

DOCUMENT OF THE INTER-AMERICAN DEVELOPMENT BANK
MULTILATERAL INVESTMENT FUND

ARGENTINA

**ACCESS TO BETTER JOB OPPORTUNITIES FOR
PEOPLE WITH DISABILITIES**

(AR-M1055)

DONORS MEMORANDUM

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ABBREVIATIONS

CAR-OISS	Centro de Acción Regional de la Organización Iberoamericana de Seguridad Social [Regional Action Center of the Ibero-American Social Security Organization]
FAICA	Federación Argentina de Instituciones de Ciegos y Amblíopes [Argentine Federation of Institutions for the Blind and Visually Impaired]
IDRM	International Disability Rights Monitor
FUSAT	Fundación Social Aplicada al Trabajo [Social Foundation for Work Issues]
NGO	Nongovernmental organization
OISS	Ibero-American Social Security Organization
PSR	Project status report
PWD	People with disabilities
UN	United Nations

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EXECUTIVE SUMMARY

Executing agency:	Fundación Social Aplicada al Trabajo (FUSAT)						
Country:	Argentina						
Beneficiaries:	At least 500 people with disabilities will benefit by being placed in jobs in private and public enterprises in the city and province of Buenos Aires.						
Financing:	<table> <tr> <td>MIF (nonreimbursable)</td><td>US\$1,000,000</td></tr> <tr> <td>Local counterpart:</td><td>US\$ 923,500</td></tr> <tr> <td>Total:</td><td>US\$1,923,500</td></tr> </table>	MIF (nonreimbursable)	US\$1,000,000	Local counterpart:	US\$ 923,500	Total:	US\$1,923,500
MIF (nonreimbursable)	US\$1,000,000						
Local counterpart:	US\$ 923,500						
Total:	US\$1,923,500						
Objectives:	The goal of the project is to contribute to the economic and social inclusion of people with disabilities by improving their opportunities for quality employment. The purpose is to achieve the adoption and ongoing use of a social inclusion methodology for people with disabilities by businesses, government institutions, and nongovernmental organizations.						
Execution and disbursement timetable:	<table> <tr> <td>Execution period:</td><td>36 months</td></tr> <tr> <td>Disbursement period:</td><td>42 months</td></tr> </table>	Execution period:	36 months	Disbursement period:	42 months		
Execution period:	36 months						
Disbursement period:	42 months						
Special contractual clauses:	As a condition precedent to the first disbursement, FUSAT will demonstrate to the Bank's satisfaction that it has: (i) selected the project coordinator; (ii) approved the project's Operating Regulations; and (iii) signed the collaboration agreement with the Ibero-American Social Security Organization (OISS).						
Exceptions to Bank policy:	None.						
Environmental and social review:	This project was classified as a category "C" operation (ESR 48-10 of 30 November 2010).						

I. FRAME OF REFERENCE AND RATIONALE

- 1.1 In Latin America there are at least 50 million people with disabilities, or approximately 10% of the total population.¹ An estimated 80% to 90% of people with some type of disability are not mainstreamed in the work force, or are unemployed or underemployed due to factors such as lack of training, workplace inaccessibility, and lack of accessible transportation. Consequently, nearly 82% of the population with disabilities lives below the poverty line, and the disability affects the entire family unit.² Most are dependent on others, very few develop their potential, and most do not participate in social or productive activities.
- 1.2 According to the most recent data, there are 2.2 million people with disabilities (PWD) in Argentina, 54% of whom are women. In addition, 20.6% of urban households in cities with more than 5,000 inhabitants have at least one family member with a disability.³ According to the International Disability Rights Monitor (IDRM, 2004), Argentine disability law is considered advanced and offers good coverage, but a great deal still remains to be done.
- 1.3 In 2008 the United Nations Convention on the Rights of Persons with Disabilities entered into force, prohibiting discrimination in all areas of life, including employment. In Article 27 of the Convention, the signatory States, which include Argentina, recognize the right of PWD to work on an equal basis with others; this includes the right of access to the market and to a work environment that is open, inclusive, and accessible (ratified on 9 February 2009).
- 1.4 In Argentina, various public strategies have been promoted, offering fiscal and tax benefits,⁴ as have private initiatives to improve the quality of life of PWD. Noteworthy among these are the actions of the Ministry of Labor, Employment, and Social Security, through the employment office of the Unit for People with Disabilities and Vulnerable Groups, and the work of organizations such as the Ibero-American Social Security Organization (OISS), ISALUD, the Argentine Federation of Institutions for the Blind and Visually Impaired (FAICA), AMIA, and Fundación Par or Fundación Discar. In addition, some companies have a high level of awareness regarding disability employment, including WalMart,

¹ According to data of the IDB, World Bank, and World Health Organization (WHO).

² *Aproximación a la realidad de las personas con discapacidad en Latinoamérica*. [Overview of the circumstances of people with disabilities in Latin America.] CERMI (2006).

³ According to the latest data from the survey conducted by INDEC—2004—and from the First National Survey of People with Disabilities 2002/3 (ENDI – Argentina).

⁴ Economic and tax benefits for employers of PWD in Argentina: According to national legislation, 70% deduction on the tax on profits, Law 22,431 (Protection System for PWD, amended by Law 23,021, art. 23); 50% exemption of employer contributions during first year of employment (Law 24,013, art. 87); 50% discount on employer contributions for hiring people from protected groups (Law 24,147, art. 34); 33% exemption from social security contributions for indefinite term contracts when hiring produces a net increase in the size of the company's regular staff. If the worker is over 45 years of age, a female head of household of any age, or a young person under 24 years of age, the exemption is 50% (Law 25,250 on Labor Reform, art. 2).

Accenture, Adecco, Sodimac, Falabella, McDonald's, and Manpower.⁵ Isolated initiatives by other businesses, such as the Banco de la Provincia de Buenos Aires, are also in place. This notwithstanding, the IDRM has indicated that protection is lacking in the areas of education, employment, and accessibility, or it is insufficient to facilitate the social and economic inclusion of PWD. Existing initiatives do not usually provide for work that reflects the needs, skills, and interests of this population group.

- 1.5 **The problem.** Despite existing legislation and certain isolated efforts, most PWD cannot obtain a job that is commensurate with their abilities. This contributes to the poverty and vulnerability that characterizes the lives of the majority of this group. There is limited compliance by employers with the law mandating inclusion of PWD, and the supply of jobs for PWD does not match the demand.
- 1.6 The leading causes identified are:
 - a. Lack of awareness on the part of employers, managers, and human resources managers regarding: (i) the legislation and fiscal incentives; (ii) the work potential of PWD (labor niches and abilities); and (iii) how to include PWD and develop their work skills. Companies do not know where or how to incorporate PWD into their work force, and need the support of an organization that is familiar with the needs of PWD and with workplace inclusion methodologies.
 - b. Lack of suitable training of PWD for employment niches that may be available and the adaptation needed to enable them to access jobs they can perform.
 - c. The employment of PWD needs to be promoted among government agencies because, despite legislation dealing with the employment of PWD, monitoring is still insufficient to ensure compliance.
- 1.7 **The opportunity.** Two important factors are converging in Argentina. The first is the legal framework, which is considered advanced and supports PWD and their economic, employment, and social inclusion. Secondly, public enterprises have affirmative action policies that mandate them to reserve a percentage of their staffing positions for PWD, and they often do not know how to identify the positions or the potential workers. Moreover, there are some fiscal and tax benefits that private enterprises are not taking advantage of, and it is more than likely that, given the legislative progress being made, the affirmative action policies of the public sector will spread to the private sector in the near future, particularly to enterprises with a certain number of employees (as is already occurring in Brazil). Private enterprises do not know how to include PWD in their workplaces, they are not tapping the tax incentives and the potential of PWD, nor are they preparing themselves for a change in labor legislation that could affect them.

⁵ All of these, and others, belong to the Club de Empresas Comprometidas [Committed Businesses Club].

- 1.8 This project proposes to take advantage of this favorable environment by adjusting and implementing a methodology that combines the elements described above and promotes and facilitates the employment of PWD in the city of Buenos Aires, with a view to replicating these efforts in the rest of the country.

II. THE PROJECT

A. Objectives and description

- 2.1 The goal of the project is to contribute to the economic and social inclusion of people with disabilities by improving their opportunities for quality employment. The purpose is to achieve the adoption and ongoing use of a social inclusion methodology for people with disabilities by businesses, government institutions, and nongovernmental organizations.
- 2.2 Ties will be strengthened between responsible companies that recognize the advantages and potential of inclusive employment and organizations that support PWD. To this end, understanding of the employment potential of PWD will be promoted, and employment niches that can be filled by PWD will be identified. The project will also contribute to reducing the training gap among PWD and the other employees of enterprises engaged in inclusive employment.

B. Components and activities

- 2.3 **Component 1. Raise awareness in the business sector, government, and NGOs interested in the employment potential of PWD (MIF: US\$197,000; Counterpart: US\$117,200).** The objective of this component is to raise awareness among participating businesses and other interested businesses regarding the employment potential of PWD and disability legislation, so they can understand, take advantage of, and effectively promote the potential of PWD and the possibility of employing them. Companies will be linked to government and civil society organizations involved in disability employment.
- 2.4 This component will finance the organization of meetings and workshops, and the contracting of consulting services to: (i) select the companies and other organizations interested in participating in the project; (ii) analyze government incentives for disability employment; (iii) analyze disability legislation and experiences in other countries for the purpose of preparing a proposal for improving the legislation; (iv) prepare (print, record, etc.) workshop materials (pamphlets and brochures, videos, press releases, etc.); and (v) design and hold workshops for interested companies, business associations, and NGOs, to raise awareness regarding the employment potential of PWD.
- 2.5 The expected outcomes are: (i) at least 600 companies aware of the potential of PWD; (ii) at least five government agencies and/or NGOs made aware of and connected to the project; and (iii) a proposal for improving disability legislation completed and submitted to the National Disability Commission (CONADIS), validated by agencies interested in the subject.

- 2.6 **Component 2. Adapt and apply job placement and development methodologies and train job placement agents and PWD (MIF: US\$450,000; Counterpart: US\$511,000).** The objective of this component is to adapt and apply a job placement and development methodology for PWD, and to create a technical team with training in this subject area. In addition, PWD will receive job-skills training so as to effectively match supply and demand.
- 2.7 The following activities will be carried out under this component: (i) survey of the needs and opportunities presented by participating companies, and identification of new employment niches in the private sector; (ii) analysis of the methodologies used and adaptation to project requirements; (iii) workshops with experts, beneficiaries, employers, etc., to validate the methodology; and (vi) training workshops for application of the methodology (technical team and job placement agents).
- 2.8 Regarding the training for PWD, the following is planned: (v) preselect job placement agents and technical team (advisors and tutors); (vi) provide PWD with general job training; (vii) provide PWD with specific training tailored to the employment niches and jobs; (viii) facilitate the selection and hiring of PWD by the companies; (ix) hold internal meetings to prepare the workplace environment in the companies; and, (x) support and monitor the process of effective integration into the workplace.
- 2.9 Expected outcomes are: (i) at least 25 job placement agents and technical specialists (monitoring tutors, accessibility experts, psychologists, physical therapists, etc.) available to be hired as their services are needed; (ii) a job placement and development methodology designed, validated, and adapted, taking into account the studies, the survey, and the new niches identified; (iii) at least 550 PWD received general and job-specific training; (iv) at least 50 companies that received advisory support for adapting the workplace; and (v) at least 500 PWD hired by participating companies.
- 2.10 **Component 3. Formulate a knowledge communication and transfer strategy (MIF: US\$125,700; Counterpart: US\$24,900).** The objective of this component is to gather, transfer, and disseminate knowledge on the project methodology and outcomes to other interested organizations and audiences identified at the national and international levels. The aim of this component is to increase the impact on disability employment, and to transfer the experience to other countries.
- 2.11 The target audiences the project aims to influence are: (i) businesses, tentatively in the computer technology, culinary, hotel, tourism, trade, and industrial sectors, in order to raise their awareness regarding the advantages of employing PWD; (ii) local and provincial governments, to influence the national government, over the long term, for recognition of the importance of employing PWD for purposes of economic and social inclusion; and (iii) academic institutions and employment management organizations, to strengthen their know-how so they can specialize in providing job support and job placement services for PWD.

- 2.12 The following activities are included: (i) design and implement a communication strategy (including confirmation of key audiences, the message, and the means); (ii) design a knowledge-transfer strategy; (iii) publicize the outcomes of applying the methodology at important national and international events; (iv) develop specific promotional products for the project; (v) develop the baseline and monitoring system and perform midterm and final evaluations; and (vi) promote the sharing of experiences and connect stakeholders in this subject area.
- 2.13 Expected outcomes are: (i) a communication strategy, designed and implemented; (ii) a knowledge-transfer strategy, designed and implemented; and (iii) at least 30 organizations (public and private) that support disability employment, familiarized with the project methodology and its outcomes.

III. COST AND FINANCING

- 3.1 The project cost is approximately US\$1,923,500. Of this amount, the MIF will finance up to US\$1,000,000, and FUSAT will be responsible for US\$923,500; at least half of the latter will be in cash. The execution period will be 36 months.

DESCRIPTION	MIF US\$	Local contribution US\$	TOTAL US\$
Component 1. Raise awareness in the business sector, government, and NGOs interested in the employment potential of PWD	197,000	117,200	314,200
Component 2. Adapt and apply job placement and development methodologies and train job placement agents and PWD	450,000	511,000	961,000
Component 3. Formulate a knowledge communication and transfer strategy	125,700	24,900	150,600
Executing unit	82,300	270,400	352,700
Evaluations	45,000	0	45,000
Audits and ex post reviews	20,000	0	20,000
Contingencies	5,000	0	5,000
Subtotal	925,000	923,500	1,848,500
Institutional strengthening (financial management and procurement training)	8,750	0	8,750
Inclusive Businesses Agenda account	20,000	0	20,000
Impact evaluation account (5%)	46,250	0	46,250
TOTAL	1,000,000	923,500	1,923,500

- 3.2 **Rationale.** This project will contribute to consolidating the conditions currently in place in Argentina with a view to achieving effective disability employment. In order to improve inclusive corporate behavior by businesses in Argentina,

disability employment must be promoted, and tools that facilitate the inclusion of PWD in the labor market must be developed. The experience gained, and the methodologies and models developed, will be able to be replicated by other donors, companies, and actors in the region.

- 3.3 **Contribution to the agenda's objective.** This project is consistent with the objective of the MIF agenda "Promotion and Support for the Adoption of Inclusive Businesses," which is part of the Access to Markets and Capabilities Unit (AMC), which seeks to promote disability employment, among other aspects of inclusion. The objective of this agenda is to activate or support the generation of better economic opportunities for low-income and vulnerable populations through inclusive business practices. This project will contribute directly to that objective by bringing together the different elements and organizations involved in disability employment in Argentina, and preparing a working methodology shared by companies, job placement agents, and professionals in support areas needed for job placement. To test this methodology and demonstrate its potential, 500 people with disabilities will be hired in the value chains of at least 50 companies.
- 3.4 **Contribution to the agenda's outcome indicators.** The project will contribute to the outcome indicators as follows: (i) an employment methodology is developed and adopted by FUSAT; (ii) 50 companies adopt the methodology and provide employment for PWD; and (iii) 500 PWD are employed and/or reemployed.
- 3.5 **Target audience.** The main audiences that would be interested in project outcomes are: (i) organizations that support PWD social and economic inclusion; (ii) the business sector, in general, to be able to comply with legislation and take advantage of the tax incentives; and (iii) the public sector (local, provincial, national), to contribute to solving the problems of economic and social exclusion of PWD, and noncompliance with legislation by companies. These are some of the groups targeted by this MIF agenda.
- 3.6 **Knowledge benefits.** The project will contribute to raising companies' awareness of the potential and advantages of adopting responsible human resources practices, specifically with regard to employing PWD. Expected knowledge benefits include: (i) development of a (replicable) methodology for inclusive employment of PWD so that companies can employ this vulnerable population and adapt their human resources policies. This knowledge will better equip the companies to comply with legislation and/or take advantage of the tax incentives offered in the country for employing PWD; and (ii) evidence and tools for convincing the business sector of the employability of PWD. The project will help identify categories of positions that could be filled by PWD, as well as training and adaptation needs.
- 3.7 The lessons learned through this experience will be used to systematize and strategically communicate information with the aim of changing perceptions regarding the possibilities of PWD. In the public sector, the evidence and tools

- will serve to demonstrate the social impact of social inclusion of PWD, as well as the need to enforce legislation and publicize the existing incentives. Through the partnerships created under the project and the training provided for the companies' personnel, a methodology will be created for recognizing and overcoming barriers to the employment of PWD.
- 3.8 **How the lessons learned will be collected, measured, used to reach target audiences, and applied to future projects.** The lessons learned will be collected and measured by means of a qualitative and quantitative evaluation of the impact of PWD employment, both on companies and on the beneficiaries themselves. The outputs produced as a result of the communication strategy and the evaluation will seek to determine to what degree the efforts to disseminate and adopt the project's models have changed perceptions among businesses and other stakeholders. The lessons learned can be disseminated to target audiences through presentations at conferences on corporate social responsibility and inclusive business, case studies, and other publications. The knowledge contributed by this project will also be used in the design of future projects.
- 3.9 **Sustainability.** Sustainability will be based on demonstrating that satisfactory employment is possible for PWD, based on promotional activities, development of tools, and training for specialized personnel, to foster coordination among both public and private institutions that provide comprehensive support for disability employment.
- 3.10 At least 12 months before the end of the project execution period, a sustainability workshop will be held, attended by representatives of the MIF, the executing agency, and others to be agreed upon, in order to assess the progress made and to identify measures and actions needed to ensure continuity of actions once project funds are depleted. The executing agency will be responsible for the scope and organization of the sustainability workshop, which should be agreed to with the stakeholders with sufficient advance notice. The outcome of the workshops will be the sustainability plan.

IV. PROJECT IMPLEMENTATION

A. Executing agency

- 4.1 The Fundación Social Aplicada al Trabajo (**FUSAT**) is a not-for-profit, nongovernmental organization located in Buenos Aires, Argentina, that supports social and economic development through actions to help improve human capital management in businesses, working conditions, and employability.
- 4.2 It was created in 1999 by a group of independent public- and private-sector specialists. Its mission is to promote human resources management solutions for companies, and to contribute to improving employment quality.
- 4.3 Through its health and occupational safety program, **FUSAT** has successfully implemented numerous training, awareness-raising, and technical assistance activities for preventing accidents and occupational disease and reducing disabilities caused by inadequate working conditions. Thus, **FUSAT** has experience working with persons with disabilities and has the necessary ties with companies to be able to execute this project.
- 4.4 The Program on Human Resources Management by Competency in a New Labor Relations Framework (ATN/MH-9734-AR) has contributed to improving employability. This program is based on optimizing processes for selection, training, internal promotion and development, and organization and implementation of human resources management policies, among other things, with the aim of strengthening business competitiveness and productivity. Based on the experience gained through this program and the lessons learned and best practices gleaned from the job placement program for the blind (ATN/MH-6958-AR) implemented by FAICA from 2001 to 2005, **FUSAT** will integrate the skills it has developed and will use them to support this project.
- 4.5 In addition, **FUSAT** is expected to sign a collaboration agreement with the Regional Action Center of the Ibero-American Social Security Organization (CAR-OISS) (see Annex VII), which will provide all the necessary technical know-how from a regional perspective and with support from Ibero-American institutions.

B. Project execution and administration

- 4.6 To execute the project, FUSAT will create an executing unit made up of a director, an administrative-accounting assistant, and a secretary, who will support the development of all project activities. The director and the secretary will be financed by counterpart funds.
- 4.7 A steering committee will be created with one representative from each of the following institutions:⁶ FUSAT, CAR-OISS, ISALUD University, Fundación

⁶ These institutions have submitted signed letters of commitment stating their interest in participating in the project, and indicating their specific technical and/or financial (cash or in-kind) contribution to it.

Padre Mario, Federación Argentina de Instituciones de Ciegos y Ambliopes [Argentine Federation of Institutions for the Blind and Visually Impaired] (FAICA), Unión Obrera de la Construcción de la República Argentina [Union of Construction Workers of the Republic of Argentina] (UOCRA), Universidad del Salvador (USAL), Fundación Pbro. J.M. Pantaleo, Asociación Consciencia, Universidad Nacional Tres de Febrero (UNTREF), the Office of the Under Secretary for Institutional Relations of the Government of the Province of Buenos Aires, the Unión de Aseguradoras de Riesgos del Trabajo [Union of Occupational Hazard Insurers] (UART), and other organizations that contribute to the project. This committee will provide strategic orientation for the project, and will validate its operational planning and reports on a semiannual basis.

- 4.8 The terms of reference and main responsibilities of the aforementioned entities, as part of the execution mechanism, are set out in the Operating Regulations.
- 4.9 **Disbursements by results:** Project disbursements will be contingent on the achievement of milestones, to be agreed upon by the executing agency and the MIF, along with their means of verification. Achievement of milestones does not exempt the executing agency from the responsibility to meet project targets. Under the risk- and performance-based project management system, project disbursements will be made in the form of an advance of up to 20% of the funds. The first disbursement will be made against fulfillment of the conditions precedent set out in the agreement. Subsequent disbursements will be made based on the funds required to cover project expenditures, taking into account the activities planned for the given time period, which could include the expiration of one or more milestones. The executing agency may request that the Bank modify and/or reschedule the milestones, provided they have not expired.
- 4.10 **Procurement:** For the procurement of goods and consulting services, the executing agency will apply the Bank's policies (GN-2349-7 and GN-2350-7), and the guidelines issued by the MIF within the framework of those policies. Before initiating project procurement, the executing agency will submit the procurement plan for the Bank's consideration. This plan will be reviewed and updated every six months, along with the semiannual work plan. Since the institutional risk assessment of the executing agency determined average risk, project procurement will be reviewed every six months on an ex post basis, except for the procurement of goods and services considered to be critical,⁷ which be subject to ex ante review. The Bank/MIF will use project resources to hire consulting services for the institutional strengthening activities (support and training in fiduciary matters) required by the executing agency.

⁷ Project director, administrative-accounting assistant, and a consulting service to design the contents of the workshops on the employment potential of persons with disabilities for the identified business associations and NGOs (Component 1).

V. MONITORING AND EVALUATION

- 5.1 **Project status reports:** The executing agency will be responsible for submitting project status reports (PSRs) to the MIF within 30 days after the end of each six-month period, or more frequently, and on the dates determined by the MIF, which will inform the executing agency at least 60 days in advance. These reports will follow a format previously agreed to with the MIF, and will cover the progress made in project execution, achievement of milestones, fulfillment of contractual clauses, as well as outcomes and their contribution to achieving project objectives, in accordance with the logical framework and other operational planning instruments. The report will also discuss the problems encountered during execution and possible solutions, as well as lessons learned. In addition, a semiannual work plan will be submitted along with the PSR, to cover: (i) fulfillment of the work plan for the previous six-month period; (ii) activities planned for the next six-month period, by component and the activities to be executed during the period; and (iii) the procurement plan for the six-month period.
- 5.2 Within 90 days after the end of the execution period, the executing agency will submit a final PSR to the MIF, which will focus on outcomes, the sustainability plan, and the lessons learned.
- 5.3 **Evaluations:** During the first three months of project execution, the Bank will hire a consultant to establish the baseline and the monitoring system, which will include the dates, methodologies, indicators, and criteria to be used to perform the monitoring and evaluation. The executing agency will be responsible for keeping the monitoring system up-to-date throughout the life of the project.
- 5.4 In addition, two evaluations, a midterm evaluation and a final evaluation, will be performed by consultants contracted by the Bank. The midterm evaluation will be commissioned when 50% of the contribution has been disbursed, or halfway into the execution period, whichever occurs first. The midterm evaluation will determine: (i) to what degree the objectives, as defined in the logical framework, have been met at the time of the evaluation; (ii) the institutional capacity of the executing agency; (iii) whether any significant variations occurred in the execution of the activities and the budget; (iv) the effectiveness of the monitoring system; (v) the difficulties, risks, and challenges encountered during project implementation; and (vi) alternatives and strategies that will help improve execution and therefore increase the likelihood of achieving expected project outcomes. The final evaluation will be performed when 90% of the contribution has been disbursed, or three months before the last disbursement, whichever occurs first. It will include: (i) an analysis of the outcomes vis-à-vis the logical framework objectives related to the employment methodology developed and tested by FUSAT, as well as the diagnostic assessment, number of companies participating in the project, and systematization of the process; (ii) the number, size, and type of beneficiary companies; (iii) the quality of services provided;

- (iv) user satisfaction, determined by means of a survey of participating companies; and (v) lessons learned and project sustainability.
- 5.5 If these evaluations meet with the Bank's satisfaction, it will authorize the executing agency to continue to commit resources. If not, the agency must make the necessary changes before the Bank will authorize further disbursements.
- 5.6 Three months before project end, a closing workshop will be held with staff from the Bank, the executing agency, and other participants to be agreed upon, in order to jointly evaluate outcomes, identify any additional tasks that may be needed to ensure sustainability of actions, compile lessons learned, and discuss the scope of a possible ex post evaluation to be performed two or three years after project conclusion.
- 5.7 **Financial monitoring:** The institutional and risk assessment of FUSAT's capacity to procure services and goods, and for administrative-financial-accounting management, showed **average** risk in administrative and financial management. Taking this into account, the project team determined that supporting documentation for disbursements will be reviewed ex ante in the first stage of the project, and ex post thereafter. Project procurements will be reviewed semiannually on an ex post basis. The project's financial statements will be audited at the end of the execution period.
- 5.8 The executing agency will establish and be responsible for maintaining a specific accounting system for the project, separate from its other accounts, in accordance with the chart of accounts agreed upon previously with the Bank. All transactions financed by the contribution and by the project's local counterpart will be recorded in it. The project's accounting, internal audit, and filing systems will adhere to generally accepted financial information standards, and the financial management policies of the Bank/MIF. In addition, the executing agency will facilitate periodic review by the Bank of the supporting documentation for expenditures and goods and services procurement processes, as well as for the selection of consultants carried out in accordance with Bank policy.
- 5.9 Supporting documentation for the initial disbursements will be reviewed ex ante, and reviews may then be done ex post based on performance and institutional assessments performed during project implementation. The Bank/MIF will contract independent auditors, who will receive support from the fiduciary specialists of the Country Office in Argentina, to perform both the audit of the financial statements and the ex post review of procurement processes, and the supporting documentation for disbursements. The cost of these contracts will be covered by the MIF contribution, in accordance with Bank procedures.

VI. BENEFICIARIES AND RISKS

A. Beneficiaries

- 6.1 Direct project beneficiaries will be people with mild and moderate disabilities who require limited support to perform certain jobs that have been identified,⁸ with workplace adaptations and the necessary training. People with disabilities include a subgroup whose disability was the result of inadequate working conditions and work environments that cause accidents. All agencies participating in the project will benefit from it by having the opportunity to learn about and share lessons learned and good practices related to disability employment.
- 6.2 While to begin with the project will be implemented in the city and province of Buenos Aires, the possibility exists of expanding it to other cities during the execution period, and of replicating it in the future at the national and regional levels.
- 6.3 Other indirect beneficiaries and audiences interested in project outcomes include: (i) organizations that advocate for the social and economic inclusion of PWD;⁹ (ii) the business sector as a whole, in that it will be able to expand human resources diversity, comply with legislation, and take advantage of the tax incentives;¹⁰ and (iii) the public sector (local, provincial, national), by addressing the problems of economic and social exclusion of PWD, and noncompliance with legislation by businesses.
- 6.4 The project is expected to develop a (replicable) inclusive employment methodology for PWD so that companies can employ this vulnerable population and adjust their human resources policies. It will also generate evidence and tools for convincing the business sector of the work capabilities of PWD, and the public sector of the social impact of social inclusion of PWD, as well as the need to enforce legislation and publicize existing incentives.

⁸ The potential areas for job placement identified with the help of ISALUD, FAICA, and AMIA include administration, information technology, culinary arts, hotel services, tourism, personal services, commerce, industry (officials and operators).

⁹ Asociación Síndrome de Down Argentina [Down Syndrome Association Argentina]; CAIDIS: Consejo Argentino para la Inclusión de Personas con Discapacidad [Argentine Council for the Inclusion of People with Disabilities]; AIEPESA: Asociación Instituciones Educativas Especiales Argentina [Association of Special Education Institutions Argentina]; FENDIN: Federación Argentina de entidades pro-atención a las personas con Discapacidad [Argentine Federation of Agencies that Support People with Disabilities]; Fundación PAR; Fundación para la inclusión al empleo para personas con discapacidad motora y sonora [Foundation for the employment of people with motor and hearing disabilities]; Asociación de Sordomudos de Ayuda Mutua [Deaf-Mute Mutual Aide Association]; Fundación FORO; PRO; Asociación Argentina permanente para la promoción y defensa de las personas con discapacidad [Permanent Argentine Association for the promotion and defense of people with disabilities] and ALPI: Asociación civil para la integración de personas con discapacidad [Civil association for the inclusion of people with disabilities].

¹⁰ Companies such as the Association of Committed Businesses, businesses, and organizations specializing in job placement (ADECCO, ManPower, etc., or AMIA).

B. Risks

- 6.5 Two main risks have been identified: (i) lack of interest and understanding on the part of large companies (anchors) regarding the benefits of employing PWD as part of their regular staff; and (ii) insufficient number of consultants with the relevant profile available to work with the target population to find jobs and who commit to the project.
- 6.6 These risks will be mitigated with: (i) a suitable communication strategy on the benefits of implementing the methodology, as well as the participation of large representative companies in developing the methodologies to ensure that documents are correctly worded; and (ii) training of consultants.

VII. ENVIRONMENTAL AND SOCIAL REVIEW

- 7.1 Given the nature of the proposed project, no environmental impact is anticipated. Positive social impacts are envisaged because the project will facilitate the elements needed to improve employment opportunities for PWD (and therefore their economic and social inclusion). To this end, in addition to providing training for PWD, activities will be undertaken to widely influence the business sector and the government in order to raise the general level of awareness regarding the obstacles to the inclusion of PWD, as well as possible solutions.
- 7.2 In view of the diversity that exists within the community of disabled people, indicators will be included on type of disability, gender, and other factors determined to be necessary to ensure greater inclusion. In the event that any segment is underrepresented, the executing agency will work to resolve that situation. The ESR classified this project as a category “C” operation on 30 November 2010.

ARGENTINA: ACCESS TO BETTER JOB OPPORTUNITIES FOR PEOPLE WITH DISABILITIES (AR-M1055)
LOGICAL FRAMEWORK

NARRATIVE SUMMARY	INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
GOAL			
Contribute to the economic and social inclusion of people with disabilities (PWD) by improving their opportunities for quality employment.	<u>Two years after project end:</u> <ul style="list-style-type: none"> - At least two transfers of the methodology successfully performed. - Proposed amendments to legislation submitted to the executive and/or legislative branches, based on lessons learned from the project. - At least 70% of the PWD who were placed in jobs keep them. 	<ul style="list-style-type: none"> ▪ Data from companies, government institutions, and nongovernmental institutions that have hired PWD 	<ul style="list-style-type: none"> ▪ Effective dialogues are maintained between employers and PWD. ▪ Macroeconomic trends are stable.
PURPOSE			
Achieve the adoption and ongoing use of a social inclusion methodology for PWD by businesses, government institutions, and nongovernmental organizations (NGOs).	<u>At project end:</u> <ul style="list-style-type: none"> - At least 500 PWD obtain quality jobs. - At least 100 companies, government institutions, and NGOs use the methodology. <u>By month 30:</u> <ul style="list-style-type: none"> - At least 100 PWD obtain quality jobs. - At least 25 companies, government institutions, and NGOs use the methodology. 	<ul style="list-style-type: none"> ▪ FUSAT final report 	<ul style="list-style-type: none"> ▪ Stakeholders (entrepreneurs, government institutions, and NGOs) remain interested and committed during implementation of the disability employment methodology developed.
COMPONENTS			
Component I: Raise awareness in the business sector, government, and NGOs interested in the employment potential of PWD.	<u>By month 18:</u> <ul style="list-style-type: none"> - At least 30 companies targeted by awareness-raising efforts participate in the project. - At least two government agencies and/or NGOs targeted by awareness-raising efforts are linked to the project. 	<ul style="list-style-type: none"> ▪ Baseline document 	The business sector, government, and NGOs have the determination and conditions to try out the methodologies.

NARRATIVE SUMMARY	INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
<p>The objective of this component is to raise awareness regarding the employment potential of PWD and disability legislation among participating businesses and other interested businesses, as well as government institutions and NGOs active in this subject area.</p>	<p>- Awareness of at least 200 (cumulative) companies raised regarding the potential of PWD.</p> <p><u>By month 24:</u></p> <ul style="list-style-type: none"> - At least 50 (cumulative) companies that were made aware participate in the project. - At least 400 (cumulative) companies were made aware of the potential of PWD. - At least five (cumulative) government entities and/or NGOs that were made aware are connected to the project. - A proposal for improving disability legislation is completed and submitted to the National Disability Commission (CONADIS) (validated with entities active in this area) <p><u>By month 36:</u></p> <ul style="list-style-type: none"> - At least 600 (cumulative) companies were made aware of the potential of PWD. 		
<p>Component II: Adapt and apply inclusive methodologies that entail skills development and training for employment managers and PWD.</p> <p>The objective of this component is to adapt and apply a job placement and development methodology for PWD, and to create a technical team with training in this subject area. In addition, PWD will receive job-skills training so as to effectively match supply and demand.</p>	<p><u>By month 18:</u></p> <ul style="list-style-type: none"> - At least 25 job placement agents and technical personnel received training. - At least 100 PWD received general and job-specific training. <p><u>By month 24:</u></p> <ul style="list-style-type: none"> - A job placement and development methodology has been adapted (designed and validated), taking into account the studies, surveys, and the new niches identified. - At least 250 (cumulative) PWD received general and job-specific training. <p><u>By month 36:</u></p> <ul style="list-style-type: none"> - At least 550 (cumulative) PWD received general and job-specific training. 	<ul style="list-style-type: none"> ▪ Satisfaction surveys of beneficiaries of this stage 	<ul style="list-style-type: none"> ▪ The market has job opportunities and positions that can be filled by PWD. ▪ Existing methodologies can be adapted to the work setting and employment opportunities in Argentina. ▪ The human resources that received training work efficiently and use the methodology with attention to quality-related requirements.

NARRATIVE SUMMARY	INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
			<ul style="list-style-type: none"> ▪ The companies are willing to make the necessary adaptations so that the inclusion process is effective. ▪ PWD apply the general and job-specific skills in the inclusion process.
<p>Component III: Formulate a knowledge communication and transfer strategy</p> <p>The objective of this component is to disseminate and transfer knowledge on the project methodology and outcomes to other interested organizations at the national and international levels.</p>	<p><u>By month 36:</u></p> <ul style="list-style-type: none"> - A communication strategy has been implemented. - A knowledge transfer strategy has been implemented. - At least 30 organizations (public and private) that support disability employment of PWD have been informed of the project methodology and outcomes. 	<ul style="list-style-type: none"> ▪ Publication of successful experiences ▪ Video of the project ▪ Letters of interest from new organizations (requesting the methodology) 	<ul style="list-style-type: none"> ▪ Other organizations are interested in and committed to obtaining knowledge about the project methodology.

NARRATIVE SUMMARY	INDICATORS	MEANS OF VERIFICATION
ACTIVITIES		
1.1 Select companies and other organizations interested in participating in the project.	<p><u>By month 12:</u></p> <ul style="list-style-type: none"> - At least 25 interested companies selected. <p><u>By month 18:</u></p> <ul style="list-style-type: none"> - At least 25 more companies selected. - At least one interested non-business organization selected. 	<ul style="list-style-type: none"> ▪ Letters of intent and commitment (to participate in the project)
1.2 Analyze government incentives for disability employment of PWD.	<p><u>After six months of execution:</u></p> <ul style="list-style-type: none"> - A study of government incentives related to disability employment of PWD. 	

NARRATIVE SUMMARY	INDICATORS	MEANS OF VERIFICATION
1.3 Analyze disability legislation and experiences in other countries in order to propose improvements.	<u>By month 12:</u> - A study of disability legislation initiated, for proposing improvements.	
1.4 Prepare (print, record, etc.) materials for the workshops (pamphlets and brochures, videos, press releases, etc.) ¹	<u>After six months of execution:</u> - At least 200 copies printed and distributed to key audiences. <u>By month 12:</u> - At least 400 pamphlets printed and distributed to key audiences. - At least two banners designed and produced. <u>By month 18:</u> - At least two press releases published. - At least one promotional video produced on a specific case.	<ul style="list-style-type: none"> ▪ Distribution list of pamphlets containing project information. ▪ Clippings of press releases published ▪ Master copy of the promotional video
1.5 Design and hold workshops to raise awareness regarding the employment potential of PWD, for interested companies, business associations, and NGOs.	<u>By month 18:</u> - At least 10 workshops held to raise awareness. <u>By month 24:</u> - At least 20 workshops (cumulative) held to raise awareness. <u>At project end:</u> - At least 30 workshops (cumulative) held to raise awareness.	<ul style="list-style-type: none"> ▪ List of participants. ▪ Satisfaction surveys.
2.1 Survey the needs and opportunities presented by participating companies, and identify new niches for employment in the private sector.	<u>At 9 months:</u> - A survey of the needs and opportunities presented by participating companies, and new niches identified.	<ul style="list-style-type: none"> ▪ Report on employment niches for PWD, as well as on opportunities and needs.
2.2 Analyze the methodologies used and adapt them to project needs.	<u>After six months of execution:</u> - A study of existing job placement development methodologies and recommendations for validating the project methodology.	

¹ Component 4 addresses the identification of key audiences for each of these products, and their design.

NARRATIVE SUMMARY	INDICATORS	MEANS OF VERIFICATION
2.3 Hold workshops with experts, beneficiaries, employers, etc., to validate the methodology	<u>By month 18:</u> - At least two workshops held to validate the methodology.	<ul style="list-style-type: none"> ▪ Lists of participants. ▪ Satisfaction surveys.
2.4 Hold training workshops for application of the methodology (team of technical personnel and job placement agents).	<u>By month 14:</u> - At least one training workshop on inclusion held for job placement agents and technical advisors responsible for applying the methodology. <u>By month 24:</u> - At least one refresher workshop on training for people responsible for applying the methodology.	
2.5 Preselect job placement agents and technical team (advisors and tutors).	<u>By month 12:</u> - At least 5 job placement agents preselected. - At least 10 technical advisors on employment preselected. <u>By month 18:</u> - At least 10 job placement agents preselected (cumulative). - At least 15 technical advisers on employment preselected (cumulative).	
2.6 Provide training to PWD with general job training.	<u>By month 18:</u> - At least 20 courses held, each for 10 PWD <u>By month 24:</u> - At least 40 courses held, each for 10 PWD (cumulative). <u>By month 30:</u> - At least 50 courses held, each for 10 PWD (cumulative).	
2.7 Provide PWD with specific training tailored to employment niches and jobs.	<u>By month 18:</u> - At least 100 PWD received training in areas required by the companies. <u>By month 24:</u> - At least 250 PWD received training in areas required by the companies (cumulative).	

NARRATIVE SUMMARY	INDICATORS	MEANS OF VERIFICATION
	<p><u>By month 30:</u></p> <ul style="list-style-type: none"> - At least 400 PWD received training in areas required by the companies (cumulative). <p><u>By month 36:</u></p> <ul style="list-style-type: none"> - At least 550 PWD received training in areas required by the companies (cumulative). 	
2.8 Facilitate the selection and contracting of PWD in the companies.	<p><u>By month 24:</u></p> <ul style="list-style-type: none"> - At least 250 PWD hired by participating companies. <p><u>By month 30:</u></p> <ul style="list-style-type: none"> - At least 400 PWD hired by participating companies (cumulative). <p><u>By month 36:</u></p> <ul style="list-style-type: none"> - At least 500 PWD hired by participating companies (cumulative). 	
2.9 Hold in-house meetings to prepare the workplace in the companies.	<p><u>By month 24:</u></p> <ul style="list-style-type: none"> - At least 30 companies held meetings to prepare workplace. <p><u>By month 30:</u></p> <ul style="list-style-type: none"> - At least 40 (cumulative) companies held meetings to prepare the workplace. <p><u>By month 36:</u></p> <ul style="list-style-type: none"> - At least 50 (cumulative) companies held meetings to prepare the workplace. 	
2.10 Support and monitor the process of effective integration into the workplace.	<p><u>By month 36:</u></p> <ul style="list-style-type: none"> - At least 70% of the PWD employed pass the probationary period required by law (3 months) and are confirmed by the companies. 	
3.1 Design and implement a communication strategy (including identification of key audiences, the messages, and the means).	<p><u>After six months of execution:</u></p> <ul style="list-style-type: none"> - A communication strategy initiated. 	<ul style="list-style-type: none"> ▪ Monitoring system.
3.2 Design a knowledge transfer strategy.	<p><u>By month 24:</u></p> <ul style="list-style-type: none"> - A knowledge transfer strategy initiated. 	

NARRATIVE SUMMARY	INDICATORS	MEANS OF VERIFICATION
3.3 Disseminate the outcomes of the use of the methodology at important national and international events.	<p><u>By month 9:</u></p> <ul style="list-style-type: none"> - One launch event held. <p><u>By month 20:</u></p> <ul style="list-style-type: none"> - One event to present interim outcomes held. <p><u>By month 36:</u></p> <ul style="list-style-type: none"> - Effective participation in at least 3 international events. - At least one event held to disseminate project outcomes. 	
3.4 Develop specific promotional products for the project.	<p><u>By month 9:</u></p> <ul style="list-style-type: none"> - A project web page developed and placed in FUSAT's current web site <p><u>By month 24:</u></p> <ul style="list-style-type: none"> - At least one video of a successful case (testimonial) produced and disseminated. <p><u>By month 36:</u></p> <ul style="list-style-type: none"> - One final publication on project outcomes and successful experiences produced and distributed. 	<ul style="list-style-type: none"> ▪ Dissemination list of the audiovisual materials.
3.5 Develop baseline, as well as monitoring system and midterm and final evaluations.	<p><u>By month 6:</u></p> <ul style="list-style-type: none"> - A baseline developed and in use. - A monitoring system developed and in use. <p><u>By month 18:</u></p> <ul style="list-style-type: none"> - Midterm evaluation initiated. <p><u>By month 36:</u></p> <ul style="list-style-type: none"> - Final evaluation performed. 	<ul style="list-style-type: none"> ▪ Monitoring system.
3.6 Promote the exchange of experiences and interfaces among stakeholders in this subject area.	<p><u>By month 24:</u></p> <ul style="list-style-type: none"> - A sustainability workshop - At least 25 stakeholders interested in the activity - At least 10 periodic meetings of stakeholders - A shared work agenda 	<ul style="list-style-type: none"> ▪ Monitoring system.

BUDGET SUMMARY
ACCESS TO BETTER JOB OPPORTUNITIES FOR PEOPLE WITH DISABILITIES
(AR-M1055)

	MIF	COUNTERPART		TOTAL COUNTER- PART	TOTAL
		FUSAT			
		IN-KIND	CASH		
Component I: Raise awareness in the business sector, government, and NGOs interested in the employment potential of people with disabilities	197,000	24,000	93,200	117,200	314,200
1.1 Coordinator of components I and II (full time)	126,000	0	0	0	126,000
1.1.1 Coordination assistant for components I and II	0	0	67,200	67,200	67,200
1.2 Analyze government incentives for disability employment	4,000	0	0	0	4,000
1.3 Analyze disability legislation for the purpose of proposing improvements.	12,000	0	0	0	12,000
1.4 Design and disseminate materials for workshops (pamphlets and brochures, videos, press releases, etc.)	10,000	0	20,000	20,000	30,000
1.5 Design and conduct workshops on the employment potential of PWD for interested companies, business associations, and NGOs.	45,000	24,000	6,000	30,000	75,000
Component II: Adapt and apply job placement and development methodologies and train job placement agents and PWD	450,000	164,800	346,200	511,000	961,000
2.1 Survey the needs and opportunities presented by participating companies and identify new niches in the private sector.	12,000	0	0	0	12,000
2.2 Analyze the methodologies used and adapt them to project needs	8,000	0	0	0	8,000
2.3 Hold workshops with experts, beneficiaries, employers, etc., to validate the methodology	0	2,400	600	3,000	3,000
2.4. Hold training workshops for people responsible for applying the methodology.	0	2,400	600	3,000	3,000
2.5 Select job placement agents and technical team (advisors)	160,000	0	95,000	95,000	255,000
2.6 Provide training to PWD in key job competencies	30,000	80,000	230,000	310,000	340,000
2.7 Provide training to PWD in job-specific competencies	240,000	80,000	20,000	100,000	340,000
Component III Formulate a knowledge communication and transfer strategy	125,700	12,800	12,100	24,900	150,600
3.1 Design a communication strategy (identify key audiences, the messages, and the means).	35,000	0	0	0	35,000
3.2 Design a knowledge-transfer strategy	10,000	0	0	0	10,000
3.3 Disseminate the outcomes of the use of the methodology at important national and international events	6,600	4,800	1,200	6,000	12,600
3.4 Develop specific promotional materials for the project	14,100	0	8,900	8,900	23,000
3.5 Baseline and monitoring system	60,000	0	0	0	60,000
3.6 Sustainability and closing workshops		8,000	2,000	10,000	10,000
Executing unit	82,300	115,000	155,400	270,400	352,700
Evaluations and audits					
Midterm, final, and impact evaluations	45,000	0	0	0	45,000
Financial audits and audits of ex post reviews	20,000	0	0	0	20,000
Contingencies	5,000	0	0	0	5,000
Subtotal	925,000	316,600	606,900	923,500	1,848,500

	MIF	COUNTERPART		TOTAL COUNTER- PART	TOTAL
		FUSAT			
		IN-KIND	CASH		
Institutional strengthening (procurement and financial management training)	8,750	0	0	0	8,750
Account of the Inclusive Businesses Agenda	20,000	0	0	0	20,000
Impact evaluation account (5%)	46,250	0	0	0	46,250
TOTAL	1,000,000	316,600	606,900	923,500	1,923,500