

EQUALISATION OF EMPLOYMENT OPPORTUNITIES FOR PERSONS

WITH DISABILITIES IN KAMPALA DISTRICT

BY

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DECLARATION

I, Nanvunanwa Samalie, declare that the content in this dissertation entitled Equalisation of Employment Opportunities for Persons with Disabilities in Kampala District is my original work and has never been submitted for any award in any University or any other institution of higher learning.

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APPROVAL

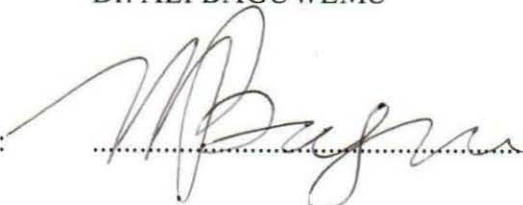
This dissertation entitled **Equalisation of Employment Opportunities for Persons with Disabilities in Kampala District** whose compilation has been under our supervision is now ready for submission to Graduate School.

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LIST OF ABBREVIATIONS

ADA	Americans with Disabilities Act
CIPD	Chartered Institute of Personnel and Development
CRPD	Convention on the Rights of Persons with Disabilities
DPOs	Disabled Persons' Organizations
EDDPBR	Equity and Diversity Directorate Policy Branch Report
EEO	Equal Employment Opportunities
EEOT	Equal Employment Opportunity Trust
EPD	Employers' Forum on Disability
EOA	Equal Opportunities Act
EOC	Equal Opportunities Commission
ILO	International Labour Organization
NPD	National Policy on Disability
NUDIPU	National Union for the Disabled
PWDs	Persons with Disabilities
SAHRC	South African Human Rights Commission

U.S.	United States
UN CRPD	United Nations Convention on the Rights of Persons with Disabilities
UN	United Nations
UNAB	Uganda National Association for the Blind
UNAD	Uganda National Association for the Deaf
VR	Vocational Rehabilitation

ABSTRACT

This study was carried out in organizations employing persons with disabilities in Kampala district to investigate equalization of employment opportunities and employment of PWDs. The study was guided by four objectives: To establish perceptions of participants on the benefits accruing from equalizing employment opportunities for PWDs, To identify challenges faced in equalizing employment opportunities for PWDs, To explore ways of tackling challenges experienced in equalizing employment opportunities for PWDs in employment places and to establish measures aimed at equalizing employment opportunities for PWDs. The study was intended to create more information and awareness that, if given necessary support, PWDs are capable of performing and creating change in organizations. A cross-sectional study design was used taking a descriptive approach and non-statistical methods to present and analyze data. Data was collected using observation, questionnaires and semi-structured interviews with employees with disabilities, administrative officials in organizations employing PWDs, officials from the line ministry and umbrella organizations for PWDs. These were selected using purposive sampling techniques. Findings from the study revealed that few employees with disabilities accessed employment through non-formal procedures and that most of them didn't have access to support services or systems that would help them to do their work independently, effectively and efficiently. Other major challenges experienced by employees with disabilities were, information and communication barriers, structural barriers, physical barriers attitudinal barriers. The study also revealed good working relationships between PWDs and ordinary employees but many PWDs abandoned work at a high rate than ordinary employees. Most employers were knowledgeable about the employment legal provisions for PWDs but were unable to provide support systems and services for PWDs. Most organization employing PWDs were not benefiting from the 2% tax reduction simply because none of them had employed the number qualifying them for the reduction. The study concluded that although there are PWDs who had accessed employment, a good number of them left employment due to lack of support that would help them work independently. Various actions need to be taken at both organizational and national level to ensure conducive working environment for employees with disabilities. The study, therefore, recommends that affirmative action be effected and awareness campaigns to all stakeholders to improve on the employment systems and procedures of PWDs. It is recommended that the central government, through its line ministry supervises organizations to establish challenges faced and find workable solutions. They should also monitor and evaluate the existing laws for modification and benchmark with other countries to compare and borrow what is applicable in Uganda. Further research can also be carried out to establish how best employment of PWDs in both private and public sectors can be mainstreamed and improved upon.

CHAPTER ONE

INTRODUCTION

1.0 Background of the study

The Equal Employment Opportunities (EEO) concept can be understood by using two approaches. According to Jewson and Mason (1986a) the liberal approach focuses on non-discrimination and the use of formal and fair recruitment systems. Its objective is equality of opportunity, whereas the radical view tends to focus on equality of outcome. Roemer (1998) equates EEO to a level playing field conception of equality of opportunity and its core focus is on distributive and procedural justice in making employment decisions to mitigate social and physiological barriers in accessing employment and the enjoyment of the right to employment without discrimination.

At the forefront of EEO for people with disabilities (PWDs), is the International Labour Organization (ILO) an arm of United Nations that has made multiple declarations such as Convention No. 100 concerning Equal Remuneration (1951), ILO Convention No. 111 concerning Discrimination (Employment and Occupation) (1958) and ILO Convention No. 118 concerning Equality of Treatment (Social Security) (1962). In 1983, one year after the adoption of the World Programme of Action concerning Disabled Persons and two years after the International Year of Disabled Persons, the ILO adopted Convention No. 159 and Recommendation No. 168 concerning Vocational Rehabilitation and

Employment (Disabled Persons). Convention No. 159 requires ratifying states to introduce a national policy based on the principle of equality of opportunity between disabled workers and workers generally, respecting equality of opportunity and treatment for disabled women and men and providing for special positive measures aimed at effective implementation of these principles. Similarly, ILO Convention No. 168 on Employment Promotion and the Protection against Unemployment (1988), for example, contains an explicit prohibition to discriminate on grounds of disability (Article 6 (1)). Most recent ILO initiatives of relevance are the ILO Declaration on Fundamental Principles and Rights at Work (1998) and the ILO Code of Practice on Managing Disability in the Workplace (2002).

While many are successfully employed and fully integrated into society, persons with disability (PWDs) generally face disproportionate poverty and unemployment. An estimated 80% of all PWDs in the world live in rural areas of developing countries and face barriers of limited or no access to services they need (ILO, 2007). This study, focused on EEO and employment of PWDs in Uganda and, more specifically, Kampala District.

This chapter presents a general overview of the study, historical, theoretical, conceptual, and contextual backgrounds, the statement of the problem and purpose of the study. The objectives of the study, research questions, scope of the study, significance of the study, limitations, conceptual framework and definition of key terms and organization of the report are also given.

1.1.1 Conceptual Perspective

Carson (2009) views disability as the disadvantage or restriction of activity caused by a contemporary social organization which takes little or no account of people who have physical impairments and thus excludes them from participation in the main stream of social activities for instance in the employment sector. But according to the Americans with Disabilities Act (ADA, 1990), disability is legally defined with respect to an individual with physical or mental impairment that substantially limits one or more of the major life activities such as a record of such impairment, or being regarded as having such an impairment. The ADA definition is an inclusive definition that tends to capture both the largest and broadest estimate of people with disabilities. It describes a disability as a condition that limits a person's ability to function in activities including communication, walking, and self care (such as feeding and dressing oneself) - and which is likely to continue indefinitely, resulting in the need for supportive services. Therefore, persons with disabilities are those persons who have long term physical, mental, intellectual, or sensory limitations which when combined with environmental barriers and discrimination, prevent them from fully participating in society on an equal basis with others.

Discrimination is the unlawful treatment of an individual and/or groups in employment and education less favourably because of one of the grounds specified in relevant legislation. Discrimination occurs when someone is treated unfavourably on the basis of their age, gender identity, disability, physical features, employment activity, industrial

activity among other grounds, (Jewson & Mason, 1986). Direct discrimination occurs when a person treats, or proposes to treat, a person unfavourably because of a characteristic. Indirect discrimination occurs when a person imposes a condition or a requirement that is unreasonable and has, or is likely to have, the effect of disadvantaging people with one of the characteristics above. For example, a job advertisement for a cleaner requiring an applicant to speak and read English fluently may disadvantage a person based on disability. The requirement to speak or write English fluently may not be reasonable if the requirement is not necessary to perform the job, and therefore may constitute indirect discrimination. In the case of Uganda, the equal opportunity Act has been set to tackle discrimination.

1.1.2 Philosophical and Historical Background

To put employment of and for PWDs in the right perspective it is important to understand the philosophical and historical underpinnings relating to service provision for PWDs in society. The history of service provision marked by marginalization, discrimination, profound exclusion and segregation of PWDs. Prior to the 1980s institutionalizing service provision for PWDs was considered ideal and an effective way of helping them access and participate in livelihood activities, albeit the fact that this abetted and perpetuated cutting off PWDs from family and isolating them from society (Kluth, 2006). This approach, conceived within what is referred to as the medical model of disability, focuses on a person's disability, rather than the needs of the person. In this model of disability PWDs are defined by label or diagnosis and it is the individual, not society who is

regarded as having a problem and needs to be treated. In other words, the medical model views disability as something that “belongs” to a person; the society does not need to change but the individuals with disability do. The medical model also assumes that the ultimate solution is to find a cure or to help people with disabilities lead “normal” lives (Kluth, 2006). A related model in the understanding of PWDs is the charity model of disability; in this model, the individuals were historically seen as needy and even pitiful. In this model, people with disabilities are portrayed as “broken” or as sick. The assumption was that all people with disabilities wanted to be fixed and cured. The charity model led people to believe that those with disabilities were not contributing members of society. This perception can cause discrimination and arouse prejudice. In addition, receiving charity is stigmatizing; benevolence carries with it an expectation of gratitude. This is problematic as people with disabilities should not need to express gratitude for rights to which they are entitled (Goodley, 2001).

Such attitudes led the society to regard persons with disabilities as objects to be fixed by medical treatment, as objects of charity to be rendered welfare or as a burden of care. These people are also discriminated against as most of them are treated differently depending on their academic qualifications, health, nature of disability and its severity among other reasons. The treatment given to persons with disabilities was and is still discriminative, thus causing low self esteem and social stigma among persons with disabilities (Michael & Bob, 2006) many of these discriminative practices are still prevalent today and are affecting a significant percentage of our population that comprises persons with different disabilities.

1.1.3 Theoretical Perspective

Equal Employment Opportunity and discrimination of persons with disabilities can be traced from the statistical theory of racial and gender based on stereotype proposed by Arrow (1973) and Phelps (1972). The theory asserts that inequality may exist and persist between demographic groups even when economic agents (consumers, workers, employers) are rational and non-prejudiced. This type of preferential treatment is labeled "statistical" because stereotypes may be based on the discriminated group's behaviour. The theory also asserts that labour market discrimination may exist because employers do not know with certainty workers' ability; therefore they may resort to base employment decisions on the workers' visible features, such as group identity and physical ability. If employers believe (correctly) that workers belonging to a minority group perform, on average, worse than dominant group workers do, then the employers' rational response is to treat differently workers from different groups that are otherwise identical.

In support of the Statistical discrimination theory Moro (2009) noted that Discrimination can be the agents' efficient response to asymmetric beliefs, or display an element of inefficiency. Statistical discrimination is generally unlawful. It is illegal to make hiring, pay or promotion decisions based on predictions based on race, sex, age, or disability. The statistical theory of racial and gender based on stereotype therefore, underpinned this study to identify how PWDs are discriminated in accessing and retain equal employment opportunities as provided for in the Equal Opportunities Commissions A (2007), Employment Act (2006) articles 12 sections A – I and article 13, 15, the barrier to

accessing employment experienced by PWDs, and challenges employers experience in providing a conducive work environment for PWDs in the employment sector of Uganda. The statistical theory therefore guided the study in establishing employment procedures for PWDs as compared to ordinary employees, finding out whether the working environment is inclusive to accommodate PWDs, working relationships among employees importance of employing PWDs challenges and ways of overcoming the problems. However, the premise of this study as guided by the statistical theory of racial and gender based on stereotype was that; although there may exist many legal provisions for prevention of none discrimination of PWDs in enjoying the available opportunities, the PWDs are still discriminated in employment due to social stereotype at staff recruitment, motivation and provisions of tools of work in the employment sector of Uganda and related systems such as the education system.

1.1.4 The Global Situation

On a global scale, the phenomenon of employment has many strings attached to it due to our divergent cultural beliefs and gender stereotypes, as well as, attitude of ordinary persons in different settings like educational institutions, organizations and other settings. Many employers in the world believe and perceive persons with disability as non-performers and are unable to do work. In Britain, the type of discrimination encountered by disabled people was not just a question of individual prejudice; it was institutionalised in the very fabric of their society. Employers discriminated openly against disabled workers making them at every age unemployed longer than non-disabled workers

(Barners, 1990). He continues to note that this perception makes PWDs to always be left out in most employment circles both at international and national levels. When disabled people do find employment it is usually low skilled, poorly paid work with few opportunities for promotion. On average, disabled persons earn much less than non-disabled workers in full time work up to a quarter less than non-disabled, thus making them to be among the most economically impoverished, politically marginalized, and least visible in their societies globally.

In Afghanistan for example, until recently, disability was regarded as an issue of care or cure with the responsibility of supporting disabled people falling on the family. State intervention was often channeled through welfare institutions with little commitment to addressing disability, such as access to health care, education, employment, and wider perception. The dependency which this welfare model created disempowered disabled people, and isolated them from mainstream of society (Comprehensive National Disability Policy in Afghanistan, 2003).

World over, when PWDs got tired of being discriminated, they sought of ways to address their issues. Among these ways, was the formulation of the social model of disability. The social model was created by disabled people themselves. It was primarily a result of society's response to them. But also of their experience of the health and welfare system which made them feel socially isolated and oppressed. The denial of opportunities, the restriction of choice and self-determination and lack of control over support systems in their lives led them to question the assumption underlying the traditional dominance of

the medical model. Through the social model, disability was understood as an unequal relationship within a society in which the needs of PWDs are often given little or no consideration. Persons with Disabilities were disabled by the fact that they are excluded from participation in the society as a result of physical, organizational and attitudinal barriers. These barriers prevent them from gaining equal access to information, education, employment, public transport, housing and social/recreational opportunities (Carson, 2009).

1.1.5 Legislative and Policy Provisions for Employment of PWDs

Uganda is acclaimed for making progress in introducing and enacting legislation aiming to equalize opportunities for PWDs in the mainstream social and economic sectors. Several Acts of Parliament addressing accessibility and participation concerns of persons with disability exist in almost all government ministries. The overall guideline for all the pro-disability laws is offered by Article 21 of the Constitution of Uganda which states that a person shall not be discriminated against on the basis of disability, among other grounds, and Article 32(1) which provides that the State shall take affirmative action in favour of groups marginalized on the basis of disability among other grounds.

Specific to employment of PWDs in Uganda the Constitution of the Republic of Uganda 1995, Article 40, *allows all Ugandans to put their academic and acquired skills to practice in formal and informal employment without any unlawful restriction. This general law does not exclude persons with disabilities, who too have a right to directly*

get involved in business and to be given jobs both in private and public sectors, provided that they have the qualifications. By implication the article provides for enactment of laws to ensure that work is done under satisfactory, safe and healthy conditions, with equal payment for equal work without discrimination. The working premises including the general outside environment should be accessible.

Having ratified the UN Convention on the Rights of Persons with Disabilities in 2006 (UN, 2006) the government increased efforts to equalize employment opportunities for PWDs in Uganda with the enactment of **Persons with Disability Act, 2006**. Section 12 of the

Act prohibits discrimination against qualified PWDs on grounds of disability, in regard to any job application procedures, hiring, promotion, employee compensation, job training and other terms, conditions and privileges of employment. Hence *any condition put up by the employer aimed at discouraging or failing a person with disability from taking up responsibilities is against the law*. Section 13 (4) (b) requires every employer to carry out appropriate modifications in their work premises to facilitate the employment of PWDs. *It is also a duty of every employer to put up ramps and rails on all their buildings, make their toilets/latrines wide enough, and carry out similar changes on their work premises, for easy use of such facilities by PWDs*. Section 13 (4) (c) gives a tax exemption on any costs incurred by an employer as a result of the modifications carried out under (b) above. Furthermore the **Employment Act, 2006**, Section 6 (1) puts a duty on the minister responsible for labour, labour officers, and the Industrial Court to promote equality of

opportunities with a view of eliminating any discrimination in employment. *PWDs should not be mistreated or disrespected in trade unions, industrial courts and a minister responsible for labour has a duty to promote such equality.* Section 6 (3) declares discrimination in employment unlawful and it defines it to include; exclusion made on the basis of among others disability, which has the effect of preventing an employee from obtaining any benefit under a contract of service.

Workers' Compensation Act Cap 225: This Act generally requires that any person who acquires a disability while at work and in the course of doing the employer's duties, is supposed to be compensated as provided for in the Workers Compensation Act. *Where such a worker has to retain his job, the employer is required to create an accessible environment on addition to paying him as a compensation for the disability acquired.*

Notwithstanding these positive developments, employment of PWDs remains elusive, as the majority of them are a neglected group in both public and private sectors of employment. Existing disability related employment laws have not been fully translated into practical outcomes towards disabled people partly due to absence of regulations to guide their implementation.

1.2 Legislation Relating to Employment of PWDs in Uganda enacting

Specific to employment of PWDs in Uganda **the Constitution of the Republic of Uganda 1995**, Article 40, provides that every person in Uganda has the right to practice

his or her profession and to carry on any lawful occupation, trade or business. It gives powers to Parliament to enact laws to ensure that work is done under satisfactory, safe and healthy conditions, with equal payment for equal work without discrimination. This article *allows all Ugandans including PWDs to put their academic and acquired skills to practice in business or trade without any unlawful restriction. This also means that PWDs have a right to directly get involved in business and to be given jobs both in private and public sectors, provided that they have the qualifications. The working premises including the general outside environment should be accessible.*

Persons with Disability Act, 2006 Section 12 of the PWDs Act prohibits discrimination against qualified PWDs on grounds of disability, in regard to any job application procedures, hiring, promotion, employee compensation, job training and other terms, conditions and privileges of employment. This means that *any condition put up by the employer aimed at discouraging or failing a person with disability from taking up responsibilities is against the law. Such a condition could be lack of capacity to lift a load, which is not related to one's skills, being unable to access upper floors of a building without a lift*. Section 13 (4) (b) requires every employer to carry out appropriate modifications in their work premises to facilitate the employment of PWDs. *It is also a duty of every employer to put up ramps and rails on all their buildings, make their toilets/latrines wide enough, and carry out similar changes on their work premises, for easy use of such facilities by PWDs.* Section 13 (4) (c) gives a tax exemption on any costs incurred by an employer as a result of the modifications carried out under (b) above.

Any employer who makes accessibility modifications can receive a reduction on the cost of materials used in making the changes at his work place. Section 18 provides that all contracts are bad in law or void if it requires a person to do something prohibited by the PWDs Act (as provided above), excludes any provision of the Act, or prevents any person from filing a complaint against any person (s) who has committed acts prohibited by this Act. This means that a person with disability can take an employer to court, who violates the provisions of the PWD Act on employment. Section 16 puts a duty on the employer to ensure that the physical features of the premises used by an employee do not place an employee with disability at a disadvantage. Work premises should not be limiting employees with disabilities from accessing any parts or facilities at the work place.

The Employment Act, 2006, Section 6 (1) puts a duty on the minister responsible for labour, labour officers, and the Industrial Court to promote equality of opportunities with a view of eliminating any discrimination in employment. *PWDs should not be mistreated or disrespected in trade unions, industrial courts and a minister responsible for labour has a duty to promote such equality.* Section 6 (3) declares discrimination in employment unlawful and it defines it to include; exclusion made on the basis of among others disability, which has the effect of preventing an employee from obtaining any benefit under a contract of service. *An employer, who offers a transport benefit to his/her employees using a bus which an employee, for example, using a wheelchair cannot access and therefore he/she is made to meet transport costs, commits discrimination.*

Whereas the Disability Act has been broad in essence, the regulations have defined in detail what it takes to guarantee employment of PWDs. The regulations provide for the line ministry to employ a person responsible for employment placement for PWDs, prohibits the employer from using screening methods that discriminate qualified disabled employee, responsibility to employer to provide assistive services required by employee to execute his or her duties under employment contract thereof, it also provides mitigating measures where disability occurs in the course of employment such as redeployment in line of fitting employment and re-aligning the employment contract without break in the period of service. The regulations also provide for tax exemptions on modification costs to employers. This is in line with CRPD principle of reasonable accommodation. The regulation further provides for consultations with DPOs in and during the process of recruitment and job placement of PWDs by employers.

Workers Compensation Act Cap 225: This Act generally requires that any person who acquires a disability while at work and in the course of doing the employer's duties, is supposed to be compensated as provided for in the Workers Compensation Act. *Where such a worker has to retain his job, the employer is required to create an accessible environment on addition to paying him as a compensation for the disability acquired.*

The effectiveness of laws in improving employment opportunities for disabled persons – whether they are vocational rehabilitation laws, quota legislation or anti-discrimination legislation – is central, not only in terms of the economic rights of disabled people, but

also their broader social and political rights, which are closely linked to economic empowerment.

However, these laws have not been fully translated into practical outcomes towards disabled people. This has been partly due to absence of regulations to make them operational. Such laws geared towards promotion and protection of disability rights and needs of PWD in Uganda include, National Council on Disability Act 2003, the Disability Act of 2006 and the Equal Opportunities Commission Act 2006 and Local Government Act 1997.

Whereas some of these laws have been in place for the last 5 years or so, there has been little positive impact of such laws in lives of PWDs. This has been partly due lack of enabling regulation to guide implementation among others. This was further echoed during the celebrations to mark the International Day of Disabled in 2007. The President, who was the guest of honour during the celebrations, noted it as an issue of concern too. He noted that there was need for a meeting with disability stakeholders to discuss and refine further on why such laws were no being implemented and remedy sought. Reasons earlier advanced for non implementation was that some technical people did not know how to manage and implement laws that had no guidance framework. This was later to be provided for in form of regulations. The other issues noted were lack of financial resources to ensure the laws were appropriately addressed.

Therefore, arising from the above, the line Ministry of Gender Labour and Social Development has developed regulations on National council on Disability Act and on Disability Act. These regulations are an important landmark in promoting disability rights in development process in Uganda. Whereas the parent laws were providing general frame works on a number of disability issues like employment among other, the regulations have defined and refined them further to guide planning and implementation by the technical people at all levels of government. Already, the regulations have been discussed by the disability stakeholders to ensure that disability concerns are well anchored in the regulations.

Whereas the Disability Act has been broad in essence, the regulations have defined in detail what it takes to guarantee employment of PWDs. The regulations provide for the line ministry to employ a person responsible for employment placement for PWDs, prohibits the employer from using screening methods that discriminate qualified disabled employee, responsibility to employer to provide assistive services required by employee to execute his or her duties under employment contract thereof, it also provides mitigating measures where disability occurs in the course of employment such as redeployment in line of fitting employment and re-aligning the employment contract without break in the period of service. The regulations also provide for tax exemptions on modification costs to employers. This is in line with CRPD principle of reasonable accommodation. The regulation further provide for consultations with DPOs in and during the process of recruitment and job placement of PWDs by employers.

Despite the efforts made to ensure employment of PWDs, a number of factors still negatively influence employment of PWDs, such issues as attitudinal challenges inherent in community value system and economic development imbalances that is skewed against vulnerable communities of the disabled people. Macro-economic policies that would rekindle PWDs accessing employment in both formal and informal sector, is still slow in visibly recognizing poor rural PWDs. It is apparently also not clear in the new regulations how PWDs employed in the informal sector will be catered for.

In order to prevent marginalization, PWDs of Uganda formed an umbrella organization whose mission was to create a unified voice, promote equalisation of opportunities, active participation of PWDs into the main stream programmes advocacy and policy influence in 1987 (Butegwa & Kigozi 2008). This came at the time when Uganda was among the member countries that accepted the principles to take part in the process of equal opportunities, in accordance with the various international statements, including the United Nations Declaration on Human Rights. Member countries accepted the principles of participation, integration and equalization of opportunities, as defined in the UN's world programme of action concerning disabled persons and the Standard Rules on Equalization of opportunities for PWDs, (Comprehensive National Disability Policy in Afghanistan, 2003).

Getting a significantly large number of people out of the poverty line requires deliberate legislations that specify particular interventions and employment opportunities for specific categories of people. In making legislations that work, there is need to take into

consideration underlying factors that are usually at play since attitudes to disability vary according to social norms, religious beliefs and cultural values. For instance, disabled people in Zimbabwe have become more marginalized and oppressed as a result of capitalist tendencies rooted in colonialism and globalization as these have now virtually ‘crippled the economies, societies, and politics’ of this country (Harris 1993 cited by Sheldon 2005:116 in Barnes and Mercer, 2005).

In Uganda, disability provisions can be traced from the Constitution of the Republic of Uganda 1995, and in general legislations, including labour education, and communication laws (ILO Uganda Country Profile, 2004). Other anti-discrimination laws can be traced in the Disability Act 2006, National Policy on Disability Act (2006), and Equal Opportunities Commission Act (2007) Act among other laws. Despite progressive legislation, there are inadequate implementation modalities. There is a lack of robust statistical data on disability issues, particularly at District level and below. There is a lack of coordination between different line ministries on cross-cutting issues such as disability. The disability movement lacks sufficient organizational capacity to effectively lobby the government. There is a lack of collaboration between the disability movement and the MPs with disabilities. Demand for disability services far outstrips supply. People with disabilities have been excluded from the planning and development process; there are currently no social assistance programs for people with disabilities (Disability Scoping Study for DFID Uganda, 2009)

1.2.1 Contextual Background

In Uganda, significant effort by government and development partners has been exerted towards promoting employment for persons with disability (PWDs). Several vocational rehabilitation centers and sheltered workshops were set up in 1960s and 1970s respectively, to train PWDs in vocational skills and to provide them with convenient and protected employment. Organizations for and of PWDs and other agencies like the Federation of Uganda Employers have also been active in lobbying and advocating for the employment of PWDs in the formal sector. Nevertheless, many PWDs despite possessing the required education and training qualifications for certain jobs, found it difficult to obtain employment (Baguwemu, Busulwa & Kanya, 2000).

The EEO legal provisions are traced right from the constitution of the republic of Uganda (1995), for instance, Article 21 subsection 1 states; *All persons are equal and entitled to the same protection under the law* and subsection 2 indicates that *a person shall not be unfairly treated on grounds of sex, race, color, tribe, birth belief, religion, social or economic standing, political opinion or disability of any kind*. This is followed by provisions in the Employment Act (2006) article 6 section 3 which states; *discrimination in employment shall be unlawful and for the purposes of this Act, discrimination includes any distinction, exclusion, or preference made on the basis of race, colour, sex, religion, political opinion, national extraction or social origin, the HIV status or disability which has effect of nullifying or impairing the treatment of a person in employment or occupation, or of preventing an employee from obtaining any benefit under contract of*

service. Discrimination of marginalized groups is also provided for in the **Disability Act (2006)**; Article 12 section 1 and 2 prohibits discrimination of PWDs in the employment sector and stipulates ways discrimination is depicted. Article 13 also enumerates the rights of PWDs to employment and roles of the employers and government in ensuring PWDs access employment.

These and more legal provisions are provided for by government but because the implementation process was not effectively done by relevant stakeholders, the government of Uganda established the equal opportunities commission (2007). This Act came into force as an Act to make a provision in relation to Equal Opportunities Commission pursuant to article 32 (3) and 32 (4) and other relevant provisions of the constitution. The main purpose of the Equal opportunities Act is to transpose into law the implementation of equal treatment of all persons as regards employment and other human rights. As a constitutional right, the Equal opportunities Commission was given the mandate to eliminate discrimination and inequities against individuals or groups of persons on the grounds sex, age, race, colour, ethnic origin, birth, creed, or religion, health status, social and economic standing, political opinion or disability. The Equal Opportunities commission has the mandate to take affirmative action in favour of groups marginalized on the basis of gender, age, disability or any other reason created by history, tradition or custom for the purpose of redressing imbalances which exist against them to provide for other related matters.

Even with the acts and policies in place aimed at improving and enhancing access to services, persons with disabilities continue to experience physical barriers, inadequate information, rehabilitation, and unfriendly services and conditions at their place of work (Ministry of Gender Labour and Social Development, 2006). Most persons with disabilities in Uganda do not have access to regular incomes and adequate employment opportunities. It is still not clear whether the use of these legislations since the time of their enactment, the incentives and prohibitions in them, is improving the employment opportunities of PWDs. The right to work is a fundamental human right to which every citizen is entitled. It enables human survival and through it every person gets empowered in managing everyday life challenges. Therefore, unless there is a study to establish this assumption, despite glaring attitudinal stance, PWDs will keep being marginalized, thus frustrating the goal of poverty eradication for all.

1.2.2 Statement of the Problem

The Uganda government has expressed commitment to improve employment accessibility and retention of PWDs by passing various legal provisions and established the EOC Act to monitor, evaluate, and ensure that these legal provisions and customs of different organs are compliant with Equal Opportunities and affirmative action in favour of groups marginalized This was in response to the recommendations passed by the Convention on the Rights of the PWDs, (Article 5 UN, 2006) Secondly, the legal provisions supportive of the rights of PWDs are not yet operationalised to be of practical benefit to the marginalized groups Experience clearly shows that PWDs continue to be

excluded from society, are largely an invisible and silent population, and consequently lack capacity to cope, communicate, and contribute. Besides, many organizations claim to be non-discriminatory in their employment policies. However, many PWDs claim they are not considered for employment in many organizations they approach. Even those who are employed, claim they face a lot of challenges at their places of work. It is therefore imperative that the knowledge of PWDs in employment organizations is in place. Furthermore, it is important to know the experiences of PWDs in gainful employment in both public and private formal employment, the challenges they experience and strategies for enhancing EEO for PWDs in Uganda. It is also important to establish the effectiveness of the EOC to ensure employment of PWDs.

1.3 Purpose of the Study

The purpose of this study was to investigate nature, benefits, challenges and strategies of equalising employment Opportunities for PWDs in Kampala District

1.4 Objectives of the Study

The objectives of the study were:

1. To establish perceptions of participants on the benefits accruing from equalizing employment opportunities for PWDs.
2. To identify challenges faced in equalizing employment opportunities for PWDs

3. To find out ways of tackling challenges experienced in equalizing employment opportunities for PWDs in employment places.
4. To establish measures aimed at equalizing employment opportunities for PWDs.

1.5 Research Questions

1. What do participants perceive to be the benefits accruing from equalizing employment opportunities for PWDs?
2. What challenges do employers face in equalizing employment opportunities for PWDs?
3. What ways can be employed to tackle challenges experienced in equalising employment opportunities for PWDs in employment places.
4. What measures aimed at equalizing employment opportunities for PWDs in and outside employment places are in place?

1.6 Scope of the Study

1.6.1 Geographical scope

This study was restricted to Kampala District because it is the district with many organizations employing persons with disabilities, having most umbrella organizations for PWDs, legal offices and the line ministry is located. Information obtained from these areas helped the researcher to establish their contributions towards employment of

PWDs, the challenges they encounter and achievements have gained in employing this category of employees.

There are many categories of disabilities with varying degrees of severity. However this study will specifically look at persons with hearing impairment, visual impairment, and physical impairment with mild degrees of disability.

1.6.2 Content scope

The study concentrated on the benefits of equalizing employment opportunities for PWDs, the challenges encountered in employment of PWDs, solutions to the problems encountered by employees with disabilities and employers. The focus was also extended to measures in place to ensure that employment of PWDs is inclusive enough to make them enjoy the right to Equal Employment as provided for in the ILO conventions on EEO.

1.6.3 Time scope

This study covered the period 2007 to 2012 the time the government of Uganda put in place the EOC Act to oversee the enjoyment of equal employment for all people in both the public and private sector.

1.7 Significance of the Study

The findings of the study may:

- Promote employment opportunities for persons with disabilities in different organizations so that they can compete with ordinary persons.
- Help persons with disabilities aware of their equal opportunity rights and advocate for affirmative action's that will reduce or completely eliminate discrimination at the places of work and increase their chances of accessing employment opportunities.
- Sensitize employers about the legal provisions concerning equal employment opportunities and their roles as employers to ensure that support systems are installed in their organizations for persons with disabilities to work independently, effectively and efficiently
- Help the ministry of gender and social development to find better ways of how to implement the policies concerning equal employment opportunities for persons with disabilities.
- Benefits as prescribed by legislations that are being enjoyed by organizations employing PWDs established in this study will make employers and employees aware

of the benefits of employing persons with disabilities so that each category can play their roles and responsibilities effectively.

- Overall findings from this study will help strengthen the existing Legal Provisions on EEO and enlighten the policy makers and implementers on the effective ways of implementing the act so as to promote equalization of opportunities for ALL.

1.8 Conceptual Framework

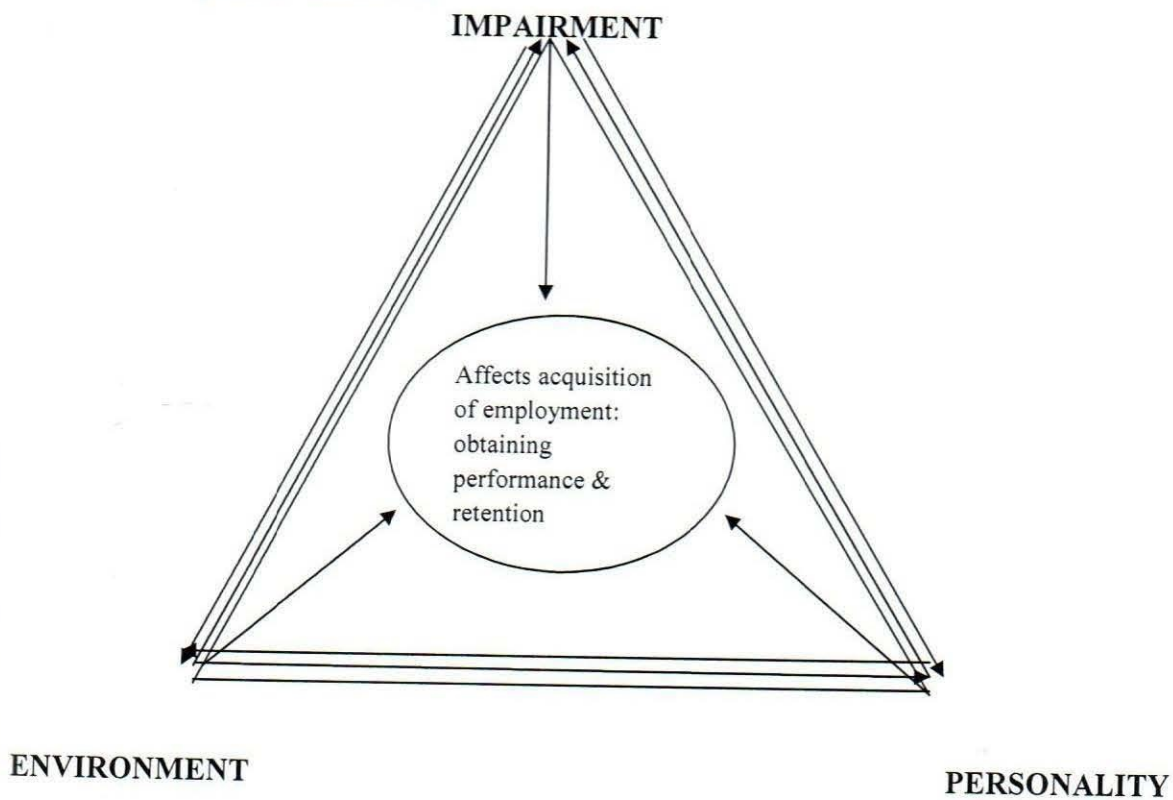


Figure 1.1 : Interrelationships between factors affecting equalization of employment for PWDs

Employment is, in this study, conceptualized as a behavior of PWDs in the context of the workplace and implementation of job related tasks. According to the International Classification of Functioning, Disability and Health (ICF) (2001), PWDs participate in a gainful activity is influenced by three factors; impairment, environment, within which he interacts his personal factors such as determination to succeed, self esteem, motivation to work, etc. These may cause obstacles of various types and degrees.

The ICF model views disability as a functional limitation a person with an impairment (health condition) encounters when he interacts with contextual barriers (environmental obstacles and personal factors), the ability and extent to which a disabled job seeker obtains employment and the extent to which he retains that employment depends on the magnitude of those factors and their impact on the individual's ability to carry out activities related to work tasks. These factors affect each other in two way direction as the arrows indicate.

Disability is contributed to and manifested at three levels of functioning: At this level (impairment), personal level (activity limitation). At personal level, factors such as low self esteem, negative image, and other personality factors can influence a person's ability to carry out activities of daily living and how he participates in society and societal level (participation restriction). This is the level where PWDs may experience participation restrictions in social activities, for instance, in employment; a person with physical impairment may be excluded in an important meeting because he cannot reach the venue for the meeting is inaccessible. A person with disability may experience problems with

involvement in social activities and on the basis of that he may experience discrimination in employment or transportation. Therefore, PWDs need help in all the three area in order to help them overcome certain barriers so that they can work independently

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter presents a review of related literature on the nature, benefits, challenges and strategies of equalizing employment Opportunities for PWDs in Kampala District. . The chapter presents a review of literature relevant to measures aimed at equalizing employment opportunities for PWDs in and outside employment places, benefits accruing from equalizing employment opportunities for PWDs, and challenges faced in equalizing employment opportunities for PWDs.

2.1 Benefits of equalising employment opportunities for PWDs

Although negative attitudes and concerns exist for some businesses, research has illustrated the benefits of creating a welcoming culture for people with disabilities. In their analysis of the restaurant industry, Slonaker *et al.* (2007) found that some employers do try to include diversity as an essential component in the way [they] do business.” A broader survey of employers by the federal Job Accommodation Network illustrated that employers who hired people with disabilities were able to find qualified workers, increase profits, and avoid significant training costs (Hartnett *et al.*, 2011). Lengnick-Hall (2007) states that employees with disabilities can actually reduce business costs if

employers create a welcoming environment for people with disabilities by lowering turnover costs, reducing the likelihood of litigation, and gaining government tax breaks. Interviews with Leisure and Hospitality managers also support the claim that employees with disabilities exhibited lower absenteeism rates than other employees (Hernandez *et al.*, 2008).

Additional evidence suggests that accommodating people with disabilities is generally inexpensive. Half of all disabled workers require no accommodation at all (Bruyère *et al.*, 2006), and an estimate by the Job Accommodation Network (1996) calculated that most accommodations for people with disabilities cost below \$500. Interviews with Israeli hotel consumers with disabilities reached the same conclusion that accommodations can help customers in addition to employees (Poria *et al.*, 2011).

Contrary to the concerns of unemployment for persons with disabilities, Gaffam *et al* (2002) found that the cost of recruiting an employee with disabilities was generally lower, productivity was equal or greater than other workers in the vast majority of cases, and most workers with a disability exhibited better attendance and lower occupational health and safety incidents than those without a disability. Burnett and Baker (2001, p. 4) further argue that even though people with disabilities represent the largest of all minority groups in the U.S., they represent an untapped market due to confusion over how best to accommodate them. From the views given above, it is evident that there are vast benefits accruing from employing PWDs if they invest in this special human resource. Many of the organizations in Uganda have not tapped this human resource, however, the few

organizations that have fulfilled the demand of employing PWDs as provided for in Uganda's legal provisions

Walingo (1999) asserts that employment promotes self esteem and values in a person with disabilities who seem to be socially, economically and politically marginalised or discriminated. It is a key to liberation of PWDs from these kinds of evil society. The ethical, cultural, values and social norms all demand and prescribe that each and every person should be self-sustaining or supporting, independent and socially useful in conspiring with the social and biological imperatives. The Australian Government initiative report (2006) observed that employing a person with disability is like employing a person without disability. The focus is on whether the person has the skills and aptitude to do the job. The report pointed out four business benefits of employing persons with disabilities that include reliability, productivity, affordable recruitment and good for business. Being a disability friendly organization is also a good way to promote your business in a positive way. Employment of staff with a disability provides access to a wider pool of workers. This study aimed at establishing whether PWDs benefit from being employed. It was evident that those who had steady income and whose needs were provided for, were happy, expressed social mobility and able to meet their demands. Organizations which employed PWDs were recognized as supporters of PWDs by umbrella organizations.

Similarly, research conducted by Disability Works Australia (2005) demonstrates that workers with a disability benefit employers by improving their operations and

strengthening business links with the community. Employment of workers with disabilities minimizes opportunities for litigation as employing people with a disability is evidence that an employer is taking steps towards implementing an equal opportunity policy (Myriad consultants, 2005).

The EEOT research (Equal Employment Opportunity Trust 2005b) highlights the following benefits of employing people with disabilities: The experiences of staff with impairments can help identify the needs of other disability stakeholders, people with a disability are more loyal, dependable and productive than their non-disabled colleagues and often have a higher staff retention rate, which saves recruitment and training costs. Employers who employ workers with a disability gain a better understanding of their customers or clients. Customers and clients come from every walk of life, so it makes sense that the staff does too (Hall, 2002 in EEOT, 2005). People with disabilities can equally contribute their skills and abilities to the economy and society, if employers remove discriminatory barriers to their employment and make reasonable accommodation for their needs (SAHRC, 2002).

On mechanisms, Choruma (2006) in his study of Zimbabwe recommended that the governments should develop policies that challenge the social systems and cultural institutions that discriminate against PWDs especially at family level, transferred into the community and enhanced at the national level as it enhances the livelihoods of people with disabilities. Accommodation is one most cited mechanism and the ILO (2004) noted that reasonable accommodation is understood to mean any change in the work

environment or in the way a job is performed that enables a person with a disability to enjoy equal employment opportunities. Accommodation according to ILO include three categories of reasonable accommodations namely, changes to a job application process, changes to the work environment or the way a job is usually done, and changes that enable an employee with a disability to enjoy equal benefits and privileges of employment. According to these guidelines, other examples of reasonable accommodation may include, an adjusted office chairs (for a person with a back impairment), adapted working hours (for example, for a person with a medical condition requiring frequent rest-breaks), a computer keyboard with a Braille reader for a blind person (ILO, 2004).

Sheffield (2005) opined that PWDs may hesitate to ask for accommodations because of the fear of stigmatization. However, if an employer does not know that an individual has a disability, there could be negative attributions about poor performance that could lead to termination. In this case, others perceive the PWD as incompetent rather than a person needing accommodation. Baldrige and Veiga (2006) suggest there are social consequences of repeatedly asking for accommodation mainly others viewing them as imposing on the organization. As a result, co-workers could exert pressure to stop accommodation requests, and supervisors could hold negative opinions because of perceived monetary costs. This dynamic suggests that organizational culture can develop thus leading to a non-supportive environment for PWD where stigmatization occurs and the shareholder return perspective is dominant. Crampton and Hodge (2003) state that disability discrimination claims primarily occur after a PWD is hired. They report that 23

percent of problems faced by disabled workers relate to reasonable accommodation and 50 percent relate to discharge. In this study it was established that many organizations in Uganda that employed PWDs did not have support systems and services to cater for employees with disabilities. For instance, only one organization, out of the five organizations employing PWDs, had a soft ware installed on a computer for an employee with visual impairment. Without proper accommodation, employees with disabilities cannot perform their duties efficiently and effectively.

HR managers (Bruye`re et al., 2003) consider traditional hiring, training, promotion, and compensation systems to be barriers to employment for persons with disabilities. Changing these systems with practices such as the creation of training programs, the development of support networks, and the implementation of management accountability for including persons with disabilities constitute systemic changes that increase the likelihood that persons with disabilities will be hired and moved into management positions.

For instance, as Seymour and Grove (2005) note, employees with mental health problems raise the concerns of employers through conditions such as depression, anxiety, personality disorders and manic depression. Further, as Biggs et al. (2010) suggest, employers are often put off employing people with a mental illness because of the need to provide excessive supervision, extra help following instructions and dealing with problems concerning poor socialization. Despite such barriers to employment, the evidence suggests adults with mental health problems can also fully engage with

competitive paid work if they are provided with right kind of support (Secker & Grove, 2005). How then were Ugandan employers benefiting from employing PWDs? There was no adequate evidence on this question and it took centre stage to examine and cover this literature gap to explore the benefits of employing PWDs to the Ugandan employers.

2.2 Challenges experienced while equalising employment opportunities for PWDs

The challenges experienced when equalising employment opportunities from literature review seem not to be unique to developing countries but also to developed countries. The European Foundation Centre Study Report (2013) noted that research in the EU Member States revealed that while legislative reforms provide for the appointment of assistants to support persons with disabilities in decision-making, the distinction between such assistants and guardians is not clear enough yet the efforts to provide such assistant could be constrained by lack of resources to meet this requirement. The questions of resources to provide for the resource persons to support PWDs needed to be investigating to cover literature gaps on how a developing country like Uganda undertook to meet this requirement or its associated challenges.

Similarly, the Equity and Diversity Directorate Policy Branch report (2003) noted lack of knowledge by employers about disability issues, duty to accommodate, how to set up a structured recruitment program for PWDs and available resources; inadequate workplace accessibility, accommodation and employment support for PWD. Employers lack knowledge about how to implement PWDs retention strategies. Lack of accountability at

all levels of government in setting and attaining goals to hire PWDs. Employers lack the economic resources to successfully recruit and retain PWDs, including provision of accommodation. Disconnect among agencies serving PWDs on what the real work culture is like, thus the need for better education on both the agency and the employer sides; Inflexible income support programs such as social assistance and disability pensions can act as a trap for both women and men with disabilities (EDDPB report, 2003).

Chakrapan (1995) noted that persons with disabilities (PWDs) have faced a number of barriers in the employment sector in many African countries even though legal frameworks for disability and employment have been established. Some of these barriers include inadequate education and then coined with unemployment among persons with disabilities are two major reasons why they have low status in most developing countries. Employment is a major factor in empowerment and inclusion of persons with disabilities in society. A big indication of unemployment is reflected among adults with disabilities who remain unemployed despite having potentials to contribute to developmental issues of societies.

The European Foundation Centre Study Report (2013) Education Full Development of persons with disabilities' potential to participate effectively in society research for this study has revealed several challenges to the effective implementation of Article 24 UN CRPD by the EU Member States. Information compiled from the Member States revealed few efforts to move towards the provision of inclusive education on the basis of

equal opportunity. In most Member States, while education for persons with special educational needs can take place in ordinary establishments, the option of sending children with disabilities to special educational facilities is permissible and in most cases favored. This is a significant challenge to the effective implementation of Article 24 UN CRPD, because as long as the option of sending children with disabilities to special educational facilities remains available, their full and effective integration in an inclusive education system may not be realized. In addition, the frequent lack of resources for the provision of individualized services and support to learners with disabilities, and the lack of specialized training for teachers in supporting learners with disabilities, are also major challenges to the full and effective inclusion of persons with disabilities in the education system.

Wooten and James's (2005) research noted that organizations have difficulties in creating disability-friendly environments because of barriers to learning. These barriers include discriminatory routines based on the social construction of work as an "ableness" environment, defensive routines used to justify discriminatory practices, reliance on reactive learning that does not involve reflection, window dressing or a superficial commitment to PWD, and lack of vicarious learning. HR managers (Bruye`re et al., 2003) consider traditional hiring, training, promotion, and compensation systems to be barriers to employment for persons with disabilities. Changing these systems with practices such as the creation of training programs, the development of support networks, and the implementation of management accountability for including persons with disabilities constitute systemic changes that increase the likelihood that persons with

disabilities will be hired and moved into management positions. Putting such practices in place reduces the reliance on issue champions to create more inclusiveness and pressures a larger number of organizational members to take actions that will increase inclusiveness for persons with disabilities.

In the specific case of organizational change to increase diversity, the importance of top management support has been recognized and documented (Moore et al., 2001; Ng et al., 2005). Top management's commitment helps to overcome prejudice, stereotypes, and negative attitudes by legitimizing the diversity cause to the organizational community (Großschl, 2005; Guffey & Nienhaus, 2002). The importance of top management support for accommodating persons with disabilities has often been emphasized by previous authors (Kennedy and Harris, 2005; Schur et al., 2005). This study explores the extent to which top management vested interests in supporting a favourable working condition for PWD employees in Uganda.

Chakrapan (1995) noted that PWDs in Africa experience barriers in the employment in the face of equal opportunity laws and cites inadequate education leading to unemployment among PWDs. The Slovenia action program for PWDs 2007-2013 equally noted that PWDs are often less educated and are less integrated in any level of schooling in comparison with other people; their share in secondary and higher education structures is particularly low. Furthermore, Tetteh (2011) focused on social isolation and notes that in Ghana, PWDs as a consequence of their disability have reduced capability of activity that causes many difficulties to life, work and studies. The consequence is

Individuals with disabilities are not only more likely to be poor, but they are subject to prejudice, social isolation and discrimination.

A study carried out in Zimbabwe noted that the root of unemployment is lack of education, lack of disability-friendly workplace environments, and lack of support for and understanding of disability issues by employers and able-bodied colleagues (Choruma, 2006). Some study have noted when employers have negative attitudes towards employees with disabilities, they may either fail to employ them or provide for them support systems that would help them do their duties effectively yet stereotypical attitudes towards disability in some workplaces leads to segregation of employees with disabilities from colleagues and customers (CIPD 2001; Murray & Heron, 1999; Smith, 2004).

Choruma (2006) in Tatteh (2011), notes that in Zimbabwe, the root of unemployment is lack of education, lack of disability-friendly workplace environments, and lack of support for and understanding of disability issues by employers and able-bodied colleagues. However, According to him, people with disabilities are capable of doing what able-bodied people can do. It only takes society to provide space for people with disabilities to utilize the education and the employment sectors.

Lack of initial education (schooling) and vocational training is one of the major obstacles to the economic and social integration of people with disabilities. Some of the documents state that not all countries have vocational training structures for people with disabilities.

The reason given is employers' lack of interest in such mechanisms. This underlines the lack of commitment on the part of private sector companies and employers' and workers' representatives to policies to integrate people with disabilities into the workforce (Moudinet, 2003).

In Uganda, the major problem hindering equal employment opportunities for PWDs is the implementation gap. For instance, the government has put in place many progressive legal instruments; however, many of these are honored in breach. The major impediment to the successful implementation of the Equal Opportunity Act and any other laws in Uganda, (that will facilitate the sustained social inclusion of people with disabilities in contemporary Ugandan society), is a significant "implementation gap." This situation is indicative of a much broader issue, in that within Uganda there is often little appreciation of the need for good governance structures and processes. Even when the need for good governance is acknowledged, there are few incentives in the private sector for such procedures to be upheld. This is evidenced by the fact that the processes of policy formulation and implementation are totally divorced from each other, there is a lack of coordination between different Government Ministries on cross-cutting issues such as disability, and that there is a lack of robust statistical data with the reflected disability issues. This situation is further compounded by a highly decentralized form of government in Uganda, whereby the central government does not easily engage with its counterparts at the District level and below (Lang& Mulangira, 2009).

Moudinet (2003) reviewed the physical barriers to PWDs and noted that the geography of a country also plays an insignificant part in physical obstacles and barriers, whether caused by distances between cities, topography or climatic conditions. When furthermore there is also a lack of public or private transport accessible to people with disabilities, such obstacles and barriers are very often of such significance that people with disabilities are forced into isolation and dependence. In support, other studies have noted that inaccessibility of information for people who have visual, learning or hearing impairments relates to lack of specialized equipment and low vision aids, specialized training to use this equipment and the availability of sign language interpreters for interviews (Bruye`re 2000; Equal Employment Opportunity Trust 2005b; La Grow & Daye 2004).

Wooten and James's (2005) research noted that organizations have difficulties in creating disability-friendly environments because of barriers to learning. These barriers include discriminatory routines based on the social construction of work as an "ableness" environment, defensive routines used to justify discriminatory practices, reliance on reactive learning that does not involve reflection, window dressing or a superficial commitment to PWD, and lack of vicarious learning.

Lengnick-Hall et al. (2008) report that employers choose not to hire PWD for a perceived lack of skills; perceived inability to perform physical tasks; increased health care costs; required accommodations; increased safety problems; perceived discriminatory treatment lawsuits; decreased workplace morale; and perceived negative

impact on customers. Schur et al. (2009) find disability status linked to lower pay, less job security, fewer training opportunities, and less participation in decision-making. Wooten and James (2005) also report that organizations have difficulties in preventing discrimination against PWD applicants or employees.

In a traditional approach, when the new employee requests accommodation, the organization will review the request and decide if fulfilling the request would result in undue hardship (Equal Employment Opportunities Commission, 2002). According to the Equal Employment Opportunity Commission (2002), undue hardship is more than excessive financial cost. Undue hardship can be an accommodation that is disruptive to the work process. The organization would review the request, possibly asking for documentation before making a decision to make the accommodation.

Mahbubur (2002) also highlights that development studies have directly linked poverty as a major influencing factor on issues of disability and handicap. Poverty is both a major cause and consequence of disability. Negative attitudes and practices reinforced by poverty create barriers resulting in ultimate exclusion of people with disabilities from mainstream development. One of the major development components where people with disabilities are widely marginalized is in the sector of employment.

For instance, lack of understanding and flexibility by fellow colleagues' sometimes stuns and harasses workers with disabilities (Chartered Institute of Personnel and Development, 2001; Robert 2003; State Service Commission, 2002). This may occur if a

person with disability has made a mistake that would affect them all; they lack knowledge of how to deal with these persons or may be because they have negative attitudes towards persons with disabilities.

Employers in most businesses may choose not to hire PWDs because of fear about the negative co-worker and customer reactions as largely seen as negative attitudes which are most stereotypes in nature, besides, the limited employment opportunities. Persons with disabilities in fact do not only manage the leaderships in life as a result of disability but also have to compete with ordinary persons in the sector. Chrisman, Jisa and Stalen (1990), in a joint paper noted that the same employers fear increased health insurance costs; the need to deal with adverse reactions by the co-workers, supervisors, and customers who may seem not comfortable to being around persons with disabilities. This continued public prejudices and misconceptions have rendered majority of persons with disabilities unemployed regardless of being skilled and qualified.

In European countries it was noticed that when people have negative attitudes towards employees with disabilities, they may either fail to employ them or provide for them support systems that would help them do their duties effectively. For instance, employers' lack of disability awareness and negative and stereotypical attitudes towards disability in some workplaces leads to segregation of employees with disabilities from colleagues and customers (CIPD, 2001; European Commission 1997; Gray & Neale, 1991; Murray & Heron, 1999; Smith, 2004). In case of interviews, employers with

negative attitudes and lack of expectations towards disabilities may focus on a person's impairment rather than on their skills and abilities (EEOT, 2005).

In Bangladesh, negative attitudes and lack of knowledge that employers in the employment sector possess towards persons with disabilities affect the capacity potential and of these persons at the workplace. Employers assume that people with disabilities will not be able to be as productive or contributively in their work as other employees of similar nature of work. Many people with disabilities in their existing work are severely discriminated, especially in contrast to others in the same organization. However, they think that if modifications and development of appropriate policies, plans, interventions and above all the 'positive and open mind' to improve the condition of people with disabilities in the employment sector of Bangladesh is effectively implemented, persons with disabilities will be fully and actively employed (Noman & Muhammed, 2002).

The attitudes of the larger communities have also been found to pose a major problem for persons with disabilities. In the African tradition, disability is reportedly viewed as a curse, a punishment from the ancestral spirits or God, for wrongs committed by one's parents. The family is usually isolated by the community, and in the same way the family isolates the disabled members in the family (Longshaw, 1997). Negative stereotypes are common, resulting in low expectations of people with impairments, which can prevent them achieving their full potential (UN, 2002).

Accessing the natural, rural and the built environment is yet another barrier that poses a major challenge to physically disabled persons. Sometimes too, the greatest barriers for disabled people are the negative attitudes and behaviour of family, community and service providers both in the government and voluntary sectors (Kulkhanchit, 2002; Seeley, 2001).

Moudinet (2003) looked at the physical barriers in terms of geographical set up. According to him, the geography of a country also plays an insignificant part in physical obstacles and barriers, whether caused by distances between cities, topography or climatic conditions. When furthermore there is also a lack of public or private transport accessible to people with disabilities, such obstacles and barriers are very often of such significance that people with disabilities are forced into isolation and dependence.

For people living in rural areas, distance from facilities, access to public and private buildings, and the availability of community services (social services, care services, education or training) are often insurmountable barriers leading those with disabilities to give up trying to exercise their most elementary social rights. He continues to that, People with disabilities have problems of access in the urban as much as in the rural environment. Despite the legislative provisions, existing in a majority of member states, guaranteeing them access to buildings under construction and that existing buildings will be made accessible, it seems that official buildings (post offices, social services, services and offices for the unemployed, and so on) are not able to receive people with reduced mobility (Moudinet, 2003).

The obstacles people with disabilities encounter in Europe extend from use of public transport to use of appropriate vehicles, by way of the lack of or failure to respect reserved parking spaces, failure to modify pavements and other public facilities (Moudinet, 2003). He also notes that in most member states traffic and transport policies strive to make transport accessible to all, but various links in the chain which are supposed to provide such accessibility do not necessarily benefit from ad hoc provisions to support and guide them. If they are to achieve their declared aims, these policies should include measures to bring into line access to taxis, buses, bus shelters, trains, stations, ferries, etc. They should also provide accessible means of transport and information about all this should be easily accessible on the Internet and clearly presented in several languages.

Moudinet (2003) in ILO guidelines (2004), points out that in Europe, the provision of information to people with disabilities varies from one member state to another. It extends from the wide distribution of information in clear language about all provisions (allowances, benefits, rights) and action mechanisms (schooling, employment, training, higher education) from which individuals may benefit to situations in which communication and information are virtually non-existent. He notes that from the analysis of the studies of the CDCS and the CD-P-RR that people with disabilities are often faced with situations in which the information they need is not accessible to them (for instance inappropriate medium, complexity of language) and this is a significant obstacle to access to information.

Furthermore, lack of information may have significant consequences. In many countries an application for a social benefit on the grounds of disability can only be the result of a voluntary initiative. In this case the lack of clear, relevant, easily accessible information can only result in further obstacles. Several documents of the CDCS and the CD-P-RR indicate that the information made available to people with disabilities is too often written in legalistic, bureaucratic language. The result is that individuals are unable to claim their rights, so in cases where people are not in contact with associations defending individual rights, the lack of information may lead to loss or reduction of benefit or delay in obtaining it (Moudinet, 2003).

Some studies have noted that poverty alleviation programmes normally fail to specifically identify persons with disabilities as a target group and even when identified, such persons still face many obstacles. Many are condemned to live in extreme poverty. These barriers can be overcome by turning persons with disabilities into economically productive members of society through adequate training and credit support programmes (Benedicte, 2007).

2.3 Strategies to ensure Equalisation of Employment Opportunities for PWD

Quota schemes are the best known and the most familiar affirmative action measures aimed at promoting the integration of people with disabilities in the labour market. Quotas are sometimes introduced by law and sometimes by Government decision or regulation. Under quota schemes, employers employing a specified minimum number of

persons are obliged to ensure that a certain percentage (a quota) of their workforce is made up of people with disabilities. Quota systems can be adapted to fit national economic and political requirements, since they allow law and policy makers to influence the size and nature of both the targeted group of beneficiaries (people with disabilities) and the group upon whom obligations are imposed (employers). This can be done in a number of ways, and consideration should be given to all these factors when establishing a new quota system or reviewing an existing system (ILO, 2004).

In Germany public and private employers with a workforce of at least 20 employees are required to ensure that five per cent 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 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 (ILO guidelines, 2004).

In Austria, the national rehabilitation fund is administered by a government ministry which calculates the amount owed by an employer and informs the employer of this. The ministry has access to information about employers' insurance obligations and uses this information to calculate the quota and levy responsibilities (ILO guidelines, 2004).

In Poland, levy payments are regulated under the law providing for tax liabilities. Under this law tax offices have to control payments and to 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 while in China, employers are obliged to pay a daily fine for each day that a payment is overdue (ILO guidelines, 2004).

In Uganda, the government introduced 2% tax reduction to all private employers who employed 5% of PWDs of his total number of employees. This was done to encourage organizations to employ many PWDs in their organizations. However, unlike German, Austria, and Poland, Uganda has no provisions like quota levy that would enforce employers recruit and retain PWDs at their workplaces. The government would also use revenue collected from employers who didn't employ PWDs to support such organizations in installing support systems for PWDs so that they can do their work independently. For instance, in New Zealand employers are legally obliged to make reasonable accommodation in order to get the best from all workers including persons with disabilities. Funding is always available for some accommodations assisting in the work place modifications, special equipment because of a disability. There is a job support fund to meet the costs in open employment where a person is earning the maximum wage or more which includes a WINZ modification grant to pay for changes to workplaces, equipment or access to buildings to enable employers to recruit persons with disabilities. This is supported by the mainstream employment program that assists

persons with disabilities into long term New Zealand's public sector as well as the training support fund to meet disability costs for those participating in integrated training for work experience. The supported employment organizations can work with employers and employees to identify useful workplace accommodations required for new employees before they start work and planning ahead of time to source for equipment expertise for persons with disabilities if found necessary (ILO guidelines, 2004).

Heather Labanya in International Labour Organization (2007) observed that: there are several ways in which laws can address disadvantages faced by disabled workers including, for example, through the provision of a *disability allowance*. A disability allowance provides funds to meet non work-related costs that facilitate access to employment for people with disabilities. Other examples include: *personal assistance schemes* (as have been introduced in the Nordic countries) and *transport allowances*.

She continued to note that in order to meet demand; employers should be willing to recruit disabled jobseekers. As a step in this direction, employers may provide training or work experience to disabled persons; retain and be willing to retrain employees who acquire a disability in the workplace, where appropriate; provide advice to training providers on what skills are needed in the labour market; and provide other supports as appropriate to promote disabled persons in the labour market (such as subcontracting work to businesses owned by people with disabilities).

Anti-discriminatory laws should be emphasized to prohibit employers from discriminating against people with disabilities and therefore serve to discourage employers from discriminatory behaviour, providing for penalties in the case of failure to abide by the law. Laws can also provide incentives to employers who employ and/or train people with disabilities. Further employer involvement may be encouraged, for example, by involving employers in giving advice to training providers or other key stakeholders on the skill requirements of the labour market. Many of the obstacles faced in promoting the employment of persons with disabilities have to do with the perceived cost of adaptations. Some of the ways that laws can address such concerns is through *workplace adaptation grants*, for example. These are funds provided to employers that serve to facilitate adaptations to the workstation or the workplace to make them more accessible to disabled employee(s). Laws can also provide for *equipment grants or loans*. Employers may also receive *employment incentives* encouraging them to employ disabled persons (for example, tax rebates), or can provide *wage subsidies* (Heather Labanya in ILO, 2007).

Barbara Murray in ILO (2007) identified strategies to barriers experienced in employment of PWDs as follows; in formulation and implementation of disability related laws and policies, individual governments are encouraged to make consultations. For instance, Disabled Persons' Organizations (DPOs) as they can identify and the barriers faced by PWDs and make provisions to dismantle them, relevant government ministries as a multi-sectoral gives chance to each ministry to cater for the requirements of PWDs in areas within their respective portfolios, employers as they do direct recruitment of

PWD job seekers and supported employment placement, indirect role in improving opportunities by providing advice in training centers on types of skills required in the labour market. Employers' organizations need to be consulted as identifying and involving organizations willing to promote opportunities for PWDs is central in determining what legal provisions employers will accept. Workers organization/trade unions a role in active recruitment and retention of employees with disabilities these unions are also responsible for the rights of union members who become disabled while at work.

Working to change attitudes is yet another strategy identified as a measure to curb discrimination of PWDs in the employment sector. Many disabled people's organizations already attempt to change perceptions on disability at the community level. Anecdotal evidence suggests that employing a disabled person in itself changes attitudes within that workplace. In the United States, companies already employing a disabled person are more likely to employ other disabled people. For instance, the Employers' Forum on Disability (EFD) was the world's first employers' organization to promote equality for people with disabilities. Pioneered by the business community in the United Kingdom in the late 1980s, it is a nonprofit organization, funded entirely by its 400 employer members, including more than 100 global corporations. EFD does not help disabled people directly. Instead, it makes it easier for employers to employ and do business with disabled people. It encourages businesses to view disability in terms of equal opportunities, capability, and investment in human potential – rather than as quotas, medicine, and incapacity (World Report on Disability, 2011).

2.4 Measures of Equalising Opportunities for PWDs

Equalisation of employment opportunities for PWDs demands the institution to enforcement mechanisms and the ILO (2004) noted that when adopting or revising equal opportunities legislation and policies seeking to implement these laws, attention should be paid to the monitoring and evaluation of these tools. The responsibility for performing these tasks can be assigned to various organizations and bodies. In order to be effective, these organizations and bodies should have sufficient means - information, staff, and resources - and the necessary powers to carry out these tasks. The ILO (2004) further recommends the use of administrative enforcement institutions to mitigate the risks and disadvantages associated with court procedures can be reduced by making available administrative enforcement procedures to workers who consider that their right to non-discrimination has been violated. The most frequently used options in this respect are the establishment of an Ombudsman institution and/or a Human Rights, Equal Opportunities or Disability Commission. The ILO recommendations on enforcement institutions provided an insight into the need to examine the extent to which the different Equal Opportunities legislation enforcement institutions such as EOC, NUDIPU, UNAB, UNAD have been instrumental in promoting the rights of PWDs in accessing and maintaining employment in a Ugandan context.

Furthermore, based on the affirmative-action clause of the 1995 Constitution, Uganda's legislators have passed several acts to increase the representation of persons with disabilities in the public sphere. As a result, there were more than 2,000 persons with

disabilities among elected officials, ranging from the parish to the district level in 2002. Disabled persons in Uganda are represented by five members of parliament (MPs). The first Minister for Disability and Elderly is a disabled person (2004). MPs' priorities include improving the quality of housing, transportation, health care, education, employment, and social services for disabled people. Disabled MPs propose policy development and reform, influence resource allocation, and promote removal of barriers that prevent disabled people from enjoying benefits and rights. Since 1995, MPs have been successful in ensuring that disabled people's concerns were addressed in several major laws, including the Local Government Act 1997, the Children's Statute 1996, and the Uganda Communications Act 1998 (NPD 2006).

It has also been noted that Uganda is the only East African country to have a constitutional anti-discrimination provision which explicitly covers disability. It is one of the few countries in the world to recognize sign language as an official language in its Constitution. Moreover, Uganda has attained a status that is perhaps unique among nations, with its constitutional provision which requires that a number of national members of Parliament have disabilities (Uganda profile, ILO, 2004). Despite legislation, there still is discrimination against PWD in the workplace (Colella & Stone, 2005). There many legal instruments and mechanisms for supporting PWDs to enjoy equally opportunities in employment, but the continued discrimination of PWDs in employment as noted by Colella and Stone (2005) needed to be investigated in the Ugandan context especially in the face of few recent empirical studies on PWD discrimination following the enactment of the EOA in 2007 less the anecdotal newspaper

and working paper publications. This study therefore comes in to examine and provide empirical evidence on the level of observance of the Equalisation of opportunities and related legislations on empowering PWDs to access employment on an equal basis.

Because persons with disabilities experience a range of difficulties, struggles and marginalization, governments and other relevant umbrella organizations in many countries are putting in place measures to enforce employers to employ and maintain persons with disabilities at their workplaces. For example, Choruma (2006) noted, after having been exposed to the livelihoods and issues of persons with disabilities in Zimbabwe, governments should develop policies that challenge the social systems and cultural institutions that discriminate against PWDs especially at family level, transferred into the community and enhanced at the national level. These will go a long way in enhancing the livelihoods of people with disabilities.

He also says, governments should also reduce discrimination of PWDs in the employment sector by ensuring that the following measures are effectively implemented by relevant authorities as; include provision of career guidance at all levels of education from primary to tertiary level education for people with disabilities; Scaling up interventions against discrimination against people with disabilities in workplaces by educating employers on workplace environments for people with disabilities and government ensuring that organizations comply with legal requirements to ensure accessibility of workplaces for people with disabilities, through the installation of ramps, rails, accessible elevators and offices, etc.

The Equal Opportunities Act (2010) emphasises the provision of reasonable accommodation and in agreement with a common view that people might require different types of accommodation based on the physical layout of the organization, the degree to which they have symptoms (Lengnick-Hall et al., 2008). According to ILO guidelines for achieving equal employment opportunities for persons with disabilities by legislation (2004), there has to be reasonable and effective accommodation for persons with disabilities because disability can sometimes affect an individual's ability to carry out a job in the usual or accustomed way.

On the other hand, In the United States, the obligation to make a reasonable accommodation is to be found in the Americans with Disabilities Act 1990. Reasonable accommodation is understood to mean any change in the work environment or in the way a job is performed that enables a person with a disability to enjoy equal employment opportunities. There are three categories of "reasonable accommodations: changes to a job application process, changes to the work environment or the way a job is usually done, and changes that enable an employee with a disability to enjoy equal benefits and privileges of employment, such as access to training (ILO Guidelines, 2004).

According to these guidelines, other examples of reasonable accommodation may include, an adjusted office chairs (for a person with a back impairment), adapted working hours (e.g. for a person with a medical condition requiring frequent rest-breaks), a computer keyboard with a Braille reader (for a blind person). In common, America, Australia, New Zealand and South Africa have legal provisions stipulating that the failure

to provide a reasonable accommodation constitutes a form of discrimination. The provision of a reasonable accommodation is an individualised measure that does not need to be temporary in nature. In fact, it could be provided for an individual for the duration for his or her employment.

However, Braun (2009) noted that the legal provisions tend to acknowledge that work environments are the result of choices about how work is accomplished and that employers can make choices about the design of work, the degree of flexibility in the work environment and even tolerance in the workplace. He continues to note that employers continue to have fears about the costs of accommodation, sick leave use, and workers' compensation for disabled persons.

Sheffield (2005) reflects on the role of PWD as beneficiaries of the accommodation and opined that PWDs may hesitate to ask for accommodations because of the fear of stigmatization. However, if an employer does not know that an individual has a disability, there could be negative attributions about poor performance that could lead to termination. In this case, others perceive the PWD as incompetent rather than a person needing accommodation. Baldrige and Veiga (2006) suggest there are social consequences of repeatedly asking for accommodation mainly others viewing them as imposing on the organization. As a result, co-workers could exert pressure to stop accommodation requests, and supervisors could hold negative opinions because of perceived monetary costs. This dynamic suggests that organizational culture can develop that leads to a non-supportive environment for PWD where stigmatization occurs and the

shareholder return perspective is dominant. Crampton and Hodge (2003) state that disability discrimination claims primarily occur after a PWD is hired.

Furthermore, the ILO (2004) noted that Disability can sometimes affect an individual's ability to carry out a job in the usual or accustomed way. The obligation to make a reasonable or effective accommodation, or the right to be accommodated, is often found in modern disability non-discrimination law. Disability non-discrimination legislation increasingly requires employers and others to take account of an individual's disability and to make efforts to cater for the needs of a disabled worker or job applicant, and to overcome the barriers erected by the physical and social environment. This obligation is known as the requirement to make a reasonable accommodation. The failure to provide a reasonable accommodation to workers and job applicants, who face obstacles in the labour market, is not merely a bad employment practice but is increasingly perceived as an unacceptable form of employment discrimination.

In their groundbreaking work, Stone and Colella (1996) developed a model with three factors that explore the treatment of disabled individuals in organizations. These factors are person characteristics (e.g. individual attributes of both observed and observer), environmental factors (i.e. legislation) and organizational characteristics (e.g. reward systems, jobs, policies). The model suggests that these three factors combine to affect the treatment of PWD. The authors also outline several mechanisms that could facilitate the integration of PWD into organizations. These include changing beliefs about PWD,

changing behaviour towards PWD, changing affective reactions toward PWD and PWD changing observers' beliefs and responses.

Jones and Schmidt (2004) recommend that in considering the working environment for people with disabilities a number of issues merit attention. Prior to the commencement of employment a member of the company should meet with the new (or newly) disabled employee to discuss any changes that need to be made to the workplace environment and to discuss support services that may be available from the Disability Employment Advisor at the Job centre. Within departments it may be important to review existing working procedures, practices and arrangements so as not to make things difficult or awkward for employees with disabilities. Technological developments mean that people with disabilities are now able to do jobs that would have been very difficult for them in the past. Type talk facilities, for example, enable people with hearing impairment to use the telephone and Braille readers enable blind users to use word processors and to surf the Internet. Mentoring arrangements may be valuable, particularly initially, in allowing new employees to settle into their new work environment. However, it was not known if the employers in Uganda undertook to provide for such support facilities in light of technological advancements to PWD employees who needed them to performance their duties and roles effectively.

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Like other countries, Uganda has put in place legal provisions for all service providers to ensure proper accommodation for PWDs, for instance, the accessibility standards of Uganda (2010), in which standards to accommodate persons with physical disabilities. The only provision lacking is measures to ensure that accessibility standards are implemented by all service providers which is lacking as there are many organisations lack proper accommodation for PWDs.

For accessibility to housing in Europe, the built environment, and urban areas and transport, there is need for action to provide better access to housing, the built environment, transport and all urban facilities is based on the principle that everyone must be able to participate fully in the life of the community. The right to full

participation means that everyone – with or without a disability – should, as a citizen, enjoy conditions which allow him/her to play an active and independent part in the life of the community. This covers participation in economic, social, cultural and leisure activities. In other words, everyone, regardless of his or her characteristics and capacities, must be able to access, use and understand his or her surroundings on an equal footing with others and independently (Moudinet, 2003).

Another way to ensure Equal Employment Opportunities is habilitation and rehabilitation services. In America, one of the ways they have ensured equal employment opportunities and elimination of discrimination is active vocational rehabilitation service programs. The Vocational Rehabilitation Services Program assists states in operating a Vocational Rehabilitation (VR) program as an integral part of a coordinated, statewide workforce investment system. The program is designed to provide VR services to eligible individuals with disabilities so they may prepare for, and engage in gainful employment consistent with their strengths, resources, priorities, concerns, abilities, capabilities, interests, and informed choice (Moudinet, 2003).

This formula grant program provides financial assistance to states to cover the cost of direct services to eligible individuals with disabilities and program administration. An allotment formula that takes into account population and per capita income is used to distribute funds among the states. According to the Act, the term “state” includes, in addition to each of the several states of the United States, the District of Columbia, the Commonwealth of Puerto Rico, the United States Virgin Islands, Guam, American

Samoa, and the Commonwealth of the Northern Mariana Islands. Grant funds are administered by VR agencies designated by each “state.” All 56 “states” have VR agencies. Twenty-four states also have separate agencies serving individuals who are blind or visually impaired.

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In order to increase participation of PWDs in the employment sector, there is need to emphasise guidance and counseling the area of vocational training and employment. Vocational guidance and assistance are intended, either separately or together, to help people to identify the activities for which they are best suited, so that they can choose the one most in line with their skills and capacities. This is why vocational guidance should always take account of the individual’s wishes and be based on assessment—as exact as possible—of his/her vocational aptitude. People with disabilities should have access to

guidance which is based on genuine assessment of their aptitudes, so that their training and employment potential can be assessed, and their professional choices identified. Whenever necessary, the process should include an analysis of their physical, psychological and social situation (Moudinet, 2003).

He also notes that for access to vocational training and employment, there is need to guide and counsel PWDs. For instance, in Europe, in the field of guidance, vocational training and employment, the revised European Social Charter⁶³ (Article 15, paragraphs 1 and 2) sets out to promote the labour market integration of people with disabilities. Article 15 is based on the principles of full participation and equal opportunity. The aim is to remove the obstacles which prevent people with disabilities from taking part in the ordinary life of the community. Article 10 of the Charter is intended to “provide or promote, as necessary, the technical and vocational training of all persons, including the handicapped, in consultation with employers’ and workers’ organizations.

The revised Social Charter also makes the right to employment one of the major social rights. Chapters 6 and 7 of Recommendation (92)⁶ emphasize the importance of vocational guidance in helping people to obtain or keep employment and progress in their careers, and measures which employment services must take to promote the vocational integration of people with disabilities.

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one most in line with their skills and capacities. This is why vocational guidance should always take account of the individual's wishes and be based on assessment as exact as possible of his/her vocational aptitude. Guidance is provided for people who have already worked, people who have never worked, and people who will be unable to work, or have not worked for some time. People with disabilities should have access to guidance which is based on genuine assessment of their aptitudes, so that their training and employment potential can be assessed, and their professional choices identified. Whenever necessary, the process should include an analysis of their physical, psychological and social situation.

Uganda has similar arrangement of vocational training and guidance. For instance, the ministry of education there is a department of special needs, under which they have a desk for guidance and counseling. This is intended to give technical guidance on various training programs ranging from primary to tertiary institutions. At various also counsel PWDs especially those intending to certain courses at high institutions of learning but they haven't got points. They find proper placement for them. The ministry of gender and social development has a vocational and rehabilitation officer who is in-charge of vocational rehabilitation institutions set by the government and training of PWDs in these centers. Unlike Europe, Uganda has no provisions for guidance provided to PWDs who have already worked, PWDs who have never worked, and PWDs who will be unable to work or have not worked for some time.

In order for PWDs to fully participate in all activities, states need to have coherent policies to deal with operational aspects of social participation, information, communication and potential use of new technologies. They must recommend fostering full, active participation by people with disabilities and involving them in community life. These calls on states to adopt measures enabling individuals and associations to avail themselves of means of communication and the media (television, radio, press, telecommunications) and of new technologies, in particular the possibilities offered by developments in information technology. This recommendation proposes that member states include in their legislation provision facilitating participation in economic, social and civic affairs by people with disabilities. In other words, social participation and access to information, communications and the new technologies are essential to effective integration of people with disabilities.

The prospect of participatory inclusion/integration of people with disabilities in society presupposes the implementation of a range of measures to guarantee accessibility, both physical and psychological, of community life. The various reports studied underline that, where people are not fully able to exercise their social rights, appropriate measures must be taken to help them participate as far as possible in civil life, possibly by arranging for other people to assist them. Information and access thereto are regarded as a prerequisite and is the key to the greatest possible independence. For this reason, not only institutional authorities but also associations and professionals must provide information about all aspects of life. At the same time, people with disabilities should be able to obtain information themselves. To that end, the establishment of national or regional

information networks, using the new information technologies, can constitute an appropriate response to the need for access to directly relevant information.

The information made available must naturally correspond to the ways in which the people concerned (deaf people, blind people, mentally physically, disabled people among others) is able to communicate. For better integration, new technologies should be based on principles linked to implementation of a “design-for-all” strategy. These principles, combined with the principles developed under the “coherent policies” concept, have an essential role to play in the emergence of societies capable of reducing inequalities. From this point of view, those in charge of the economic sector, employment, education, health and rehabilitation should be made aware of the needs of people with disabilities and the solutions that new technologies can offer. In the field of employment, in particular, the new technologies should enable people with disabilities to improve their job seeking possibilities. Whenever necessary, they should also be used to facilitate adaptation of work stations. Similarly, in the sheltered employment sector the new technologies (Moudinet 2003)

He continues to note that in the field of communication, to encourage maximum participation by people with disabilities in community life, greater use should be made of sub-titling and sign language interpretation of television broadcasts. States are also urged to step up installation of induction loops in public buildings, publication of documents in Braille or large print, modification of telephones for the hearing-impaired, introduction of

telematics services and provision of sign language interpretation facilities in public services (the courts, hospitals, and other social settings).

Overall, in view of what is at stake for society in the full participation of people with disabilities, they should be offered the most appropriate means of access, taking account of their possibilities, to information and communication systems and to all the new technologies and services they need to acquire sufficient independence to be able to take part, if they so wish, in a variety of economic and social (cultural, sports, recreational) activities.

In Slovenia, appropriate conditions (personnel, financial and other) must be provided in order to carry out, monitor and control the implementation of objectives and measures laid down in the Action Programme for Persons with Disabilities 2007–2013. The programme has the character of recommendations at the level of programme guidelines and will be implemented by means of appropriate programs and financial resources of the relevant ministries. Ministries will take their own decisions about introducing the measures in their legislation and make adequate provision for them in their financial plans for each budget yearly.

Preparations have to be made to provide for the collection of relevant information about persons with disabilities on the basis of a comprehensive analysis, including research and statistical data. The procedure of collection and storage of these data must be in compliance with legally established safeguards, including the legislation on personal data

policy, in order to ensure confidentiality and respect for the privacy of persons with disabilities. Statistical data thus collected are to be used to help assess the pursuance of the objectives laid down in the Action Programme. Ministry of Labour, Family and Social Affairs, Government Council of Persons with Disabilities, disabled people's organizations (Slovenia action program for PWDs, 2007-2013)

CHAPTER THREE

METHODOLOGY

3.0 Introduction

In this chapter, the study design, the target population, the study sample and sampling techniques, data collection techniques, procedures for data collection, data processing, data quality management, data analysis and limitations were described.

3.1 Study Design

The study employed a qualitative cross-sectional survey. Qualitative research produces more holistic, discursive, and detailed examination of the study situations or phenomena, mostly focusing on humans and human activity (Amin, 2005). The researcher chose to use this approach to generate attitudes, opinions, beliefs, practices and perceptions related to employment opportunities for persons with disabilities.

A cross-sectional survey was used because in this design, either the entire population or a subset thereof was selected, and from these individuals data are collected to help answer research questions of interest (Olsen & Diane, 2004). Information gathered through this design is used to describe, compare, or explain knowledge, attitude and behavior of individuals (Fink, 2002). It is also a common methodology in research because it allows

the collection of significant amount of data from a selected population at that point in time. Therefore, this design enabled the researcher to establish the employment opportunities, benefits, barriers and challenges towards employment of PWDs and solutions to the identified problems.

3.2 Target population

A target population is the population to which the researcher wishes to generalize his or her study findings. It is the group about which the researcher is interested in gaining information and drawing a conclusion. This group must be clearly defined by establishing the boundary conditions so that members and non-members can easily be identified (Tuckman, 1994 in Odiya, 2009). The study targeted a population selected from banks, supermarkets, and companies that employed PWDs, umbrella organisations, Equal Opportunities Commission, and the line ministry. The respondents were drawn from two banks, three branches of one supermarket, and three companies that employed PWDs. Officials from umbrella organisations, EOC, and ministry of Gender Labour and Social Development were also selected to participate in the study. Both males and females in the organizations selected were sampled.

3.3 Sample and sampling technique

Thirty five (35) key respondents were sampled. They comprised of six legal officers from umbrella organizations for persons with disabilities, five Human Resource managers

from organizations employing persons with disabilities, 22 employees with disabilities, one official from the Ministry of Gender, Labour and social Development and one administrator from Equal opportunity commission. The purposive sampling technique was used to select the sample.

According to Cohen and Manion (1994) in Odiya (2009), purposive sampling is where the participants are sampled on the basis of their typicality, or because they are satisfactory to the research needs. In other words, they are sampled on the basis of knowledge that they have the information being sought, or because they are the only ones in their respective categories. Purposive sampling was used to select the employers, officials from Equal Opportunity Commission, officials from ministry of gender and labour and officials from umbrella organizations for persons with disabilities. These officials were purposefully be sampled because of the qualities these informants have.

Table 3. 1: Target population and sample size

Category of organization	Category of population	Target Popn.	Sample size
Umbrella organs for PWDs	Legal officers	10	06
Organizations employing PWDs	Human Resource managers	20	05
	Employees with disabilities	50	22
MOGSD	Administrators	05	01
EOC	Administrators	05	01
Total		90	35

3.3.1 Data Collection Techniques

The data obtained was from both primary and secondary sources. According to Kumar (2005) in Odiya (2009), the information for secondary data is available and it just needs extraction and for primary data, the information is not yet available, the researcher looks for it and collects it. Therefore, the primary data was obtained directly from the sample whereas secondary data was generated from books, articles, newspapers, journals and government papers with information related to the subject. Three data collection methods namely, observations, interviews and questionnaires, were be used in the study.

3.4 Observation

Observation as a qualitative research method is described as the systematic description of events, behaviors and artifacts in social settings chosen for the study. Marshall and Rossman in Njuki (2011). On the other hand, Gray, in Tailor, Wilkie, Baser, (2006) further explains that observation is a combination of sensation (sight, sounds, smell, taste, and touch) and perception. It also involves systematic close viewing of actions, recording of these actions and most importantly the analysis and interpretation of what has been seen. The study was guided by an observation checklist. Things like setting of the physical environment, support systems, and social support were observed. In this process, the researcher did take a position of a non participant observer and recorded the items as they appeared on the checklist which was later interpreted and analyzed. This technique

helps one to avoid report bias from individuals, overcoming language barriers, also to capture the naturalistic behaviors that are visible.

observation method is also useful because it gathers naturally occurring data to gather firsthand information about social processes (Silverman, 2006). Observational methods too, go some way towards addressing the issue that what people say is not necessarily what they do (Pope and Mays, 2006). They also offer opportunities for the analysis of nonverbal communication. Furthermore, the additional time spent in observation offers insights that are unlikely to have been gained from interviews alone. DeWALT and DeWALT (2002) add that it improves the quality of data collection and interpretation and facilitates the development of new research questions or hypotheses.

3.5 Interviews

According to Cohen and Manion (1994) in Njuki (2011), an interview is a conversation initiated by interviewer for specific purposes of obtaining research relevant information and focused by him on contents specified by the research objectives of specific description or explanation.

Interviews can be formal where questions are asked and answers recorded on a standardized schedule, less formal in which the interviewer is free to modify the sequence of questions or rephrase them. Interviews also can be completely informal where the interviewer may have a number of key issues which he raises in a conversational style

instead of having a questionnaire. For this particular study semi-structured type of interview were adopted using an interview guide with open-ended questions. In a semi-structured interview, the researcher works out questions in advance but can change the wording of questions, give explanations and may leave out questions which seem inappropriate with a particular interviewee or add new ones Robson, (1993), Cohen and Manion, 1989, Kane, 1990 cited in Njuki (2011). This instrument was used because it involves face to face interaction, it is flexible, adaptable, and can be used on many people. It was used to get an in-depth understanding of the situation and also to capture the non-verbal cues from respondents such as employers, human resource managers and or managers of organizations and institutions working with persons with disabilities, legal officers. Bahora *et al.* 2009; Boyle *et al.* 2009; Cameron *et al.* 2009; Nissim *et al.* 2009) observe that the use of interviews has advantages in terms of creating rapport and also allows researchers to observe participants' non-verbal communication, such as their use of gestures. Jo Moriarty (2011) adds that using interview allow for the discovery of information on issues that the researcher may not have considered and meeting people on their 'home' ground (whether this is their actual home or a place they have chosen) is thought to help participants to be more relaxed and allows the researcher to meet participants in a 'natural setting'.

3.6 Questionnaires

A questionnaire is essentially a structured technique of collecting primary data. It is generally written questions for which the respondents have to provide the answer (Bell,

1990) in Barifaijo et al (2010). A uniform self-administered open-ended questionnaire encompassing background information, benefits, challenges, strategies and measures was administered to PWDs (see appendix B). This instrument was suitable for this category because they could fill them at their convenience and without tension. In case PWDs were unable to comprehend the questions, they would consult colleagues for clarification. This instrument was also used because it allowed respondents to express their ideas spontaneously in their own language, it is less likely to suggest or guide the answer than closed questions because they are free from the format effects associated with closed questions, and respondents can add new information when there is very little existing information available about a topic (Maria, Teresa Siniscalco, and Nadia Auriat, 2005)

3.7 Validity

Validity refers to the appropriateness, correctness, meaningfulness and usefulness of the specific inferences researchers make based on data they collect (Jack, Fraenkel & Norman, 2006). According to Amin (2005) validity is the most important idea to consider when preparing or selecting an instrument for use. For this study, the researcher consulted her research supervisors to judge the validity of the research instruments. Only items that the two supervisors independently assessed as valid were included in the instrument. In addition validation of data was ensured by triangulation of data from various sources. Only that data that was converged on by the different sources was reported.

3.8 Reliability

Reliability is the consistency and trustworthiness of research findings; it is often treated in relation to the issue of whether a finding is reproducible at other times and by other researchers provided the variable does not change (Frank, 1990; Kvale & Brinkmann, 2009). In this study, internal consistency was assessed by the supervisors who advised on the content of the study tool. This was done using purposely chosen respondents with similar responsibilities from organizations of persons with disabilities and institutions employing them. In this case, the same instrument was given to a specific person twice and the responses from the same items compared later. Items or questions that gave similar responses were considered reliable. Those questions that gave different and varying answers were reviewed and revised before going for the real data collection. Reliability of data was assured through various ways.

3.9 Procedures for data collection

Prior to data collection, a letter of introduction was obtained from the school of post graduate Kyambogo University. Another letter assuring confidentiality of the information to be provided was designed by the researcher. The researcher visited organizations and institutions employing PWDs and present these letters to seek permission. Through the guidance of managers from relevant organizations and institutions, respondents were purposively sampled out and appointment made with them for the day the researcher can meet them.

3.9.1 Interviews with officials in organizations and institutions employing persons with disabilities

The researcher requested the managers to secure a good room where the discussions could be carried out without any interference. For the sake of ethics in this research, respondents were informed of the intentions to record the proceedings of the interview session with the help of a research assistant before the researcher does the actual recording. Interviews were conducted following the agreed dates and time with the help of one research assistant.

3.9.2 Questionnaires for employees with disabilities

The researcher and the research assistant did meet the employees with disabilities and talk to them about the purpose of the research to set a good relationship with them. The researcher and the respondents agreed on the date when to collect the answered questionnaires, but the period was within one week. The researcher requested one of the respondents to help in the collection of the answered questionnaires so that the researcher or the research assistant can conveniently collect them.

3.9.3 Data processing

Cohen and Manion, (1997) clarify that data collected is known to be raw information and not knowledge by itself. It therefore has to be organized in various stages. At the end of

data collection process, the raw data collected was organized in order to identify any errors. It was categorized into themes using codes to determine the significant patterns and also to attach meaning.

3.10 Data Quality Management

Triangulation techniques were used in order to gain confirmation or further qualification of data obtained from one source.

Triangulation refers to the use of more than one approach to the investigation of a research question in order to enhance confidence in ensuring findings. Since much social research is founded on the use of a single research method and as such may suffer from limitations associated with that method or from one specific application of it, triangulation offers the prospects of enhanced confidence (Bryman Alan, 2009). He continues to note that triangulation also refers to multi-method research in which quantitative and qualitative research methods are combined to provide a more complete set of findings that could be arrived at through the administration of one of the methods alone.

For this study, the methodological triangulation was adopted. Methodological triangulation was used because more than one method for gathering data was used. (LeBlanc iii, 1995) adds that in order to understand and make sense of the distinctions between methodological paradigms, the scholar must understand the nature of

characteristics of the phenomena being examined and the process of knowing. To that end, the scholar must understand the nature of phenomena and the relationship between phenomena (the subject of observation) and the observer (the subject knowing). Therefore, the rationale for triangulation was to cross-check and cross-breed information gathered from different categories of respondents. This involved the use of different methods of data collection such as semi structured interviews, observation and questionnaires; and collecting data from different sources. In some cases some of the respondents were interviewed more than once for purposes of validating and elaborating the information they had given earlier. This helped me ensure validity and reliability.

3.11 Data Analysis

Data analysis is a body of methods that help to describe facts, detect patterns, develop explanations, and test the objectives (Levine, 1996). And according to Cohen & Manion (1997), it is the process of organizing the collected data in order to make it suitable and valuable to be understood. The processed data was mainly interpreted and analysed descriptively using content analysis. In this case, constant comparison analysis will be used. The data will be read through, chunked into smaller meaningful parts or codes. These chunks will then be labeled with descriptive titles. Similar chunks will be written with the same code or

3.12 Limitations of the Study

The study relied on primary data collected using a standardized questionnaire and interview guide and observation checklist without use of secondary data to effectively triangulate and enhance the data quality on equalisation of employment opportunities and employment of PWDs. Use of secondary data gained from organisations employment reports and other reports from umbrella organisations and the line ministry would have enhanced the quality and objectivity of the study findings but this was not possible as efforts to access some documents were fruitless as most officials declined to release such documents. Never the less, the views and opinions in this report are representative of the selected employees and senior officials' experiences and the study findings could be generalised to other studies.

The scope of this study was narrow in many respects including its geographical and content coverage. For instance, it was carried out in the city centre which is a smaller part of the central region. Therefore, findings may not be generalised to the rest of the regions of Uganda. It is therefore recommended that further similar research should have a wider geographical coverage and content should be carried out especially in other areas establish situations especially rural areas.

Merging responses got through questionnaires and interview guide was not easily done because the researcher has limited experience in research. However with the help of research supervisors, work was compiled and analysed.

Data collected through observation was limited due to restrictions by individual organisations that some areas were out of bounds to non-staff members, thus restricting observation to be done at a wider perspective. Therefore, the information obtained should not be generalised.

The researcher was not allowed to use research tools such as tape recorders, cameras or video coverage to record information or take photographs as empirical backups to findings. The researcher only note taking in capturing information through interviews and observation process.

The study basically based on three categories of disabilities that is: those with physical disabilities, visual impairment and hearing impairment. Many other categories of disabilities were not explored. For that matter, further research is recommended on how other categories of PWDs can equally access employment opportunities.

CHAPTER FOUR

PRESENTATION AND INTERPRETATION OF FINDINGS

4.0 Introduction

This chapter, presents findings from the field about the nature, benefits, measures aimed at equalising employment opportunities for PWDs, challenges and strategies of reducing the challenges experienced by both employers and employees with disabilities. The study was carried out to examine the equalisation of employment opportunities for persons with disabilities in Kampala District. The data was sought from a cross section of key stakeholders in the employment of PWDs, namely, PWDs themselves, a representative from the ministry responsible for labour, officials from umbrella organisations of PWDs, and representatives of Organisations Employing PWDs. Three data collection methods: questionnaires, interviews and observation, were utilised. The data was subjected to qualitative analysis, categorized under appropriate themes and reported according to research objectives.

General information on participants

In Table 4.1: below is a summary of study participants

4.1 Summary of study participants

Table 4.1: Summary of the study participants

Organisation	Participants	Number (percentage)
MGLSD	Administrator	01 (03%)
Umbrella Organisations	Legal officers	02 (06%)
	Human Rights coordinator	01 (03%)
	Senior research officer	01 (03%)
	Programmes coordinator	01 (03%)
	Project Manager	01 (03%)
Organisations Employing PWDs	Human resource officer	04 (11%)
	Employees with disabilities	22 (63%)
	Department supervisors	02 (06%)
EOC	Research coordinator	01(03%)

As shown in Table 4.1 13 officials and 22 employees with disabilities participated in the study. They included persons with disabilities (n=22: 63%) and non-disabled persons (n=13: 37%). Having a bigger percentage of PWDs participating in the study enabled collection of diverse views on their experiences relevant to the study objectives. Information from the officials helped in validating responses from PWDs.

Benefits accruing from Equalising Employment Opportunities for PWDs

Objective one required respondents to give their views on how equalisation of employment opportunities positively affects employment opportunities for PWDs. Motivation for equalising employment opportunities for PWDs depends on the perceived benefits the stakeholders obtain from the practice. It is important to establish if stakeholders think they gain or not, so that advocacy and lobbying efforts are planned and channeled accordingly.

Persons with Disabilities were given questionnaires and their responses are presented in Table 4.2

Table 3.2: Benefits of Equalising Employment Opportunities for PWDs

Responses	Frequency	%age
Social mobility of PWDs	20	14
Provision & installation of support systems/services	17	12
Better understanding of PWDs and their issues	16	11
Equal treatment (get leave, medical care etc)	15	10
Competition with ordinary employees	15	10
Able to pay for our personal effects	14	10
Development of social skills	13	09
Equal pay	13	09
Feel a sense of belonging	12	08
Development of positive attitudes	10	07
Total	147	100

Table 4.2 indicates social mobility (14%) as the most common positive effect equalizing employment opportunities for PWDs as identified by PWDs themselves, while according to them; the least effect is development of positive attitudes (07%). Development of positive attitudes was cited by few PWDs but it is the most important for PWDs because people with positive attitudes can do anything to ensure equalization of opportunities for PWDs.

In order to get a clear view of the positive impact of equalization of employment opportunities, employers of PWDs, officials from umbrella organizations and one officer from the line ministry were interviewed. They were also requested to identify benefits of implementing equalization of employment opportunities. Their responses were as below:

Benefits for employers according to the findings include:

Tax waiver was the most common benefit identified and this was expressed in sentiments as below: The EOC official put it that:

“The government gives employers 2% tax reduction when their employment work force has 20% employees with disabilities. Employers get tax rebates for employing a certain number of PWDs.”

The MGLSD official concurred saying:

“Before, organizations were benefiting from tax waiver which was 15% tax reduction for every organization employing 10 PWDs in their organization. When this came into force, organizations like MTN & various banks employed PWDs at low posts like sweepers where they would pay them little and gain highly in tax exemption.”

After the government realizing that it was losing a lot of money yet the PWDs were gaining little, the tax waiver was scrapped off and a new tax "income tax act" was introduced. This requires organizations to have 05% of their work force to be PWDs and have a tax exemption of 2%. When this was introduced, many companies pulled out from employing PWDs as they realized they would gain less yet the PWDs would even lead to slow in-put".

"The tax waiver was identified by all officials from umbrella organizations and some employers. Other employers were aware of the waiver but were not sure whether their organizations were benefiting from it."

This implies that the waiver was introduced to encourage many organizations to employ PWDs; however, employers were instead using PWDs as instruments for their personal gains. This is why many organizations desisted from employing PWDs because the waiver was reduced to 2%.

High output level leading to high productivity and cheap labour are other benefits identified. These are seen in such statements as; According to the officer from the UNAB, employers benefit from employing PWDs because some employees with disabilities like the blind and the deaf concentrate on their work which improves on the output level that in turn may increase the organizations profits.

The employer from EOC also noted that:

"Employers are benefiting because PWDs concentrate on doing their work compared to ordinary persons. This leads to high production which in turn can result into realization of high profits"

The organizations are however benefiting from employing persons with disabilities as the PWDs, especially the blind, do their work perfectly and meet deadlines because they have no time to chat.

"Employers benefit from employing persons with disabilities for cheap labour and high productivity can be realized because the deaf can concentrate on their work, thus creating positive attitudes among all employees and employers."

The Human resource manager supplemented by noting that:

Employing PDWs helps in increasing the output level yet the PWDs are cheap to maintain and there is a benefit from government tax reductions for employing a certain number of PWDs."

This shows that in departments where PWDs are assigned duties, deadlines are met and profits are realized. However, according to the statements above, realization of profits also comes as a result of paying little to PWDs compared to their output.

Employees with disabilities also benefit from being employed. Some of the benefits they get are; equal treatment in form of annual or routine leave, medical schemes, among other things. This is expressed in statements like; one employer noted:

"The benefits PWDs get from this organization are many but I can talk of being offered leave like any other employee, medical scheme for every employee and all employees are insured."

"The EOCA has helped PWDs to be treated equally when it comes to availability of any vacancy but I think a lot is still needed to be done because very few PWDs are employed"

This means that PWDs feel a sense of belonging as one human resource manager put it;

"Employing PWDs is a good idea because these people feel a sense of belonging and it has gradually changed attitudes of many people in the organization."

Such acts motivate them to work hard and increases positive attitudes among the employees.

Positive attitudes towards employees with disabilities as a benefit were noted by another employer who stated;

"since the appointment of the employees with disabilities, I have realized change of attitudes of other employees towards the PWD; for instance, they push wheel chairs for the physically handicapped, guide the blind and they try to communicate with the deaf and inform them whatever developments are in the organization. They also share with them a lot, especially the blind because he does his things perfectly and in time."

According to officials from the umbrella organizations and the line ministry, some of the PWDs they have recommended for employment to different organizations have realised promotions. For instance, one officer noted that employing a deaf person

“Has created awareness in the organization; he is capable of performing like ordinary people and sometimes better than them. So he was promoted as the assistant human resource manager. He does his work effectively and independently because he has audio devices on his personal computer and laptop.”

This implies that equipping PWDs with the necessary support systems and services makes them work independently and shows ordinary people that PWDs are capable of performing better. It also encourages employers to employ such people and provide whatever can help them to do their work effectively. Opportunity to work has helped many PWDs to gain experience at their places of work and has made them develop social skills by sharing with ordinary people they work with.

Other officers from umbrella organizations had this to say;

“Since the introduction of the Equal Opportunities Commission Act and other related policies, many PWDs have accessed employment. These have made them have steady income and are able to meet their personal needs and national needs in decent ways compared to the days before when they were seen and used as objects of charity.”

This increases the self esteem of PWDs and they will be respected in the communities around them and beyond.

The officer from the line ministry viewed the benefit of EOC Act in form addressing justice for PWDs in the employment sector. He put it that:

“Our ministry in collaboration with Handicap international, secures jobs for PWDs, redress abuse in employment sectors by referring to the laws in place e.g. a blind employee in centenary bank whose work was affected by inaccessibility and ATMs that were too high sued the bank. He was compensated and a system put in place that is accessible to him and other

PWDs. As a result of this, some organizations are accessible e.g. centenary bank itself"

This implies that putting in place compensatory measures and penalties and adequately applying them when injustice or discrimination occurs for PWDs will enforce organizations to put in place support systems and service in their organizations, hence equipping PWDs to do their work effectively and independently. Persons with disabilities have to be aware of policies and laws that protect them and know where to report cases of injustice and discrimination so that they are helped.

Challenges faced in Equalising Employment Opportunities for PWDs

Objective two of the study was focused on barriers to employment of PWDs in the employment sector. At the work places, PWDs find problems in doing their work as expected because systems that would help them to perform to their expectation are not available. Failure to support PWDs in doing their work is indirect discrimination that is prohibited in the EOC Act.

The challenges affect both employees with disabilities and the employers themselves. In order to get valid information and relevant comparison, responses are recorded in different tables according to the category of respondents. In this part, PWDs were first asked in a questionnaire to identify barriers to equal employment opportunities. Their responses are summarized in Table 4.3 below.

Table 4.3: Challenges in Equalising Employment Opportunities for PWDs

Responses	Frequency	%age
Information and communication barriers	22	10
Inaccessible transport and physical accessibility to workplaces	21	10
Accommodation barriers	20	09
Lack of support systems and services	20	09
Attitudinal barriers and stigma	19	09
Inadequate education attainment	18	08
Nature and severity of the disability	17	08
Structural barriers	17	08
Age and sex of the PWD seeking for employment	18	08
Inadequate awareness of disability issues	15	07
Unfavourable workplace policies	13	06
Inadequate work experience	12	05
Inadequate legislative support	04	02
Geographical barriers	03	01
Total	219	100

Table 4.3 shows inaccessible information and communication barriers (10%) and Inaccessible transport and physical accessibility to workplaces (10%) as the most common factors affecting PWDs from equal employment opportunities, while, geographical barriers (01%) as the least factor affecting them. This implies that PWDs with qualifications did not have equal chances of competing for those particular jobs

because of lack of information. The PWDs can fail to compete for some jobs because of inaccessible transport or mobility difficulties within the organization as employers and other ordinary employees may mistake them to be lazy.

Few PWDs identified geographical barriers as the least factor affecting equal employment opportunities but this can affect PWDs competence in doing their work especially those in rural areas compared to PWDs in urban area where the research was carried out.

To understand these further, employers of PWDs were also asked in an interview to identify factors that affect PWDs. One of the employers of PWDs noted that a major barrier to PWDs employment was attitudinal barrier. This barrier makes it difficult for PWDs to even access any job as many employers would not even give them a chance. The few who manage to employ PWDs do it for other reasons as explained in this excerpt:

“We find it hard to employ PWDs. The ones you see here are mostly recommended by either friends or their umbrella organizations. You know, employees who are blind are not able to use the computers because there are no provisions for them to use them effectively”.

This implies that some of the PWDs are employed due to influence of friends, pressure of umbrella organizations or just a gesture by the organization that they employ PWDs.

Structural barriers, inaccessible transport and physical accessibility to and within the workplaces are other major barriers to PWDs employment. These people find it hard to move easily and do work as expected in comparison with the normal employees. This view is expressed in the following excerpt:

“The nature and severity of the disability affects the employment opportunities for PWDs, for instance, we need people who are too fast in serving customers, so, we don’t employ the blind, wheel chair users or someone with multiple disabilities because they can’t do the type of work we do in this organization.”

This implies that some employers consider PWDs as slow and can slow down their business if they are employed. Lack of educational qualifications and inadequate experience of PWDs is yet another barrier to equal employment opportunities for PWDs. This is expressed in the quotations as:

“A person with a disability cannot compete with ordinary persons because their educational level is low except if the work they want to do does not need any qualification and experience.”

Another employer also said that,

“We have limited employment posts for PWDs due to limited education, severity of the disability and inaccessible environment.”

This implies that many PWDs will remain unemployed due to lack of educational background. Those who have qualifications will not access employment. Another

implication is that, considering educational level before employment is offered may hinder employers from employing PWDs even when the job doesn't require any educational background.

Another critical barrier identified by majority of the respondents is attitudinal barriers and rigid workplaces. Attitudinal barriers affect the performance of PWDs because it leads emotional and psychological torture. These barriers are reflected in statements such as:

“There are difficulties in adjusting to workplace policies. This is because many of them work for a short time and abscond from duty. Therefore as we often employ new ones others continue abandoning their duties.”

Negative attitudes towards PWDs hinder ordinary employees from appreciating challenges of these persons but rather see them as employees who don't want to observe the organizations' policies, hence forcing them to abscond from duty.

Attitudinal barrier is also reflected in statements like:

“Lack of support systems and services hinders our company from employing other categories of disabilities for instance, the blind and others with severe disabilities. This is because we mostly use dangerous machines that these categories of people cannot use.”

This implies that employers with negative attitudes look at modifying the structural and physical environments to suit different categories of PWDs as extra expense on their budgets. Besides, employers cannot even think of placing PWDs in departments that

favour their disability, hence leaving many unemployed or making them leave the work if they were already employed.

Lack of access to information and inadequate communication is yet another barrier pointed out by many respondents. Lack of information affects PWDs searching for jobs and those who are already employed. For those searching for employment, they are unable to access media to identify advertise jobs. And those already employed, sometimes miss important information that would help them improve on skills or do what their employers want them to do. Some of the statements that show inadequate information and communication barriers include:

“The most common barrier to equal employment opportunity for PWDs is lack of information and communication barriers. This is because most of PWDs employed are recommended to those organizations by umbrella organisations or the colleagues who are already employed. None of them went through the normal procedure of applying and doing interviews.”

This implies that there is no initiative by either the employers themselves or the government to advertise the existing jobs in different media or formats e.g. Braille to increase the chances for PWDs to access employment opportunities. Other employers noted:

“Deaf employees have difficulties communicating with customers and other employers in the organizations, thus affecting their efficiency and effectiveness in carrying out their duties.”

In addition, he said,

“When we pass on a communication they cannot understand it without an ordinary person interpreting it for them and in most cases, they receive communications later than ordinary persons.”

This means that due to negative attitudes, employers cannot have other mechanisms of passing on the information to PWDs for instance, employing interpreters and guides for the blind, hence affecting their service delivery.

An officer from one of the umbrella organizations noted that one of the barriers to equal employment opportunities was that PWDs are not given powers to negotiate their terms of service. He stated that:

“Inadequate negotiating power is a critical barrier hindering PWDs from equal employment opportunities. Lack of chance to negotiate their working terms and conditions affects them. If PWDs are given chance to negotiate they can use part of their pay to pay their own support workers or install systems that make their work easy.”

This implies that participation of PWDs in setting terms and conditions reduces stigmatization, and increases active participation as some of the support services are provided as agreed upon. The officer from the line ministry viewed existence of barriers to employment for PWDs due to inadequate implementation of policies in place. He had this to say;

“There is a mismatch of policies and implementation of these policies. Many laws are in place but some of them are not implemented at all and others are not effectively implemented, some are haphazardly implemented.”

This implies that employers didn't put in place the requirements recommended by government because there are no monitoring systems that would enforce organizations to meet the minimum standards that favour employment of PWDs. Another implication is that the government cannot identify what laws to maintain or modify and monitor organisations to ensure equalization of employment opportunities for PWDs

The challenges that affect organizations employing PWDs include; financial constraints, adjusting their routines to suit PWDs, and attitudes of employees with disabilities towards work.

These are reflected in reactions of different employers as quoted; in the organization where we managed to interview two officers, one of them had this to about financial constraints:

“Our organization has limited funds to pay support staff like guides and interpreters, so we concentrate on employing mild cases who can work without any other support staff.”

The Second officer supplemented this by saying;

“Modifying the inside and outside environments is not easy for our company because it involves a lot of money that the company can't afford. Unless the

government supports us, we are not able to do it because we have many things to cater for.”

This means that when prioritizing items to fund, such an organization can't put disability issues first, because they see it as extra burden. Another implication is that employers think that it is the role of the government to fund modification of the environment to suit PWDs.

There are difficulties in adjusting organizations routines to suit PWDs, and some employees with disabilities have behavioural problems and have negative attitudes towards work. This is reflected in expressions of employers such as:

“We have particular routines to follow in our organization which most of our employees with disabilities cannot follow. When summoned, some exhibit unwanted behaviour.”

This implies that respect to routines of their organization is better than feelings and needs of their employees especially those with disabilities. Besides, observing their routines hinders them from establishing the cause of unwanted behaviour exhibited by the PWDs, yet this may be a result of failure to address their feelings and needs.

In order to properly and effectively address the above factors that affect the equalisation of employment opportunities for PWDs, there is need to identify ways of tackling challenges experienced while trying to equalise employment opportunities for PWDs.

Ways of Tackling Challenges to Ensure Equal Employment Opportunities for PWDs

Objective three was intended to identify ways through which the identified challenges can be resolved as observed by the respondents. Data in the table was provided by Employees with disabilities. They were asked first in a questionnaire to identify solutions that would remove the barriers identified. Their responses are summarised in table 4.4.

Table 4.4: Suggestions of Overcoming Challenges to Employment as suggested by PWDs

Responses	Frequency	%age
provision of support systems and assistive devices	14	31
Display available jobs through our umbrella organizations	11	23
Expose PWDs to assistive devices and systems early enough	09	20
Internal and external Supervision of organisations employing PWDs	06	13
Sensitisation of stakeholders	03	07
Strengthening rehabilitation services and activities at all levels	02	04
Government to set standards to base upon when employing PWDS	01	02
Totals	046	100

Table 4.4 indicates provision of support systems and assistive devices (31%) as the most common solution to the barriers affecting PWDs from having equal chances of accessing employment opportunities, while government setting standards for employing PWDs

(02%) as the least identified solution. This implies that when PWDs are given the relevant support and devices, they are equally able to access and explore employment opportunities as the ordinary persons.

Few respondents with disabilities identified government setting standards to base on while employing PWDs but lack of such standards doesn't enforce employers to follow similar procedures to employ and retain persons with disabilities at their workplaces.

To understand this further, the line ministry, umbrella organisations and employers were asked, through interviews, the solutions to be put in place by stakeholders to ensure barrier free employment for PWDs. The official from the line ministry had this to say:

“In order for PWDs to have equal employment opportunities, there is need to strengthen rehabilitation services and activities at all levels, provide relevant educational skills and this can be achieved by establishing government aided technical institutions for PWDs or facilitating the existing ones to suit students with different disabilities.”

One respondent from the umbrella organization noted:

“Provision of assistive devices to all PWDs at all levels and exposing PWDs to modern support systems and services right from primary level. This helps PWDs to have access to information independently as they grow up.”

While another official identified frequent internal and external supervision. His responses are depicted in statements like:

“Internal supervision of employees reduces mistreatment/discrimination of PWDS and government supervision of organizations employing PWDS helps them to establish suitable standards.”

Most officials interviewed had this in common. They all noted:

“Monitoring and evaluating existing laws about policy issues for proper modification, Government to give licenses to organizations that met the standards of equal opportunities for PWDS. And include a special needs desk in the department of human resource so that they can give technical advice on issues concerning PWDS.”

Employers too, were asked to give suggestions to curb barriers to employment of PWDS.

Most of their views rotated around sensitization of stakeholders. Some of their responses are:

“Umbrella organisations should sensitise their members with disability on how they have to behave and relate to others at their workplaces.”

Another employer pointed out that:

“Umbrella organisations should sensitise the government on the needs of PWDS so that they can put in place laws that can easily be applied.”

The third employer noted:

“Selecting role models with disabilities to sensitize parents and communities about abilities of PWDS in the employment field and how they can benefit the entire nation”

In order to establish solutions to challenges faced by employers, the line ministry, umbrella organisations and employers were asked to give their views through interviews.

An official from the line ministry had this to say:

“The government should set up a monitoring team to follow-up on implementation of the laws aimed at equalising opportunities for PWDs and other existing policies or laws. This would help in evaluating what is already in place. Employers too have roles to play, for instance, early planning for disability issues.”

This implies that early planning will give employers plan and budget for the special support services and systems for employees with disabilities.

One of the officials from the umbrella organisations noted that:

“The government should set standard guidelines to follow for all organisations in the employment sector and Penalizing organizations that do not measure to standards set by government.”

For employers, he noted that:

“Employers should work towards changing attitudes of all ordinary employees by changing their attitudes first. This can be done by providing the necessary support and services to employees with disabilities.

Employers can also sensitize ordinary employees about the importance of working with PWDs, and they can also adjust their

work routines to ensure an employee with a disability is comfortable working for the organisation.”

One of the employers had this to say:

“For us to work well with PWDs there is need for all stakeholders to play their roles effectively. The government has to support us by providing support systems and services to ease our work of employing PWDs.”

Another employer said:

“The government should encourage PWDs to start their businesses and fund them. This will reduce the number of unemployed PWDs.”

4.4 Measures aimed at Equalising Employment Opportunities for PWDs

Objective four required participants to give their views on the measures in place and how this impacts on employment opportunities for persons with disabilities. The reason for this was to establish whether after equalising employment opportunities, PWDs equally access employment, participate independently and compete favourably with their nondisabled counterparts in the labour market. The findings are presented in Table 4.5 below.

Table 4.5: Measures in place for PWDs

Responses	Frequency	%age
Accessibility guidelines made	17	21
Anti-discrimination policies formulated	16	20
Taxes on assistive devices (e.g., white canes, hearing Aids) exempted	13	16
Provision of support systems/services	10	13
Affirmative action on education for PWDs	09	11
Right to health services and compensation being observed	06	08
Sensitisation on PWDs' human rights	04	05
EOC Act takes care of PWDs' interests and concerns	03	04
Advertisement guidelines (including PWDs in advertisements)	02	02
Total	80	100

From the table it is clear PWDs came up with divergent views on how the equalisation of employment opportunities was being implemented. Lack of convergence is shown by the fact that no specific view(s) scored above 50%.

According to Table 4.3 instituting accessibility guidelines by government is the highest ranked strategy of equalising employment opportunities for PWDs while advertisement guidelines cited by only 02% of the respondents.

The results may imply that PWDs believe accessibility guidelines give opportunity to PWDs achieve many things including access to information, physical and structural environments, and hence reducing indirect discrimination. This gives these persons equal chances to search for employment opportunities.

Additional data on the issue was given by official from umbrella organizations through the interview method. The legal officer from the union for PWDs noted:

“Equalising employment opportunities is done by various stakeholders at different levels in different organizations and ministries, for instance; we, as umbrella organizations, majorly do advocacy for equalization of opportunities i.e. influencing government to provide laws/policies and affirmative action at all levels representing PWDs both in private and government sectors.”

Another officer representing PWDs supplemented this by noting that;

“Members of parliament representing PWDs support our advocacy by presenting our proposals to parliament and as a result, a number of laws have been put in place by the government to ensure equalization of opportunities for PWDs”.

This implies that umbrella organizations have a hand in formulation and implementation of the laws aimed at equalising opportunities for PWDs. They help the government to set laws and affirmative actions that benefit PWDs depending on their categories.

One of the officials also said;

“Provide a platform for PWDs in order to bridge the gaps of achieving employment with less difficulty as their ordinary counterparts. For example making sure things like staff seating doesn't affect employment of PWDs.”

This means that they defend PWDs through their organizations, which are talking on behalf of the PWDs each organization is representing. One of the officers from the umbrella organization noted that:

“In my view, other policies/laws in place, have fuelled the equalisation of employment opportunities, for example, Employment Act, affirmative actions like free education for all, affirmative action on higher education, accessibility standards, access to social services like justice, medication, transport, among others, has reduced indirect discrimination and increased chances of accessing employment opportunities.”

This implies that with the existence of other policies in place, the implementation of laws is easily implemented, hence giving equalization of employment opportunities for PWDs.

The legal officer in one of the umbrella organizations had this to say:

“Equalizing employment opportunities to include PWDs is done by various organisations at different levels. For us, we sensitise employers, PWDs and the public about rights of PWDs and legal frameworks in place for PWDs. We also drag to court persons who abuse the rights of PWDs.”

This means that the legal organization for PWDs contributes a lot in making sure discrimination and violation of human rights is eliminated in the employment sector and other places that reduce chances of PWDs to access employment. This organization also helps the government to ensure support systems and services are provided for by law at the places of work. Such an organization also gives the government feedback that helps it to revise the laws PWDs or discard those that do not favour PWDs.

In order to establish more about the equalisation of employment opportunities, the rehabilitation officer in the line ministry had this to say;

“We, as the ministry in-charge of PWDs, we do a number of things, for instance, we have an employment desk and there is an officer in charge of it. PWDs bring their applications here and when organizations request for PWDs to work in their organizations, we look at their applications and we pick from these to recommend for employment.”

This means that: the line ministry, in collaboration with the Equal Opportunities Commission, has placed many PWDs in the employment sector, but when asked if they had any statistics about PWDs in the employment sector their response was contradictory. This is expressed in such statements like;

“All issues concerning statistics of all employees are done by UBoS not our ministry. The EOCA officer declined not to have any statistics concerning employment of PWDs”

This shows that recommending PWDs for employment is not a guarantee that they will be employed. It needs to monitor and establish if the people they recommended are

employed. This also shows that the ministry doesn't collaborate with other ministries to do their work effectively."

"We also have occupational safety desk. This one is in-charge of inspecting factories and organizations which want to employ PWDs to ensure working environment/conditions are favourable are friendly."

This means that the ministry has the mandate to ensure that mechanism supporting PWDs to do their work for instance assistive devices, guides and interpreters and other support systems and services are in place before recommending PWDs. It also shows that they do supervision work to ensure safety for PWDs while at work.

"Above all, we do budgetary work for all activities for PWDs at national level. It is from this budget that we finance activities for disabilities throughout the country but we, at the same time, experience hardships as the government gives us lump sum of money to cater for all vulnerable groups like the elderly, youth, AIDS and PWDs. By the time we finish allocating the funds, in most cases it is not enough to run all activities for PWDs, an act which impedes the monitoring of employment and other activities for PWDs."

This implies that activities for PWDs are not among the priorities when allocating finances. On the other hand, the PWDs themselves are not aggressive in presenting and following up their budgets and activities to the ministry for consideration.

Being the organisation directly responsible for equal opportunities for vulnerable groups like PWDs, officers from the Equal Opportunities Commission were requested to give their views about the measures organisations employing PWDs have to ensure equalisation of employment opportunities for PWDs. The research officer had this to say;

“According to Article 32 of the constitution of Uganda, there were many policies passed to protect the disadvantaged groups but many of them were not either implemented or were not effectively implemented. Therefore, the commission was put in place to handle equal opportunities issues, for instance ensuring that laws or policies passed for the disadvantaged are handled by it; we carry out developmental research, make reports made and send them to government for action.”

This means that there is an appointed commission to handle employment opportunities for PWDs make reports and gives feedback to government about the current employment opportunity for PWDs. This is monitoring process which helps the government to strengthen the actions in place for PWDs. As the line ministry is directly concerned with the safety of PWDs at their places of work, an initiative was taken to establish the mechanisms in organisations employing PWDs to ensure their safety and active participation.

Employers too were asked to explain how they, as primary implementers, have ensured equalisation of employment opportunities for PWDs in their organisations. They had this to say: One of the human resource managers in a supermarket noted:

“The only provision we have at the moment is the ramps for persons with physical disabilities for easy movement. There are no other support systems for PWDs at the moment. The deaf employees have to just adjust and learn how to do things following the ordinary people. For communication, we use local signs with them and where they cannot understand completely, we communicate through writing.”

Another human resource manager from a commercial organisation equally had the same to say. Her response is reflected in the statement below:

“At the moment, our organisation has no special provisions for any of the three categories of employees with disabilities (blind, deaf and physically disabled). The ordinary workers are so supportive that they help employees with disabilities with whatever they need to do their work and other personal assistance as each may require. The blind employee requested us to allow him install an audio device on his computer but we hesitated for fear that being a commercial organisation, ordinary people would exploit him and fake documents leading to financial losses. However, he was deployed in customer department where he is doing his work perfectly to the extent that very few people realise that he is blind.”

On the contrary, in another commercial organisation an employee with visual impairment was allowed to install the audio device on his computer and this has helped him to actively do a lot of work independently. This has made him be promoted to assistant human resource manager. For the rest of the organisations employing PWDs that were visited, there was total lack of special provisions for PWDs to do their work effectively.

This implies that: though there policies put in place by government to eliminate discrimination and equalisation of employment opportunities for PWDs, there are no set guidelines for employers to follow in order to implement the laws aimed at equalising employment opportunities for PWDs and other related policies. Another implication is that, the supervision and monitoring team in the line ministry is not doing its work effectively. For instance, visiting organisations employing PWDs to give technical advice to employers to do the right things that will equalise opportunities for PWDs. This also means that the government will not get the feedback to either modify their policies or enforce employers to put in place mechanisms that will equalise opportunities for PWDs.

More information to back up these findings was acquired through the observation checklist. This is shown in table 4.6

Table 4.6: Mechanisms (Support Systems/Services) Available for PWDs in Organisations employing them as observed by the researcher

Support systems/services	Availability	%age
Interpreters	00	00
Guides	00	00
Ramps	01	25
Accessible offices/buildings	01	25
Audio equipment	01	25
Accessible information centres	00	00
Accessible ICT	00	00
Assistive Devices	01	25
Rails	00	00
Total	04	100

Table 4.6 indicates ramps (25%), accessible offices buildings (25%), audio equipment (25%) and assistive devices (25%) as the only systems put in place for PWDs at the places of work. The information in the above table reveals that most of the support systems/services that PWDs rely on to execute their duties are not provided. This means that they do not perform their duties effectively, an act which may challenge or affect organisations employing PWDs. As primary implementers of the legal provisions that

aim at equalising employment opportunities for PWDs, organizations employing PWDs face challenges which in turn affect equal employment opportunities for the disabled.

Summary

Findings from the study indicate that the government has put in place a number of legal provisions to cater for employment of PWDs. In this case the most cited provision was the tax reduction to every organisation with 5% of the total number of employees being PWDs. However, this did not put a lot of impact as few organisations are employing PWDs and most of these organisations have not employed the required number of PWDs in order to benefit from the 2% tax reduction. Therefore, it was evident that without effective implementation measures, many employers will continue leaving out PWDs in the employment sector.

For benefits among employees with disabilities, the most common benefit identified by majority of the respondents was, awareness within the organisations that PWDs can - perform various activities like their ordinary counterparts and sometimes better than them, an act which made some organisations realise high profit or achievements in departments where PWDs work. This created some employees with disabilities have a sense of belonging, their self-esteem is high and they are happy because they have steady income, hence social mobility.

CHAPTER FIVE

DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

The aim of the study was to investigate nature, benefits, challenges and strategies of equalising employment Opportunities for PWDs in Kampala District. The study investigated the measures in place to ensure equalisation of employment opportunities for PWDs. Data collection, analysis and presentation of findings were guided by the following objectives:

1. To establish perceptions of participants on the benefits accruing from equalising employment opportunities for PWDs.
2. To identify challenges faced in equalising employment opportunities for PWDs
3. To establish ways of tackling challenges experienced in equalising employment opportunities for PWDs in employment places.
4. To measures aimed at equalising employment opportunities for PWDs.

This chapter presents a summary, discussion of the findings, conclusions, recommendations and suggestions for future research pertaining to equalisation of

employment opportunities for persons with disabilities. The chapter is structured according to the objectives of the study for each of above aspects.

5.2 Discussion

Benefits of Equalising of Employment Opportunities to PWDS and Employers

The study established that there were PWDs who had accessed employment. The results showed that being employed reduced stress and low self esteem of PWDs themselves and discrimination within the organization and the community at large. This was because most of the PWDs expressed happiness to gaining steady income to meet basic and personal needs, an act that made them feel a sense of belonging in society and not be looked at as dependants all the time. In relation to this, Mdladiana (2002)notes that; when the process of integrating people with disabilities into the workplace is motivated from a strategic business or management perspective, rather than an ad hoc activity in reaction to the requirements of the disability Acts, employers provide opportunities and reasonable accommodation. When opportunities and reasonable accommodation are provided, people with disabilities can contribute valuable skills and abilities to every workplace, and contribute to the economy of our society. However, the study found out that many of the employees with disabilities didn't serve for long. This could be associated to inadequate provision of support services as mentioned by most employees with disabilities, therefore, there was need to put measures in place to ensure retention of PWDs at their workplaces. Similar results were noted in South Africa where they noted

that: if the person seeking for the job with the right qualifications, capabilities and experience also happens to be a person with a disability, then accommodating that person within the workplace (reasonable accommodation without unjustifiable hardship) is recognized as important for securing and developing the right person for the job. Accommodations, which are modifications or alterations, often make it possible for a qualified person with disability to do the same job as everyone else but in a slightly different way. Some accommodations are simple adaptations; others require technically sophisticated equipment. The essential functions of the job and the functional limitations of the individual are what the employer and the employee want to match up(Able Trust, 2001)

The study also established that there was redress of abuse in employment sectors by referring to the laws in place, for instance, drugging employers who abused or discriminated PWDs to courts of law. Such provisions led to promotion of human rights non discrimination actions and positive attitudes towards employees with disabilities. As a result a good number of PWDs expressed good working relationship and provision of support from both ordinary employers and employees. Studies in South African Republic indicated similar findings that: creating opportunities for all employees to work to their full potential increases morale and develops an ethos of respect among all employees. The provision of reasonable accommodation for a particular employee, not only ensures equitable treatment for employees with disabilities, but also contributes to improvements in morale and increased respect for diversity within the workplace Mdladiana (2002).

For employers, the most significant benefit identified was the tax holiday of 2% for every organization that employed 20% of PWDs of the total number of their employees. Organizations that observed the guidelines have benefited from the tax reduction. Tax reduction was one of the ways in which the government of the republic Uganda answered the recommendations of the ILO when it encouraged member countries to ensure reduction of indirect discrimination, and increase the number of PWDs in the employment sector. In support of this, the IL Office (2004) noted that civil or labour law provisions on the employment related rights of persons with disabilities are likely to have the greatest practical impact on opportunities for disabled job-seekers and workers.

The study also established that organizations that employed PWDs and maintained good working relationships with PWDs noted high concentration effectiveness and efficiency which improved on the output level which increased on their profits. These study findings are supported by what other scholars had earlier found. For example, Hartnett *et al.*, (2011) survey of employers by the federal Job Accommodation Network illustrated that employers who hired people with disabilities were able to find qualified workers, increase profits, and avoid significant training costs. Lengnick-Hall (2007) too notes that employees with disabilities can actually reduce business costs if employers create a welcoming environment for people with disabilities by lowering turnover costs, reducing the likelihood of litigation, and gaining government tax breaks.

In relation to the PWDs staff concentration on their work resulting into higher output level, Hernandez *et al.*, (2008) also support the claim that employees with disabilities

exhibited lower absenteeism rates than other able employees. However, our study found out that the employers have not fully exploited the benefits of employing PWDs a positions which as expressed by the one NGO representative that more needs to be done to encourage more employers to come on board. Burnett and Baker (2001) in support of the low level of exploitation of PWD labour force argue that even though people with disabilities represent the largest of all minority groups in the U.S., they represent an untapped market due to confusion over how best to assimilate and accommodate them.

Another benefit for employers as found out by this study was public recognition. Many organizations representing PWDs and knew all organizations employing PWDs. To this note, Mdladiana (2002) when employment of PWDs is viewed in a marketing, public and customer relations advantage, the employment of people with disabilities is seen to improve the internal morale and public image of the company by denoting it as a socially responsible company and responsive to diversity within the population.

Challenges faced in Equalising Employment Opportunities for PWDs

The study revealed that the key outstanding barriers experienced by PWDs were negative attitudes, low education levels, low-self esteem among PWDs, information and communication barriers, physical barriers, rigid workplace policies and inadequate laws. These barriers are not unique to the Ugandan employees. The European Foundation Centre Study Report (2013) for example specifically noted that one or more relevant EU

instruments address accessibility and the built environment, transport, goods and services, information and communication technologies.

The study found out that negative attitudes affect the way employers provide for employees with disabilities. Employers will look at provision of support systems and services as extra expense for the organization and that is why many of the human resource managers said that ordinary employees had to help PWDs whenever they needed assistance. This affects the work of an employee with disabilities as they have to rely on other employees for support. Employees with disabilities can't do their work effectively and ordinary employees won't like to associate or co-work with PWDs as some would feel this as extra burden. This could be the reason why in one organization visited, employees with disabilities were frequently transferred from one department to another, an action which contributed to low self esteem and absconding work. Other studies have noted when employers have negative attitudes towards employees with disabilities, they may either fail to employ them or provide for them support systems that would help them do their duties effectively yet stereotypical attitudes towards disability in some workplaces leads to segregation of employees with disabilities from colleagues and customers. (CIPD 2001; Murray & Heron 1999; Smith, 2004). Wooten and James (2005) also report that organizations have difficulties in preventing discrimination against PWD applicants or employees.

The study also found out that the educational background affects the number of PWDs who access employment. This is reflected in the few numbers employees with disabilities

per organization visited, yet there is an offer tax holiday to every organization employing 5% of PWDs of the total number of employees. The reason associated to this, is lack including PWDs in their advertisements as many of those employed got employment through other channels. On the other hand, little number of PWDs in the employment sector was due to the fact that, in cases where jobs were advertised, many of them were unable to access media through which advertisements were published. For PWDs who are already employed, inadequate or lack of access to information affected those in such a way that they missed information that would help them improve on their service delivery, be at the same level with ordinary employees in information or have equal access to opportunities such as training opportunities among others.

In support of this, study carried out in Zambia indicated that, many PWDs found out about available jobs through their own networks, through the training centre they attended or through some chance meeting or occurrence. This is effective for those with access to such networks, but a more systematic approach is required if all jobseekers with disabilities are to have access to labour market information, which along with employment services, plays a key role in influencing a young person's employability. There is scope to improving the access of jobseekers with disabilities to employment services in Zambia, to ensure that they are adequately informed about available jobs and potential employers. This information can also assist them in making career choices, when it comes to applying for skills training courses (ILO, 2007).

In adequate educational background also affected the nature of jobs that employees with disabilities did. The study found out that the biggest number of employees with disabilities did low paying work that did not allow them earn adequate pay, an act which made them remain poor and vulnerable. Doing low paying work put them at the risk of being exploited and overworked as many of employees with disabilities in an organization based in Ntinda industrial area explained.

Attaching educational qualifications by employers also affected the recruitment of PWDs in the organizations visited. Many employers felt that to get better employment in their organizations, one had to have good qualifications.

The education system may equally perpetuate the discrimination of PWD in employment. Chakrapan (1995) noted that PWDs in Africa experience barriers in the employment in the face of equal opportunity laws and cites inadequate education leading to unemployment among PWDs. This European Foundation Centre Study Report (2013) too lighted that as long as the option of sending children with disabilities to special educational facilities remains available, their full and effective integration in an inclusive education system may not be realized. In addition, the frequent lack of resources for the provision of individualized services and support to learners with disabilities, and the lack of specialized training for teachers in supporting learners with disabilities, are also major challenges to the full and effective inclusion of persons with disabilities in the education system (EFCSR, 2013).

Inaccessibility is yet another challenge experienced by PWDs. In this study, inaccessibility was viewed in structural, physical, information and communication.

For structural and physical inaccessibility, many of PWDs with physical and visual disabilities faced difficulties executing their work as the physical and structural were not friendly in most organizations. The study findings indicated that employees with physical impairments faced challenges executing their duties without moving independently. Waiting for assistance from an ordinary employee affected their efficiency and effectiveness, an action which made them be perceived as had to employ as one of the resource managers pointed out that they could not employ people with physical and visual disabilities. To a large extent this is an attitudinal belief that hindered employers to provide special provisions that would have helped the establish abilities of these categories of PWDs. Moudinet (2003) reviewed the physical barriers to PWDs and noted that the geography of a country also plays an insignificant part in physical obstacles and barriers, whether caused by distances between cities, topography or climatic conditions.

In support of this, Tatteh (2011) noted that even if the Member States have included in their national laws the principle of accessibility, this is not enough to guarantee enforcement of these laws and effective implementation of the PWD accessibility requirements. In Africa, Tatteh also focused on social isolation and notes that in Ghana, PWDs as a consequence of their disability have reduced capability of activity that causes many difficulties to life, work and studies. The consequence is individuals with

disabilities are not only more likely to be poor, but they are subject to prejudice, social isolation and discrimination.

In support of this, the anti-defamation league (2005) noted that in America, though there were a number of initial advancements made towards independence and self-reliance, people with disabilities still did not have access to public transportation, telephones, bathrooms and stores.

Office buildings and worksites with stairs offered no entry for people with disabilities who sought employment, and employer attitudes created even worse barriers. Otherwise talented and eligible people with disabilities were locked out of opportunities for meaningful work.

With information and communication inaccessibility, the study established that the reason why few PWDs have accessed employment is that there were provisions for PWDs to access information concerning the existing job opportunities. Facts indicated that all those working accessed employment through other means rather than the recommended procedure of accessing advertisements, applying, sitting interviews and then being appointed. In support of this, other studies have noted that inaccessibility of information for people who have visual, learning or hearing impairments relates to lack of specialized equipment and low vision aids, specialized training to use this equipment and the availability of sign language interpreters for interviews (Bruye' re 2000; Equal Employment Opportunity Trust, 2005b; La Grow & Daye, 2004).

The study also established that PWDs especially wheel chair users and those with visual impairments experienced problems travelling to and from the workplaces. Difficulties in transport sometimes made them reach their workplaces late, thus affecting their service delivery. In support of this, the IL Office (2004), in collaboration with Gallaudet University, noted that, one common problem experienced by people with disabilities concerns transport. Poor transport facilities restrict their ability to travel to and from work and to other locations. Public transport systems are often inaccessible to people with certain kinds of disabilities and many people with disabilities are unable to afford to run their own car or use expensive private taxis

For relationships within the organization among employees themselves and the employers, the study found out that there a significant level of relationship in some organizations visited because ordinary persons assisted PWDs when need arose and in some cases, because PWDs performed better than ordinary employees. However, this relationship fade out due lack of providing for their needs which affected their performance. According to employers, they were unable to provide for PWDs because of financial constraints.

The study found out that, the employers equally experienced challenges related to providing support systems/services to different categories of employees with disabilities due to lack of funds to provide for ideal physical work environment and associated support services like guides and interpreters for disabled employees in both the manufacturing and service employment sectors. These study findings relate to a great

extent to the Zimbabwe case which noted that the root of unemployment is lack of education, lack of disability-friendly workplace environments, and lack of support for and understanding of disability issues by employers and able-bodied colleagues (Choruma, 2006).

In support of the above options, Wooten and James's (2005) research noted that organizations have difficulties in creating disability-friendly environments because of barriers to learning. These barriers include discriminatory routines based on the social construction of work as an "ableness" environment, defensive routines used to justify discriminatory practices, reliance on reactive learning that does not involve reflection, window dressing or a superficial commitment to PWD, and lack of vicarious learning.

The study also established that, employers equally experienced the challenge of having to revisit the organization's policies and practices all the way from recruitment to maintenance to meet the various employment legal requirements as set by the Uganda government. Interestingly one of the study findings was a noticeable lack of awareness about the employment legal provisions, rights of PWDs and conditions for employing PWDs as expressed by one HR managers and employees with disability. In support, Lengnick-Hall et al. (2008) report that employers choose not to hire PWD for a perceived lack of skills; perceived inability to perform physical tasks; increased health care costs; required accommodations; increased safety problems; perceived discriminatory treatment lawsuits; decreased workplace morale; and perceived negative impact on customers.

Solutions to the Challenges of Employing PWDs

In order to help a good number PWDs to access and retain jobs there should be massive and extensive sensitisation of all stakeholders about their roles to ensure employment of this category of people. The government, through its line ministry can work hand in hand with Non-governmental organisations or Umbrella Organisations to ensure PWDs enjoy employment as their ordinary counterparts. Muhammed et al (2002) in their study carried out in Bangladesh too cite massive sensitisation through different about employment of PWDs.

The study established that there are laws in place to support employment of PWDs. However, what is lacking is the monitoring and evaluation of the existing laws. If monitoring and evaluation is effectively and efficiently done by relevant bodies, new better innovations would be developed to improve on the employment of PWDs. For instance, in training, the ministry of gender and social development in charge of all the rehabilitation centres in the country would work hand in hand with employers to establish the current relevant skills that they need. This would encourage employers to willingly take PWDs as their employees. Involving employers in identifying relevant skills for PWDs is also cited by Heather L. in International Labour Organization (2007). Another innovation that would result in employing PWDs is introduction of quota schemes as cited in the literature review as one of the measures most countries have adopted to enforce organizations to employ PWDs. Though penalties are the most identified remedy to enforce employment of PWDs, the government needs to support employers by

providing special equipment to support employees with disabilities as cited by most employers.

Grant incentives are also cited by Heather L (2007). She cites that the law can redress government support through workplace grants or equipment grants and other grants as in South Africa. ILO, Japan Country Profile (2003) also note various subsidies in Japan that are provided by government for instance, the subsidy to support a certain part of wages for one year or one and a half years, grants for provision of workplace facilities or welfare facilities, for workplace attendants for severely disabled persons, for commuting measures for severely disabled persons, skill development of disabled persons and for employment support centers for disabled persons. In addition to those payment measures, several schemes for tax reduction are introduced as incentives for employers

The study found out that the line ministry directly concerned with disability issues has an employment desk for PWDs but unfortunately, it has no statistics for PWDs in the employment sector. Therefore, there is need for this ministry to closely work with other stake holders and employers in supervision of PWDs in employment. This is when it can get the number of PWDs in employment and needs of this category of employees for better planning. Though the issue of statistics is not supported in the literature, Muhammed et al (2002) cite that human resource departments, and other stakeholders need to form a collaborative body of both public and private sectors and umbrella organisations to compile an update information employees with disabilities and new employment opportunities in the formal and informal sectors for PWDs. National media

including electronic, press and others could be pursued to include sensitization campaign on the possible potentialities and scope for employment of people with disabilities.

Measures aimed at Equalising Employment Opportunities for PWDs

The study found out that PWDs in Uganda were eligible for any job opening if they meet the job requirements. These opportunities are supported by enabling legislations, policies and enforcement mechanisms. These study findings relate to a great extent to view that many countries have enacted disability laws in an attempt to alleviate this problem. For example, the UK recently passed the Equality Act of 2010 (Government Equalities Office, 2010) to complement the Disability Discrimination Act of 1995. Australia adopted the Disability Discrimination Act (1992) to prohibit disability-based discrimination (Australian Human Rights Commission, 2011). The USA passed the Americans with Disability Act (1990).

There also existed oversight institutions of key players such as EOC, NUDIPU, LAPID, UNAD UNAB NUWODU, MGLSD, judiciary who were directly responsible for overseeing the implementation of the EEO in Uganda. The MGLSD specifically was involved in the development of the PWDs through training, monitoring PWD labour relations and taking of corrective actions. These findings closely relate to the ILO (2004) recommendation on the use of administrative enforcements and the most frequently used options in this respect are the establishment of an Ombudsman institution and/or a Human Rights, Equal Opportunities or Disability Commission. ILO (2004) however

provides workable options and recommends that when adopting or revising equal opportunities legislation and policies seeking to implement these laws, attention should be paid to the monitoring and evaluation of quota levy options. The responsibility for performing these tasks can be assigned to various organizations and bodies. In order to be effective, these organizations and bodies should have sufficient means - information, staff, and resources - and the necessary powers to carry out these tasks. All these as suggested by ILO have been established by the Uganda government. The problem then could be at the level of implementation of the EEO legislations for the PWDs to enjoy them.

In this study the researcher noted that the PWDs exploited employment offers from various avenues although it was evident that most of them accessed employment through personal referrals from former teachers, insiders, umbrella organizations for PWDs and relatives. Irrespective of the approach used to access employment, the PWDs were given job offers although it was noted that such job offers were mainly for semi-skilled and non managerial in nature.

Issues of relationship after employment are always important in the observance of equalising employment opportunities for PWDs and this study found mixed experiences. For example some PWDs interviewed expressed a harmonious and friendly relationship with fellow workers and employer. Some interviewees however experiences forms of discrimination such as employees not liking deaf people, communication barriers limit

interactions with fellow staff, men asking me for sex day after day, internal transfers to do away with a disabled staff in various departments and lack of cooperation.

These findings on discrimination experienced by some PWD employees in study area allude to one common experience that despite legislation, there still is discrimination against PWD in the workplace (Colella & Stone, 2005). In their survey of Human Resource professionals, Bruyère *et al.* (2006) also concluded that larger employers were more likely to believe that employers' attitudes toward people with disabilities were more difficult to change. Interestingly, the authors' survey results revealed no statistically significant difference between small and large employers' perceived challenges of hiring, retaining and working harmoniously with PWDs.

Furthermore, a study by Lang and Mulangira (2009) noted that a highly decentralized form of government in Uganda, whereby the central government does not easily engage with its counterparts at the District level and below has been a major hindrance in enforcement of Labour legislations especial on equal opportunities. The enforcement dilemma is frustrated by the fact that the processes of policy formulation and implementation which are totally divorced from each other not forgetting the lack of coordination between different Government Ministries on cross-cutting issues such as disability.

Support systems for effective performance of PWDs are required to be provided by employers for the PWDs to work effectively. However, this study found out that other

than one PWD employee who worked in a human resource department of commercial bank who had installed an audio device on his computer, the rest indicated a total lack of support systems for employees with PWDs to enable them work effectively. These findings are not unique to this study as some employers have no capacity to provide the necessary support. The failure to provide for adequate accommodation contravenes the obligation to make a reasonable or effective accommodation, or the right to be accommodated as provided for in modern disability non-discrimination law (ILO, 2004). Disability non-discrimination legislation increasingly requires employers and others to take account of an individual's disability and to make efforts to cater for the needs of an employee with disability or job applicant, and to overcome the barriers erected by the physical and social environment. This obligation is known as the requirement to make a reasonable accommodation. The failure to provide a reasonable accommodation to workers and job applicants, who face obstacles in the labour market, is not merely a bad employment practice but is increasingly perceived as an unacceptable form of employment discrimination.

In support for accommodation, Lengnick-Hall et al. (2008) noted that PWDs require different types of accommodation based on the physical layout of the organization, the degree to which they have symptoms. Harlan and Robert (1998) also noted that the legal provisions tend to acknowledge that work environments are the result of choices about how work is accomplished and that employers can make choices about the design of work, the degree of flexibility in the work environment and even tolerance in the workplace. However, Braun (2009) notes those employers continue to have fears about

the costs of accommodation and workers' compensation for disabled persons and express fear for the high costs of providing the necessary support.

Jones and Schmidt (2004) gives some interventions necessary to meet the accommodation requirements for PWDs and recommend that prior to the commencement of employment a member of the company should meet with the new disabled employee to discuss any changes that need to be made to the workplace environment and to discuss support services that may be available from the Disability Employment Advisor at the Job centre. This study therefore inferred that: although there was positive trend to employing PWDs supported by the EOCA and related legislations, provisions of support systems was not adequately implemented for the enjoyment of PWD employees in Uganda.

5.3 Conclusions

Uganda has put in place a number of policies, Acts, Laws and other measures to equalise employment opportunities for PWDs. If they are well adopted and implemented, they can enhance chances of PWDs to access and retain jobs, promote PWDs' rights to employment and non discrimination, enhance self esteem of PWDs, and foster gaining of steady income to meet basic and personal need and gaining of work experience. However, few employees were benefiting from the equal opportunity and employment provisions targeting PWDs.

The study concluded that the requirement of 50% of the workforce be disabled to benefit a 2% tax reduction was not motivating, unattainable and not attractive to most employers limiting their enjoyment of the tax waiver incentive. However, the employers could benefit increased productivity if they employed a reasonable number of PWDs who were presumed to concentrate more on their work but this labour market was untapped probably due to confusion over how best to assimilate and accommodate them.

The study therefore concluded that:

- Outstanding equal employment opportunities barriers experienced by PWDs included negative attitudes, low education levels, low-self esteem among PWDs, information and communication barriers, physical barriers, rigid workplace policies and inadequate laws.
- Employers experienced challenges related to providing support systems/services to different categories of employees with disabilities due to lack of funds to provide for ideal physical work environment and associated support services like guides and interpreters for disabled employees in both the manufacturing and service employment sectors. The employers equally experienced a challenge of having to revisit the organization's policies and practices all the way from recruitment to maintenance to meet the Equal Employment Opportunities legal requirements.
- Uganda like many other countries had put in place an array of necessary legislations and policies that provide for equally opportunities to be enjoyed by PWDs such as the

Employment act, EOC Act, the Income Tax act, Disability Act, Convention on the rights of PWDs, Affirmative action on accessibility standards, Compensation Act, and above all the Ugandan constitution. However the level of observance of the legal provisions is still wanting as some employees with disabilities experiences social challenges such as sexual bulling and transfers to other department on notice that the employee had a disability which has gone on unnoticed with no action taken to offer remedy. The PWDs employees also experienced economic discrimination by being employed in none managerial positions which attract better pay.

- Most employers did not make efforts to cater for the needs of a disabled worker or job applicant, and to overcome the barriers erected by the physical and social environment through provision of the reasonable accommodation which is an unacceptable form of employment discrimination.
- Although there were ombudsman institutions such as EOC, NUWODU, MGLSD and judiciary to oversee the enforcement of equalising employment opportunities for PWDs, these institutions lacked the necessary human, financial and technical capacity to administratively enforce the Equal employment opportunities for PWDs.

5.4 Recommendations

In light of the findings of this study following recommendations are put forward:

- The government of Uganda, Federation of Uganda Employers (FUE) together with development partners should promote employment of persons with disability through affirmative actions requiring employers to mainstream disability consideration in their human resource practices of attraction, retentions, management and governance representation aimed at fostering the enjoyment of equally opportunities. This should be complemented by continuous benchmarking with other countries on best employer incentive practices that are attractive and beneficial to employers who employ a reasonable percentage of disabled employees in their workforce.
- The government should provide laws that enforce relevant institutions to provide financial incentives and employment-related support services should be introduced. For instance, providing financial subsidies to employers in form of workplace place adaptation or loans grant or tax incentive to cover extra costs associated with employing PWDs, developing budgets for donation of specialised equipment necessary for effective performance of PWDs. This can reduce employers mentality that employing PWDs impacts on their finances of the company to put in place support systems and service. For employees with disabilities, the government can introduce financial incentive to all PWDs who are already working, for instance, extra pay for each employee with a disability by government. These financial incentives can be extended to disabled job-

seekers (money for transport, support staff or special equipment) in finding employment and to encourage and facilitate employers in recruiting and retaining PWDs.

- On the contrary, there should be provisions in the law that impose quota levies by issuing financial penalties remedies to employers for none compliance and discrimination to PWD. This is because it helps generate income to facilitate the monitoring of the implementation of the measures aimed at employing all people and other legal provisions related PWD equal opportunities activities such as training and public awareness building.
- The government of Uganda, Uganda Employers Association and development partners should conduct continuous workplace awareness building through sensitization of stakeholders on their expectations in dealing with PWDs at the workplace and ensure that Ombudsman institutions are availed with the necessary competencies, information, staff, financial resources, equipments and material and the necessary powers to carry out their tasks. This fosters favourable attitude towards employees with disabilities.

The above should be complemented with enhanced coordination of enforcement stakeholders by involving the different stakeholders in the processes of policy formulation and implementation through use of workshops, seminars, print and electronic media. The effectiveness of legislation and policy that aims to promote equal employment opportunity for persons with disabilities depends on the measures introduced to implement these in practice. These should include information campaigns about the

rights and duties of disabled persons, employers and other stakeholders under the law, and the policy provisions that have been introduced, as well as a range of employment support services and measures for employers and for disabled job seekers and workers. For instance, a multi-sectoral, holistic approach is required if people with disabilities are to be enabled to participate in all aspects of society. Thus, all Government departments should be more involved in developing and implementing the laws and policies concerning disabled persons, under the coordination of a strengthened Office on the Status of Persons with Disabilities, whose role in enforcing and monitoring the implementation of the law should be reinforced.

Contributions of the study

The study has helped to identify challenged and best practices that can be brought on board to improve on the employment accessibility and retention by PWDs demanding that there should be multi-sectoral approach in employment of PWDs, effective and efficient monitoring and evaluation of the existing laws and benchmarking with other countries to borrow from them ideas they can use to modify employment procedures for PWDs.

Suggestions for further studies

This study explored the Equalisation of Employment Opportunities for PWDs in Uganda, its benefits and challenges. Other studies need to examine: The critical success factors for Equalising Employment Opportunities in Uganda.

The Organizations' Recruitment Practice and employment accessibility and retention of employment by Persons with Disability

- The impact of Disability in the workplace: Employer attitudes towards PWDs and the legal provisions for employment rights of PWDs.

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APPENDIX I: UNIVERSITY FIELD INTRODUCTORY LETTER



P. O. BOX 1 KYAMBOGO, KAMPALA - UGANDA

Tel: 041 -285211 Fax: 220464

[www. Kyambogo.ac.ug](http://www.Kyambogo.ac.ug)

Department of Educational Planning Management

Date: 29 June 2012

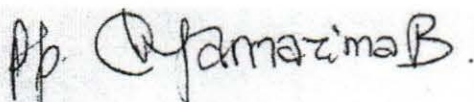
TO WHOM IT MAY CONCERN

This is to certify that **Ms. NANVUNANWA Samalie, Reg. No. 2010/U/HD/043/MEPPM** is a student in our department. She is carrying out research as one of the requirements of the course. She requires data and any other information on this topic entitled:

"Equalization of employment opportunities for persons with disabilities in Kampala District"

Any assistance accorded to her is highly welcome. She is strictly under instructions to use the data and any other information gathered for research purposes only.

Thank you



Okongo Wilberforce

HEAD OF DEPARTMENT

APPENDIX II: RESEARCHER INTRODUCTORY

Kyambogo University

Department of MEPPM

Po Box 1

Kampala

To: Mr/Mrs/Miss/Dr.....

.....

Dear Sir/Madam,

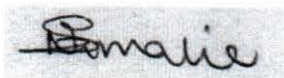
Collection of Data for Research

I am a student at Kyambogo University pursuing Masters in Educational Policy Planning and Management. I am carrying out research as partial fulfilment for my study. It is focusing on the on Equalisation of Employment Opportunities for Persons with Disabilities in Kampala District.

The purpose of this letter is to request you to give me information relevant to this study. Any ideas and information given to me shall not be used for any other purpose other than academic purposes. The information you will give shall be treated with absolute confidentiality.

Thank you.

Yours Faithfully,



Nanvunanwa Samalie

APPENDIX III: INTERVIEW GUIDE FOR EMPLOYERS

Dear respondent,

I am a student of Masters in Educational Policy Planning and Management at Kyambogo University. I am carrying out research as partial fulfillment for my study. It is focusing on the on Equalisation of Employment Opportunities for Persons with Disabilities in Kampala District. This questionnaire is specifically for academic purposes. You are kindly requested to honestly fill this questionnaire with relevant information so that all the ideas can be preserved for later analysis and reporting. The information you will give shall be treated with absolute confidentiality. Thank you for accepting.

Section A.

Demographic characteristics of respondents

1. Sex: Male Female
2. In which department do you work?
3. Position held.....
4. Qualification

PhD	Masters Degree	Undergraduate	Diploma	Certificate
-----	----------------	---------------	---------	-------------

Others (specify).....

Length of service in the organisation

Less than 1 year	1 to 2 years	3 to 5 years	10 years	More than 10Yrs
------------------	--------------	--------------	----------	-----------------

Are there any employment opportunities for persons with disabilities in your organisation?

Yes No

If no, why

If yes, what opportunities?

General information about the organisation

How many employees does your organisation have?, among these, how many have disabilities?

Which categories of persons with disabilities do you have?

Hearing impairment	blind	Physical Disability	Mental Retardation	Any other, specify
--------------------	-------	---------------------	--------------------	--------------------

What qualifications do most of the employees with disabilities possess?

PhD	Masters Degree	Degree	Diploma	Certificate	Any other, specify
-----	----------------	--------	---------	-------------	--------------------

For how long have you employed persons with disabilities?

What type of work do they do in this organisation?

Which procedures do you follow to recruit persons with disabilities in your organisation?

What support systems/measures does the organisation provide for PWDs to effectively carry out their duties?

Benefits of employing persons with disabilities

Are there any benefits in employing persons with disabilities?

Yes No

If yes, how has the organisation benefited from employing persons with disabilities?

If, no why?

Are you aware of any legal provisions for employing PWDs?

Yes

No

Mention some of these

Challenges in employing persons with disabilities

What challenges/barriers does your organisation experience in employing persons with disabilities?

How has the organisation tried to manage/solve these challenges/barriers?

In your opinion, what do you think are the best ways of solving these challenges/barriers?

Are there any challenges /barriers PWDs experience while executing their duties in your organisation?

Yes

No

In your opinion, what are these challenges/barriers?

How do you think these challenges/barriers can be avoided or reduced?

Any other comment

Thank you

APPENDIX IV: QUESTIONNAIRE FOR EMPLOYEES WITH DISABILITIES

QUESTIONNAIRE FOR EMPLOYEES WITH DISABILITIES

Dear respondent, I am a student of Masters in Educational Policy Planning and Management at Kyambogo University. I am carrying out research as partial fulfilment for my study. It is focusing on the on Equalisation of Employment Opportunities for Persons with Disabilities in Kampala District. This questionnaire is specifically for academic purposes. You are kindly requested to honestly fill this questionnaire with relevant information so that all the ideas can be preserved for later analysis and reporting. The information you will give shall be treated with absolute confidentiality. Thank you for accepting.

Section A.

Demographic characteristics of respondents

Sex

Male Female

Nature of disability

Position held.....

Qualification

PhD	Masters Degree	Degree	Diploma	Certificate	Others (specify)
-----	----------------	--------	---------	-------------	------------------

Length of service in the organisation

Less than a year 1 to 2 years

3 to 7years more than 7years

Section B

Employment Procedure

In which department do you work?

.....

What type of work do you do in this organization?

.....

How did you come to know about employment opportunities in your organization?

.....

What criteria did you go through to get this job?

.....

How many persons with disabilities are working in this organization?

Section C

Experiences faced at the workplace

Are you satisfied with the work you are doing?

Yes No

If yes, what makes you satisfied?

If no, why aren't you satisfied?

Section C

Support systems in place for persons with disabilities

Are there any support systems/measures in place to help you do your work effectively?

Yes No

If yes, what are these are these support systems/measures in place?

How have you benefited from employment in this organisation?

Are there any challenges/barriers you face in this organisation?

Yes

No

If no, why?

If yes, what are these challenges?

How do you think these challenges can be solved by:

Your employers?

The government?

Are you aware of any legal provisions that support or protect PWDs in the employment sector?

Yes

No

The End

**APPENDIX V: OBSERVATION CHECK LIST FOR ORGANISATIONS EMPLOYING
PERSONS WITH DISABILITIES**

Organisation Code

Organisation name

Categories of disabilities identified.....

Support systems in place for each category

- ❖ Interpreters.....
- ❖ Mobility guides.....
- ❖ Assistive devices.....
- ❖ Accessibility to:
 - ❖ Offices.....
 - ❖ Toilet/bathrooms.....
 - ❖ Other areas in the organization.....

APPENDIX V: INTERVIEW GUIDE FOR OFFICERS IN EQUAL OPPORTUNITY COMMISSION

INTERVIEW GUIDE FOR OFFICERS IN EQUAL OPPORTUNITY COMMISSION

Dear respondent, this interview guide is specifically for academic purposes. It is focusing on the equalization of employment opportunities and employment of PWDs. You are kindly requested to honestly provide the relevant information. The information you will give shall be strictly confidential.

Section A.

Demographic characteristics of respondents

1. Sex: Male Female
2. Organization.....
3. Department.....
4. Position held.....
5. Qualification

PhD	Masters Degree	Degree	Diploma	Certificate	Others (specify)
-----	----------------	--------	---------	-------------	------------------

6. Period of service in the organisation

Less than a year	1 to 2 years	3 to 5 years	6 to 10 years	More than 10 yrs
------------------	--------------	--------------	---------------	------------------

7. What is your major role, as the equal opportunity commission?
.....
8. What employment opportunities are there for persons with disabilities?
.....
- 9a. Do you have any employment statistics of persons with disabilities?

Yes

No

b. If yes, what are these statistics?

10a. Do you have any idea how the government implements the laws in place to support employment of PWDs?

Yes

No

b. If yes, how is it doing it?

11a. In your opinion, do you think organizations employing PWDs are benefiting from it?

Yes

No

b. If yes, how are do they benefit?

12a. Do you think organisations employing PWDs experience challenges?

Yes

No

b. If, yes what could these challenges be?.....

13a. Do organizations employing PWDs have support systems and services in their organizations to support them?

Yes

No

b. If yes, what are these support systems/services?.....

14. What do you think are some of the barriers to employment opportunities for PWDs?

.....

15 How do you think these barriers can be overcome? By:

Government.....

Umbrella organizations for PWDs.....

EEC.....

Organizations employing PWDs.....

Thank you

**APPENDIX VI: INTERVIEW GUIDE FOR THE OFFICER IN THE MINISTRY OF
GENDER AND LABOUR**

Dear respondent, this interview guide is specifically for academic purposes. It is focusing on the equalization of employment opportunities and employment of PWDs. You are kindly requested to honestly provide relevant information. The information you will give shall be strictly confidential.

Section A.

Demographic characteristics of respondents

1. Sex : Male Female

2. Department.....

3. Position held.....

4. Qualification

PhD	Masters Degree	Degree	Diploma	Certificate	Others (specify)
-----	----------------	--------	---------	-------------	------------------

5. Period of service in the organization

Less than 1yr	1 to 2 years	3 to 5years	6 to 10 years	More than 10yrs
---------------	--------------	-------------	---------------	-----------------

6. What is your role in Ministry of Gender and Labour as the officer in charge of disability department?.....

7. How does your department ensure that persons with disabilities have equal access to employment?

8. What Legal Provisions are in place to increase chances of employment for PWDs?
.....

9. Do you think Legal Provisions are effectively implemented benefit PWDs? .

Yes No

APPENDIX VII: INTERVIEW GUIDE FOR OFFICIALS IN UMBRELLA ORGANISATIONS

Dear respondent,

This interview guide is specifically for academic purposes. It is focusing on the Equalisation of employment opportunities and employment of PWDs. You are kindly requested to honestly provide the relevant information. The information you will give shall be strictly confidential.

Section A.

Demographic characteristics of respondents

1. Sex

Male Female

2. Organization.....

3. Department.....

4. Position held.....

5. Qualification

PhD	Masters Degree	Degree	Diploma	Certificate	Others (specify)
-----	----------------	--------	---------	-------------	------------------

6. Period of service in the organisation

Less than a year	1 to 2 years	3 to 5years	6 to10 years	More than10 years
------------------	--------------	-------------	--------------	-------------------

7. Which category of disability do you represent?

.....

8. What is your major role, as an umbrella organisation in helping your members in acquiring employment?.....

9. What employment opportunities are there for the category of persons with disabilities you are representing?

.....

10. Do you have any employment statistics of the persons you are representing?

.....

11. What acts/policies are in place to support persons with disabilities access employment?.....

12. How have you, as an organisation ensured equal employment opportunities of the persons you are representing?

.....

13. Do you have any idea how the government is ensuring Equal Employment Opportunities for persons with disabilities? If yes, how

.....

14. Do you think legal provisions supporting in place are of benefit to employment of PWDs?

Yes

No

i. If yes, how do you think:

a. Persons with disabilities are benefiting?

b. Employers are benefiting?

ii. If no, why do you think they are not benefiting?

.....

1516a. Do you think there are barriers to employment of persons with disabilities?

Yes

No

c. If yes, what are some of these barriers?

17a. Do you think organisations employing persons with disabilities face any challenges?

Yes

No

b Give some examples of these challenges.....

18. How best do you think these challenges can be addressed by;

A. The government?

B. The organizations themselves?.....

19. Do you think the number of PWDs employed has increased after introduction of legal provisions to support their employment?.....

Thank you