



National Union of Disabilities' Organisations of Rwanda
(NUDOR)
Together We stand

Position Paper

Disability-Inclusive Employment in the Private Sector in Rwanda



“Disability Inclusion Makes Credible, Innovative, and Productive Business Entity”

Policy Issue

This position paper advances a critical impetus for promoting the employability of persons with disability (PwDs) in the private sector in Rwanda. Is it socially and economically relevant to promote disability-inclusive employment in the private sector? If the answer is YES, by doing so, we are enormously contributing to Rwanda's inclusive development through the disability-inclusive employment, which in turn increases the innovation, productivity and competitiveness of the business community. Rwanda is a signatory to the United Nations Convention on the Rights of Persons with Disabilities (UNCRPD) conversations where the article 27 calls for State Parties to recognize the rights of persons with disabilities to work, on an equal basis with others. The Article 9 emphasizes the rights of PwDs to have full access and fully enjoy and participate in social, economic, cultural, civil and political life, on an equal basis with others. The goal number 8 of the Sustainable Development Goal (SDG) emphasizes that PwDs should be given the opportunities of full and productive employment and decent work for all women and men, with equal pay for work of equal value. The Government of Rwanda (GoR) has a strong political will to mainstream disability in all government policy frameworks as it is enshrined in the Rwandan constitution, Vision 2020/50, National Strategy for Transformation (NST1), sector plans and district development plans. However, PwDs continue to encounter barriers to access productive and decent work in the private sector. The private sector is the most employer in Rwanda (87.3%), while an estimated 1% of PwDs are employed in the private sector. The overall unemployment rate among PwDs is high (29.2%) compared to 12.9% of persons without disabilities. Evidence from different analyses and consultations with the representatives of the organizations of PwDs and the private sector respectively, and other stakeholders indicate that PwDs encounter challenges and barriers that negatively affect their employment in the private sector: 1) Low level of education; 2) Mindset/Attitudes and Misconceptions of Employers; 3) Lack of reasonable accommodation in the workplace; 4) Disability-Digital Divide; 5) lack of employer incentives/compensatory measures; 6) Knowledge Gap.

Based on the information from the documentary review, analysis of different data, international best practices, and opinions and views from consultations and focus group discussions (FGD), this position paper suggests the following ten actionable policy recommendations to rectify the situation and improve the disability-inclusive employment in the private sector in Rwanda: 1) Consultations with the private sector players; 2) Improve technical and vocational services for Persons with Disabilities; 3) Conduct labour market needs assessment for PwDs; 4) Promote entrepreneurship for Persons with Disabilities; 5) Stakeholder awareness, knowledge, and capacity building; 6) Accessible technology as an enabler; 7) Make the workplace environment more enabling; 8) Introduce employer incentives/compensatory measures; 9) Promote "Model Employer" for Persons with Disabilities; 10) Mainstream Disability-Inclusive Employment in the sector and district planning and implementation.

The paper concludes with the fact that, like other countries, the GoR prioritizes the rights of PwDs in all its policy frameworks, and mainstreaming of disability in all socio-economic programs, however, much of the interventions and investment are not yet realized by employers. Central to this is the failure on the part of employers to remove the barriers that limit or restrict the participation of people with disabilities in the workplace. This position paper reminds us that, PwDs are a productive labour force in the labour market (if enabled and facilitated), they are consumers, and more so, economic agents. Second, when opportunities and reasonable accommodation are provided, people with disabilities can contribute with the valuable skills and abilities to every workplace, and contribute to the firm productivity, and the economy of our society, and hence, the inclusive workplace and inclusive development.

1.0 Background and Context

Globally, in recent years disability has increasingly gained global “agenda-setting” within the global policy and development discourse. It is increasingly understood that no country would claim development while it has left a certain portion of its nationals behind. It would be hard to realize SDGs when 15% of PwDs are left behind mostly in the development discourse. This has recently been strongly echoed by the UN Secretary General; António Guterres (2018) who reiterates that "Societies will never achieve the SDGs without the full participation of everyone, including people with disabilities. We cannot afford to ignore or marginalize the contributions of 1.5 billion people. Upholding the rights of people with disabilities is a moral imperative. Nevertheless, it is not an act of charity. It is a recognition of rights and a practical necessity, if we are to build healthy, sustainable societies to the benefit of everyone – including those with disabilities, and those without". In the same vein, the National Policy of Persons with Disabilities in Rwanda affirms that it would not be possible to attain Rwanda's development targets if persons with disabilities are excluded from the national development initiatives.

It is estimated that 80% of people with disabilities are of working age, out of one billion, or 15%, of the world's population¹. Over 1 billion people live with some form of disability. In Africa, an estimated 60 to 80 million people are living with disabilities. Due to an increase in demographic trends and chronic health conditions, there is a dramatic increase in the number of people with disabilities (PwDs)². With this trend, PwDs especially women continue to face enormous attitudinal, physical and informational barriers to equal opportunities in the world of work.

Generally, at the workplace PwDs face the challenges such as lack of accommodations, unrealistic expectations, lack of facilities, underestimation, and other challenges in being employed. PwDs face the issues of being accommodated due to the lack of willingness of companies to make considerations for employees with disabilities. PwDs are expected to make adjustments when it comes to communication. For instance, a deaf person is expected to attend the meeting and follow discussions without assistance. For facilities, some companies do not recognize that dealing with disabilities cannot take on a one-size-fits-all approach. The disability is diverse and each person has a different condition. PwDs have different needs that demand different adjustments. At work, PwDs are underestimated because they are discriminated based on common stereotypes about their condition. They are considered unimportant by

¹ <https://www.ilo.org/global/topics/disability-and-work/lang--en/index.htm>

² <https://www.who.int/news-room/fact-sheets/detail/disability-and-health>

their colleagues because of their disability conditions. Another challenge is overworking. PwDs often have to work very hard or twice as hard to prove that they are worthy to employing companies. Getting into employment for PwDs has some hurdles. Employers are hesitant to hire PwDs due to the fear that these won't deliver on the requirements of their job. Employers don't want to experience the extra expenses when hiring PwDs. Some companies see hiring PwDs as a risk for legal problems³.

Furthermore, PwDs continue to experience the adverse socioeconomic outcomes such as less education, poorer health outcomes, lower levels of employment, and higher poverty rates. They are most likely to be in low-skilled and informal job settings with subminimum wages. Consequently, the exclusion and marginalization of PwDs from the active labour force result in a consistent welfare burden on governments, accounting for a range from 3 to 7% of GDP⁴. It is estimated that 470 million of PwDs are of working age⁵, and less than 20% of people with disabilities are currently in work. The rate of unemployment among PwDs continue to be higher than people without disabilities. Though, in some places, PwDs are successfully employed and fully integrated into society, they often face the disproportionate poverty and unemployment. Indeed, International Labor Organization (ILO)⁶ affirm that PwDs are far from adequately represented in labour markets around the world. The ILO indicates that only one in three people with disabilities is employed on average. The employment-to-population ratio of PwDs aged 15 and older is almost half that of persons without disabilities and employed PwDs have lower wages than their counterpart companies. In developing countries, 32 % of PwDs found the workplace as hindering or not accessible⁷. This evidence calls for attention and focuses on the need for an inclusive and reasonably accommodative work environment.

Nevertheless, there is a growing shift from pessimistic to optimistic attitudes and experience in disability-inclusive employment in the private sector. Even though many false beliefs persist, “many companies have seen tangible benefits from disability inclusion”. Research carried out by the World Economic Forum

³ <https://www.goodwillcardonation.org/blog/5-challenges-faced-by-physically-disabled-workers/>

⁴ McClain-Nhlapo, Charlotte Vuyiswa; Sivonen, Lauri Heikki Antero; Raja, Deepti Samant; Palummo, Simona; Acul, Elizabeth... *Disability inclusion and accountability framework (English)*. Washington, D.C. : World Bank Group.

<http://documents.worldbank.org/curated/en/437451528442789278/Disability-inclusion-and-accountability-framework>

⁵ https://www.ilo.org/wcmsp5/groups/public/---ed_emp/---ifp_skills/documents/publication/wcms_117143.pdf

⁶ <https://ilostat.ilo.org/international-day-of-persons-with-disabilities-how-disability-affects-labour-marketoutcomes/>

⁷ UN. (2018). Disability and Development Report: Realizing the Sustainable Development Goals by, for and with persons with disabilities <https://social.un.org/publications/UN-Flagship-Report-Disability-Final.pdf>

showed that more inclusive companies achieved “28% higher revenue, double the net income and 30% higher economic profit margins on average over the four-year period analyzed”⁸.

Similar studies indicate that leading companies like JP Morgan Chase, Coca-Cola, UPS, EY, IBM, Walgreens, Starbucks, and SAP that are working successfully toward disability inclusion have also achieved tangible financial benefits. For example, Accenture (2018)⁹ shows that leading companies that are disability-inclusive were, on average, twice as likely to have higher total shareholder returns as those of their counterpart group. Indeed, recent research by Accenture (2018) further reveals that companies that embrace best practices for employing and supporting more persons with disabilities in their workforce have outperformed their peers. The same study reveals that such companies have seen “28% higher revenue, double the net income, and 30% higher economic profit margins” over a four-year period. AAPD Disability (2018) reveals that employees with disabilities offer tangible benefits, including increased innovation, improved productivity and a better work environment.

However, country and cross-country studies from different contexts continue to indicate that, companies have not leveraged the talents of persons with disabilities mainly due to four reasons:

- Lack of understanding of the scope of the talent available (misinformation);
- Lack of understanding of the potential benefits;
- Misconceptions about the cost versus the return on investment (ROI) of disability inclusion and;
- Lack/weak enforcement of disability policies and policy instruments

Nevertheless, there are international best practices. International organizations and national governments have put in place policies and legislation promoting the rights of PwDs. Specifically, policy frameworks that promote decent employment of PwDs.

1.1 International and National Disability Policy Frameworks

Despite the challenges, several international and national frameworks have been adopted to promote the rights of PwDs to secure decent employment for PwDs. Accordingly, article 27 of UNCRPD conventions states that State Parties should recognize the rights of persons with disabilities to work, on an equal basis

⁸ What companies gain by including persons with disabilities, World Economic Forum (2019).

⁹ Accenture (2018), Getting to Equal: The Disability-Inclusion Advantage

with others. This includes the right to the opportunity to gain a living by work freely chosen or accepted in a labor market and work environment that is open, inclusive and accessible to persons with disabilities. The goal number 8 of the Sustainable Development Goal (SDG) emphasizes that PwDs should be given the opportunities of full and productive employment and decent work for all women and men, with equal pay for work of equal value. The SDG framework has seven targets, which explicitly refer to persons with disabilities, and six further targets on persons in vulnerable situations, which include persons with disabilities. More so, the 2030 Sustainable Development Agenda argues that disability should not be the reason for the lack of access to development programs and the realization of human rights¹⁰.

In terms of accessibility, the Article 9 of UNCRPD conversations emphasizes the rights of persons with disabilities to have full access and fully enjoy and participate in social, economic, cultural, civil and political life, on an equal basis with others. It seeks to enable persons with disabilities to live independently and participate fully in all aspects of life, a precondition for the full realization of the rights and inclusion of persons with disabilities in society and development.

To domesticate UNCRPD conversations and SDG Goal 8, various policy instruments and legal frameworks in various countries have been adopted to remove the barriers to employment and address the employment gaps more prevalent among PwDs. According to the UN Department of Economic and Social Affairs Disability, there are 182 rectifications and 164 signatories to the Convention. There are also 96 rectifications and 94 signatories to the Optional Protocol¹¹. In Africa, more than average African countries rectified the UNCRPD conventions. The Review of Disability Studies (2017)¹² estimates that 35 out of 55 African countries developed national disability policy (including Rwanda), while 44 have ratified the UNCRPD.

1.2 Rwandan Context

The number of people with disability in Rwanda increased by 31.6% from 2012 to 2020, from 446,453 in 2012 to 652,791 people with disabilities in 2020. A recent report for the Demographic and Health Survey (DHS) (2019-2020) indicates that the number of persons with at least one type of disability is estimated at 5.04%. However, the Finscope 2020 Thematic report of Persons with Disabilities stretches the number

¹⁰ MINALOC (2021), The National Policy of Persons with Disabilities and its Four year strategic plan

¹¹ <https://www.un.org/development/desa/disabilities/convention-on-the-rights-of-persons-with-disabilities.html>

¹² Fernandez, E.L., Rutka, L.J., & Aldersey, H.M. (2017). Exploring Disability Policy in Africa: An Online Search for National Disability Policies and UNCRPD Ratification. *The Review of Disability Studies: An International Journal*, 13.

of people with disability to 1,190, 208. It is reported that the third of persons with disabilities (35%) have a mobility-related disability. More than 10% of PwDs include disabilities related to conducting daily life activities, communication and visual impairment. The same report indicates, based on the level of education that 81% of PwDs have either no formal education or only primary education compared to about 69% for the rest of the population.

There is a close association between disability and poverty among PwDs. Poverty and disability are distributed across all wealth levels, ranging from 25% in the poorest quintile to 17% in the richest quintiles (4th and 5th), while 25% of PwDs households are food insecure. A higher poverty incidence is seen among households headed by a person with a disability (50%) than among households headed by a person with a disability (44%) (Disability Policy, 2021); There's a gender difference, 49% of females with disabilities were in employment compared to 56% of males. In terms of employment, Rwanda's Labor Force survey data of 2020 indicate that the labour force participation rate of PwDs is 24.8% against 56.5% of people without disabilities.

Rwanda like other countries prioritized mainstreaming disability in its development policies and strategies. In terms of policy framework, there is a strong political will to integrate disability in all policies and development strategies of the GoR. It all emanates from the Rwandan constitution. The constitution of 2003 catered for PwDs and the law of 2006 focused on disability and ex-combatants. The current constitution of Rwanda (articles 16, 51 & 139) defines a person with a disability and provides policy orientation on how they should be facilitated. Different laws and ministerial orders categorize people with disabilities and provide provisions on how their needs should be catered for. Article 16 of the Rwandan constitution (2015) emphasizes protection from discrimination including disability. Article 51 emphasizes the duty of the state to establish special measures facilitating the education of persons with disabilities. The State also has the duty, within its means, to undertake special actions aimed at the welfare of persons with disabilities. When it comes to employment in the public sector, the presidential order No 144/01 of 13/04/2017 determining modalities for recruitment, appointment, and nomination of a public servant, article 19¹³ stipulates that a candidate who achieves a cumulative grade of at least 70% of total marks in all exams is considered successful. If two (2) candidates obtain equal marks for one post and one of them is a person with a disability, the latter is given preference.

¹³ Presidential Order N° 144/01 of 13/04/2017 Determining modalities for recruitment, appointment and Nomination of Public Servants

Disability is one of the cross-cutting areas from the vision 2020 and Vision 2050, EDPRS (1& 2), and the current National Strategy for Transformation (NST1). In the EDPR 2, it was stipulated that "*Rwanda does not intend to leave any of its citizens behind in its development. As such, specific steps will be taken to ensure that people with disabilities and other disadvantaged groups can contribute actively to the country's development and to benefit from it*¹⁴". At the implementation level, disability is catered for through different institutions and organizations from the central to the local level. Accordingly, public institutions [for instance, National Council of Persons with Disabilities (NCPD)] and other structures from central to decentralized entities have been put in place to implement the above policies and laws. Different national and international civil society organizations operate in Rwanda and work closely with the GoR to implement programs targeting PwDs. In 2021, the cabinet approved the National Policy of Persons with Disabilities and its four-year strategic plan. The Rwanda Employment Policy and The Workplace Learning Policy considers the disability as a cross-cutting component. However, most of the latter policies and strategies stop on the policy and strategy statements, there yet to define and operationalize the policy statements from national policies and strategies. For instance, when it comes to implementation targets and indicators, sector strategies and District Development Plans are silent about disability. This affects the implementation, follow-up, accountability, and how achievements are benchmarked. The National Skills Development and Employment Promotion Strategy (NSDEPS) is silent about disability. Hence, as a result, disability mainstreaming and inclusion in development plans and strategies risks being left out in planning, implementation, monitoring, reporting, and accountability. Which also affect the availability of data on disability.

In terms of recruiting persons with disabilities in the private sector, there is no clear legislative and policy framework determining disability-inclusive employment in the private sector in Rwanda as of today. The few that might be out there do it upon their individual decisions. This continues to affect the employability outcomes of persons with disabilities. Central to this issue is the failure on the part of employers to remove the barriers or handicaps that limit or restrict the participation of people with disabilities in the workplace. This failure is directly related to how the society and employers tend to view people with disabilities. Most employers tend to see people with disabilities as people who will add little or no value to the workforce and the productivity of the company or organization. Some argue that recruiting PwDs implies associated costs.

¹⁴ http://www.minecofin.gov.rw/fileadmin/General/EDPRS_2/EDPRS_2_FINAL1.pdf, p.88

2.0 Data and Stakeholders Consultations

To develop this position paper, different sources of data were consulted. This involved the desk review on Rwandan documentation and international best practices, as well as the review and analysis of existing data from comprehensive Rwandan surveys. NUDOR staff and the consultant consulted relevant stakeholders individually or collectively. Two Focus group discussions (FGD) were conducted; 1) FGD with the representatives of organizations of PwDs who work with NUDOR. The FGD was organized on 29th December 2021; 2) FGD with the representatives of the private sector was conducted with the facilitation of NUDOR. It was organized on 21st January 2022. Furthermore, the consultation was extended to the relevant officials from government institutions and non-governmental organizations working with PwDs (e.g UNDP) and the private sector individual players. The discussion with participants involved their understanding of the current state of disability and employment in the country, particularly, how easily PwDs access/secure employment, how the workplace is secure, reasonably accommodative, and is decent for them? With the specific emphasis on the private sector. The discussion also focused on how the situation can be improved, focusing on practical policies, strategies, incentives and measures, interventions, and practices to promote “disability-inclusive employment” in Rwanda. It is worth reiterating that, the Government of Rwanda has put in place a clear policy framework, way from the constitution of Rwanda to the sector and district strategies. However, the main challenge that remains, is the implementation, and full mainstreaming of disability in the employment strategies, as well as specific interventions for the private sector. Some institutional, capacity and cultural barriers still exist and affect PwDs in acquiring productive and decent employment. In the next sub-section, the paper presents the context of Rwanda.

2.1 Disability-Inclusive Employment in Private Sector

Globally, persons with disabilities still face marginalization and exclusion from the labour market. They are even disadvantaged in the scenes of health, well-being, self-esteem and social inclusion. It is generally recognized that these scenes are inextricably linked to having a job. Then since PwDs are disadvantaged in those areas, being employed may be a powerful way out of exclusion. Though some regions or countries have advanced in terms of mainstreaming disability in employment. We know that work is an important aspect of life, which offers social and economic benefits, then consequently, positive impacts on individuals’ health and wellbeing. Then for PwDs being unable to find decent and meaningful employment

is one of the sets of driving factors, which lead to the cumulative disadvantage that PwDs confront on daily basis.

However, globally, the rate of employment among PwDs continues to be far low. Evidently, in 2018, the employment rate for people with disabilities (aged 20 to 64) was 50.8% compared to 75% for people without disabilities. In terms of gender, the employment rate of women with disabilities (aged 20 to 64) was 47.8% compared to the 54.3% employment rate of men with disabilities. While 22.6% of people with disabilities (less than 60 years) are living in households with very low work intensity compared to 7.1% of people without disabilities.

The low rate of employment among PwDs is attributed to many factors. PwDs still have limited opportunities for education/training, accessing information about work, inclusive recruitment practices, entering the labour market on an equal basis, decent and meaningful work, choice of work, promotion, and career progression. The attainment of equitable and inclusive labour markets is universally difficult. To ensure the inclusion of PwDs in employment, accessibility is fundamental. The disability may not be an issue if the communities are accessible and barriers to inclusion are removed. The participation of PwDs is possible when disability barriers are tackled and access is ensured. There are four types of barriers physical/ environmental, communication, policy, and attitudinal. PwDs always indicate that the attitudes constitute the barrier to the full inclusion. Other barriers include accessible adaptations needs, which require reasonable accommodation. With poverty, increased participation in the workforce is now seen as a major route out of poverty and towards the social inclusion for disabled people globally.

The academic and qualification is another underpinning issue for PwDs. Sayce (2011) argues that disability inclusion in the workplace is impacted by a qualifications gap between disabled and non-disabled people due to systematic disadvantages in education, training, and previous work experience. In addition, accessibility aggravates the realities. Some industries or categories of positions lack the accessibility that can limit employment for people with certain impairments. There are inadequate programs to support persons with disabilities and those who employ them. Employers may also have negative attitudes/biases and lack confidence or training to support disabled employment seekers (see Lindsay et al., 2020; Suter et. al. 2007).

The private sector is a key factor in promoting the employment of persons with disabilities. However, the private sector remains reluctant to embrace a disability-inclusive workplace. This seems to be attributed to many factors associated with costs, recruitment, training and retaining the staff with disability, lack of

education and awareness, lack of effective legislative and policy frameworks aimed at promoting disability-inclusive employment, as well as incentives and subsidies aimed at promoting employment of PwDs in the private sector. We know that the business community responds to incentives. Therefore, something needs to be done to increase the commitment and capacity of companies, including small and medium-sized enterprises to recruit, retain, and promote PwDs. It is worth noting that, it should be understood that employing persons with disabilities is a part of wider workforce diversity which has concrete economic benefits for private companies, including more effective problem solving, increased innovation, staff commitment and a more positive reputation among clients, business partners and society at large. Then, in the next section, the discussion focuses on the analysis of the issue based on Rwanda's data and realities.

2.2 Disability and Employment in Private Sector in Rwanda.

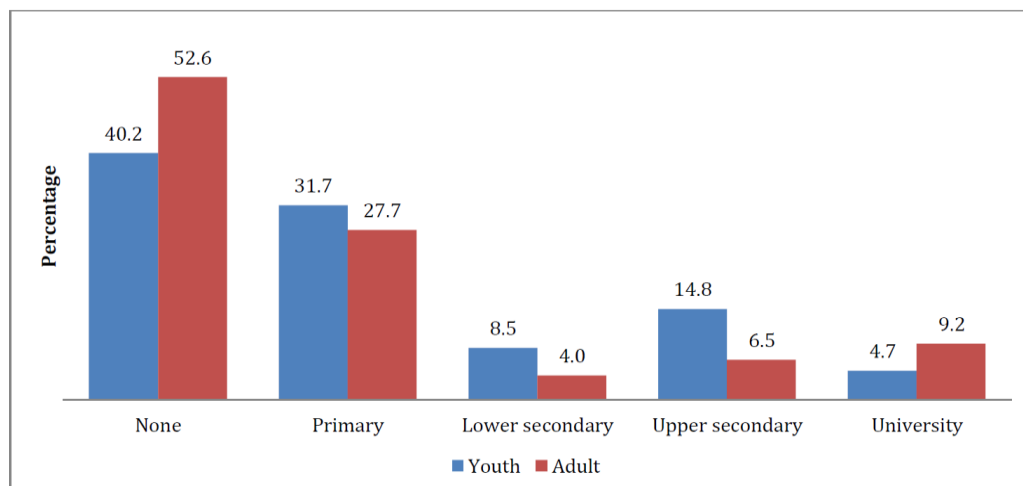
In Rwanda, the private sector is the largest employer (87.3%) against 6.1% who are employed in the public sector, and 6.6% employed by the households. Therefore, the private sector should be the potential employer of PwDs. However, we know from the available statistics that, the unemployment rate keeps increasing year by year. The recently available statistics from the National Institute of Statistics indicate that the annual unemployment rate increased from 15.2% in 2019 to 19.4% as of August 2021 (Q3). The unemployment rate was higher among women (22.2%) than among males (17.2%) and higher among youth (25.5%) compared to adults (14.9%)¹⁵. While in 2021, the youth who are not in employment, education and training (40.8%, Males, 59.2%, Females)¹⁶.

In terms of education of our labour force, Figure 1 presents the distribution of labour force by education attainment (in %) in Rwanda.

¹⁵ Rwanda Labor Force Survey (2021).

¹⁶ International Labor Organization (2021)

Figure 1: Distribution of labor force by education attainment (%)

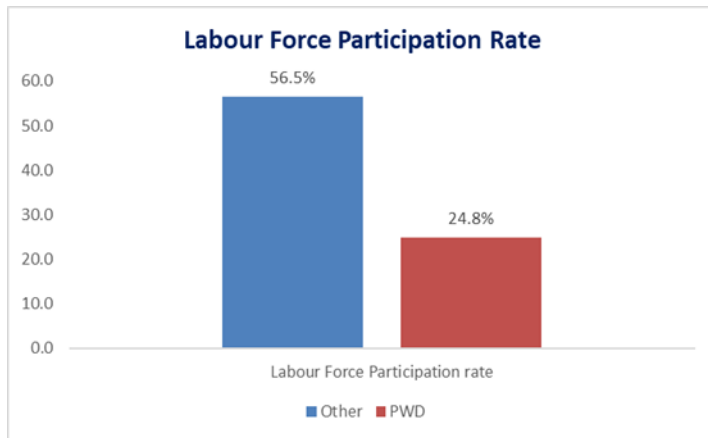


Evidently, according to Figure 1, the majority of both Rwandan labour force (youth and adult) are either non-skilled or have primary education level. This ultimately affects the quality and competitiveness of the Rwandan labour force. Education level is not the only issue affecting the Rwandan labour force, there is also the issue of informality. The majority of the Rwandan labour force is in the informal sector. Accordingly, Finscope (2020)¹⁷ indicates that 46% of the adults in Rwanda mainly generate an income from the informal sector and only about 10% are employed in the formal sector, 29% from farming activities (HHs). This macro outlook shares a similar picture with disability and employment in Rwanda.

The overall rate of labour force participation of persons with disabilities is still less in Rwanda. The majority are in the informal sector and are no/less educated. This is reinforced by evidence from figure two below.

¹⁷ https://www.bnr.rw/fileadmin/user_upload/2020_Rwanda_Finscope.pdf

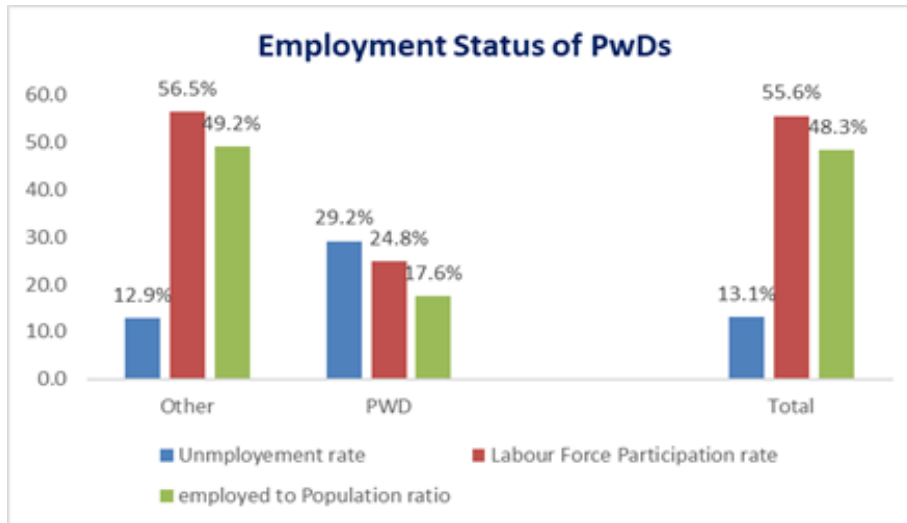
Figure 2: Labor Force Participation Rate of Persons with Disabilities



The current data from the Rwanda labour force survey of 2020 indicates that 24% of persons with disabilities are in the labour force compared to 56.5% of people without disabilities.

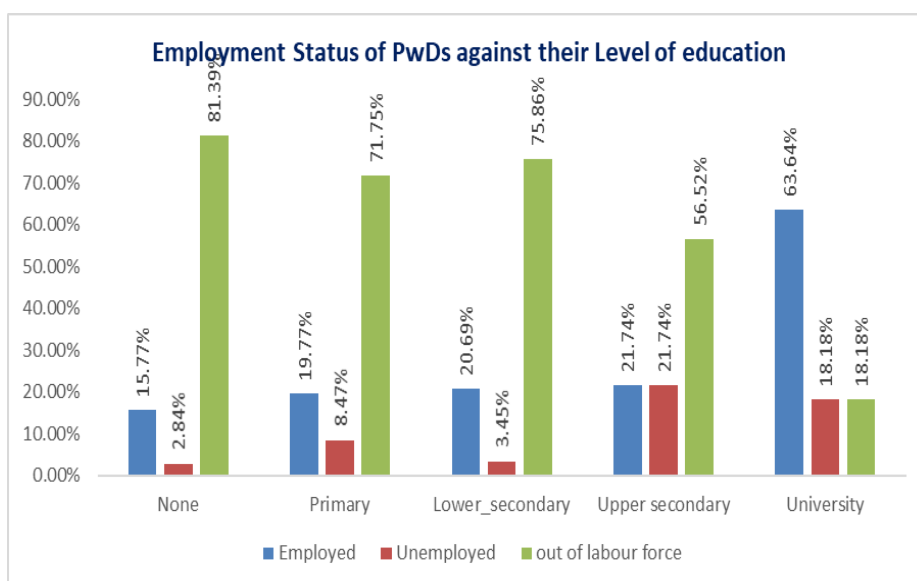
The labour force participation rate translates into the overall employment rate of PwDs, which is still low compared to their counterparts without disabilities. Figure 3 depicts the overall employment rate of Persons with Disabilities as of the year 2020.

Figure 3: The overall unemployment rate of Persons with Disabilities



The overall unemployment rate among PwDs is high (29.2%) compared to 12.9% of persons without disabilities. On average, the number of persons with disabilities that are employed to population ratio is low (17.6%) against 49.2% of no disabled people. In addition, the majority of PwDs are employed in the informal economy (94.04%), while 5.96% are employed in the formal sector. It is worth noting that, the informal economy is associated with less or no education, and less or no socio-economic upper mobility by PwDs (Labor Force Survey, 2020). This is reinforced by Figure 4 indicating the relationship between the education level and employment status among Persons with Disabilities.

Figure 4: Education Level of Persons with Disabilities against their Employment Status



As depicted in figure 4, the majority of PwDs are non-skilled (81.39%). We know that the employment rate (keeping other factors constant) increases with an increase in the level of education, or employability skills, and vice versa. Importantly, we learn from the evidence that the number of PwDs attending TVET education in Rwanda is far insignificant (2%) compared to the 98% of people without disabilities. Conventionally, we know that technical education is a quick avenue for employment promotion among youth and women. Thus, the less/no-technical skills, the less opportunities for employment (either self/hired) among PwDs in the private sector.

Furthermore, the paper also presents the evidence on the distribution of employment among PwDs in private and public sectors respectively, as well as those employed by families (HHs). Interestingly, the majority of PwDs are employed in the private sector, according to the labour force survey as depicted in the figure below.

Figure 5: Distribution of Employment by PwDs against Sectors of Employment

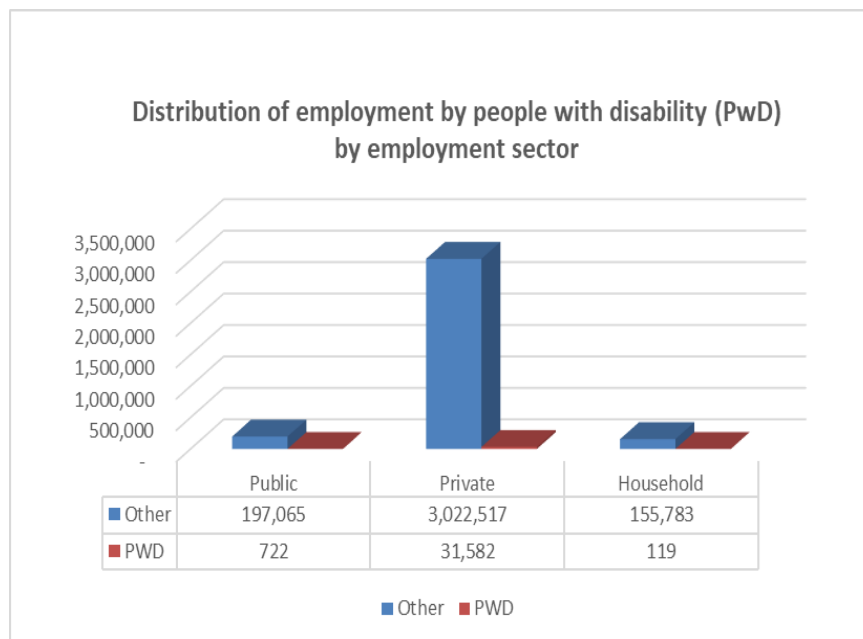


Figure 5 indicates that the number of PwDs employed in the private sector is averagely 1% of the total labour force employed in the private sector. Implying an insignificant number of PwDs are employed in the private sector (which is the sector of interest). This is attributed to some factors discussed here below.

In brief, the paper draws the following key insights from the analysis of Rwandan data (Labor Force Survey 2020):

- The majority of persons with disabilities are still out of the labour force;
- Those who are in the labour force are largely unemployed compared to the people without disabilities;
- The majority of persons with disability are largely involved in informal activities (94.04%) than their counterparts with no disabilities;
- The private sector is the largest employer in Rwanda, but an insignificant number (1%) of PwDs are employed in the private sector;
- The employment rate of PwDs increases with increasing level of education;
- However, less/insignificant number of PwDs are enrolled in TVET education (2%), which affects their employment outcomes in general.

The above analytical insights shades light on the overall picture about the inclusion of persons with disabilities in the private sector employment. It is worth noting that, the sparse has been covered regarding disability-inclusion employment in Rwanda. The analysis of this position paper could be the first one of its kind. Armed with the above analytical insights, the next section reviews contextual challenges affecting employment and decent work of PwDs in the private sector in Rwanda.

2.3 Challenges affecting Disability-Inclusive Employment in Private Sector

This section reviews different structural and nested challenges that underpin the promotion of employment outcomes of PwDs in the private sector in Rwanda. However, though, the paper focuses on the private sector as the target employer, the majority of the challenges cut across different sectors.

2.3.1 Heterogeneity of Groups of PwDs. Persons with disabilities are a very heterogeneous group. They have different types of disabilities/impairments and these can be more or less severe and can be acquired at birth or later in life. Persons with disabilities also vary in all demographic characteristics including age, rural/urban status and other conditions. They vary in terms of their employability readiness and associated needs. They also vary based on employability skills. These differences lead to different needs and challenges for their labour market inclusion, whether in private sector or other sectors. NISR and MINISANTE correct and publish data on disability, but their data miss the comprehensive data on labour market data of PwDs. Therefore, less is known about *who are they* (those ready to work), *where*, *how*

many are they, and disaggregated data of their different needs to improve the employability outcomes of PwDs. More so, less is known about the employment opportunities for different PwDs that are ready for work.

2.3.2 The Education Level of PwDs is still low. Education is known to be the primary source of empowerment. However, the education level of Persons with Disabilities; both in normal education and TVET is still extremely low. This affects their employment outcomes, whether in the private sector or elsewhere. 43.5% of PwDs have no education, 30.76% have a primary level of education, and 6.23% have a university level, while 2% attended TVET education. Besides other barriers, the barrier of education limits and disincentives PwDs from looking for employment. The level of education negatively affects both employment in the private sector and entrepreneurship by PwDs. Both the representatives of Organizations of Persons with Disabilities (OPDs) and representatives of the private sector also raised this issue during the Focus Group Discussions.

“Majority of Persons with disabilities are not educated, lack education and training opportunities. Most education and training institutions (at all levels) are not reasonably accommodative and inaccessible. PwDs lack facilities and equipment that should facilitate them to access and participate in learning process like other persons without disability”, (Focus Group Discussion).

2.3.3 Mindset/Attitudes and Misconceptions of Employers. Barriers are stemming from the mindset/attitudes and misconceptions held by the private employers, which reflect wider societal attitudes and misconceptions. Unfortunately, the business community still perceive PwDs as a less productive workforce than persons without disabilities, and it requires additional costs to accommodate a disabled employee/s. For instance, in some instances, People with mental health conditions are particularly affected by these negative attitudes, often leading them not to disclose their situation, which prevents them from requesting workplace adjustments, which then can lead to absenteeism and presenteeism (working while sick)¹⁸. As a result, all these barriers discourage PwDs from looking for employment and often refrain from seeking education (vocation and higher education). This issue is reinforced by the views of the OPDs representatives during FGDs;

“Private sector employers have negative attitudes or mindset towards PwDs, which discourages PwDs from seeking employment in the private sector. The private sector

¹⁸ ILO & OECD (2018), Labour Market Inclusion of Persons with disabilities, Paper presented at the 1st Meeting of the G20 Employment Working Group

recruiters consider PwDs as people with an inability. Business communities have lower perceptions of PwDs, and perceive that PwDs are not capable. They lack awareness". (Focus Group Discussion).

2.3.4 Lack of Reasonable Accommodation¹⁹ in the Work Place. A reasonable accommodation is hinged on the impetus of accessibility by PwDs advanced by Article 9 of the CRPD, which aims at creating an enabling environment, and caters for equality of individuals with physical and intellectual disabilities. In Rwanda, lack of reasonable accommodation at the workplace might be intrinsically discriminating PwDs despite existing laws and policies promoting the right of persons with disabilities. Due to the lack of reasonably accommodative environment, facilities and equipment that should enable the advertisement, recruitment, selection, interview, and onboarding of a potential employee including the person with an impairment. Practically, discrimination (whether intentionally or unintentionally) occur along the latter five stages. As of today, the majority of employers (private and public) do not consider the physical and non-physical needs of people with disabilities in recruitment, onboarding, and returning disabled staff. More so, there are no policy directives mandating employers including private employers to put in place a reasonably accommodative environment; facilities, equipment, and tools that make the workplace inclusive to PwDs. Furthermore, the same issue was raised by the representatives of Organizations of Persons with Disabilities and the private sector respectively;

The issue of accessibility and accommodation are affecting those who have employment opportunities and those who are looking for jobs. Even the general transport facilities is a big challenge. Public taxis/buses do not have facilities for PwDs. Accessibility is an issue. Accessibilities in transport are lacking. In effect, People with disabilities resort to staying home.

At the workplace, there are no prepared facilities for PwDs, which impedes access to employment. Employed PwDs face various challenges related to recruitment and work. The issue of lack of facilities for PwDs in the private sector is more prevalent, and this makes it hard for recruitment. Companies look for profit maximization, not disability-inclusive. This is a challenge, which impedes the inclusion since putting in place facilities, and equipment that would improve the accessibility of PwDs, in most instances are expensive, and there are no incentives for companies to put in place those facilities and equipment. (Focus Group Discussion).

¹⁹ Reasonable accommodation is a legal term which refers to the provision of support, often through accessible goods or services, to individuals with disabilities to facilitate their access and to ensure their participation on an equal basis to persons without disabilities.

2.3.5 Disability-Digital Divide. Globally, we are experiencing a digital transformation era. Rwanda is part of this race. This race is leading us into an ever-growing “*digital economy*”, and thus digitalization is deeply impacting the world of work as a whole. Implying that, the digital world of work is here to stay. We know that, for most people, technology makes things easier. For people with disabilities, technology makes things possible. The fact is that digitalization is creating new and decent jobs, changing the traditional jobs and recruitment processes, as well as disrupting forms of work. However, in the world of work, digitalization is increasingly presenting digital barriers for PwDs. We know that digital tools enable PwDs to gain direct access to employment through online recruiting platforms. Also, digital tools support PwDs in their daily tasks at the workplace, etc. Conversely, in Rwanda, there is still a huge gap. The majority of PwDs do not have the required skills, ICTs and digital tools are unfordable and not accessible. Hence, as a result, PwDs will not benefit from the opportunities presented by the digital economy and are therefore at risk of being left behind. For instance, according to Finscope Thematic Report (2020), only 49% of PwDs have mobile money accounts compared to 62% of the rest of adults. The lower penetration of mobile money among persons with disabilities might due to a lack of user-friendly mobile money applications that suit the needs of PwDs. This analysis is reinforced by the views and opinions of the participants of focus group discussion (FGD):

Mainstreaming disability in ICT is lacking. At the workplace, there are no facilities and tools to enable PwDs to access the workplace and do their work. Online forms should be available on websites when PwDs are applied. More employment information is advertised online, social media, and most PwDs are not facilitated to access the online employment information. Therefore, there is a need to make technology “disability-inclusive”. (Focus Group Discussion).

Thus, it is worthy observing that, an inclusive digital future of work is key to the achievement of the Sustainable Development Goals (SDGs). All stakeholders, including the government, the champions of ICTs, companies, trade unions, organizations of persons with disabilities and academia, have an important role to play in creating a digitally inclusive future of work that benefits all people.

2.3.6 Lack of Preferential Incentives. People mostly corporations respond to incentives. There are existing perspectives that employing and onboarding persons with disabilities involves costs to set up a reasonable accommodative workplace. This involves putting in place facilities and tools that enable persons with disabilities to access and perform their work without discriminatory barriers. More so, the lack of policies and legal instruments that require employers to recruit PwDs creates a gap. For instance, most developed countries such as G20 put in place *employment quotas* that require employers (usually, private and public)

to retain or hire people with disabilities. Some countries have put in place financial incentives²⁰ to promote the employment of persons with disabilities. Similarly, the representatives of persons with disabilities and the private sector respectively raised this issue during the focus group discussion:

In Rwanda, there is a lack of incentives provided by the laws requiring private employers to a certain percentage of employees to recruit Persons with disabilities demonstrating that they have the required capacities. There is a need for preferential treatment of PwDs in employment. The Government of Rwanda needs to set up preferential incentives/measures for PwDs. For example 5% of employees. This should be followed by the tax exemptions or subsidies (in percentage) to promote accessibility/workplace adaptation/ purchase of suitable equipment/tools for reasonable accommodation. (Focus Group Discussion).

2.3.7 Knowledge Gap. The general knowledge about disability-inclusive employment of PwDs is still low across stakeholders and the public including regulators, implementers, and employers. However, there is still a lack of policies and laws requiring private employers to be disability-inclusive in employment, the majority know less about disability and how the workplace should be disability-inclusive. In addition, the economic benefits of employing PwDs. More so, the evidence base about the state of the issue, and information, tools and mechanisms through which disability is integrated into the employment practices is limited. Accordingly, participants from all consultations and FGD discussions expressed the need for more education and awareness mostly employers and implementing institutions of the government and related civil society organizations. There is a need for awareness training for the service providers and regulators. Indeed, participants from FGD emphasized that employers should know how to interact with PwDs with different conditions.

2.4 International Best Practices

The paper briefly discusses international best practices in the area of disability-inclusive employment. There are policy practices established in some countries across the world to make the workplace inclusive for PwDs. These practices involve preferential incentives such as quotas, subsidies, financial incentives, a quota-levy scheme (fund), and affirmative²¹ action measures. It is worth noting that, if employers bear

²⁰ Financial incentives are widely used to support employers to hire and retain workers with varying health conditions and disabilities. Financial incentives are exhibited in a variety of ways, such as wage subsidies, tax credits or tax benefits, and reimbursement of costs associated with accommodation. However, there are mixed perspectives about financial incentives among actors.

²¹ Obliging employers to employ a certain number or percentage of workers with a work disability (a quota) or requiring them to set a specific target constitutes an affirmative action measure. The measure could restrict the opportunities of employers to hire

the costs of providing reasonable accommodations, they may be less likely to hire people with disabilities, to avoid additional costs of labour. If employees bear the costs, their mobility in the market may be reduced because of the risk of incurring further accommodation-related expenses in a new job. To counter these obstacles, various incentives have been offered:

In **Austria**²², the Disabled Persons Employment Act requires firms to provide at least one job to a disabled worker per 25 non-disabled workers, a rule which is strictly enforced by non-compliance taxation in the form of a compensatory levy. The Compensatory Levy Fund is used to promote the inclusion of persons with disabilities in employment, through, for example, wage subsidies, subsidies for workplace adaptations and bonuses for employers who exceed their quota obligation.

In **Japan**, the employment quota for people with disabilities varies depending on the level of full-time employment and unemployment in the general labour market. Employers with a workforce of 200 or more regular employees are required to pay a levy for each employee below the legally mandated level of 1.8% of the total workforce.

In **Brazil**²³, private sector employers of over 100 workers are required to employ at least a certain percentage of people with disabilities, depending on their size, amounting to a quota obligation of between 2 and 5%:

- Between 100 and 200 employees: 2%;
- 201 - 500 employees: 3%;
- 501 - 1000 employees: 4%;
- Over 1000 employees: 5%.

In **South Africa**, the Employment Equity Act, 1998, requires a reasonable accommodation in employment. The Act defines it as involving any modification or adjustment to a job or to the working environment that will enable a person from a designated group to have access to, participate, or advance in employment.

In **Germany**, a quota-levy scheme was introduced in 1974. Under the Social Code of 2002, public and private employers with a workforce of at least 20 employees are required to ensure that 5% of their workforce is made up of people with disabilities. Employers who do not meet their quota obligation are obliged to pay a fixed compensatory levy for every unfilled quota place. This levy is used exclusively to

(and fire) employees on the basis of that employee's individual assessment and can require the employer, to treat disabled workers differentially

²² ILO (2014), Achieving Equal Employment Opportunities for People with Disabilities through Legislation Guidelines

²³ International Labour Organization (2019), Promoting Employment Opportunities for People with Disabilities, Gender, Equality and Diversity & ILOAIDS Branch.

promote the rehabilitation and employment of people with disabilities and can be used, for example, to provide grants to employers who exceed their quota obligations or to help employers meet any extra costs associated with the employment of a person with a disability, such as adaptations to buildings or the provision of extra training.

In **Poland**, levy payments are regulated under the law providing for tax liabilities. Under this law, tax offices have to control payments and collect funds owed to the national rehabilitation fund. If an employer fails to pay the levy directly to the national rehabilitation fund, the fund can ask the tax office to collect the money directly from the employer's bank account or even take the employer's property. A court decision is not needed to do this.

In **Japan**, the Minister for Labour is entitled to impose overdue interest for any late payments of the levy at the rate of 14.5 per cent per annum based on the number of days since the deadline for payment.

The Minister for Labour may also seize property from an employer who has failed to pay the levy within the required time period.

Three Talents²⁴ is building training academies that provide people with disabilities with certified skills that lead to high-paying IT jobs. Their pilot Bridge Academies leverage the Cisco Networking Academy program to develop employable skills and globally recognized certification that leads to a high-paying job career as cyber-security analysts. To date, 16 people with disabilities have completed the programmes through the pilot versions in the US and Europe with average graduation and employment rates of over 90%.

Turtle Coding Box, which is part of the **Code your Life initiative** developed within the framework of **Microsoft YouthSpark**, aims to introduce learners with disabilities to coding. Turtle Coding Box won the industry-recognized ALL DIGITAL Award for Best Digital Resource during its annual summit.

Amalitech²⁵ (a social enterprise in Germany that reinvests its profit in further training, network growth and local community support on the ground) works to ensure the inclusion of people with disabilities. AmaliTech Training Academy works with disability-related sourcing channels to ensure they also provide skills to persons with disabilities. For the assessment stage of the hiring process, AmaliTech ensures that specific needs, including the accessibility of the assessment centre, of the software, used and the provision of sign language interpreters, have been suitably accommodated. It also ensures full accessibility of the venue at the interview stage.

²⁴ <https://www.threetalents.org/>

²⁵ <https://amalitech.org/>

The **Digital Employment Pathway (DEP)**²⁶ is a career support tool being tested in Kenya and Bangladesh to help persons with disabilities access paid employment opportunities online. The DEP uses digital systems to help improve the employability skills of 10,000 people with disabilities in Kenya and Bangladesh.

ILUNION²⁷, the business project of ONCE Social Group, is driven by the principles of inclusion and diversity, demonstrating that a more inclusive economy is possible. With more than 50 business lines, ILUNION's staff comprises over 34,400 employees, of which 42% are persons with disabilities. One of the group companies, ILUNION T&A, with 65 workers – nearly 60% with disabilities – offers quality technological and accessible solutions, contributing to creating digital environments that meet the needs of everyone and advancing digital transformation so that nobody is left behind.

In the end, therefore, there is an urgent imperative to make our labour market disability-inclusive, mostly the private sector employment. However, to achieve the latter requires concerted efforts of all the stakeholders. This calls for joint efforts of private sector players, the Government of Rwanda, specifically Ministry of Labor and Public Service, Civil Society Organizations, Labor Unions, Organizations of Persons with Disabilities, and related development partners to discuss and define the appropriate framework for promoting employment of PwDs in the private corporations, and entrepreneurship among PwDs.

Given the state of the issue, this position paper suggests the following actionable policy recommendations to rectify the situation. The policy recommendations are based on the issues and challenges from the analysis and wider consultations conducted from members of the private sector and representatives of organizations of persons with disabilities, as well as other related institutions in Rwanda.

- 1) Consultations with Private Sector Players.** There is less and mixed understanding about the disability-inclusive employment and the rights of persons with disabilities for employment. Stakeholders need to initiate targeted consultations with employers, trade unions and people with disabilities on employment`. The involvement and commitment of these groups are central to the success of any policy measure aiming to promote employment opportunities for persons with disabilities. These consultations should involve capacity-building activities on the rights of

²⁶ <https://www.leonardcheshire.org/our-impact/stories/digital-access-jobseekers-disabilities>

²⁷ <https://www.ilunion.com/en/alternative-measures>

persons with disabilities, reasonable accommodation, digital inclusion, and the training of human resource personnel.

- 2) Improve Technical and Vocational Services for Persons with Disabilities.** An effective TVET system is a quick mechanism to increase employment outcomes. The Government, Private Sector players, CSOs, Organization of Persons with Disabilities, and development partners need to prioritize TVET services and interventions geared to increasing the technical skills of PwDs. The number of PwDs enrolled in the TVET schools need to increase exponentially, to increase their employability skills needed by the labour market. Professional trainings, technical trainings, and apprenticeships need to be promoted based on the situation of PwDs in the country.
- 3) Disability and Labor market Needs Assessment.** Moving forward, all labor market interventions (by either private or public sector respectively) need to base on evidence. However, there is currently scant evidence about the labour market situation of persons with disabilities. There is a need to have evidence on the supply and demand needs of PwDs and employers to have an inclusive labour market. An assessment of comprehensive and inclusive policies that address the demand and supply side of the labour market. There is a need for a deeper understanding of the employability skills needs for PwDs, potential sectors with employment opportunities for PwDs, the conducive environment to decent work for persons with disabilities, and the incentives needed to increase the uptake of PwDs by private employers.
- 4) Promote Entrepreneurship for Persons with Disabilities.** Realistically, the private and public sectors respectively should not be the sole source of employment for PwDs, like others, there is a need to improve entrepreneurial capacity for self-employment for PwDs. Specific and targeted Interventions aimed at improving entrepreneurial skills, marketing skills, financial literacy, access to finance, company and cooperative governance of PwDs need to be strengthened. These interventions should target organizations of persons with disabilities and graduates with disabilities from TVET and Higher Learning Institutions. In the same framework, PwDs need to be supported and strengthened to exploit and tap existing financial sources meant for vulnerable groups such as PwDs set up by the government of Rwanda.
- 5) Stakeholder Awareness, Knowledge, and Capacity Building.** Working to change attitudes and mindset is critically important to achieving disability-inclusive employment. In this process, the

role of all stakeholders (the role of government and civil society) is equally imperative. Awareness and capacity building to the employers need to be prioritized to instil belief and understanding among the public that people with disabilities can work, given the proper and appropriate support. In this regard, targeted awareness and capacity building to all supervisors and human resource personnel in the private sector are needed to ensure that the latter are acquainted with the requirements for reasonable accommodation and nondiscrimination concerning individuals with disabilities. A network of stakeholders is needed to raise awareness about digital accessibility, promotion of digital skills amongst people with disabilities and protect online workers with disabilities. In the same framework, accessibility trainings to the technology developers and digital service providers to increase knowledge and awareness about disability needs and rights in the technology space, and encourage developers and digital service providers to employ and work with the PwDs. The paper recommends “**I Can**” Campaign for disabilities targeting employers and the public.

- 6) **Accessible technology as an enabler.** For people with disabilities, the rapid progress in information and communications technology (ICT) and assistive technology offer ever-increasing opportunities to participate in the labour market. For this to happen, government and other stakeholders need to ensure that new disability-enabled technologies are accessible to all potential users and persons with disabilities. For instance, though the Internet holds great potential for persons with disabilities as job seekers, workers and entrepreneurs, the vast majority of websites are not compliant with Web Content Accessibility Guidelines (WCAG) and thus not compatible with assistive technologies. To make a significant impact in this area, large efforts are required to mainstream disability in the technology industry. In addition, the use of assistive technologies for people with disabilities (e.g. brain-computer interfaces, screen readers for visually impaired or blind people) can be facilitated through grants, loans and training in their use.
- 7) **Make the Work Place environment more enabling.** The policy and work environment has an impact on the demand and supply side of the labour market. As it is highlighted here above, inaccessible reasonable work environment disincentives PwDs from seeking jobs. There is a need for the “Guidelines for Employers in Relation to Disability at the Workplace”. The guidelines should provide practical guidance on the management of disability issues in the workplace focusing on 1) Ensuring that people with disabilities have equal opportunities in the workplace; 2) Improving employment prospects for persons with disabilities by facilitating recruitment, return to work, job retention and opportunities for advancement; 3) Assuring that employer costs

associated with the onboarding and retaining of PwDs are minimized and subsidized/incentivized by the government.

- 8) Employer incentives/compensatory measures.** The incentives or compensatory measures are in form of quotas (based on the number of employees in an organization), fines in case the employer fails to honour/respect the quota conditions. In terms of the quota system, this paper suggests a range of between 2% and 5% of total employees in a company/organization, which could increase progressively. There are also subsidies provided for the improvement of workplace accessibility, and specific subsidies of costs involved in the preparation of facilities and tools required for corporations with over a certain number of employees to employ PwDs and take other measures. The paper is advocating for financial incentives or subsidies (for example) for each person with disability employed over the quota, for companies with at least 100 employees or less. Furthermore, a certain quota needs to be set up for companies winning public tenders to employ a certain minimum percentage (2-5%) of persons with disabilities. Progressively, a “disability fund” needs to be established. The fund could be financed by funds/fines from employers who fail to respect the measures and criteria of the quota system. The collected money can be used to finance activities aimed at promoting disability inclusion at the workplace.
- 9) Promote Model Employer for Persons with Disabilities.** Identify and recognize model employers in recruiting and retaining persons with disabilities, and encourage other employers to do so, by emphasizing and recognizing the contributions made by employees with disabilities in the workplace. In the same vein, the government in collaboration with the private sector and CSOs need to organize annual events to publicly recognize model employers who effectively fulfil their legal obligations to employ workers with disabilities.
- 10) Mainstream Disability-Inclusive Employment in the Sector and District Planning and Implementation.** The role of government institutions is critical in spearheading mainstreaming of disability in the private sector. For all these to happen, disability has to be operationalized in the sector and district plans. If the disability is a cross-cutting component in the sector and district plans, it is strategically important to have targets, key performance indicators (KPIs) of jobs of persons with disabilities mainstreamed in sector institutions, and district plans respectively. This will enable monitoring, evaluation, accountability, and learning for all stakeholders involved. However, this will not happen when sector institutions, districts, CSOs, and private sector players are not engaged and trained on how to operationalize disability mainstreaming.

In conclusion, the paper concludes with the fact that, like other countries, GoR prioritizes the rights of PwDs in all its policy frameworks, and mainstreaming disability in all socio-economic programs is a policy priority, however, much of the interventions and investments are not yet realized by employers. Central to this is the failure on the part of employers to remove the barriers that limit or restrict the participation of people with disabilities in the workplace. This position paper reminds us that, PwDs are a productive labor force on the labor market (if enabled and facilitated), they are consumers, and more importantly, economic agents. Second, when opportunities and reasonable accommodation are provided, people with disabilities can contribute valuable skills and abilities to every workplace and contribute to the firm productivity, and the economy. Hence, realizing inclusive workplace and inclusive development for our society.

The table below operationalizes the above actionable recommendations with the order priority/quick wins. The provides the details of implementation and the key stakeholders responsible for implementation.

Implementation Framework

Recommendations	Details	Output	Key Stakeholders & Level of Responsibilities
1. Stakeholder Awareness, Knowledge, and Capacity Building	- Organize capacity building workshops targeting all supervisors and human resource personnel in the private sector on reasonable accommodation and nondiscrimination of PwDs at workplace.	- # of workshops organized targeting supervisors & HR personnel in the private sector companies	Lead: PSF NUDOR+MIFOTRA+ NCPD
	- Elaborate “Guidelines for Employers in Relation to Disability at the Workplace”- the reasonable accommodation and nondiscrimination of PwDs at workplace	- Guidelines for Employers in Relation to Disability at the Workplace; - # of trainings on the Guidelines for Employers in Relation to Disability at the Workplace	Lead: NUDOR PSF + UNDP+NCPD
	- Conduct accessibility trainings to the technology developers and digital service providers on digital accessibility and rights of PwDs in the technology space to technology developers and digital service providers	- Digital Accessibility Toolkit/guide for technology developers and digital service providers; - # of trainings to the technology developers and digital service providers on digital accessibility Toolkit	Lead: NUDOR MINICT+ NCPD+ UNDP+ ICT Chamber + developers & Digital Service Providers
	- Conduct “<i>I Can</i>” Campaign for disabilities targeting employers, the public, and OPDs.	- Design “<i>I Can</i>” Campaign for disabilities project; - Conduct the Campaign	Lead: NUDOR MINALOC+ NCPD+ UNDP+ OPDs
2.Consultations with Private Sector Players.	- Conduct Stakeholder engagements and consultation on mainstreaming disability-employment in private sector	- Stakeholder analysis and engagement report; - # of stakeholder workshops & meetings conducted	Lead: PSF NUDOR + NCPD+UNDP

3. Introduce Employer incentives/compensatory measures	- Introduce a 2% quota of total employees in a company/organization, which could increase progressively. - Subsidize employers who incur significant costs in improving workplace accessibility by putting in place associated facilities and tools.	- A quota scheme of 2% of total employees in a company/organization introduced - Subsidies for employers defined, elaborated & approved	Lead: MIFOTRA NCPD + PSF+ NUDOR
4. Conduct Labor market Needs Assessment for PwDs.	- Comprehensive labour market assessment depicting employability skills needs for PwDs, potential sectors with employment opportunities for PwDs	- Labour market assessment report - Capacity building plan for PwDs	Lead: NUDOR PSF & UNDP + MIFOTRA
5. Promote Entrepreneurship for Persons with Disabilities	- Design & conduct specific and targeted Interventions aimed at improving entrepreneurial skills, marketing skills, financial literacy, access to finance of PwDs; - Design training modules for; entrepreneurship, financial literacy, marketing skills and cooperative governance for PwDs; - Collaborate with TVET trainers to increase the enrolment of PwDs	- Training modules for entrepreneurial skills, marketing skills, financial literacy, access to finance of PwDs developed & conducted; - # of trainings conducted to the relevant members of OPDs - # of PwDs enrolled in the TVET schools increased	Lead: NUDOR TVET Board + PSF+ BDF
6. Promote disability-accessible in the technological (as an enabler) in the technological space.	- Mainstream disability in the technology industry - Develop Disability Web Content Accessibility Guidelines (WCAG) for technology developers and digital service providers; - Put in place and train PwDs on the use of assistive technologies for PwDs; - Conduct capacity building interventions and awareness on the above guidelines & use of assistive technologies	- Disability Web Content Accessibility Guidelines (WCAG) developed; - Assistive technologies for PwDs put in place; - Capacity building interventions and awareness & use of assistive technologies	Lead: MINICT NUDOR +UNDP + RISA

