

Hashemite Kingdom of Jordan

Project for Economic Empowerment and
Social Participation of Persons
with Disabilities

Project Completion Report

January 2020

Japan International Cooperation Agency

(JICA)

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Project Completion Report

Project Title: Project for Economic Empowerment and Social Participation of Persons with Disabilities

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Submission Date: 15 Jan. 2020

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I. Basic Information of the Project

1. Country

Hashemite Kingdom of Jordan

2. Title of the Project

Project for Economic Empowerment and Social Participation of Persons with Disabilities

3. Duration of the Project (Planned and Actual)

29 January 2017 – 26 January 2020 (Planned and Actual)

4. Background (from Record of Discussions(R/D))

According to a 2015 census conducted, Jordan has a population of approximately 6.6 million and functional disability, of any kind, affects about 11 percent of the population aged 5 years and over. The Government of Hashemite Kingdom of Jordan recognizes support for Persons with Disabilities (hereinafter referred to as PWDs) as one of its priority issues. The Government of Hashemite Kingdom of Jordan ratified the Convention on the Rights of Persons with Disabilities in 2008 and has since been improving legislation to promote the rights of PWDs. Conversely, social participation and economic empowerment of PWDs still needs to be addressed. PWDs still face limited employment possibilities due to various barriers, such as an inaccessible environment, discrimination, lack of understanding on the part of employers, limited opportunities for education and training and so forth. Consequently, only 16 percent of the working-age population of PWDs is employed. However, a High Level Committee comprising the Ministry of Labour (hereinafter referred to as “MOL”), Higher Council for the Rights of Persons with Disabilities (hereinafter referred to as “HCD”) and Disabled People’s Organizations (hereinafter referred to as “DPOs”) was established in 2014 to promote the social participation of PWDs, capacity development of these organizations and human resources development.

A JICA expert, “Advisor for Disability Affairs” has been deployed at MOL and supports the MOL in promoting the employment of PWDs by providing advice for the High Level Committee, training for human resources for the accessibility audit, raising awareness among staff of the MOL and Employment Offices as well as developing their capacity to raise awareness among employers. In 2015, the

Advisor for Disability Affairs organized a Job Coach seminar, which invited resource persons from Malaysia who were trained in JICA's project on Job Coach in that country (2005-2015). The Job Coach Manual developed in that project in Malaysia was modified to suit the Jordanian context and translated into Arabic.

To further promote the employment of PWDs, MOL requested a technical cooperation project, through which skills were transferred to Jordanian counterparts in areas including the accessibility audit and awareness-raising. Conversely, the Job Coach Service in Jordan remained poorly structured and although some NGOs provided Job Coach Services, the scale was very limited, the service level varied among NGOs and initiatives were scattered. Considering the situation then and the history of Jordanian efforts, institutionalization of the Job Coach Service and moves to strengthen the capacity of Job Coaches were considered effective approaches to economically empower PWDs in Jordan.

5. Overall Goal and Project Purpose (from Record of Discussions(R/D))

Overall Goal: Social participation of PWDs in the form of employment is promoted.

Project Purpose : MOL's capacity and system to implement activities to promote employment of PWDs are strengthened.

6. Implementing Agency

Ministry of Labor Jordan

II. Results of the Project

1. Results of the Project

1-1 Input by the Japanese side (Planned and Actual)

(1) Sum paid by the Japanese side: 51 (million Japanese Yen)

(2) Expert dispatch: Two persons (long-term) and seven persons in the short term

Long-Term Expert

NAME	POSITION/TASK	DURATION
Terumi Shikata	Chief Advisor/Job Coach	29 Jan 2017-24 Jan 2020
Ritsuko Arisawa	Empowerment PWD/Project Coordinator	10 May 2017-24 Jan 2020

Short-Term Expert

NAME	POSITION/TASK	DURATION
Hiroshi Ogawa	Job Coach	11-18 August 2017
Daisuke Sakai	Employment Transition	11-18 August 2017
Shigeto Itani	Peer Counselor	5 – 14 August 2018
Shigeto Itani	Peer Counselor	23 Sep. - 6 Oct. 2019

Third Country Short-Term Expert (from Malaysia)

NAME	POSITION/TASK	DURATION
Yeo Swee Lan	Senior Job Coach Trainer	15 - 23 August 2017
Gayathri A/P Vadivel	Senior Job Coach Trainer	15 - 23 August 2017
Wendy Ho	Senior Job Coach Trainer	15 - 23 August 2017

- (3) Receipt of training participants: Seven persons in Japan and Malaysia,
- (4) Equipment provided: Laptop, printer and training materials

1-2 Input by the MOL side (Planned and Actual)

- (1) Counterpart assignment: Five persons (Assistant Secretary General-1, Director of Employment-1, Department of Employment PWDs-3)
- (2) Provision of offices, etc.: Four desks for the JICA team
- (3) Other items borne by the counterpart government: Transportation

1-3 Activities (Planned and Actual)

1-3-1. MOL's capacity to promote peer counseling for empowerment of PWDs is strengthened.

(1) Implement Peer Counseling Training

The first Peer Counseling Training was planned for the end of 2017, however it was postponed due to JICA's budget constraints and implemented in later 2018 and then continued on 2019.

(2) Strengthen the capacity of MOL to promote peer counseling

Activities of Peer Counseling were continued from the previous program by JICA Jordan steadily, mainly by Syrian refugees with disabilities*¹, then the Project

¹ Report by the JICA Social Security team on "Follow up cooperation for

decided to involve Jordanians in a sustainable program. Following the Peer Counseling training in Aug 2018, Peer Counseling activities were then rolled out by both Syrians and Jordanians with disabilities.

**(3) Enhancing peer support by promoting group activities
(e.g. Information collection and dissemination, sports)**

This activity was added after the 1st JCC because the main activities were sports for the Syrian group and were not mentioned clearly in the Plan of Operation (version 0), despite the fact it was a crucial activity and comprised the first step of social participation for Syrian refugees with disabilities. These activities were continued from the previous program of the follow-up scheme² by JICA Jordan, whereupon the program was inserted into the Project as Output 1, Empowerment.

However the sporting activity was set only for one year by JICA HQ with cost effectiveness in mind. On completion of the sporting activity, the group of Syrian refugees with disabilities continued smaller-scale activities such as learning English and exercises including a Peer Counseling activity, with the participants taking the initiative.

1-3-2. MOL's capacity to implement activities for improving accessibility to employment of PWDs is strengthened.

(1) Develop resources (human and material) to implement Disability Equality Training (DET) for awareness raising among employers (in both public and private sectors) to promote employment of PWDs

Previously trained DET trainers were engaged in serious internal conflict, which meant most were inactive when the Project got underway. The Project decided not to utilize them and revised the "Guidebook on Employment PWDs", including the contents of DET in the same. The facilitators of the "Guidebook on Employment PWDs" are all MOL staff and sustainable candidates engaged in awareness activities.

(2) MOL implements DET to employers

With the above circumstances in mind, the MOL implements awareness activities through the "Guidebook on Employment PWDs". However, since "Understanding disability as a social model perspective" from DET constitutes core content for employers in particular, the facilitators of the "Guidebook" also

Advisor of Disability Issue" in 2014-2015.

² Same as the above footnote1

emphasized the same during their session.

(3) MOL implements “Guidebook on Employment of PWDs” (including accessibility check and career counseling)

As planned.

(4) MOL monitors and evaluates the progress of implementation of “Guidebook on Employment of PWDs”

An awareness program is included in the monthly report by the MOL and each liaison officer submits it to HQ.

1-3-3. MOL’s capacity to implement employment support through Job Coach Service is strengthened.

(1) Form Job Coach Service Working Group

Delayed about one year. The Job Coach Service Working Group was formed by those having formerly participated in training in Japan and Malaysia in November 2017.

(2) Develop human resources who provide Job Coach Service (NGOs, government organizations, private companies)

In the original plan, human resource development was limited to the first year, but given the high turnover and transfer rate in Jordan, the Project decided to continue the program throughout the Project.

(3) Develop system to provide Job Coach Service

Since it was difficult for the Job Coach service program to include budget allocation due to the economic situation in Jordan, the Project created a “Guideline of Job Coach Service Programme” instead.

(4) MOL monitors and evaluates Job Coach Service

Although monitoring and evaluation were difficult to conduct, MOL added a Job Coach to the monthly report by an Employment Officer from each Employment Office in Jordan. Additionally, a new electric placement service called SAJJIL would have evaluation items on Job Coach inserted and is currently being discussed among related divisions.

1-3-4. Develop network among Job Coaches

(1) Develop network among Job Coaches

As planned.

(2) Share experiences and lessons learned in the Project among relevant organizations nationwide

In 2018, JICA faced serious budget constraints worldwide and its originally planned International Seminar was cancelled, in favor of a National Seminar in 2019 under the Project.

2. Achievements of the Project

2-1 Outputs and indicators

(Target values and actual values achieved at completion)

Output 1: MOL's capacity to promote peer counseling for empowerment of PWDs is strengthened

(Indicator) Number of trained peer counselors 20

→ 30 Peer Counselors were trained. The first training session was held in August 2018 for ten participants (five Syrian and Jordanian refugees with disabilities respectively) as well as training for two Peer Counseling Leaders (Training of Trainers (hereinafter referred as to TOT)) was conducted by the Short-Term Expert Mr. Shigeto Itani. Another 12 people were trained in January 2019 by the new leaders. An additional TOT was conducted this October, at which five leaders were certified. Subsequently and in cooperation with HCD, four new leaders conducted Peer Counseling training for eight participants. Despite the delayed start on related training due to budget issues on the JICA side, the achievement exceeded expectations.

→ (Rate of Achievement) 100%, the indicator was set in the 1st JCC (11 May 2017)

(Indicator) Number of peer counseling sessions for potential job seekers including Syrian Refugees with disabilities (20 persons, 40 sessions)

→ Peer Counseling home visit, 106 times, 89 beneficiaries (Individual session)
Peer counseling group session (weekly basis at MSF + UPP)³
114 sessions, 1130 beneficiaries.

(Number of beneficiaries for home visit is on an actual basis, which means the number of sessions and beneficiaries doesn't increase proportionally. The number of beneficiaries for each group session is cumulative).

³ MSF has been conducting group peer counseling sessions for their patients transferred from neighboring countries for medical treatment via a Syrian peer counselor since Jan. 2017. UPP also has been conducting group peer counseling sessions in the targeted communities in Jordan as psychological support since 2018.

→ (Rate of Achievement) 100%, the indicator was set in the 1st JCC (11 May 2017)

(Indicator) Satisfaction of PWDs after peer counseling sessions 80%

→ As ascertained by individual interview, the average satisfaction rate was 93.2%

→ (Rate of Achievement) 100%, the indicator was set in the 1st JCC (11 May 2017)

Output 2: MOL's capacity to implement activities for improving accessibility to employment of PWDs is strengthened

(Indicator) Number of participants in awareness-raising seminars and activities (employers, job seekers with disabilities) 60

→ 288 participants attended awareness seminars and workshops. A total of 18 such sessions were conducted, five of which were initiated by private sector entities such as a hotel, factory and employers' associations for their staff. The "Guidebook of Employment PWDs" was also revised following the "Law on Persons with Disabilities 2017" and related booklets were distributed to employment offices nationwide

→ (Rate of Achievement) 100%, the indicator was set in the 1st JCC (11 May 2017)

(Indicator) Satisfaction of employers and job seekers with disabilities having participated in an awareness-raising seminar 80%

→ Average satisfaction rate of participants 89.61%.

→ (Rate of Achievement) 100%, the indicator was set in the 1st JCC (11 May 2017)

(Indicator) Ratio of employers having utilized the Job Coach Service, Number of newly employed PWDs, improved accessibility, or those provided with reasonable accommodation among employers having received awareness-raising sessions (more than 50%)

→ Average ratio of taking above action after the seminar among former participants was 72.8%.

→ (Rate of Achievement) 100%, the indicator was set in the 1st JCC (11 May 2017)

Output 3: MOL's capacity to implement employment support through Job Coach Service is strengthened

(Indicator) Number of trained Job Coaches 80

→ Job Coach Training got underway from October 2017 and nine sessions were conducted, including training for International NGOs during this term. The total number of participants was 185. The Project subsequently nominated 41 experienced Job Coaches as Official Job Coaches. The Project activated the role of Disability Liaison Officers by setting TOR, a reporting system and Job Coach training. The nationwide implementation of Job Coaches was mainly through their efforts (Table 2).→ (Rate of Achievement) 100%, the indicator was set in the 1st JCC (11 May 2017)

(Indicator) Guideline for the Job Coach Service (including budget arrangement) is in place

→ No budget allocation still, but the Guideline on the Job Coach Service Programme was confirmed in the 5th JCC

→ (Rate of Achievement) 50% since no budget allocation

(Indicator) The Job Coach Service is included in the Annual Plan of Directorate of Employment

→ "Job Coach" is in the Action Plan of Directorate of Employment. MOL's initiative and ownership on the program are strong and confident. The drafted Employment System by the MOL mentions the Job Coach service and is currently awaiting official approval.

→ (Rate of Achievement) 100%

Output 4: MOL develops network to promote Job Coach Service, and share experiences with related agencies

(Indicator) A Job Coach Network in Jordan is formed

→ The Job Coach Network Jordan is led by the MOL and 13 Job Coach Trainers are core members, with technical support, sharing and cooperation among trainers particularly active and functional.

→ (Rate of Achievement) 100%

(Indicator) The Job Coach Network in Jordan meet regularly and share experiences (Twice/year)

→ As a result of related activities, the Project organized a three-time sharing seminar for the Job Coach, two introductory seminars and a few Job Coach core member meetings.

→ (Rate of Achievement) 100%

2-2 Project Purpose and indicators

(Target and actual values achieved on completion)

(Project Purpose) MOL's capacity and system to implement activities to promote employment of PWDs are strengthened.

(Indicator) Number of PWDs employed through the Job Coach Service 100

→ Based on the report of the Job Coach, 122 PWDs were employed through the Job Coach Service by the end of October 2019

(The detailed analysis is in the following III-1-2).

→ (Rate of Achievement) 100%, the indicator was set in the 1st JCC (11 May 2017)

(Indicator) Retention rate of employees with disabilities, six months after job placement 50%

→ Based on the report of the Job Coach, the retention rate for employees with disabilities six months after their job placement was 78.4%. This result shows a retention rate for PWDs far exceeding that for non-PWDs and reflects how employees with disabilities could be supported in their workplaces via the Job Coach.

→ (Rate of Achievement) 100%, the indicator was set in the 1st JCC (11 May 2017)

(Remarks) Jordan's economic situation remains challenging, with pressure on the state budget. The annual budget of the employment directorate in MOL in 2019 is less than half that of the previous year and the share allocated to promote the employment of persons with disabilities is almost unchanged. Nevertheless, some international organizations started a program on employment PWDs, including a Job Coach Service program later on in the Project term, which they will continue as one of tools for employment PWDs. Although the Job Coach Program is not fully sustainable, it can still be continued after completion of the Project and the activities of the Project have a major impact.

The Project is also working with another two JICA projects in MOL, namely the “Project to Strengthen the Capacity for Career Counseling for Youth” (hereinafter referred as to the “Career Counseling project”) and the “Project for Capacity Development of Vocational Training Corporation in the Field of Occupational Safety and Health”. (hereinafter referred as to the “OSH project”). Supporting employment PWDs through the Job Coach means additional value for their service. The Project completed TOT for Occupational Safety and Health (hereinafter referred to as “OSH”) Trainers and awaits their modification of the curriculum to insert the contents of Job Coach training. However, approval for modifying the curriculum remained pending, since the Center for Accreditation and Quality Assurance (hereinafter referred as to “QACA”), the responsible agency for the modification, was being restructured.

3. History of PDM Modification

Project Design Matrix (PDM) REVISION POINTS

The Project revised the PDM twice as follows:

The agreed revision in the 2nd JCC was effective as of 6 December 2017 as follows:

1. Additional activity in Output 1

Before	Amended Version
<Activity in Project Design Matrix (PDM)> 1-1 Implement peer counselor training 1-2 Strengthen the capacity of MOL to promote peer counseling	<Activity in PDM> 1-1 Implement peer counselor training 1-2 Strengthen the capacity of MOL to promote peer counseling <u>1-3 Group Activities (Information collection and dissemination, sports, etc.)</u>
Reason: Group activities will be reasonable for disseminating the empowerment of and collecting information from PWDs. In addition, these activities will be social opportunities for isolated PWDs given the links to	

society. In the original PDM, perspectives reflecting the isolation of PWDs and the greater difficulty they have in accessing society than expected are not reflected. Accordingly, group activity is needed to achieve Output 1.

2. Objectively Verifiable Indicators in PDM

Before	Amended Version
<p data-bbox="296 607 813 701"><Objectively Verifiable Indicators in PDM></p> <p data-bbox="296 712 480 752"><u>Overall Goal</u></p> <ul data-bbox="296 768 813 1245" style="list-style-type: none"> • The number of PWDs employed through the Job Coach Service (more than XX persons per year) • Number of employers having newly utilized the Job Coach Service (more than XX per year) • Retention rate of employees with disabilities within six months of job placement (more than XX%) <p data-bbox="296 1317 531 1357"><u>Project Purpose</u></p> <ul data-bbox="296 1373 813 1626" style="list-style-type: none"> • Number of PWDs employed through the Job Coach Service • Retention rate of employees with disabilities within six months of job placement <p data-bbox="296 1697 424 1738"><u>Output 1</u></p> <ul data-bbox="296 1753 813 1962" style="list-style-type: none"> • Number of trained peer counselors • Number of peer counseling sessions for potential job seekers (XX persons, XX sessions) 	<p data-bbox="836 607 1353 701"><Objectively Verifiable Indicators in PDM></p> <p data-bbox="836 712 1019 752"><u>Overall Goal</u></p> <ul data-bbox="836 768 1353 1245" style="list-style-type: none"> • The number of PWDs employed through the Job Coach Service (more than <u>40</u> persons per year) • Number of employers having newly utilized the Job Coach Service (more than <u>10</u> per year) • Retention rate of employees with disabilities within six months of job placement (more than <u>50%</u>) <p data-bbox="836 1317 1070 1357"><u>Project Purpose</u></p> <ul data-bbox="836 1373 1353 1626" style="list-style-type: none"> • Number of PWDs employed through the Job Coach Service: <u>100</u> • Retention rate of employees with disabilities within six months of job placement: <u>50%</u> <p data-bbox="836 1697 963 1738"><u>Output 1</u></p> <ul data-bbox="836 1753 1353 2004" style="list-style-type: none"> • Number of trained peer counselors: <u>20</u> • Number of peer counseling sessions for potential job seekers (<u>20</u> persons, <u>40</u> sessions)

<ul style="list-style-type: none"> • Satisfaction of PWDs after peer counseling sessions <p><u>Output 2</u></p> <ul style="list-style-type: none"> • Number of participants of awareness-raising seminars and activities (employers, job seekers with disabilities) • Satisfaction of employers and job seekers with disabilities that participated in the awareness-raising seminar • Ratio of employers having utilized the Job Coach Service, improved accessibility, or provided reasonable accommodation among employers having received awareness-raising sessions (more than XX%) <p><u>Output 3</u></p> <ul style="list-style-type: none"> • Number of trained Job Coaches • Guideline for Job Coach Service (including budget arrangement) is in place • The Job Coach Service is included in the Annual Plan of Directorate of Employment <p><u>Output 4</u></p> <ul style="list-style-type: none"> • Job Coach Network in Jordan is formed 	<ul style="list-style-type: none"> • Satisfaction of PWDs after peer counseling sessions: <u>80%</u> <p><u>Output 2</u></p> <ul style="list-style-type: none"> • Number of participants of awareness-raising seminars and activities (employers, job seekers with disabilities): <u>60</u> • Satisfaction of employers and job seekers with disabilities that participated in the awareness-raising seminar: <u>80%</u> • Ratio of employers having utilized the Job Coach Service, improved accessibility, or provided reasonable accommodation among employers having received awareness-raising sessions (more than <u>50%</u>) <p><u>Output 3</u></p> <ul style="list-style-type: none"> • Number of trained Job Coaches 80 • Guideline for Job Coach Service (including budget arrangement) is in place • The Job Coach Service is included in the Annual Plan of Directorate of Employment <p><u>Output 4</u></p> <ul style="list-style-type: none"> • A Job Coach Network in Jordan is
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<ul style="list-style-type: none"> Regular meeting of the Job Coach Network in Jordan is held and shares experiences (X times/year) Number of Experience-Sharing Seminars (X times for in-country members, X times for neighboring countries) 	<ul style="list-style-type: none"> formed The Job Coach Network in Jordan meets regularly and shares experiences (<u>Twice</u>/year) Number of Experience-Sharing Seminars (<u>Twice</u> for in-country members, <u>Twice</u> for neighboring countries)
<p>Reason: Figures of indicators, as underlined above, have been set based on the baseline survey conducted by the Japanese expert of the project.</p>	

3. Additional indicator on Output 1

Before	Amended Version
<p><Means of Verification in PDM> <u>Output 1</u> Record of peer counseling training Record of peer counseling sessions</p>	<p><Means of Verification in PDM> <u>Output 1</u> Record of peer counseling training Record of peer counseling sessions <u>Hearing Clients to Peer Counselors</u></p>
<p>Reason: Output 1. Means of Verification: <u>Hearing to Clients by Peer Counselors</u>. The purposes of peer counseling include to direct toward enabling individuals to improve their personal relationships and meet personal needs. Hence, the peer counselor must ask the clients whether they can identify positive changes in their lives.</p>	

4 Two additional indicators on Output 2

Before	Amended Version
<p><Objectively Verifiable Indicators in PDM> <u>Output 2</u> <ul style="list-style-type: none"> Number of participants of awareness-raising seminars and </p>	<p><Objectively Verifiable Indicators in PDM> <u>Output 2</u> <ul style="list-style-type: none"> The number of participants of awareness-raising seminars and </p>

<p>activities (employers, job seekers with disabilities)</p> <ul style="list-style-type: none"> • Satisfaction of employers and job seekers with disabilities participated in awareness-raising seminar • Ratio of employers having utilized the Job Coach Service, improved accessibility, or provided reasonable accommodation among employers having received awareness-raising sessions (more than XX%) 	<p>activities (employers, job seekers with disabilities <u>including Syrian Refugees with Disabilities</u>): 60</p> <ul style="list-style-type: none"> • Satisfaction of employers and job seekers with disabilities having participated in awareness-raising seminars: 80% • Ratio of employers having utilized the Job Coach Service, <u>newly employed PWDs</u>, improved accessibility, or provided reasonable accommodation among employers having received awareness-raising sessions (more than 50%)
<p>Reason:</p> <p>Output 2. Objectively Verifiable Indicators. "<u>including Syrian Refugees with Disabilities</u>"</p> <p>Reason: It is reasonable to revise the contents of Objectively Verifiable Indicators as the Government of Jordan has issued Syrian refugees with a new type of work permit.</p> <p>Output 2. Objectively Verifiable Indicators. "<u>newly employed PWDs</u>"</p> <p>Reason: There are predictably cases in which persons with disabilities are employed without a job-coach service as disability employment awareness sessions for employers have been implemented under the project. Disability employment awareness sessions may help promote the employment of persons with disabilities.</p>	

The agreed revision point in the 3rd JCC effective as of 27 June 2018 as follows:

1. Two additional indicators on Output 1 and one changed indicator in Output4

Before	Amended Version
<p data-bbox="300 331 783 365"><Objectively Verifiable Indicators></p> <p data-bbox="300 387 424 421"><u>Output 1</u></p> <ul data-bbox="308 443 810 808" style="list-style-type: none"> <li data-bbox="308 443 810 533">• Number of trained peer counselors 20 <li data-bbox="308 667 810 808">• Number of peer counseling sessions for potential job seekers (20persons, 40 sessions) <p data-bbox="300 936 424 969"><u>Output 4</u></p> <ul data-bbox="308 992 810 1462" style="list-style-type: none"> <li data-bbox="308 992 810 1081">• Job Coach Network in Jordan is formed <li data-bbox="308 1104 810 1245">• Regular meeting of the Job Coach Network in Jordan is held and shares experiences (Twice/year) <li data-bbox="308 1267 810 1462">• Number of Experience-Sharing Seminars (Twice for in-country members, <u>Twice for neighboring countries</u>) 	<p data-bbox="839 387 963 421"><u>Output 1</u></p> <ul data-bbox="847 443 1350 913" style="list-style-type: none"> <li data-bbox="847 443 1350 584">• Number of trained peer counselors <u>including Syrian refugees with disabilities</u> 20 <li data-bbox="847 667 1350 913">• Number of peer counseling sessions for potential job seekers <u>including Syrian refugees with disabilities</u> (20 persons, 40 sessions) <p data-bbox="839 992 963 1025"><u>Output 4</u></p> <ul data-bbox="847 1048 1350 1462" style="list-style-type: none"> <li data-bbox="847 1048 1350 1137">• A Job Coach Network in Jordan is formed <li data-bbox="847 1160 1350 1301">• The Job Coach Network in Jordan meets regularly and shares experiences (Twice/year) <li data-bbox="847 1323 1350 1462">• Number of Experience-Sharing Seminars (Twice for in-country members <u>nationwide</u>)
<p data-bbox="300 1496 424 1529">Reason:</p> <p data-bbox="300 1552 1350 1693">Output 1: It is reasonable to revise the content of objectively Verifiable Indicators as the Government of Jordan has supported employment for Syrian refugees with disabilities.</p> <p data-bbox="300 1738 1350 1816">Output 4: The Government of Jordan has decided to expand the target of the Job Coach Network to all regions. JICA agreed to this change of policy.</p>	

2. One activity with changed contents in Activities 4

Before	Amended Version
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<p>Activities 4-2</p> <p>Share experience and lessons learned in the Project among relevant organizations <u>including neighboring countries.</u></p>	<p>Activities 4-2</p> <p>Share experiences and lessons learned in the Project among relevant organizations <u>nationwide.</u></p>
<p>Reason: Following the change of 1 above.</p>	

III. Results of Joint Review

1. Results of Review based on DAC Evaluation Criteria

(1) Relevance

The relevance of the Project was high for the following reason:

The second priority area on the Country Development Cooperation Policy by the Japanese Government is “Reducing Poverty and Minimizing Social Disparities”. One of Japan’s assistance programs designed to enhance regional stability is to Support Syrian Refugees and the Host Community. Promoting employment of young Jordanians remains a high priority in the “Jordan Economic Growth Plan 2018-2022” and “Jordan 2025 – A National Vision and Strategy”, in which the Project took part by supporting employment PWDs.

The Law on the Rights of Disabled Persons 2007 clearly cited a 4% employment quota, since the then MOL, International Labor Organization (hereinafter referred as to “ILO”) and many international agencies implemented various efforts, including awareness activities. An Electric System on Registration for job seekers and a placement service (hereinafter referred as to “NEES”), with items of PWDs added to both recruitment and seeking jobs since 2013 together added to inspection items by the MOL.

The law was revised in 2017 to the Law on Rights of Persons with Disabilities 2017, which reflected the concept of UNCRPD. HCD established the committee on “Equal Opportunity” related in employment. Under these circumstances, the Project got underway with the right timing.

The employment of persons with disabilities did not make steady

progress in Jordan, despite the efforts of MOL, ILO and other agencies. Table 1 shows new employment cases alongside the actions of MOL.⁴). The Project introduced a Job Coach and training as human resource development on employment PWDs. Job Coach is a tool and skilled individual supporter of employment PWDs. It could be a support for employers and job seekers with disabilities alike.

	Number of Employment PWDs (by NEES)						
Year	2013	2014	2015	2016	2017	2018	10/ 2019
Total	312	178	310	189	283	357	417

Table 1. Number of PWD placements by the MOL

The original plan of the Project centered on making a system and mechanism for the Job Coach rather than just Job Coach training by Japanese and Malaysian trainers. However, the retention rate for the Job Coaches themselves was very low due to internal transfers or a high turnover, which meant ongoing Job Coach training appeared a high priority for the Job Coach service program to be sustainable. Subsequently, the Project decided to conduct TOT first for 6 months, before continuing Job Coach training throughout the Project term by local trainers.

Together with the Project, there were two JICA projects under MOL: “Career Counseling” and the “OSH project”. The Project cooperated with these projects on employment PWDs, which could constitute additional value for them and contribution for the Project. Some donors and international NGOs were also organizing projects to improve “Livelihood” for PWDs, but scope to approach “open employment” there remained very limited. The Project was the only one targeting “open employment for PWDs” at the beginning of the term, when the “Job Coach” approach was a new method and properly accepted in Jordan.

Beside employment PWDs, Output 1 “Empowerment PWDs through Peer Counseling” is not directly related to the project purpose and overall goal,

⁴ The Department of Employment PWDs was established in 2012, with 312 cases of employment PWDs in 2013, but subsequently 178 in 2014. Next, after an inspection campaign in 2015, the number of cases was 310, but declined to 189 in 2016 (Table 1).

nor can the program expect MOL to take over. The structure and design of the Project remains unclear in this aspect, without any visible logical framework. However as a separate program, the Project has encompassed many activities and achieved some progress in areas of impact and sustainability. The following review will be written separately with Outputs 1 and 2-4, because Output 1 is not directly related to the Project Purpose and Overall Goal.

(2) Effectiveness

The Effectiveness of the Project was high for the following reason:

Output 1: Peer Counselling activities were very effective for Syrian refugees with disabilities for empowerment and psychological support, particularly victims of conflict. One of the Peer Counselor leaders was appointed as a specialist for the psychological care team in Médecins Sans Frontières (hereinafter referred as to “MSF”) in cooperation with the Project and has continued providing group and individual sessions there to date. MSF has recognized the effectiveness of peer counseling and plans to expand the service to Iraq and Yemen.

The Project started a Peer Counseling program for Jordanians too, while HCD started a de-institute program simultaneously and established an Independent Living Department in 2018. The Project cooperated with HCD and organized a seminar and TOT together.

Output 2-4: Project Achievements were mentioned in the above Chapter 2. All the indicators were achieved and confirmed. The Project purpose is MOL’s capacity and system to implement activities to promote the employment of PWDs are strengthened. The related indicators are fulfilled and the necessary candidates, materials and guidelines were sustainable. A drafted employment System by the MOL is clearly mentioned in the Job Coach scope. Financial support can be expected from the Amman Chambers of Commerce (hereinafter referred as to “ACC”) and the Amman Chamber of Industry (hereinafter referred as to “ACI”) as they offer support. The achievement centers on 1. The project identified the key performer for the necessary activities and networked with related organizations from the early stages . They are from NGOs, Companies and MOL, all of which became core members of the Job Coach Network Jordan. The partnership and cooperation have continued steadily until today 2. MOL has the necessary

regulations, inspection system, human resources and relations with the targeted companies 3. The “Better Work Jordan Programme” by ILO has strict compliance and includes employment PWDs (in the report by Job Coaches, 41% of employed cases were under the garment sector under the program). Golden list (if a company fills the necessary compliance standard, could obtain many benefits for their business) by the MOL on this program also contributed for it.

For awareness activities, as well as the effectiveness of the “Guidebook on Employment PWDs”, seminars on Job Coaches, media appeals through the Minister and Prince Mired, Disability Liaison Officers’ efforts utilizing the “guidebook” and cooperation by the Jordan Garments Accessories & Textiles Exporters’ association (hereinafter referred as to “JGATE”), Hotel Association, Bank Association, ACC and ACI, have all contributed.

The Job Coach system was successfully implemented nationwide, with the results of an end-line survey and analysis shown below:

Analysis of 122 employment cases by the Job Coach service

After surveying the implementation of the Job Coach during the period October 2017-October 2019, 122 employment cases were reported and analyzed as below:

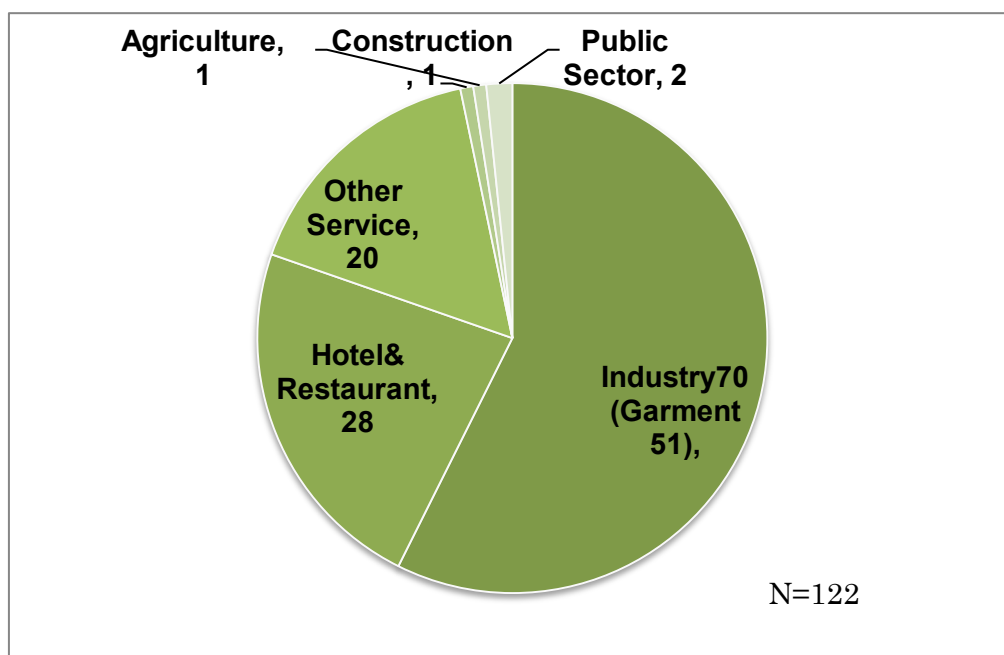


Figure 1. By Sector of Employment (N=122)

A special feature of the sector on employment PWDs in Jordan was that 57% of employers were in the industry field, with 73% in particular in the garment sector. This is because of the “Better Work Jordan Programme” by ILO - they have been promoting the garment sector in Jordan and not only promoting employment, but also considerably boosting its economic growth nationwide. Currently the top export item is garments in Jordan because of the program. JGATE is the key parameter of the program and compliance set by ILO is very strict, with employment of PWDs one of the listed items.

After the committee members joined training in Japan under the Project, JGATE organized two sessions of Job Coach training for their member companies, whereupon the hiring of PWDs soared.

Generally, there are 48 working hours per week in the industry sector, (based on a six-day week) and salaries start from 220 JD (minimum wage), but a large proportion of the garment sector provided transportation since they are located in the industry area.

Most of the jobs comprised unskilled work, with a salary range of 220-380JD⁵.

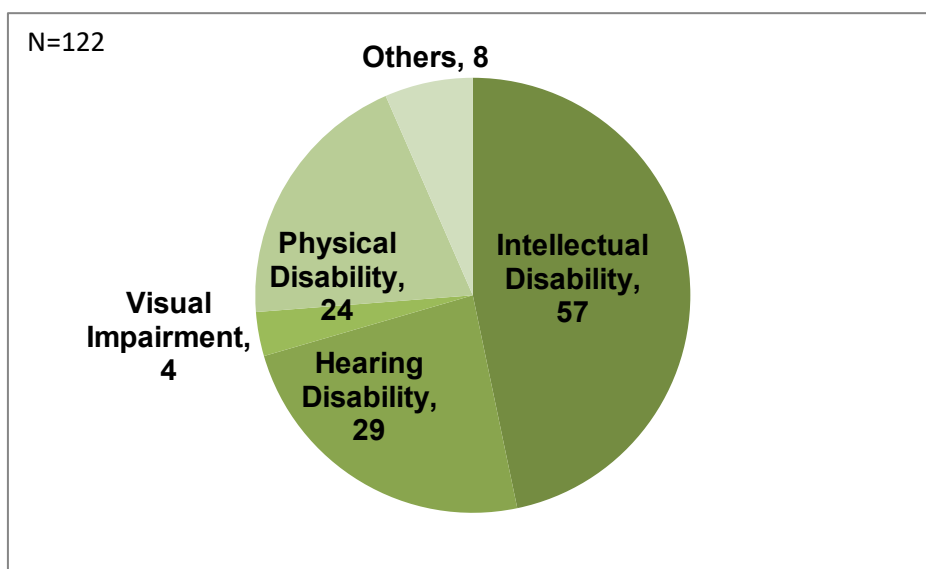


Figure 2. By Type of Disability (N=122)

⁵ 1JD = 1.41 USD (220-380JD = 310–536 USD)

Among the 122 employees with disabilities, 47% had intellectual disabilities, compared with NEES registration details for 2014-2017 showing that only 8% of registered PWDs had intellectual disabilities. This result shows the Job Coach service can open new doors for Persons with intellectual disabilities.

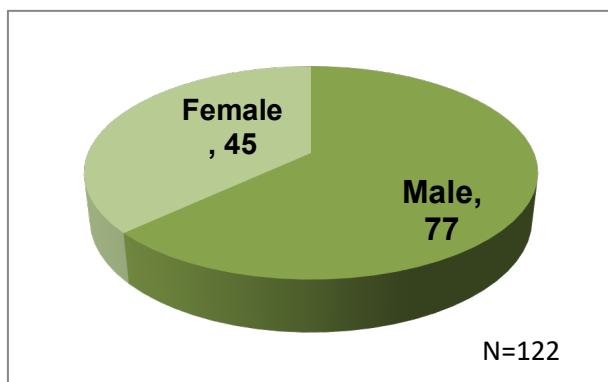


Figure 3. By Gender (N=122)

37% of employees with disabilities in this survey were female. In comparison with general figures for the female workforce in Jordan, only 14%⁶ of the productive population contributed to the workforce. This result shows the Job Coach service is an effective means for female to gain employment. The garment sector also actively employs female workers and in this survey, 27 females of a total of 51 employees in the garment sector were reported and 60% of all female employees had disabilities.

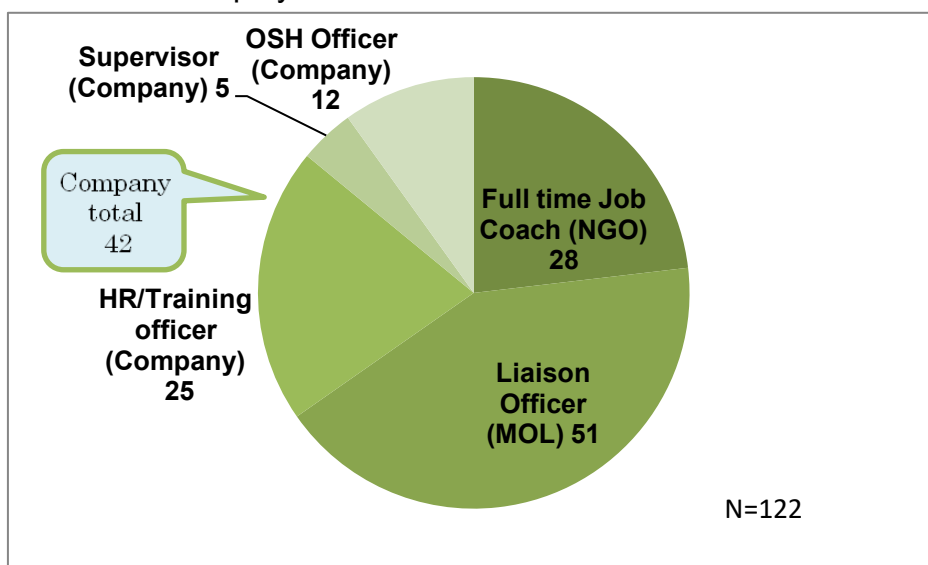


Figure 4. By organization of Job Coach (N=122)

⁶ The World Bank, <http://datatopics.worldbank.org/gender/country/jordan>

The Job Coach service is roughly divided into NGOs (23%), MOLs (42%) and companies (35%) as per Figure 4. Most of the support by NGOs is for job seekers with intellectual disabilities. These cases generally required support for longer and many had some individual arrangements as reasonable accommodation, such as “shorter working hours”, “no shift work” and “gradually increased working hours” at the first stage.

On application of the job, 81 cases applied to public recruitment with support by the Job Coach and others were developed or created the post for PWDs by the Job Coach (mostly from NGOs).

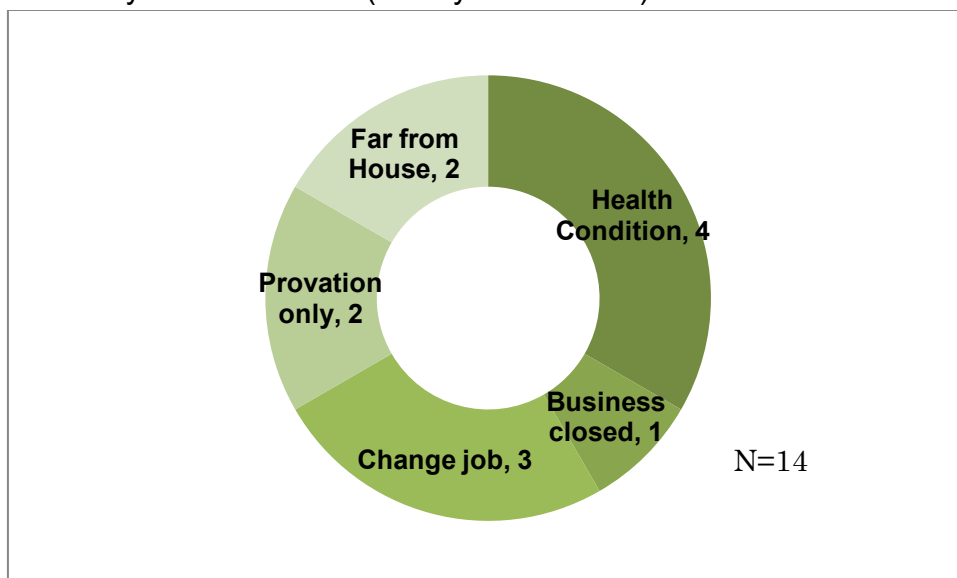


Figure 5. Based on the reason for leave from work (N=14)

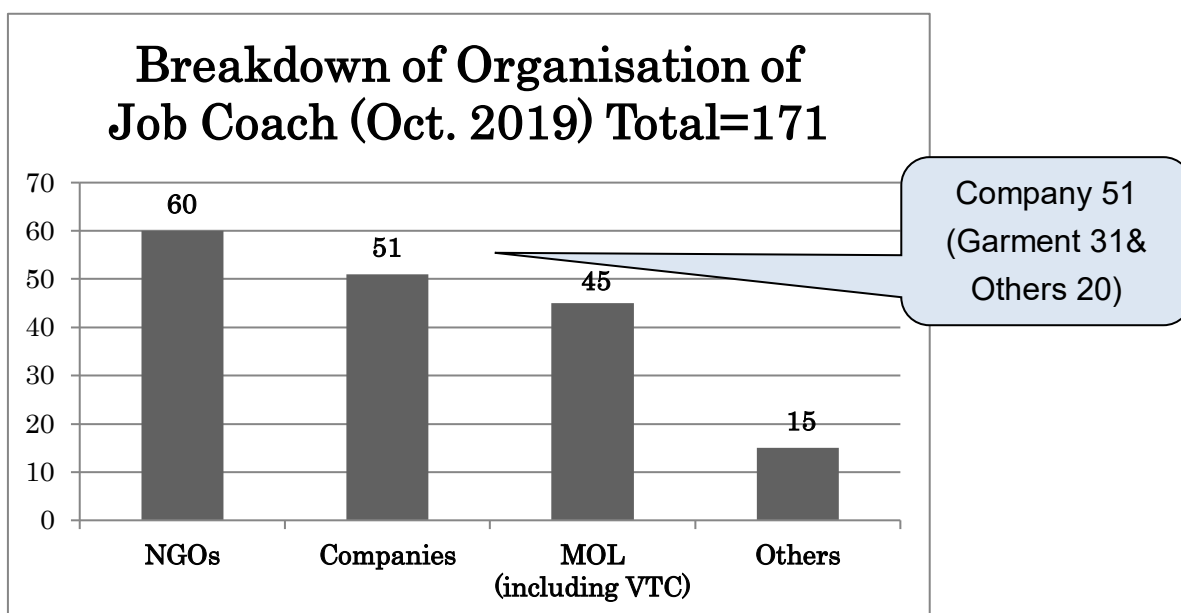


Figure 6. Trained Job Coach by sector N=171

The TOT of Job Coach was done in August 2017 by Malaysian & Japanese Short-Term Experts for 13 trainers from NGOs, the Private Sector and MOL. Subsequently, a total of nine Job Coach training sessions were conducted by them during the period October 2017 to June 2019 and a total of 171 Job Coaches were locally trained. Among these, 41 were officially certified by the MOL as Job Coaches by submitting two cases of Job Coach experience.

On sharing experience, SANA for Special Individuals (hereinafter referred as to SANA) played a leading role for Job Coaches, since five full-time Job Coaches existed. They shared their experience in the Job Coach sharing seminar, paving the way for inexperienced Job Coaches to upskill and gain insights. Conversely, company staff shared their support for retention with their position and stance. The opportunity for sharing experiences was also important for networking.

In cooperation with the two JICA projects under the MOL, the Career Counseling Training Programme included counseling for job seekers with disabilities and some related case studies. This provided additional value to their Career Counseling training and also could be a big benefit on employment PWDs. Besides, OSH officers were suitable to handle Job Coach duties, including assessing accessibility, coordinating the workplace environment and mental

health issues. The Project conducted the TOT of Job Coach for instructors of OSH training in cooperation with the abovementioned OSH project and some OSH officers are currently working as Job Coaches. The CAQA and Vocational Training Center (hereinafter referred as to “VTC”) are discussing the official process of additional TOR and training.

(3) Efficiency

The efficiency of the Project was high for the following reasons: The Project Period and cost were as planned. Two long-term experts and four short-term experts were dispatched and seven trainees joined training in Japan and Malaysia. (Annex 1)

In 2018, JICA had serious budget constraints worldwide and the originally planned International Seminar was cancelled. Instead, the Project decided to have a National Seminar in 2019, then started implementing the Job Coach service nationwide, including training for Disability Liaison Officers in Employment Officers in nationwide. Consequently, this change helped achieve the project purpose and indicators nationwide.

(4) Impact

The impact of Project was high for the following reasons:
Output 1: MSF recognized the effectiveness of Peer Counseling as psychological support for their patients, most of whom were victims of conflict in Iraq, Syria, the Yemen and Palestine and have now started training their ex-patients to be Peer Counselors; utilizing Syrian Peer Counselors trained by JICA.

Un Ponte Per (UPP), an Italian NGO, had also been implementing psychological care for victims of conflict in Jordan and started including Peer Counseling in their program with three Peer Counselors trained by JICA. UPP recognized the effectiveness of Peer Counseling in their six-month project and another project is currently being implemented with sports activities as the social participating step for their clients. Moreover, one of the Peer Counselors, a Syrian woman, was recommended to work at IOCC and worked there as an intern.

International Orthodox Christian Charities (IOCC) are supporting Syrian refugees' efforts to gain employment through vocational training, Job Fairs, a

placement service and an internship program. The Project cooperated in sharing information on Job Fairs and inviting Job Coach training.

One of the MOL staff became a Peer Counselor and is utilizing Peer Counseling in his work as an employment officer for career counseling and so on. He facilitated peer support among employees with disabilities in the community and reported it as actively working. One of the staff with disabilities in a garment factory, who was supported by the employment officer, said “He taught us rights and obligations over work, which motivated me to go to work”.

Humanity & Inclusion (hereinafter referred as to “HI”) has just started supporting employment activities and are planning to utilize a Peer Counselor to assist their clients to seek jobs and retention, as well as utilizing Peer Counselors trained by JICA in the plan.

Output 2-4: The overall goal is “Social participation of PWDs in the form of employment is promoted” and the indicator is 1). Number of PWDs employed through the Job Coach service (more than 40 per year), 2). Number of employers having newly utilized the Job Coach service (more than ten per year), 3). Retention rate for employees with disabilities within six months of job placement (more than 50%). These indicators are highly expected to be achieved provided the following conditions are fulfilled: (1) Regular monitoring of the Job Coach service implementation annually by the MOL (2) Regular Job Coach training annually by the MOL, (3) Networking and sharing among Job Coaches through meetings and seminars led by the MOL.

There are some planned activities of the MOL. Meanwhile, the Department of Employment PWDs targeted a goal of employing 400 PWDs in 2020, striving for OSH officers to gain Job Coach credentials, strengthening the system of employment PWDs under the MOL and reinforcing inspection of employment PWDs. As Table 2 shows, the number of employment PWDs has also obviously increased nationwide after the Project was launched, which also constitutes a major impact of the Project.

Number of persons with disabilities (by NEES)							
	Directorate	2014	2015	2016	2017	2018	2019
1	Amman First Employment Directorate	5	84	36	9	27	18
2	Third Amman Employment Directorate	6	25	12	9	22	4
3	Directorate of Labour Rusaifa	23	14	1	0	0	0
4	Directorate of Employment of Zarqa	28	35	8	6	13	2
5	Directorate of Labour of Salt	1	6	2	5	13	0
6	Directorate of Labour of Maadaba	11	6	4	0	0	7
7	Directorate of Labour of South Shouna	2	2	15	0	0	2
8	Directorate of Labour of North Shouna	2	15	6	4	0	5
9	Directorate of Labour of Ajloun	4	5	2	3	34	60
10	Jerash Employment Directorate	1	5	25	0	6	27
11	Directorate of Employment of Irbid	5	14	6	21	82	12
12	Directorate of Employment of Mafraq	6	12	0	2	4	32
13	Directorate of Labour of Ramtha	2	10	8	3	0	4
14	Directorate of Labour of Tafileh	2	5	1	6	7	5
15	Directorate of Labour of Karak	0	19	2	2	21	2
16	Directorate of Labour of Ma'an	0	0	0	0	1	0
17	Directorate of Labour of Aqaba	8	6	8	1	8	2
18	Directorate of Labour of Hassan Industrial City	28	26	48	94	28	18
19	Directorate of Labour of Dulail	15	6	2	118	85	209
20	Directorate of Labour of Naor	4	2	0	0	0	0
21	Directorate of Labour of East Amman Inspection	8	4	0	0	0	0
22	Projects Unit	17	9	3	0	0	0
23	VTC	0	0	0	0	4	0
24	Amman Chambers of Commerce	0	0	0	0	4	8
	Total	178	310	189	283	357	417

Table 2. Number of placement of employment PWDs (By NEES, MOL)

The Directorate of Dhulail in particular includes an employment officer

and a committee member of the Zarka Chamber of Industry, who attended training in Japan and Malaysia under the Project and also two Job Coach trainers of NGOs, who actively cooperate in employment PWDs there. Their networking and cooperation were very strong and elicited 412 employment cases for the area within three years since 2017 (Table 2). Prince Mired visited some companies in the area and awarded related organizations including JICA, which could raise major awareness too.

After the mid-term of the Project, many organizations activated or added activities to support employment PWDs, HCD added “employment PWDs” as one of its pillar activities, while HI started a livelihood project, including Job Coaches and organized Job Coach training for their staff. A local NGO, SANA, hired five full-time Job Coaches and took on the role of a leading NGO for the Job Coach service. SANA also actively supports the activity of the Parents Support Group (hereinafter referred as to “PSG”), which boosts awareness of family members on employment PWDs. NGO Anhur has started supporting a focus on “open employment” in cooperation with HCD in early 2019. Some leading companies became models for employment PWDs and shared their experience among sectors. GIZ recognized companies on employment PWDs and also organized a few related awareness seminars with cooperation by the MOL.

In terms of regional impact, four Palestinians attended Job Coach training at the request of HI, five Department of Palestinian Affairs (hereinafter referred as to “DPA”) staff and three ILO staff attended, one of whom reported two cases of employment of Syrian refugees with disabilities during the 3rd Job Coach sharing seminar.

(5) Sustainability

The sustainability of the Project is fair for the following reasons:

Output 1: HCD agreed to take part in coordinating and implementing Peer Counseling in their Independent Living Department (hereinafter referred as to IL), whereupon a Peer Counseling seminar and TOT were held in cooperation between HCD and the Project. The person in charge of Peer Counseling will be the IL Head of Department and the leader of Peer Counselor is also in HCD. The first Peer Counseling Training by cooperation with HCD is planned for December

2019. On completion of the project, they will maintain a list of Peer Counselors and provide a necessary service in response to requests.

Besides, the Peer Counseling program as a means of psychological care support will continue by UPP with Syrian Peer Counselors but its sustainability depends on UPP's project and budget allocation. MSF will continue utilizing Peer Counseling in Jordan and has its own plans to expand the service to neighboring countries.

Output 2-4: Policy and institutional aspects: Under the revised law "Rights of Persons with Disabilities 2017", a 4% quota of employment for PWDs remains and the MOL revised and drafted the "Employment System" following the law. Details of the role and service of the Job Coach are included.

Structure and skills of the implementing agency: Department of Employment PWDs and Disability Liaison Officers in each employment office nationwide and all are well equipped to support employment PWDs and trained as Job Coaches. The Job Coach service and skills are currently being utilized by many companies and NGOs actively and while networking remains modest, ownership by the MOL is stable.

Finance of the implementing agency: Financial issues remain a considerable hurdle to continuing the program. However, the ACC and ACI have offered to conduct Job Coach training and necessary awareness activities for the MOL. They also collaborate on many other programs, so despite MOL lacking its own budget for the program, events could still be organized regularly.

2. Key Factors Affecting Implementation and Outcomes

The biggest issue was the financial problem to continue Job Coach training and service implementation. This particularly affects NGO staff providing the Job Coach service to their workplaces individually because most NGOs cannot afford full-time Job Coaches. The reason why the Project reached the target number of new employment for PWDs is thanks to a few NGOs who found financial supporters and continued the program. It eliminated the need to pay In-house Job Coaches from companies and MOL staff for supporting duties because the tasks were one of their duties. The Project also considered the circumstances

and actively trained company staff and MOL staff. However, a training fee for the Job Coach trainers should be paid, otherwise the Job Coach training will be unsustainable.

3. Evaluation on the results of the Project Risk Management

The above strategy was effective and sustainable for companies and the MOL, but if the Project were unable to find leading NGOs like SANA, it would be a big issue, because NGO staff are the most skillful and experienced Job Coaches; capable of sharing their experiences with other Job Coaches to develop skills and knowledge in Jordan. In the original plan, the ETVET Fund was suggested to apply for the Job Coach service, but the MOL disagreed and JGATE applied for it instead. NGOs can also use the skim to implement a Job Coach and similar assistance, like finding financial support, is crucial for many NGOs.

4. Lessons Learnt

Output 1: In Japan, Peer Counseling activity basically takes place under an Independent Living Programme (hereinafter referred as to “IL program”) and the two are not easily separated. However, when we see it as a means of psychological care support for victims of conflict, it would be a very useful tool without the IL program. The Project found that Peer Counseling was not only useful for the IL Programme but also for psychological care support and could also be utilized for employment support as mentioned above in Impact (III-1-(4)).

Output 2-4: Many NGOs and supporters of PWDs are trying to support employment with a rights-based approach, but they have to consider the benefit to employers too. This is the significant difference between employment and other support programs for PWDs. The Job Coach service is an approach to employing PWDs and supporting employers too and they have the right to decide whether or not they hire him or her.

The Project cited three sectors as Job Coach service providers. NGOs were skillful and had the required knowledge among their staff, but were not strong enough financially to provide a full-time Job Coach under normal circumstances. While companies were financially stable, with strong support for retention, they could not normally expect a full range of support for employees with disabilities. For Disability Liaison Officers in each MOL employment office, although

implementing individual support like a Job Coach would not be possible most of the time, they could engage in career counseling, a placement service and consultation with employers using their Job Coach knowledge and skills. This approach to three sectors could also be part of risk management.

Networking in the above three sectors is also crucial as part of efforts to share and develop the Job Coach service program. This is why the Project appointed key persons in three sectors, 13 of whom became Job Coach trainers and seven of whom were trained in Japan and Malaysia to be key performers on the program in the early stage of the Project. The Project held many meetings for preparation, training and post-training as follow up, which is why networking and relationships remain tight and sustainable among core members. This strategy was very effective, given how crucial selecting key persons was, even just after the Project has commenced.

This Project learnt from the experience of Malaysia and basically followed their training method and materials. That was established well as a package and was very easy to apply. TOT and Job Coach packages were provided from Malaysia and the Project could complete the TOT of Job Coaches in six months in Jordan. The Project added “Understanding disability from a social perspective” from DET as this constitutes crucial content, especially for employers.

In the original plan, there was only one round of training for Job Coaches, to establish a relevant policy and system. However, the financial stability appeared impossible and the retention rate of the Job Coach itself was very low, so the Project decided to continue Job Coach training and provide service providers on an ongoing basis, seeking service without payment. The Project trained 185 Job Coaches, but many were transferred or resigned, underlining the importance of ongoing training to implement the Job Coach service sustainably.

The labor market is ever-changing and having a baseline survey by Project members when the Project starts is preferable, even if the pre-survey report is detailed and trustworthy. This will then pave the way to identify who can be key persons to collaborate on the Project as resources and partners, beside the counterpart.

IV. For the Achievement of Overall Goals after the Project Completion

1. Prospects to achieve Overall Goal

Just as mentioned in 3-1-(4), the overall goal is “Social participation of PWDs in the form of employment is promoted”, for which the indicator is 1). Number of PWDs employed through the Job Coach service (more than 40 per year), 2). Number of employers having newly utilized the Job Coach service (more than ten per year), 3). Retention rate of employees with disabilities within six months of job placement (more than 50%). These indicators are deemed highly achievable provided the following condition is fulfilled:

- (1) Regular monitoring on the Job Coach service implementation annually by the MOL
- (2) Regular Job Coach training annually by the MOL,
- (3) Networking and sharing among Job Coaches through meetings and seminars by the lead of the MOL.

The MOL has been striving to achieve a 4% quota for employment PWDs in recent years. However, realistically, a 4% target is excessive and the obvious difficulty explains why the levy system by inspection is not working. Under current Japanese circumstances, although employment of the PWDs quota for private sector is just 2.2%, the levy system is strictly working and must be paid by all non-achieved companies. Japan started the quota system in 1976 from 1.5% and has since gradually increased it to date. The MOL may adopt this approach for the levy system from a lower quota as part of efforts to ensure the promotion of employment PWDs.

2. Plan of Operation and Implementation Structure of the MOL side to achieve Overall Goal

The following is a tentative schedule for 2020 as agreed with the MOL:

Mar. 2020 – Job Coach Training for private sector (three-day)

May 2020 – Job Coach core member meeting

July 2020 – Monitoring of Job Coach service

Sep. 2020 – 4th Job Coach Sharing Seminar

Nov. 2020 – Job Coach Training for NGOs & Govt (five-day)

With the annual plan and implementation of this cycle, MOL could fulfill the indicators and achieve the overall goal.

3. Recommendations for the MOL side

The Job Coach can be a strong tool to support both employers and PWDs on employment PWDs. The key activity in the program is providing regular Job Coach training sessions and networking, since most Job Coaches are attached to NGOs and companies. As well as training, there is a need to share experiences and discuss the program, to improve and upskill trained Job Coaches too.

4. Monitoring Plan from the end of the Project to Ex-post Evaluation

JICA may conduct a post evaluation of the Project after three years (2023)

END