

MAKE
12.4%
WORK

CELEBRATING



IMPACT

LESSONS LEARNED



ROAD AHEAD

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IMPACT LESSONS LEARNED

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Foreword

Despite UNCRPD Article 27 (decent work) and SDG 8 (decent work and economic growth), millions of persons with disabilities around the world continue to be left behind in employment and livelihood activities. This is not only a violation of their right to employment and economic empowerment, but it also affects their dignity in the communities where they live.

In 2018, young persons with disabilities in Uganda were tasked to investigate this with an aim of coming up with a solution. Through a weeklong co-creation process using principles of human-centered design, young persons with disabilities found out that the biggest barrier was the lack of knowledge about the 'how of inclusion'. It was revealed that we were demanding for inclusive programs and processes, and yet the people we were expecting to do this did not know 'how' to do it in real practice. They lacked knowledge and skills on disability inclusion - thus the birth of Make 12.4% Work initiative.

In this publication, you will read about how young persons with disabilities have led this initiative – from co-creation to evaluation and the impacts they have made in the lives of thousands of persons with disabilities around the country. To ensure you feel and smell this journey, we start with 'our story' i.e how it all started and evolved over the four years; the unique approach we developed and used; how we influenced policy change; how we built capacities of NGOs, MDAs and companies

in becoming disability inclusive; how we communicated our message on disability inclusion which was still a new topic; and how we promoted inclusive employment both on supply and demand side.

Each section has achievements, challenges, stories and lessons learned. You will find this document important for all working in promoting economic empowerment for persons with disabilities. Salutations to all who made this journey possible. My special thanks go to Disability Inclusion Facilitators, Disability Inclusion Advisors, The National Union of Disabled Persons of Uganda (NUDIPU), Reach A Hand Uganda (RAHU) and our donor – The National Lottery Community Fund (NLCF).

Thank you, Anneke Maarse, for your unwavering technical support; Andera Delfyna for making crucial tools available; Lydia Abenaitwe for coordinating DIFs; Bagaya Bridget for logistical support; Deborah Lyute for coordinating advocacy and influencing policy change; Victoria Chemutai for coordinating communications. We could not have made it without you all.

I cannot wait to see you in 2023 as we take this great initiative to a higher level.

Let the celebrations begin!

Ambrose Murangira

**Thematic Director Disability Inclusion/
National Coordinator Make 12.4% Work**





Our Story

Laying the Foundation

In 2017, Light for the World conducted a scoping study as part of the Livelihood Improvement Challenge - an action learning project that aimed at developing scalable practices for inclusive livelihood development for persons with disabilities. The Challenge aimed to better understand the barriers that limit the participation of youth with disabilities in waged employment and livelihood programmes, as well as discover, test and share good practices on the same among a range of stakeholders.

The scoping study kicked off with a 5-day Learning Expedition led by a group of youth with disabilities and practitioners. Through a series of focus group discussions, interviews and a desk study, the study team visited and documented five good practices around economic empowerment of youth implemented by disability-specific as well as mainstream livelihood programmes. The learning expedition was also supplemented by radio polls, talk shows and a call center survey in collaboration with a technical partner and local radio stations in Northern Uganda, reaching a wider audience in both urban and rural communities. The radio polls and talk shows explored barriers faced by youth with disabilities in accessing vocational training programmes and ensuing employment.



Three key insights arose from the scoping study:

Unintentional Exclusion: While there were a number of highly innovative and adaptive youth-focussed livelihood programmes run by various development organizations in Uganda, young women and men with disabilities were often left out. This exclusion was not deliberate, but mostly out of the assumption that this group of vulnerable youth would or should be covered by disability-specific organizations and government. These organizations also often lacked awareness on disability and knowledge on how to put disability inclusion into practice.

Access to Information: Persons with disabilities and their families, especially in

rural areas, lack access to information about opportunities and support structures available to them, as well as access to information that would help them to plan and actively make decisions about their lives and livelihoods.

Self-exclusion: Even when persons with disabilities are aware of opportunities, they are often less likely to proactively reach out to, and participate - either due to negative experiences in the past, or an assumption that those opportunities were not meant for them. Growing up in an environment of low expectations with more emphasis laid on their disabilities than abilities also greatly affected the self esteem of many youth with disabilities.

Creating Make 12.4% Work

Lessons learned from the scoping study were the starting point of a weeklong co-creation process applying principles of **Human Centered Design** - with the ultimate goal of coming up with a “sustainable, inclusive, youth-led, and context-specific solution that addresses livelihood challenges that youth with disabilities in Uganda face”.

‘Make 12.4% Work’ was born; seeking to address these challenges and build a cross-sectoral momentum for disability inclusion at work. The Make 12.4% Work approach involves both creating more ‘**supply**’ of youth with disabilities who are ready to work or start their own businesses and stimulating ‘**demand**’ from employers and development organisations by building their capacity to support people with disabilities adequately in their systems.

The initiative is driven and led by a select group of youth with disabilities commonly referred to as **Disability Inclusion Facilitators (DIFs)**, trained through a competency-based fellowship called the **Disability Inclusion Academy**.



OUR APPROACH

Influencing policy change

By bringing together relevant system actors in the field of disability, livelihood and employment to facilitate policy dialogues, advocacy and amendments.



Supporting employers to promote inclusive employment

By providing employers with the tools and technical support to create disability inclusive workplaces, products and services.



Expanding knowledge and learning by doing

Through documenting and sharing good practices, thematic learning meetings and co-creation processes.



Building capacity on inclusive livelihood programming

By training and coaching development organisations and actors in the informal sector on how to include people with disabilities in their livelihood programs and economic empowerment strategies



Preparing young persons with disabilities for work

Through soft skills trainings, business development support and work experience placements



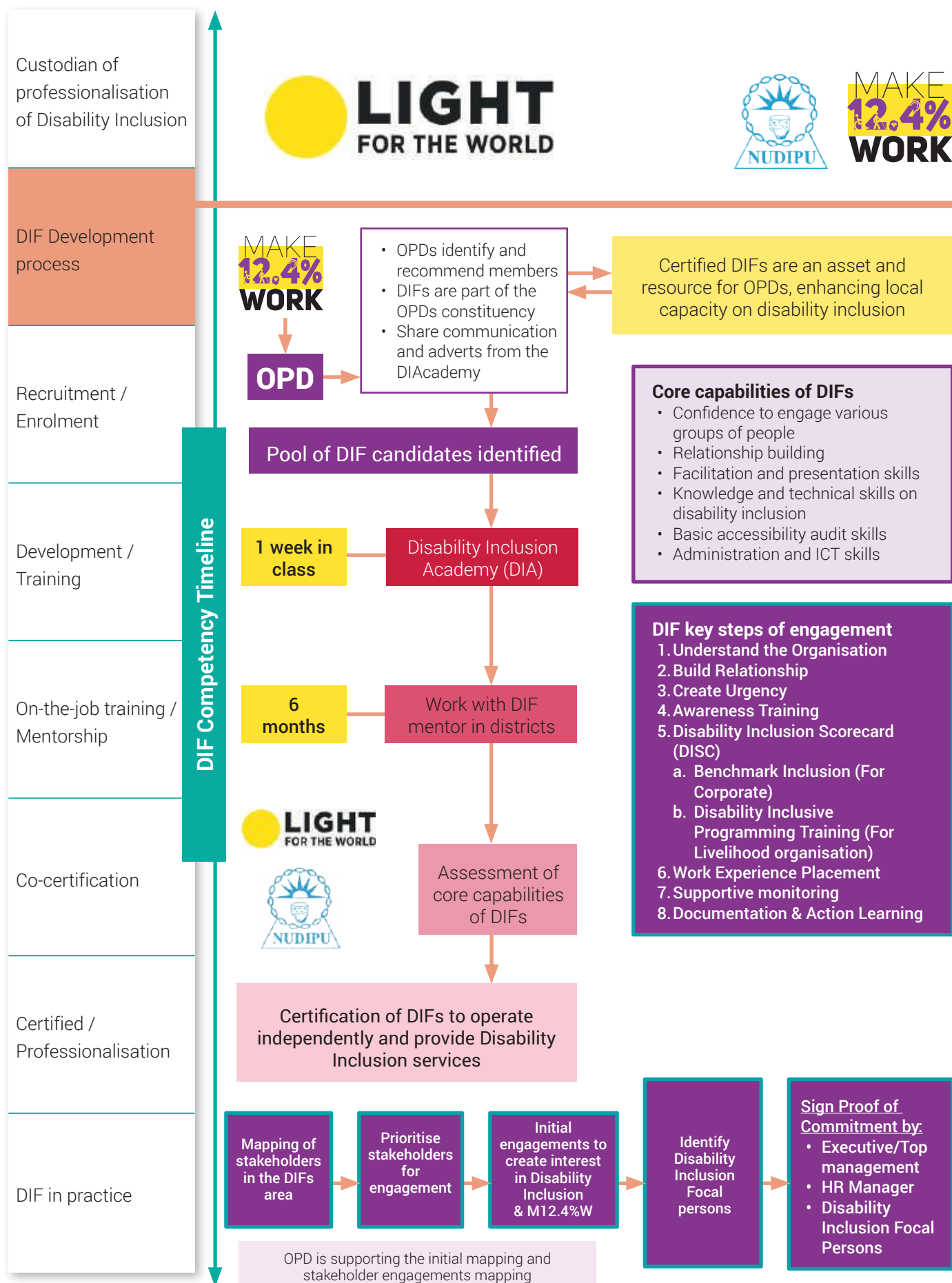
Changing mindset and attitude towards people with disabilities

We use social media as both a communication and advocacy tool.



In applying a multi-faceted approach, the initiative aims at stimulating factors and drivers in livelihood systems that help to enable inclusion, whilst also stimulating creative solutions to barriers and complex challenges that inhibit progress. Sustainability is fostered through a combination of building local expertise and capacities for inclusion, anchoring the initiative into existing local structures, and empowering young people with disabilities to play a leading role in driving the inclusion agenda.

DIF model



About the End Term Evaluation

The End Term evaluation of Make 12.4% Work was conducted by BFM & Associates, a Global South-based and woman-led dynamic consultancy established to build the knowledge and learnings from development interventions, providing evidence-based and innovative approaches to address socio-economic challenges. Their technical expertise in programme development, research, monitoring and evaluation has enabled them to aid in the interpretation and application of complex project development and evaluation work. The BFM team has +30 years of collected experiences of inclusive development work in Africa.

BFM's work is grounded in a utilisation-focused evaluation approach with very practical methods for action learning. With this approach, research, monitoring, and evaluation are not seen as stand-alone activities; but rather as critical components of "reflection" that inform "action/implementation", as well as learning and planning.

Guided by the Terms of Reference and the needs expressed by Light for the World and the Make 12.4% Work team, the evaluation is framed within the Appreciative Inquiry (AI) approach, which focuses on strengths

rather than on weaknesses. BFM also utilised elements of the Most Significant Change (MSC) approach to focus on changes in the lives of the project participants. These methodologies were all used as a way to reflect on issues, challenges and changes of the program in a manner that built on the successful, effective and positive experiences of the stakeholders without disregarding the challenges and learning experiences.

This report is a cumulative summary of four years of Make 12.4% Work Initiative; highlighting key aspects of the Initiative's approach, activities undertaken, achievements and impact realised, human interest stories as well as lesson learned - from what worked well, what did not, and areas that could be improved upon as the Initiative heads into its next phase.

This document was produced with a range of audiences in mind, including those new to the Initiative, long-standing program participants, donors as well as other interested parties from the wider public. Key attention was paid in the presentation of information to cater to these varied audiences. A more detailed end-term evaluation report covering the evaluation criteria and key notes from the consultants is available upon request to the program team.

Impact in Numbers



151 Members



73

Development
Organisations



67

Companies



10

Educational
Institutions,



1

Ministry

including mainstream development actors, skills development institutions and companies committed to Make 12.4% Work.



3231 People trained



1576

Men



1655

Women

including staff and higher management of companies and development organisations through our sessions on disability awareness and Disability Inclusive Programming.



468 Persons with disabilities supported directly by Make 12.4% Work



217
Men



251
Women

through soft skills trainings, *'incubator projects'*, work placements and COVID-19 skills development activities.



7087 Persons with disabilities included by our members



3509
Men

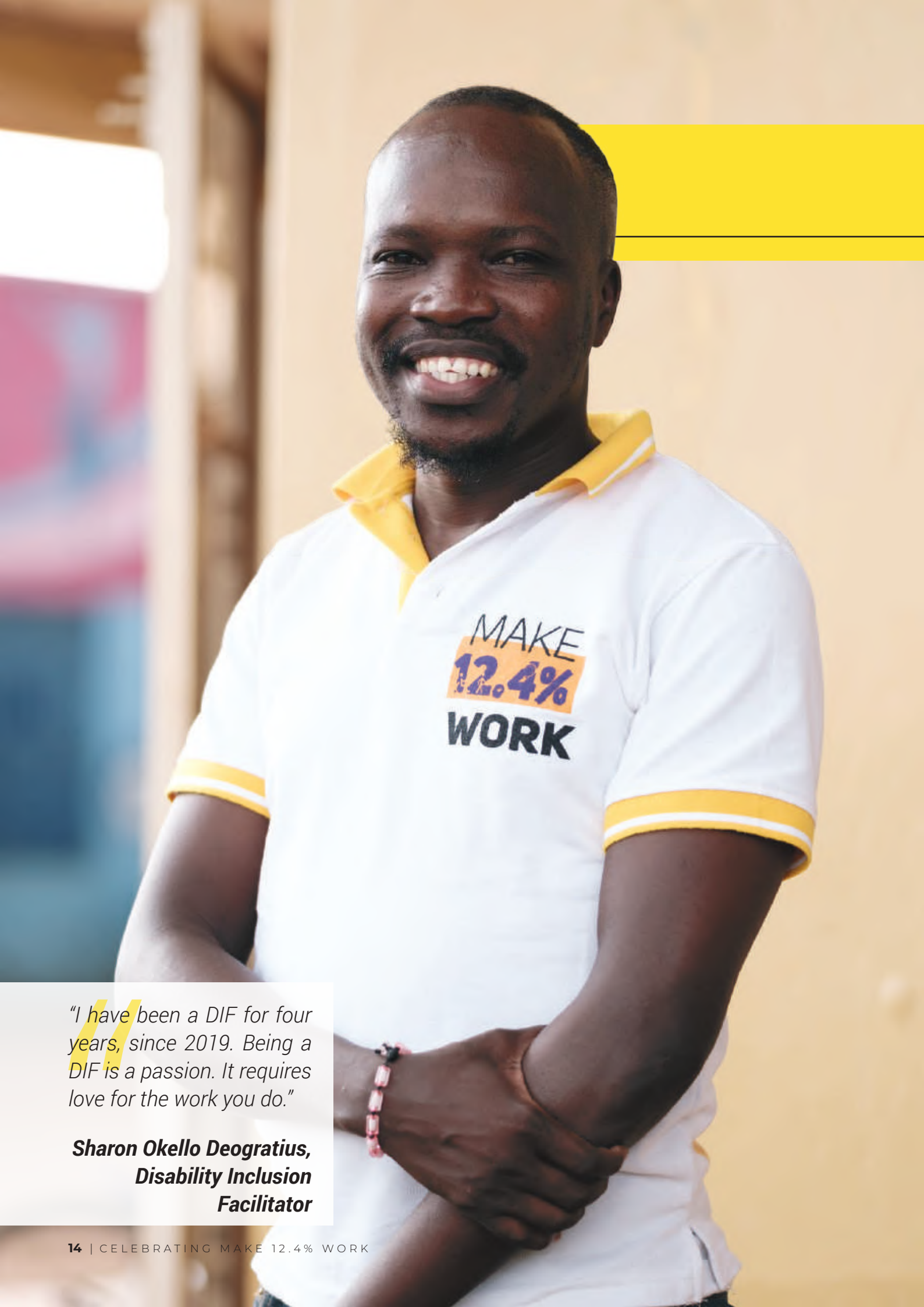


3487
Women



91
Gender Not Specified

In livelihood projects and skills development programs



"I have been a DIF for four years, since 2019. Being a DIF is a passion. It requires love for the work you do."

**Sharon Okello Deogratius,
Disability Inclusion
Facilitator**

The DIF approach

At the core of the Make 12.4% Work Initiative is the Disability Inclusion Facilitator (DIF) Approach, which positions young people with disabilities as agents of change. They build awareness, and support the implementation of disability inclusion in mainstream programmes, services and workplaces.

The approach embodies three core principles that can be seen through all of the interventions in the initiative.

Self-advocacy

“Nothing about us without us”: actively involving people with disabilities in decisions and programmes that affect their lives



Value of Lived Experiences

The combination of lived experience of disability and technical expertise on disability inclusion (gained through their training) brings forth creative and practical advice.

Ability in Action

Having trainers with disabilities delivering disability awareness sessions shifts the focus from their impairments to their abilities and has a lasting impact on their audience.

Disability Inclusion Facilitators serve three main roles under the initiative, positioning them to be able to drive the process of change.



Relationship Builder:

DIFs actively seek new partnerships with mainstream actors, develop professional relationships with the appropriate stakeholders, and are able to explain the importance of disability inclusion in a way that generates a high level of commitment.



Trainer, Role Model, and Advisor:

DIFs model ability in action in all of their professional engagements. They organize and deliver bespoke awareness trainings, and perform disability inclusion assessments for our partners. They support our partners in action planning for inclusion, and provide technical advice on how to achieve these goals.



Broker and Monitor:

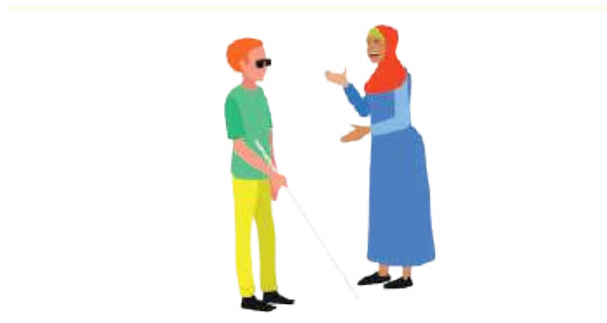
DIFs facilitate open conversations with partners about the disability inclusion progress made, discussing challenges, suggesting solutions and documenting stories. DIFs also match people with disabilities with existing opportunities including job opportunities, trainings, and livelihoods programmes. DIFs actively follow up on individuals with disabilities matched, and provide support to them and the employer as needed.



To ensure the young people with disabilities selected in the program to serve as DIFs had the skills and knowledge to successfully fulfill these roles, candidates first underwent a two day training and selection process.



Following the initial selection, successful candidates were invited to participate in the Disability Inclusion Academy, a five day training followed by a three to six month mentorship program where trainee DIFs gained on-the-job training.



During the initial five day training, participants were introduced to the roles and responsibilities of a DIF, the tools they would be using to carry out their work, and training on how to organize and facilitate Disability Awareness Trainings.



The mentorship period that followed gave the then trainee DIFs the opportunity to put these new skills into practice by undertaking professional activities accompanied by a mentor. Trainee DIFs were given feedback on their progress and supported until they were able to perform their roles successfully and independently. Following the mentorship period, trainees were certified as either a DIF or a Resource Person.



While DIFs performed the main roles within the initiative, Resource Persons have added valuable support to mobilization efforts and have provided trainings to DIFs trained under subsequent programmes on the specific types of impairments they are experts in.

Post-certification, DIFs have participated in monthly meetings and regular refresher trainings to enhance their career development and foster a sense of community.



During the Disability Inclusion Academy, I learned how to include people with different types of impairments in the workplace, the UNCRPD articles and how to give trainings. I had the opportunity to train mainstream organizations in disability awareness and disability inclusive programming. This has really impacted my life and built my capacity, social skills, and the spirit of teamwork. I gained opportunities through my experience as a Resource Person like my current job as a Data Clerk with Rights North Lango. I feel the project has really worked for me, because I feel competent!"

Martha Awori
Resource Person

Individual Impacts of Make 12.4% Work on DIFs¹

Confidence and Self Esteem

Several aspects of the DIF approach proved to increase the confidence and self esteem of the Disability Inclusion Facilitators certified. The act of being selected and certified, the training and mentorship process, and the work experiences gained through the program proved to the participants that they are capable young people, who now have a specific skill set. This confidence has proven to have a ripple effect through to all other aspects of the DIFs' lives, in their communities. Many of them felt that their gained confidence would further their careers.

Growth of Networks

The personal, professional and social networks of the DIFs grew over the course of the programme. The network and community of practice developed with the DIFs themselves had a notable impact as the individual DIFs found both professional support and a social community of other persons with disabilities from it. Such networks contribute significantly to quality of lives for the individual.

Financial Freedom

With the income generated from the work they do, the DIFs are living more economically independent and are the breadwinners in their families. This not only gives the DIFs and their families a more financially secure daily life, but also influences positively on the families' education, health and social participation. Outside of DIF work, the creation of networks and acquisition of unique skills has opened new opportunities for waged employment outside of the Make 12.4% Work initiative. Several DIFs are also successful entrepreneurs, investing their professional fees in businesses of their own.

Becoming Role Models

DIFs take the task of becoming role models and agents of change seriously. Their drive highlights the passion for disability inclusion that they have developed. For the DIFs, the work they perform is not only an income generating activity, but provides them with a sense of purpose and gives them the opportunity to be valued for their contributions, something which is limited for many persons with disabilities in Uganda and around the world.

¹ The impacts summarized in this section were gathered by an external consultant using participatory action research methodologies to gather stories of the most significant individual changes resulting from the Make 12.4% Work Initiative.

Scaling up the DIF Approach

The success of the DIF approach has resulted in the scaling up of the concept both in subsequent Light for the World programmes in Uganda, and at an international level.



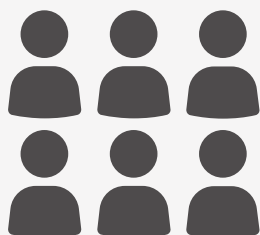
39

Certified DIFs active in Uganda



5

DIFs have been promoted to full time Disability Inclusion Advisors/ Officers.



6

Resource Persons in Uganda



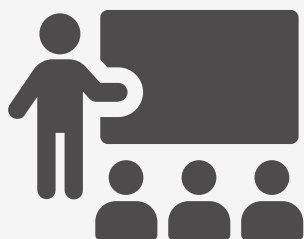
5

Programmes in Uganda have used the DIF approach so far



80+

Certified DIFs globally



60+

DIFs currently in training globally



11

Countries with DIFs

Lessons Learned

Extended Training and Mentorship

The need to extend the training and mentorship period from 3-6 months to 6-9 months was realised over the course of the programme. As a result, the approach has been adapted in all subsequent programmes to allow the DIFs to be mentored for longer before certification. In conjunction with this change, a formal assessment rubric has been developed and rolled out, allowing DIFs and mentors to accurately assess what stage they are at in their training, and pinpoint specific areas for improvement.

Career Development Pathways

Additional pathways for DIF career development need to be incorporated into programming as this is crucial for both the retention of DIFs and building the level of consistent quality that is needed to meet the demand created by the programme. Doing this not only increases the passion DIFs have for the work that they do, but also creates sustainability in the programme; as the more highly skilled DIFs are, to the extent of becoming mentors, the more the programme can expand.

Developing a Sense of Community

Fostering a sense of community amongst the DIFs enhances the programme, as DIFs are able to support each other and grow as a team. The comradery built between the DIFs helps to build their confidence, maintain a sense of ownership over the programme, and increases the likelihood that they will want to stay active.

Partnership with OPDs

Partnering with OPDs from the very start of the programme is critical, as both DIFs and OPD representatives work in different ways to create a more inclusive world. Developing a strong partnership allows for cohesive programming, easier mobilization of programme participants, and access to technical expertise.

Development of Additional Tools and Trainings

There is a need to build the DIFs' current technical expertise around specific disability inclusion mechanisms that take place after the initial engagement and assessment phases of their engagements with mainstream actors. The creation of tools and additional training and mentorship on topics like creating inclusive policies could help the DIFs to deliver better support, as well as aiding them in their career development. This can be accomplished through providing the ongoing support of technical experts such as the Disability Inclusion Advisors and other Light for the World experts post certification.

Supply and Demand

The DIF approach can be challenged by its own success. As the DIFs create the demand for



support on disability inclusion, it is imperative that there are DIFs ready to meet this demand. If the organisations are disappointed, it may have a larger negative effect as it may seem that the DIFs are confirming a perception of a disability sector which is not able to effectively support mainstream organisations and companies.

ICT Access and Skills

DIFs need ICT skills and access to technology to succeed. While DIFs are given smartphones during their trainee period to enable them to perform their professional tasks, there is need to ensure that the technology and skills they

are equipped with match the demands of working within the growing digital landscape.

Pre-commitment Member Engagement Strategy

While steps of engagement for DIFs working with members is well defined within the initiative, clear guidance on how long to engage new potential members before a Proof of Commitment is signed needs to be established to allow DIFs to focus their attention on the most eager to create change, rather than continuing to follow up with uninterested organisations.



Influencing Policy Change

Governance Structure of Make 12.4% Work

The Make 12.4% Work governance structure not only provides the steering for the Initiative's direct implementation of activities, but also brings together key stakeholders from across the relevant government departments as well as the private sector and civil society. The governance structure consists of a Steering Committee and two Task Forces - on Inclusive Employment and Inclusive Livelihoods.



Steering Committee

The national Steering Committee provides strategic direction for the attainment of results under the Make 12.4% Work Initiative. The Committee also reviews and adopts policy reforms / proposals from the Task Forces on Inclusive employment and Inclusive Livelihoods Programming, and strategizes on approaches to ensure implementation of policies and reforms.

Membership

- Ministry of Gender, Labour and Social Development (5 representatives)
- National Union of Disabled Persons of Uganda (2 representatives)
- Ministry of Education and Sports (1 representative)
- Ministry of Public Service (1 representative)
- National Organisations of Trade Unions (1 representative)
- Federation of Uganda Employers (1 representative)
- Light for the World (1 representative)
- National Council on Disability (1 representative)
- Ministry of Information Communications and Technology (1 representative)

Task Forces

Task Forces play the essential role of following up on the achievements and challenges faced at membership level, coming up with recommendations for the Steering Committee, as well as proposing solutions and tools to address issues raised.

Task Force on Livelihood Programming

This Task Force focusses on access to finance, skills and entrepreneurship development for persons with disabilities and their resulting development of sustainable businesses. The Task Force provides a platform for sharing expertise on approaches to promoting inclusive livelihood programming in Uganda as per each members' mandate and scope.

Task Force on Inclusive Employment

This Task Force provides direction on effective attainment of the objectives of the Initiative around promoting inclusive employment. This taskforce provides a platform for sharing expertise on approaches to promoting inclusive employment in Uganda as per each members' mandate and scope.

Disability Inclusion Facilitators are represented in both Task Forces, giving direct representation to the voices of young people with disabilities as well as making sure that practice-based experiences inform planning and decision making.

Impact at Policy Level

The Make 12.4% Work Initiative has, in various ways, collaborated with different partners and influenced changes at policy and systemic level. Such changes often happen over a longer period at the political and legislative level and are difficult to attribute to one organisation and one project. Other projects working in the area of inclusive employment are, amongst others, the Inclusion Works program, Waged Employment in Kampala project, including previous projects by the NUDIPU supported by Disabled People's Organisations, Denmark (DPOD).

Some of the changes identified on policy and systemic level which relate to the Make 12.4% Work Initiative but which are also influenced by these other interventions are:

1. The amendment of the Disability Act, with the new Act being passed in 2020. The amended Disability Act is regarded as now aligning with the principles and commitments from the UNCRPD and largely approved by the disability movement in Uganda.
2. Adoption of the Washington Group Short Set of Disability Questions to be used at national census and other national surveys.



3. At the Disability Summit 2022 held in Ghana, the Ugandan government made the following commitments regarding livelihood and social protection:

- Review/develop a costed recruitment policy that provides for affirmative action and reasonable accommodation for persons with disabilities
- Conduct a study on the employment status of persons with disabilities to inform the quota system for workplace placements for persons with disabilities
- Conduct a capacity assessment exercise to inform appropriate economic empowerment models for persons with disabilities
- Develop and roll out a disability management information system
- Develop guidelines for Ministries, Departments and Agencies (MDAs) and other workplaces on reasonable accommodation for persons with disabilities, including recruitment of sign language interpreters in four sectors of health, education, Ministry of Gender, Labour and Social Development (MGLSD) and Justice, Law and Order Sector (JLOS)
- Increase coverage of disability grant from 800 groups of persons with disabilities (approx. 8000 people) per year, to 1600 groups (approximately 16,000 people) per year

Increase the number of students with disabilities accessing vocational skills to 150 per year.



Most Significant Change Story

During a focus group discussion held as part of the Endline Evaluation, participants attributed the following to changes to the work of the Steering Committee:

- The Public Services Commission, responsible for employment within the government, has reviewed their instruments for hiring to provide for reasonable accommodation for candidates with disabilities. For example, the aptitude test has been made available in Braille.
- The Ministry of Education has changed the name of the Special Needs and Informal Education Policy to Inclusive and Informal Education Policy.

Mindset change was also reported within the Steering Committee. There is a deeper understanding of disability, inclusive work and employment and the barriers faced by persons with disabilities to enter the labour market. This was seen during the discussions at the meeting and tangibly through the commitment of the Director of Employment to chair the

meetings going forward, backed by the fact that the Secretary of the Steering Committee is from the Department of Labour.

While Steering Committee meetings have been funded through the Make 12.4% Work Initiative, the Ministry of Gender, Labour and Social Development has committed to continue the quarterly meetings without the project funding. This shows how the Steering Committee as a platform for disability inclusion is being valued and rooted within the national government level instead of being exclusively driven by the disability movement.

The District Service Commission, responsible for employment at government district level has likewise been influenced through the Make 12.4% Work Initiative Steering Committee's

work with the national Public Services Commission as well as through the work done by the NUDIPU District Unions. Through the District Unions, the District Service Commission are, in some districts, starting to understand disability with the Disability Act on affirmative action and requirements for reasonable accommodations.

The District Unions still report challenges with the District Service Commission employing persons with disabilities, but they do however report that the Commission in the districts are starting to engage them on the topic of inclusion. These reports show how the work done by the Initiative and NUDIPU at national policy level are slowly filtering through to the district levels where it will have the potential to have significant impact on persons with disabilities' lives across the country.

While Steering Committee meetings have been funded through the Make 12.4% Work Initiative, the Ministry of Gender, Labour and Social Development has committed to continue the quarterly meetings without the project funding. This shows how the Steering Committee as a platform for disability inclusion is being valued and rooted within the national government level instead of being exclusively driven by the disability movement.

Lesson Learned

Impact on policy is a long-term effort

Impact on policy level needs to be considered over a long-term period as changes on this level often take considerable time and effort. Furthermore, changes on policy level are seldom done by one organisation, but influenced by several actors using different approaches and strategies. Despite this, changes are now starting to show in policy amendments and development of disability inclusive strategies as mentioned above.

Disability-disaggregated data is key to driving policy change on disability inclusion

There is very limited quality and comprehensive data on disability on all levels and in all sectors including at national level. National data is seldom and to a very limited extent disaggregated on disability and intersectional factors. This severely limits adequate knowledge about the level of disability inclusion in government programmes and

services, and makes it difficult to design, plan, budget and implement interventions for disability inclusion. Continuous effort and engagement on the matter is needed.

The need for stronger linkages between rehabilitation and employment

Rehabilitation is closely linked to employment and is the basis of employment. To achieve better inclusive employment, rehabilitation should be prioritized. This presents an opportunity for closer engagement between the Steering Committee and the Department of Health on how a more inclusive development approach can be applied to encourage and build community-based rehabilitation support for future employees or employees that have experienced impairment challenges because of degenerative health conditions or accidents.



Building Capacity on Inclusive Livelihoods



73

Mainstream livelihoods organizations are members of Make 12.4% Work!



7087

People with disabilities have been included in livelihoods programmes by member development organisations.

Under the Make 12.4% Work Initiative, DIFs work closely with mainstream livelihoods organizations across Uganda to strengthen their capacities to include people with disabilities in their programming. These organisations include national and international organisations, and donor agencies funding livelihood initiatives. Some livelihoods organisations set goals to make their programming more inclusive, while others chose to act as employers and have taken active steps towards hiring people with disabilities by hosting Work Experience Placements in their offices. DIFs approach each goal with a different approach to change. The process for supporting mainstreaming disability inclusion within livelihoods programming follows specific steps to ensure that members are able to reach their inclusion goals.

Understand the Organization

DIFs do careful research to learn as much about the organisation they are approaching before reaching out. This research includes learning about the values and mission of the organization, how they implement programming, and how their organisational structure works. DIFs do this research through a combination of personal connections and online research. This enables them to reach out to the right people in the organisation, and to tailor their approach.

Create Urgency

Once a DIF has thoroughly researched an organisation, they approach them and pitch the importance of disability inclusive programming. In their pitch, it is important for the DIF to create a sense of urgency to act. For actors working in inclusive livelihoods, this is

typically done in two ways, first by explaining how disability inclusion relates to the UN Sustainable Development Goals and UNCRPD and secondly, by directly relating the mission of the organisation to inclusion.

Build Relationship

Once an organisation is committed to inclusion, they sign a proof of commitment and the formal relationship between the DIF and the member begins. A supportive and encouraging relationship begins between the DIF and two designated focal people chosen by the organisation to champion inclusion.



Awareness Training

The next step in the process is typically the delivery of tailored awareness trainings to the organisation aimed at preparing the organisation to implement inclusion in its programming. These trainings, led by the DIFs who model ability in action, cover topics such as respectful language, reasonable accommodations, and the basics of how to include people with different types of impairments.

Benchmark Inclusion

Closely following the awareness training, DIFs work with the organisation to determine where they stand on disability inclusion using a range of tools including a specially designed Disability Inclusion Scorecard (DISC) for Organisations or the Disability Inclusive Programming Checklist. This process includes assessing the premises to see what accessibility modifications need to be made to offices, looking at budgets and targets for inclusion of people with disabilities, and discussing the mindset of the employees. Once a baseline is established, the DIF works with the organisation to set goals for inclusion that they can put into action.

Training on Disability Inclusive Programming

Once goals are set for inclusion within programming, DIFs provide specific training to members to walk them through the “how” of

including people with disabilities in all aspects of the project cycle. This training covers topics like how to partner with Organisations of Persons with Disabilities to effectively recruit participants, and how to budget for reasonable accommodations.

Supportive Monitoring

Supportive Monitoring visits are arranged to follow up on the progress of the actions decided on by the organisation. DIFs take time to provide technical support where needed to enable the member to reach their goals.

Documentation & Action Learning

At this step in the process, DIFs report on changes made at organizational level to support disability inclusion, achievements made as well as lessons learned so that other members, and the initiative have the opportunity to grow from the experience.



Achievements

Mindset Change

Members have reported changes in mindset across their organizations in how people with disabilities are viewed and how their abilities are recognized. This change is visible through shifts in the language used by members when discussing disability, successfully hiring people with disabilities, and overall shifts in how programming considers disability.



“We are more confident, and we don’t have hesitation in employing persons with disabilities. It has helped us to advocate for persons with disabilities as now we understand that they have the ability”.

Send a Cow Uganda

Re-defining Inclusion

Most of the mainstream livelihoods organizations who are members of the initiative cite vulnerable people as the target population in their programming. Prior to engagement with the DIFs, many members reported their belief that this was an inclusive strategy because they did not discriminate against people with disabilities. Through working with the DIFs using tools like Disability Inclusive Programming Checklist, the definition of inclusion shifted for many members as they began deliberately removing barriers in their programming and allocating funds to ensure that people with disabilities were meaningfully included.



It is actually very easy to mainstream disability!"

GOAL Uganda

Setting Targets for Inclusion

Member organizations have found great success in implementing disability inclusive programming when specific targets have been set for inclusion. Several members have started their journeys with small, achievable targets, and have increased them gradually over time as they became more confident in their ability to mobilize, engage, and cater to the needs of people with disabilities.

Budgeting for Inclusion

Several member organizations have begun to actively budget for inclusion through creating designated budget lines in programming to address reasonable accommodations, or by designating a specific percentage of the overall program budget to meet these needs. Some donors have been receptive to these steps taken, as disability inclusion is a target area for them, while others have learned about this through working with members.

“We now deliberately design for inclusion in our programmes. For example, through a budget for reasonable accommodation”

Reach a Hand Uganda



Inclusive Communications

Diverse strides have been made by members in the way they communicate messages about their programming, both to internal and external audiences. For example, some members have begun subtitling their videos so that they are accessible to people with hearing impairments, others have incorporated alt-text in posts so they can be read by screen readers, and other members are using persons with disabilities as peer educators.

International Ripple Effect

Multiple livelihood organisations who are members of the Make 12.4% Work Initiative reported that the advances they had made on disability inclusion in their programmes in Uganda had a ripple effect on the international level of the organisations. Members noted that while initially their international counterparts did not see the need to deliberately target people with disabilities because it was not an organisational focus, the learnings from the Uganda programming began to shape international strategy. At an international level, some of these organisations began setting disability targets for their programming, and are modeling internationally adopted inclusive approaches based on the success of their Uganda teams.

Building Internal Capacity on Disability Inclusion: ZOA Uganda



ZOA is an international relief and recovery organization supporting vulnerable people affected by violent conflicts and natural disasters in fragile states, by helping them to realize dignified and resilient lives. At the start of the initiative in 2018, ZOA Uganda was recognised as a role model for its progressive actions on disability inclusion as an organisation and signed onto the Initiative as one of the first 12 ambassadors.

In ZOA's pilot programme on disability inclusion – SEE Acholi, Light for the World provided disability awareness training and sessions on disability inclusive programming for ZOA Uganda Staff. Resource persons were sourced and assigned to assist with community training and monitoring the progress of people with disabilities participating in the program through home visits.

They [Light for the World] were also able to send us resource persons. We had different resource persons with different categories of disabilities, so this was a very big encouragement not only to the youth who we were training, but to the community”

Joyce Patricia Okwir
Regional Hub Manager
ZOA



Light for the World also facilitated a Disability Inclusion Assessment using the Disability Inclusion Scorecard for ZOA Uganda and its partners under SEE Acholi, which resulted in an organizational disability inclusion capacity building plan.

Disability inclusion in the SEE Acholi program provided a range of lessons and a basis for further steps taken on inclusion by ZOA Uganda including the integration of disability inclusion in current and future programmes. One such program being GROWW.

GROWW is a skills development program where youth are given career training either through Vocational Training Institutes or Apprenticeships, building off of the success of the SEE Acholi program. Under the program, a number of deliberate actions are taken towards meaningfully including persons with disabilities including;

- A 25% target for disability inclusion has been set for the program.
- Community sensitization and awareness training on disability and disability inclusion (by DIFs and ZOA's Master Trainers).



- Vocational Training Centers are encouraged to lower admissions criteria to enable less literate/disadvantaged youth with disabilities to participate - this is an affirmative action practice.
- Up to two months of extra time is provided to complete the program catering for slow uptake by some learners and/or need for extra support to grasp key concepts in the training and enable a successful transition to work.
- Apprenticeship hosts are supported to make their premises accessible, even through makeshift ramps.

We are trying to mainstream inclusion into all of the activities that we do, and that has translated into the budgets that we work with. So if there is a need to have an additional hand, we can say, 'ok, let's get an interpreter' and it is paid for by the project."

Joyce Patricia Okwir
Regional Hub Manager
ZOA



ZOA's confidence and internal capacity on disability inclusion through the past years has grown from strength to strength: ZOA is currently implementing a programme focussing on Access to Land and Inclusive Governance – the We Are Able! Programme.

We Are Able! is a five-year project implemented in six countries including Uganda, Ethiopia, Burundi, Democratic Republic Congo, Sudan and South Sudan, funded by the Dutch Ministry of Foreign Affairs. In Uganda, the project was designed to empower, amplify voices, and create

resilience among people with disabilities and other excluded groups, particularly those faced with food insecurity in areas of protracted crises. We Are Able! is implemented through a consortium of partners including the African Disability Forum, Light for the World, Leprazending, VNG International, The Hague Academy for Local Governance and ZOA.



We Are Able! is evidence of the growth in ZOA Uganda's internal capacity on disability inclusion, stemming from inclusion efforts made in SEE Acholi - setting ZOA Uganda aside as exemplary practice on inclusion.

ZOA Uganda's journey to disability inclusion is an insight into the kind of the trajectory that mainstream development partners who commit to disability inclusion can achieve with commitment, diligently taking actions decided upon and having access to technical support along the way.

Lessons Learned

Organisations are Also Employers

Several member organisations working on livelihoods initiatives in Uganda chose to start their inclusion journeys as employers, following similar steps to members in the private sector. This can be a good starting point for organisations who are keen to be disability inclusive at a local level, while their international counterparts do not see it as a priority.

Prompt Follow-up is Necessary

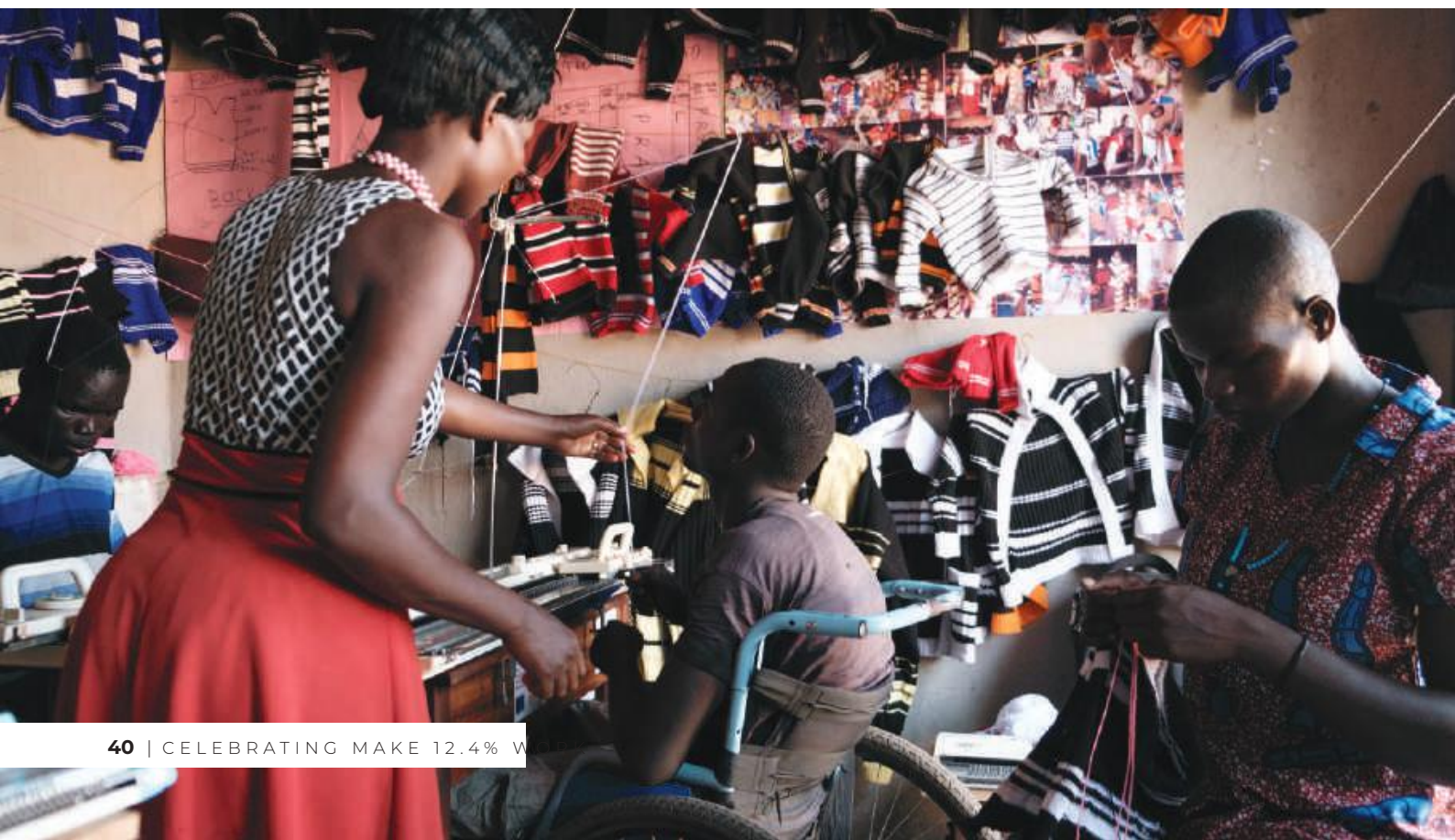
When the interest and urgency are created and the organisation has signed the Proof of Commitment, it is important to be able to follow up with timely training and support. It is therefore important to equip DIFs with the skills to manage their portfolios and find a balance between identifying and engaging new potential members and ensuring that they have the capacity to provide existing members with the needed support.

Finding Low Cost Solutions

For some organisations in the midst of implementing programmes when approached by DIFs, budgeting for disability inclusion and especially for reasonable accommodation can be difficult, as all of the project funding may have been allocated prior to engagement. Managing expectations about the extent of support given and working with the organization to develop low cost, or free solutions will help to keep disability inclusion on the agenda until there is flexibility in the budget to earmark for these essentials.

Navigating International Directives

Some international organisations with offices and/or programmes in Uganda are guided by their head office based in the Global North. If disability inclusion is not a priority within the overall organisation, it can be difficult to implement disability inclusive activities on the ground. In these instances, working





with organisations to take small steps, like organising awareness trainings, or making their communications more inclusive can get things started and generate excitement at organisational headquarters.

Organisational Mindset

At the initial stages of engagement, organisations sometimes have the perception that their programming is disability inclusive

by default if their target group is 'vulnerable groups'. Generating widespread awareness in the sector about participation of people with disabilities in programming can lead to greater understanding of the need for deliberate mobilisation. Additionally, the creation of tools to enable DIFs to successfully have this conversation can be expanded upon to generate a faster organisational buy-in.

Private Sector Engagement



67

Private Sector Members of
Make 12.4% Work



39%

Have Disability Inclusion Assessments
conducted and Action Plans in place



23

Private Sector Actors
signed up to the Uganda
Business and Disability
Network



62

Work Experience Placements



54

Waged Jobs

While diversity and inclusion are common concepts in the private sector, more efforts tend to be made, and successes achieved in gender and youth inclusion rather than disability. In addition to lack of awareness on disability, the costs related to ensuring accessibility or providing reasonable accommodation for people with disabilities within their business settings tend to deter a significant number of private sector actors from

taking more active steps towards inclusion of people with disabilities. Make 12.4% Work has succeeded in getting some of the largest national and multinational companies and organizations, in both urban and rural settings, on board as members of the initiative and in engaging a range of private sector actors on building inclusive workplaces as well as their business case for inclusion.

Steps of Engagement for the Private Sector

When engaging with businesses, DIFs follow a specific set of steps to guide them on their journey to disability inclusion.

Understand the Company

DIFs do careful research to learn as much about the business they are approaching as possible before reaching out. This research includes learning about the company culture, what they do, and how the corporate structure works. DIFs do this research through a combination of personal connections and online research. This enables them to reach out to the right people in the company, and to tailor their approach.

Create Urgency

Once a DIF has thoroughly researched a company, they approach the business and pitch inclusion to them. In their pitch, it is important for the DIF to create a sense of urgency to act. For private sector actors, this is typically done in two ways, first by explaining the relevant laws that call for the inclusion of people with disabilities, and secondly, by

building the business case for inclusion and proving to them that this endeavor can be profitable.

Build Relationship

Once a business is committed to inclusion, they sign a proof of commitment and the formal relationship between the DIF and the company begins. This is a supportive and encouraging relationship between the DIF and two designated focal people chosen by the business to champion inclusion.

Awareness Training

The next step in the process is typically the delivery of tailored awareness trainings to the company aimed at preparing the business to hire people with disabilities, and ensure that goods and services are accessible to them. These trainings, led by the DIFs who model ability in action, cover topics such as respectful language, reasonable accommodations, and the basics of how to include people with different types of impairments.

Benchmark Inclusion

Closely following the awareness training, DIFs work with businesses and determine where they stand on disability inclusion using a range of tools including a specially designed Disability Inclusion Scorecard (DISC) for Companies or the Disability Readiness Checklist for members of the Uganda Business Disability Network. This process includes assessing the premises to see what accessibility modifications need to be made, examining the company's Human Resource policies to determine if they are inclusive, and discussing the mindset of the employees. Once a baseline is established, the DIF works with the companies to set goals for inclusion that they can put into action.

Work Experience Placements

Often a company decides that a way they can become more inclusive is through hosting interns with disabilities with the hope that they will be able to be retained as permanent staff. At this stage, DIFs work closely with the Inclusive Employment officer at Light for the World, and the business to advertise the

opportunity, and find the right candidates for the business.

Supportive Monitoring

Supportive Monitoring visits are twofold; checking up on actions on disability inclusion decided by the company and on Work Experience Placements when in place. For Work Experience Placements, the DIF makes three specific monitoring visits to ensure that the intern is adjusting well to the workplace, is being appropriately utilized, and that their reasonable accommodation needs are being met. DIFs also work with the business to ensure that the Work Experience Placement is a good fit, and to support them through any challenges they may be facing.

Documentation & Action Learning

At this step in the process, DIFs report on changes made at organizational level to support disability inclusion, achievements made as well as lessons learned so that other members, and the initiative have the opportunity to grow from the experience.



Achievements

Commitment to Disability Inclusion

With the inception of the Make 12.4%Work Initiative in 2018 a total of 35 private sector companies signed up as members of Make 12.4 % Work. Since then, another 32 companies have joined as members making it a total of 67 companies committing to work for disability inclusion in Uganda. Mainstream livelihood organisations (73) and educational institutions (10) who are members of the Make 12.4%Work Initiative are also employers and contribute not only to skills and opportunity development of persons with disabilities but also by hosting interns with disabilities and employing persons with disabilities in the organisations.

Influential Partnerships

Make 12.4%Work has worked closely with the Federation for Uganda Employers (FUE) and the Human Resource Managers Association of Uganda. These organisations had already started a focus on disability inclusion before the start of Make12.4%Work, but the initiative has enhanced the disability inclusion focus in the two organisations with ongoing engagements. Some of the highlights of this collaboration are:

- Disability Inclusion Focal Persons at FUE attended the Disability Inclusion Academy and are trained on the technical aspects of supporting disability inclusion.



- Establishment of the Uganda Business and Disability Network hosting sessions and events for members specifically on disability inclusion.
- FUE has included an award for the most Disability Inclusive Employer in its yearly awards.
- DIFs have conducted a range of Disability Awareness trainings for member companies of FUE.
- A referral mechanism between Make 12.4% Work and FUE members for job candidates with disabilities is in place.

Change in Mindsets

While joining the Make 12.4%Work Initiative shows that employers are open to changing their mindset on disability, a noticeable impact can be seen in all employers going through the Disability Awareness Training and later the DISC, with a significant reported change in how they think about disability and persons with disabilities. Several members who have hosted Work Experience Placements reported that seeing a person with disabilities working in their workplace made a significant change in their perceptions about persons with disabilities and their capabilities as workers.



Improving physical accessibility

Many employers have taken steps to improve the physical accessibility of their workplaces based on the accessibility audits done by the DIFs. Some members in the hospitality industry adapted their rooms to accommodate people with disabilities, and began to view them as customers.

Influencing peers

Multiple members reported that the steps they had taken to become more disability inclusive impacted other employers to take action. One member was able to recommend a job candidate with a disability to another business, and neighboring businesses of a Make 12.4% Work member have independently recruited employees with disabilities after witnessing successful inclusive hiring.

Banange Brewery Company, a neighbouring business to Endiro Sign Language Cafe, was inspired by the work ethic and drive of the employees at the restaurant and hired Aisha Luyinda, a woman with a hearing impairment, as a brewing assistant.



Uganda Business and Disability Network



The Uganda Business and Disability Network is an employer-led network (formed in support of the ILO Global Business and Disability Network) that works towards creating inclusive workplaces and company culture that is respectful and inclusive towards persons with disabilities, promoting the hiring, retention and professional development of persons with disabilities.

Housed by the Federation of Uganda Employers (FUE), the network boasts of a prestigious founding membership with some of the largest national and multinational companies in the country; (Citi Bank, Vivo Energy, Nation Media

group, Standard Chartered Bank, Coca-Cola, Uganda Breweries Limited, Xclusive Cuttings and Graphic systems).

Since the network's launch in December 2019, its members have started their personalised journeys to disability inclusion through the Disability Readiness Campaign for Employers. The campaign run under the UBDN provides employers with the resources and technical support needed to create a disability inclusive workplace in their respective sectors and industries through deliberate steps and actions.



The Network has experienced growth in its membership to the current 23 committed private sector actors. FUE has played an instrumental role in attracting its existing membership to join the Network and get technical support through the Make 12.4% Work Initiative on their journeys to becoming more disability inclusive. The Annual Employer of the Year Award ceremony, for example, provides a platform to showcase employers' efforts and create a positive influence between

peers (employers) to become disability inclusive. This is supported by the inclusion of a most Disability Inclusive Employer Award.

Coming out of the COVID-19 pandemic and lockdowns imposed to curb the spread of the virus, the Network anticipates more growth and momentum over the coming months. Efforts are also underway to regularly share progress and achievements made by members of the Network towards disability inclusion.



Business Case for Inclusion

Deliberately targeting persons with disabilities as staff, suppliers and distributors can enable businesses to tap into a wider pool of talent and capacity, ultimately leading to a stronger workforce and networks, as well as marketing and sales channels.

Conducting market research and segmentation to develop products that specifically meet the needs of customers with disabilities, or simply ensuring representation of persons with disabilities in marketing and branding

ventures, can give businesses a competitive advantage and good standing for expansion and retention of their client base.

In addition, there are more long-term, indirect benefits that can impact a business' ability to attract talent, capital and customers – such as their branding and reputation as an 'employer of choice' or 'go-to brand for persons with disabilities', as well as their innovativeness and social impact.

“Because our Deaf employees communicate differently, in some ways, I think they compensate with skill. Because once they have learned something, they are really good at it. That actually can lead to money because once you have somebody who can execute products all the time consistently, that is what you want. The work ethic of our staff with hearing impairments is really great. All of the things that I really struggled with in the other shops, I don't struggle with here [at the Sign Language Cafe]. This is one of the shops that needs the least supervision.”

Gloria Katusiime
Managing Director, Endiro Coffee



Building this business case for inclusion has been crucial while creating urgency and garnering commitment from private sector actors under Make 12.4% Work. While a slow and continuous process, a number of results have been registered. To mention a few:

- A number of members of the initiative in the hospitality sector have seen that making their venues more accessible has led to an increase in bookings from organizations committed to inclusion in their work.
- Elgon Bottled Water drafted a policy around how they can create awareness on disability inclusion and use it in their marketing. They see it as two-fold: On one

hand “water is for everyone” and persons with disabilities are also customers. On the other hand, they also want to profile how the company is supporting persons with disabilities, both through employing them and through supporting community events.

- With the improvements to the physical environment made at the Tasha Hotel and as their staff have had the Disability Awareness Training and engagements with DIFs, the hotel is now providing its services to the disability sector with different Organizations of Persons with Disabilities (OPDs) and Light for the World hosting workshops and events at the hotel.



In May 2022, Uganda Breweries Limited demonstrated their commitment to inclusion, acting as a pioneer in advertising when they produced their first video advertisement featuring a sign language interpreter. This major step in representation shows the general public that people with disabilities are consumers and active participants in the Ugandan economy and supports mindset change on a large scale. The efforts taken position UBL as a role model for a holistic inclusive approach, and demonstrate the business case for inclusion.

Cappuccinos and Conversation: Creating an Inclusive Coffee Community



When Nasser Ssenyondo heard about the Disability Inclusion Challenge run by Light for the World under the [Make 12.4% Work Initiative](#), he had to apply. After building a career as an actor in the Uganda Deaf Silent Theatre group and working for years in the NGO sector, he knew he wanted a change. This was his opportunity to make a tangible difference in the lives of other people with hearing impairments.



After much consideration, he decided to pitch the idea of starting a sign language cafe, to both empower people with hearing impairments economically and provide them with a comfortable and friendly environment where they could interact with one another, raise awareness about the Deaf community, and interact with members of the hearing world. Nasser is a longtime coffee lover and knew that a cafe was the best way to achieve his goals.

"Growing up, my family was involved in coffee farming so I have always loved it. The aroma, the financial opportunity from the coffee value chain; I knew I had to develop an idea around coffee."

– Nasser



Nasser's pitch was successful, and he received the funding to make his dream a reality. There was only one challenge, he lacked the restaurant industry knowledge to get things started. To facilitate the professional development that he needed to launch his business, Endiro Coffee stepped in and allowed Nasser to train with them for several months to learn the ins and outs of running a successful cafe.

"When I approached Gloria, the manager of Endiro, and told her about my plans, she advised me to first gain experience in running the business, right from service, to production, to financial management. She offered me an opportunity to work at one of the Endiro restaurants, which I did and I am glad."

Nasser

After extensive training, Endiro Coffee saw the business potential of Nasser, and together launched the Sign Language Cafe in September 2020 as a prototype. The cafe employed four Deaf baristas and had no hearing staff members at all. They employed a number of creative communication solutions in the branch to ensure that the customer experience was as enjoyable as possible.

Some of the solutions include a whiteboard for communicating with the waitstaff, paper order sheets on every table, and post-it notes for easy conversation. The cafe is beautifully decorated with posters teaching cafe-goers sign language and encouraging them to practice.



Sign language boards, sticky notes and order sheets are some of the means of communication used at the cafe.

Conveniently located in Nakasero, an upscale neighbourhood close to the central business district of Kampala, the cafe has been a hit for office workers in the area, has built a loyal customer base, and has become a popular spot for meetings.

The success of the cafe has had an impact on other local businesses. The Sign Language Cafe has inspired two neighboring businesses to hire employees with hearing impairments as well, after seeing the ability-in-action of the baristas at Endiro.



Coming to the sign language café, I have learned some signs, like 'thank you', and 'good morning'!"

Customer at the cafe

After over a year of preparation, the time finally came for Nasser to start the independent business he had been dreaming of, and on December 3, 2021, The Silent Cafe was opened. Located on Hoima Rd. in Nakulabye, Nasser is able to employ four Deaf staff members and one hearing staff member to work at the cafe.

Following the successful model of the Endiro prototype, The Silent Cafe also features a comfortable, modern environment, learning materials to help customers to learn sign language and excellent coffee. The restaurant differentiates itself by featuring a diverse menu with everything from breakfast, to pizza, to rabbit stew.

Nasser continues to drive change by actively searching for suppliers with disabilities to

buy from, so that he can expand his impact and support the development of a disability inclusive value chain.

Since opening, the shop has had a positive impact on the area, raising awareness about the capabilities of people with hearing impairments, and building a home for members of the Deaf community in the area. Nasser has capitalized on this by hosting events at the cafe like Iftar celebrations during Ramadan.

Overall, the market has been receptive to both cafe's, and while Nasser's business is steadily growing, Endiro's Sign Language Cafe continues to be a strong addition to the brand, with some of the staff moving to mainstream branches, and integrating with the hearing staff and clients there.



The deaf community is so happy. I get wonderful feedback. I tell the community that this project is not about me as a person, this is about them. This business concept is meant to create awareness and open employment opportunities to more Deaf people and that's how we can Make the 12.4% Work."

Nasser

Lessons Learned

Quick Wins Generate Excitement

Investing time in supporting companies to take small, easily attainable steps towards inclusion helps to generate excitement and commitment over time. Succeeding in these “quick wins” allow businesses to build their confidence, and to see the change that is possible with the efforts and investments that they make in inclusion.

Preparing for Staff Turnover

Multiple focal people are needed within each member organization to keep the commitment to inclusion alive in the case of staff turnover. Additionally, having clear contact points

and procedures will allow DIFs to maintain continuity in their work, and prevent them from starting over if the designated focal person leaves the company.

Top Level Commitment is Crucial

DIFs have had great success when engaging with Human Resources personnel at driving inclusive hiring practices, however when top level management such as CEOs are engaged, the potential for impact can grow exponentially. This can be seen through the tireless efforts of several member companies who have demonstrated high levels of commitment to inclusion.



Investment in Adequate Human Resources to Maintain Momentum

There was a great interest from the beginning of the initiative with a relatively large number of companies becoming members at the start. Due to the level of support needed to be successful in this work, investment in human resources to drive change will allow for the uptake of membership to remain stable.

The Importance of Multi-angled Pitching and a Proof of Commitment

Under Make 12.4% Work, a Proof of Commitment is regarded as the starting point of a company's journey to disability inclusion. It enables the provision of technical support offered to the member by DIFs, and is a backing for further actions taken on disability inclusion that can outlive staff and management turnover. In some instances, a reluctance to sign a Proof of Commitment has been experienced from some companies,

mostly due to a misunderstanding and/or feared potential legal ramifications - though none exist.

There is a level of flexibility needed while engaging with private sector actors. DIFs could benefit from additional training on multi-angled pitching and different time-efficient routes worth exploring to arrive at a signed Proof of Commitment for businesses who are not in the position to immediately take on new staff and/or make significant changes to enable better disability inclusion.

Embracing Informal Successes

Many employers have set structures and timelines for when they review their Human Resource policies, resulting in changes happening on an informal and ad hoc basis. Keeping track of these timelines and encouraging any changes made in the lead up to policy revisions will help members to stay enthusiastic until they are formalized.





Increased Support in Budgeting for Inclusion

Some businesses need additional support in the budgeting for reasonable accommodation to fully meet the needs of their employees with disabilities. Working with them to develop interim, budget friendly solutions, as well as continuing to build the business case for inclusion will support them as employers to budget for inclusion effectively in the long term.

Tools to Explain the Holistic Benefit of Disability Awareness Trainings

Additional tools and trainings are needed to allow DIFs to effectively explain the holistic benefits of Disability Awareness Trainings, as some employers already committed to employing people with disabilities may not

understand the need to allocate time and staff to attend Disability Awareness Training and participate in the other steps of engagement.

Deliberate Targeting of Small and Medium Sized Businesses in Urban Centers

Uganda has multiple large corporations and industries situated in Greater Kampala and in larger cities. However, most employers fall in a category of small and medium sized enterprises - defining the need for the development of specifically designed tools and guidelines to benefit these categories. Although these companies may not have the capacity to employ large scale numbers, the participation of these businesses would develop a large number of opportunities for persons with disabilities.

Preparation for the World of Work

Many of the challenges faced by young people, both with and without disabilities, in transitioning from education to the world of work, stem from lack of exposure to the work environment, inadequate skills and experience, and lack of the right soft skills – particularly attitude, effective communication and social skills. Employers also report lack of awareness on disability and how to create an enabling work environment for their staff with disabilities. In relation to entrepreneurship, lack of access to

business development support services limits the potential of growth of businesses that persons with disabilities choose to engage in.

Make 12.4% Work has promoted access to decent work opportunities for young persons with disabilities through employability skills training, access to business development support services and work experience placements.





Employability Skills Training

Soft skills are invaluable for one's success in a work setting, even more so for young persons with disabilities. They are an essential part of improving one's ability to work with others, their ability to advocate for any adjustments needed to enable them perform the best of their ability and can ultimately have a positive influence on career advancement. In a business or self employment setting, the right soft skills can enable one to search for, attract, and retain customers.

Soft skills training under Make 12.4% Work have been conducted for groups of young people with disabilities to prepare them for the world of work - either direct job placements or as a prelude to work experience placements under the Initiative. The trainings have also enabled program staff to meet job seekers with disabilities and build an internal database to enable job matching as opportunities arise.



Nasif is Banking After Soft Skills

When Nasif graduated in January 2020, he drafted a resume, which he sent out to different businesses. Despite being called for interviews by a few companies, these did not result in employment as he had anticipated.

“Fortunately, I landed an internship opportunity at the National Union of Disabled Persons of Uganda (NUDIPU) upon applying in 2019,” he says.

“In 2020, Someone referred me to Light for the World’s website which I visited, and found information on disability

inclusion. I was also able to enrol in a soft skills training for persons with disabilities.”

The soft skills training is an initiative under Make 12.4% Work which equips young job seekers with disabilities with the skills that they need to compete favourably in the labour market. The 1-day training includes sessions on CV writing, building self-esteem, networking, how to prepare for interviews, as well as communicating their reasonable accommodation needs to a prospective employer.

Landing a job

Following the soft skills training, the participants are then placed in a database and their information is shared with businesses and organisations seeking to employ people with disabilities. Because of this database, Nasif was able to interview for a position at Stanbic Bank (head office) when they had an opening that matched his skillset.

"I joined Stanbic Bank in April 2022. The soft skills training programme helped me sharpen my communication skills, write a good CV, and I got to know how I should present myself during interviews."

To access his office which is situated on one of the tallest buildings in Kampala, the Crested Towers, Stanbic Bank has had to make some adjustments to ensure free mobility around the building.

"The door to the main entrance was a bit hard, but the bank gave me a special key to a softer alternative door, and this is what I use to access the office. Whenever I get a chance to meet the Head of People and Culture, he always asks me where the management can improve regarding reasonable accommodation."

Nasif can not help but smile, noting how his life has changed and continues to, ever since he joined the bank.

"This job has changed me personally. It has helped me work under pressure, absorb, and perform through it. I am also able to access several free courses from the bank's website, which I am taking to enhance my performance. Some of them include computer literacy and finance to shape us in our work. "

"This job has changed me personally. It has helped me work under pressure, absorb, and perform through it. I am also able to access several free courses from the bank's website,..."

Business Development Support

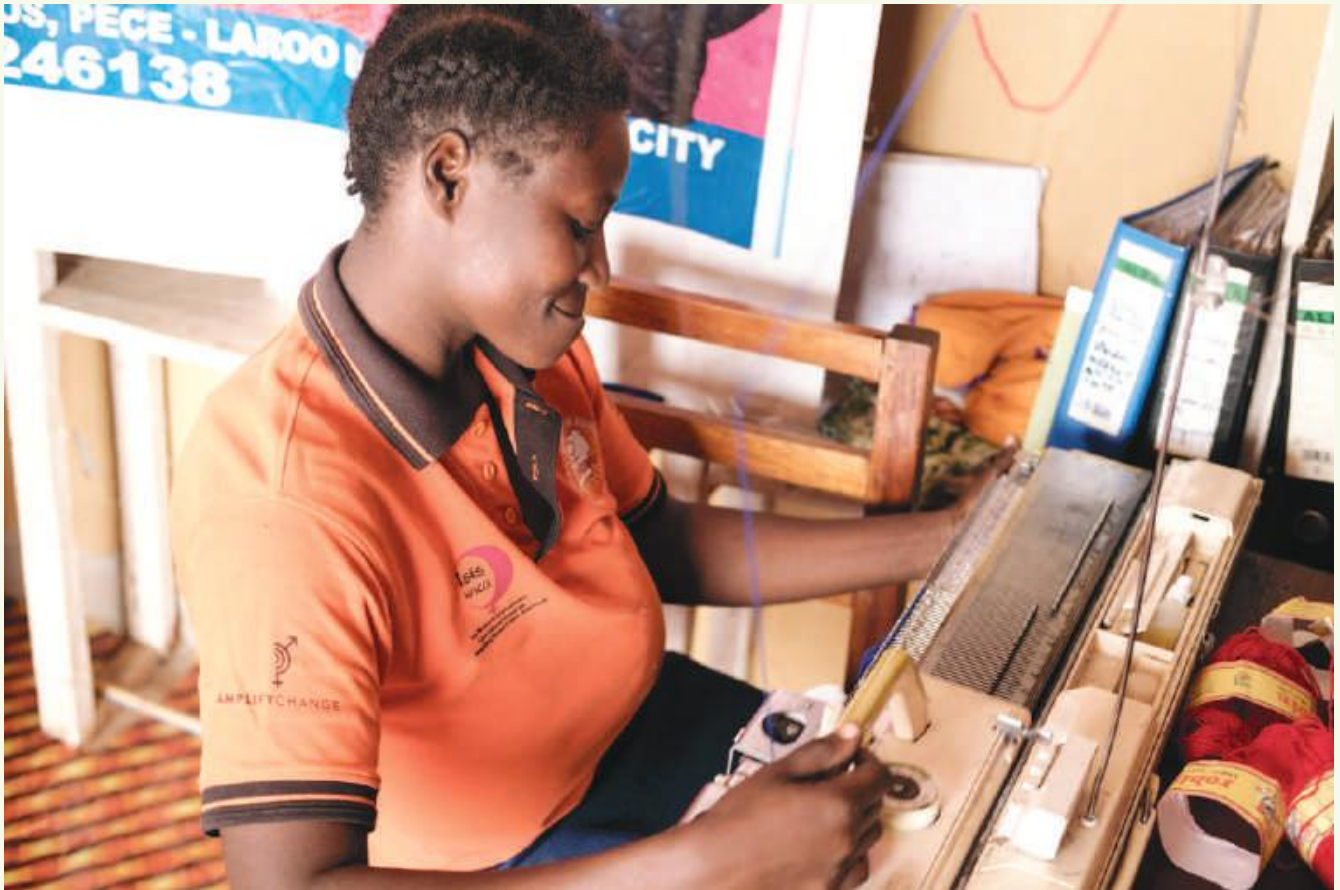
As part of Light for the World's COVID-19 response, DIFs were trained in Business Development in order to support Entrepreneurs with disabilities to revitalize their businesses in the aftermath of the first lockdown. Following the training, DIFs played an active role in mobilizing, coaching, supporting and monitoring the activities of the entrepreneurs. The support given by the DIFs enabled and encouraged entrepreneurs to employ new marketing strategies, adopt strong record keeping practices, and diversify their businesses.

Best Practices Adopted by Entrepreneurs:

- One entrepreneur successfully ran for a position in Local Government, and used meetings as a platform to showcase her tailoring business
- Several engaged in training others in their business, including people with disabilities at a subsidized rate, as an additional revenue stream.
- Ran ads on the radio and participated in radio talk shows to promote their businesses
- One tailor started making and selling masks with the rapidly growing demand for the product.
- Several changed the way they displayed their products for sale to attract customers.



BUILDING A BUSINESS EMPIRE ONE STITCH AT A TIME



In the heart of Gulu City, Miriam Apiyo sits in her new workstation, making a sweater on the knitting machine. Born with a psychosocial impairment, Miriam has worked hard to ensure that she and other people with disabilities can be self-sufficient. Miriam took a 6 month knitting course in 2015 after which she formed a knitting group comprising 7 people with disabilities: 2 people with psychosocial and 5 physical disabilities.

"I intentionally sought out people with disabilities to form the business group

because I wanted to create opportunities for them to also realise their potentials."

Miriam took steps to register the group as a business and as she did this, she sought opportunities. Before long, Miriam landed 2 contracts to produce a total of three hundred sixty sweaters (360) for St Joseph's College Layibi, a secondary school in Gulu district.

To receive payment, the business was required to have a Tax Identification Numbers, however due to challenges with the registration procedures, she



did not have one yet. To overcome this hurdle, Miriam strategically sought a partnership with the Gulu Disabled Persons Union (GDPU) to use space in their compound to fulfill the contract, and work under their TIN to process the contract and keep her business afloat.

Soon, the COVID-19 pandemic, and subsequent school closures hit the business hard. Miriam was sitting on stock waiting for payment, unable to buy the raw materials to fulfill new contracts.

After seeing the quality of her work and business acumen, Miriam was contacted by Alan Nume, a Make 12.4% Work! Disability Inclusion Facilitator and identified as an entrepreneur to receive

specific Covid-19 relief funding from Light for the World aimed at reviving the businesses of people with disabilities. In addition to the monetary support received from Light for the World, she received business development support from the Nume that covered topics like record keeping and marketing. She also received training in making reusable sanitary pads, allowing her to diversify her business.

"I had never heard of reusable sanitary pads, but after the training, I knew that they would be a very profitable source of income since they are very essential in ensuring personal hygiene for girls."

To maximize sales of the pads as well as get sweater-making contracts,

Miriam has put a multifaceted marketing strategy into practice. She moves into the community and during different gatherings, talks about the importance of reusable pads and visits schools with samples of her pads and sweaters. Miriam also participates in radio talk shows to advertise her business and skills, and writes meticulous reports to track her business's growth and development and help her track her journey to financial success.

Miriam's business has continued to grow since 2020 and she is now independently registered with her own TIN number. She rents a shop in town where she is able to train and work with other women with and without disabilities.

Miriam is enthusiastic about the future. "With these experiences and skills I got from Light for the World, I want to get more contracts from schools to make sweaters and provide reusable pads. I also want to grow my business into an empire that I am managing. I know I can do it."

In addition to being an entrepreneur, Miriam is a role model and a strong advocate for awareness of psychosocial impairments. She is a regular guest on Choice FM, a radio station in Gulu, where she talks about the importance of embracing and supporting people with disabilities, especially mental health challenges. She also talks about the importance of hard work for people with disabilities, encouraging them to be proactive in identifying their needs and proactively going after them.

"I am glad to use all platforms to show people that people with disabilities should not be considered helpless and written off. We can do what other people are doing with the right support."



Work Experience Placements

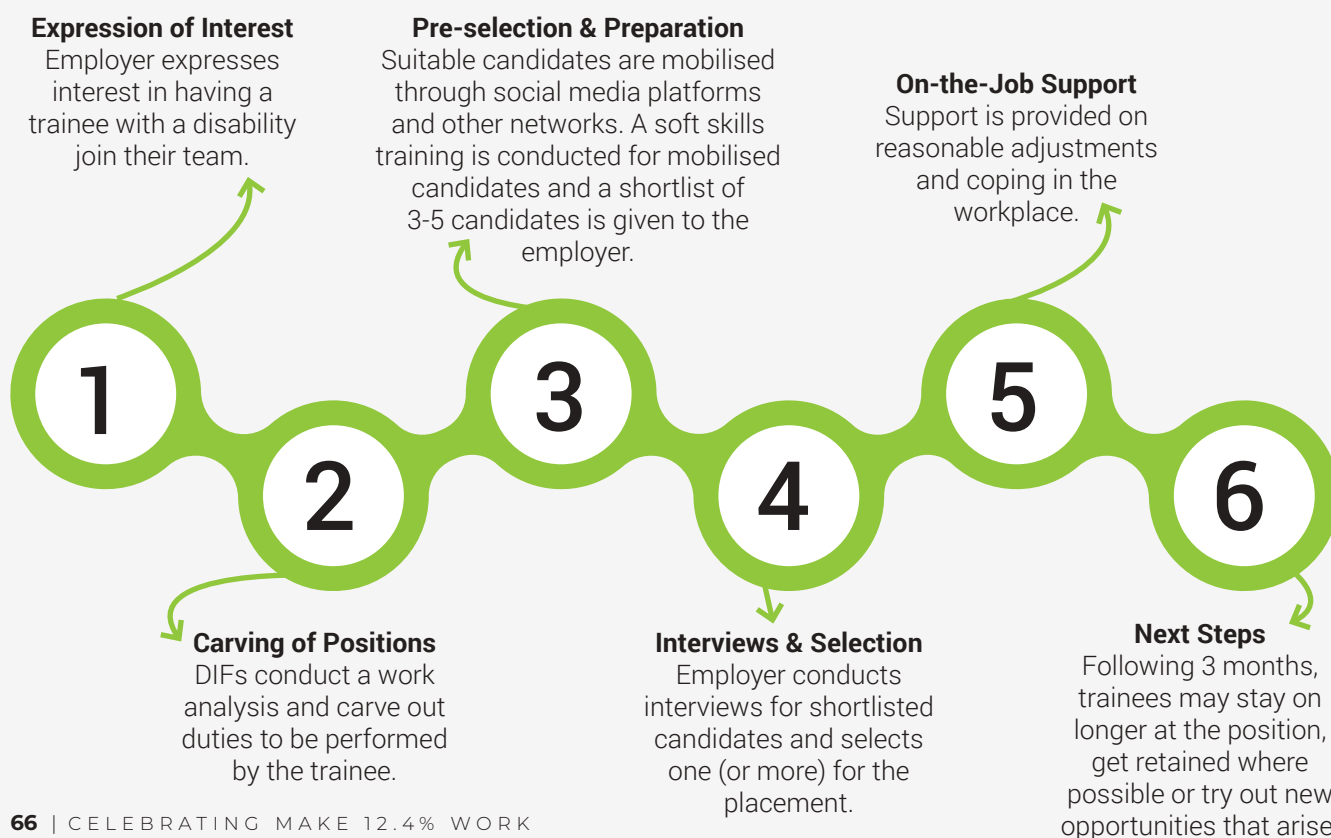
The Work Experience Placements under the Make 12.4% Work Initiative aim at bridging the experience-employment gap, adding valuable skills to graduates with disabilities and increasing their chances of getting both waged and self-employment. The placements impart necessary skills to enable young women and men with disabilities cope in mainstream employment and in their social and community life.

The soft skills training conducted is a start – preparing shortlisted applicants for the process and work environment. The interview experience has proven valuable in enabling them to gain more confidence, learn how to market themselves, get a feel of the hosting organization/company as well as identify



any accessibility issues that may need to be addressed.

In the 3-month placement period, on-the-job support is provided by a Disability Inclusion Facilitator to ease the trainee into their duties and improve the placement experience for both the intern and hosting organization/company.

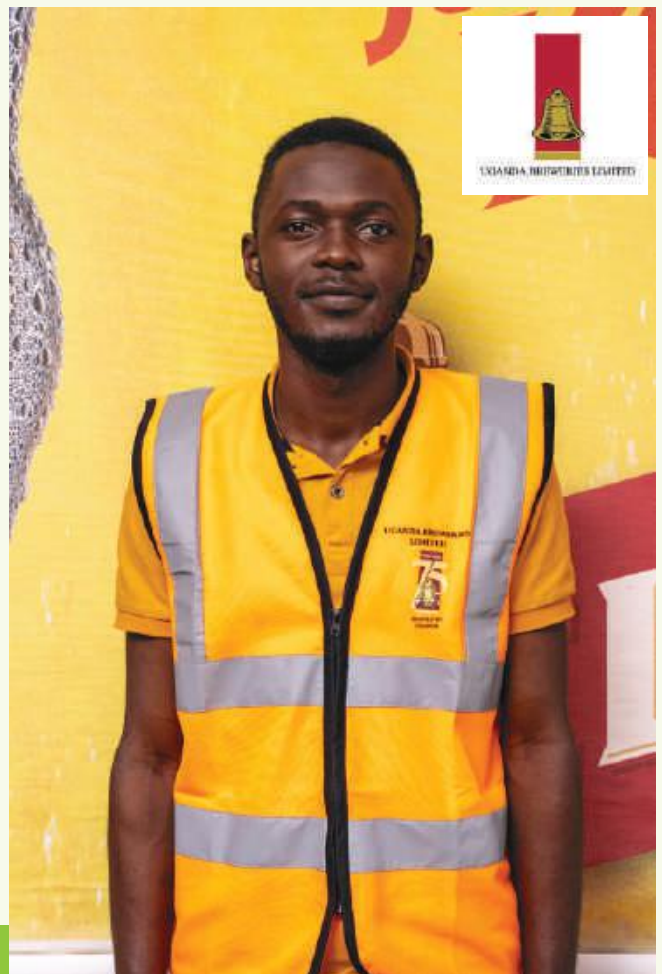


Work Experience Placements at Uganda Breweries Limited

In December 2019, Uganda Breweries Limited (UBL), a leading premium adult beverage company signed up to join the Uganda Business and Disability Network (UBDN), an employer-led network in working to create workplaces that are disability inclusive. UBL has since recruited ten young people with disabilities for six months for work experience placement roles. The cohort of interns was onboarded in early March and have received on the job-training as well as mentorship from the company.

I graduated with a BSc in Industrial Chemistry in May of 2020 and I have been job-seeking since. I became a peer educator at Reach A Hand Uganda, and through the relationships I made there, I heard about the Career Fair organised by Light for the World in December 2021. At the Career Fair, I interacted with UBL staff, who informed me of the graduate internship opportunities they had for young graduates with disabilities. They gave me all the information I needed to apply, and I was able to even identify the reasonable accommodations I needed when I was called for the interview. Now that I am here, I can not wait to get hands-on, real-life experience. The inclusive culture at Uganda Breweries Limited makes me so excited to start working here, and I am ready to do my best to ensure that I can be retained.

Higenyi Stuart Cyprian
Graduate of BSc Industrial Chemistry,
placed in the Supply department
Hearing Impairment



I graduated from Makerere University Business School with a bachelor's degree in Business Statistics and I will be working in the marketing department here at Uganda Breweries Limited. Right from the time I was invited for the placement interview, have seen that inclusion and diversity are taken seriously. The person that called me for the interview asked what reasonable accommodations I needed. When I came in, I was impressed by the staff's friendly nature, which spoke volumes about the diversity in the workplace. One thing I have realised in the short time I have spent here is that everyone here has the same opportunity to thrive. It is up to us to ensure that we learn and deliver as much as we can.

Najjengo Vivian Elizabeth
Graduate of Bachelor of Business
Statistics, placed in the Marketing
Department
Short Stature



Uganda Breweries Limited has really embraced the idea of creating an enabling environment for its employees with disabilities. For example, there are clearly designated walkways, which are an alternative for physically impaired people who may not be able to use stairs. I have never worked in a company setting before, so I am excited to see how I can offer my legal knowledge away from a law firm setting. I hope to learn more about how corporate and taxation law can be applied. There are so many career growth opportunities here, and I cannot wait to see how far I go.

Nabaasa Evelyn
Graduate of Law, placed in the Legal
department
Physical Impairment



Lessons Learned



Duration of Employability Skills Training

The current set-up of the employability skills training supports the preparation of graduates with disabilities for work experience and job placements. As such, the training content covers a 1-day session. However, the negative life experiences of persons with disabilities continue to impact their career decisions and play into their self-exclusion - choosing not to participate or actively reach out for opportunities that stand to benefit them even when efforts are made to include their needs.

Confidence, self-esteem, social and communication skills, and autonomy in decision making are key soft skills that take a long period of time to build and cannot be achieved through the current setup. There is a need to incorporate a longer core life skills training that engages young people with disabilities in a range of training sessions, but also includes exposure and social activities, ultimately leading them towards a range of employment and skills development opportunities through which they can access decent work.

The value of Business Development Support Services

Despite not being part of the core Make 12.4% Work approach (initially), Business Development Support Services have emerged as an impactful and effective element to supporting entrepreneurs with disabilities in growing their business and accessing decent work through them. Moving forward with Make 12.4% Work, there is a need to build a more comprehensive approach to Business Development Support, both utilising the DIF approach and adding room for more tailored expertise on the same through building linkages with seasoned entrepreneurs and other programmes focussing on business development and access to finance.

Cross-linkages between different approaches to access to work

In facilitating access to work for young persons with disabilities, there are a number of opportunities to promote cross linkages between the different approaches used. For example;

- Businesses supported to experience growth can hire persons with disabilities thus creating waged job opportunities.
- Private sector actors can be linked to entrepreneurs with disabilities who they can involve in their procurement and supply chain systems.
- Young persons with disabilities supported to gain skills on business development can be engaged to support entrepreneurs with disabilities to grow their businesses.



Communications for Advocacy

The Make 12.4% Work Initiative, in addition to direct outcomes envisioned relating to employment of persons with disabilities, was also designed as a communications campaign to transform social norms and attitudes of employers, policy makers and the wider community towards disability.

Led by implementing partner Reach a Hand Uganda (RAHU), the Initiative set out to achieve this by developing a communications strategy that not only worked to disseminate information and updates on program activities, but also provided advocacy messages on disability inclusion and engaged various actors on the same.

Make 12.4% Work's communications approach



Building a Brand

A memorable public identity communicated in a clear and consistent manner.



Frequent Engagement and Targeted Campaigns

Regular social media posts, website blogs and a newsletter increasing brand awareness and reach.



Storytelling

Using the art of storytelling to inspire, motivate action and drive mindset change on disability.

Building a Brand

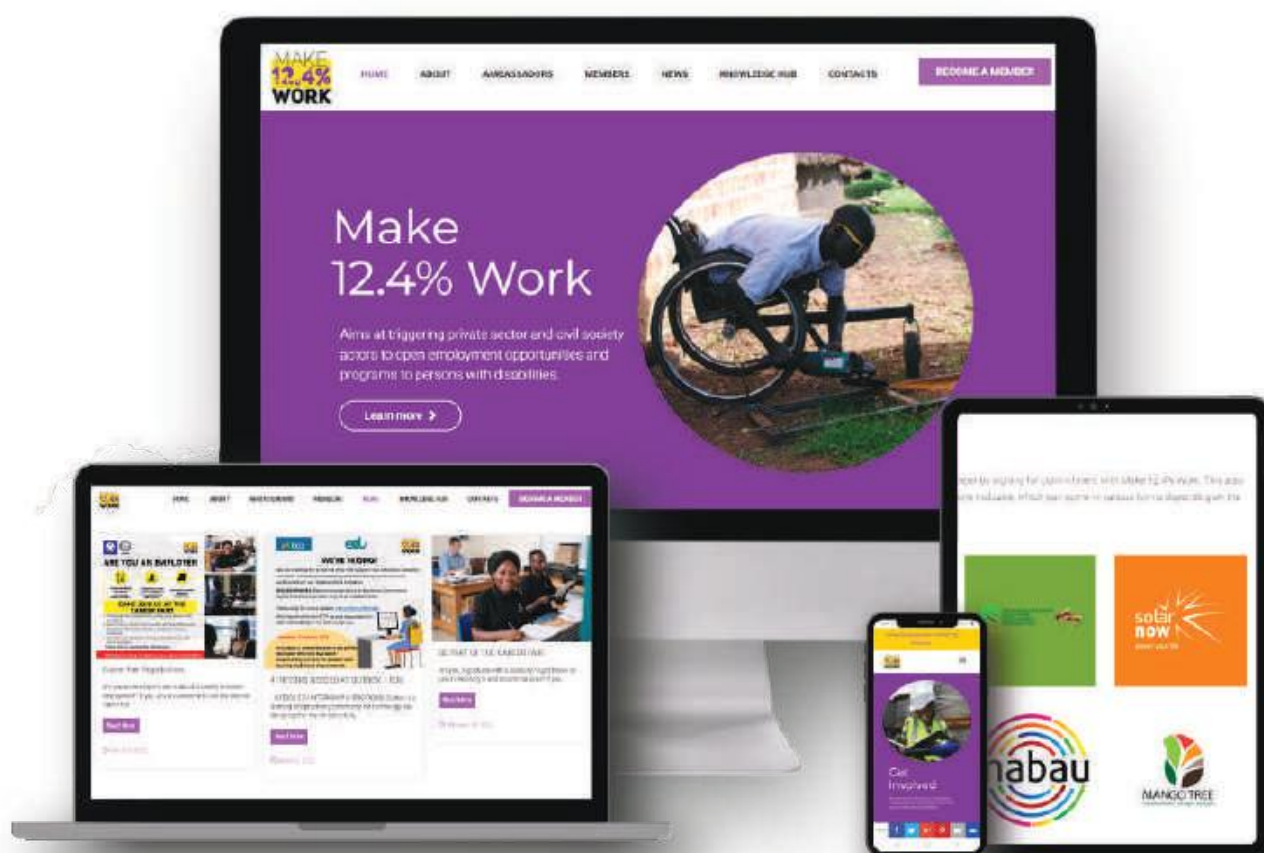
Creating a strong brand and public identity for Make 12.4% Work that was communicated in a clear and consistent manner was crucial in supporting the momentum built around the Initiative, advancing advocacy goals on disability inclusion and driving mindset change.

Make 12.4% Work Logo

The Make 12.4% Work logo, while simple, is memorable and appropriate. Its versatility allows for multipurpose use in online and print media.

Website

WeCanWork.ug was developed as a knowledge hub to where updates, opportunities, learnings and successes from Make 12.4% Work, as well as best practices on disability inclusion from both the Initiative and other actors could be easily disseminated. All publications are open source, allowing any interested organizations and businesses to view, download and/or share.



Social Media

Twitter and Facebook pages were launched as well as a YouTube channel to build a large audience for regular updates on the programme, awareness campaigns, impact stories and job opportunities shared for people with disabilities.



933

Twitter Followers



9932

Facebook Followers



500 - 1000

Monthly website visits

Promotional materials

A range of promotional materials have been developed including T-shirts, notebooks, pens, banners and document folders. Regular production and distribution of these materials during meetings and other engagements with different partners and actors ensured brand recognition and memorability.



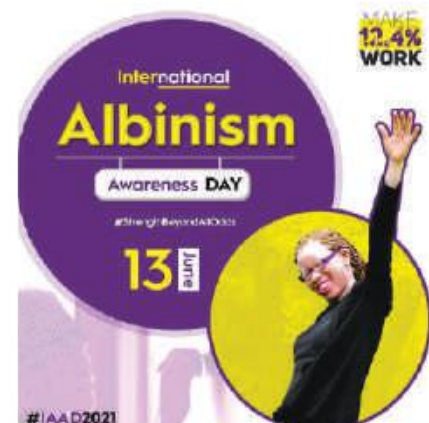
Frequent Engagement and Targeted Campaigns

Having regular social media posts, website blogs and a newsletter has enabled Make 12.4% Work to increase brand awareness and reach as many potential individuals across various target groups as possible.

Content shared on these platforms ranges from highlights of activities and approaches to disability inclusion taken on by members of the Initiative, alerts on publications and resources

available on the website, job and skills training opportunities and impact stories of various program participants.

In addition to these, targeted content is shared aligning to national and global commemorations such as International Women's Day, Deaf Awareness Week, International White Cane Day and International Day of Persons with Disabilities, among others.



SAUTI CANVAS

Promoting Disability Inclusion in Performing Arts



The Sauti Canvas contest run by Reach a Hand Uganda is anchored on four pillars; empowerment, inclusion, meaningful youth participation and talent. Launched in April 2021, the contest focuses on empowering different categories of young people in society, especially those with disabilities; promoting talents while using music as an art to influence positive behavioural change.

Designed as a blend of talent, sexual and reproductive health, youth livelihood and economic empowerment, the first edition of the Canvas focussed on young people with disabilities under the theme “focus on abilities”.

"We want to use the SAUTI Canvas to groom the next big performing artists in this country. A representation of what the future will look like. This is a deliberate effort to make sure all young people are deliberately targeted".

Frances Aanyu
President Youth Engagement, Reach a Hand Uganda.



Following a successful launch of the contest, 21 young persons with disabilities (9 women and 12 men) participated in a capacity building session, interacting with some of the biggest artists in the country. Three winners emerged from the contest, awarded with cash prizes of 1 million Ugandan shillings each.

- 1 highlight video that covered the entire launch was recorded and shared on different RAHU and Make 12.4% Work social media platforms. **The video can be accessed [here](#).**
- 8 videos were recorded with participants sharing information about the Sauti Canvas and encouraging applications.



Scan QR code for video

- 5 online media stories from both the launch and auditions written and published on different platforms.
- 4 photo stories collected from the Sauti Canvas winners and published online.
- 8 impact videos recorded can be **accessed [here](#)** , —————

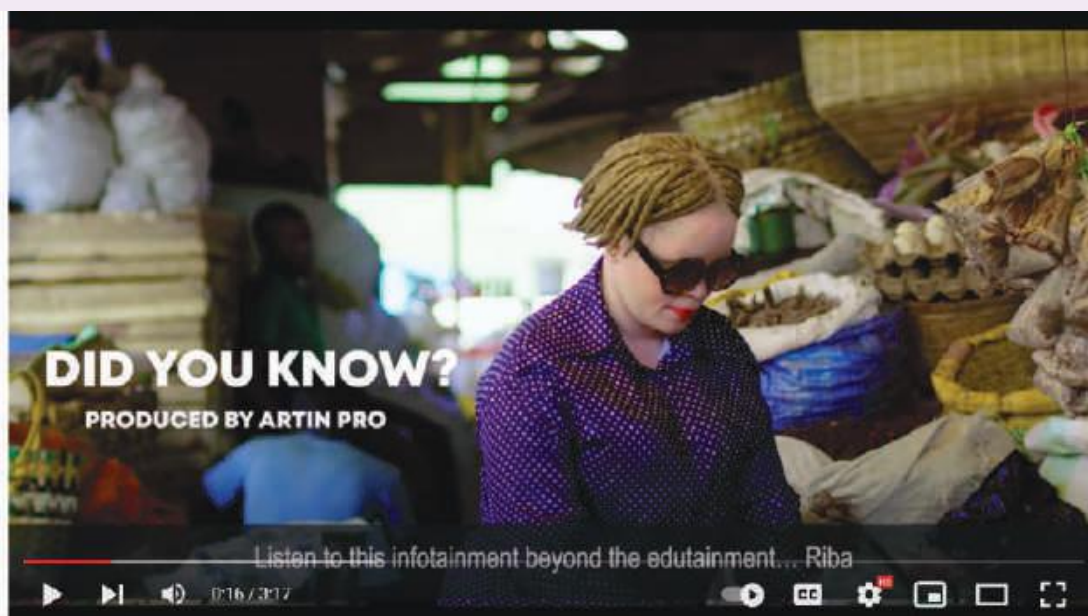


Scan QR code for video

Did You know? Song on Disability Inclusion

A song on disability inclusion composed and sung by Gabriel Longes also known as Air Jay and Daxx Kartel recently hit the airwaves! Gabriel, a Disability Inclusion Facilitator from Moroto District, has had a career in the performing arts long before joining the Make 12.4% Work as a DIF. Did You Know? is a culmination of his experience of his natural talent and interest in music and knowledge gained on disability inclusion through his work as a DIF. Gabriel joins forces with Daxx Kartel, a famous Ugandan artist on this masterpiece.

Share, like and spread the word further! Click on the thumbnail or scan the QR code to watch the music video.



Scan QR code for video

Storytelling

Storytelling under Make 12.4% Work has served as a powerful way to communicate about the Initiative and its impact, share valuable information and opinions as well as inspire and motivate action around disability inclusion. Storytelling, particularly relating to persons with disabilities featured in a range of articles, blogs, social media posts and videos has worked to create an empathetic connection to readers or listeners, lending to an overarching goal on driving mindset change towards disability.

Extra attention has been paid to the crafting, production and sharing of stories, keeping them relevant, timely and engaging.

Narratives and Imagery



Narratives as an essential part of storytelling has enabled Make 12.4% Work to show persons with disabilities in a different light, demystifying stereotypes, and giving purpose to change and action. Narratives have ranged from first person accounts of life experience, change resulting from participating in program activities, growth experienced by individuals, to hopes and aspirations. These have been regularly shared through social media and website blogs as well as narrative progress reports and annual reviews.

In the same standing as narratives, is the power of imagery. As the saying goes, “a picture is worth a thousand words”. Straying away from normalized imagery around disability that depicts persons with disabilities as helpless, depressed and/or deserving of pity and support, Make 12.4% Work resists this through empowering imagery; using photography to evoke feelings of pride and confidence in person with disabilities, as well as broadening perspectives around disability to audiences.



I view the photography process for Make 12.4% Work as a collaborative celebration of achievement between the subject and the photographer, placing more emphasis on lifestyle portraiture than on documentary elements. This process starts from preparing participants in advance to make sure they feel comfortable being photographed, and giving them the opportunity to dress to impress. In the field, I take time to really talk to the people we are photographing to find out what they are most proud of, what stories they want to communicate and learn about any insecurities they may have to ensure they feel confident about the finished photos. I always take photos from eye level or below to enhance the dignity of the participant and give a heroic look to the portraits taken. I share the photos I take with the participants digitally when possible and ask for their feedback so that we are posting what makes them feel the most confident."

Erika Bojarczuk
Capacity Development Officer, Light for the World
Photographer and Participatory Photography Practitioner

Trigger Videos

Trigger Videos have informed audiovisual narratives, highlighting successful young persons with disabilities in both formal employment and entrepreneurship, their journeys to success in their fields as well as their advice to other young people with disabilities and/or development partners on strategies to explore in creating access to decent work for persons with disabilities.



Experience Sharing and Dialogue Spaces

Make 12.4% Work has also created various discussion spaces that have allowed exchanges of experiences, ideas and suggestions between persons with disabilities and other stakeholders in the private sector, government and civil society. Tweet chats and Share 101 sessions on specific themes have been conducted quarterly.



Share 101

Share 101 is a dialogue forum created by Reach a Hand Uganda that brings together a range of stakeholders relating to a specified theme for an in-depth discussion, exchange of ideas and networking, leading to a formulation of collective actions around the topic discussed.

Under Make 12.4% Work, the Share 101 platform has held a range of discussions relating to disability inclusion.



One notable Share 101 held in Gulu focussed on the impact of COVID-19 on young people with disabilities. The event was attended by 5 district officials from Gulu and Amuru districts including a Councilor representing persons with disabilities, the District Community Development Officer (DCDO), District Health Officer (DHO) and Resident District Commissioner. Disability Inclusion Facilitators from the Acholi sub-region supported the organizing and running of the Share 101 and actively participated in the discussions held.

A number of commitments were made following the discussion including:

- The Councillor representing persons with disabilities in Gulu will work with the District Community Development Officer (DCDO) through the District Health Officer (DHO) to have a values clarification with health workers on provision of sexual and reproductive health services to young people with disabilities.
- The Resident District Commissioner committed to making a mandate ensuring a Sign Language Interpreter is present at every police station and must be implemented in the policy framework. This was in response to a number of cases of gender based violence towards women with disabilities, especially Deaf women, that were not adequately responded to due to communication difficulties faced.
- The Center Manager of Reproductive Health Uganda committed to having weekly HIV testing and counseling for young persons with disabilities at the offices of the Gulu District Union for Persons with Disabilities.



A number of communications promoting the event leading to, during and after the Share 101 were made including two impact stories (videos) with entrepreneurs with disabilities, a radio talk show at Rupiny FM and photo stories.

Lessons Learned

Developing skills of DIFs on documentation

While communications and documentation support is available within the Initiative, DIFs being in direct contact with not only program participants with disabilities but also other public and private sector actors in their engagements positions them to be best suited to identify and document impact stories. There is a need to build the capacity of DIFs on (ethical) storytelling, both narrative and audiovisual, to enable them effectively document changes they influence, witness and experience themselves.

Leveraging social media and individual platforms to drive engagement

Social Media presents vast opportunities for young people, including those with disabilities, to use their individual platforms and following as a base to drive awareness and change on disability inclusion. There is a need to develop a strategy to actualize this, covering personal branding, how to create engaging content, as well as leveraging trending issues and artistic expression to drive conversations on their topics of interest.

Growth of stronger individual social platforms of young people with disabilities will present opportunities to drive a greater following for the Initiative and engagement especially when greater traction is required for targeted campaigns.

Targeting wider audiences

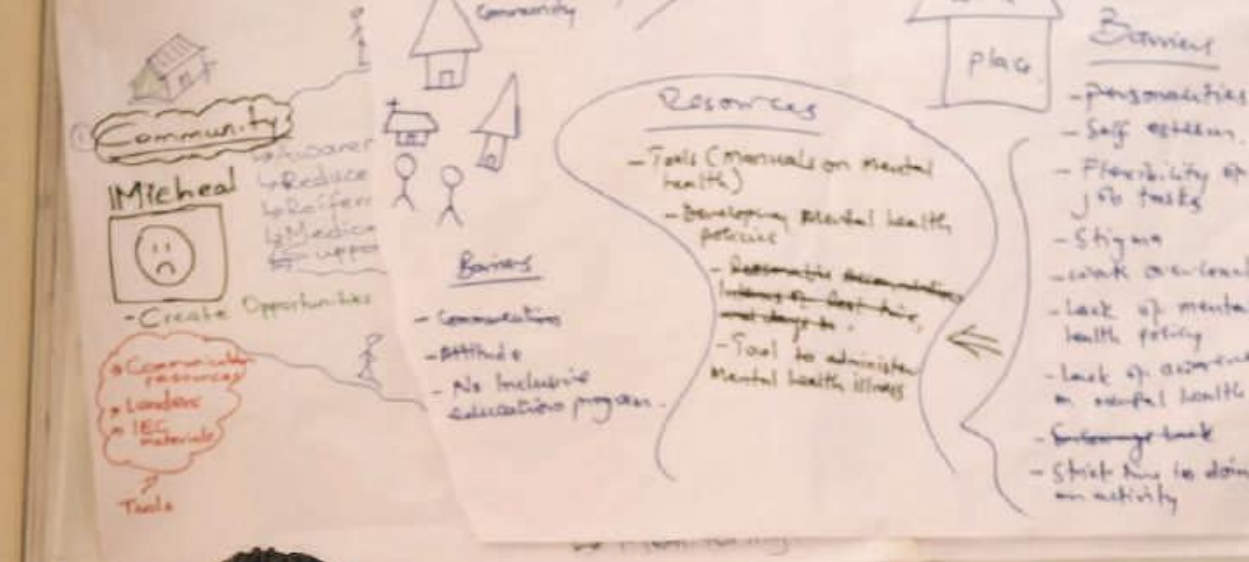
Communications for advocacy, especially with the aim of changing attitudes of the general public towards disability, requires a deliberate

effort to reach communities outside of the disability fraternity and program partners. While the Initiative has in many ways unfiltered social circles outside of those in direct line of influence, a bigger and more deliberate approach is needed to create a public identity and increase recognition.

Accountability and measuring impact

While there is an ongoing monitoring of reach as well as the results of social media engagement and targeted campaigns, there is a need to build a stronger monitoring and evaluation system around the program's communications. This will provide valuable insight on how content resonates with its audience, the most effective strategies to drive engagement and conversations around disability inclusion, as well as best avenues for driving mindset change on disability.





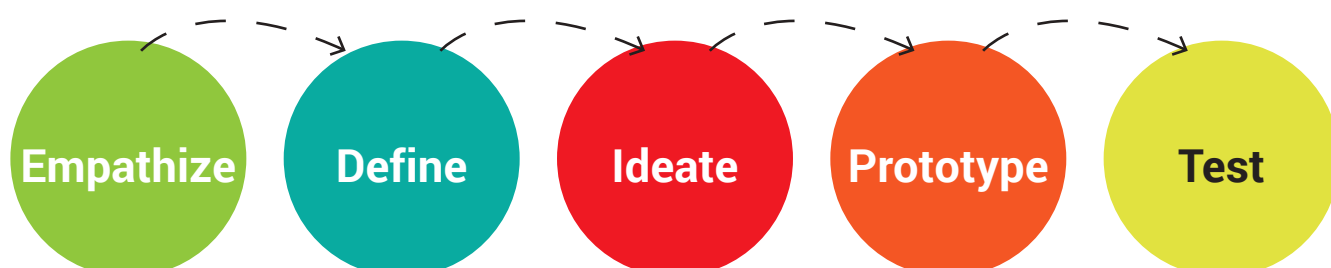
Learning and Innovation

Disability Inclusive Development is an emerging field with no blueprint readily available for practitioners developing and implementing programmes in the sector. In addition, a high level of complexity exists due to intersectionality and the diversity in disability.

In response to this, the Make 12.4% Work Initiative allocated a co-creation, learning and innovation space within its approach to address emerging needs in disability inclusive programming, as well as unique challenges and opportunities that arose during the implementation, all the while adding to the body of knowledge on disability inclusive livelihoods and employment.

Co-creation and Innovation

Co-creation is a form of collaborative innovation that aims to develop new concepts, solutions, products and services together with users, experts, stakeholders and designers. A well-designed co-creation process enables all parties involved in a particular challenge to discuss the problem and solutions together, and essentially combines the research period with the discovery and creation phases of a project, using a systematic flow: empathize, define, ideate, prototype and test.



The Make 12.4% Work Initiative was born out of a co-creation process led by young women and men with disabilities. In addition, the Make 12.4% Work Fund allocated space for innovation and co-creation within program implementation; allowing flexibility and the opportunity to respond to emerging needs and ideas. A number of co-creation activities were implemented through this Fund, most notably;

The Disability Inclusion Challenge

The Disability Inclusion Challenge that ran from April to May 2019 aimed at triggering individuals both with and without disabilities, NGOs, social enterprises, disability networks, universities and student groups to bring forward realistic solutions that stood a chance at promoting inclusion and improving the lives of persons with disabilities in Uganda.

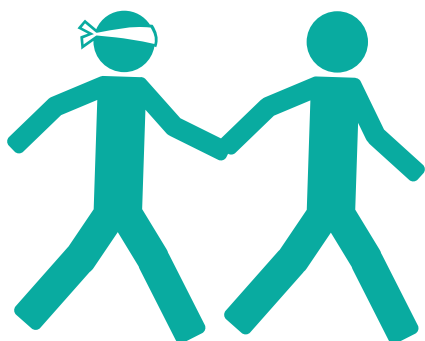
Over 80 proposals were received and weighed based on their potential for impact, originality and ability to be scaled. Three top ideas emerged; the Sign Language Café, Personal Assistants for people with disabilities and the E-wheely (solar-powered wheelchair). In July 2019, a co-creation process was held to shape all three ideas into well-formed, practical and implementable ideas. Following co-creation, the concepts – by then turned into business ideas, were presented to a selection committee for approval before further development and testing.





Sign Language Café: concept by Nasser Ssenyondo

Creates an avenue for raising awareness on Deafness and disability as a whole within a food and beverage business set-up, with the added benefit of offering employment opportunities to people with disabilities and budding entrepreneurs within the value chain.



Professional Personal Assistants for people with disabilities: concept by Musa Mwambu

Personal Assistants are part and parcel of the daily and professional life of many persons with disabilities. This concept aims to develop a professional industry out of the service, through a structured university course and certification done by one of the most reputable universities in the country.



E-Wheely: concept by Bodawerk

Attempted to produce affordable solar-charged wheelchairs with added adaptations for comfort and usability in an urban and rural Ugandan context. The concept was then changed to an accessible motorized tricycle, however further development of this concept was halted due to a number of hurdles faced in the production of a prototype.



Personal Assistants Turned Professional

Around the world, people with disabilities use the services of personal assistants every day to help them with their daily personal and professional tasks. In Uganda, the vast majority of these assistants are family members. At first thought, this doesn't seem like a problem, but Musa Mwambu, with years of experience working in the field of disability inclusion as a Disability Inclusion Facilitator with Light for the World, and first-hand knowledge as a user of personal assistants, knew better.

"Some of the personal assistants lack the professionalism to provide people with disabilities high-quality support. There is more to it than just pushing a wheelchair or walking with a visually impaired person,"

Musa Mwambu

The challenge with the current system is multifaceted and affects users of these services, and providers of care alike. Musa realized that for users of personal assistant (PAs) services, professionalization is needed. This is important because PAs are often trusted with personal information and there are currently no industry standards to ensure that service users are treated with the dignity and respect that they deserve.

He also understood that it takes skill and knowledge to execute the tasks PAs routinely carry out, such as pushing a wheelchair safely upstairs to navigating a wheelchair or using screen reading software designed for people with visual impairments, and there was no place for people to learn this.



Musa teaching the students in the Personal Assistant course at Kyambogo University.

As a user of PA services, Musa had heard stories about the rights of assistants being violated and was concerned that they did not have access to information about their rights. He realized that developing a training program for personal assistants would professionalize the industry and would not only solve these challenges but would also provide an opportunity for caregivers and assistants of people with disabilities to develop skills that could lead to waged employment.

"It is important for Personal Assistants to provide professional services like defensive mobility techniques which will reduce accidents due to poor guiding. They are also able to earn a professional fee for economic empowerment."

Musa Mwambu

In 2019, Musa pitched his ideas to Light for the World's Disability Inclusion Challenge, a program designed to bring realistic and innovative solutions to challenges faced by people with disabilities and won a grant to set up a certificate course in Personal Assistant Services for Persons with Disabilities.

Musa partnered with Kyambogo University, his Alma Mater to launch his program and developed a robust curriculum covering everything from disability awareness, ethics and first aid to hands-on practice with mobility techniques, and even basic braille. Students enrolled in the course got the opportunity to gain valuable experience using assistive technologies thanks to the impressive resource

center at Kyambogo University, and participate in internship placements to put their new skills into practice.



Students are also taught the use of some assistive technology devices to assist in some activities like reading, writing and listening.

The idea of the course resonated with people and Musa was able to recruit and enroll 15 students in the program which launched in March of 2021.



"I currently live with and support someone who is visually impaired, but I realized that I don't always do things to guide them the right way."

Fiona, a student of the PA course.

Fiona (in black jacket) taking on mobility orientation as part of the Personal Assistant Course

Students enthusiastically participated from week to week in the course, thanks to the energetic and engaging instruction style of Musa, affectionately known as “professor” to his students and peers. In March of 2022, 12 students graduated and received certificates through the University.



“This course is going to help me in my career because I will be able to provide professional services and make sure my client gets treated the way they should be. I will also know that my rights will be protected. It is all about professionalism.”

– Fiona, a student of the PA course.

Since graduation, the services of three participants are being utilized by the Uganda National Association of the Blind (UNAB), four participants are working as Personal Assistants at Kyambogo University and three are working with Light for the World, Uganda.

Ivan Musungu, a graduate of the course, has also spearheaded an initiative with other graduates to form a professional association, the Uganda National Association for Professional Personal Assistants (UNAPPA), with the long term goal of regulating the service, and easing the process of finding the professional support that people with disabilities deserve.

Enabling tools and technologies: the Make 12.4% Work App and ReferAll App

The 'Make 12.4% Work' App is a digital resource pack for the Disability Inclusion Facilitators containing training resources in narrative and video formats, as well as links to tools used in their engagements with private sector and civil society actors. Having this information readily available on an app installed on their phones enables DIFs to master content on different themes relating to disability inclusion, keep up-to-date with training content and enhance their facilitation techniques through easy access to different videos and tools they can utilize in their trainings and activities.

ReferAll App

The ReferAll app serves the needs of 'Make 12.4% Work' members as well as any other organizations engaging with people with disabilities. The app offers contact details for associations of persons with disabilities, national and district unions for persons with disabilities, service providers related to disability (sign language interpreters, rehabilitation services and equipment) and opportunities available for persons with disabilities. All this information is regularly updated and can be searched for per region in Uganda.



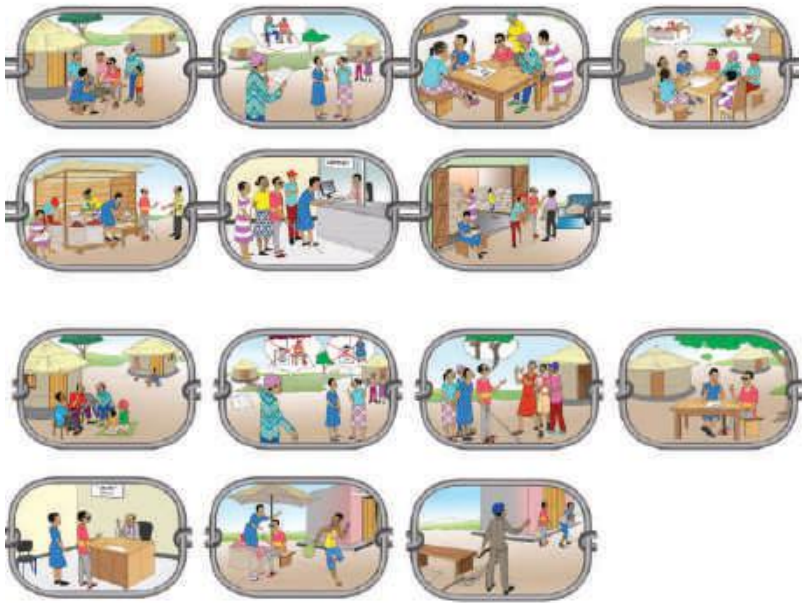
Disability inclusive mobilization tools for the Youth Livelihood Program

Despite several successes registered by the Youth Livelihood Program run by the Ministry of Gender, Labour and Social Development (MGLSD), participation of youth with disabilities in the program, particularly those with visual and hearing impairments, has been noticeably low. The Make 12.4% Work Initiative, in partnership with Mango

Tree Uganda and the Ministry of Gender, Labour and Social Development to increase participation of youth with visual and hearing impairments in the Youth Livelihood Program (YLP) by developing mobilization tools that are simple to understand, contain accurate information about the program and are, most of all, accessible.

In March 2019, a co-creation workshop that engaged all relevant stakeholders including officials from the MGLSD, representatives of youth with visual and hearing impairments and beneficiaries of the YLP program was conducted. Following the co-creation process, three prototypes were developed including a trigger video, inspiration business cards and an inclusion game.

Prototypes were tested through focus groups held in Lira district and were further developed and integrated in a new programme - Mainstreaming Ambition: Vulnerable Youth in Business - jointly implemented by Light for the World, MGLSD, Federation of Uganda Employers (FUE) and Standard Chartered Bank.





Inclusion of youth with visual and hearing impairments in ICT training

The ICT field not only offers a lot of employment opportunities but also bridges gaps faced by many persons with disabilities, allowing them to enhance their social, cultural, political and economic integration in communities by enlarging the scope of activities available to them.

To capitalize on this, the Make 12.4% Work Initiative partnered with Kampabits, Outbox and Tunga, three providers of ICT training, to include youth with disabilities in their programmes. A total of 30 youth have since been included in ICT Training with a focus on Graphics and Web design, and Programming.

During a number of engagements and feedback rounds with the above named partners, challenges faced by both facilitators and trainees in participating in the training and transitioning to employment surfaced. Also, opportunities to include more types of

impairments in the training, such as young people with visual impairments, had not been fully explored.

In light of this, the Initiative conducted a co-creation process with Outbox to delve into this challenge, develop and test solutions, with the end goal of supporting other ICT service providers in disability inclusion from Outbox's experience.

As an outcome of the co-creation; four youth with disabilities supported the adaptation of two curricula; web design and e-business to enable better inclusion of learners with visual and hearing impairments. Practical tips and recommendations, including sign language interpretations of commonly used IT terms are compiled in an Inclusive ICT curriculum document produced during the process. Lessons learned from the co-creation will soon be available in a narrative and video report.

Building awareness and reducing stigma on mental health

Mental Health in the world of work is increasingly becoming an area of focus for employers both in the private and public sector, however, employers, companies, workspaces and organizations often have limited knowledge and lack awareness on mental health and how to include persons with psychosocial impairments in their programmes, services and their internal practices. There is a need to raise awareness on the topic, and enable employers to not only effectively promote the mental health of their employees but also support people with psychosocial impairments in their workplaces. A range of tools and resources were also needed to enable DIFs under the Make 12.4% Work Initiative to support this inclusion process.

In June, 2022, a co-creation was held with representatives from Strong Minds, Mental

Health Uganda, Awesome Minds, and DIFs serving under Make 12.4% Work. The co-creation featured activities aimed at pinpointing the specific knowledge gaps of DIFs on mental health that need to be filled in order to fully incorporate the inclusion of people with psychosocial impairments into programming, and what knowledge products would best fill these learning needs.

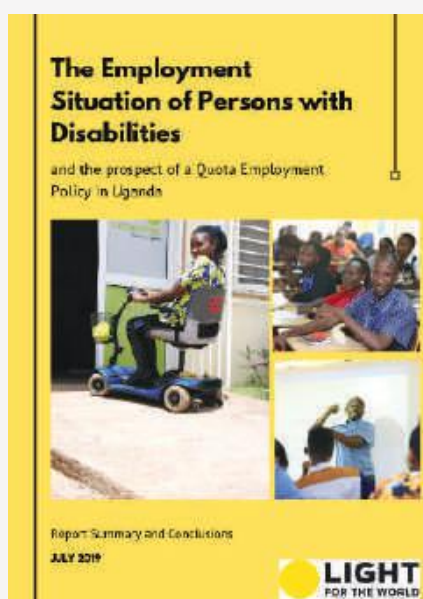
As a result of the co-creation, the production of several short videos is underway; using poetry and animation to highlight how different mental health conditions feel to the people living with them. These poetic presentations will work in tandem with a comprehensive “DIFs Guide on Mental Health”; a resource book containing detailed information on different mental health conditions and their inclusion needs in a community, education and work setting.



Research

Research within the Make 12.4% Work Initiative served the need to collect in-depth information about specific issues relating to inclusive employment and livelihoods, gathering evidence for specific advocacy needs and changes needed at policy level.

The feasibility of a quota system on employment of persons with disabilities in Uganda



This national level research study aimed to ascertain the employment situation of persons with disabilities and assess the prospect for a quota employment policy for Uganda – picking on the experiences of other countries implementing quotas in similar contexts as Uganda.

A summary of the research findings and recommendations is also available for download on www.wecanwork.ug

Scan the QR code to view and download



The impact of the affirmative action policy on higher education for persons with disabilities

This study aimed at documenting the impact of the affirmative action policy of the government of Uganda promoting access to higher education for students with disabilities. The study covers admission (recruitment) of the students with disabilities into the scheme; as well as their education and life experiences

at the university with special emphasis on their learning environment, preparation and transition to work.

Full report and a learning brief on the same will soon be available for download on www.wecanwork.ug

Learning and Adapting

Learning processes within Make 12.4% Work worked to conceptualize what was learned from practice and program implementation, and adapt accordingly for better effectiveness and impact.

Thematic Learning Meetings

Periodic reflection, thematic learning meetings, and brainstorm sessions have been part and parcel of program activities. Insights from these meetings were looped back into the program planning and approaches on-the-ground. While a majority of reflection sessions involved program staff, DIFs and other parties involved in day-to-day programming, two thematic learning meetings with a wider group of stakeholders were conducted; one validating the findings of the research study on the prospect of a quota system and another sharing key findings from an internal review of the program conducted in 2020.



Disability Inclusion Insight Series

The Disability Inclusion Insight Series is a collection of Learning Briefs showing different approaches taken by organisations on the inclusion of persons with disabilities in economic empowerment programmes.

The Learning Briefs under this series also contain practical (Make it Work!) tips on including persons with disabilities in different skills development and employment settings.

Nine Learning Briefs are available for download on www.wecanwork.ug

Scan the QR code to view and download



Lessons Learned

The value of co-creation

Co-creation, applying the principles of human-centered design, for the development of Make 12.4% Work and as a core approach in programming, has been invaluable in creating strong ownership from program staff to DIFs and partners. It has provided space for feedback to be received and incorporated, and for new ideas and perspectives to be considered and tested. Moving forward with Make 12.4% Work, having an element of co-creation and a space for learning and innovation will be crucial in making the program even more effective and impactful.

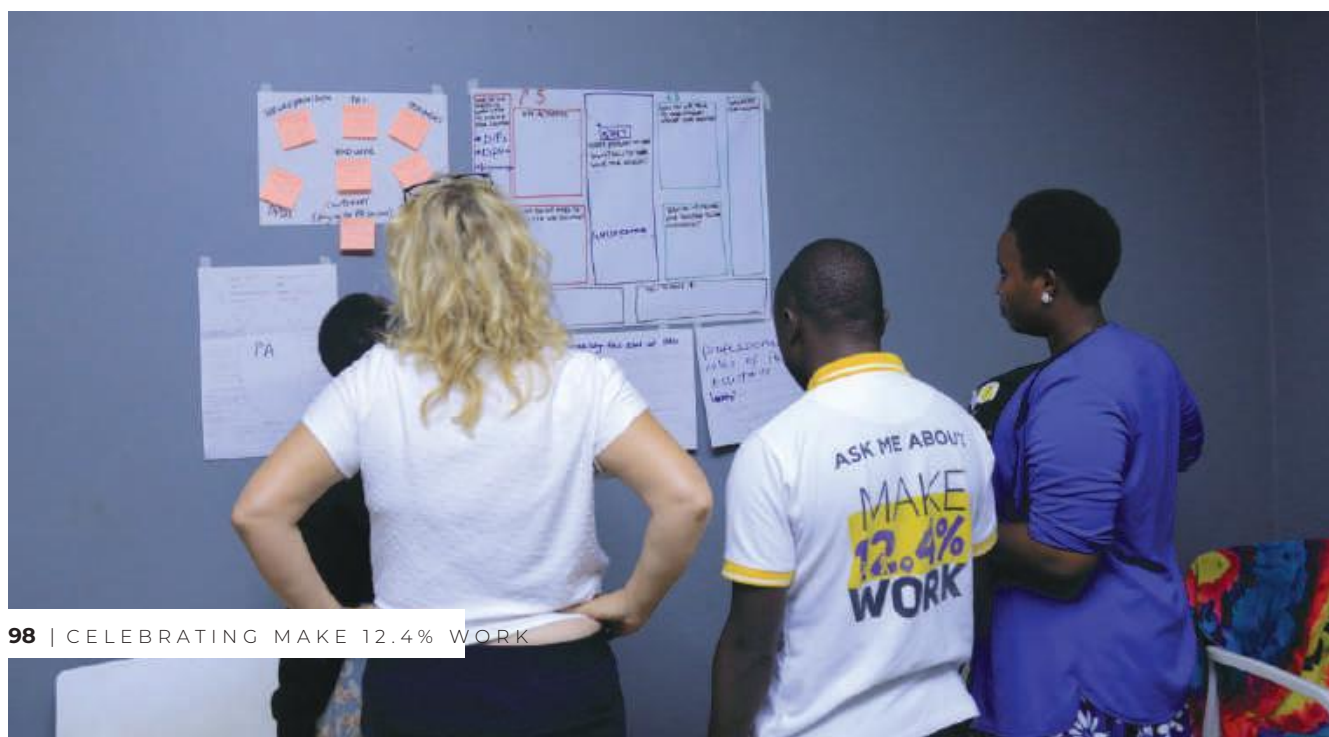
Frequency of Learning and Sharing events

Learning and sharing events have been important platforms to check in with members of the Initiative and other program stakeholders, learn from their experiences on their journeys to disability inclusion, and encourage cross-partnerships and networking. These events also work to keep disability inclusion at the forefront of their agenda, enable them to

keep up with activities and achievements of the Initiative, and be a part of improving programming. There is a need to plan more regular learning and sharing events to feed into the benefits as mentioned above and as a way to increase downward accountability of the program.

Audience-centered strategies to knowledge management

In the creation of knowledge products, in storytelling, as well as the generation and sharing of learning, effort is made to cater to the various accessibility needs of our audiences as well as their preferred learning styles. Different approaches have been tested and adapted as part of the process of identifying presentation styles and facilitation methodologies that resonate best with our audiences. This experience will be important heading into the next phase of the Initiative that will require the application and active usage of training methodologies and knowledge products developed, as well as the scaling up of knowledge production.





Make 12.4% Work as a Knowledge Hub on disability inclusive development

Moving forward with Make 12.4% Work, there is a need to draw more attention to and better communicate learnings, using different avenues to draw attention to knowledge products available or being produced,

and create better access to resources for interested parties. Using platforms available to the Initiative to publicize its expertise will also work to grow its reputation as a knowledge hub on disability inclusive development, especially in a Ugandan and East African context, and a source of reliable information on the same.



Road Ahead

We conclude the Make 12.4% Work second program phase, but the Initiative will continue. So what next?

151 companies and organisations signed up to Make 12.4% Work in their commitment to become more disability inclusive. Many of them have made plans to translate this commitment to action. Disability Inclusion Advisors and Facilitators have been trained to support companies and organisations to realize those plans. The contacts of the certified DIFs and resource persons will be entered into the ReferAll App alongside the contacts of OPDs that are already entered, so that organisations can proactively approach them for inclusion services. Some of the services offered are disability awareness trainings, sessions on disability inclusive programming, accessibility assessments (certified accessibility audits can be done by Uganda National Action on Physical Disability – UNAPD)

The Make 12.4% Work Initiative will continue to be a platform where different stakeholders engaged in Disability Inclusive Economic Empowerment can come together, share experiences and lessons learned. This includes OPDs, MDAs, mainstream organisations, companies, disability and development organisations and many others.

The momentum around Disability Inclusive Economic Empowerment will continue to be

built by developing programs and projects that contribute to implementing SDG 8 in Uganda. Experienced organisations and companies can serve as role models and be supported to continue their journey of inclusion.

The Make 12.4% Work Steering Committee will merge with the ministerial Disability Inclusive Livelihood Committee and continue to play the role to bring achievements and proposals around Disability Inclusive Economic Empowerment to the table of the right duty holders for information and action for follow up

The Uganda Business and Disability Network (UBDN) has been established with support of the Make 12.4% Work Initiative and is expected to grow with increasing impact. The Disability Inclusion Advisors and Facilitators are available to provide technical support. We expect that the UBDN will find ways to stand on 'its own feet'.

The [We Can Work](#) website that brings together what is happening in the field of Disability Inclusive Economic Empowerment in Uganda will continue to be updated and share stories of change, resources and events that take place in Uganda or the region.

A new, 8-year program is expected to start in the first quarter of 2023, with a focus on inclusion of youth with disabilities in youth employment



programs in the sectors of agriculture, digital skilling and ICT. This program will support the expansion of the network of Disability Inclusion Advisors and Facilitators, as well as broadening interventions around entrepreneurship of youth with disabilities. A major implementation partner is the National Union of Disabled Persons of Uganda (NUDIPU).

We will meet again!

The Make 12.4% Work Initiative could never have happened without the tireless efforts of young women and men with disabilities, Disability Inclusion Facilitators, Advisors and our partners. Notably, the National Union of Persons with Disabilities Uganda (NUDIPU), Reach A Hand Uganda (RAHU), the Ministry of Gender, Labour and Social Development and all the 151 Make 12.4% Work Ambassadors!

I feel especially proud of the power of the shared passion and commitment toward disability inclusion and I strongly believe that

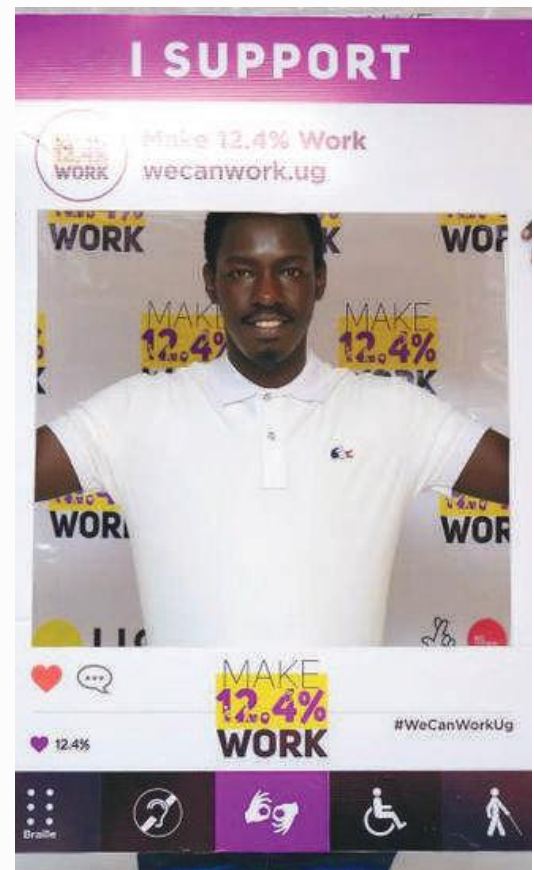
only together, we can make those changes needed for a more inclusive society. The Make 12.4% Work Initiative contributed to a change in mindset on the value of disability inclusion, and these changes are there to last. At the same time, we recognize that we need to continue to nurture processes of innovation and co-creation to be able to consolidate and build on what works, and to address challenges that persons with disabilities in Uganda face in their livelihood development.

The We Can Work program will start in 2023 with a year of co-creation so we can continue the Make 12.4% Work spirit of participative learning and co-design. You are all invited to be part of this exciting process ahead!

Anneke Maarse
Thematic Director, Economic Empowerment
Light for the World

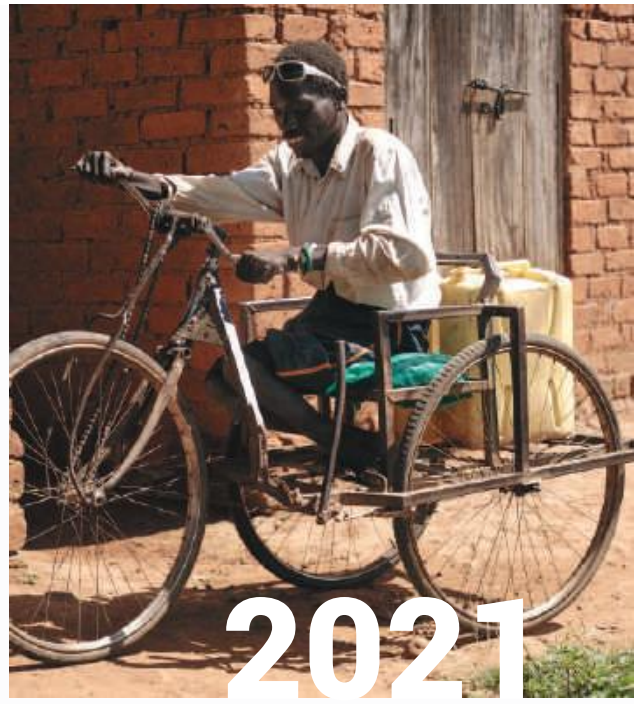


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Rachel Kyogira Kaleebu
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