

評価結果要約表（英文）

1. Outline of the Project		
Country : Republic of Costa Rica		Project Title: Reinforcement of the Integral System of Rehabilitation with Community Participation in Brunca Region of Republic of Costa Rica, with focus on Human Security Project
Issue/Sector: Social Welfare		Cooperation Scheme: Technical Cooperation Project
Division in charge: Human Development Dept, Social Security Division		Total cost: Approximately 318 million yen
Period of cooperation	2 <sup>nd</sup> March 2007 – 1 <sup>st</sup> March 2012 R/D signage: 23 <sup>rd</sup> February 2007	Partner country's implementing organization: Consejo Nacional de Rehabilitacion y Education Especial (CNREE) Supporting organizations in Japan: Ministry of Health, Labour and Welfare (MHLW), Japanese Society for Rehabilitation of Persons with Disabilities, KYOSAREN (Japan Association of community workshops for disabled persons), Yokohama Rehabilitation Center.
1-1 Background and Outline of the Project CNREE has taken leading roles of advising, instructing, monitoring and coordinating stakeholder organizations to support for persons with disabilities (PWDs) in the Republic of Costa Rica. Since its establishment in the 1973, various efforts were made by CNREE including introduction of Equal Opportunities Act for PWDs (1996), the population census of PWDs (2002) etc. However, there is still a huge gap between policy and actual practice in Costa Rica on "Functioning, Disability and Health of PWDs (ICF as criteria). There are various barriers such as physical, lack of social & medical service organizations, people's negative attitude particularly in the community level. To tackle these, the Japanese government started the technical cooperation project (from March 2007 for 5 years). CNREE as a Counterpart (C/P), the project aimed to strengthen collaboration among rehabilitation organizations in the Brunca Region of Republic of Costa Rica, to improve medical rehabilitation services and to accelerate social participation of PWDs.		
1-2 Project Overview		
(1) Overall Goal		
1. Improvement of Functioning, Disability and Health of PWDs (ICF as criteria) in the Brunca Region.		
2. Diffusion of the Project Outputs to other regions in Costa Rica.		
(2) Project Purpose		
Integrated Rehabilitation Mechanism to support social participation of PWDs is strengthened.		
(3) Outputs/Activities		
1. Coordination and information sharing mechanism among organizations or sectors are strengthened.		
2. Medical rehabilitation service is improved		
3. Employment opportunities for PWDs are increased		
4. Strategy of Community-based rehabilitation (CBR) is promoted		
5. Empowerment of PWDs is promoted		
(4) Inputs (as of terminal evaluation)		
Japanese side : Dispatch of long term experts: 4 (gross total)/Local cost 643,618 USD Dispatch of short term experts: 22(gross total)/Equipment provision: 86,294 USD Training in Japan: 22/ Third country training: 33		
Costa Rican side : Counterpart: 10 Project office, training facilities and other necessary running cost: 417,395 USD		
2. Evaluation Team		
Member of the evaluation team	Leader: Takayuki KONDO, Chief, Social Security Division, JICA Employment assistance for PWDs: Ryosuke MATSUI, emeritus professor, Hosei university. Empowerment of PWDs: Masako OKUHIRA, Japanese society for rehabilitation of PWDs Cooperation planning: Kazuhiro KUWABARA, Social Security Division, JICA Evaluation analysis: Mayumi Hamada, Foundation for Advanced Studies on International Development Karina Li, Ministry of economy and planning, international cooperation bureau in Costa Rica	
Period of evaluation	12 <sup>th</sup> November 2011-25 <sup>th</sup> November, 2011	Type of evaluation: Terminal Evaluation

### 3. Evaluation Results

#### 3-1 Actual Performance

Almost all Outputs except Output 3 are achieved. For output 1, functions of coordination and information sharing between organizations/sectors are strengthened and accelerated, so it's evaluated as accomplished. Output 2 is also achieved as improvement of referral system through information sharing, increase of newly introduced medical services and development of manuals on self-rehabilitation/family rehabilitation methods at home to reduce hospital visitors etc. For Output 3, even though there are job related activities such as trainings or job seekers visiting companies, the number of new job openings for PWDs hasn't increased. Therefore, it's evaluated as not totally accomplished yet. It is however found that there are some PWDs who started own businesses. Output 4 is generally accomplished due to capacity development, functional improvement and scale expansion of CBR regional council. Output 5 is generally accomplished due to capacity development of PWDs, change of their attitude to themselves, more number of trainings/lectures conducted by PWDs and active advocacy activities by empowered PWDs despite there was no networking activities conducted by PWDs.

It is evaluated that Project Purpose has achieved. As Outputs are achieved, some achievements are also observed; 1) Introduction of concept of inclusive development in Costa Rican National Development Policy. 2) Reflection of the concept in the Disability Policy 3) Confirmation of national level diffusion regarding referral system improvement by introduction of Cooperative tool, and clarification of criteria (medical service based on disability level).

For Overall goal 1, accessibility and/or information transmission etc. has spread above original plan, and already realized partially. For Overall goal 2, as there is concrete plan made by Costa Rican government towards diffusion of Project Output, the possibility to achieve the goal by the time of 3 years after the project ends is observed.

#### 3-2 Evaluation based on the Five Criteria

##### (1) Relevance: High

The Project is highly relevant with the Development Policy of the Costa Rica, needs of beneficiary, official development assistance (ODA) and the method used for problem solution. Costa Rican government enforced the Equal Opportunities Act for PWDs in 1996 to ensure rights of persons with disabilities, and the government prohibited the discrimination against PWDs. National Development Plan (2011-2014) clearly states inclusive development. National Disability Policy (2011-2021) states acceleration of independent living, detection of PWDs by cooperation tool and referral system, collaboration between NGOs and government are clearly mentioned.

On the other hand, as Brunca Region is one of the poorest regions in Costa Rica, it is considered that PWDs in the region is in tougher situation compared with PWDs in other regions. Awareness towards disability rights is lacked and PWDs were facing challenges to participate in social activities. Therefore, consistency with the beneficiary is high.

Moreover, relevance with Japan's ODA framework such as strengthening system of support for PWDs is directly related to human security approach in ODA framework, Japan's key country support area for Costa Rica and JICA's country assistance plan are relevant. In addition, project design which focused on collaboration and information sharing approach, utilizing experience of support for PWDs in Japan and Costa Rica were relevant as cross-sectorial approach is considered as essential in disability area.

##### (2) Effectiveness : Slightly high

Effectiveness of the Project is evaluated as slightly high.

The Concept of Inclusive Development clearly reflected in National Development Plan and Disability Policy in Costa Rica. In addition, national level diffusion regarding referral system improvement by introduction of Cooperative tool, and clarification of criteria have started. Therefore, it can be concluded that the project has achieved its plan.

Except Output 3 on job opportunities, all other Outputs were achieved and evaluated highly by CNREE, which led to realize the reflection in the National Policy. There was a change in political administration in Costa Rica during Project term, but it worked as a good factor to facilitate Ministry of Labor to improve employment opportunities for PWDs.

The project purpose was achieved in a shorter period due to several reasons; by the strong leadership by CNREE and by efforts made by board members to tighten collaboration of Ministries.

(3) Efficacy: Slightly high

Except Output 3, almost all Project Outputs were achieved. There was no big issue observed in relation to JICA experts, Counterparts, equipment, local cost and other inputs. Therefore, it is considered that efficacy is slightly high.

It took some time to confirm the Project direction at the earlier stage of the Project, but the Project utilized various JICA schemes which contributed to achieve the Output on time.

(4) Impact : The positive impact near future is expected to appear.

Regarding overall goal 1, expected to be achieved 3 years after the project ends, barrier free etc is already seen. Regarding Output 2, as the idea of Inclusive Development is already reflected in National policy, a certain level achievement is expected to appear in near future.

Neighboring countries started to show interest in Inclusive Development too due to the Project, and CNREE would also like to share their know/how to other countries. CNREE has submitted request form of JICA third country trainings, and if its realized, multiplied effected by the Project is expected. According to needs analysis conducted by JICA, 11 counties in the Central/South America showed their interests in participating in. There is no negative impact observed so far.

(5) Sustainability : Slightly high

Sustainability is observed as slightly high. In addition to reflection of Inclusive Community concept in National Policy, the Project Outputs in the Brunca region seems quite sustainable, and there is high potential of sharing it's know/how from the Project to other regions. Details are below.

There is no change in National Development Plan and Disability Policy by 2014. Therefore, this direction will be sustained at least by that time. In addition, Costa Rica joined CBR Latin America Network facilitated by the Project, therefore, it can be said that commitment showed to other countries. Therefore, it seems this direction, Inclusive Development will be sustained.

Regarding sustainability of the Outputs of the Project, all project target communities are included in the CNREE Action Plan (2011-2014) designed based on National Development Plan. Central Committee and Local Committee have decided to continue regular meetings even after the Project and develop a detailed action plan to ensure sustainability at the first quarter of 2012. In addition, empowered PWDs who have learnt about their rights by the Project conduct seminars or advocacy activities in outside of Brunca region or stated to participate in decision making process in the area development. Since there are uncertainty remain regarding the budget and distribution of personel in CNREE after FY 2012, efficacy of the Project is evaluated as slightly high.

Regarding diffusion of Project Outputs to other regions, its plan is included in the National Policy. For Disability Policy, Ministries (CNREE board members) have signed their names. In addition, some PWDs gained capacities to be resource persons. From these reasons, there is possibility of diffusion of the Outputs and Output in other regions will appear in near future.

### 3-3 Factors contributed to Outputs

#### (1) Plan of the Project

- Strengthen Collaboration

Disability area is cross-sectorial in nature. Therefore, it is essential to cooperate/collaborate with various stakeholders such as Ministries, NGOs, DPOs etc. beyond organizations. Before the Project starts, there was no collaboration among them at all, and it was hard for PWDs to realize their social inclusion.

The approach of the Project to collaborate/info sharing with different organizations/sectors were quite appropriate.

- Shift from Medical rehabilitation services to Inclusive Development

This Project has changed its basic direction greatly in the earlier stage from medical service model design originally planned to “Inclusive Development” concept. This is due to the initiative by CNREE, but this also matches the international trends on persons with disabilities. Decision to change plan by the Project was quite relevant, and this resulted in assuring Relevance, Efficacy and Sustainability.

- Additional Outputs of Empowerment of PWDs

At the implementation stage, since the direction has moved from medical rehabilitation services to Inclusive Development, the Project added the Output 5 on empowerment of PWDs. Due to this, PWDs were empowered further, collaboration among organizations, improvement of medical rehabilitation services, business started by PWDs, facilitation of CBR etc., were realized. Adding Output 5 is one of the successful factors of the Project.

(2) Process of Implementation

- Communication of Project team

Project directions were shared well between JICA experts and CNREE staffs. Communication with Japanese experts and Counterparts were adequate, project team members discussed well. Such good communication contributed to facilitate Outputs.

### 3-4 Problems

(1) Planning

There was no problem in the plan itself; however, the original plan which focused on medical rehabilitation services was not exactly shared to Costa Rican side stakeholders. Nevertheless, with dialoge between Japan and Costa Rica side, and revision of PDM, this didn't affect achievement of Project Purpose as a result.

(2) Implementation Process

In the beginning of the Project, CNREE had limited number of staffs in departments, and the Project contents were not perfectly shared to relevant staffs. Therefore, there was confusion period of stagnation. However, the person in charge has changed which supported in strengthening the system and reorganized direction, the problem was solved.

### 3-5 Conclusion

As mentioned above, the Project has high relevance, and effectiveness, efficacy sustainability are slightly high. It is expected to have a positive impact as well in the future.

In terms of relevance, the Project matches with Development Policy of Costa Rica, needs of beneficiary, Japan's ODA and the method taken was relevant. For effectiveness, project purpose was achieved as each Output was achieved. One of the main factors of reflection in National Policy in a short period is that the strong leadership by CNREE and good collaboration of related Ministries. For sustainability, reflection of National Plan; a project purpose and sustainability of Outputs in Brunca region; overall goal, and diffusion to other regions, are all evaluated as high. For efficacy, even though there was some time took to confirm the direction of the Project in the earlier stage, almost all project Outputs are achieved except Output 3. There was no problem in terms of Inputs, so it is considered that the efficacy is slightly high. In terms of Impact, barrier free started to be introduced in the project target area which is considered as a sign to achieve overall goal. Outputs is planned to be diffused. If CNREE conducts the third country trainings, then Outputs can be shared to other neighboring countries, so positive outcome is expected in near future.

### 3-6 Recommendations

In terms of Output 5 on Empowerment, it was progressing well, but further sustainability of activities will be expected, especially on Output 3 on Employment..

(1) Strengthen employment of PWDs in Public sectors

- As Public sectors are supposed to achieve more than 5% quota, it is recommended to actively hire PWDs to share its now/how to private sectors later on. In this way, both public and private sectors can realize employment of PWDs eventually.
- Strengthen consulting capacities of current employment agencies to respond to needs of PWDs themselves as well as private organizations.
- Locate job counseling booth at "job fairs" in collaboration with NGOs, which is held regularly in each region.
- Support on initiating jobs by PWDs. Not only market research/technical support which are already conducted in some regions, but financial support (low interest rate loan etc.) to ensure buildings, equipment, and marketing should be introduced.

- System to provide human and technical resource to support public sectors (job-coach development etc. at public organizations, or activate related activities in private sectors).
- (2) Strengthen employment opportunities in private sectors
- Act 8092 is a policy to reduce tax to the companies hiring 2-5% of PWDs in their companies. Active PR about this policy is recommended. In addition, reduction of social insurance fee for companies hiring PWDs should be considered.
  - To actively promote employment of PWDs in the private sectors, official system such as award outstanding companies hiring PWDs to public etc. should be constructed.
- (3) Collaboration of related organizations on employment of PWDs
- It is essential to develop collaboration between skill training institutes and job assistance companies.
  - For graduates of special schools, visiting work places before graduates or vocational education for smooth transition can be considered. Policy to ensure all children with disabilities have access education, usage of CAIPAD to strengthen smooth transition to work places etc. can be considered, too.
- 3-7 Lessons Learnt for other similar projects
- (1) Project design to include employment of PWDs
- This Project has started in March 2007, to develop an integrated rehabilitation model in the Brunca region. For 1 and a half years after the Project starts, the Project focused not PWDs themselves directly but their environment without involving PWDs much. As a result, environment newly prepared was not used or utilized well by users with PWDs. After empowerment component was included in the Outputs, PWDs themselves participated in the Project which worked positively. Regarding Inclusive Development area, strengthening service providers such as administrative organizations were not enough. Participation of PWDs themselves and interaction with other stakeholders can create bigger effect. This is because actual voices of empowered PWDs can create more tangible effects to environments.
- (2) Documentation of implementation process and development of measurable indicators.
- For the monitoring and evaluation for Project purposes and Outputs, objective indicators are necessary. In addition change of attitude or actions is important data to prove causal connection/factor analysis, which should be documented and accumulated.