

JAPAN FUND FOR POVERTY REDUCTION GRANT

I. INTRODUCTION

1. The proposed Promoting Employment Opportunities for People with Disabilities grant, which will support the proposed Ensuring Inclusiveness and Service Delivery for Persons with Disabilities Project, aims to ensure access to employment for persons with disabilities (PWDs) to increase their autonomy and contribution to the economy and society in general. The project will support the government to comply with the United Nations Convention on the Rights of Persons with Disabilities and the Incheon Strategy for Persons with Disabilities, and to implement the new Law on the Rights of PWDs adopted by the parliament in February 2016.¹ The project will be implemented in Ulaanbaatar and six project *aimags* (provinces)—Arkhangai, Darkhan-uul, Dornod, Dundgovi, Khovd, and Khuvsgul. New services will be created in the *aimag* centers and outreach services will be provided to children with disabilities (CWDs) and PWDs in the *soums* (*aimag* subdistricts) and *khoroos* (Ulaanbaatar subdistricts). Some project activities focusing on strategic issues will have national reach. The planned outputs include

- (i) early identification of CWDs and early intervention to maximize early childhood development will be strengthened and institutionalized;
- (ii) new development and rehabilitation centers for CWDs and PWDs in Ulaanbaatar and six project *aimags*, with trained multidisciplinary teams of disability specialists, will be established;
- (iii) access to the physical environment and assistive technology and devices for PWDs will be improved;
- (iv) employment opportunities for and employability of PWDs will be improved; and
- (v) strategic development for PWDs will be implemented, including awareness raising and attitude change, more equitable and better targeted social welfare benefits, and introduction of the International Classification of Functioning, Disability and Health as a basis for assessing and registering disability.²

2. An estimated 17,000 CWDs and 62,000 PWDs will benefit from the project activities, including an additional 5,000 PWDs who will enter employment. The proposed grant will support the implementation of outputs 3 and 4. It will complement the overall project as it will ensure the strong participation of PWDs (through an umbrella disabled people's organization [DPO]) in establishing and managing an employment resource center that can strengthen access to employment in the open labor market in Ulaanbaatar. DPO-managed employment services are a new and innovative way to support PWDs to find and remain in paid employment in Mongolia. The DPO employment resource center will also feature high standards in universal design for buildings to ensure ease of access to the physical environment, and establish a resource for assistive devices and technology that will increase understanding of, and access to, such products for PWDs.

¹ United Nations. 2006. *Convention on the Rights of Persons with Disabilities*. New York; United Nations Economic and Social Commission for Asia and the Pacific. 2012. *Incheon Strategy to "Make the Right Real" for Persons with Disabilities in Asia and the Pacific*. Bangkok.

² The International Classification of Functioning, Disability and Health is a way of understanding disability as a social construct rather than a medical problem. Introducing the classification will enable Mongolia to develop policies and programs for removing barriers to PWDs participating in society.

II. THE GRANT

A. Rationale

3. PWDs—especially those with intellectual disabilities—lack access to education, health care, social protection, and employment and suffer from marginalization in society. PWDs in Mongolia, and their households, represent a population subgroup with substantially higher poverty and lower human development indicators than the rest of the population: (i) 42% of households with PWDs are living in poverty compared with 18% of households without PWDs; (ii) 43% of CWDs aged 6–18 years are unable to read compared with only 4% for people without disabilities; and (iii) 28% of PWDs aged 15–59 years are in employment (many of these are unpaid herders) compared with 69% of those without disabilities, and while 30% of men with disabilities aged 15–59 years work, this percentage is only 25% for women.

4. Access to employment for PWDs increases their autonomy and contribution to the economy and to society in general.

5. The Employment Promotion Law (2011) introduced a range of employment services and programs, including specific measures targeting the most vulnerable job seekers in the labor market, including PWDs. The PWDs Employment Program of the Ministry of Labor and Social Protection (MLSP) also provides for a range of services and programs, including support to self-employment for PWDs. Despite these relatively modern policy instruments being in place, inclusion of PWDs in mainstream public employment services is limited. As official monitoring data from 2015 illustrates, the main focus in PWD employment policy is currently on self-employment, and placements to paid employment in the open labor market are rare (Table 1).

Table 1: Monitoring Indicators for Persons with Disabilities Employment Program, 2015

Indicator	Number
Number of PWDs employed by self-employment projects	1,812
Number of PWDs employed by subsidies to employers	73
Number of job mediations for PWDs	160
Beneficiaries in career guidance	797
Beneficiaries in training on business skills	1,124
Beneficiaries in vocational training to support self-employment	474

PWD = person with disabilities.

Source: National Employment Service Research and Information Center. 2016. *Program Report*. Ulaanbaatar.

6. The share of paid employees among PWDs (22.5%) is significantly lower than in the total population (49.2%). The average monthly salary of employed PWDs (MNT415,400) is almost half that of other employed people (MNT844,000). There is a need to strengthen commitment of DPOs and the MLSP to mainstream employment of PWDs, including those with intellectual disabilities.

7. Article 111 of the Labor Law stipulates that all business entities with more than 25 employees should include at least 3% of PWDs in their workforce. Monitoring of quota employment is limited, but some data is available from the National Employment Service Research and Information Center showing that, in 2015, 3,306 business entities in Mongolia were subject to the employment quota obligation and, of these, 1,469 hired PWDs and 235 were fined for noncompliance. The new Law on the Rights of PWDs offers an opportunity to strengthen implementation of Article 111. The ability of PWDs to work in mainstream employment can be strengthened not only through improved employment services but also through improved access to assistive devices and technology which can increase functioning and, therefore, the ability to acquire skills and knowledge and work in a range of jobs and employment sectors. Assistive

technology can also be used by employers to adapt the workplace and equipment for PWDs to ensure that they encounter fewer barriers to employment. The proposed grant will make investments both in improved DPO employment services, such as case management, job coaching, and services for employers to prepare the workplace for PWDs employees, and in improved access to assistive technology and equipment for PWDs and employers to lower barriers to participation in employment.

8. Investment in infrastructure for accessible community-based social and employment services that facilitate inclusion and development of CWDs and PWDs will help to ensure a more skilled, economically active, and productive population of PWDs. In addition, investment in bringing new assistive technology and equipment to Mongolia, and reform of the social welfare system to make it affordable for PWDs, including those living in poverty, will enable CWDs and PWDs to overcome barriers to participation in education and employment. This can lead to greater independence, economic activity, and participation and reduced dependence on welfare. Together with other project activities focused on creating a sustainable disability workforce that can help PWDs to access and fully exploit these new opportunities to become active in employment, these investments by the grant and loan together will help to reduce poverty among PWDs.

9. Overall, the project will increase participation and employment of PWDs, leading to decreased poverty. An increase in the active employment ratio of PWDs and a reduced discrepancy in salary compared to the overall employed population are the main quantifiable economic benefits anticipated from the project. The other outputs of the project will also contribute to increased employability of PWDs.

10. Grant funding permits the introduction of innovations that the Government of Mongolia might be more reluctant to make with loan funds. These innovations include expenditure on (i) strengthening DPO capacity to deliver effective employment and business incubation services, (ii) supporting employment quota implementation, (iii) assistive devices and technology for DPOs, and (iv) building infrastructure that can showcase universal design in Mongolia.

B. Outputs and Key Activities

11. The outputs of the loan which the grant contributes to are output 3 (access to physical environment improved) and output 4 (work and employment for PWDs improved). The grant activities are focused on supporting a request by DPOs supported by the government to create a DPO employment resource center in Ulaanbaatar on the site of an existing factory being run by the Mongolian Association for the Blind. The new employment resource center will respond directly to the capacity building and empowerment needs of PWDs and lead to rapid, demonstrable benefits with positive prospects of developing into a sustainable social enterprise.³ The grant will result in the following outputs:

³ This is a form of economic activity new to Mongolia. The role of DPOs is strong in establishing and operating social enterprises. In many countries, this is a legally recognized form of registered company with a significant share of vulnerable persons in the workforce, most typically PWDs. Social enterprises have financial incentives, e.g., tax exemptions, exemption from parts of labor costs (indirect costs), or employment subsidies, which they can receive with specific criteria. Criteria for receiving the status of social enterprise vary and types of financial support differ from country to country. There are many different definitions for the concept, but it is essentially a new employment measure, increasingly used to replace sheltered employment and to bring PWDs closer to the open labor market or into mainstream employment.

12. Output A: A disabled people's organization employment resource center fully compliant with universal design and international standards on accessibility for persons with disabilities will be constructed. The building will be mainly constructed under the associated loan; the grant will ensure appropriate detailed design and supervision, and provide the furnishing and fittings, including accessibility features such as elevators, doors, sanitary block, canteen, and conference hall. The MLSP will own the building and will establish an agreement with an umbrella DPO employment organization for the building to be used for promoting employment and social participation of PWDs. The MLSP will provide a subsidy to the DPO employment resource center for heating and other basic recurring costs.⁴ The DPOs will fund the core staff of the center and ensure that the building and equipment are maintained. The DPO employment resource center will house a number of DPO employment and assistive technology initiatives which will be used as steps towards integrated and inclusive employment and independent living. Key activities under this output include (i) detailed engineering design and supervision of the construction of the DPO employment resource center in Ulaanbaatar by an international architect with experience in universal design and ensuring disability access, which will help to ensure that the DPO employment resource center can serve as a showcase and resource for accessibility and universal design for the DPOs, the government, and private companies interested in making their premises accessible; and (ii) construction of the building including energy efficient and disability accessible features such as a properly insulated conference facility to maximize acoustics for people with hearing impairments, colored strips to guide people with intellectual disabilities through the building, braille paths and door handles, and lifts that are accessible for all types of disability with voice or braille and visible features. The grant will contribute to construction of the building and particularly to ensuring that high standards of energy efficiency, universal design, and accessibility are met.

13. Output B: Capacity for the management of the resource center and service provision will be strengthened. International and national DPO employment consultants will support the board and staff of the DPO employment resource center to (i) build skills and knowledge in employment practices such as job coaching, (ii) develop a concept and business plan for the employment resource center, and (iii) negotiate strategic partnerships with government and private sector contractors. The consultants will support DPOs to establish links with DPO employment organizations in other countries to provide peer support for management and business plan development, mentoring of DPO leaders (especially young leaders), and support for PWD research and development activities.⁵ The Japan–Mongolia Human Resources Center will provide training to the DPO employment resource center in market research, business planning, management, marketing, and human resources management. The DPO employment resource center chief executive officer and other staff will also take part in other project capacity building and training activities to introduce case management, job coaching, and other effective employment services to Mongolia conducted as part of the loan. The key activity under this output is that the project will provide international and national consultants support to the DPOs to establish and successfully run an effective employment resource center in Ulaanbaatar. The proposed grant will focus on ensuring that the DPO board and the newly appointed chief executive officer of the organization created by the DPOs to run the employment resource center have a viable business plan and strategy for ensuring sustainability. The project preparatory technical assistance (TA) assessed that the existing experience of business incubation, sheltered employment provision of employment services among DPOs in Ulaanbaatar, and a review of financial data provided by the DPOs appears to offer a viable basis for expecting the new

⁴ The subsidy will be at least the value of the current subsidy for this purpose provided by the MLSP to the Mongolian Association for the Blind.

⁵ Such as the Japanese Organization for Employment of the Elderly, Persons with Disabilities, and Job Seekers.

employment resource center to at least break even. The DPO employment resource center will develop a strategic partnership with the National Employment Service Research and Information Center and the nine Ulaanbaatar district public employment offices to provide specialized employment services for PWDs, and these will be paid for by the MLSP through service contracts with DPOs for the provision of employment services.⁶ The Mongolian Association for the Blind will transfer its existing assets and contracts to the new employment resource center, as well as the DPO business incubator center for PWDs.⁷ The international and national consultants will provide expertise to (i) support the development of an operational concept for the employment resource center that will ensure sustainability; (ii) introduce new models of employment services run by DPOs—counselling, job mediation, job coaching—and design job profiles for counsellors; (iii) design a model of partnership and practical cooperation between the DPO employment services and public employment offices, as well as potential private sector clients (such as companies seeking consultancy on how to fulfill their employment quota obligations or how to make their business and premises more accessible to PWDs); and (iv) advise and coach staff in DPOs that are operating existing businesses within the incubator and sheltered workshops. All consultant inputs will be focused on supporting DPOs to strengthen their approaches in supporting PWDs to come closer to the open labor market and enter and remain in paid employment in companies alongside nondisabled people.

14. Output C: Assistive technology and devices at the resource center will be established. The employment resource center will demonstrate the assistive technology and equipment that is available globally and offer maintenance and upgrade services to PWDs. Under the grant, equipment will be purchased based on a list of assistive devices and products that will be drawn up through other project activities and based on (i) World Health Organization recommendations for a priority list of assistive products, and (ii) an equitable and transparent policy for reimbursement to ensure that devices demonstrated through the resource can be affordable for PWDs.⁸ The DPO employment resource center will be responsible for maintenance of the equipment provided by the grant. The key activity under this output is that the overall project makes provision for packages of assistive technology, devices, and equipment to be provided to the disability centers in *aimags*, the elderly care center in Batsoumber, and the National Children's Rehabilitation Center in Ulaanbaatar. The proposed grant will provide a similar package to the DPO employment resource center. Under the loan orthopedic technicians will be trained to ensure that these resources are properly used and maintained. The goal of introducing these packages of devices and equipment is to ensure that PWDs can find out about, and be fitted for, a range of new types of equipment and devices that are currently either not available in Mongolia or are available only in a limited way, e.g., adjustable standing frames, adjustable electric wheelchairs, or speech-to-text and text-to-speech technology to help people with limited vision and cognitive and communication functioning to interact with computer technology.

C. Cost Estimates and Financing Plan

15. The grant outputs are estimated to cost \$2 million (Table 2).

⁶ Several DPOs in Ulaanbaatar, including the Mongolian Association for the Blind, Association of Trade Unions of PWDs, and Business Incubator Center for PWDs, have experience of providing job mediation services that are funded by the National Employment Service Research and Information Center.

⁷ The Mongolian Association for the Blind is a DPO that has been providing business incubation and job mediation services in Ulaanbaatar since 2007.

⁸ World Health Organization. 2016. *Priority Assistive Products List*. Geneva.

Table 2: Cost Estimates
(\$ million)

Item	Amount ^a	Share of Total (%)
A. Base Cost^a		
1. Output A: DPO resource center Construction costs (including universal design, energy efficiency, and accessibility features)	0.79	39
Detailed design and supervision	0.67	34
2. Output B: DPO mentoring and business planning support - international and national consultants	0.06	3
3. Output C: Package of assistive devices and technology	0.30	15
Subtotal (A)	1.82	91
B. Contingencies^b	0.18	9
Total (A+B)	2.00	100

DPO = disabled people's organization.

^a In end-2016 prices.

^b Maximum of 10% of the total cost.

Source: Asian Development Bank estimates.

16. The Japan Fund for Poverty Reduction will provide grant cofinancing equivalent to \$2 million, to be administered by the Asian Development Bank (ADB).

17. The financing plan is in Table 3.

Table 3: Financing Plan

Source	Amount (\$ million)	Share of Total (%)
Japan Fund for Poverty Reduction ^a	2.0	100.0
Total	2.0	100.0

^a Administered by the Asian Development Bank.

Source: Asian Development Bank estimates.

D. Implementation Arrangements

18. The executing agency is the MLSP and the implementing unit is the MLSP's Policy Development Department. The project implementation unit will be responsible for the day-to-day administration of the grant under the supervision of the MLSP. Procurement and disbursement will be in line with ADB's Procurement Guidelines (2015, as amended from time to time), Guidelines on the Use of Consultants (2013, as amended from time to time), and *Loan Disbursement Handbook* (2017, as amended from time to time). The grant will be implemented from January 2018–December 2022. The implementation arrangements are described in detail in the project administration manual.

19. The construction of the building to house the DPO employment resource center will take place in 2019–2020 and it will be ready for operations by the third quarter of 2021. Activities under the loan will begin by the second quarter of 2018 and the grant activities related to output B will commence from the beginning of the loan. By the time the center is ready for operations, the consultants will have supported the DPOs to register a legal entity and develop a viable business plan. An agreement will be signed between the MLSP and the new legal entity mandating the new legal entity to operate the building, and to ensure maintenance of both building and equipment.

Table 4: Implementation Arrangements

Aspects	Arrangements		
Implementation period	January 2018–December 2022		
Estimated completion date	31 December 2022 (loan closing date: 30 June 2023)		
Management			
(i) Oversight body	Project Steering Committee MLSP (chair) DPOs, MOF, MOH, MLSP's Policy Development Department (members)		
(ii) Executing agency	MLSP		
(iii) Key implementing agency	MLSP		
(iv) Implementation unit	<p>The PIU for the loan will also be responsible for the day-to-day management of the grant on behalf of MLSP.</p> <p>The Ulaanbaatar-based PIU will be staffed by a project coordinator, a procurement specialist, a financial management specialist, a monitoring and evaluation specialist, and a secretary. The PIU will also include two disability specialists to oversee the technical aspects of implementation. One will focus specifically on employment, accessibility and awareness raising, and attitude change; and the other on the new multidisciplinary and early childhood services, social welfare reform, and the International Classification of Functioning, Disability and Health.</p>		
Procurement	National competitive bidding	2 contracts	\$1,195,926
Consulting services	Quality- and cost-based selection	8.0 international and 120.0 national person-months	\$738,074
	Individual consultants selection	1.5 international and 5.0 national person-months	\$92,000
Retroactive financing and/or advance contracting	Advance contracting for civil works and consulting services will be provided. Civil works, consulting services, and eligible incremental administrative costs, incurred up to 12 months before the signing of the grant, is subject to the ceiling of 20% of the grant amount.		
Disbursement	The grant proceeds will be disbursed in accordance with ADB's <i>Loan Disbursement Handbook</i> (2017, as amended from time to time) and detailed arrangements agreed upon between the government and ADB.		

ADB = Asian Development Bank, DPO = disabled people's organization, MLSP = Ministry of Labor and Social Protection, MOF = Ministry of Finance, MOH = Ministry of Health, PIU = project implementation unit.
Source: ADB estimates.

III. DUE DILIGENCE

A. Technical

20. The grant will support the introduction of innovative methods for DPOs to support PWDs into employment. The methods include consultancy support for the creation of an employment-focused DPO umbrella organization; the design, construction, and equipping of an employment resource center in Ulaanbaatar that models high standards in universal design and ease of access for PWDs; and the provision of a package of new assistive technology, devices, and equipment to the DPO employment resource center. The new premises and equipment will be managed and maintained by the DPO employment resource center, which will also be supported to become viable and sustainable through the creation of a thoroughly researched business plan. The designs for civil works will meet international standards on universal design and ease of access to act as a model for future replication.⁹ The design of buildings will be energy efficient through insulation, use of natural light, and rooftop photovoltaic systems in order to reduce the recurrent costs of heating and electricity. The assistive technology and equipment purchased by the project

⁹ International Organization for Standardization and International Electrotechnical Commission. 2014. *Guide for Addressing Accessibility in Standards*. Guide 71. Geneva.

will be procured from Mongolian and international suppliers, and will meet Mongolian and international standards.

B. Economic and Other Impacts, Financial Viability, and Sustainability

21. The MLSP currently supports the Mongolian Association for the Blind with the use of a building for a sheltered employment factory and with a subsidy for running costs. The subsidy and the use of the building will be transferred to the newly established DPO employment organization created by the project. The MLSP is planning to introduce a further subsidy for the new DPO employment resource center. A review of potential income sources for the DPO employment organization has shown that there is potential for the organization to secure income from government subsidies and service contracts for provision of employment services, research or consultancy services, provision of services to private companies, sales of products from the sheltered employment factory, donations and project grants from private foundations and international organizations, and payments from the social insurance organization. The DPO employment resource center will offer the following new paid services once it is housed in the new building:

- (i) job coaching and employment counseling funded by MLSP employment programs;
- (ii) monitoring and strengthening enforcement of Article 111 of the Labor Law on quota employment through provision of paid services to the government to monitor implementation, and to employers to provide advisory services on adaptation of workplaces, training, and other advice;
- (iii) paid information technology and computer services to companies and government organizations online and at the new center;
- (iv) facilities services (rental of conference and training facilities, and office space);
- (v) business incubation services for PWDs to support business projects paid for by MLSP employment programs; and
- (vi) training services for government and private companies on PWD employment.

22. There is clear evidence from the review of existing DPO practices in Mongolia and comparison with practices in other countries that if these services are developed effectively with strong support from the MLSP in the form of strategic partnerships and funding for service contracts, then they will generate sufficient income to ensure viability of the DPO employment resource center. A fully costed and researched business plan will be developed with support from consultants during project implementation.

C. Governance

23. The issues and mechanisms are described in the financial management assessment and the project administration manual.¹⁰

24. ADB's Anticorruption Policy (1998, as amended to date) was explained to and discussed with the government and the MLSP. The specific policy requirements and supplementary measures are described in the project administration manual.

¹⁰ Project Administration Manual (available from the list of linked documents in Appendix 2 of the report and recommendation of the President).

D. Poverty and Social Impacts

25. The overall project aims to increase the PWD labor force by 5,000 women and men by 2022 (2014 baseline: 24,720). The number of PWDs employed by mainstream employers in Ulaanbaatar, including information-technology-related companies, with the support of DPOs using new approaches will have been increased by 300 per year by 2022. Equal opportunities for men and women with disabilities to access skills training will have been introduced.

E. Participatory Approach

26. PWDs, through their Ulaanbaatar-based DPOs, have proposed the idea of the DPO employment resource center that is the central output anticipated from the grant and the loan, and the idea has been supported by the MLSP. The DPO employment resource center concept, proposed governance arrangements, and potential viability set out in the project design have been discussed with a range of DPOs at a series of working group meetings, during TA workshops, and in individual meetings with DPO representatives. The grant will empower PWDs to take control of their own employment organization, and to directly manage activities to strengthen employment services and opportunities for PWDs. New ways of involving DPOs in supporting PWDs in employment will have been introduced into Mongolia.

F. Development Coordination

27. ADB proposes to sign a memorandum of understanding with the Japan International Cooperation Agency (JICA) to ensure no duplication of activities on disability in Mongolia during the project lifetime. During project preparatory activities, ADB had separate meetings with the Embassy of Japan and JICA in Ulaanbaatar. The Embassy of Japan expressed its strong support to the proposed grant as the objectives are in line with Japan overseas development assistance priorities. JICA expressed strong support to the grant as well. ADB and JICA discussed areas of cooperation between the ADB loan and grant, and two JICA TA projects supporting PWDs.¹¹ Development coordination during project implementation for the loan and the grant is described in detail in the development coordination linked document.¹²

G. Safeguards

28. The categorization is B for environment and C for involuntary resettlement and indigenous peoples safeguards for the overall project (loan and grant). No safeguard issues are anticipated related to resettlement and indigenous peoples, and there will be no temporary or permanent land acquisition.¹³ Minimal environmental impacts are expected from the limited scope of civil works for the DPO employment resource center in Ulaanbaatar. Environmental implications of the project were reviewed, and a generic environmental management plan including grievance redress mechanism was developed for the construction period, and is incorporated into the project administration manual.

¹¹ In August 2015, JICA launched (i) Strengthening Teachers' Ability and Reasonable Treatments (START) for CWDs, a \$3.6 million, 4-year TA project in support of the Ministry of Education, Culture, Science and Sports focused on education for CWD; and (ii) a \$3 million, 4-year TA project on social participation for PWDs in Ulaanbaatar which started in June 2016.

¹² Development Coordination (available from the list of linked documents in Appendix 2 of the report and recommendation of the President).

¹³ Construction of six *aimag* development and rehabilitation centers and the DPO employment resource center in Ulaanbaatar will be done on identified government-owned land.

H. Risks and Mitigating Measures

29. The main risks relate to the potential for sustainability of the DPO employment resource center. They have been assessed as *low to medium* as there are existing examples of how DPOs are already providing the services that the center will deliver in a sustainable way.¹⁴ The strong support for the DPO employment resource center from the government (MOF and MLSP) also confirms that the center will be viable. The integrated benefits and impacts of the proposed grant are expected to outweigh the costs.

Table 5: Summary of Risks and Mitigating Measures

Risks	Description	Mitigating Measures
Low risk: The DPO employment resource center is unable to secure government service contracts for delivery of employment services.	This is unlikely to happen as several DPOs already receive payments through service contracts related to employment. The MLSP is committed to working closely with DPOs and fully supports the creation of the DPO employment resource center.	The project consultants will support the DPO employment resource center to negotiate a strategic partnership with the MLSP and the Ulaanbaatar public employment offices that will include service contracts for the delivery of employment mediation and skills training services, research, and consultancy services.
Medium risk: The new DPO employment resource center cannot achieve sustainability within the 5-year grant period.	The assessment of viability conducted during the project preparatory technical assistance shows that the existing DPO employment initiatives (job mediation services, business incubator, sheltered employment) are either breaking even or profitable.	Capacity building on new employment methods will ensure the DPO employment resource center can offer cutting edge employment services that are effective and for which demand will be created. The business planning and mentoring provided by the project will strengthen the competencies of the DPOs to ensure that demand for services is researched and the business plan is developed to meet demand.

DPO = disabled people’s organization, MLSP = Ministry of Labor and Social Protection.
Source: Asian Development Bank estimates.

IV. ASSURANCE

30. The government and the MLSP have assured ADB that implementation of the JFPR grant shall conform to all applicable ADB policies including those concerning anticorruption measures, safeguards, gender, procurement, consulting services, and disbursement as described in detail in the project administration manual and the grant agreement.¹⁵

¹⁴ The DPO business incubation center and the Association of Trade Unions of PWDs both have government contracts to deliver training and job mediation services; the Mongolian Association for the Blind has a government subsidy for running a factory and workshop that produces packaging, *ger* (traditional tent) furnishings, and other light manufacturing; and the Association of Wheelchair Users has a workshop producing handicrafts and provides job mediation and skills training services for wheelchair users.
¹⁵ Legal document to be signed by the government and ADB.