contracts between the MoE and implementing NGOs.
- As the project will be primarily implemented by Facilitating Partner or NGOs, funds will be transferred directly from the central PIU in Kabul to the NGO. Therefore there will be no need to transfer funds to the provincial mastofiate. All funds therefore will be handled from Kabul to ensure smooth implementation.

Project oversight

The project oversight and steering committee composition and rules will be the same as that of EQUIP who will be responsible for the overall policy, strategic planning and project oversight.

Project coordination and monitoring

The EQUIP Project coordinator and AFYEI project manager will be responsible for the overall project implementation, coordination and monitoring. They will be responsible for completing progress and fiduciary reports on a quarterly basis.

Staffing for Financial Management

- The AFYEI project team will hire an Admin/Finance officer who will carry out all the FM activities following EQUIPs procedures;
- The project may also need someone in its organizational structure to handle all the FM issues with MoE Finance directorate;
- The FM officer will report directly to the Project manager and work closely with MoE Finance department.