

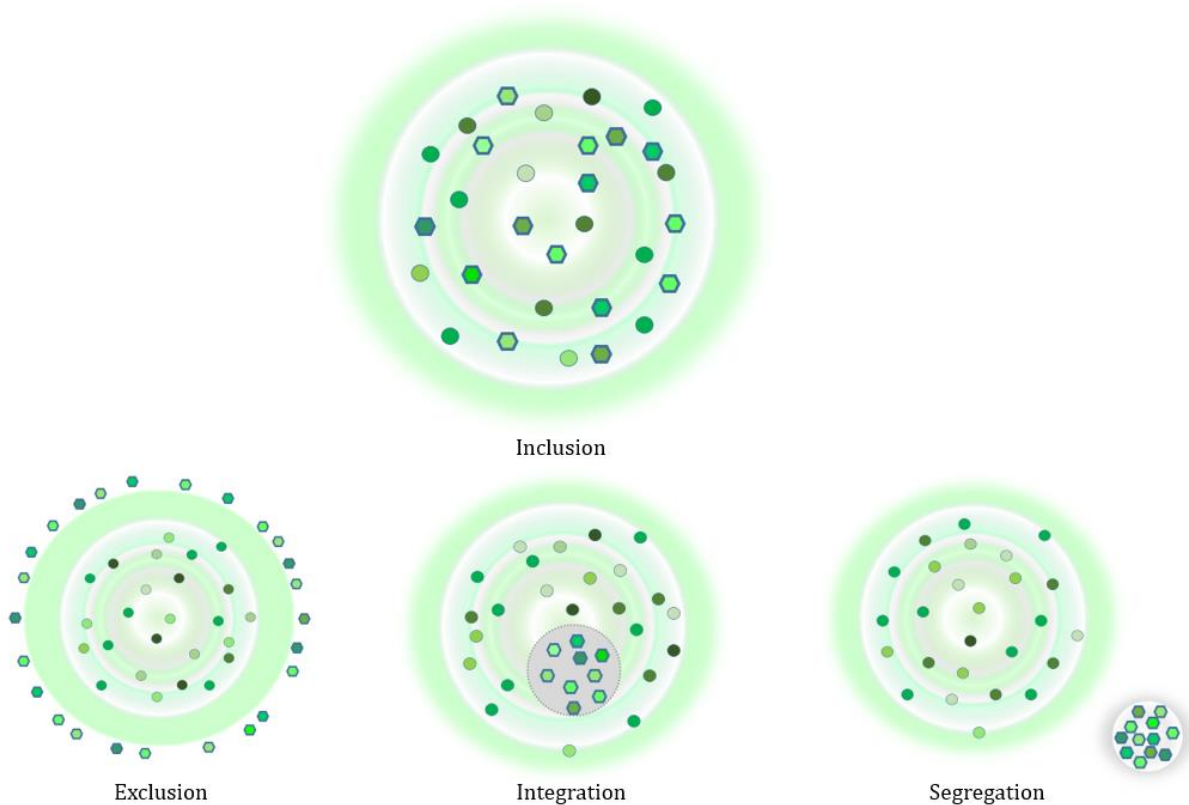
Towards inclusive workplaces

Requirements for the inclusion of people with disabilities in small and medium sized organizations in the Global South.

Master thesis by Maria Fritz

Article 23. Universal Declaration of Human Rights of 1948

(1) Everyone has the right to work, to free choice of employment, to just and favourable conditions of work and to protection against unemployment.



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“Part of the psychological origins of hostility to disabled people may lie in the tendency of non-disabled people to deny their vulnerability and frailty and mortality.”

(Shakespeare, Watson, 2001)

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Summary of the research

People with disabilities (pwws) often encounter barriers, physical and social ones, that restrict them from participation in employment. This is especially strongly perceived in the Global South; as many countries struggle with economic development. Minority groups, like people with disabilities, are then often neglected. In this research, the requirements for workplace inclusion in small-and medium sized organizations (SMOs) in low-and middle income countries (LMICs) were explored via an extensive literature review and interviews with employees with disabilities and employers. In addition, global governance guidelines for pwws inclusion were analyzed and the potential for a private sector guideline on workplace inclusion in LMICs was investigated. The results indicate that social accessibility is the most essential for generating workplace inclusion in LMICs. Next to it physical and structural accessibility, skill development and income generation are vital parts of inclusion within the organization. Governments are responsible for providing social protection and subsidies for fostering reasonable adjustments for pwws in SMOs. However, in the Global South they often do not fulfill their role. A platform of SMOs on workplace inclusion requirements could foster dialogue between inclusive businesses and accelerate their progress. Eventually a Code of Conduct could be introduced, with auditing and standard giving scheme. This thesis contributes to the body of literature on pwws inclusion in the Global South, on the potential of SMOs for sustainable development and on the discussion of inclusive business and private sector standard development for pwws workplace empowerment in LMICs.

Keywords

Inclusive Business

Reasonable adjustments

Decent work

Small- medium sized enterprises

Table of contents

Table of contents	4
Abbreviations	6
Figures and Tables	7
1. Introduction	8
2. Theoretical framework	12
2.1 Disability & Employment	12
2.3 Inclusion	15
2.3.1 Inclusive Business	19
2.4. Guidelines in global governance	21
2.4.1 Decent Work	21
2.4.2 Reasonable adjustments	22
2.5 Conceptual framework	22
3. Research design	24
3.1 Research objective and research questions	24
3.2 Annotation & Danki Inc.	24
3.3 Scope	25
3.4 Data collection	25
3.4.1 Interviews	26
3.4.2 Operationalization	28
3.4.3 Literature review	29
3.5 Data processing	29
3.6 Limitations and risks	31
3.8 Ethical issues	31
4. Results: Requirements for workplace inclusion	33
4.1 Individual	33
4.2 Organizational Inclusion	36
4.2.1 Reasonable adjustments	37
4.2.2 Social accessibility	39
4.2.4 Discursive power	41
4.2.3 Skill Development	41
4.2.5 Income generation	42
4.3 Socio-political	42
4.3.1 Social protection	47
4.4 Labor guidelines in global governance	50
4.5 Ecosystem of workplace inclusion according to results	53

5. Discussion	54
5.1 Requirements for workplace inclusion in SMOs in LMICs	54
5.2 Potential of labor guidelines in global governance	58
6. Conclusion	59
6.1 Recommendations for future research	60
6.2 Recommendations for Danki Inc.	61
References	62
Appendix A: Profiles of interviewees and key informants	68
Appendix B: Interview guides	69
Appendix C: Codebook	73

Abbreviations

a.o. = among others

BoP = Bottom of the Pyramid

CBR = Community Based Rehabilitation

CBID = Community Based Inclusive Development

CRPD = Convention on the Rights of People with a Disability

DPOs = Disabled People's Organizations

HI = Humanity & Inclusion organization (new name of Handicap International)

ILO = International Labor Organization

LMICs = Low-middle income countries

ME = Mainstream Employment

Pwd(s) = Person(s)/people with disability/ies

SDGs = Sustainable Development Goals (UN program)

SMO = Small and Medium Sized Organization

SE = Supported Employment

WHO = World Health Organization

Figures and Tables

Figure 1: Countries that have signed/ratified the CRPD	9
Figure 2: The relation of disability to LMICs	9
Figure 3: The interactions that lead to disability and exclusion or inclusion	12
Figure 4: Aspects of an inclusive livelihood	16
Figure 5: Ecosystem of social and economic inclusion.	18
Figure 6: Stakeholders of labor inclusion	19
Figure 7: Conceptual framework	23
Figure 8: World map.	27
Figure 8: The amount of people receiving disability benefits	49
Figure 10: Overview of results on workplace inclusion	53
Table 1: Percentage of people with moderate and severe disability	13
Table 2: Factors and indicators of achieving a sustainable livelihood	17
Table 3: Overview of interviewed organizations	30
Table 4: Profile of interviewed organizations	31

1. Introduction

About 1 billion of today's 7.53 billion global inhabitants live with a mental or physical disability (World Bank, 2019a). This is about 15% of the world's populations and therefore the biggest minority group in the world. In addition, these numbers are increasing due to an overall increase in life expectancy and chronic diseases, but also due to violent conflicts, forced migration, and natural catastrophes, which are, besides birth defects, all common causes of disability (Mannan & MacLachlan, 2013; WHO, 2010a; WHO & World Bank, 2011). In most countries in the world people with disabilities (pwds) are far away from being included, they are usually not accepted for voting nor are they equally represented in policy making or have equal access to education and decent work (Inclusion International, 2019; WHO, 2015). The prevalence of disability has been linked to a higher risk of poverty and unemployment in comparison to non-disabled people, which becomes especially apparent in Global South regions (Mizunoya & Mitra, 2013; Toledo, 2014; WHO & World Bank, 2011).

The Universal Declaration of Human Rights from 1948 clearly states that all human beings have the right to fair employment (see article 23, front page) and a life in dignity (UN, 1948). For the 15% of the world's population that lives with disabilities this is even harder due to social and economic, or physical obstacles. So far, development support of global agencies is still mainly focused on general improvements of livelihood conditions for all people, while the field of Disability studies often focuses on Western perspectives (Barnes & Sheldon, 2010; Grech, 2015; Toledo, 2014; WHO, 2010b). After substantial critique from researchers and Disabled People's Organizations (DPO's) on the lack of disability inclusion in the Millennium Development Goals the Sustainable Development Goals (SDGs) implemented in 2016 are then also the first general UN declaration to demand the inclusion of people with disabilities specifically (Toledo, 2014). Target 8.5 of Goal 8 *Decent Work and Economic Growth* foresees:

"By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value."
(UN, 2019).

Exclusion is often explained by institutional and social barriers concerning accessibility and capability for the inclusion of pwds in workplaces. Nevertheless, since the introduction of the United Nations Convention on the Right of People with a Disability (CRPD) in 2008 and increasing pressure from DPOs worldwide the topic has gained momentum in the international community. Besides, the UN SDGs, the ILO, World Bank, WHO and OECD all address the aspects of disability on development and inclusion. The CRPD demands that people with disabilities are included in the political, economic and social spheres of each nation. Governments are pointed out as crucial change agents, however, regarding disability inclusion the progress is slow and effectiveness is restricted due to the lack of support and resources.

The CRPD was a major step forward for pwds worldwide within 10 years 177 countries ratified the CRPD by now, but the implementation has not followed suit, the same applies for the ILO guidelines and recommendations on people with disabilities inclusion in the workplaces. A majority of nations in Middle and South America have ratified the CRPD and its Protocol (see Figure 1: Countries that have signed/ratified the CRPD and/or signed the Protocol. (UN Enable, 2017) orange colored), which clearly requests the non-discrimination of pwds in the labor market. In Africa, the majority of countries has also ratified both

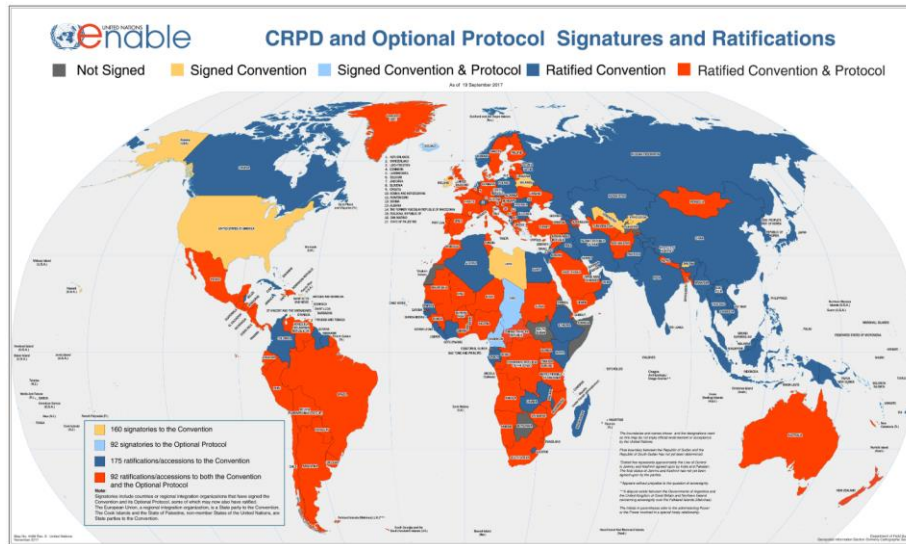


Figure 1: Countries that have signed/ratified the CRPD and/or signed the Protocol. (UN Enable, 2017)

documents, while in Asia most ratified the convention (dark blue), but not yet the Protocol. Inclusion through economic empowerment remains especially urgent in the Global South. The World Bank reports in 2018 that around 80% of pwds live in low-middle income countries (LMICs) and worldwide a 50-75% lower employment rate of people with disabilities than non-disabled is reported (see Figure 2: The relation of disability to LMICs, employment rate, school attendance rate and CRPD ratification. (World Bank figure

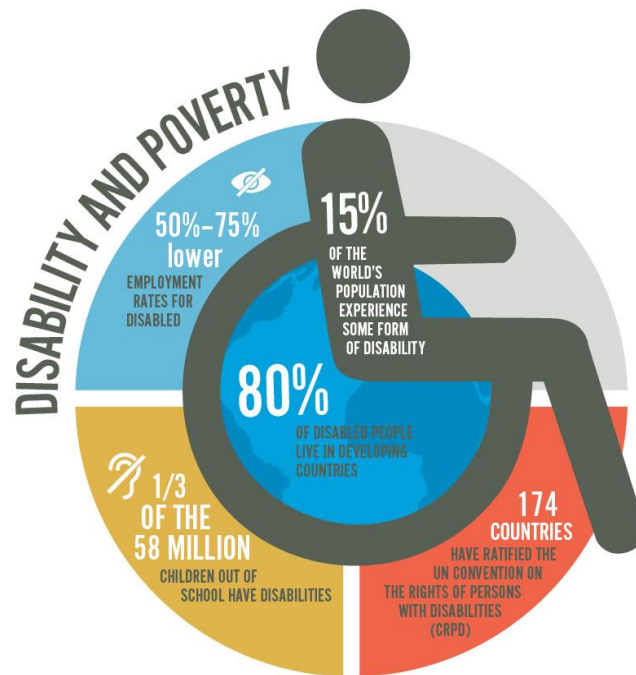


Figure 2: The relation of disability to LMICs, employment rate, school attendance rate and CRPD ratification. (World Bank figure found in Sullivan, 2017)

found in Sullivan, 2017) (WHO, 2010b). While the topic has gained momentum and is being addressed, monitoring the effects of these inclusion pursuits remains difficult. Especially since development projects are focusing on mainstream targets and as inclusion shows its impact more in social than economic indicators. The knowledge gap lies within the lack of research targeted at people with disabilities inclusion through wage employment in the Global South. The critique is that the discourse on pwd rights often doesn't

fully reflect and incorporate struggles of people with disabilities in the Global South, who encounter different social and economic obstacles than pwds from the Global North (Meekosha & Soldatic, 2011; Toledo, 2014).

In addition, to addressing the social urgency and moral obligation of inclusion, the cost effectiveness of inclusion is more and more emphasized. It is argued that a thriving diversity and inclusion in the workplace improves competitive advantage and enables pwds as consumers (International Labor Organization, 2016; World Bank., 2013). The ILO promotes this point to the private sector by arguing that “[R]easonable accommodations allow workers [with a disability] and their employers to take advantage of their full professional potential and thereby contribute to business success.” (ILO, 2016, p. 7). The potential of workplace adjustments or reasonable accommodations, which are physical, structural or attitudinal adaptations for pwds in the workplace is diverse, but employers often fear the costs and troubles of inclusion, as they are led by prejudicial perspectives (Lengnick-Hall, Gaunt, & Kulkarni, 2008).

There is a lack of information available on how to practically include people with disabilities in workplaces and how to measure the inclusion of pwds in organizations, especially in the Global South. Both will be addressed by the results of this thesis. The objective of this research is to explore the requirements for workplace inclusion that are suitable for small-medium sized organizations (SMOs) in LMICs in the Global South. The focus lies on SMOs, because they are not addressed by global governance guidelines on pwd workplace inclusion, although they are often the backbone of the local informal and formal economy, and thereby often more accessible to pwds (Hahn, 2012). In addition, this research will look at the potential of a private sector driven labor guideline as a means to monitor progress towards workplace inclusion. Guidelines for intra-organizational and supply chain processes can have an empowering effect on the producer level, improve the relation to mission-driven buyers and thereby also increase profits and sustainability of the organization (Alvarez & von Hagen, 2012; Likoko & Kini, 2017). The results of this research could provide the foundation for a labor guideline for disability-inclusive workplaces in small-medium sized organizations (SMOs) in the Global South. The main research question is:

What are requirements that ensure the inclusion of people with a disability in small and medium sized organizations in the Global South?

The definition of disability used in this research is derived from the UN Convention on the Rights of People with a Disability (CRPD), it considers disability as a long-term physical, sensory, intellectual or mental impairment that in interaction with the social environment hinders a person to equally participate in society (CRPD, 2008). It is essential to acknowledge that disability is a versatile term, since the origin, visibility and severity of an impairment can differ immensely and therefore also the type of adjustment needed. Therefore, it is important that pwds are recognized as a heterogeneous group, whose inclusion in workplaces requires a flexible solution depending on the individual and the local context (Shakespeare, 2017). This research focuses on the inclusion of people with disabilities with a degree of impairment that allows them to fill positions in mainstream employment in the free market economy, hence not people with severe impairments, that require them to have constant help and support in the workplace (Shakespeare, 2017).

The methods that will be used are an extensive literature review and qualitative interviews with SMOs in LMICs that employ pwds about their labour conditions, their experiences, troubles and hopes. The main stakeholders in this quest are the employers of pwds in organizations in the Global South and the employed pwds themselves. In addition, employers and employees with disabilities from the Global North will be also interviewed, in order to compare the state of inclusion, analyze what organizations could learn from each other and also assess the influence of socio-political conditions on workplace inclusion. The outcomes of this research will contribute to the body of literature on premises for social and economic inclusion of pwds in workplaces in resource scarce settings. Furthermore, they provide a foundation for further research into the potential of private sector disability inclusive labor standards. With resource scare the reduced access

to government funding is meant, but also limited access to education and other resources that are often less available in LMICs in the Global South than in the high-middle income economies, of which many are situated in the Global North. This research will thereby link disability science with development and labor studies.

In conclusion, this work presents the results of a first exploratory research into the requirements of workplace inclusion on SMO level in the Global South. Further research will have to be conducted to prescribe requirements and their correlation to local contexts and types of disability in more detail. In addition, within the Annotation to Sustainable Entrepreneurship & Innovation, this thesis has a practical outcome, as it is contributing towards inclusive workplaces by handing the results to Danki Inc. a Dutch social start-up, working to empower pwds by selling simple consumer products, like socks, that are bought from inclusive SMOs in the Global South. Danki Inc. can use the results to validate its business activities and as a Code of Conduct of inclusive workplace requirements in collaboration with their suppliers. It appears that so far there is no common social standard targeted at assessing the social inclusivity of local SMOs in the Global South. This thesis can foster the development of such a social standard that can be used by Danki Inc. or other organizations.

In the following, the concepts of disability, inclusion and labor guidelines will be outlined and connected to the research topic in the theoretical framework. In chapter 3, the methods, limitations and ethical issues are described. In chapter 4 all results are presented, followed by the discussion where results and theoretical framework are compared and related to the research questions. the conclusion of this research and recommendations can be found in chapter 6.

2. Theoretical framework

The following concepts are chosen as the main theoretical contributions to this research. All of them represent multidisciplinary approaches and thereby account for the complexity of this sustainability issue. Therefore, at first an introduction to the concepts of disability, and the role and problem with pwd employment is elaborated. Subsequently a section on Inclusion, with a subchapter on Inclusive Business gives insights into the literature on this topic and how it can be related to pwds and workplace settings. In section 2.3. a short overview of existing international and private-sector labor guidelines and the relevance of private standards is presented. In the last section of this chapter the theories will be concluded by the conceptual framework.

2.1 Disability & Employment

Disability occurs when a person with a long-term visible or invisible impairment is confronted with personal and environmental factors that hinder that person's equal participation in society (CRPD, 2008). Impairments can be visible, usually those that are of physical or sensory nature, because they affect their motoric skills or eyesight and hearing or not. Others might have learning difficulties, mental or chronic conditions. It is considered a disability if it affects to such an extent that the person is differently abled in their daily activities than people without these impairments.

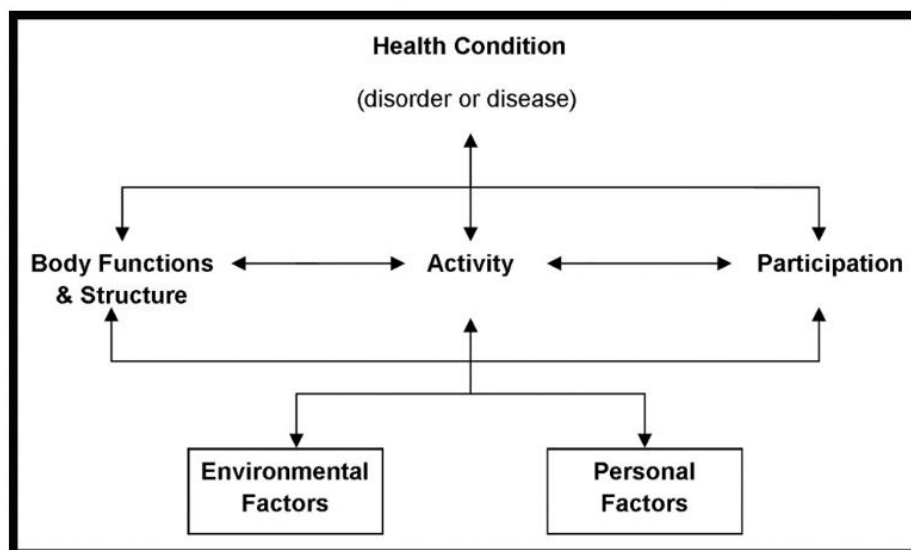


Figure 3: The interactions that lead to disability and exclusion or inclusion (WHO, 2013, p.5)

However, it is up to the person itself to decide whether they define themselves as disabled or not (Shakespeare, 2017). Pwds are an equally non homogenous group as non-disabled people, therefore one's needs, can be different from another, also if it is two people with the same type of disabilities. The type and degree of disability, the reason for being impaired and the degree to which this influences a person's life differs immensely and it cannot be generalized (McClain-Nhlapo et al., 2018). The same applies for the way pwds can be included in the workplace:

"We could argue strongly that disabled people can work, that employment barriers should be removed, and that disabled people can make a contribution in most sectors of the economy, whether or not they have a physical or mental impairment. Yet people with severe learning difficulties [...] will be unable to do a job, and people with severe forms of mental illness will also find it difficult to do regular work. [...] Think of having a sight or hearing impairment in a country where you could not get glasses or a hearing aid, or batteries for a hearing aid. You would find it very hard to learn at school, and you would be disadvantaged in the job market."
(Shakespeare, 2017, p.6, 7)

Poverty and inaccessibility of wage employment are prevalent for all types of disabilities. Although, different disabilities might require different conditions for workplace inclusion. Among already vulnerable groups, like women and older people in low income economies access to assistive technology, like a hearing aid or a wheelchair, is more restricted (McClain-Nhlapo et al., 2018; WHO, 2010a). In LMICs the amount of pwds that need assistive technologies or devices is still very big, because only 5-15% of them have to opportunity to either purchase them or require them from NGOs (WHO, 2017).

In high income countries about 12.4 % of the population (population in total is 1.21 billion) is registered with a moderate or severe disability, whereas in low-middle income countries (LMICs), which are inhabited by the large majority of people (6.38 billion people), the rate of pwds is always higher. In the regions with the highest populations in the world, Africa, South-East Asia (SEA) and Eastern Mediterranean (EM), the percentage of females that are disabled is higher than men (see Table 1 below) (WHO & World Bank, 2011; World Bank, 2019b).

Sex	World	High income countries	Low-income and middle-income countries					
			African	Americas	South-East Asia	European	Eastern Mediterranean	Western Pacific
Males	14.2	12.3	16.4	14.3	14.8	14.9	13.7	14.0
Females	15.7	12.6	21.6	14.9	18.0	13.7	17.3	13.3
All people	14.9	12.4	19.1	14.6	16.3	14.3	15.5	13.7

Table 1: Percentage of people with moderate and severe disability in the working age between 15-59 years from total population, also divided by gender and presented by high income countries and LMICs. (WHO & World Bank, 2011, p.30)

Mizunoya and Mitra report “that, approximately, the employment rates of persons with disabilities are lower than those of persons without disabilities by 11–53 percentage points” in 12 out of 15 LMICs (2013, p.37). These rates are even lower for people with multiple disabilities, but 14 out of 15 nations also had a higher rate of self-employed pwds in comparison to non-disabled (Mizunoya & Mitra, 2013). The unemployment rates of pwds are particularly low in low-to-middle income countries and not in low income countries, suggesting that barriers might increase with economic development, but the reasons would have to be studied first (Mizunoya & Mitra, 2013). Nevertheless, unemployment rates of pwds in middle-high income countries are often higher than in low income countries, this can be attributed to a lack of statistical reporting, a majority of pwds working in the informal sector and / or that barriers to employment increase with the formalization of the economy, as a result of economic development (ILO, 2008; Mizunoya & Mitra, 2013).

In general, the statistics on the employment coverage of people with disabilities is also rather scarce, which complicates the assessment of problems and sources for improvement. On the one hand this originates in a lack of statistical reporting in many countries in general, many of those in the Global South. In addition, statistics about people with disabilities are often neglected due to different understandings of types of disabilities (Inclusion International, 2006). In academic literature, many studies of interventions and conditions of labour market inclusion also prove not statistically significant, due to a lack of quality (Banks et al., 2017; Lemmi et al., 2015; Tripney et al., 2015)(Banks et al., 2017; Lemmi et al., 2015; Tripney et al., 2015). On the other hand, the majority of people with disabilities is working self-employed and/or in the informal sector, hence data is non-existent (S. Mitra & Sambamoorthi, 2006).

The financial loss that occurs through the exclusion of pwds from the labor market for the government, but also for business, excluding pwds as customers if they do not have an income, is often not accounted for. Pwds remain excluded from their basic human rights to work, but therefore, are also hindered to participate in contributing to society via taxes and consumption (Barnes & Sheldon, 2010; Shakespeare, 2017). Only about 20 % of pwds are reported as employed in LMICs, which is half the employment rate of pwds from high income countries (Mitra, Posarac, & Vick, 2013; OECD, 2010). Meaning, only these 20% are

contributing to the national budget that is used for welfare and other social causes. Where state support exists, the costs of welfare, in form of disability benefits, is proven to be significantly higher than the money spent on rehabilitation and job coaching to help them find employment (OECD, 2010). However, at this point the obstacles to long-term formal employment outweigh the opportunities and therefore poverty sustains for a majority of pwds (Tripney et al., 2019). Especially in low and low-middle income economies pwds are often dependent on their families to provide income and care, since they cannot access employment due to discrimination and a lack of state support (WHO & World Bank, 2011). This dependence puts pressure on the family's income and hinders their alleviation from poverty, too. Poverty is the term used to define the lack of income or capabilities to provide for one's own life in dignity. Commonly, poverty affects food security and other basics needs, it "erodes or nullifies economic and social rights such as the right to health, adequate housing, food and safe water, and the right to education. The same is true of civil and political rights, such as the right to a fair trial, political participation and security of the person." (OHCHR, 2010). Poverty is also mutually linked to disability, as poverty can both be the result or cause of disability.

Although, there is an increasing move to labor inclusion of people with disabilities in Western European countries, also urged by tighter legislations, like the 'participatiewet' in the Netherlands, many countries lack a business sector that is interested in pursuing the inclusion of people with disabilities. On the one hand, many organizations argue with irrational prejudices against the employment of pwds, despite the fact that these have been repudiated by countless studies (Lengnick-Hall et al., 2008). They fear that pwds will be less qualified, productive and proactive, and also more often sick. Furthermore, they are afraid of costs for higher health care needs or adaptations they need to make or also the extra protection against dismissal pwds enjoy in some countries, like Germany (Lengnick-Hall et al., 2008; OECD, 2003). On the other hand, the general unemployment rate is quite high in a lot of countries, therefore, the inclusion of pwds is not a priority as long as there is enough demand from 'healthy' workers (Grech, 2009).

As a response to the different demands of employers and pwds three different options for wage employment of pwds have developed, adjusted to the level and type of disabilities. In *Mainstream employment*, people with disabilities are employed in the open market in the formal or informal economy. It can be public, non-profit or commercial organizations that operate on a multinational or local level. This type of employment does not differ from an employment of a non-disabled person, therefore, an employee with a disability should receive the same salary and benefits as others (WHO, 2010a). The second option is *Supported employment*, in this form a people with disabilities receives continuous guidance and help, while the people with disabilities can be still employed in a mainstream organization (WHO, 2010a). The support can be given individually by supporting a people with disabilities to fulfill their job tasks and also train the people with disabilities in working more efficiently and independently. Or people with disabilities work together in a team with other people with disabilities, in a commercial company or community service, while they are being accompanied and supported to succeed in their work (WHO, 2010a). Some people with disabilities are, however, not able to perform in conventional companies for them the third option of *Sheltered employment*, offers the opportunity to still work by contributing in a workshop where only people with disabilities work. They receive constant support and supervision, but this also means that they are paid less (WHO, 2010a).

Shakespeare (2017) describes the last concept as a form of segregation, once a response to the increased amount of pwds after the Second World War, it is nowadays in times of austerity more and more abandoned due to the high subsidies it requires. As an alternative governments encourage *Supported employment*, although as pointed out above, this form might not be suitable for all types of disabilities. In the cases it does, the author presses the point that often the solutions are targeted at pwds, and not at employers. Vocational training is only beneficial if in the end there is workplace to fill and support should potentially be rather directed to enabling workplace inclusion, like subsidies for assistive technology or other reasonable adjustments.

As this subchapter exhibits, the employment of pwds remains a complex issue on the path to fulfilling SDG goal 8. Besides, global efforts the unemployment rates remain high and the business sector reluctant. Therefore, the following subchapter will look describe the concept of inclusion of pwds in the labor market.

2.3 Inclusion

Inclusion is the result of eradication of any kind of exclusion in all spheres of a society. It is not necessarily targeted at people with disabilities alone or any vulnerable group per se, but rather it demands equal access for everyone. The term has originally often been used in the context of education. It describes the inclusion of children with learning difficulties, like children with disabilities, in schools with non-disabled children, instead of keeping them in separate institutions. Ultimately the separation due to different needs has been found to reinforce the stigmatization and exclusion of people with disabilities in school, but also in later life (Hassanein, 2015).

From there on the concept of inclusion was broadened to the social and economic implications it is standing for today (Hassanein, 2015). Alongside this progress, the move to a more neoliberalist economy, caused policies in Europe to change from costly welfare to a system that requires people with disabilities to be proactive themselves in securing their daily life (Baart & Maier, 2012). It is argued that support payments alone often rather foster the isolation of people with disabilities since people with disabilities receive the money without having to contribute or being included in social activities, like work. Governments in the Global North, therefore shift to a support network that might still offer financial relief, but also encourages people with disabilities to pursue training and employment (Baart & Maier, 2012). As pointed out in section 2.1. the costs of rehabilitation are lower than welfare payments. Besides the ethical obligation, this is an incentive to move beyond integration, which is only the acceptance of pwds as a group in society, to inclusion, meaning pwds within the society, with the same access as others. However, the debate continuous on the degree of responsibility that governments have towards pwds, often within a larger debate on neoliberalism, globalization and welfare (Grech, 2009; Shakespeare, 2017).

Despite being a measure of poverty reduction and the fight against inequality, inclusion is also presented as part of “A sustainable path of development [...] that manages the resources of the planet for future generations, ensures *social inclusion*, and adopts fiscally responsible policies that limit future debt burden.” (World Bank., 2013, p. 251). The World Bank concludes that attitudes are a major influence on policy making and implementation, but also in the society and private sector at large. Thereby stereotypical behavior based on misperceptions and prejudices can hinder or accelerate societal and economic progress. Social inclusion is in their view intrinsically linked to economic inclusion as it is an interplay of markets, services and spaces that are fed by, but also generate ability and dignity, while creating opportunities for all. Shakespeare (2017) confirms that attitudes are a very important influence, this goes from the behavior of public servants and other members of public institutions to the work culture and degree of respect and acceptance a pwd encounters on the work floor (Shakespeare, 2017). Stigmatization and underestimation of pwds hinder the display of their potential, but also hurt the motivation and ambition of a pwd. Consequently, a multi-actor approach is required in order to erase exclusion of any kind, since feelings of social exclusion are not reserved to vulnerable groups, like pwds, but can burden anyone.

Community Based Rehabilitation (CBR) is the WHO's strategy for the inclusion of pwds, by working together with all local stakeholders, especially in resource restricted areas. Rehabilitation stands for the (re-)inclusion of people with disabilities into society by means of training, support, accessibility to lead an independent life. It entails access to health, education, employment, social protection and social aspects, like relation-friendships, access to culture and arts, leisure and sport's activities, plus the possibility to participate in political decisions and make use of the justice system. The five dimensions of CBR represent

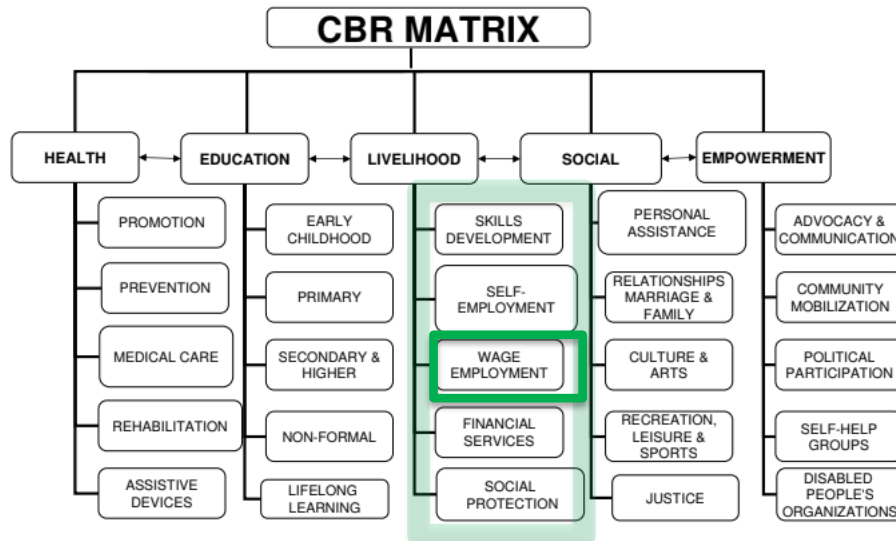


Figure 4: Aspects of an inclusive livelihood (WHO, 2010a)

these aspects and lean onto the livelihood and capability approach in the aim to create resilient, sustainable development (Saha, Singha, & Xaxa, 2017). The sustainable livelihood approach CBR is a tool to accomplish Community Based Inclusive Development (CBID) for pwds. The CRPD addresses the right to work for the first time especially for pwds, however “While the Convention [CRPD] provides the philosophy and policy, CBR is a practical strategy for implementation” (WHO, 2010a, p.26). The CRPD addresses these rights for the first time in the name of pwds, whereas before they might have been thought included, but the rights were not adapted to the specific support that pwds might require.

Although, the CBR program is a development intervention tool targeted mainly at NGOs that operate in rural areas, the strategy offers useful insights into achieving sustainable livelihood inclusion of pwds, also through employment. A sustainable livelihood is understood to be based on human, financial, natural, social and physical capital, whereas for the topic of employment inclusion human, financial and social capital are the most relevant, as they signify access to education and skill level (human), income (financial) and networks (social) (Saha et al., 2017; Zoomers & Otsuki, 2017). Case studies on CBR interventions in LMCIs proved that, although financial independence was often not reached, an integration in workplaces improved the pwd's self-esteem and social integration (Hartley, Finkenflugel, Kuipers, & Thomas, 2009; Velema, Ebenso, & Fuzikawa, 2008). In the least cases, inclusion was achieved through wage employment, however, because barriers are yet too high for business owners to be willing to invest in pwd and for pwd to have the skills and also the access necessary. Vocational traineeships or self-employment were more common forms of livelihood contribution. Studies on interventions point out the successes achieved through awareness raising among small local business owners that would subsequently welcome pwd in their workforce (Velema et al., 2008).

Both self-employment and wage employment are suggested as viable options for income generation. Becoming an entrepreneur themselves is indeed often the only option for people with disabilities, since they might lack education or accessibility to a formal employment. Humanity & Inclusion International (HI,

former Handicap International) and other organizations also promote this as the best option for people with disabilities, due to socio-political, community, organizational, interpersonal or individual challenges (Handicap International, 2011). However, *self-employment* often occurs in the informal economy, and the entrepreneurs do not have the financial power to access seed capital save, nor can they afford social protection for times of emergencies (ILO, 2008; Shakespeare, 2017). Therefore, self-employment is often a less sustainable source of work than wage employment, but it is the aim of many CBR and other interventions as it caters the local resources better (Tripney et al., 2015; WHO, 2010b).

The CBR program’s aim for wage employment is that the life of people with disabilities improves through a regular occupation and income, since within it they participate in their community and in the economy: “Work is the means by which an individual can escape poverty and secure the necessities of life.” (WHO, 2010a, p.1). In addition, the framework also introduces skill development, social protection and access to financial services as aspects of livelihood. Self-employment is proposed as an alternative or addition to wage employment. Although, the CBR foresees a third actor, like an NGO, to create access to these factors, they can be adapted to an employer’s responsibility. Access to *financial services* is facilitated through a regular salary, as it relieves one’s access to banks and suitability for a loan or an insurance, plus it enables to save money (WHO, 2010b). *Wage employment* can also secure social protection, a safety net in cases of emergency and life changes. *Social protection* would be in form of social security payments that the employer pays on behalf of its employees. In addition, the employee can invest themselves in additional security, which they would not be able to do without a regular income. Another aspect, that is often emphasized in combination with long-term success for business is continuous learning. *Skills development* requires the option to further one’s knowledge on the job, this can benefit the employer and ensures motivation in the employee.

Goal		Indicators		Indicators	Indicators
Self-employment		Support with start-up business plan		Seed capital	Ensure access to social protection
Decent Work	Formal employment	Access to job market:	Advocate with employers	Paid employment	Access to reasonable accommodation
			Job coaching		
	Skills development	Training opportunities before and in the job			
	Social protection	Access to national social insurance schemes, health insurance and pension schemes		PWDs access formal and informal social protection measures they need	Networking with national welfare schemes to facilitate access and raise awareness
Financial services		Women and men have control over the money they earn and have opportunity to save money		Access to financial services such as grants and loans, local saving schemes	Follow-up access to loans, etc.

Table 2: Factors and indicators of achieving a sustainable livelihood based on CBR. (Adapted from CRPD, 2008; IDDC, 2012; Kuper, Saran, Banks, & White, 2019; WHO, 2010b)

Furthermore, paid work is expected to boost the self-confidence of people with disabilities and thereby also the respect they encounter from their family. In order to make the employment sustainable for the people with disabilities and the employer, the employer should provide accessibility and workplace inclusion. (WHO, 2010b). This also entails that fellow workers and managers display a raised awareness for the needs, but also the capabilities of their co-workers with disabilities (WHO, 2010b). Further recommendations are to raise awareness about the potential of people with disabilities as employees and initiate collaborations and network buildings with all stakeholders of the labor market - employers, employers’ organizations, people with disabilities and DPOs, government agencies, NGOs, employees and employee associations,

family and community of people with disabilities. Followed by supporting people with disabilities in their job search through job coaching.

At first, being socially included requires the ability and structure to interact with other people. Knowledge and communication with others on a regular basis enables the **individual** and foster self-esteem and a sense of belonging. However, it depends on the level of functioning of a person, there can be physical, sensory, intellectual or mental impairments that change the way an individual can participate in daily activities, but also in education, training and job. The degree of disability and the perception it receives also the level of stigmatization a person receives and influences this person's character. In addition, also the level of motivation, determination and perseverance are personal characteristics. Those attributes contribute to the employment a pwd is able to access.

However, in order to retain the employment organizational inclusion is of foremost importance. One of them are interpersonal relationships that provide a continuous channel for talking about problems, needs and wishes. Ideally the relationships go beyond their own family members, but also include other people, since this is facilitating a broader and more stable, social network. In order to reach community participation, the **organizational** settings have to be favorable, the individual is dependent on the level of inclusion that is lived in the settings around them. The attitude of the people around the person are expressed through the degree of openness and motivation they offer towards accommodating disabilities. This is also dependent on the people with disabilities or their families' socio-economic standing, since investments into adjustments could be helpful to pursue community participation. Therein, everything is dependent on the **socio-political** ecosystem, which can be enabling or hindering depending on laws, legislation and market dynamics. The external, public level within the socio-political sphere determines the ability to be mobile and also the accessibility of other places, but also the accessibility that societal norms allow. A tool for inclusion that comes from the socio-political system is social protection, for example health insurance and occupational insurance, but also disability benefits.

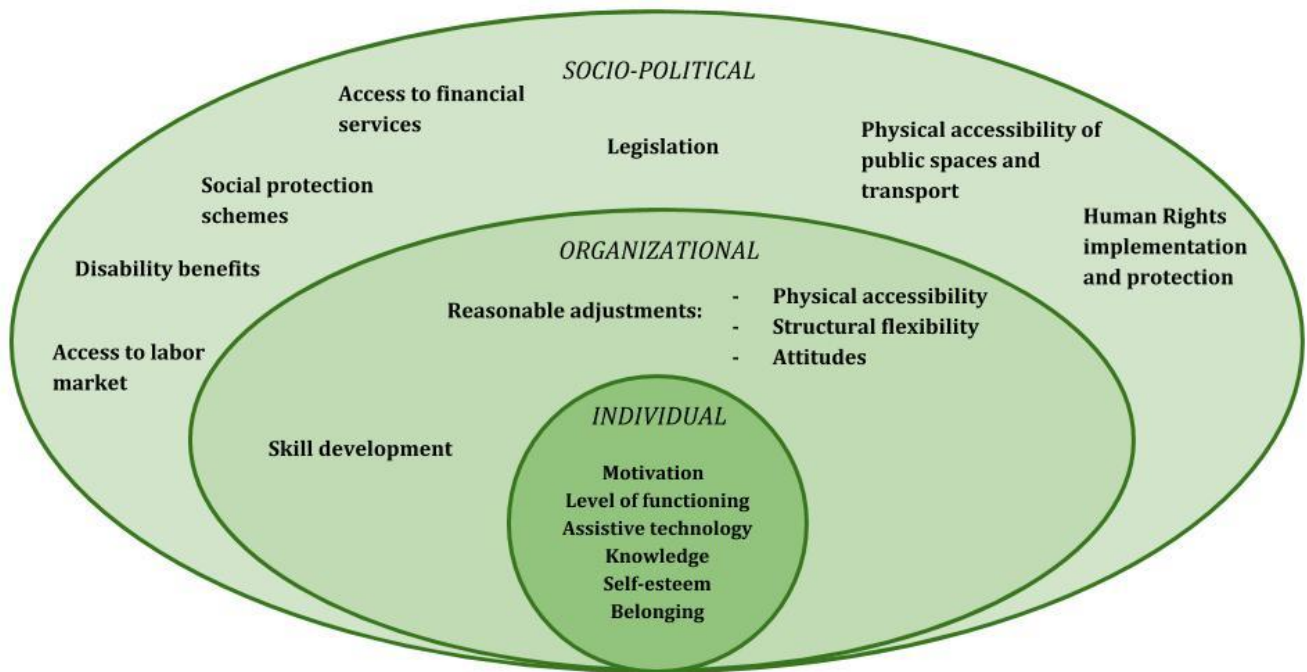


Figure 5: Ecosystem of social and economic inclusion. (Adapted from Simplican, Leader, Kosciulek, & Leahy, 2015; WHO, 2010b; World Bank, 2013).

It should create and secure a minimum living standard, that satisfies basic needs and keeps people from a life in poverty (World Bank, 2013). Increasingly the protections are expanded to supporting people towards long-term stable livelihoods by going beyond non-contributory social assistance, for example in the form of food or cash and insurances (Banks et al., 2017). Benefits specifically for people with disabilities are usually payments to balance out their lower or lack of income due to their impairment (Rasmussen, 2004). The payments can facilitate the purchase of assistive technology, like hearing aids or wheelchairs, and therefore depend on the type of disability, the age of the recipient. In a lot of countries there is no or little resources available for disability benefits or for social protection in general.

Other barriers to inclusion are the accessibility of the public environment, for example institutional buildings or public transport, this are also necessary for access and obtainment of formal employment. In contrast to the majority of sources like the World Bank and WHO but also academics, that focus on changes and opportunities within the current system, a group of scholars demand a deeper systemic evolution away from performance driven economies, to conquer inclusion for pwds within a sustainable world order (Barnes & Sheldon, 2011; Grech, 2015). Apart from the responsibility of governments in inclusion and the individual's capabilities, it is therefore the business sector and organizational culture that contributes to inclusion.

The most important stakeholders in labor inclusion, are on the socio-political level, meaning international, national or societal level: national governments, international or national DPOs or NGOs like Humanity & Inclusion (HI), Employer Organizations and global governance institutions, like the ILO, WHO, World Bank. On the organizational level, employers and co-workers are key to inclusion. In addition, the individual with disabilities and its family, friends, and community are important.



Figure 6: Stakeholders of labor inclusion (Adapted from Simpican, Leader, Kosciulek, & Leahy, 2015; WHO, 2010b; World Bank, 2013)

2.3.1 Inclusive Business

The term of inclusive business (IB) has emerged in the 1990s alongside the discussion and increasing usage of neoliberalist practices, fostering privatization and market liberalization away from the welfare state

(Likoko & Kini, 2017). It is pro-poor concept aimed to offer livelihood development for the poorest of the poor, the so-called bottom-of-the-pyramid (BoP) in LMICs, of which pwds are often a part. Inclusive businesses aim at BoP as small scale producers, supplier, employers and employees but also as consumers with small budget, which all together strengthen the local market, but also facilitate the access of multinationals to the resources of small-scale producers as they are now more organized. In addition, the empowerment of the BoP is seen to contribute “more than ‘just’ financial improvements for the poor but involve aspects of recognition, (self)-respect and inclusion” (Hahn, 2012, p.60). However, the implementation of IB concepts might lag behind the ideal, as it is a concept developed by Western stakeholders, which might not replicate the conditions of the BoP. Furthermore, the power and intentions of multinational corporations as buyers is often a hazard to the livelihood improvement (Likoko & Kini, 2017). Likoko and Kini (2017) therefore point out the following aspects that ensure an independent, inclusive business: effectiveness, innovation, adaptability, credibility, healthy and affordable products and services for the poor, creating employment and ensuring long-term financial and ecological sustainability.

The strength of inclusion and diversity beyond BoP development and globalization has been addressed by Human Resource Management (HRM) studies. Diversity, meaning employees of different backgrounds and functionalities and skills, and inclusion, the equal participation of everyone, are nowadays seen as success factors of competitive advantage, because the combination of different mind-sets ensures new perspectives and solutions (Boxall & Purcell, 2016). However, it is a culture and mission that has to be ingrained in all areas, in all daily routines, and at all management levels, because “[A]n organization that leverages diversity enables all members of its workforce to utilize their full portfolio of skills and talents” in order to reach inclusion and success (Miller & Katz, 2002). It is thereby not important what type or size of organization, but rather that it develops as a whole towards an inclusive employer, in order to bring forward everyone’s full potential. Disabilities are one factor of an often intersectional array of sources for discrimination or diversity in the labor market, like gender, race, ethnicity, socioeconomic standing (Miller & Katz, 2002).

Besides these positive visions, businesses often fear to create diverse and inclusive workplaces, since they do not want to or do not know how to create them (International Labor Organization, 2016). They are wary of investments necessary in adapting their workplace to the needs of persons with disabilities or other diverse needs, plus prejudices that depict people with disabilities as unable prevail globally (Grech, 2009; Lengnick-Hall et al., 2008). Inclusive business is therefore also a term used by the disability movement to signify any business in any kind of economy that decided to include a significant amount of pwds in their workforce and pursue equal participation, imprinted in the culture and the accessibility of the workplace (HI & LCD, 2017).

A development that transcends the diversity, disability and BoP inclusion vision is the concept of Social Business as a private sector measure towards sustainable development. It experiences increasing attention, due to its potential to fill gaps left by policy and aid programs. As Santos (2012) argues social enterprises, like Danki Inc., often address social and environmental issues that have long been neglected by the commercial business and government sector and thereby contribute to the global development. However, it is difficult for such endeavors to combine their social goal with a financial one, while competing in the open market. The aim of social entrepreneurship is thereby distancing itself from neo-liberalistic urges by not primarily focusing on financial profit, but to “solve social challenges through entrepreneurial initiative and market and extra-market incentives.” (Dean, 2014, p.51).

The financial aspect can vary, depending on whether it is also a for-profit, non-profit or hybrid organization (Roberts & Woods, 2005). Contributing to the solution of a social problem through entrepreneurial activities is the overarching combining factor of social enterprises. In contrast, a commercial company might also have a project to increase their social impact, therefore they might have Corporate Social Responsibility (CSR) activities, but it is not the focus of their operations to have a positive social impact (Likoko & Kini, 2017; Scherrer & Beck, 2017). The term enterprise can thereby be used interchangeable company, venture or business, as long as it is made clear whether it is focusing on social and/or financial impact (Dean, 2014). In contrast, the term social organization or NGO apply to the social non-profit or

hybrid concept. Hence a social business like Danki Inc. can contribute to solving the social issue of people with disabilities empowerment through demanding products from SMOs that employ pwds in the Global South.

2.4. Guidelines in global governance

The ILO is the only organization that forms globally valid labor standards, which are aiming at governments for implementation. The national governments are then responsible for forwarding the implementation to public institutions and the private sectors via policies. Their standards are not legally binding, but non-compliance is punished within the realm of the ILO Conference, where it can lead to sanctions from the member states. In order to improve the implementation of standards, the ILO also offers technical support and guidance throughout the process. However, governments are only one stakeholder in global governance, throughout the spread of globalization and neoliberalism the power of the private sector has grown. It is nowadays often argued that multinational corporations are on the forefront of enabling sustainable development, therefore the private sector is increasingly addressed by global governance outputs, like the SDGs. In addition, the ILO addresses businesses by publishing guidelines and manuals, also for the inclusion of people with disabilities. They are aimed to inform employers about the opportunities and requirements in employing people with disabilities (ILO, 2016).

As a response to criticism on the ineffectiveness of guidelines and conventions by global governance institutions like the ILO, many private or private-public standards have been introduced over the last decades, e.g. Fair Trade, in order, to enhance sustainable development issues on a global scale. Consumer- or Business-driven guidelines are thought to be useful means for assessing the effectiveness or sustainability of a business' actions (Lengnick-Hall et al., 2008; Newitt, 2013). According to the ILO, global labor standards are a helpful tool to ensure that everyone benefits from economic growth and development by receiving decent and secure work (ILO, 2014). These can be initiated by industries, an individual company, NGOs or other public entities and can present themselves in the form of Corporate Social Responsibility (CSR) actions, or a Code of Conduct or certification or labelling (Scherrer & Beck, 2017).

To this point there is no private-sector driven guideline on workplace inclusion of people with disabilities, and looking at existing concepts from the ILO leaves premises of workplace inclusion vague. So far neither the IIED (International Institute for Development and Environment) led Shaping Sustainable markets platform, nor the platform for sustainability standards 'Sustainability map' (former Standards Map) under the ownership of the International Trade Center (ITC) list standards targeted at the inclusion of people with a disability in the supply chain (International Institute for Environment and Development, 2013; ITC, 2019). The CBR guidelines targets the inclusion of people with disabilities in all spheres of life through community engagement, however it also remains on the surface of workplace inclusion as it targets the provision of attaining wage employment, but not necessarily intra-organizational processes to retain work. However, both ILO and CBR point out two concepts as essential for the inclusion of pwds in work, which might be potential elements of a labor guideline for pwds. They will be introduced in the following.

2.4.1 Decent Work

The term decency "sums up the aspirations of people in their working lives" (WHO, 2010a, p. 4). Thereby it sees the employer in the responsibility to deliver a regular, living wage income, earned through a productive occupation in a healthy and safe working environment. Furthermore, the employer has to ensure an open culture and allow the involvement and organization of employees. And provide the opportunity for skill development and social mobility, hence the chance to rise in ranks within the organization, for everyone. Access to social protection, like health insurance and pension schemes should be provided by the government. (ILO, 2008; WHO, 2010b). The CBR strategy suited this to the vulnerabilities of pwds by adding that:

“People with disabilities have access to decent work opportunities without discrimination in a safe and non-exploitative environment. The work of people with disabilities is recognized and valued by employers and community members. People with disabilities have access to social protection measures as a right.” (WHO, 2010b, p.3)

2.4.2 Reasonable adjustments

The ILO’s guideline for employers called “Promoting diversity and inclusion through workplace adjustments” suggests reasonable adjustments as a tool for inclusion to enable employees that are facing difficulties to fulfill their function in an organization due to their disability, or other short or long-term circumstances, like pregnancy, religion or a disease (ILO, 2016). Adjustments or modifications are facilitating the accessibility and availability for participation of people with (dis)abilities in society (e.g. in recruitment, workplace, public transport, public institutions and documents) and are also demanded in the CRPD. They consist of the reasonable physical, structural or attitudinal adaptation “to ensure to persons with disabilities the enjoyment or exercise on an equal basis with others of all human rights and fundamental freedoms.” (CRPD, 2008, p.4). These adjustments are often also called accommodations. However, accommodation is a legal term mainly used in policy or government communication. Otherwise, it is not well perceived among the pwd community, as the word accommodation suggests that the adjustment is a favor towards people with disabilities, whereas it is to the benefit of both people with disabilities and non-disabled. (Golden, 2018; ILO, 2016).

According to studies employers often fear that adjustments outweigh the benefits of employing a pwd, although this is not confirmed by any research (Lengnick-Hall et al., 2008). This is where the term reasonable accommodation comes from. The ILO proposes that an adjustment is justified when it requires a reasonable, often financial, investment relative to the degree of functioning and the productivity that is released through the measure (2016). However, as the ILO concludes “the exact determination of what constitutes a reasonable accommodation will always depend on the individual circumstances of the worker and the company.” (2016, p.11). The circumstances are dependent on the financial liquidity of the organization and the employee, therefore are the levels of adjustments very different among the interviewees.

The modification of a workplace is beneficial for both employee and employer since it is likely to increase the productivity. The measures have to be reasonable, hence cost-output effective, but also in effort, so that they are not constituting “undue hardship” on the employer in return for a productive employee (OECD, 2003). Physical adjustments can be for example, assistive technology like a ramp, or an adjustable desk, or a reading aid, but also the physical aspect of workplace infrastructure, hence the accessibility of the design of the building. Structural are adjusted working hours or flexibility in working times according to the needs of the pwd. Measures like awareness training for all employees are part of attitudinal adjustment. (ILO, 2016). Workplace adjustments are therefore the removal of social and physical barriers and if necessary the installment of assisting devices to allow the PWD to display their full potential on the work floor. This applies for new employees with disabilities, as well as employees that require a disability during their employment (OECD, 2003).

2.5 Conceptual framework

In theory, there is an array of problem discussions and possible solutions, however, they are not linked together, nor are they often addressed to pwds specifically. Resulting from that, is a lack of cooperation and a vagueness of who is responsible for guiding a change. Inclusion is the overarching idea of an environment without discrimination for anyone. The spheres of inclusion all play into the experience of decent work for everyone. For pwds there might be complimentary conditions required to retain their employment, which were described in the above sections’. In order to conjure requirements for workplace inclusion especially

the individual and organizational spheres are relevant, since they constitute the workplace. The socio-political sphere contributes external factors, that can influence the inclusion in the workplace from outside the work space, for example through beneficial or hindering legislation.

The indicators of inclusion are according to (see sections above) studies on employment conditions for pwds, inclusion literature, ILO guidelines and standards, CRPD and CBR access to the existence of social protection schemes, accessibility and support for people with disabilities. Criteria for workplace inclusion are therefore considered the following: reasonable adjustments (physical accessibility, structural flexibility and attitudinal acceptance), regular salary, social protection, skills development, motivation of the employee, support by work environment and social network and access to the workplace.

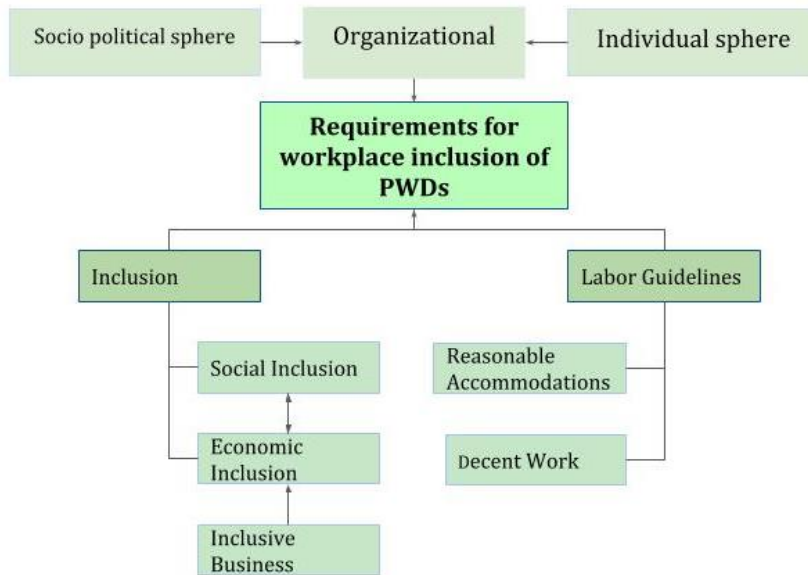


Figure 7: Conceptual framework

3. Research design

In the following the technical and methodological choices of the research will be explained. First, the research aim and main questions. Second, the methods used, followed by a third subchapter on data collection and a fourth subchapter on the data processing phase. In subchapters five and six, limitations of the research and ethical considerations will be addressed.

3.1 Research objective and research questions

The objective of this research is to explore the premises for workplace inclusion of pwds in SMOs in LMICs on the individual, organizational and socio-political level. Furthermore, to analyze the importance of local context for these inclusion requirements and look into the potential of labor guidelines as a means to foster disability-inclusive workplaces. It is thereby the aim to clarify factors that are suitable for resource scarce countries in the Global South and the SMOs that operate there. Potentially, the hereby formulated requirements could be also used by social businesses, like Danki Inc., in collaboration with their suppliers. The focus of this work is an exploratory research, as there is not much research into the inclusion of pwds in SMOs in LMICs, despite the fact that next to self-employment, SMOs are the major employment option for pwds in the formal and informal sector. The main research question is:

What are requirements that ensure the inclusion of people with a disability in small and medium sized organizations in LMICs in the Global South?

In order to find specific requirements semi-structured interviews were conducted and in addition report from global agencies on pwd inclusion will inform sub-question 1:

1. *What are important requirements for workplace inclusion according to the stakeholders (DPOs, NGO's involved in the economic inclusion of people with disabilities, organizations that employ people with disabilities and their employees with disability) from the Global South and Global North?*

Sub-question 2 is an analytical exploration of the interviews to refine the image that is portrayed by the literature review:

2. *What is the understanding and experience of stakeholders of workplace inclusion?*

Sub-question 3 focuses on the current state of labor guidelines in this sustainability topic. It will be derived from interviews, but to a large part also from literature and reports.

3. *What are requirements for pwd workplace inclusion in SMOs according to global labor guidelines?*

3.2 Annotation & Danki Inc.

This research is conducted in collaboration with Danki Inc.; the findings contribute to the social goal of Danki Inc.'s business activities. This collaboration allows me, the author of this thesis, to achieve the Annotation in Sustainable Entrepreneurship & Innovation, for which it is necessary to conduct a thesis research for a company over an innovative product, service or process. The results of this thesis are an innovation for Danki Inc., as they allow the start-up to develop a new process for choosing and collaborating with their suppliers. More knowledge about workplace requirements and labor market conditions can feed into the start-up's ambitions to foster the employment of people with disabilities by providing knowledge about what kind of internal labor standard they can demand from their suppliers. In addition, it has to be taken into account what is feasible and implementable in countries with varying cultural and political contexts, but similar scarce resource access.

The author itself is involved in the start-up Danki Inc., however, there are no financial contributions made to the researcher from Danki Inc. or any other organization, that could influence the results from this research. The researcher received information from Danki Inc.'s team on the start-up's operational business, vision and mission. The research is contributing to the development of the start-up by testing and potentially verifying Danki Inc.'s business model and its activities. It was decided that the start-up would receive a copy of this thesis and I will give a presentation with the results of the research to them.

3.3 Scope

The geographical scope focuses on countries in the Global South and their involvement in labor inclusion of people with disabilities. Poverty and lack of employment are more there urgent than in the Global North, where national social support systems usually are stronger, but also countries have a higher GDP (Gross-Domestic-Product) output and therefore qualify as high to middle income economies. The countries of interest in this research are classified as least developed, developing or emerging by the UNDP (UN Development Program) based on the HDI (Human Development Index), the WEO (World Economic Outlook) of the IMF (International Monetary Fund), the World Bank and the Statistics Division of the United Nations (UNSD) (IMF, 2018; UNDP, 2018; United Nations Statistics Division, 2018). Each classification is based on different factors, not only economic factors but also historical data and social indices are considered. By concentrating the data collection on these countries requirements will be derived that are suitable and feasible for low / scarce resource settings (financing and knowledge) that many of this countries, and their SMO sector, encounter.

This research therefore focused on countries of the so called Global South and aimed to achieve an overview of all 3 regions, Asia, Africa and South America, by conducting around 5 interviews with organizations and employees per region. The exact countries and organizations that were interviewed depended on the contacts set up via recommendations of the researcher's personal network and organizations listed on national or international (DPO) databases. It proved very intricate to find organizations via this online search, therefore the search parameters were not more restrictive than that it had to be an LMIC and a type of organization that employs pwd, or if that was not possible, also DPOs or NGOs that work for pwds or a disability expert (a person who has worked in the topic of employment and pwds for some years and is familiar with the country's situation on inclusion, usually having a disability, as well). Informed by the World Bank classification of LMICs I therefore focused on finding organizations in those countries. However, some LMICs were not considered due to the current political climate (a.o. Yemen) or recent natural catastrophes (Mozambique). With others I could not find any organization online, nor through contacts. Furthermore, as organizations started to respond to my inquiries I also stopped searching for more due to the time and capacity restrictions of this Master thesis research. Therefore, LMICs in Northern, Western and Central Africa and Central, Eastern or Western Asia could not be considered (see Figure 8), which leaves room for future research.

3.4 Data collection

The requirements are based on the results of an extensive literature review and qualitative interviews with representatives or employees of organizations that work with pwds, based mainly in LMICs. In order to validate the findings and benefit from the experience of organizations that enjoy a higher level of structural and financial support from the state, the perspective of organizations from high income countries, like Germany, were also considered. As it is an exploratory research, I chose to only use qualitative methods, in order to understand the foundations of workplace inclusion from the perspective of the beneficiaries and analyze similarities throughout local contexts (Mitra, Palmer, Kim, Mont, & Groce, 2017). Qualitative methods like interviewing exceed quantitative methods when wanting to understand and analyze the concept of inclusion on the individual level (S. Hall, 2009).

By choosing the combination of interviews and literature review it was possible to create a theoretical foundation, then test and add to this through the findings of the interviews, in order to achieve realistic results on people with disabilities' workplace inclusion. Thereby, the literature review provided a rather etic insight into the topic, often rather idealistic visions, while the practical experiences from the interviews contributed an emic perspective (Hennink, Hutter, & Bailey, 2011), and considering them both yields requirements that are both realistic, but also aiming to empower and challenge pwds and their employers. However, the data collection was not a streamlined process, as both, interviews and literature were collected simultaneously and therefore also informed one another to help the creation of a coherent qualitative research (Verschuren, Doorewaard, & Mellion, 2010). This dynamic process also allowed for reflexivity, which was especially helpful for recapturing the interviews and adapting interviewing styles to be less guiding and open up and tailoring questions to local circumstances, which is an important aspect of qualitative, participatory research (Hennink et al., 2011).

In this research, the focus lies on adjustments at the workplace for people with long-term moderate to severe physical, sensory, intellectual or mental disabilities, who are able to fulfill mainstream employment in a mainstream or supported setting (see [section 2.2.](#)). The type of work is in this case categorized as wage employment, hence it is a paid activity in a public or private organization or company in the formal economy. As multinationals are often addressed in inclusion theory and reports, this work directs the attention to small and medium sized organizations, which can be NGOs, social enterprises or commercial, as long as they employ pwds. SMOs are smaller in workforce or capital size and operate independently, hence are not part of a bigger corporation. The accepted size can differ between countries, but is usually limited to 200 up to 500 (in the USA) employees for medium sized organizations, smaller ones can have less than 50 employees (OECD, 2005). SMO are often considered as very important for strong local economies, offering employment for low to high skilled individuals.

3.4.1 Interviews

The interviews served as source of intra-organizational requirements, by asking participants about their experiences and understanding of feeling included at the workplace and what else they consider important about their work. More specifically, the interview guides were directed to find out more about physical, structural or attitudinal conditions at the workplace, in order to find out the interviewees understanding and experience of physical and social accessibility and inclusion (ILO, 2016) (see [section 2.4.2.](#)).

In total, 67 NGOs, disability advocates or companies working with people with disabilities were initially contacted via Email, Facebook, contact forms on their websites, LinkedIn or via phone numbers on WhatsApp. 17 of those were based in Asia, 10 in Africa and 18 in Latin America, while in Europe and Australia 15 organizations were pursued.

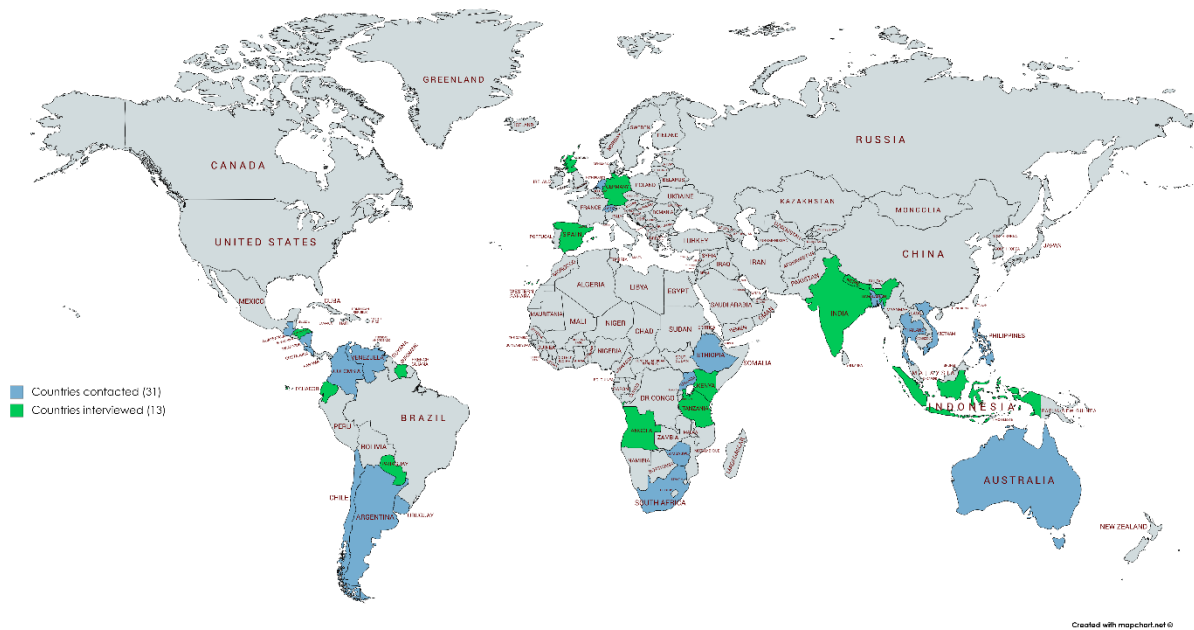


Figure 8: World map visualizing countries were organizations were contacted for an interview (blue) and where interviews were conducted (green).

By mid-July, 26 interviews were finalized in 13 countries, in 6 different languages (English, Dutch, German, Portuguese, Spanish, Bahasa Indonesia). Only the interviews in Germany and United Kingdom were done face-to-face by the researcher, all others via skype, Facebook or WhatsApp call. Usually interviews lasted 45 minutes to an hour. There were two basic interview guides (see [Appendix B](#)), one for employees, one for employers or representatives, which were always adjusted to the organization. In addition, the guides were adjusted when talking to key informants.

The majority of interview participants had to be employed pwds at SMOs or (representatives of) employers themselves. In order to validate the findings pwds employed in SMOs in the Global South were preferred as interview partners. The type of disability was not important, nor the type of work, education, gender or age. However, the interview had to be able to work under *Mainstream (ME)* or *Supported employment (SE)*. The gender of the interviewed people was not considered in the search for interview partners, as gender and disability dynamics were not in the realm of this research. Nevertheless, in the course of the interviews a fairly equal amount of both women and men contributed to the research, confirming the intersectionality of the topic.

Semi-Structured interviews were chosen as questions had to be adapted to the circumstances in order to receive relevant answers. In the end, not all interviewees were employees or employers. In Angola and Ecuador someone else conducted the interview and not in the presence of the researcher. The interviews from Ecuador were registered in extensive notes. In Angola the representative of the company, who was interviewed by the researcher via skype went on to interview 3 employees. He chose to not use the interview guides, but decided to freestyle, therefore a lot of the questions were not answered. Nevertheless, his interviews provided insights into the local situation for pwds. Consequently, the Angolan interviews were translated by a native speaker of Portuguese and added in transcripts.

Sampling of interviewees was done in a purposive and non-probability convenience approach, by looking for potential interviewees via the search machines Google and Ecosia and my private and academic network (Sumner & Tribe, 2008). This was the best approach to acquire a sufficient amount of respondents, as it was very unreliable how many suitable organizations would be replying, when and how many interviews could

then actually be pursued. Search terms that were used usually included a country name and the terms, for example 'Honduras + persons with disabilities' or 'organization for people with disabilities', in the respective country's language. Through the snowball technique a few additional contacts were made, as interviewees or contact persons could recommend possible candidates. In addition, the names of DPO's were found in several reports and also academic literature, from the ILO, WHO, H&I or others. I posted on the Social Media channels Facebook and LinkedIn about the need for interview partners and also activated my international network directly, which turned out to be an effective measure, as the respondents often connected me directly to organizations or disability activists, a.o. in Vietnam, Nepal, India, Thailand, Indonesia, Zimbabwe, Ethiopia, Tanzania, Angola, Surinam and Ecuador. Nevertheless, about 40% of these connections did not come to fruition. Mostly through the unavailability of the contacts, for example due to internet problems, unreliability and/or language barriers.

Although, most organizations responded enthusiastically on inquiries it was difficult to actually conduct interviews, due to the unavailability of interviewees and/or translators. This was especially the case in Thailand and Ethiopia, in which unfortunately no interviews could come to fruition. As an alternative for organizations employing PWDs in Southeast Asian countries, two disability activists were interviewed, one Nepalese and one from India, both with extensive knowledge about the situation of employment of people with disabilities in their countries, not alone through their own experience as employees with disabilities (Nepal and India) or employer with disability (India). In addition, one self-employed person with disabilities was interviewed in Indonesia, along with the founder of the NGO that person was supported by. Although, the organization and self-employment do not fit into the realms of paid employment inclusion requirements, it was thought interesting to include their viewpoints on inclusion in the labor context and in relation to Indonesia. In the end, the interviews proved very valuable, since their understanding of inclusion did also relate with the findings from interviews from a wage employment perspective.

3.4.2 Operationalization

Based on the literature the interviews were designed to find out more about the physical adjustments or other structural or attitudinal conditions that could be influencing the work atmosphere positively or negatively. Therefore, all interviewees, independent of their role or whether they had a disability or not, were specifically asked about their assessment of current adjustments and their desire for more adjustments. Examples for adjustments, like wheelchair ramps, wheelchair friendly toilets, flexible break times and working hours, training for inclusive behavior, were given by the interviewer when necessary. Furthermore, the aspects of decent work and economic inclusion were inquired. The indicators were:

- Physical adjustments
- Salary
- Social protection
- Skill development

It was also asked how regularly they received salary and if it was equal to people without disabilities.

Within the first interviews responses gave the indication that social accessibility is especially important, this had not been as strongly featured in the literature but was subsequently added to the guides. Social accessibility is a term that was introduced by the researcher to describe aspects that people need to feel socially included at their workplace. It goes beyond structural and deeper into attitudinal adjustments towards the organizational culture. By interviewees social accessibility was usually not connected to the idea of workplace adjustments, hence the interview guide was adapted to explore more indicators of social accessibility:

- Acceptance and support by co-workers and supervisors
- Good atmosphere, while working
- Social mobility in the workplace, chance to move upwards within the same workplace, receive an increased salary and thereby improves one's socio-economic standing

- Assessment of their experience at work

In addition, respondents were asked about their understanding of workplace inclusion, hence feeling integrated and equally treated, and what they found most important about their workplace. Connecting literature research and impressions from interviews, the following list was used and interviewees assessed with a number between 1 and 5 or verbally, whether they thought this aspect is Very Important (5), Important (4), Relevant (3), Nice to have (2), Not Important (1). This was received well and some went above it and evaluated some topics with a 6, as they thought them to be Very Very Important.

- Feeling productive
- Training and awareness raising for people with and without disability
- Respected by your family & friends & community
- Earning money
- Having an occupation during the day
- Physical accessibility at their workplace
- Support of co-workers and supervisors
- Good atmosphere

3.4.3 Literature review

WorldCat was the main tool for the literature search. In addition, Google and Ecosia were used to find gray literature, especially reports and material published by DPOs, like HI or Inclusion International. It was attempted to find literature that looked at disabilities in general, several types at once, and those that focused on wage employment in LMICs, for this mostly systematic study reviews were available. As these topics were not always directly addressed, a few of the sources target specific kinds of disabilities, like people with intellectual disabilities or another geographical scope. It was possible to find literature that researched only LMICs, but it was rarely the exact same countries as the interview partners. However, the interviewees reported similar experiences and understandings throughout different disabilities and geographic settings and therefore it was deemed viable to compare between different countries, types of disabilities, literature and interviews. Usually results from these country or disability specific sources could also be confirmed by data from broader and less academic sources, like reports of global agencies such as the World Bank, WHO, ILO, and HI, where often an ideal vision of inclusion is presented.

The literature review could not provide much insight into intra-organization premises for pwd inclusion, but more on socio-political premises and the potential of private sector engagement, their labor standards and stance on pwd inclusion in the Global South. In addition, latest results of studies of CBR and other interventions, for example of employer networks and DPOs were researched for their recommendations on workplace inclusion. For country specific information, the African Journal of Disability was considered, however, there were no suitable articles on the topic or on Kenya, Tanzania or Angola. No equivalents for Asia and South America were found. For an introduction and more insights into employability and sustainable employment, two researchers of TNO were consulted, who shared their perspective, suitable literature and network. To gain more information about the disability studies' take on employment, the Dutch Disability Network, a research network, was contacted and their literature database utilized.

3.5 Data processing

Following the data collection, the interviews were coded via Nvivo. The coding trees for employees and representatives can be found in [Appendix C](#). Following this, findings of the interviews were compared with the results from reports and academic literature. Data was thereby triangulated and adapted to local premises. In the following an overview of collected interview is presented, giving an indication of what the

profiles of the organizations were and can be used as information for understanding the results section. More detailed profiling of interviewees and key informants can be found in [Appendix A](#).

Types of organizations	Amount of interviewed organizations	Types of employment	Amount of interviewed organizations
NGO	2	ME	7
DPO	1	ME / SE	4
Social Business	6		
Commercial	2	Total	11
Size		Geographic scope	Of all interviewees
SMO	10	Global South	8
			Low Income: 2
			Low-middle: 5
			Middle: 3
Large	1	Global North	3

Table 3: Overview of interviewed organizations.. ME = Mainstream employment, SE = Supported Employment

Some interviewees did not want to say the exact amount of pwds working there, as they see it as not important to make that distinction, since all work towards the same goals. Bombolulu and Vixitex also stated that they have fluctuating employee levels depending on the amount of work that is available. So at the moment, they might employ less people since both organizations are struggle with economic stability.

Name	Country	Type	Size	Employment	Amount of employees	Amount of pwds as employees	Interviewee(s) (In total, what roles)
Global South							
Scope Foundation	India	DPO	SMO	ME	12	5	1, Employer
Harapan Baru Lombok	Indonesia	NGO	SMO	ME	5 for the NGO (non-disabled)	55 (self-employed)	3, 1 Founder and 1 chairman of NGO, 1 self-employed pwd
Lua Jardim	Angola	Commercial	SMO	ME	3	250	4, 1 Representative, 3 Employees
Chuma Art Workshop	Tanzania	Social business, Artisans are partners owners	SMO	ME	24	-	2, 1 Representative, 1 Employee
Bombolulu Workshop and Cultural Centre	Kenya	Social business	SMO	ME	About 100 at peak times	100	2, 1 Representative, 1 Employee
Unu Pikin	Suriname	NGO	SMO	ME / SE	23		2, 1 Representative, 1 Employee
Personal	Paraguay	Commercial	Large	ME	2000	3	2, 1 Representative, 1 Employee
Vixitex	Ecuador	Social business	SMO	ME	9	2	2, 1 Representative, 1 Employee
Global North							
AfB gGmbH	Germany	Social business	SMO	ME / SE	Ca. 350	47%	2, 1 Representative, 1 Employee

CAP Markt	Germany	Social business	SMO	ME / SE	60	47%	3, Representatives
Olivera	Spain	Social business, cooperative, employees are part owners	SMO	ME / SE	70		2, 1 Representative, 1 Employee

Table 4: Profile of interviewed organizations

3.6 Limitations and risks

A limiting factor is the geographical and time scope of this research. By trying to include voices from all major regions of the Global South within the time frame of a Master thesis, the results depended on the motivation of respondents and suitable local circumstances, like the internet connection. This limited the range of organizations interviewed to those that have a better internet representation or a direct contact to the researcher. Furthermore, this broad scope might have blurred or omitted contextual differences that can only be assessed through qualitative field work in the respective countries. Therefore, although this research makes generalizations from the data to a global stage, this work is only an explorative foundation, and further research, in the field and within different countries is needed to improve the validity of the results.

Language was a major obstacle for gathering results from a wider array of countries and cultures about this topic. For both interviews and literature, language is therefore a restricting factor. In the literature review, only English articles are included. In the interviews, sometimes translators and local interviewers were needed, otherwise certain interviews could not be conducted. Via this method some parts were potentially lost or misinterpreted in translation. In some cases, the translator was also the representative of the company, in other cases it was an acquaintance of the researcher. In two cases the researcher was not present during the interview. The translation might have jeopardized the answers of the employees with disabilities, since issues were misinterpreted or omitted by the translators. In addition, as some translators were the same people that were also interviewed as representatives of the company, employees with disability might have been intimidated by the presence of a higher ranked employee that could have an influence on their employment situation.

Throughout this research, the education level of people with disabilities was not discussed, nor the effect of functioning on access to employment, or the influence of gender or rural/urban living. All of these are, however, most likely having a large impact on the access to employment, but also on the type of work that pwds can fulfill in an organization.

Furthermore, despite reaching out to Onbeperkt Studeren platform of UU it was not possible to collaborate with a person with disabilities on this project, therefore, it is from the perspective of a person without disabilities that writes about the needs of person with disabilities. However, besides the interviews with employees with disabilities, I discussed my findings with one of the key informants of this research, Mr. Shiva Acharya, who is besides being an employee at HI, a disability expert, and also visually impaired. He provided me with valuable feedback on my research. Hopefully, contribute to making this research accessible and relevant for pwds.

3.8 Ethical issues

Talking about the inclusion and empowerment of people with disabilities as a non-disabled student from the Global North could lead to an under-representation or misinterpretation of Global South' perspectives, from people with disabilities, but also non-disabled people from the Global South. Contributing to this is

also the versatility of used terminology in research on people with disabilities. This could lead to less of a relevance and feasibility of the research outcomes and worst of all to a discrimination of pwds opinions from the Global North and South. As described in [section 3.7](#), the research attempted to interview pwds and people without disabilities alike in order to forestall a one-sided perspective.

Throughout this work it was chosen to use the term people with disabilities, and often the short version *pwds* to facilitate the reading flow. This is not meant to present pwds as a homogenous group, therefore I also did not capitalize although it is an abbreviation. There are generalizations made from sources with different kinds of disabilities if their experiences matched, therefore using one collective term is helpful. Adding the *with disabilities* after the person, as to show that the disability is a part but not the only defining feature of this person. Foremost, there is the person, then there is also the impairment, which might 'disable' the person to participate in society as equally as other, due to social or physical obstacles in their environment. The terminology used in this thesis was decided upon consultation with various texts, websites, also disability advocates, a.o. Interviewees and also the Onbeperkt Studeren of UU. However, this terminology might not suit everyone's perception, may it be a person with or without disabilities. There are various other possible terms that might be preferred by some.

In terms of anonymity and respect towards the interviewees, the issue was addressed before an interview. People were encouraged to share their opinion about the interview and the topic and also ask questions themselves or elaborate where they deemed necessary. They were also asked to give their opinion on terminology on disability related topics. None of the interviewees wanted to be anonymous and confirmed that I could use their opinion in my research. Most organizations encouraged my work and asked for a copy of my research upon finalization. I was actually surprised by the positive responses I received upon my inquiries, only one organization in India rejected collaboration as they thought it might hurt the dignity of their customers with disabilities. In order to preserve the privacy and dignity of all interviewees, I am mostly only using the first name of respondents.

4. Results: Requirements for workplace inclusion

In the following chapters the results from the literature, reports and other secondary data and interviews will be presented. The requirements drawn from these sources will be categorized in the levels of inclusion proposed in [subchapter 2.3](#) (Figure 5), starting with the individual characteristics in section 4.1, followed by organizational perspectives in 4.2, and lastly the socio-political conditions in 4.3. The requirements expressed by employers, representatives of companies and NGOs, and other relevant organizations are presented in conjunction with the views and experiences of employees with disabilities and suitable literature, as they were often complementing each other. Furthermore, the results drawn from the Global South and Global North are laid out together, as they did not oppose each other significantly, instead both perspectives contribute to a more holistic presentation of the findings to each section. A short subchapter concluding the views of all stakeholders follows this. The second subchapter describes existing global governance guidelines' impact on disability inclusion and looks into the potential of introducing a private sector disability inclusive labor guideline. In addition to the text in section 4.1 to 4.3, boxes will be used to shortly introduce each of the interviewed organizations.

4.1 Individual

A person's motivation to work usually comes from the idea that it will improve one's livelihood and well-being. However, what is often underestimated in the discussion of inclusion is the importance of the correlation between the individual's motivation and the impact it has on the experience and success at work. In the following, the aspects of workplace inclusion that derive from the individual pwd will be explained.

An individual that is feeling well is often more productive, and working productively subsequently rewards the person with satisfaction, recognition and the economic means to foster well-being (Bowling, 2014). A pwd's feeling of well-being is just as much determined by individual attributes, like age, gender, level of self-esteem and education, intrinsic motivation and degree of belonging and loneliness, but also by the level of functioning derived from this mixture and their type of disability (Mauro, Biggeri, & Grilli, 2015). The level of disability is a major factor in determining how much an individual can participate in a workplace, but as interviewees throughout all countries and roles stressed, it is also highly dependent on the level of motivation of the pwd. If a pwd is not motivated there is also no point of employing that person. In Germany, Norbert, a pwd with 40 years of experience in mainstream employment, said he had the impression that nowadays young pwd's have a high expectation towards receiving support. They wait to be catered employment, and lack motivation and determination to do things on their own for themselves.

When there is an open culture it is easier to see things from different sides. Because they are just people, some people work very hard and are always on time and some people are more often sick. That is not connect with their disability. (Susanne, Managing Director, Unu Pikin, Suriname)

Unu Pikin, Suriname: is a Dutch NGO. They offer different employment options in their workshops. Mainstream, supported or sheltered. Pwd's are paid according to their level of performance and receive social protection.

Interviewees: Susanne and Rivesh

The visibility of the disability often contributes to the level of stigmatization a PWD has to endure, and therefore also weakens or strengthens one's self-esteem. Several interviewees with disabilities emphasize the major importance of having employment for them and the contribution it has on their self-respect and confidence. As they have struggled with discrimination and exclusion from employment, their level of motivation to work is usually very high, even though they might not receive a regular salary.

Concerning gender norms, Mitra and Sambamoorthi (2005) concluded in their study with data from the National Sample Survey in India that significantly more men than women with disabilities are employed, especially in rural areas. The data also showed that household criteria, like being married and personal

conditions were more important than training or education to achieve employment and that a national support system did not necessarily have a positive impact. For men, marriage had a very positive impact on their employment, while it decreased the employment of women with disabilities, confirming the gender norms in India's culture. The majority of pwds is self-employed and people with physical or sensory disabilities had a significantly higher chance of getting employment than other types of disabilities. (Mitra & Sambamoorthi, 2005). The conclusions of this study might be very specific for India, however, the intersectional implications of gender and disability are also visible in other cultures as well, though not in OECD countries (Mitra & Sambamoorthi, 2005).

The majority of pwds that were interviewed as employees of SMOs were positioned in low skilled jobs, therefore pre-required knowledge was low, meaning they did not require a degree, nor necessarily school attendance. The skills could be learned on the job, usually because it was the type of work the company offered and they had gotten good at their trade. Often, rising in ranks is not addressed as an aspiration, so potentially some just never considered it, as they feel included and treated equally at their working place, which is very important to them. It is also confirmed by literature on work psychology that the level of engagement is connected to job satisfaction, if someone feels satisfied and content, they might not have the urge to reach higher positions (Schaufeli & Salanova, 2014).

In the interviews, it was not foreseen from them or their employer that they would enter higher positions, although reaching management positions is not outspokenly restricted from them. Some aspire to reach higher or different positions, like Johnny, who has worked at Bombolulu Art Workshop for 25 years. It was his first job after completing a craftsmanship degree. He likes his artisanal work and has a lot of experience. According to him Bombolulu is the only employer for pwds in Kenya, so he moved from Nairobi to Mombasa to work there. However, he also worries about the future of his employer as he knows about its financial instability. When asked about his dream job, he says:

Bombolulu Workshop and Cultural Centre, Mombasa, Kenya: creates leather, wood and metal works to export or sell to tourists. They have the Fair Trade certification and employ around 100 pwds, depending on orders, as the social enterprise struggles with demand. Their location is physically accessible and workers receive an equal salary and social protection, when there is revenue.
Interviewees: Marcia and Johnny

“To show those other people and teach them, I think that would be good. Yes, I think it is time for me to share my skills, so that children they can learn the skill and earn a living.” (Johnny, 49yrs., artisan at Bombolulu, Kenya, motor disability, wheelchair user)

To start their own business with the skills they learned at

Olivera, Spain: is a cooperation that produces wine and olive oil. They work with pwds, mainly with mental impairments, since the 70s and are registered as a social business. They offer a kind of supported employment, while employees are paid equally as non-disabled. Their terrain is physically and structurally accessible and they also offer shared and supported living accommodations for their employees.
Interviewees: Pau and Afons

their current employer is an aspiration expressed by several pwds in the interviews. However, others were content and did not intend to change their employment situation. It appears that some of the interviewees can also not enter a higher or differently skilled job. In some case this can be due to their level of functioning. Especially people with mental disabilities might require stable and persistent working environments. For example, Afons from Spain is 56 years old and has worked at Olivera's for 40 years. He also lives on the property and feels very comfortable. For feeling included at his workplace, he “needs to be calm and with his friends” and therefore wants to work there “until retirement”. It was obvious throughout the interview that he felt comfortable in the presence of Pau, the production manager of Olivera's, who translated during the interview, otherwise it would have not been possible to interview Afons.

The need for different employment options was confirmed by the managing director of the HWK, a social organization that is supported by the state in Germany. The HWK is offering a wide array of opportunities for pwds to work in, the options cater to different severities of disabilities. There are protected employment opportunities for pwds with severe impairments that prevent them from entering the free market. These pwds receive more of an allowance as compensation for their work than a salary, in return working hours

CAP Markt, Karlsruhe, Germany: is a regular supermarket within an urban setting with pwds as employees. It is a social enterprise, although the owner is a public social institution. Employees are paid equally, independent of their level of functioning, thanks to state subsidies. The working environment is accessible.

Interviewees: Michael Auen, Andrea Erbeling, Maric Milos

and productivity level are flexible. In addition, there is a social enterprise as a spin-off of the HWK. This is a small chain of supermarkets, which are located in urban areas, and in which usually about 70-80% percent of employees have disabilities. The supermarkets are called CAP Märkte, CAP signifying Handicap. The market manager of a local branch confirms that customers often do not notice that so many pwds work there, which means that the impairment of the employees are not as visible and their work behavior is not obviously different, hence there seems to be a high level of inclusion.

Most employee interviewees had followed some kind education and training prior to their employment.

Interviewees with disabilities from Indonesia, Nepal, India, Angola, and Ecuador also went or are pursuing (Angola) a university degree. Two of them (India and Ecuador) started their own organization, both with the aim of supporting pwds in employment. One has made a career in international organizations like the UN and HI. They all affirm that the reason they made it so far is that they had luck in terms of opportunities and access, while also having to work very hard for it. In one case, higher education has not been followed by a career, as the Indonesian state complicated an entry into employment, which leaves a gap for NGOs to fill:

"However, when they leave school there is no support. Only medical support for crutches and so, but no life building. When you are only at home, life is difficult and slow and boring and dependent. Your family [family of pwd] says we pay your food, so you do what we say, you stay inside." (Nick Rensink, NGO founder, Indonesia)

Akhmadi, 26 years old from Lombok, Indonesia has started his own micro enterprise with the help of Harapan Baru by repairing electrical equipment after he could not find work as Islamic teacher with his

Harapan Baru, Lombok, Indonesia: is a Dutch NGO that was founded two years ago to support pwds. They provide life and business skill trainings and help pwds to start their own local micro enterprise development.

university degree: "In this area were already a lot of teachers, so with my [physical] disability I didn't stand a chance." For him the most important part about his work is about being independent from others. For all employees that were interviewed it is considered very important that they can earn money and have a job to show and develop their skills. It is a source of self-esteem that they can contribute with their salary to their family or their own livelihood. For some it is also an absolute necessity to have an income as they have no other

sources of support and have to provide themselves with food and housing, but sometimes also their families:

"It's important because when I work I can be able to support my family, I can be able to go to hospital, I can pay for my meals, I can afford to buy food. [No.] my children are still in school. I am the only provider and we are dependent on my salary." (Johnny, artisan, Bombolulu, Kenya, motor disability, wheelchair user)

Others can also rely on their family's income, but feel it as a great relief that they have their own. Having a family that can support a pwds' livelihood speaks for a certain level of socio-economic standing that allows the family to support the pwd in this way (Simplican et al., 2015). However, having an own income

empowers the employees and gives the choice on how to use the money, which allows them to improve their livelihood in the future.

“But I live with my parents, so I don’t think yet about buying food and rent. Now I use it for pleasure and to buy my stuff. And I save some money. Because I want to make my own room in my parents’ house, I need to save some money to get my own privacy at house.” (Rivesh, 27 years old, workshop employee at Unu Pikin, Suriname, physical disability)

It is essential that the pwds are just as motivated as the employer and co-workers. On an individual level it depends a lot on the type of disability as to what extent a candidate is suitable for a job, as it determines the level of functioning. In mainstream employment, pwds cannot just be employed for the sake of employment but also need to be right for the job or able to acquire the necessary skills. In addition, most of the employees already had access to assistive devices, like wheelchairs or tricycles, which enabled them to access the workplace. This gives them an advantage in comparison to the majority of pwds who do not have this opportunity (WHO, 2017). The access to assistive devices might be connected to the socio-economic standing or the existence of NGOs or other support programs that give out assistive devices. However, this was not addressed in the interviews. All employer interviewees agree that it is very important for pwd to have a job, get the opportunity to work and develop their skills, as it allows them to contribute to their own well-being and improves their chances to lead an independent life.

Score foundation, New Delhi, India: lobbies for visually impaired people in India. Their project Eyeway is a hotline and knowledge platform for sharing information about other NGOs and projects where pwds can find help for all their needs, including employment. Their founder has a visual impairment himself and with him 5 other visually impaired people work at the office of Score, therefore, the office is accessible, including assistive devices, like scan computers. All employees are paid regularly and equally and receive social protection.

Interviewee: George Abraham

4.2 Organizational Inclusion

In the following, premises in the structure of the workplace are laid out before going into intra-organizational conditions that can facilitate the inclusion of pwds in the workplace. Any organisation is suitable for employing pwds, work is a human right and the private sector has an obligation to fulfil its role in accomplishing a social and moral role, too (ILO, 2016). As the focus of this research is on SMOs, many interviewed were manufacturing companies, involving creative work. These were accessories made by Bombolulu, metal art by Chuma, textiles by Vixitex, furniture and bicycle shop at Unu Pikin, wine and oil by Olivera. In these cases, employees with disabilities were artisans or craftsmen & women. Other interviewed organizations were service oriented or a mix of the two: Lua Jardim, Personal, Score foundation, AfB and CAP Markt.

Vixitex, Quito, Ecuador: is a small textile company, that produces socks and other products for the domestic and export market. The founder is physically impaired himself and he established the company also in order to offer pwds an employment option. At the moment, the company struggles financially. It offers mainstream employment and the workplace is accessible.

Interviewees: Victor Hugo and Joanna

From the perspective of scholars and the disability movement in the Global North diversity at the workplace is considered to have a positive impact on a company’s performance. It is believed that when people with different backgrounds and functionalities work together their output is potentially more innovative, because they provide different perspectives on problems (Lengnick-Hall et al., 2008; OECD, 2010; van Knippenberg & Schippers, 2007). Nevertheless, in their literature review van Knippenberg and Schippers (2007), some of their reviewed studies confirm that an initially diverse work group encounters less social categorization and the increased awareness of each other’s skills and needs can benefit the company’s culture, although not necessarily the company’s performance. Whereas an organization that starts

to diversify their work force later on might encounter some issues of social categorizations, expressed for

example in the formation of subgroups, based on stereotypical beliefs. Important to note is, that these behaviours of stratification have been observed to eventually fade away once the experience with each other nullifies the misled expectations (van Knippenberg & Schippers, 2007).

In order to ensure that inclusion is instilled in the company's culture and get rid of barriers an ILO study among sixteen employer organizations and business for disability networks from all world regions proposed six main premises (ILO, 2016). First, the top management has to be involved and convinced of the inclusion of pwds, thereby actively support and promote the transition, potentially by mobilizing funds for reasonable adjustments, but also by leading by example in their behavior towards pwds. Second, accompanied by their engagement, the inclusion has to reach all levels of the organization and all members of it, thereby inclusive behavior is ingrained for everyone at all levels. Third, in order to ensure that these efforts are successful, a pathway to inclusion should be planned beforehand, in order to have some requirements ready, but also allow for learning by doing. Fourth, in preparation it is helpful to learn from other organizations that employ pwds, to forego mistakes. Fifth, the planning should be aware of the local legislation and opportunities of using it, for example access to subsidies or other funding. Sixth, involve pwds and their organizations in the planning, thereby realistic adjustments can be ensured and the sustainability of inclusion is more likely. DPOs and NGOs, like HI and Inclusion International also emphasize the importance of capacity building throughout all levels (Humanity & Inclusion, n.d.; International, 2006). In addition, they press the concept of reasonable modifications as a helpful tool.

4.2.1 Reasonable adjustments

People with or without disabilities might encounter barriers that prevent them from pursuing or fulfilling a certain employment, although they might have the abilities to do so in general. These barriers can be removed by introducing adjustments or modifications to the workplace and /or work environment. The options are very diverse and usually require an assessment of the pwds' needs upfront. Companies like the AfB gGmbH therefore include the conversation about reasonable adjustments in their interviewing process with pwds. In the organizations in the Global South this was usually not the case for companies who started employing pwds after already being an established enterprise, while some other organizations, that were targeted at pwd employment, had accessible environments from the beginning.

In resource scarce settings the need for assistive technology is usually still very high, which is also visible through the amount of NGOs, who operate in bringing wheelchairs, orthopedic devices or other hearing and seeing aids to people around the world. While looking for possible interviewees these were often the first organizations that popped up. They often do not provide life skills or employment training, but focus rather on the health aspect of the CBR matrix and seem therefore a bit behind the theoretical discussion of inclusion, but rather cater to the still very real and high demands for assistive devices. AfriNEAD, the African Network for Evidence-to-Action in Disability introduces as their main project their participation in the WHO GATE study, which aims to assess the most important assistive technologies globally. Also looking at the African Journal of Disability the majority of their papers is on assistive devices, health and education access (Afrinead, n.d.).

The whole infrastructure of Bombolulu's Workshop in Mombasa and also Unu Pikin in Suriname is suitable for motoric and visually impaired employees. As Johnny, an artisan at Bombolulu and wheelchair user, confirms in the interview, they also have wheelchair and tricycle friendly toilets. George, the founder of an NGO for visually impaired people in India and visually impaired himself can elaborate on the importance of such adjustments for job performance:

"We provide the visual impaired with access to ICT. We have scan computers so people can read on their computers. Everybody has their own targets and tasks to fulfil, so it is independent work. Very equal opportunity set up and we make sure our website and information is accessible." (George, founder of Score foundation, India, visual disability)

These kinds of additions to a workplace allow a pwd to work freely, which constitutes the difference to supported or sheltered employment. Especially for people with physical or sensory disabilities, adjustments are often essential, but also the only adjustments they need to participate just as any other employee. Furthermore, HRM (Human Resource Management) literature states that employees feel more motivated and have improved self-esteem and job satisfaction when they have control over their work (Semmer & Beehr, 2014).

Adding another layer to the concept of reasonable adjustments, Salino, the company representative of Lua Jardim and non-disabled himself, said that he thinks physical adaptation could be also a hindrance to inclusion, as it is something extra and not an equal treatment, instead “it could be a discrimination”. However, he explains that this company is the first time he gets into contact with pwds and it is a learning experience for him, too. In an interview he conducted with a sales promoter that has motor disability, he corrects his terminology, as Carlos, a student and sales promoter from Luanda with a motor disability, lays it out to him:

Salino: So you would say those conditions [accommodation] would exist only to facilitate, make it easier for people, for instance, in wheelchairs so they can show their abilities and that they can contribute to society? [...]

Carlos: Yes. I usually say: for someone who walks with their own feet to engage in a certain activity, their environment should be prepared, right? So it should not be any different for someone in a wheelchair. For this person in a wheelchair to perform a certain function, their environment should be prepared as well.

This exemplifies the need to keep attitudinal adjustments in mind, besides structural and physical adaptations.

The CBR framework also recommends reasonable accommodations as a key concept of livelihood. However, financing of such ‘extras’ is not available for all organizations or might have to come later once revenue streams are stable, as is planned by Chuma Art Workshop. According to literature, national support programs can influence the introduction of reasonable adjustments and thereby influence to what degree SMOs can employ pwds (UN, 2018). As the branch managers of the AFB gGmbH and the CAP Markt in

Germany confirm, they have several sources to apply for additional funding for workplace adjustments and assistive technology. Without it they could still operate, but employ significantly less pwds, especially those with expensive accommodation needs. Therefore, they can sometimes accommodate a pwd after having invested in an otherwise very costly adaptation, like a lift. Interviewees from the Global South all saw the employer in the responsibility to pay for the adjustments. Bombolulu in Kenya has also made its terrains accessible, as well as Eyeway in India, but it was all on their own costs and therefore, the extent to which it is possible is limited. Chuma Art Workshop plans to improve accessibility, as well as Personal in Paraguay. However, Joseph, one of the co-founders of Chuma also states, that although he might not

Lua Jardim, Luanda, Angola: a commercial business that offers cleaning and landscaping to companies' offices or hotels. They have started a couple of years ago to employ pwds, and offer mainstream employment. The office is not particularly physically accessible.

Interviewees: Salino, Ana, Ernesto, Sergio, Carlos

AfB gGmbH, Ettlingen, Germany: is a social – charitable, inclusion - enterprise that aims for positive social, ecological impact, and economic viability. At least 40% of a charitable inclusion enterprise have to be pwds. The company refurbishes IT devices from partner companies and re-sells them to consumers. They employ around 350 people, of which about 47% are pwds. AfB offers mainstream employment in a mainly mainstream, but possibly also supported environment.

Interviewees: Lars and Norbert

have any materialistic adjustments yet, like a ramp, for him it is also important that the ground remains free, so that he can crawl unharmed. This requires the cooperation of his fellow workers, but is at no cost for Chuma.

Reasonable accommodations also entail the flexibility of working hours or other types of hindering structures or attitudes based on prejudices and usually involve less investments than expected (ILO, 2016). There is a wide array of possibilities how to handle any barrier to an inclusive workplace, but as interviewees emphasized, first of all people have to talk to each other and be aware of each other's needs. They tell about their routines at the workplace, which do not require any funding, but potentially a bit of extra time, for example as is done at Unu Pikin in Suriname:

Chuma Art Workshop, Dar-es-Salaam, Tanzania: founded in 2017 by welders with and without disabilities. Nowadays it hosts 12 artisans that make small and big sculptures and functional items out of scrap material. The artists are paid on commission, hence there is not necessarily a regular income, nor are there specific working hours. The whole team together has big plans to bring the social business forward and has just landed a big project with the Swiss embassy to install giant metal sculptures all over their metropolis, to raise awareness for pwds and celebrate local art. **Interviewees: Meshack and Joseph**

When we have an office meeting, we right down the topics, but I will read that out loud, keep it short, maximum of one A4. So if you can't read, you still know what we discussed the meeting before. We have also a group with a low mental level. They don't get paid. We call them the support group. They support us by cleaning the workplace. And we support them with doing activities, what they like to do. There program is showed with pictograms. (Susanne, Director of Unu Pikin)

Adaptations can be temporary or long-term. At AfB, for example, the branch manager makes sure that in phases of depression an employee with chronic depression can go home earlier. The same applies for other organizations, too. The working hours at Unu Pikin, are quite flexible and adapted to the capacity of the employee, for example Rivesh works from 8am. to 3pm. every day, because he needs more rest to handle his epilepsy. At Chuma they do not have fixed working hours, but trust that the artists will finish work on time. Everyone is paid on commission, so the trust has to go both ways, that production is finished in time and that the revenue is distributed fairly.

In order to give everyone, the opportunity to reasonable adjustments, AfB has established a social worker within the company. The role entails to listen to employees and their problems and find solutions together, the social worker can help to access state funding, like disability benefits, for its employees, but also prevent absence due to sickness or mental breakdowns, by keeping in touch with employees with difficulties and introducing counter-measures before it is too late, thereby relieving the employee's burden and increasing job satisfaction. HR studies have assessed that social interaction is an important part of one work experience. Negative interaction, like harassment and bullying can heavily increase stress and can have physical and emotional effects of people. The positive version, showing interest in each other and offering social support, in turn, reduces one's stress level at work and is very important for an employee's well-being and job satisfaction (Semmer & Beehr, 2014). These findings link to the interpersonal sphere of inclusion within the organization. As the importance of attitudes and interpersonal support was one of the major topics in all interviews throughout all contexts, it was decided to stress the topic in a subchapter on social accessibility. Therefore, the following chapter will elaborate on the understanding and assessment of social accessibility of the workplace.

4.2.2 Social accessibility

When asked about adjustments and accommodations, interviewees did not associate with social accessibility if not particularly questioned about it. Therefore, there does not seem to be an association or awareness about the sphere beyond physical and structural accessibility. This was thought very interesting, as all interviewees seemed to be aware of the differences in their work atmosphere in comparison with others. Within the interviews, social accessibility, hence being treated equally and receiving social support was a very important topic, often seen equally or even as more important than the physical

accommodations. Employers, employees, disability activists, and foundation founders all said that the communication within the organization is key.

A pwd, or plainly any employee, has to feel supported and accepted, in order to thrive in their setting. There might not be any visible adaptation, which is the case in the organizations in Angola, in Tanzania and in Paraguay, but the openness to support each other was prevalent in all of the organizations that were interviewed.

“You know I need to be respected that I can do things that other people cannot do, I need the opportunity, I need not sympathy but opportunity, so that I can show that disability is not inability, it’s not the end of the road. Disability cannot make you not do something, you can do something, more than being on the street to beg.” (Johnny, artisan, Bombolulu, Kenya, motor disability, wheelchair user)

The feeling of inclusion fostered by open communication and equal behaviour towards everyone in the workplace can make quite the difference. As the CAP Markt interviewees confirmed, the working place for pwds is often the only place where they do not encounter stigmatization. All employees with pwds said that it is very important for them, that they are accepted and supported by their co-workers and supervisor, that the work atmosphere is good and that they feel they can equally participate as others.

Shiva Acharya, who works at HI in Nepal, described his feeling of exclusion, as his co-workers were neither aware, nor accepting or supportive of his needs, which is especially surprising considering that HI is one of the biggest NGOs for pwd inclusion worldwide. He says he does not feel part of the team, as his accessibility as a sensory impaired person is often restricted and neither the company’s structure nor his colleagues ensure access for him. As a consequence, he is now looking for another job. Mr. Acharya is a highly educated person and can therefore afford to explore alternative employments, for many other pwds this is not an option. While social accessibility might not be the most important reason to work (which is income generation, see section 4.2.5), it is clearly expressed that it is the most important factor to make them feel included and retain their employment despite struggles. Some of them, like Joseph from Chuma had other employments before, he worked for a telecommunication shop on the streets. Despite receiving a regular salary there, he left that job when he heard about the welding art project for pwds. He adds he would like to have his own telecommunication shop business to create an income, but simultaneously work at Chuma, because that is where his passion lies.

In all interviews where employers or representatives and employees sometimes joined together or also just had short exchanges while one left from the interview and another one came, the good atmosphere between them was noticeable across the screen. Although, this was only observation, it gave the impression that the work culture is really as accessible as it is described in the interviews, which was also confirmed by both reporting independently the same impressions about their workplace. Especially in the cases where employees with mental disabilities were interviewed and the organizations’ representative translated (Olivera, Spain and Personal, Paraguay) it became apparent how important the social contact was for the employees. At Olivera, the two had a very easy going, light way of communicating with each other, and although Pau might have sometimes added information to Afons’ answer it is believed that that was not manipulating but rather enriching Afon’s responses, as these were rather short as he could potentially not always fully comprehend the questions. Both employees with mental disabilities emphasized how essential it was for them to feel comfortable and supported at their work.

Changing the attitudes of co-workers without disabilities can be a gradual process. It can be done before the employment of pwds in awareness raising trainings and it should be just as important as preparing a pwd for their job, emphasized George from the Score foundation in his interview. Personal in Paraguay conducted trainings for everyone prior to the employment of pwds. However, this requires funding and the representative of the company admits in the interview that in the end it also still takes time, until employees actually throw their stereotypical perceptions over board. Direct contact is in her eyes, and also Salino’s,

the best way to replace prejudices with respect and acceptance: “We have to feel sorry for them, no. We have to respect them, so they can accept that we’re not pretending.”

4.2.4 Discursive power

All organizations and employees agree that they improve the image of pwds’ abilities through their work. Employers and employees alike think that awareness raising is a very important outcome of their work, because they can visibly prove that pwds can contribute. For some pwds this is an especially important outcome of their employment, they feel empowered through their work and that they can show that they are also “normal and want to work” (Joanna, Ecuador, wheelchair user), while others are more focused on their own progress or well-being. Her co-worker Salino, who does not have a disability, acknowledges how his and other’s perspective on pwds has changed since his employer includes pwds. At first, they were surprised about the abilities, and now “thanks a lot that they came [...] Now they turned [changed our perception of pwds] us and they are with us. [...] And we can even get stronger, because they bring skills, despite their disability”.

Research confirms that direct contact with pwds and people without disabilities reduces prejudices. Only three of the interviewees are people with intellectual or mental impairments, but they were the ones who did not seem to deem it very important. However, they all declared that they take a lot of pride in their work, earning money and therefore being more independent. The two of them that live with their families said that their families are very happy and proud of them having a job. Looking at HRM studies, there is a positive relation between a person’s job satisfaction and them sharing their pride about it with others outside of their company and this can be related to factors like job performance, but also work atmosphere and identification with the company (Bowling, 2014).

An effect of discursive power was described by Meshack from Chuma Art Workshop in Tanzania, where the landlord decided to lower the rent in order to accommodate the workshop longer, since he had grown to like the concept. At first, the landlord had imposed a quite harsh rent, potentially also to express his dis-support/lack of support/disbelief of a success for the workshop, but has meanwhile warmed up to the projects and its people. As a result, Chuma Art Workshop can now invest in physical accessibility as they know that they can use the property for at least 2 years. They just started a project with the Swiss embassy of Tanzania to install big sculptures all over Dar es Salaam, which should certainly expand the visibility of Chuma and its artists. Meshack says they could also:

“offer educational programs, have kids come over and teach them, let them see what these pwd can do, that there are really good in what they do. Maybe give art workshops, as well, where they weld something small for themselves.” as an alternative source of income, but also for raising awareness.”

In Tanzania at the Bombolulu Workshop and Cultural Centre, the organization obtains material from the local community and they offer their location as hire for events, too. Salino from Lua Jardim in Angola confirmed that through their work they raise awareness and curiosity “the pwds do their job and [...] other companies see them working and they admire the pwds working, and then they ask questions”. Working together with pwds changes the perception of the employees without disabilities, it thereby increases social accessibility in the workplace, but also has a ripple effect, as employees carry their experiences to the outside world and their behaviour in their private lives.

Nevertheless, the organizations in the Global North were much more invested in their discursive power as it was engrained in the organization’s mission. Especially Capability Scotland was focusing purely on changing the society’s mind-set about pwds by opening second-hand stores all over Scotland, where pwds worked alongside people without disabilities. 25 years after starting their efforts, they decided they had

now reached their goal of creating awareness for pwds in the public sphere and consequently decided to shut down all shops and concentrate on other areas.

4.2.3 Skill Development

The interviewees with disabilities expressed, often passionately, how proud they are that they can show their skills and that it contributes to their self-esteem. However, they did not necessarily connect this emotion with the need to develop their skills. Two of them also worked as artisans, at Bombolulu Workshop and at Chuma, and were also concerned about the customer satisfaction and proud of the experience they had in their trade. Ana, a secretary working at Lua Jardim, Angola, and physically disabled, also expressed her gratitude for receiving training on the job. She states that she was very unexperienced, and therefore very much appreciated the patience and support she received in improving her computer skills. She can now do her job independently, but feels encouraged to ask for her help when necessary.

We try to make the workplace a place where they grow and they have new abilities. (Pau, production manager at Olivera, Spain)

Joanna, working at Vixitex in Ecuador, said she is happy to work there as long as she can keep on learning. Rivesh from Unu Pikin, Suriname, said he would really like to learn other things and also increase his salary as a result of his skill improvements. She was the only pwd that actively and concretely addressed the need for skill development as part of her work experience. The micro entrepreneur Akhmadi from Lombok talked about his aspirations to become an employer one day. He had received life skill and business training from Harapan Baru and seemed confident to continue on his path and enlarge his business over time. Most other employees were already in their positions for a long time and some also still received regular training (Olivera), but it was not an outspoken concern with regards to labor satisfaction. However, employers all emphasized the importance of offering continuous training, and thereby allowing employees with disabilities to show and enhance or diversify their skills. They recognize it as an important boost for motivation.

Skill development is also important for non-disabled people to learn how to treat and support pwds, this is especially important in commercial companies where pwds newly enter. It was confirmed by the story of Mr. Acharya, but also by George from India, and Vanessa from Personal from Paraguay, who had only recently employed three pwds among 2000 employees. She said that:

There were special trainings for all the workers to prepare them. And we also learned the sign language, for the deaf person. That was the major adjustment. (Vanessa, Head of Benefits and Internal Communications at Personal, Paraguay)

Studies reveal that most pwds stay in low skilled jobs their whole life, and might also not have the aspirations to rise in the ranks (Lengnick-Hall et al., 2008). Although this study is targeted at the Global North, the same image was presented through the interviews. The reasons for this can be very context specific, and either attributed to a lack of self-esteem and social accessibility or also to a lack of options to skill development, career coaching and ultimately social mobility. However, skill development is a part of decent work and also a premise of social mobility, as it enables on to rise in the ranks and improve one's salary and livelihood. How income generation influences workplace inclusion is elaborated in the next section.

4.2.5 Income generation

It was expected that pwds might earn less than non-disabled co-workers, as they have to invest more effort in finding employment, therefore might not be in the position to choose and negotiate a salary, plus due to their impairment they might be able to work less than others, which also decreases their income (Mitra & Sambamoorthi, 2006). This assumption was partly confirmed by the interviews, as it is indeed dependent on the level of functioning how much a pwd earns. However, in the same employment setting and doing the

same work as non-disabled, all employees receive the same salary. In Germany the decreased salary due to functioning was topped up by the government, in all other countries this was not the case, but pwds were paid according to the minimum wage of the country or on commission. Employers emphasized that there was no reason for different payment as long as the same performance was provided by the employee. In some countries they would have liked to offer a better salary or additional social security schemes, however, this was not possible due to irregular revenues.

On the employees' level, for all interviewees, earning money was the most important outcome of their employment. Next to receiving recognition, receiving a salary was a key as it enabled independent living. It thereby also contributes to self-esteem and the motivation to work. However, in Kenya, Tanzania and Ecuador the company's struggled to pay out salaries on a monthly basis, as the revenues fluctuated consistently, but employees continued to work and were emotionally invested in the survival of their employment. According to HR studies, a high job satisfaction and well-being as a result of work is expressed in identification with a company, but also in the level of engagement an employee portrays (Bowling, 2014; Schaufeli & Salanova, 2014).

As Joseph from Chuma Art Workshop said, even if the work atmosphere would be worse and he would feel excluded, he would still work there, though unhappily, since he needed the money for his daily livelihood. He also did not receive any state funding and has to pay his own insurance, at least as long as Chuma is still starting out. The role of state funding is very different and obviously a big relief for anyone who receives it. The ability to save money, access loans or other financial services was barely addressed by employees. In the African countries that interviews were conducted in, pwds did not receive any additional funding nor did they mention any official saving schemes. In Suriname, a former Dutch colony, Rivesh receives state support in addition to his salary, so "That is money I put on my saving account", he would not be able to save money without this state scheme, as he already pointed out that his wage is too low to invest in an own room.

Standards like the Fair Labor Association, which work in LMICs in collaboration with multinationals and their suppliers, that are often SMOs, also point out that the minimum wage of the country might not be enough and therefore their members have to aim for a living wage, meaning a salary "that is sufficient to meet the worker's basic needs and provide some discretionary income. Employers shall pay at least the minimum wage or the appropriate prevailing wage, whichever is higher, comply with all legal requirements on wages, and provide any fringe benefits required by law or contract" (Fair Labor Association, 2012).

4.3 Socio-political

Besides employers, there is also a responsibility with the government to improve the labor market situation for pwds. In this chapter, at first a short introduction into the debate on pwd inclusion and its relation to criticism on neoliberalism is given. Then aspects of public accessibility for pwd and the responsibilities of governments are outlined. This is followed by [subchapter 4.3.1](#) on the importance and government's role of social protection.

Denouncing the situation of pwds worldwide, but especially in the Global South, an increasing number of researchers point out the responsibility that the Western perception of disability and development has had and still has on the framing of disability in the Global South (Barnes & Sheldon, 2010; Grech, 2009). Barnes and Sheldon (2010), Shakespeare (2017), and Grech (2009, 2015) argue that all countries outside of Europe, North America, Australia and New Zealand have adapted to the rhetoric of disability as a condition that excludes people from society. Impairments are a part of all living creatures and therefore prevalent in all human beings, however, the treatment of such differences has developed over time and space (Shakespeare, 2017). Most cultures have or had a different perception of disability than is communicated today. Some societies treated people with disabilities equally, in some, certain types of disabilities were being celebrated and in other places and times people with impairments were pursued, showcased or even

murdered (Shakespeare, 2017). With the spread of colonialism and later on globalization communities were segregated between the ones that could perform and contribute, hence work, and the ones that were not able to comply to this regime, often people with impairments (Grech, 2015).

Through colonization and globalization, the social problems for people with disabilities have thereby either emerged for the first time or worsened, and Barnes and Sheldon demand a substantial disruption beyond adaptation, but rather an international system change away from social injustice in order to achieve a fully inclusive and equal society (Barnes & Sheldon, 2010). The authors request stands in contrast to the agendas and reports of the big, international agencies, like the UN (2008; 2015, 2018), World Bank (2013; 2018), OECD (2010; 2003), ILO (2016a; 2016b) and the WHO (2010, 2015, 2018), which promote the path to inclusion through economic development and policies. Pursuing inclusion within the current economic and social dynamics through national legislation, private sector mobilization or international frameworks, like the CRPD, will not bring the desired effects as patterns brought by colonialism and enforced through globalization or neocolonialism (Grech, 2015) deepen inequalities. While resource constraints, population growth and a deteriorating environment add to this downward spiral (Barnes & Sheldon, 2010, Grech, 2015).

Shakespeare and Watson (2001) do not go so far as to denounce the capitalistic system. However, they agree to the extent that they separate the inclusion of people with disabilities from the condition that everyone needs contribute to the economy by working, and that disability is not only a result of social barriers:

“While displacing work as the central social value would be undoubtedly an important social development, [...] We see no reason why we cannot accept that not everyone will be able to achieve inclusion into the economy, and argue instead that a mature society supports everyone on the basis, not of the work they have done, but of the needs they have” (Shakespeare, Watson, 2001, p. 19).

However, the question remains: how to reach a mature society that can afford this kind of welfare for everyone if not through economic capability? Hall and Wilton (2011) propose a broader approach by detaching the idea of inclusion through employment from the idea of integration in conventional companies, but rather as an opportunity for social businesses and creative, but unpaid, work. Nevertheless, the hope for inclusion through economic development is in line with the work of global governance institutions as well as the work of a majority of NGOs for people with disabilities and DPOs. Within the neoliberal paradigm, where nations are expected to operate just as effectively as a corporation, there might not be a need for profit, but there is certainly the pressure for debt free state households and liberation or rather privatization of public responsibilities (Soldatic, 2019). As Soldatic describes in her account “Surplusivity: Neoliberalism and Disability and Precarity”, originally the promises of neoliberalism have enthused the disability movement as it brought the promise of free choice and liberation from institutions. However, it also brought the urge for austerity and a re-distribution of public expenditure and promises of human rights and economic equality are not compliable in this dynamic (Soldatic, 2019). Pwds and their human rights are assessed anew, and some are not considered ‘disabled enough’ anymore. Therefore, within “the ongoing retraction of the welfare state, disabled people are increasingly asked to give up their right to economic security and justice via state systems of welfare so that they can be employed in low-wage, precarious jobs and are churned through disciplinary welfare-to-work programming regimes” (Soldatic, 2019, p. 16).

Labor is considered a key aspect in requiring ability, dignity and opportunity in a society and therefore often considered essential for social inclusion (Shakespeare & Watson, 2001; WHO, 2010; World Bank, 2013). The ILO (2008) recognizes that decent work is often not reachable, especially within the informal economy, in which a majority of pwds work. It therefore calls on governments to lead more proactively by improving the access to sustainable jobs and entrepreneurial activities and facilitate social security / protection for all

workers. For employers' and workers' associations, they encourage to engage in knowledge transfer and networking between all participants of the informal and formal sectors (ILO, 2008). Within the neoliberalist system, the World Bank (2013) foresees that only holistic approaches on government, market and society level can reach an improvement for labor market inclusion. Therefore, it suggests interventions like the accessibility of the transport system or child care options, but also identity registration, for example. It helps the statistical assessment of problems, but also enables pwds to, apply for benefits, if they exist. The World Bank report also emphasized the need of supportive attitudes towards vulnerable groups in service delivery. If a pwd feels uncomfortable and unequally treated when addressing institutions or companies, it might have an effect on their willingness to access opportunities. Carlos, a student and supermarket assistant from Luanda, Angola, described his struggles with physical, but also social accessibility of public transport and public institutions, like the Ministry of Foreign Affairs. He tells that sometimes he is left on the side of the street because a taxi driver is not willing to put the effort into taking him, despite the fact that he is a paying customer:

"Well, the "cobrador" [person that charges the taxi fare] has to take a stand, either he leaves me behind, or places the wheelchair inside anyway and faces the people. But thank God there are also good people sometimes who say: "Let him be, he also needs to earn a living!". [...] It's complicated! [...] And so I say that the disability is in the eye of the beholder! Those who look at me as disabled man, then I am disabled. But for those who do not see the disability, I am not disabled!"
(Carlos, student of African Languages and Literature and sales promoter at a supermarket, wheelchair user)

Carlos also expresses his impression that often people know about the need for accessibility, but it is simply not a high enough priority as there is no urgent need and political pressure, especially when it is not a person with disabilities in a high position. Such reactions and treatment obviously leave an impression on an impaired person and might discourage future attempts at participation. Grech (2009) emphasizes the importance of the local context in resource scarce settings, as in LMICs people are more dependent on physical health for securing their livelihood, for example, to pursue subsistence farming. Therefore, the importance of mobility should not be underestimated when focusing on social inclusion. When talking to Johnny, an employee of Bombolulu Art Workshop in Kenya that is physically disabled, he confirms the importance of being able to access the workplace. He is aware that it is a special feature of his employer that other companies, but also the public space, do not offer.

"Most of the infrastructure is the kind that other companies don't have, when you get outside on the road then you see the roads and houses are not disability friendly, but here even the toilets are. They are made in a way that you can go inside with a wheelchair or tricycle." (Johnny, artisan, 49 yrs.)

Not all types of disabilities can be included in the labor market as it is now. In addition, governments have to invest in providing structures that allow pwds to access education and subsequent training and employment. On the one hand, that means getting pwds motivated, teaching them necessary skills for an independent living, like self-care and household work, but also how to behave in the job market, so-called life skills (IDDC, 2012). Moreover, the government should invest in the accessibility of services. On the other hand, businesses need to be approachable to pwds. First, this requires that they are willing to employ pwds. Second, the management has to proactively pursue the process of creating an inclusive workplace (ILO, 2016). Thirdly, this also requires that the pwds are finding inclusive employers. For example, through the creation of support services by the government, like job coaching, that help pwds to find suitable employment.

Enforcing the inclusion of pwds in companies can be imposed through quotas, as introduced by the Dutch and German governments. These quotas challenge businesses to have a certain percentage of pwd in their workforce. However, their effectiveness is often questioned. The OECD report "Transforming disability into ability: policies to promote work and income security for disabled people" (2003) points out that in some countries, for example Sweden, Germany and France, legal obligations exist to force companies either to

accommodate a pwd through reasonable adjustments, or re-training or re-assignment of another job within the company. Also, several interviewees, from India, Nepal, Paraguay, Indonesia, Kenya, and Honduras, pressed the fact that in general there is an equity or anti-discrimination law for pwds, but implementation is slow. Specific conditions might not be connected to it, and companies usually do not act on it or might not even know about it. Shiva Acharya, the Nepalese disability activist, also states that in 2009 his country was among the first to ratify the CRPD convention and protocol. However, although he sees an improvement for pwds in his country, just as George from India reports, he attributes this more to the disability movement and potentially the SDGs:

“I think there is a fairly good social activism movement that started a slow transition, the government is also expected to play a role, there is legislation in place, and media, there is a lot of information now related to PWDs, also in social media, much more than 30 years ago.” (George, founder of Score foundation, India, visual disability)

The OECD concludes that often these purely legal measures are inefficient, as companies would rather pay a fine than to struggle to implement the requirements. Therefore, it is recommended that these legal measures should be accompanied by technical support and other types of incentives, such as financial compensations for reasonable adjustments that are available to companies or in-work top-up payments. Instead of disability benefits, top-up payments encourage pwds to work, and thereby they also contribute to the welfare state. Top-up payments add to a salary a pwd receives from the company, which might be only 30% of a normal monthly salary, due their reduced functioning. A pwd who can only work 30% of 40 hours per week, therefore gets a top-up by the governments and receives a full month salary. Another option, is to offer financial support for companies that want to invest in reasonable accommodations for a pwd. As mentioned in section [4.2.1. Reasonable adjustments](#), in the Global North organizations are more used to get financial compensations for improving the physical accessibility for pwds in the workplace. In addition, the pwds get financial support to balance out their decreased output due to their impairment when necessary. The interviewees from the Global South also see it as a responsibility of the government to provide accessibility. However, for modification at the workplace they expect their employer to carry the costs.

“Yes, it is necessary that there are arrangements for pwds to facilitate them working, because of the Human Rights, CRPD and [Honduran] equity law, so they have a right to a good job. The adjustments should be mainly structural, but depending on the disability: so like physical accessibility, for example ramps, special toilets, and handrails, materials in Braille, interpreter for deaf, appropriate number of parking spots, accessible information. The company should pay this.”
“(Allan, coordinator at FENAPAPEDISH, Honduras)

However, this could also be attributed to a lack of support from the government and the lack of physical accessibility in the public space. Therefore, financial compensation from the state for the workspace might not even come to mind. Only the director of Unu Pikin, who is Dutch and familiar with the Dutch support system, complains about the absence of governmental support: “It should be a right, where people can count on”. She says that if not through direct payments, they could at least buy some products from the NGO, like furniture, which they could use to equip public schools, which they only did once 5 years ago. In the interviews, the understanding of the role of the government is different depending on the context. Whereas, all Westerners address the responsibility of the government to provide additional support for workplace inclusion, the interviewees from the Global South barely mention it. They point out national legislations, but at the same time also convey that they have little to no expectations towards the enforcement of said laws.

Data shows that countries only slowly and partly implement what they have internationally ratified via the CRPD. Outside of pwd targeted documentations, their issues are often hardly represented in other development projects. For example, in the report *Africa’s Development Dynamics 2018. Growth, Jobs and Inequalities* published by the African Union and the OECD, pwds are only mentioned once. The report, furthermore, points out the lack of funding that is available for the domestic business sector. In addition to

fluctuating demand and the limited structure for marketing, this holds back the establishment of a stable domestic economy, especially for informal businesses (AUC & OECD, 2018). Following the CRPD, all 55 independent African governments adopted the African Charter On Human and Peoples' Rights On The Rights Of Persons With Disabilities in 2018. This states that state parties are responsible for ensuring access to education, accessibility, justice, health, social protection and education, and for promoting opportunities for self- and wage employment on an equal basis to others (African Union, n.d.; Union, 2018). The African Charter of Human and Peoples' Rights on the Rights of Persons with Disabilities in Africa is the African adaptation of the CRPD. By July 2019, only 5 countries had signed it, and none ratified it. The Incheon Strategy to "Make the Right Real" for Persons with Disabilities in Asia and the Pacific is the Asian-Pacific adaptation of the CRPD. It is hosted by the UN Economic and Social Commission for Asia and the Pacific (ESCAP) and says that about 690 million pwds live in this region. Of 43 nations that had signed the CRPD by 2017 only 12 had introduced domestic legislation as a first step of adapting the CRPD to their local context (ESCAP, 2017).

4.3.1 Social protection

In the following, the need for social protection in LMICs is described. In addition, the current situation of social protection for pwds in LMICs is presented and compared to the situation in OECD countries. Furthermore, the role of government is emphasized and possible alternatives are presented if state social protection is not sufficient.

In many countries social protection schemes are non-existent, which provides a big threat to a sustainable livelihood, especially for people with disabilities, as their impairment makes them more vulnerable to exclusion (Grech, 2009, Banks, 2017). The UN reports that social protection schemes for pwds have increased globally, however, the quality and quantity differ. Over 168 nations provide regular payments, and only 11 provide a one-time allowance. In about 81 nations, benefits are only going out to pwds who are employed in the formal economy and have paid social insurance for a longer time themselves, plus "disability benefits vary from 2% to 51% of GDP per capita" (United Nations, 2018, p.66).

As Mitra et al. (2017) exemplify, the costs of living for families of people with disabilities are usually higher compared with non-disabled families, as additional expenditures might be assistive technology, health or care. Their review features mostly data from high-income countries, as they only found three studies from LMICs. In general, significantly higher costs were reported for people with disabilities in relation to non-disabled. Costs also heavily depended on the severity of the disability (Mitra, Palmer, Kim, Mont, & Groce, 2017). This supports the idea that social protection payments alleviate the extra costs for families, however in LMICs "low estimated expenditures may not be indicative of the impact of disability as much as it reflects the unavailability of needed goods and services" (Mitra et al., 2017, p.476).

Paying social protection benefits is the responsibility of the state as the recipient of taxes and distributor of such to its inhabitants. The interviews with organizations in Kenya, Tanzania and Angola also attributed this to a role of the government. However, especially in LMICs the government is often unreliable, plus many pwds remain unemployed or active in the informal sector, which minimizes the amount of the working age population that pay into the social protection programs. In Tanzania there is no social protection scheme and as the Chuma Art Workshop is a social enterprise working on commission, it can neither provide insurance nor do their artisans have a regular, secure income. As Joseph, one of the co-founders with a physical disability says:

"I don't have insurance, as I told you we're still new, maybe when we settle we can get different social funds, but for the time being we're not yet joined with the social funds".

He adds that in case of trouble and if his own savings are not sufficient, he can rely on the help of his uncle, and he does the same when he is able to support others.

If a person with disability falls sick or injured during work and there is no social security nor any other institutional support available, the person depends fully on their immediate network and additionally the costs of recovery might be higher due to their impairment. Ultimately, in the context of inclusion, social protection should start at an earlier stage by providing access to education and training, because it will facilitate the integration into society. Being able to earn an own income will relieve the burden on the family and on the person with disabilities, and thereby also reduce the need for social protection as a working person contributes with taxes, skills and consumption (Banks et al., 2017; Shakespeare, 2017). Simply put: “exclusion is too costly”, in social, economic and political terms (World Bank., 2013). However, as there is no social support system for people with disabilities in a lot of countries, especially LMICs, and countries struggle with unemployment anyway, there is little hope for an improvement in that situation.

The access to national social security systems is very incoherent among the interviewed organizations. Either the state does not provide coverage for everyone and / or access is difficult and has not been pursued yet. Unu Pikin reports that the state is only supporting some employees, while people with severe disabilities are dependent on their families, as the organization cannot afford to pay them for the level of work they provide in comparison with the amount of support they require. In addition, there are two other groups that are employed according to their disabilities:

“Then we have a group that works with us, they get some expenses. They get paid when they are sick or with holidays. But no pension regulations. We have also a group who are getting paid the minimum wage, sometimes more because they work for a longer time. For them we pay taxes, and for their retirement. We would like to do that for everyone, but we don’t have the finances, so we can offer less jobs for pwd.”

Nevertheless, in all countries social protection schemes appear to be in place and employers are willing to pay their part. The problem is rather that sometimes the system is very obscure from the government’s side. Chuma Art Workshop does not pay into health insurance or pension funds yet. Meshack reports that the tax authority system is complex and he did not have time yet to sort it out, but he is planning to once they have a regular income secured through the Swiss embassy project. In Spain, Germany, United Kingdom, Angola, Kenya, India, Nepal, Ecuador, and Paraguay all employees are protected by social security. However, the level of protection is higher in some countries than others.

In addition, in other countries additional funding might be available, but pwds might not be aware of it. A helpful measure to facilitate access to benefits is therefore to assist pwds in accessing and applying for such schemes. HI proposes this as one of their actions for social protection, in addition to cash transfer programs (Humanity & Inclusion, n.d.). Eyeway, a project from the Score foundation, is providing such a knowledge platform externally from employment. Pwds can call them and ask for information on a multitude of relevant topics and Eyeway will refer them to the right organization or resource close to the location of the pwd. The German AfB gGmbH has installed a social worker especially as a HR advisor, but for all employees, independent of whether the problems are disability related or not. This advisor can also connect a pwd with funding needs to the respective organization, hence it is a helpful role in the organization. Harapan Baru cannot provide extra funding for assistive technology, as they do not have the financing to do so, even though it could help to increase the independence of their participants. However, there are other NGOs on the island, that can help in such situations, hence they can also work together.

Although, the situation is to date very much advanced in Europe, the interviewees all reported that funding has slowly decreased over the last years. The Spanish and German organizations say they have to rely more on themselves if they want to invest in accommodations, as it appears that the money available is decreasing. They were not sure why, but said it might be due to a development away from the welfare state or re-direction of resources, for example to refugees as it is a more urgent cause. The CAP Markt is part of public social institution for the region, Michael Auen, the managing director of this organization, says that he is unsure how it will develop in the next years, but he has the impression that the government increasingly recognizes the effectiveness of inclusive business over supported or sheltered employment

opportunities. Pau, production manager at Olivera in Spain explains why they look into alternative funding strategies, now and for the future:

The society must recognize social enterprises, that we're doing useful work for society. [...] We also work in ethical finance, so people loan us money, and this way of doing is very important, because it's an alternative banking system. And we don't take loans from normal banks. And it would help to grow as a social enterprise, also employ more people, building a more inclusive model. [...] Normal economy is based on accumulating money; social economy is based on distributing money. So it benefits everyone.

Despite the announcement of a decrease in disability benefits towards other areas in Western countries, data from OECD countries does not mirror this trend. While some countries, like Sweden, Hungary, Czech Republic and Romania decreased their expenditure on people with disabilities, in other countries it stagnated or increased, as was the case in the United States, Estonia, Belgium and Chile. This indicates that countries with the highest GDPs worldwide, like Germany, France, United Kingdom and others have not diminished their expenditures on benefits. Possibly, they have restructured the prerequisites and support connected to the benefits. Changes are attributed to adaptations in policies rather than by the private sector or demographic change (OECD Social Benefit Recipients Database (SOCR), 2017).

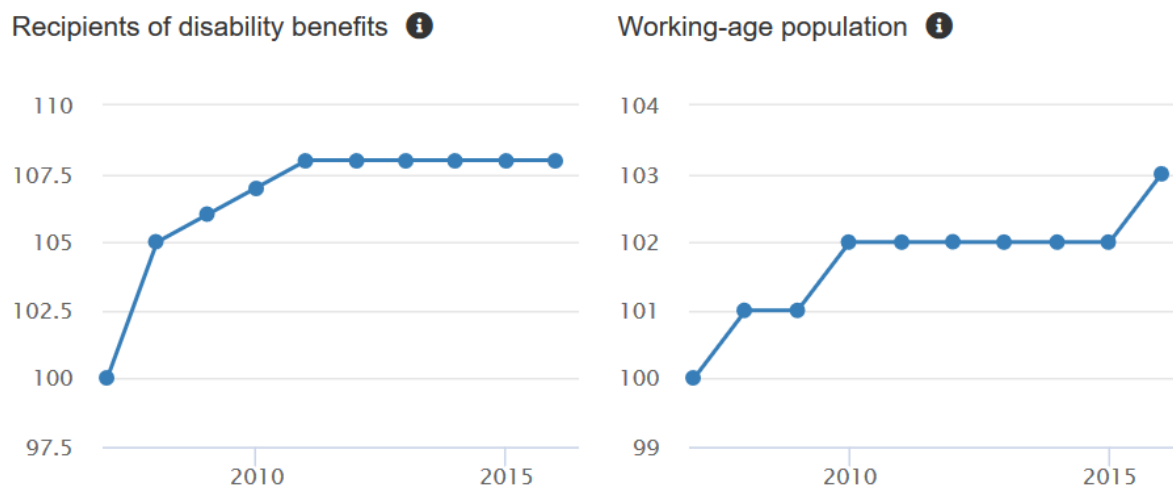


Figure 9: The amount of people receiving disability benefits next to the amount of people of working age in OECD countries from 2007 to 2016 (OECD SOCR, 2017).

The graph envisions that the amount of benefits remained stable over the last 10 years (up to 2016) after a continuous rise from 2007 up to 2011. The benefits respond more or less to an increase of the working age population from 2007 to 2010, but they did not feature yet the newest rise from 2015 to 2016. It is clear that the amount of people with disabilities that receive benefits is slightly bigger than the total amount of people in working age. This confirms that, depending on the severity and type of disability, some people cannot participate in the labor market (Shakespeare, 2017) and there are therefore more recipients of benefits than contributors to the social system among people with disabilities in working age.

As an alternative or addition to of state funding, social protection can be sourced and provided differently. Especially in resource scarce settings, the network of the family and possibly also the employer are an important support in times of sickness or other troubles. As mentioned in the sections above, the individual's level of social integration into their family and community can be an essential source of support. Several employees responded that they can rely on their families for financial relief if necessary, and they would also do the same for them. In addition, a few respondents also live with their parents or close by, hence other support is provided to them, for example in securing basic needs. Harapan Baru encourages its participants to save parts of their income, it is a part of their life skill training which is about:

healthy eating, saving money. Lots of basic information doesn't reach them, due to education status etc., so we try to support them with thinking ahead. What effect would it have on your child if it cannot go to school. Hey, what if you have an accident, would be really handy to have some money then. (Nick Rensink, founder Harapan Baru Lombok, Indonesia)

The CBR program also proposes saving groups or micro-insurance schemes that can help people. However, while access to saving groups might be possible within the community, microfinancing is harder to reach. In India, the birthplace of microcredits, only about 1% of the clients of microfinance institutes are pwds (Center for Financial Inclusion, 2014). Either the institution might be far away from the pwd, and hence literally unreachable or too costly considering transport (WHO, 2010a). Or the pwd might not know about such options, respectively the microfinance scheme has not or cannot reach out to pwds. In an assessment from the World Bank in 1999 formal social security in Sub-Saharan Africa was mostly accessible to the middle-class and there were not enough contributors working in the formal economy to enlarge the scheme (Barbone & Sanchez, 1999).

4.4 Labor guidelines in global governance

In this section, the current existing global labor guidelines, both private sector or institution driven, relevant for pwds will be presented. This is followed by an introduction into the literature on designing labor guidelines for pwd inclusion. Concerning global governance standards, besides mentioning it in several labor conventions targeted at all human beings, the ILO introduced the Vocational Rehabilitation and Employment (Disabled Persons) Convention in 1983. Four of the countries in which interviews were conducted have ratified this convention, all of which are middle to high-income countries. Besides the CRPD and the SDGs, there is no other guideline from a global governance agency directed at governments.

There are no private sector labor standards specifically targeted at the inclusion of pwds. Various sources present guidelines on the topic, however, they are addressed to multinationals and are voluntary, therefore having no legal backing nor any control system in place to ensure implementation. Those are, for example, the Charter of the UN Compact, ILO Global Business & Disability Network and their *Guide for business on the rights of persons with disabilities*, the *Good for Business* guide from Humanity & Inclusion, and the Leonard Cheshire Disability foundation, which are two of the biggest NGOs for pwds in the world (HI & LCD, 2017). None of the interviewees has referred to a private sector standard as inspiration for their work, instead mainly their own ideals and principles are their point of departure. In addition, they are aware of the national legislation and oriented themselves on it, but as the laws are not strongly implemented in neither of the LMICs, the significance remains low.

According to the interviews, most organizations work unsupported by legislation, labor standards or any other type of guideline or Code of Conduct. Most interviewees are neither familiar with the CBR program, nor do they mention laws or ILO or UN conventions as the foundation of their work. Only the two German companies said they based their work on legislation, but also on company values and their organization's vision. In all cases, rather the organization's own principles and morality are feeding into the basis of the daily work. Although, ILO has reported an increased use of their conventions and recommendations in companies, this process has been observed within multinational enterprises, but there is no mention of small and medium sized enterprises. This can also not be seen differently when looking at the case studies and interviews, as none of them mention ILO standards or recommendations as inspiration for their work, and most times they are not even aware of these as instruments for their work. Some representatives expressed an interest in a guideline or some other form, like a Code of Conduct or an actual private standard. They thought it could improve their visibility and viability, but it was difficult for them to imagine how such a guideline should look like and which actor should be implementing it.

A UN sub-organization called the Washington Group on Disability Statistics was founded in 2001 to improve the data supply on the status of people with disabilities worldwide, also reporting on the SDG indicators.

The official SDG indicators are mainly relying on figures supplied by national agencies. The SDG indicators for goal 8 lack data access and ignore social benefits of labor inclusion for people with disabilities. Where governments and international institutions lag behind, a private standard can fill the gap of change, as the impact measurement is a result of their auditing of members (Fuchs & Kalfagianni, 2010). At the same time, private sector directed initiatives, like Code of Conducts or certifications like the Fair Labor Association (FLA) or Trade Standard, are increasingly used to initiate progress and realize ILO Conventions and the Human Rights Declaration (Scherrer & Beck, 2017). In addition, new forms of doing business, like social enterprises, can be answers to the discussion of changing the economic system by accounting for social, environmental and economic values and thereby allowing for an inclusive world system.

Decent work, ILO guidelines and standards, CRPD and CBR demand the existence of social protection schemes for all or specifically for pwds. Often the official protection schemes in the form of insurances and social assistance in LCMs do not provide sufficient service (Banks et al., 2017). In addition to legislative force and international organizations, there is a stronger call for private sector standards. Private standards are increasingly used by private actors to secure their legitimization in times of consumers demanding social and environmental fairness. By going beyond policy requirements, companies can avoid future scandals and use their actions for competitive advantage (Fuchs, 2005; Martinuzzi & Krumay, 2013). Furthermore, companies can use their discursive power to change the norms and values held by their surrounding environment (Fuchs, 2005). Through the inclusion of pwds in an organization, companies influence the discourse on pwd inclusion, by giving the example to their employees, customers and other stakeholders that pwds can work equally and should be treated equally as others. The discursive power can be exerted actively, for example through the organization's mission statement or advertisement, or as an indirect effect of actions that are visible to the organization's stakeholders (Fuchs, 2005).

This move to transparency and accountability is also supported by social enterprises that fill the gaps and demands of society that are neglected by multinationals. Start-ups with a social focus are indeed increasing in recent years as sustainability issues are turned into opportunities for innovation and disruption of current markets (Dean, 2014). Nevertheless, when looking at existing sustainability assessment tools or sustainable development business initiatives, the topic of people with disabilities inclusion is often ignored, especially with regards to South-North trade.

Although, governments are often needed to lay the foundation for human rights realizations, like the right to work, private standards can surpass boundaries by implementing standards that go beyond legislation. For this reason, many companies admit to different forms of standards, for example an internal Code of Conduct, but also to external standards carried out by standard enterprises, like Fairtrade or consist of industry representatives like the Roundtable for Sustainable Palm Oil. A standard rewarding company is usually responsible for assessing the companies and rewarding certifications dependent on performance. Thereby, they monitor the activities of companies worldwide and hold them accountable for their doing. The employment of people with disabilities is now often promoted as a profitable tool for companies and governments alike, as it is argued that people with disabilities can contribute to a positive work environment and the inclusion is more cost-efficient. The state saves on social security costs, and even if social security for people with disabilities is nonexistent, then the family of people with disabilities experience a relief by income-generating activities (Inclusion International, 2006). In turn, contributing to one's family income increases the self-esteem of the individual with a disability and increases the community's acceptance of people with disabilities (Velema et al., 2008).

Alvarez and von Hagen (2012) put forth several factors that they consider crucial, in order to create positive impact on the producer and supply chain level. First, when global private standards are developed, it is important to consider the level of specificity of the rules in relation to the variety of organizations and locations it should be adaptable for. It should be general enough that it can be formed according to the local context, but specific enough to trigger change. Second, it is important that all stakeholders agree on and accept the standard, its mechanisms and its goal. Producers and/or suppliers have to be on board with the

standard that is imposed on them, and the measures they have to take in order to comply. Thirdly, the authors conclude from their literature review that incentives for standard implementers are a helpful tool to promote the process of change. Fourthly, incentives and effects of the standard do not have to be financial, but can also consist of better trade relationships, better public image and reliability and empowerment.

Regarding the form of labor guidelines, CSR is often criticized for not being holistic enough, as it stays on the surface through projects that do not affect the business operations or internal practices. In case a company decides to transform their process to fit in social and environmental sustainability, it requires a holistic approach involving all supply chain partners and all departments. This form of standard is usually rather used by established businesses that want to change their 'business-as-usual' (Martinuzzi & Krumay, 2013). The weaknesses of Code of Conducts are their voluntary nature, therefore second actor auditing is essential. It has been found that if a producer audits itself, the results and therefore implementation differ widely between organizations (Scherrer & Beck, 2017). Furthermore, the Code of Conduct should be implemented throughout the whole supply chain, which proves especially efficient in short, direct trade, like is the case between Danki Inc. and its supplier (Alvarez & von Hagen, 2012; Scherrer & Beck, 2017). Another factor of securing implementation, is to use the multi-stakeholder approach and also involve other actors, ideally also from the public sector. Stakeholders for pwd inclusion include DPOs, NGOs or international institutions like the WHO, who can help with the development, improvement and auditing of the code and use their platforms to promote it.

The ISO 26000 from the International Organization for Standardization is the first of its kind in attempting to evaluate the social responsibility of an organization (Henriques, 2012). It is not particularly targeted at the inclusion of pwds, but assesses, among other aspects of social corporate social responsibility (CSR), the labor practices of an organization. The standard names seven principles as prerequisites for a socially responsible acting enterprise (Henriques, 2012, p.13):

- accountability
- transparency
- ethical behavior
- respect for stakeholder interests
- respect for the rule of law
- respect for international norms of behavior
- respect for human rights.

The Zero Project Impact Transfer report from 2019 identifies seven learned lessons for enabling a spread of successful social enterprises for disability inclusion. They could be useful in establishing a labor guideline for workplace inclusion that is adaptable to local contexts. Zero Project is a global knowledge sharing platform for solutions that erase barriers for people with disabilities. The Impact Transfer is an initiative from Ashoka, a global lobby organization for social entrepreneurship. From their experience it is important that documentation is done in a way that is understandable and simple enough to copy to other circumstances. Moreover, they recommend facilitating the adaptation of new labor conditions by coaching and providing skill development opportunities along the way. In this way, Danki Inc. or any other organization could also keep track of the problems and opportunities that arise on the new business partner's path to inclusion.

Subsequently, the amount and source of financing should be discussed and planned before agreeing to introduce, for example, reasonable adjustments. Depending on the local context, external funding could be researched, either state supported, like is available in Germany, or, if viable, a company loan or via NGOs, like in Indonesia. Therefore, the report also recommends being aware of local contexts when planning. Context specificity might open access to easy solutions, but might also be the reason for a delay in implementation, as is often the case in LMICs. Related to this is another lesson: having access to local

resources and making use of local networks has been very helpful in achieving sustainable, enhanced progress (Zero Project, 2019).

4.5 Ecosystem of workplace inclusion according to results

In the preceding chapters the input of interviews, scholars and global governance actors on workplace inclusion was given. Leading on to the discussion, hereby a visualized re-capture of what premises of workplace inclusion have been presented throughout the results, and how sources have positioned them into the ecosystem for workplace inclusion:



Figure 10: Overview of results on workplace inclusion

5. Discussion

As can be seen in the section above academic literature and international development organizations alike provide a lot of output on socio-political prerequisites of inclusion and propose ambitious goals for an equal society. However, little of it is targeted at providing a foundation for inclusion within the workplace. And little of it has been turned into reality, due to lack of resources, lack of urgency at the government level, but also lack of technical and concrete guidance for governments and businesses. Only a small amount of pwds has access to organizations that foster an inclusive workplace. The interviews provided an insight into the reality of pwd inclusion in workplaces that is missing from the institutionalized discussion. In the next sections, first, the requirements of workplace inclusion in resource scarce settings will be discussed using the structure proposed in theories and results, thus from individual to the socio-political sphere. Second, a discussion on the potential of international or private sector labor guidelines for pwd inclusion.

5.1 Requirements for workplace inclusion in SMOs in LMICs

Comparing results with the theoretical framework, it becomes clear that in many ways literature and reports confirm the views topicalized in [section 2](#), while interviews underscore the social premises of inclusion independent of context. This discussion draws together these various findings and lines out how they add to the current body of literature on workplace inclusion. In order to facilitate reading, the same structure is being used that in the results section. First, the individual, then the organizational and last the socio-political requirements. If not clearly indicated, findings from employees from the Global South and Global North are presented together, meaning it is just “the employees” or “all employees”, the same applies to the employers.

On the individual level, this research ascertains that there are personal traits that an employee should bring into the employment and there are outcomes of the employment that affect the personal well-being of the employee with disabilities. Starting with the former, all interviewees acknowledge that motivation is an important personal attribute that should be brought into the workplace by all stakeholders. Thereby, they mean the intrinsic motivation to have an occupation, being productive and contributing to the development of an organization rather than extrinsic motivation through salary or other things. This was also confirmed by literature on CBR interventions and by HR studies on work psychology. Although, social support systems throughout their whole life might make some pwds in the Global North more prone to expect help and show less motivation and determination on their own, employers assure that it does neither depend on the country nor the disability, but is an essential prerequisite. As a motivated pwd shows interest in learning skills and contributing to the organization, the person can thereby be included in the workplace.

In addition, the impact of the disability on the level of functioning, but then also on the type of work was pointed out as something that has to be considered prior to employment. Employers confirmed Shakespeare’s (2017) argument that not all pwds are able to work in a mainstream employment and organizations like Unu Pikin or Olivera were accounting for that through offering different work options. For the other, more commercially oriented, organizations this was not economically feasible. Therefore, the level of functioning is highly relevant for accessing the labor market, the response by the organization to the level of functioning is essential for workplace inclusion, but this will be discussed in the section on organizational requirements.

According to literature the socio-economic standing and assistive technology can also be indicators of inclusion on the individual level. Looking into workplace conditions the domains of socio-economic status prior to employment was not directly addressed. However, all employees with physical disabilities all had their own assistive devices, like wheelchairs, which might be connected to their or their family’s socio-economic standing, but could also speak for the existence of NGOs or other support programs that facilitate access to such devices. In other cases, the socio-economic standing of the pwds’ family allowed the employee to be more relaxed about generating an income, but it did not have an impact on workplace inclusion itself. Furthermore, knowledge as an individual trait were not essential, but helpful to a position

in an SMO. All pwds could also learn on the job. In Kenya, Angola and Paraguay, pwds had also received crafts or ICT training prior to their employment. These fit into the domain of vocational training, that the ILO urges governments to offer and were helpful for them to achieve employment. However, in the Global North, school attendance is stipulated for everyone, which enables pwds to also access further education or trainings and then also higher skilled employment. In the Global South, it was the exception, that a pwd could reach high education.

Self-esteem, pride and a sense of belonging were identified by interviews and HR literature as an outcome of employment and feeling therein included (Schaufeli & Salanova, 2014). Interviewed employers also observed that pwds opened up over time and became more confident to participate in discussion, they saw this as a positive sign of inclusion. Studies on work psychology, but also on CBR interventions confirmed the positive relation between well-being and job satisfaction. Thereby, employment has the positive indications on an individual's level of social inclusion as was outlined in [section 2.3](#). Outside the workplace, the pwds satisfaction also has ripple effects on their ability to participate in other spheres of society, as they transcends into other dimensions of the pwds' life, like social capabilities and empowerment as proposed by the CBR strategy and the livelihood approach (see Figure 4: Aspects of an inclusive livelihood (WHO, 2010a)(WHO, 2010b; World Bank., 2013).

On the organization level, the following factors were confirmed as main requirements within an organization in a scarce resource setting. At first, the set up an inclusive organization is discussed before moving into the concrete requirement for pwds. The notions that interviewees throughout shared on the situation for pwds in their society confirmed the prejudices from employers that were outlined by literature and employer organizations (ILO, 2016; Lengnick-Hall et al., 2008). They are not different among the countries, while the stereotypes might be more outspoken and emotional in the Global South, they are just as much based on prejudices of pwds' delivering economic burden and inefficiency as they are in the Global North. Despite the possibility to receive financial compensation in some countries, like Germany, companies, even multinationals, are reluctant as the AfB tells about their partner companies. This confirms Martinuzzi and Krumay's (2013) of CSR activities that do not go beyond "Doing Good", as corporations would partner with AfB as part of their CSR, but they are not willing to be inclusive themselves. However, the impressions from all interviews on their work atmosphere, and how it differs from conventional organizations also confirmed the positive impact that a diverse, inclusive workforce can have on the work culture, as was described by Boxall & Purcell (2016).

The recommendations towards introducing inclusion given by ILO and NGOs were reflected by employers. It is essential to ensure that the management of the organization is on board and that inclusion reaches all levels. If starting to employ pwds it should be a planned and guided process, making use from the experience of other inclusive organization and exploring state funding and following the national legislation. Very important is also the inclusion of pwds in this process to ensure successful employment for all stakeholders. Furthermore, employers expressed that these steps are necessary to engrain inclusion as the "universal policy" (George, Score foundation), meaning part of the company culture. The majority of organizations that were interviewed named themselves social enterprises, but the ones operating in the Global South also fit into the concept of inclusive business for BoP development. Their mission is to empower pwds through employment, often the most marginalized in LMICs, and therefore, they reconcile their financial survival with their social goal. It appeared that it was easier for the social enterprises or NGOs to achieve inclusion than it was for the commercial and larger companies where pwds were later employed within the existing organization.

The two interviewed commercial companies, Personal (Paraguay) and Lua Jardim (LJ, Angola), had not fully engrained a fully inclusive culture yet. They started to integrate pwds, but the behavior was not yet in a state where pwds and people without disabilities were working together equally. Nevertheless, they are on the path to inclusion, as both acknowledge the importance of learning and adapting their individual behavior in that regard. It was interesting to hear this discrepancy between integration and inclusion

experienced by an employee of Humanity & Inclusion in Nepal. As he felt, that despite being one of the biggest NGOs for pwds worldwide, and offering physical and structural access, inclusive behavior is not part of HI's work culture. These cases confirm, that although organizations' internal Code of Conducts or also national legislation might prescribe non-discrimination, it is on the individual level that inclusion has to be rooted and in the organizational level that it has to be lived. This confirms the indication of van Knippenberg & Schippers (2007) that in pre-existing employment settings inclusion takes longer to settle in, but is possible when approaching it holistically as described above. An advantage of SMOs is that they have a size that still allows personal contact between all hierarchies, which was something that was encouraged by all interviewed organization. A flat hierarchy, with an open door policy, hence honest and informal communication between all members of the organization. An option that is used in the organizations in Global North to increase access to inclusion is to introduce a social worker, who can help pwds with accessing funding or other problems.

Moving on to the intra-organizational requirements for pwds, reasonable adjustments, and especially social accessibility were found to be most important for workplace inclusion. Discursive power, skill development and regular income generation turned out to be important but not essential. Within the dimensions of reasonable adjustments, guidelines by the ILO or the CBR program, but also geographically constricted sources, like AfriNEAD, stress the need for physical accessibility and assistive devices. Throughout the interviews the opinions are more stratified. In the Global North, organizations have a high level of physical accessibility, but the implementation is supported by state funding. In the Global South, provision is relatively high, but the implementation of physical accessibility sometimes lacks behind due to financial restrictions. There was no government support for reasonable adjustments in any of the LMICs. On one hand, the subsidies available to the interviewees in the Global North thereby allow for the inclusion of people with a level of disability that would not be possible in the Global South. On the other hand, the interviewed employees with disabilities that worked in the organizations with low physical accessibility are used to a more resource scarce livelihood, therefore their expectations towards adjustments are also lower, than those of pwds in the Global North. Structural accessibility, like flexible working hours, require the least investment, but contribute tremendously to the comfort of the pwd and is therefore recommended by all interviewees. Positive attitudes and social support was stressed by all interviewees, and often considered tantamount to or even more important than physical adjustments in order to go beyond integration and ensure inclusion. The significance of social accessibility as an essential prerequisite for workplace inclusion appears to be underestimated by the current body of literature and reports on this topic. This research constitutes that with physical and structural accessibility alone integration of pwds is reached, but with social accessibility inclusion can be achieved.

Despite the importance of experiencing equal treatment within the workplace, it appears that raising awareness and using their discursive power is an appreciated side product of the employment of pwds, but not necessarily the mission of the interviewed companies. For the social enterprises, the DPOs and the NGOs the aim is to improve the livelihoods of pwds. For the commercial companies the pwds are just the beginning of their engagement with the topic and it appears that they were both internally motivated to employ pwds, but also have the financial comfort to try it out. It is difficult to assess the degree of awareness raising the companies have in their communities through interviews, but the impression was that there is not much contact between the organizations and the local market. While the European organizations, like Capability Scotland, AfB and Cap Markt have all service based business models that are dependent on interaction between pwds and customers, the Global South ones are often more manufacturing based (Bombolulu, Chuma, Unu Pikin, Vixitex) and have yet to open their activities to the local market. A more service based and local market focused approach as an inclusive business for the BoP could help the financial sustainability of the endeavor, but facing discrimination and high competition due to precarious economic conditions also makes this path harder and potentially less fruitful.

According to the decent work and CBR concepts, opportunities for skill development and social mobility are part of an inclusive workplace. Most employees with disabilities agree that they can regularly expand their

skills internally, especially in the manufacturing organizations, like Bombolulu, Vixitex and Olivera. However, managing position were not very common, even after over 25 years in the organization like Johnny at Bombolulu. Joseph, who co-founded Chuma Art Workshop, also forewent the opportunity to participate in the management of the workshop. Both feel most comfortable with their practical work and potentially feel that they lack the education to pursue leading position, however, they display aspirations to excel in their craft or teach it to others. Olivera (Spain), AfB (Germany), Bombolulu (Kenya), Score foundation (India) and Vixitex (Ecuador) are all SMOs that include pwds in managing positions. Pwds accessed these positions sometimes thanks to higher education, but not exclusively, often the experience and motivation of the pwd were key to rise internally. Therefore, social mobility within the organization remains an option for most pwds, with a sufficient level of functioning, as long as they show motivation and determination. However, outside of those inclusive organization it is very hard for pwds to achieve social mobility due to contextual factors, like discrimination and access to education.

In the Global South, the economic inclusion through income generation via the employment is sometimes lacking behind. Local SMOs like Chuma, Bombolulu, and Vixitex cannot ensure a stable, regular salary, due to the economic instability of the organization. The premises to a decent, inclusive workplace, as defined by the ILO, are not congruent with the scarce resources of these organizations. Although, all interviewees underscore the necessity of receiving a salary for their livelihood, the interviewed employees that receive irregular salaries still assure that they rather continue working anyway. Some of them could rely on the income of their partners, while others stressed that they and their family are dependent on their income. They continue to work, for one, as they lack better alternatives, but also due to their satisfaction and identification with their work. All employees express a high level of identification with their work and draw pride and self-esteem of it, which is according to HR theory also a feature of job satisfaction and loyalty (Bowling, 2014). Irregular income, of course, hinders inclusion and livelihood development, but in the local contexts of some LMICs pwds might not have another option. It can therefore be argued that social accessibility outweighs earning a regular income in a resource scarce setting. First, because there are not many alternatives for pwds to be employed and pwds still receive a salary, although irregular, and second, the work culture might contribute to their determination to stay, as well. Therefore, these SMOs are providing very important workplaces, by being places of occupation, productivity and acceptance and sources of self-esteem, knowledge, support, (irregular) income. Thereby, they contribute at least to an extent to an independent, inclusive livelihood.

Looking into the socio-political dimension of workplace inclusion, it was emphasized by several interviewees with and without disabilities, that labor market support or disability benefits are in none of the LMICs truly existent. In the Global North there is more institutionalized support, like job coaching for pwds and supported or sheltered work places. In the Global South, it is to a big part up to the pwd to find inclusive employment, mostly provided by social businesses or NGOs, or start their own micro enterprise. Despite a high coverage of ratifications of the CRPD and an increase of national legislation for pwds, to this point in time the implementation is hardly visible in any of the LMICs, where interviews were conducted. Social protection is affirmed to be the responsibility of the state and essential part of a sustainable livelihood, but it is only in some LMICs available for pwds. There are possible alternatives to state benefits, for example to establish an own micro-insurance or saving scheme, possibly also within the workplace.

Global actors like the ILO remain on the surface of creating inclusive work opportunities for everyone by targeting mainly governments and multinational enterprises. Thereby, they are not able to reach the majority of PWDs, which do not have access to multinational enterprises. A pwd has to be empowered enough to look for employment, which looking at societal prejudices is a big hurdle if a pwds' own social network does not support it. This might be the reason, why most of the interviewed organizations from LMICs are operating in urban centers. As Johnny from Kenya said, in the rural areas the treatment of pwds can be worse, where some pwds are still being hidden. But also in the urban setting many pwds experience stigmatization and bullying, especially in the public transport, which hinders their access to work. In all countries, independent from Global North or Global the impression was that pwds are accepted in the

society, but commonly not considered for mainstream employment and if though, often not in an inclusive environment.

Keeping in mind, the assessment of Dean (2014) that global markets are not ready for social enterprises, keeping financially afloat, while disrupting the local economy remains challenging for inclusive organizations. Leaning into the discussion around pwd labor inclusion, is the debate for a system change that leads away from performance driven to sustainable, inclusive societies. This would facilitate the work of social enterprises and the inclusion of pwds, as it would soften barriers, if productivity and efficiency would not be the essence of economic activity anymore. Although, the discussion is primarily led on the academic and NGO, DPO level, for the disability movement this is a promising development. The interviewed SMOs prove that it is possible to lead an enterprise focused on social and economic inclusive sustainability. The concept of social entrepreneurship creates a bridge between the two extremes of today's system and the anti-neoliberalism rhetoric, but as for now social organizations fill a niche and their survival is often dependent on outcomes of neoliberalism, namely global trade, continuous demand and / or national subsidies. As for now this dependency applies to most of the interviewed organizations, both in the Global South and the Global North. The AfB gGmbH's model would not work without their profit-oriented partners, who hand down their ICT to them, nor without the financial support from the state, neither would Bombolulu's export and tourism focused production or Chuma's sales to tourists. Nevertheless, they are all creating disruptions in the conventional market. Furthermore, they are developing their resilience towards more independence, hence contributing to the development of the social enterprise idea. With their mission they are urging for a market that values people with disabilities and abilities, by having workplaces that are just a bit more "humane" (CAP Markt).

5.2 Potential of labor guidelines in global governance

There is no internationally guideline on the inclusion of pwds in workplaces, that is legally binding or controlled via auditing. International guidelines for pwds from international institutions like the ILO have so far not been very successful in changing the situation in reality, as they are mostly voluntarily or targeted at governments. Nevertheless, the CRPD has sparked discussions and brought the needs of pwds onto the agendas of governments and international development agencies. Slowly national legislation is introduced, in which also the employment of pwds is addressed via quotas or subsidies. According to the interviews from LMICs, the existence of such laws is to this point in time, the only step forward, as the new legislation is often not enforced. On the private sector level, no labor standard targeted at pwds was identified, but some interviewees showed interest in applying such a private sector guideline as it could improve their visibility and their validity. Considering the literature, a standard can be a helpful tool to accelerate change in a sector, also to improve the visibility of small scale producers, therefore, it can be also valuable for pwds and workplace inclusion.

For introducing a labor guideline at the SMO level, it requires a leading organization, which is consequently a standard giving entity. However, the low cost version could be to establish an international network of inclusive businesses, a platform on which they can learn from each other and where newcomers in inclusion can inform themselves. If wanting to introduce a guideline, a Code of Conduct would be the best way to structure necessary requirements. Eventually it can be connected to a label available throughout the sector of inclusive businesses allowing to evaluate the conditions of an organization and motivate improvement. In order to ensure feasible goals, the guideline should be set up in collaboration with the beneficiaries and users, hence employed pwds and their employers. To strengthen the efficiency and discursive power of the label, auditing should be introduced. However, to foster inter-organizational exchange and keep costs of auditing low, it could be organizations auditing each other. Concerning contexts, the guideline should focus on requirements within the workplace, that can be implemented independent of the socio-political settings.

6. Conclusion

Throughout the last chapters the realms between integration and inclusion at workplaces were further explored and it was attempted to suit them to the realities of SMOs in LMICs. The aim of this research was to explore conditions that are necessary for workplace inclusion of pwd in SMOs in LMICs. It was established that intra-organizational conditions are related to the characteristics of the individual and the socio-political sphere.

Concerning the requirements for inclusion within the workplace, the most important aspect of workplace inclusion is social accessibility, hence positive attitudes and social support towards pwds, resulting in their equal participation. In addition, physical and structural accessibility are key to create comfort at the working place. Furthermore, skill development and there out the opportunity for social mobility are considered important. As outcome of the employment, a regular salary and social protection are essential for ensuring a sustainable, inclusive livelihood. Besides social protection, the responsibility to provide these requirements lies with the employer. Ultimately, all of these have to be part of the workplace to provide social and economic inclusion. This research accentuates the importance of social access, as without it integration might be achieved but not inclusion.

While social and structural accessibility, and the opportunity for skill development are universal, the access to the others is highly context specific. Salary and physical accessibility depend on the financial stability of the employer, which is often unreliable for social enterprises in the Global South. One the one hand, because they have fluctuating demands of their products. This could be improved through a more locally based business model inspired by the concepts of social enterprises and inclusive businesses for the BoP. On the other hand, a lot of governments in LMICs do not support workplace inclusion measures, like reasonable adjustments yet. Social, physical and structural accessibility are termed reasonable adjustments by the ILO. Within the socio-political sphere, the government can foster the inclusion level of an employment through subsidies, which especially for social enterprises accelerates their impact, hence the amount of workplaces and the degree of inclusion at the workplace. The government also signs responsible for social protection, but in most LMICs they do not fulfill their role, despite ratifications of the CRPD. Therefore, NGOs sometimes step in, but inclusive enterprises can also start their own initiatives, for example in form of micro-insurance, as it helps them to improve the resilience of their employees. From the side of the employees, it is important that the individual shows motivation to work. It depends on the level of functioning what kind of work and type of employment a pwd can pursue. Prior knowledge and possession of assistive devices can be also helpful to enter employment, but are not essential for the low skill employment that is offered by most SMOs in LMICs.

The requirements for workplace inclusion are just as valuable for the Global North as they are for the Global South. They can be used for any kind of disability as long as it is a degree that allows to pursue mainstream employment. SMOs that employ pwds nowadays and thrive for inclusion should cooperate and learn from each other, to make up for the inefficiency of global governance institutions and tools. Potentially they can develop an own Code of Conduct or even labelling system. Considering that 80 % of the world's pwds live in LMICs it is a missed opportunity that neither the ILO or other international development agencies, nor private sector standard initiatives, have addressed the potential of the SMO sector yet in regards of pwd inclusion. Hopefully with the increasing debate around the CRPD and the SDGs this might change in the near future. A major barrier are employers in all parts of the world that remain unmotivated to employ pwds. Besides having prejudices, they are often worried about the costs of inclusion, although this research shows that changing attitudes and having an atmosphere of support, tolerance and openness is not costly and can build on existing structures. At this point inclusion in conventional SMO workplaces in the Global South remains a rather utopian idea, although this research shows that it is possible with only a few (humane) resources.

6.1 Recommendations for future research

Especially the social enterprises in LMICs struggle with financial security, which also hindered the level of inclusion they could offer to pwds. It would be interesting to further explore the differences between commercial and social enterprises and their potential to offer inclusion. The interviewed social enterprises all had a very high number of employees with disabilities relative to employees without, but the organizations in the Global South struggle financially, while the organizations in the Global North said they could not employ such a high amount without state support. According to studies and interviewees, there is no difference in productivity between pwds or people without disabilities, hence there should be follow up research exploring the perceived discrepancy between the amount of employees with disabilities and the financial sustainability of an organization.

Social enterprises like Chuma and Bombolulu are targeting their products on tourists, export or affluent local actors, like the Swiss embassy, but less the local market. This makes them financially dependent and inflexible, therefore, both organizations said that they are increasingly looking into more local opportunities. It also decreases their discursive power on their local community and local employers. It appears that the local economy does not have the demand for their products, however, it could be explored further how the interaction between social enterprises in LMICs and their surrounding market works and where overlaps with the inclusive business model for the BoP and opportunities for collaboration lie.

There is further research needed on the reasons why governments do not implement their laws and/or follow on ratifications of the CRPD. And what conditions or support is necessary from international institutions like the UN to facilitate improvement. A large amount pwds are just not reached by any projects or inclusive employers, then it depends on their individual and community effort to sustain their livelihood and reaching inclusion is unlikely or slow. In this regard, it is also essential to deepen the discussion on an inclusion independent of employment, within the debate about an alternative economic system away from neoliberalism.

6.2 Recommendations for Danki Inc.

At this stage of Danki Inc.' activities the start-up can formulate a Code of Conduct that depicts the ideal circumstances that Danki Inc. would like to see realized in its supply chain. However, I would not recommend to implement a strict guideline that all suppliers have to adhere, too. As a young start-up Danki Inc. does not have the standing, the loyalty of business partners nor the resources yet to enforce a certification. And the sale quantities are too small to empower a supplier, therefore, the costs would lie with the supplier, who can also not afford some of the requirements, like regular salary or physical accessibility. Instead, the Code of Conduct can be used for the internal work culture of Danki Inc., but also raising a discussion of what is inclusion with Danki Inc.'s suppliers. In collaboration they can develop a plan for improving workplace inclusion of all partners. In relation with their suppliers Danki Inc. should stay open to adjust the requirements to the local circumstances. Besides, Danki Inc. can use the Code of Conduct for marketing, to show vision and mission of the start-up to customers and investors. In future times, the Code of Conduct could be developed into a stricter version, that includes auditing and eventually could develop into a labelling system, also for third-party actors.

As for now these are the requirements for workplace inclusion for Danki Inc. and its suppliers, considering that they employ persons with all types of disabilities:

- Ensure a working culture that respects, supports and accepts each other's capabilities, shortcomings and needs by communicating openly and frequently with each other.
 - Possible measures: Offer awareness raising training and introduce enabling structures, like regular, accessible meetings.
- Ensure physical accessibility of the working place.
 - Possible measures: investments in adaptations or finding a compromise together with the pwd.
- Offer flexible working times and schedules, that consider the capacity of a pwd and the physical accessibility to and from the workplace.
 - Possible measures: Compromise between employees needs and organization's needs.
- Offer and encourage skill development
 - Possible measures: Let co-workers teach each other or offer courses.
- Ensure a regular, fixed salary on basis of the living wage of the country
 - Possible measures: Secure long term, fixed quantity contracts with buyers, establish a buffer for financially insecure times
- Ensure a basic social protection
 - Possible measure: offer coaching for accessing national social protection schemes, refer to local saving schemes or initiate micro-insurance scheme.

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Appendix A: Profiles of interviewees and key informants

Interviewees:

Interviewee	Role	Organization	Type of Disability	Country
Africa				
Meshack	Administrator	Chuma Art Workshop	None	Tanzania
Joseph	Artisan, Co-founder	Chuma Art Workshop	Physical	Tanzania
Salino	Health & safety manager	Lua Jardim	None	Angola
Sergio	Cleaning?	Lua Jardim	Sensory	Angola
Ernesto	Landscaping technician	Lua Jardim	Physical	Angola
Carlos	Sales promoter	Maxi Lda.	Physical	Angola
Ana	Receptionist	Lua Jardim	Physical	Angola
Marcia	Local and export marketing manager	Bombolulu Workshop & Cultural Centre	None	Kenya
Johnny	Artisan	Bombolulu Workshop & Cultural Centre	Physical	Kenya
Asia				
Nick Rensink, Humaidi	Founder and Chairman, both social workers	Harapan Baru Lombok	None	Indonesia
Akhmadi	Micro entrepreneur	Harapan Baru Lombok	Physical	Indonesia
Shiva Acharya	Disability Inclusion Manager	Humanity & Inclusion	Sensory	Nepal
George	Founder and Managing Director	Score Foundation	Sensory	India
Latin America				
Victor Hugo	Owner	Vixitex	Physical	Ecuador
Joanna	Seamstress?	Vixitex	Physical	Ecuador
Allan	Managing Director	FENAPAPEDISH	None	Honduras
Susanne	Managing Director	Unu Pikin	None	Suriname
Rivesh	Worker	Unu Pikin	Physical	Suriname
Vanessa	Head of Benefits and Internal Communications	Personal	None	Paraguay
Roberto	Receptionist	Personal	Receptionist	Paraguay
Europe				
Pau	Production manager	Olivera	None	Spain
Afons	Worker	Olivera	Mental	Spain
Michael Auen, Andrea Erbeling, Maric Milos	Managing Director, Social Worker, Branch Manager	CAP Markt	None	Germany
Lars	Branch manager	AfB gGmbH	None	Germany
Norbert	Sales manager	AfB gGmbH	Physical	Germany
Gladness	Manager Secondhand store	Capability	None	United Kingdom

Key informants:

Key informants	Role	Country of operation	Employment	Disability
Shiva Acharya	Disability Inclusive Manager	Nepal	HI Nepal	Yes, sensory
Gladness	Secondhand store manager	UK	Capability Scotland	No
Hardy van den Ven, Maren Boersma	Sustainable Productivity & Employability	NL	TNO	No
Carlos	Sales Promoter, student	Angola	Maxi Lda.	Yes, physical

Allan	Managing Director	Honduras	FENAPAPEDISH	No
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Appendix B: Interview guides

Company owner or representative:

Hello, my name is Maria Fritz and I am currently writing my Master thesis at Utrecht University in the Netherlands. I am working on defining workplace requirements for people with disabilities that are employed in local organizations in the Global South. And in order to have a realistic impression I would like to interview as many people with disabilities that are employed and their employers.

This interview will be used for research purposes only, hence parts of it might appear in my Master thesis. However, please let me know if you want your answers to be anonymous.

Please first state:

Your name:

The organization where you work and its location:

Your job at this organization:

Possibly your disability:

1. How do you feel after a day of work?
2. How does the society in your country view people with a disability?
3. When did you start (working in/with) this organization/company?
4. How many employees/participants do you have? / How many people does your program support? In which areas?
5. How many of them have a disability and what kind?
6. What is the reason that you employ people with a disability?
7. Are there any specific arrangements, adjustments or options at this company (working space/room/factory/office, flexible working hours, training or awareness raising) in order to accommodate or facilitate the work for people with a disability as employees?
 - a. What kind of? And why are they there?
 - b. Would you like any arrangements or more options?
 - i. What kind of? (social or physical adjustments)
 - ii. Why these kind of arrangements?
 - iii. Who should pay for them?
 - iv. How would it benefit your company?
 - v. How would it benefit the employees with a disability?
8. What are requirements for workplace inclusion (= that everyone feels integrated, treated equally and able to do the same work as others) according to you?
 - a. Requirements that ensure decent work for PWD?
9. Do you pay the employees with a disability?

- a. How much?
 - i. Same as people without disability?
 - b. How often?
 - c. Do they receive social security?
 - i. Any additional or alternative social protection measures?
 - d. What happens in cases of sickness?
 - i. Do they have a health insurance?
10. How is your working environment?
- a. Are the employees a good team?
 - b. What kind of rules did you establish to ensure a good work flow?
 - c. Is there a good atmosphere among people with and without disability?
 - d. How is the work moral?
 - e. Would you say there is a difference since you employ people with a disability?
 - f. If yes, what are the differences?
11. What work do the people with a disability do in your company?
- a. Is it different from the work done by people without a disability?
 - b. Why these type of works?
 - c. What other work could they take over in your company?
12. What do you think your employees/your participants with disabilities need, in order to feel productive and have decent work?
- a. Do you think there is a difference to non-disabled people?
13. What do you think is the most important thing to consider when employing people with disabilities?
- a. Financial security
 - b. Social support
 - c. Others, please elaborate
13. What do you think is important for people with disability at their workplace/training facility and why? Can you assess with a number between 1 and 5 what you think is most important for pwds about their work? (5 means something is very important, 1 means it is not important, 2 means it is nice to have, 3 means it is relevant, 4 means it is important). Several issues can be rated with the same level of importance. And please also elaborate on why you rate it that way.
- a. Physical adjustments at the workplace?
 - b. Acceptance of the team, colleagues and supervisors?
 - c. Good atmosphere while working?
 - d. Feeling productive?
 - e. Training and awareness raising for people with and without disability?

- f. Respect by their family & friends & community?
 - i. Because they can contribute with their job
 - g. Earning money?
 - h. An occupation during the day?
 - i. Showing and developing their skills?
 - j. Others? Please elaborate
13. How is it going with your company?
- a. Can you sustain yourself?
 - b. Are you growing?
 - c. Are you making profit?
 - d. What is your plan for the next 5 years?
 - i. Are you planning to get more employees?
 - ii. Are you planning to get more employees with a disability?
 - iii. Are you planning to get additional space?
 - iv. Are you planning to change something else?
14. What are you basing your labor guidelines / your work ethos and rules in the company on?
- a. Legislation
 - b. Own ideals
 - c. Social goals
 - d. Community Based Rehabilitation program?
 - e. Other NGO program
 - f. Other, tell about it.

Employee with disabilities:

1. How do you feel after a day of work?
2. What is the reason that you started working here?
3. How does the society in your country view people with a disability?
4. Did you have an employment before?
 - a. With or without payment?
 - b. How long?
 - c. Where?
 - d. What kind of work?
 - e. How did you get it?
 - f. How was your experience with it?
5. When did you start working in/with this organization/company?

6. How many people with a disability work with you here?
 - a. With whom do you work here together? (with people with or without disabilities)
7. How is it to work in/with this organization/company?
 - a. Are you planning to stay working here?
 - b. What are reasons to stay or not to stay?
8. Are there any specific arrangements/adjustments or options at this company (in the working space, like special toilets, or wheelchair ramps, or readings aids, or flexible working times, or awareness raising training for colleagues, advise and support) in order to accommodate or facilitate the work for you or other people with a disability?
 - a. What kind of? And why are they there?
 - i. What do you think about that?
 - b. What kind of arrangements would you wish for or recommend to install here?
 - c. What kind of adjustments would you or others with a disability need to be more productive?
 - d. What kind of arrangement would you or others with a disability need to be more content with your work?
9. What are the requirements for workplace inclusion (*= that you feel integrated, treated equally and able to do the same work as others*) according to you?
10. How important is it for you that you are accepted at your workplace?
11. Do you get paid for your work here, at this company?
 - a. The same as people without disability?
 - b. How often do you get paid?
 - c. Do you receive social security?
 - d. What kind and from whom?
 - i. Any alternative or additional form of social protection?
 - e. What happens in cases of sickness that you cannot work?
 - i. Do you have health insurance and can get off work?
12. How important is it for you that you get paid?
13. What do you use your salary for?
 - a. Is anyone else in your family providing income?
 - b. Is your family or are you dependent on your salary?
14. Do you think the company should employ more people with a disability?
15. What is the most important part for you about your workplace?
16. Can you assess with a number between 1 and 5 what is most important for you about your work? 5 means something is very important, 1 means it is not important (2 means it

is nice to have, 3 means it is relevant, 4 means it is important). Several issues can be rated with the same level of importance. Please also elaborate why your rate something as such.

- a. Physical adjustments so that you can work?
- b. Acceptance of the team, colleagues and supervisors?
- c. Good atmosphere while working?
- d. Feeling productive?
- e. Training/continuous learning at your work?
- f. Awareness raising for people with and without disability that people with disabilities can work equally?
- g. Respected by your family & friends & community
 - i. Because you can contribute with your job
- h. Earning money
- i. An occupation during the day
- j. That you can show and develop your skills
- k. Others? Please elaborate

17. Why are these (the ones mentioned in question 16 with “very important” or “important” important for you?

18. What kind of work would you like to do if you could choose?

Appendix C: Codebook

Nodes - Employees

Name	Files	References
Age	6	6
Dream job	7	8
Economic inclusion	7	21
Dependence on money	8	14
Social protection	7	9
Experience at work	11	30
Experience at prior work	10	12

Name	Files	References
Government role	5	5
Individual role	7	15
Job	9	16
Opinion on org's doing	1	2
Employ more pwds	4	4
Reason to work there	4	4
Most important about work	6	9
Physical mobility	0	0
Adjustments	8	11
Physical accessibility in workplace	8	15
Physical accessibility to and from workplace	2	3
Responsibility	1	1
Social accessibility at workplace	0	0
Acceptance and support of colleagues, supervisors etc.	7	17
Adjustments	4	4
Good atmosphere	5	7
Others	5	5
Prove own skills	6	7
Skill development opportunity	7	12
Social mobility in workplace, career	1	1
Social inclusion	0	0
Awareness raising	5	5
Feeling productive and occupied	5	6
Prior education or experience	4	6

Name	Files	References
Respect by family & friends, community	6	7
Societal view	8	16
Understanding of Inclusion	7	8
Type of disability	10	11
Amount of employees with disabilities	6	7

Nodes - Representatives

Name	Files	References
Age	10	11
Assessment of physical accessibility	0	0
Adjustments	13	35
Physical accessibility at work	13	30
Physical accessibility to and from workplace	3	3
Assessment of pwds experience	7	10
Assessment of social accessibility	0	0
Acceptance and support by colleagues etc.	14	40
Adjustments and Behavior change	14	42
Good atmosphere	12	16
Others	4	4
Prove own skills	9	14
Skill development	12	30
Social mobility	7	14
CBR	4	4
Economic inclusion	13	32

Name	Files	References
Dependence on income	4	5
Economic standing of the org	11	16
Social protection	8	12
Experience at work	12	17
Difference to orgs not employing pwds	9	16
experience at prior work	1	1
Job	13	26
Most important	7	10
Responsibilities	0	0
Company role	13	26
Government role	11	23
Social inclusion	0	0
Awareness raising	7	8
Feeling productive and occupied	10	13
Respect of family, community and friends	7	8
Societal view and situation for pwds	14	36
Understanding of inclusion	10	24
Type of Disability	12	17
Amount of pwd employees	12	16
Type of org	0	0
Amount of employees	13	16
Commercial	3	7
DPO	0	0
Guideline	11	16

Name	Files	References
NGO	6	18
Plans	12	21
social business	6	19