<table>
<thead>
<tr>
<th><strong>SA Gov Strategy</strong></th>
<th>The Presidency, OSDP</th>
<th>JobACCESS Strategic Framework</th>
<th>Department Policy, Strategy &amp; Planning</th>
<th>National Coordination Strategy</th>
</tr>
</thead>
</table>

**JobACCESS 2006–2010 Strategic Framework**
To turn around the Public Service delivery on the 2% target by 2010, the Minister has conceptualised a programme for the next three years.

The JobACCESS programme is a recruitment, accommodation, and retention strategy, that targets both unemployed persons with disabilities, and persons with disabilities employed in the Public Service.

Achieving the 2% target by 2010 is strengthened by the 2% target for PSETA learnerships for persons with disabilities to be achieved by March 2008.
Representation of employees with disabilities has remained relatively stable over the past 5 years

<table>
<thead>
<tr>
<th>% in the PS</th>
<th>Dec-99</th>
<th>Dec-01</th>
<th>Dec-02</th>
<th>Dec-03</th>
<th>Dec 04</th>
</tr>
</thead>
<tbody>
<tr>
<td>Difference (2%)</td>
<td>-1.9</td>
<td>-1.75</td>
<td>-1.87</td>
<td>-1.87</td>
<td>-1.85</td>
</tr>
</tbody>
</table>
Distribution of Employees with Disabilities by Cluster / Sector – as at May 2005

<table>
<thead>
<tr>
<th>Cluster / Sector</th>
<th>Total Sector</th>
<th>Women</th>
<th>Women with Disabilities</th>
<th>Persons with Disabilities</th>
<th>% Of Cluster/Sector</th>
</tr>
</thead>
<tbody>
<tr>
<td>Core</td>
<td>25,900</td>
<td>13,323</td>
<td>53</td>
<td>141</td>
<td>0.5</td>
</tr>
<tr>
<td>Economic</td>
<td>52,877</td>
<td>20,484</td>
<td>137</td>
<td>396</td>
<td>0.7</td>
</tr>
<tr>
<td>Infrastructure</td>
<td>49,000</td>
<td>14,201</td>
<td>37</td>
<td>193</td>
<td>0.4</td>
</tr>
<tr>
<td>Justice</td>
<td>204,855</td>
<td>62,550</td>
<td>93</td>
<td>262</td>
<td>0.1</td>
</tr>
<tr>
<td>Other</td>
<td>1,788</td>
<td>881</td>
<td>3</td>
<td>5</td>
<td>0.3</td>
</tr>
<tr>
<td>Social</td>
<td>684,583</td>
<td>458,505</td>
<td>263</td>
<td>578</td>
<td>0.08</td>
</tr>
</tbody>
</table>
Participation of Employees With Disabilities in Different Occupational Groups - 31 March 2005

- Fifty-six percent of employees with disabilities held positions in professional, administration, or technical occupations.

- Since 2001, the percentage of Public Service employees with disabilities in professional, administrative and technical jobs has increased during the downsizing.

- Employees with disabilities are most concentrated in the skilled and highly skilled production occupational bands and related salary levels 3-5 and 6-9.

- Since 2002, the percentage of Public Service employees with disabilities in senior management positions has increased by an average of 3.3 percentage points per year. In 2001-02 there were 13 employees with disabilities in senior management positions increasing to 23 employees with disabilities in senior management positions by 31 March 2005.
Discussion

- The Minister has prioritized three policy objectives that are summarized as follows:
  - Improve access to meaningful work and employability by means of learnerships;
  - Improve access to recruitment and retention of persons with disabilities by building capacity of the Public Service to work together and with the disability sector, to accommodate and support;
  - Provide dignity, freedom and choice for persons with disabilities by providing access to information, communication and support, with the use of technology.
Implementation Plan

- The JobACCESS programme intends to work in partnership with disabled people’s organizations.
- The programme links the resources of the disability sector network, such as tools for assessments, placement and in-work support services with-
  - the human resources management and capacity of the PS;
  - the capabilities provided by the Multi-Purpose Community Centres and the accessibility portal of the CSIR; and of
  - the Community Development Workers.
Implementation Plan (2)

- A staged approach is envisaged for implementation.
- Short-term initiatives will be directed toward using and building existing resources and stakeholder consensus for the way forward by:
  - Strengthening partnerships with disabled persons’ organizations;
  - Providing management capacity to assist disabled persons’ organizations to work together and with other partners; and
  - Advising and supporting departments to enable the necessary adjustments to deliver the goals of the JobACCESS 2006-2010 intervention.
Joint Submission by the:
Minister for Public Service and Administration and
Minister in the Presidency

Key Issues that have Impacted the Recruitment and Retention of People with Disabilities in the Public Service
## 4.1 Barriers facing people with disabilities in routes into employment

<table>
<thead>
<tr>
<th>Section</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.1.1</td>
<td>Generic or mainstream support is not always designed or resourced to meet additional needs.</td>
</tr>
<tr>
<td>4.1.2</td>
<td>Employer’s perceptions and lack of understanding about disability issues is the single most cited reason for the rate of employment of people with disabilities.</td>
</tr>
</tbody>
</table>
  * Lack of commitment is in most part due to ignorance about issues of disability. |
  * As stated by the Office on the Status of Disabled Persons, “…attitudinal change will be key to attaining the 2% disability quota”.

Barriers facing people with disabilities in routes into employment

4.1.3 People with disabilities are often unskilled with low levels of education. This is primarily a historical fact as people with disabilities from formerly disadvantaged groups have had even fewer educational opportunities.

4.1.4 The design and delivery of mainstream policies have excluded the full involvement of people with disabilities.

- This has resulted in exclusionary policy and a number of gaps in policy adaptation.

- The principal issue is heterogeneity amongst people with disabilities that cannot be met through homogenous employment systems and interventions.
Barriers facing people with disabilities in routes into employment

- Differences in the population of people with disabilities means that there are very different needs that cannot be met through homogenous interventions.

- This contributed to the tension between a call to mainstream versus preferential and targeted approaches.

- Unless differences in the population of people with disabilities are understood, the Public Service is likely to be treating the symptoms and not the root causes to attaining sustainable inclusion of people with disabilities.

- Thus the need for a physical, technological and social audits with respect to creating the conditions for inclusion of people with disabilities.
Barriers facing people with disabilities in routes into employment

4.1.5 Some aspects of social benefits legislation “impede” people with disabilities from entering the labour force.

- People with disabilities stated in interviews that current laws “prevent” people with disabilities from entering the labour force. Once in employment, they would have to forfeit their disability grant.

- Should they be unable to sustain their employment it would be a rigorous and difficult process to reinstate their disability grant.

- Further social policy research is required to make specific policy recommendations in this regard.
4.2 Barriers faced by people with disabilities in human resources management and employment

4.2.1 Employment is often limited and technologically unsupported

- The work most frequently performed varied depending on their level of education, from, the legal fields, computerized work, telephony, switchboard operating, finance, research, etc.

- However much of the work performed by people with disabilities can often be enhanced with assistive devices.

- The Public Service workplace is still very inaccessible to people with disabilities.
Barriers faced by people with disabilities in Human resources management and employment practices

*Employment is often limited and technologically unsupported...*

- New technologies that may open up new opportunities for persons with disabilities are not readily adopted by the Public Service.
- Technological advancement has created a ‘universal design’ that enables all people to use equipment and machinery irrespective of their disability.
- Departments and agencies must be willing to invest in this kind of equipment.
- Investments could mean the difference between effective and efficient production and being marginalized.
4.2.2 The requirements of people with disabilities are still not integrated into considerations informing essential job accommodation, location of the work place and types of work

• The physical (built) environment has a continued legacy of poor infrastructure — particularly in buildings and transport — that is inaccessible to persons with disabilities.

• The lack of transport that is disability friendly; this could improve employability of some people with disabilities.
4.2.3  Employment practices and workplace cultures

- Recruitment policies and job evaluation mechanisms which do not adequately measure the potential to satisfy the requirements of the job.
- Persons with disabilities are often employed at a low post level.
- Prejudice, stereotyping, lack of understanding about the nature of disabilities and capabilities of people with disabilities.
- Inaccessible adequate and appropriate education and vocational training.
- Inaccessible adequate training and development with very little scope for career advancement.
The Ministers underscore the following:

4.2.4 The barriers categorized above and the inability or willingness of some departments to make special accommodation has resulted in the historical social isolation of people with disabilities as well as the severity of the disadvantages and discrimination.

4.2.5 The constraints of “capacity, human resource management and culture problems [that] remain”\(^1\) made it highly unlikely that adequate, timely, financially resourced and co-ordinated interventions would have taken place at national and provincial level.

\(^{[1]}\) Public Service Commission Annual Reports on the State of the Public Service in 2001 and 2004.
### JobACCESS 2006–2010 Strategic Framework

<table>
<thead>
<tr>
<th>SA Gov Strategy</th>
<th>The Presidency, OSDP</th>
<th>JobACCESS Strategic Framework</th>
<th>Department Policy, Strategy &amp; Planning</th>
<th>National Coordination Strategy</th>
</tr>
</thead>
</table>

- **SA Gov Strategy**
- **The Presidency, OSDP**
- **JobACCESS Strategic Framework**
- **Department Policy, Strategy & Planning**
- **National Coordination Strategy**
Aims

- To meet the 2% equity target by 31 March 2010
- Achieve 2% equity target for persons with disabilities to benefit from Public Service Sector Education and Training Authority (PSETA) learnerships by 31 March 2008.
The Minister has prioritized the following three areas for focus during 2006 to 2010:

- Providing access to meaningful work and building employability;
- Increasing the rate of recruitment and retention, and ensuring accommodation and employee well-being;
- Accessibility through information, communication and technology.
The Ministers review showed that people with disabilities have fared less well in a wide range of employment indicators and opportunities.

Disabling barriers that negatively influenced the employment of people with disabilities have been identified from a number of sources, such as:

- Attitudes
- Practices and policies of departments
- Inadequate provision of appropriate education and vocational training
- Inaccessible buildings and public transport
- Impact of rural and informal settlement environment
• The critical issues are:
  • Barriers facing people with disabilities in routes into employment; and
  • Barriers faced by persons with disabilities in the human resource management and employment practices in the Public Service.

• The key drivers for an effective turnaround strategy are:
  • A comprehensive barriers analysis and a timetable for the reduction and elimination of those barriers.
  • Addressing ineffective communication and co-ordination compounded by lack of data and failures in local and national planning.
Partnerships and capacity building of disabled persons organisations

Building Employability

Equalities of opportunities in the workplace

Accessibility

A bigger picture of health and wellbeing

Creating better jobs and developing skills
“People would like to give back, but they don’t have a pathway.”
JobACCESS 2006-2010

VISION: PERSONS WITH A DISABILITY TO BE FULLY INCLUDED IN THE PUBLIC SERVICE BY 2010

ACCESS TO MEANINGFUL WORK AND EMPLOYABILITY

ACCESS TO RECRUITMENT ACCOMMODATION, IN-WORK SUPPORT SKILLS DEVELOPMENT

EMPOWER THROUGH INFORMATION, COMMUNICATION AND TECHNOLOGY

PSETA & other SETA’s

HR personnel

OSDP coordinators

DPSA & DPLG CDW’s, MPCC’s and the NAP

- Source potential learners through DPO network, specialized recruiters and CDW’s;
- Assess learner’s potential;
- Learner’s agreement/contract;
- Register learners with PSETA and other line function SETA’s;
- Introduction to the PS workplace;
- Link up with mentors and on-job coaches.

- Removing barriers (employment systems review, policy, physical);
- Accelerated development;
- Job adaptation and support services;
- Delivery system needs analysis and preparation: HR, DPO capacity building;

- Provide citizens with information;
- Provide access to mainstream services;
- Addressing barriers to services;
- Involving persons with disabilities in service delivery;
- Delivery improvement and service design.

Pre-Learnerships (+/-6 months), if required. Internships with continued development on learnerships (+/- 12 months) leading to Placement (employment), job adaptation, accommodation and support.
The JobACCESS programme intends to work in partnership with disabled people’s organizations.

The programme links the resources of the disability sector network, such as tools for assessments, placement and in-work support services with-

- the human resources management and capacity of the Public Service;
- the capabilities provided by the Multi-Purpose Community Centres and the accessibility portal of the CSIR; and of
- the Community Development Workers.
PRIORITIES FOR 2007-08

- STRATEGY DEVELOPMENT AND PLANNING
  Support departments self assessments (audit) of barriers and workforce analysis; establishing partnerships with disabled peoples organisations.

- AWARENESS AND CAPACITY DEVELOPMENT
  Build awareness and capacity with recruiters, HR professionals and Community Development Workers in understanding that the placement and recruitment is imperative; and taking the responsibility for making progress in hiring persons with disabilities and making them aware of the flexibility and barriers which exist.

- POLICIES AND IMPLEMENTATION SUPPORT
  Review of employment systems, support services, job adaptation and job accommodation policies, refining approaches and recruitment strategies to meet the department needs and the individual’s needs.
Implementation Plan

• A staged approach is envisaged for implementation.
• Short-term initiatives will be directed toward using and building existing resources and stakeholder consensus for the way forward by:
  • Strengthening partnerships with disabled persons’ organizations;
  • Providing management capacity to assist disabled persons’ organizations to work together and with other partners; and
  • Advising and supporting departments to enable the necessary adjustments to deliver the goals of the JobACCESS 2006-2010 intervention.
5. Project-Level Planning

- JobACCESS 2006-2010 aims to address and remove disabling barriers to employment in the Public Service.

- The Ministers have recognized that disabling barriers are not static.

- More importantly, that if persons with disabilities are excluded from the benefits of economic growth the gaps between able-bodied people and people with disabilities would widen.
Implementation Plan

- Key challenges include how to improve the flexibility of the employment system and potential routes to active labour market participation.
- Capacity development and resources to recruit and retain people with disability.
- Facilitating increased and collective action.
- Attitudes are slow to change and the empowerment of people with disabilities lags significantly despite the Constitution.
- Disabling barriers are an ongoing problem that needs to be tackled.
Implementation Plan

- Similar to the increased participation of women, where women just by their presence played an influential role in changing policies and practices, the same is true in the area of disability.
- The wider role and greater involvement of persons with disabilities is a potential solution for addressing the disabling barriers in the Public Service.
# JobACCESS 2006–2010 Strategic Framework

<table>
<thead>
<tr>
<th>SA Gov Strategy</th>
<th>The Presidency, OSDP</th>
<th>JobACCESS Strategic Framework</th>
<th>Department Policy, Strategy &amp; Planning</th>
<th>National Coordination Strategy</th>
</tr>
</thead>
</table>

The Presidency,
OSDP
SA Gov
Strategy

Policy, Strategy
& Planning

National
Coordination
Strategy
M&E Principles at the Project-level

• **M&E is project-specific** – No ‘one size fits all’ can be professed in the energy sector (or any other) because of the multi-sectoral and multi-application nature of projects;

• **National development strategy and objectives condition M&E** - Since access is not directly part of the MDGs, a M&E procedures must establish the link between accessibility provision and other universally recognised development goals;

• **M&E procedures must meet the needs of multiple stakeholders** – Persons with disabilities, government departments, management, consumers of our services and, project proponents, etc.

• **Good enough is best** - The basic engineering principle that "good enough is best" should be applied to M&E procedures. The design of appropriate procedures may involve complex questions of the boundary of project impacts, of the reliability or applicability of existing national statistical procedures, of integration into the M&E of other, on JobACCESS projects.
Challenges at the Project-level

• Is it important to address the contribution of JobACCESS at the higher two levels of outcomes and impacts at all levels of M&E?

• Can we deem a project as being successful if it has achieved its objectives stated explicitly at the outset – Or should M&E look to influence objectives at the project-level (e.g. change the objective from 10,000 (pre-)learnerships to increased employability or career opportunities)

• Is ‘good enough is best’ an appropriate approach at the project-level taking into consideration time and resource constraints?

• How can M&E systems help to aggregate project-level impacts to the national and global levels (e.g. contribution of project-level activity to the MDGs?)
Monitoring and Evaluation for JobACCESS in context of Social and Economic Development

• DPSA in collaboration with representative of the disability sector has developed a Resource toolkit that includes M&E needs for and thematic areas using experiences of current projects, and member experiences

• The short-term strategy is to create a JobACCESS specific active server pages to share accessible baseline data and to aid departments and project teams to find information concerning methodologies, and to help define project specific monitoring and evaluation procedures ultimately to reduce barriers – A likely combination of an advisory and advocacy role…
Wisdom is like a baobab tree. One individual cannot embrace it.

Nunya, adidoe, asi metunee o. (Akan: Ghana)