

## Project Title

Employment Generation Program

## Project Location

Karachi, Pakistan

## Recipient Organisation and Contact Person

Jeremy Higgs

Executive Officer

NOWPDP

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## Project Description

### Purpose

The integration of people with disabilities into mainstream society by the facilitation of their employment.

### Expected Results

The employment of 60 people with disabilities (for a minimum of 3 months) in the space of 6 months.

### Beneficiaries

People with disabilities (men and women) aged 18 years and above.

### Budget

| Expense                 | Total (PKR)        | Total (US\$)      |
|-------------------------|--------------------|-------------------|
| Personnel               | PKR 300,000        | US\$ 3,505        |
| Operations              | PKR 48,000         | US\$ 561          |
| Capital Items           | PKR 50,000         | US\$ 584          |
| Transportation          | PKR 6,000          | US\$ 70           |
| Overheads/Contingencies | PKR 60,600         | US\$ 708          |
|                         | <b>PKR 464,600</b> | <b>US\$ 5,428</b> |

## Organisational Information

Composed of 160 civil society and disabled persons organisations from around Pakistan, NOWPDP (Network of Organizations Working for People with Disabilities, Pakistan) aims to make a significant difference to the quality of life and welfare of people with disabilities.

NOWPDP is a nonprofit organization and conducts its programs regardless of faith, origin or gender. NOWPDP has been working towards the achievement of its vision since its launch on 9th May 2008 as an initiative of His Highness Prince Aga Khan Shia Imami Ismaili Council for Pakistan.

## Vision

To catalyze the creation of an inclusive society that values and upholds the rights of people with disabilities.

## Objectives

- Generate a greater level of awareness about the needs and rights of people with disabilities.
- Creating employment opportunities for people with disabilities.
- Advocate the rights and needs of people with disabilities.
- Provide networking grounds for partnerships between member organisations.
- Provide a forum for people from all walks of life to interact with people with disabilities.

## Executive Committee

NOWPDP is governed by a 12-member voluntary Executive Committee.

| Name                | Board Position  | Organisation                                      |
|---------------------|---|---|
| Amin Hashwani       | President   | Hashwani Group                                    |
| Abid Hussain Shaban | Vice-President  | Shaban & Co.                                      |
| Aly Mustansir Khoja | General Secretary   | Habib Bank Limited                                |
| Shahnoor Meghani    | Treasurer   | Institute of Bankers, Pakistan                    |
| Hussain Tejani      | Member (Nominee of Aga Khan Social Welfare Board, Pakistan) | Aga Khan Social Welfare Board, Pakistan           |
| Mehtab Shaikh       | Member  | Aga Khan Foundation, Pakistan                     |
| Laila Aslam         | Member  | JS Academy for the Deaf                           |
| Ronak Iqbal Lakhani | Member  | Special Olympics Pakistan                         |
| Sarah Hashwani      | Member  | Hashoo Foundation                                 |
| Sohail Khoja        | Member  | Special Concepts<br>Aga Khan Foundation, Pakistan |
| Asad Rafi           | Member  |   |
| Sultana Hashwani    | Member  |   |

## Lead Staff

NOWPDP currently employs 8 permanent staff, along with student interns as required. There are plans to increase the employee base in 2010, contingent on funding availability.

Jeremy Higgs  
Executive Officer  
D-114, Block 5, Clifton  
Karachi

## Past Donor Support

| Donor                             | Date Awarded             | Projects  |
|-----------------------------------|--------------------------|---|
| AusAID                            | 01/07/2010               | <ul style="list-style-type: none"><li>• Component of Aga Khan Foundation-led Education Development &amp; Improvement Programme in Gilgit-Baltistan</li><li>• Implementation of community and school outreach programme on the topic of disability and inclusive education, utilising a “training of trainers” model.</li></ul>  |
| Silver Jubilee Development Agency | 03/06/2009<br>20/11/2009 | <ul style="list-style-type: none"><li>• “Know Your Rights” - legal rights awareness brochure for people with disabilities</li><li>• Master trainers workshop for special education teachers</li><li>• Parliamentarians education booklet on the UN Convention for the Rights of Persons with Disabilities</li><li>• Special CNIC brochure - outlining the application process and contact details</li></ul> |
| AusAID Direct Aid Programme       | 06/05/2010               | <ul style="list-style-type: none"><li>• Accessibility Services Directory - catalogue of disability services in Pakistan, accessible over the internet and SMS</li></ul>   |

## Detailed Project Description

### Project Background

The disability movement globally seeks to mainstream people of all abilities into society, through efforts to respect and accommodate their needs and abilities. One recognised method achieving this is the employment of people with disabilities in the workplace. **Employment leads to inclusion within a social group and the ability to gain some measure of independence.**

Although there is a dearth of data on the prevalence of disability in Pakistan, a recent survey report by the Pakistan Poverty Alleviation Fund, *"Functional Limitation and Participation Barriers in Earthquake Affected Areas of AJK and NWFP"*, found 10.2% of the sample population to have some form of disability. **Of the 10.2% of people with disabilities in the sample population, 70.5% had no form of employment.**<sup>1</sup> Although employment data for all of Pakistan is not available, this result could be used as an indicator for the severity of the situation.

The Pakistan Government attempted to promote the employment of people with disabilities with the introduction of the Disabled Persons (Employment and Rehabilitation) Ordinance of 1981, which introduced a 1% quota for people with disabilities in all businesses. This was later increased to 2%. Despite this, the clauses of the ordinance have not been implemented or enforced, resulting in low employment for people with disabilities.

In wider Pakistani society, social stigma affects people with disabilities, resulting in reluctance to hire them. This is reinforced by the attitudes of other employees. With a lack of legislation and regulation tackling accessibility, workplaces and buildings have not been designed to accommodate people with disabilities.

To date, NOWPDP has worked to facilitate the employment of people with disabilities, placing 45 people in 4 organisations in 2009. Numerous issues were faced in the placement of these individuals, including:

- Lack of utilisation by employers
- Middle management not being supportive of employees with disabilities
- Communication barriers between employers and employees with disabilities (particularly in the case of hearing impairment)
- The perception that people with disabilities are a "burden"

Evidently, there are numerous barriers to creating a free and fair society where people with disabilities are accepted and respected for their own abilities. NOWPDP aims to address some of these issues through its employment generation program.

### Target Location

The program is centered in the city of Karachi, which has an estimated population of 18 million. The city itself is the financial and commercial hub of Pakistan and hence offers an abundance of businesses that are potential employers for people with disabilities. In the future, the program will be expanded to other major cities in conjunction with the member organisations of NOWPDP.

### Development Objectives

By acting as a job placement service for people with disabilities, NOWPDP hopes to:

- Enable businesses to overcome the stigma associated with people with disabilities and hire them on merit
- Enable businesses to understand the methods to accommodate the needs and skills of people with disabilities
- Increase the level of independence of people with disabilities by facilitating their employment

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<sup>1</sup> The prevalence result is in line with the accepted WHO estimate of 10% worldwide, and in contrast to the result of 2.49% from the 1998 Pakistan census.

## Expected Outputs/Results

The results of this project will be the employment (on a permanent basis) of 60 people with disabilities by businesses in Karachi.

The candidates supplied by NOWPDP to the businesses will be required to pass any probation period and remain in employment for at least 3 months to be considered as a completed placement by NOWPDP.

## Beneficiary/Target Group

The target group of this project is both men and women with one or more disabilities, encompassing the broad categorisation of disabilities commonly accepted in Pakistan:

- Physical
- Visual
- Hearing
- Mental

The severity of each person's disability varies. Despite this, NOWPDP works to match the skills and needs of the person with a disability with that of the organisation, placing people in job roles that are suited to them.

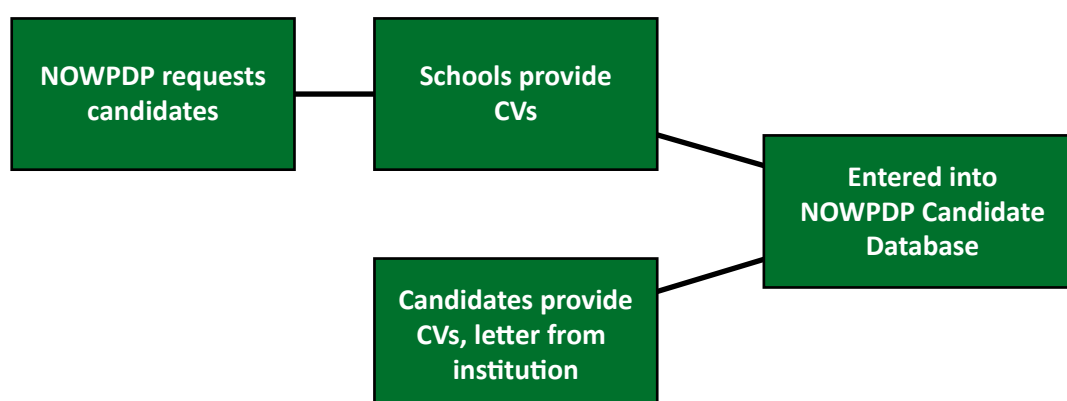
## Methodology

NOWPDP achieves the objectives of this project in two domains: interaction with special education institutions and engagement with businesses mainly in the secondary and tertiary sectors.

### Special Education Institutions

NOWPDP interacts with special education institutions, the majority of which are members of the NOWPDP Network, to identify and catalogue the graduates looking for employment. Often, graduates of such institutions will approach NOWPDP directly and ask to be entered into the candidate database.

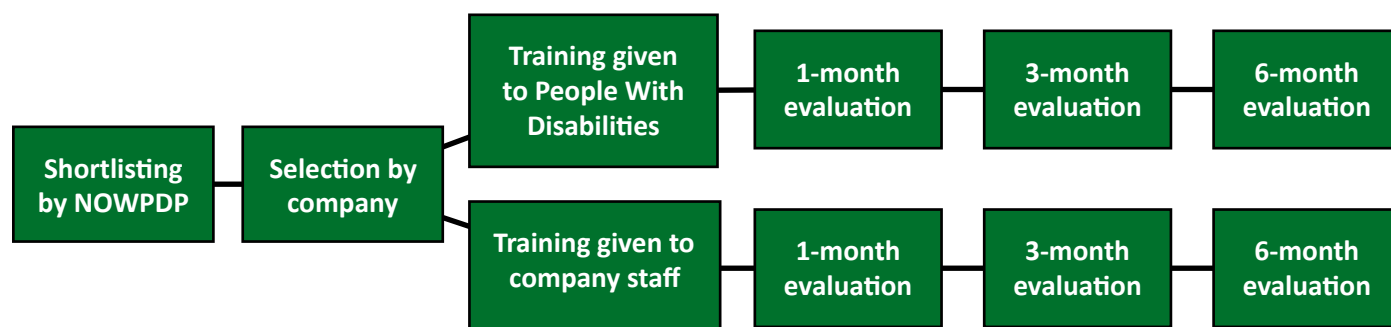
The process followed is:



### Businesses

NOWPDP approaches businesses and facilitates the selection of people with disabilities into the organisation.

The process followed is:



## Project Schedule and Implementation Plan

The nature of the work is cyclical, with the initial employment of people with disabilities at an organisation taking some months to achieve. Subsequent placements of around 10 applicants in each batch generally take place much sooner.

The following table illustrates a proposed schedule for the year period commencing July 2010. Different company 'cycles' are indicated with different colours in the table.

|                          | Oct | Nov | Dec | Jan | Feb | Mar |
|--------------------------|-----|-----|-----|-----|-----|-----|
| Contact/Initial Meetings | ■   | ■   |     | ■   | ■   |     |
| Job Description Creation |     | ■   | ■   |     | ■   | ■   |
| Selection and Interviews |     |     | ■   | ■   | ■   | ■   |
| Induction/Training       |     |     |     | ■   | ■   | ■   |
| Monitoring & Evaluation  |     |     |     |     | ■   |     |

## Responsibility of Executing Agent and Other Contributors

### Executing Agent

The executing agent, NOWPDP, is responsible for:

- Approaching companies to open positions for people with disabilities
- Approaching special education institutions to provide the details of people with disabilities looking for employment
- Assessing and pre-selecting candidates relevant for open positions in partner companies
- Performing monitoring and evaluation of employees placed in the companies - satisfaction, working conditions, growth
- Performing monitoring and evaluation of the employers - satisfaction with employees
- Providing sensitisation training to job candidates and company staff, where necessary

### Other Contributors

- Special education institutions: Providing job candidates to NOWPDP
- Companies: Providing job descriptions for the open positions

- Companies: Selection and preparation of job candidates relevant for the open positions
- Companies: Providing regular updates to project staff on the status of the employees

## Project Team

Humaira Bokhari

Program Manager

NOWPDP employee since January 2009, in charge of the employment generation program.

An additional two staff members will be hired for the positions of Program Officer. These two employees will assist in liaising with educational institutions and companies, and implementing the monitoring and evaluation aspect of the program.

## Prior Experience in Sector

Since January 2009, NOWPDP has worked to facilitate the employment of people with disabilities. In that time, as an organisation it has built experience in sensitising companies to the employment of people with disabilities, as well as the challenges faced in integrating people with disabilities into work environments that are often unfriendly and unforgiving towards such a marginalised group. The processes put forward in this document are a result of the learnings gained from implementing the program over the past 1 1/2 years.

## Current Employers

The following table provides details on the number of people who have gained employment through NOWPDP's employment generation program.

| Company                                | Sector   | Currently Employed |
|--|----------|--------------------|
| Gul Ahmed                              | Textile  | 15                 |
| Renfro Crescent                        | Textile  | 5                  |
| Karachi Electricity Supply Corporation | Utility  | 9                  |
| Artistic Milliners                     | Textile  | 12                 |
| Hashwani Group                         | Textile  | 1                  |
| Tuwairqi Steel                         | Industry | 1                  |
|  |          | 43                 |

## Monitoring and Reporting

NOWPDP monitors and evaluates the satisfaction of both the placed candidates and the employers at 1, 3 and 6-month intervals. Ad-hoc evaluations may also take place, as required.

Surveys are issued to the employees and employer representatives to complete at the required intervals. The brief surveys ask the respondent to provide a rating on a number of areas. The employer survey (on employees) measures the following areas:

- Quality of work
- Attitude
- Punctuality
- Competency
- Ethics

In addition, feedback is regularly sought from both placed candidates and employers, which provides a feedback loop for NOWPDP to improve processes and address problems as they arise.

## Socio-economic benefits to be derived from project by the beneficiaries

Program beneficiaries will benefit in the following ways:

- Development of relevant skills and training
- Permanent employment, resulting in increased income for families
- Increase in self-confidence of candidates

## Project Risks

As with any project, there are inherent risks involved. These are outlined below:

| Risk   | Mitigation Steps  |
|--|---|
| Lack of company interest in employing people with disabilities | <ul style="list-style-type: none"><li>• Short-listing of organisations receptive to hiring people with disabilities, which is used as a priority</li><li>• Utilisation of contacts and networks of the Executive Committee to create opportunities</li></ul>  |
| Job candidates not suitable for open positions                 | <ul style="list-style-type: none"><li>• NOWPDP works with employers to identify suitable positions before the selection process begins, ensuring the suitability of candidates</li></ul>  |
| Employers dissatisfied with placed job candidates              | <ul style="list-style-type: none"><li>• Expectation-setting with the company prior to the placement of people with disabilities, on sensitivity to their needs</li><li>• By regularly monitoring and evaluating the satisfaction of the employers, problems can be addressed as they arise.</li></ul> |



| Risk  | Mitigation Steps   |
|---|--|
| Placed job candidates dissatisfied with employers | <ul style="list-style-type: none"><li>• Expectation-setting with the candidates prior to their placement, on appropriate workplace behaviour and job roles</li><li>• Regular monitoring and evaluation of the satisfaction of the candidates by NOWPDP allows potential issues to be raised with the employer.</li></ul> |

## Project Sustainability

NOWPDP perceives the market for the employment of people with disabilities as extremely bleak. The current model of partnering with organisations and devoting significant amounts of time to guide them in the hiring of people with disabilities is not sustainable in the long-term. However, it is a necessary “bootstrapping” process to sensitise organisations to hiring people belonging to this marginalised group, to remove the stigma around disability and make their employment a norm.

In the long-term, NOWPDP sees the model developing into a paid service, where organisations provide a service fee to NOWPDP for finding people with disabilities that fit the requirements of the organisation. At the current time, organisations are not willing to pay any service fees, as they do not feel there is an obligation to provide opportunities for people with disabilities (despite the legislation in place).