

Country Name	Project for Strengthening the Capacity for Career Counseling for the Youth
Jordan	

I. Project Outline

Background	According to the Jordanian Department of Statistics, the unemployment rate for those aged 20-24 was extremely high at 33.3% in 2016; in a country where the youth constitute 70% of the population, addressing youth employment issues was an urgent priority. JICA implemented the “Project for Capacity Development of Quality Career Guidance and Employment System” (2013-2016) to strengthen the functionality of the Employment Offices (EOs) under the Ministry of Labor (MOL) through capacity building of EO staff and improvements in the service delivery environment. However, in order to promote youth employment, in addition to EOs, the Career Guidance Offices (CGOs) of universities supported by the King Abdullah II Fund for Development (KAJD) also needed to further strengthen their capacity to provide effective career counseling services and to promote youth career counseling support through industry-academia-government collaboration.										
Objectives of the Project	Through the establishment of an industry-government-academia collaboration structure for career counseling, enhancement of the career counseling capacity of pilot EOs/CGOs, development of career counseling tools, and promotion for youth employment, the project aims to improve the quality and quantity of career counseling for the youth provided by the pilot EOs/CGOs, thereby contributing to the effective career counseling for the youth in the pilot EOs/CGOs and other EOs/CGOs. 1. Overall Goal: Effective career counseling for the youth is provided by the pilot EOs/CGOs and other EOs/CGOs. 2. Project Purpose: The quality and quantity of career counseling for the youth provided by the pilot EOs/CGOs is improved.										
Activities of the Project	1. Project Site: <ul style="list-style-type: none">5 pilot EOs (Irbid EO, Amman 1 EO, Amman 2 EO (Sahab), Zarqa EO, Aqaba EO)6 pilot CGOs (Jordan University of Science and Technology (JUST), University of Petra (UOP), German Jordan University (GJU), Al-Balqa Applied University (BAU), Al-Hussein Bin Talal University (AHU), Aqaba Community College University (ACCU)) 2. Main Activities: 1) establishing the industry-government-academia collaboration structure for career counseling, 2) enhancing the career counseling capacity of pilot EOs/CGOs, 3) developing career counseling tools, and 4) promoting youth employment to employers 3. Inputs (to carry out above activities) <table><tr><td>Japanese Side</td><td>Jordanian Side</td></tr><tr><td>1) Experts: 6 persons</td><td>1) Staff allocated: MOL10 persons, KAJD 7 persons</td></tr><tr><td>2) Trainees received: 31 persons</td><td>2) Workplaces and necessary materials at MOL and KAJD</td></tr><tr><td>3) Equipment: personal computer and projector</td><td>3) Local cost: part of running expenses necessary for the implementation of the project, and expenses necessary for transportation of the equipment within Jordan, for the installation, operation and maintenance</td></tr></table>			Japanese Side	Jordanian Side	1) Experts: 6 persons	1) Staff allocated: MOL10 persons, KAJD 7 persons	2) Trainees received: 31 persons	2) Workplaces and necessary materials at MOL and KAJD	3) Equipment: personal computer and projector	3) Local cost: part of running expenses necessary for the implementation of the project, and expenses necessary for transportation of the equipment within Jordan, for the installation, operation and maintenance
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Project Period	(ex-ante) February 2017 – February 2020 [36 months] (actual) 7 April 2017 – 6 April 2020 [36 months]	Project Cost (Japanese side only)	(ex-ante) 303 million yen (actual) 295 million yen								
Implementing Agency	Ministry of Labor (MOL) and King Abdullah II Fund for Development (KAJD)										
Cooperation Agency in Japan	PADECO Co., Ltd.										

II. Result of the Evaluation

<Constraints on Evaluation>

- Continuation status of Indicator 3 of the Project Purpose could not be judged because no satisfaction survey was conducted after the project completion and data were not available.
- Regarding the Overall Goal, the evaluation judgment was made based on limited information. For Indicator 1-2, the accurate number of universities/colleges using the Project Outputs (tools and other outputs produced by the project) could not be confirmed due to a lack of data. For Indicator 3, data were only available from BAU among the 6 pilot CGOs. Other pilot CGOs either do not have records other than visitors' numbers or do not track alumni who used the CGOs and their employment status, making it impossible to verify the employment rate of alumni who used the CGOs.

1 Relevance/Coherence
[Relevance]
<Consistency with the Development Policy of Jordan at the Time of Ex-Ante Evaluation > The project was consistent with the development policy of Jordan at the time of ex-ante evaluation. The Jordanian government positioned youth unemployment as a central issue in the “National Employment Strategy 2011-2020,” and the Strategy identified the strengthening of education-to-work transition programs as one of the priorities in the medium-term initiative.
<Consistency with the Development Needs of Jordan at the Time of Ex-Ante Evaluation > The project was consistent with the development needs of Jordan at the time of ex-ante evaluation. While addressing youth

<p>employment issues was an urgent priority, EOs and CGOs were required to further strengthen their capacity to provide career counseling support to educational institutions and to promote youth career counseling support through industry-academia-government collaboration.</p> <p><Appropriateness of Project Design/Approach></p> <p>The project design/approach was appropriate. No problem attributed to the project design/approach was confirmed.</p> <p>Regarding gender issues, it was found that working women face many more problems than male workers, who constitute the majority. Therefore, topics such as how to support women in the workplace and how to promote an equal work environment for women and men were discussed in a series of employer seminars. Additionally, for people with disabilities who faced significant challenges in employment, the project incorporated issues faced by disabled job seekers into career counseling guidelines and training materials, and developed career counseling case studies materials for disabled job seekers, as well as conducted career guidance sessions for disabled students.</p> <p><Evaluation Result></p> <p>In light of the above, the relevance of the project is ③¹.</p>
<p>[Coherence]</p> <p><Consistency with Japan's ODA Policy at the Time of Ex-Ante Evaluation></p> <p>The project was consistent with Japan's ODA policy to Jordan at the time of ex-post evaluation. The project was considered to contribute to the "Support for self-reliant and sustainable economic growth," one of the priority areas of the Hashemite Kingdom of Jordan's Country Assistance Policy (June 2012), and was positioned as one of the self-reliant and sustainable industrial promotion and quality improvement programs under the development issues of the establishment of a foundation for economic growth.</p> <p><Collaboration/Coordination with JICA's Other Interventions></p> <p>The collaboration/coordination between the project and "Project for Economic Empowerment and Social Participation of Persons with Disabilities" (2017-2020) of JICA was not planned at the time of ex-ante evaluation but was implemented during project implementation, and the positive effects were confirmed at the time of ex-post evaluation. As a result of this interlinkage with JICA's other intervention, career guidance sessions for students with disabilities were organized at the University of Jordan and case studies of job seekers with disabilities were developed for training courses. In addition, through the collaboration, the project obtained information on companies that were proactive in hiring people with disabilities and promoted the employment of young people with disabilities.</p> <p><Cooperation with other institutions/ Coordination with International Framework></p> <p>The cooperation/coordination with "Employment Promotion Programme," supported by German Corporation for International Cooperation (Deutsche Gesellschaft für Internationale Zusammenarbeit: GIZ) was not initially planned at the time of ex-ante evaluation but was implemented during project, and the positive effects were confirmed at the time of ex-post evaluation. The two projects made use of each other's outputs. For instance, experts from GIZ participated as observers in several working group meetings and career counselor training courses, while labor market research reports produced by GIZ were utilized as materials in the career counselor training courses. By maximizing the effects of both projects, staff of EOs acquired a wide range of skills and knowledge to provide quality career counseling and employment services to young people. Additionally, after the project completion, GIZ has supported MOL in introducing a certification system for career counselors. This initiative has encouraged MOL to systematize career counselling services. Meanwhile, all 17 EOs under the MOL umbrella are providing career counselling services using the tools and materials provided by the project, and this ongoing collaboration with the other development partner contributes to the improvement of the quantity and quality of career counselling services.</p> <p><Evaluation Result></p> <p>In light of the above, the coherence of the project is ③¹.</p>
<p>[Evaluation Result of Relevance/Coherence]</p> <p>In the light above, the relevance/coherence of the project is ③¹.</p>
<p>2 Effectiveness/Impact</p>
<p><Status of Achievement of the Project Purpose at the Time of Project Completion></p> <p>At the time of project completion, the Project Purpose was achieved beyond the plan. For Indicator 1-1, all pilot EOs exceeded their targets. The number of young job seekers who utilized these EOs increased by 118% from 2016 to 2020 (target: increase by 30%). For Indicator 1-2, in all pilot CGOs, the number of students and alumni who utilized the pilot CGO exceeded 20% of the total number of the students in the university/college. For Indicator 2, all pilot EOs and CGOs achieved or exceeded their targets. The total number of companies which cooperated with activities of each pilot EO/CGO was 344 against the total target of 220 companies, resulting in an achievement rate of 156%. For Indicator 3, the total average of the satisfaction rate of young job seekers and students who utilize the pilot EOs/CGOs was 4.2 points by a 5-point scale (target: 3.5 points).</p> <p><Continuation Status of Project Effects at the Time of Ex-Post Evaluation></p> <p>By the time of the ex-post evaluation, the project effects have been continued. One of the four indicators could not be assessed due to the lack of data. For Indicator 1-1, despite the pandemic of Coronavirus disease 2019 (COVID-19) impacting the number of job seekers using the EOs, especially in 2021, the total number of young job seekers using the pilot EOs has exceeded the target every year since the project completion, and the number has continued to increase. For Indicator 1-2, three out of six pilot CGOs have continued the activities introduced by the project and have seen an increase in the number of students and alumni using the pilot CGOs in 2023 compared to those at the project completion. The other half of the CGOs have not fully continued the activities introduced by the project due to reorganization and personnel changes. For Indicator 2, the number of companies cooperating with pilot EOs/CGOs activities reached a total of 484 in 2023, compared to 344 at the project completion. For Indicator 3, KAFD stated that satisfaction rate may be around 4.5, but no satisfaction surveys from young job seekers and students who utilize the pilot EOs/CGOs have been conducted. Therefore, it is difficult to make an evaluation judgement due to the lack of satisfaction data.</p> <p><Status of Achievement of the Overall Goal at the Time of Ex-Post Evaluation></p>

¹ ④ : very high, ③ : high, ② : moderately low, ① : low

At the time of ex-post evaluation, the Overall Goal has been mostly achieved as planned, although evaluation decisions were made based on limited data as mentioned in “Constraints on Evaluation” above. For Indicator 1-1, all 17 EOs have utilized the Project Outputs (Career Counseling Tools²) to provide career counseling. For Indicator 1-2, KAFD reported that the tools were disseminated to all the CGOs, but the accurate number of universities/colleges using the Project Outputs could not be confirmed. For Indicator 2, it was mostly achieved as the employment rate of young job seekers who utilized the pilot EOs estimated to be 49.8% (target: 50% or more) in 2023. For Indicator 3, according to data provided by only BAU among the six CGOs, the employment rate of alumni using the CGO was 67% (target: 40% or more). However, since data were only available for one CGO out of the six pilot CGOs, the achievement of the indicator cannot be verified.

<Other Impacts at the Time of Ex-Post Evaluation>

No negative impacts on the natural and social environment were observed. Regarding women’s empowerment, the project supported the activities of women career counselors and contributed to the empowerment of many women through conducting training and providing follow-up support for career counseling practice. The female staff of CGO who participated in the training in Japan presented the staff plan for the promotion of women and youth employment as training outcomes.

<Evaluation Result>

In light of the above, the effectiveness/impact of the project is ③.

Achievement of Project Purpose and Overall Goal

Aim	Indicators	Results	Source																																																							
(Project Purpose) The quality and quantity of career counseling for the youth provided by the pilot EOs/CGOs is improved.	Indicator 1-1 By the end of the project (2020), the number of young job seekers who utilize the pilot EOs increases by 30% as compared to the number in 2016.	<p>Status of the Achievement (Status of the Continuation): achieved beyond the plan (continued and further developed) (Project Completion) All pilot EOs exceeded their targets. The number of young job seekers using these EOs increased from 7,015 in 2016 to 15,294 in 2020 (increased by 118%). (Ex-Post Evaluation) Despite the impact of the COVID-19 pandemic on the number of job seekers using the EOs, especially in 2021, the total number of young job seekers who utilize the pilot EOs has exceeded the target every year since the project completion, and the number has further increased. The number of young job seekers using Amman EO2 (1,330) and Aqaba EO (760) in 2023 was below the 2020 target (2,007 and 911, respectively), but in the other EOs it exceeded the 2020 target.</p> <p>Number of young job seekers using the pilot EOs</p> <table><tr><th rowspan="2"></th><th>Baseline</th><th>Target</th><th colspan="4">Actual</th></tr><tr><th>2016</th><th>2020</th><th>2020</th><th>2021</th><th>2022</th><th>2023</th></tr><tr><td>Irbid EO</td><td>979</td><td>1,274</td><td>3,686</td><td>1,756</td><td>2,734</td><td>2,601</td></tr><tr><td>Amman 1 EO</td><td>2,334</td><td>3,034</td><td>5,177</td><td>4,148</td><td>4,486</td><td>3,442</td></tr><tr><td>Amman 2 EO</td><td>1,544</td><td>2,007</td><td>2,470</td><td>1,846</td><td>1,859</td><td>1,330</td></tr><tr><td>Zarqa EO</td><td>1,457</td><td>1,894</td><td>2,777</td><td>1,338</td><td>1,213</td><td>2,425</td></tr><tr><td>Aqaba EO</td><td>701</td><td>911</td><td>1,184</td><td>270</td><td>199</td><td>760</td></tr><tr><td>Total</td><td>7,015</td><td>9,120</td><td>15,294</td><td>9,358</td><td>10,491</td><td>10,558</td></tr></table>		Baseline	Target	Actual				2016	2020	2020	2021	2022	2023	Irbid EO	979	1,274	3,686	1,756	2,734	2,601	Amman 1 EO	2,334	3,034	5,177	4,148	4,486	3,442	Amman 2 EO	1,544	2,007	2,470	1,846	1,859	1,330	Zarqa EO	1,457	1,894	2,777	1,338	1,213	2,425	Aqaba EO	701	911	1,184	270	199	760	Total	7,015	9,120	15,294	9,358	10,491	10,558	Project Completion Report and MOL
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Indicator 1-2: By the end of the project (2020), the number of students and alumni who utilize the pilot CGO exceeds 20% of the total number of the students in the university/college.	<p>Status of the Achievement (Status of the Continuation): achieved beyond the plan (partially continued) (Project Completion) All pilot CGOs exceeded their targets, resulting in a 109% achievement rate. (Ex-Post Evaluation) Although the numbers of students and alumni who utilized the pilot CGOs from 2021 to 2023 were available, it could not be confirmed what percentage of students used the CGOs because the total number of students was not available. However, upon observing the increase or decrease since the project completion, three out of the six pilot CGOs have continued the activities introduced by the project and saw an increase in the number of students and alumni using the pilot CGOs in 2023 compared to those at the project completion, despite the impact of the COVID-19 pandemic which affected such figures. The other half of the CGOs have not fully continued the activities introduced by the project due to reorganization and staff turnover. In the case of GJU, it transitioned to a new structure aimed at promoting innovation and entrepreneurship, which in some respects has further developed the university. However, since the staff involved in the project had already left the university, the initiatives under the project were not handed over to the new structure.</p> <p>Number of students and alumni using the pilot CGOs</p> <table><tr><th></th><th>Target</th><th>Actual</th><th>Actual</th></tr></table>		Target	Actual	Actual	Project Completion Report, KAFD and pilot CGOs.																																																				
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² Career Counseling Tools: 1. Career Counseling Summary Booklet, 2. Support Book for Career Counselors, 3. Promotion Booklet, 4. Promotion Movie “Career Counseling,” 5. Promotion Movie “Career Counselor is with you,” 6. Promotion Movie “Let’s think your future together.”

		<table><tr><td></td><td>(20% of the total number of students)</td><td>(Achievement ratio)</td><td colspan="3"></td></tr><tr><td></td><td>2020</td><td>2020</td><td>2021</td><td>2022</td><td>2023</td></tr><tr><td>JUST</td><td>4,691</td><td>4,854 (103%)</td><td>2,128</td><td>3,183</td><td>5,468</td></tr><tr><td>UOP</td><td>2,250</td><td>2,262 (101%)</td><td>1,310</td><td>990</td><td>118</td></tr><tr><td>GJU</td><td>840</td><td>895 (107%)</td><td>N/A</td><td>N/A</td><td>N/A</td></tr><tr><td>BAU</td><td>2,200</td><td>2,340 (106%)</td><td>3,383</td><td>3,292</td><td>3,293</td></tr><tr><td>AHU</td><td>1,120</td><td>1,692 (151%)</td><td>817</td><td>672</td><td>105</td></tr><tr><td>ACCU</td><td>266</td><td>308 (116%)</td><td>425</td><td>560</td><td>630</td></tr><tr><td>Total</td><td>11,367</td><td>12,351 (109%)</td><td>N/A</td><td>N/A</td><td>N/A</td></tr></table>		(20% of the total number of students)	(Achievement ratio)					2020	2020	2021	2022	2023	JUST	4,691	4,854 (103%)	2,128	3,183	5,468	UOP	2,250	2,262 (101%)	1,310	990	118	GJU	840	895 (107%)	N/A	N/A	N/A	BAU	2,200	2,340 (106%)	3,383	3,292	3,293	AHU	1,120	1,692 (151%)	817	672	105	ACCU	266	308 (116%)	425	560	630	Total	11,367	12,351 (109%)	N/A	N/A	N/A																															
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	Indicator 2: By the end of the project (2020), the number of companies which cooperate with activities of each pilot EO/CGO increases by 20.	<p>Status of the Achievement (Status of the Continuation): achieved beyond the plan (continued) (Project Completion) All pilot EOs and CGOs achieved or exceeded their targets. Against the total target of 220 companies, the actual results were 344 companies, resulting in an achievement rate of 156%. (Ex-Post Evaluation) The number of companies cooperating with pilot EOs/CGOs activities reached a total of 484 in 2023, compared to 344 at the project completion. The number of companies in 2023 includes those participating in the National Employment Campaign, which began in 2023.</p> <p>Number of companies which cooperate with activities of each pilot EO/CGO</p> <table><tr><td></td><td>Target</td><td>Actual (Achievement ratio)</td><td colspan="3">Actual</td></tr><tr><td></td><td>2020</td><td>2020</td><td>2021</td><td>2022</td><td>2023</td></tr><tr><td>Irbid EO</td><td>20</td><td>27 (135%)</td><td>10 or less</td><td>10 or less</td><td>70</td></tr><tr><td>Amman 1 EO</td><td>20</td><td>44 (220%)</td><td>N/A</td><td>N/A</td><td>44</td></tr><tr><td>Amman 2 EO</td><td>20</td><td>22 (110%)</td><td>32</td><td>40</td><td>40</td></tr><tr><td>Zarqa EO</td><td>20</td><td>29 (145%)</td><td>78</td><td>70</td><td>69</td></tr><tr><td>Aqaba EO</td><td>20</td><td>26 (130%)</td><td>40</td><td>40</td><td>40</td></tr><tr><td>JUST</td><td>20</td><td>50 (250%)</td><td>21</td><td>22</td><td>20</td></tr><tr><td>UOP</td><td>20</td><td>47 (235%)</td><td>47</td><td>47</td><td>47</td></tr><tr><td>GJU</td><td>20</td><td>38 (190%)</td><td>38</td><td>38</td><td>38</td></tr><tr><td>BAU</td><td>20</td><td>20 (100%)</td><td>60</td><td>60</td><td>60</td></tr><tr><td>AHU</td><td>20</td><td>20 (100%)</td><td>20</td><td>20</td><td>20</td></tr><tr><td>ACCU</td><td>20</td><td>21 (105%)</td><td>30</td><td>36</td><td>36</td></tr><tr><td>Total</td><td>220</td><td>344 (156%)</td><td>N/A</td><td>N/A</td><td>484</td></tr></table>		Target	Actual (Achievement ratio)	Actual				2020	2020	2021	2022	2023	Irbid EO	20	27 (135%)	10 or less	10 or less	70	Amman 1 EO	20	44 (220%)	N/A	N/A	44	Amman 2 EO	20	22 (110%)	32	40	40	Zarqa EO	20	29 (145%)	78	70	69	Aqaba EO	20	26 (130%)	40	40	40	JUST	20	50 (250%)	21	22	20	UOP	20	47 (235%)	47	47	47	GJU	20	38 (190%)	38	38	38	BAU	20	20 (100%)	60	60	60	AHU	20	20 (100%)	20	20	20	ACCU	20	21 (105%)	30	36	36	Total	220	344 (156%)	N/A	N/A	484	Project Completion Report, MOL, KAFD, and pilot EOs / CGOs
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	Indicator 3: By the end of the project (2020), the satisfaction rate of young job seekers and students who utilize the pilot EOs/CGOs exceeds 3.5 on average in a 5-points scale.	<p>Status of the Achievement (Status of the Continuation): achieved as planned (unverifiable) (Project Completion) The total average of the satisfaction rate was 4.2 points on a 5-point scale. (Ex-Post Evaluation) Since no satisfaction survey was conducted after the project completion, the continuation status of this indicator cannot be assessed due to the unavailability of data.</p> <p>Satisfaction points of young job seekers and students using the pilot EOs/CGOs</p> <table><tr><td></td><td>2020</td><td>2021</td><td>2022</td><td>2023</td></tr><tr><td>Individual career counseling sessions</td><td>4.7</td><td>N/A</td><td>N/A</td><td>N/A</td></tr><tr><td>Group counseling sessions</td><td>4.0</td><td>N/A</td><td>N/A</td><td>N/A</td></tr><tr><td>Job fair</td><td>4.0</td><td>N/A</td><td>N/A</td><td>N/A</td></tr><tr><td>Total Average</td><td>4.2</td><td>N/A</td><td>N/A</td><td>N/A</td></tr></table>		2020	2021	2022	2023	Individual career counseling sessions	4.7	N/A	N/A	N/A	Group counseling sessions	4.0	N/A	N/A	N/A	Job fair	4.0	N/A	N/A	N/A	Total Average	4.2	N/A	N/A	N/A	Project Completion Report and KAFD																																																											
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(Overall Goal) Effective career counseling for the youth is provided by the pilot EOs/CGOs and other EOs/CGOs.	Indicator 1-1: By 2023, all the EOs provide career counseling for the youth utilizing the Project Outputs.	<p>Status of the Achievement: achieved as planned (Ex-Post Evaluation) According to MOL, from 2021 through the time of ex-post evaluation, all 17 EOs have utilized the Project Outputs to provide career counseling. The Career Counseling Tools are available on MOL’s website.</p>	MOL																																																																																				
	Indicator 1-2: By 2023, the number of universities/colleges which provide career counseling for the youth utilizing the Project Outnuts exceeds 15.	<p>Status of the Achievement: unverifiable (Ex-Post Evaluation) KAFD reported that the tools were disseminated to all the CGOs, but their utilization varies by university/college. However, the accurate number of universities/colleges using the Project Outputs could not be confirmed due to the lack of data.</p>	KAFD																																																																																				

Indicator 2: By 2023, the employment rate of young job seekers who utilize the pilot EOs exceeds 50%.	Status of the Achievement: mostly achieved as plan (Ex-Post Evaluation) According to MOL, the number of employed young job seekers in 2023 was 5,256. While the number of young job seekers using the pilot EOs in 2023 was 10,558 (see Indicator 1-1 of the Project Purpose), this suggests that the employment rate can be estimated at 49.8%. Note that the number of employed young job seekers may include individuals who received indirect services, such as training but found a job on their own.	MOL
Indicator 3: By 2023, the employment rate of the alumni who have utilized the pilot CGOs exceeds 40% after 1 year from graduation.	Status of the Achievement: unverifiable (Ex-Post Evaluation) Only BAU provided the employment rate of the alumni who have utilized their services. Based solely on BAU's data, it can be concluded that the target has been achieved, since the employment rate was 32% in 2021, 59% in 2022, and reached 67% in 2023. Since data were only available for one CGO out of the six pilot CGOs, the achievement of the indicator cannot be verified.	KAJD and Pilot CGOs

3 Efficiency

Both the project cost and the project period within the plan (the ratio against the plan: 97% and 100%, respectively).

	Project Cost (Japanese side only, yen)	Project Period (months)
Plan (ex-ante)	303 million yen	36 months
Actual	295 million yen	36 months
Ratio (%)	97%	100%

Outputs were produced as planned.

In the light above, the efficiency of the project is ④.

4 Sustainability

<Policy Aspect>

There are no specific policies to accelerate the quality of career counseling. However, the new certification system of career counseling established by the Vocational Skills Development Commission (TVSDC) accelerates the systemization of career counseling services. MOL is seeking to increase the number of certified career counsellors with practice expertise. Moreover, MOL and TVSDC plan to raise the level of the career counsellor qualification from the current vocational level to an advanced level. It can be said that the establishment of the certification system supports the sustainability of project effects.

<Institutional/Organizational Aspect>

In 2020, MOL underwent a restructuring, resulting in the establishment of Career Guidance and Counselling Departments (CGCDs) at MOL Headquarters (HQ) and within the Amman 1 and 2 Directorates. Prior to this restructuring, the Employment and Career Guidance Department operated under the Directorate of Employment, but the restructuring has strengthened the independence of the CGCDs. The formation of CGCDs has elevated the importance of career counseling as a profession by providing clear and precise mandates. Under the supervision of the newly established CGCDs, all 17 EOs currently offer career counseling services using the tools and materials developed by the project.

Regarding staffing at the central level of MOL, CGCD at the HQ is staffed by two employees and fulfills functions such as supervising EOs. The staffing of CGOs varies among universities; some universities, such as JUST, UOP, and BAU have the same staff continuously in place since the project implementation. However, in some universities, personnel changes and reorganizations have resulted in the discontinuation of initiatives introduced by the project, and it cannot be said that staffing has been ensured to sustain the project effects at those universities.

<Technical Aspect>

Training for newly assigned career counselors at MOL has been institutionalized. CGCDs, which are responsible for delivering training, provide training to newly assigned staff in EOs and central departments. The certification system is another initiative for sustaining the knowledge and skills of the career counselors. All the EOs continue utilizing the manual and materials provided by the project. According to MOL, these manuals and materials are useful for career counseling practitioners and thus contribute to improving the quality of counseling.

The technical capacities vary among the CGOs. Manuals and materials are used in CGOs that are continuing the activities introduced in the project. Some motivated career counselors involved in the project expanded the network after the project completion. For example, CGO director and career counsellors of JUST were invited to a university in the United Arab Emirates to share their knowledge and experience in career counselling. In addition, some ACCU career counsellors trained in the project obtained the newly introduced career counseling certification, as well as the certificate of the National Career Development Association of the United States, and they transferred their knowledge to a newly established training institute in Aqaba called Aqaba National Vocational Training HUB. On the other hand, in CGOs where the activities introduced in the project have not been fully sustained due to reorganization and personnel changes, the technical capacities transferred in the project have not been fully maintained.

<Financial Aspect>

The necessary budget is allocated by the Government. Additionally, TVSDC has been receiving financial support from GIZ for capacity building in career counselling, as the MOL and TVSDC are in the process of expanding the certification system.

<Environmental and Social Aspect>

No issue on environmental and social aspects has been observed, and it has not been necessary to take any countermeasures.

<Evaluation Result>

In light of the above, slight problems have been observed in terms of the institutional/organizational and technical aspects of the implementing agency. Therefore, the sustainability of the project effects is (3).

5 Summary of the Evaluation

The project achieved Project Purpose beyond the plan as the quality and quantity of career counseling for the youth provided by the pilot EOs/CGOs is improved. The Overall Goal to provide effective career counseling for the youth by the pilot EOs/CGOs and other EOs/CGOs was mostly achieved as planned, although the evaluation is based on limited information. Regarding the sustainability, the introduction of the certification system and the establishment of CGCDs have reinforced the quality of career counselling and the sustainability of the project effects.

Considering all of the above points, this project is evaluated to be highly satisfactory.

III. Non-score Items

Additionality and Creative Values:

During the training program in Japan, it was introduced that Japan imported the career counseling system from the U.S. and that the Japanese certification system was arranged to fit the Japanese context and culture. The discussion in the training program on the certification system for career counseling contributed greatly to the introduction of the certification system in Jordan.

IV. Recommendations & Lessons Learned

Recommendations for Implementing Agency (for KAFD):

- Currently, the level of quality of career counselling services provided at universities varies from one university to another. Therefore, KAFD needs to regularly monitor the status of service provision by CGOs. In addition, it is important to provide support to CGOs to enable them to function as necessary, including the provision of manuals, training and networking with other CGOs.

Lessons Learned for JICA:

- The COVID-19 pandemic halted the work of EOs and CGOs from March 2020, immediately after the end of the project, affecting the continuation of activities initiated in the project and the dissemination of its outcomes. The disruption caused by the pandemic prevented the progression of activities and outcomes related to the project until 2022. Therefore, in order to ensure the sustainability of the project, JICA should have dispatched experts (or communicated online with stakeholders) to review and assess the impact of the pandemic on project sustainability, identify issues, and propose actions to address them to the JICA Jordan office and headquarters. Earlier follow-up was needed, particularly for projects affected by the pandemic immediately after project completion.
- In the ex-post evaluation, there were some indicators unavailable, making it impossible to verify the continuation of the Project Purpose or the achievement of the Overall Goal. It was necessary to fully understand the monitoring status of indicators by the implementing and relevant agencies, and to either set measurable indicators at the time of project planning that could be monitored even after project completion, or revise them during the project period.



The ex-post evaluation interview at Aqaba Labor Office with the Director, the Head of Career Counseling, newly appointed staff, and staff from ACCU (June 2024)



MOL and KAFD Team “Training for Career Counselors” in Amman 2018