



ENDLINE ASSESSMENT OF DISABILITY INCLUSION CAPACITY AMONG MHF'S PARTNER ORGANIZATIONS



Myanmar Independent Living Initiative (MILI)

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Executive Summary

Background

This report presents the findings of the Endline Assessment conducted under the Mainstream disability in the humanitarian response in Myanmar project implemented by Humanity & Inclusion (HI) in partnership with Myanmar Independent Living Initiative (MILI). The assessment aimed to measure changes in disability inclusion capacity among partner organizations following a series of capacity strengthening interventions, including disability inclusion trainings, technical support, mentoring, and organizational action planning. The study also assessed the extent to which participating organizations have strengthened disability-inclusive policies, systems, and practices since the Baseline Assessment.

Research Methodology

A total of 69 respondents from partner organizations participated in the Endline Assessment, including 25 respondents who also participated in the Baseline Assessment, enabling direct comparison of individual-level changes over time. Data were collected through an online semi-structured questionnaire using KoBo Toolbox and analyzed using descriptive statistics. Comparative analyses were conducted between the Baseline (n=60), Endline (n=69), and the matched panel respondents (n=25) who were included in both baseline and endline.

Key Findings

“People have more awareness and changed their previous mindset on disability and inclusion.

Change practices of engaging with persons with disabilities and accessibility audits to infrastructures.”

Overall, the assessment demonstrates that the project has contributed to strengthening disability inclusion knowledge and organizational capacity among participating organizations. Organizations showed increased commitment through practical disability-inclusive actions such as inclusive programming, staff capacity-building, accessibility improvements, policy strengthening, and disability-disaggregated data collection.

The most notable improvements were observed in staff understanding of disability inclusion concepts, awareness of reasonable accommodation, application of disability-inclusive practices, understanding of the human rights approach reflected in the UNCRPD, and the use of person-first language.

Organizations also showed encouraging progress in transparency, complaint response mechanisms, employee engagement, advocacy activities, and the integration of disability inclusion within program management and MEAL systems. Continuous improvements were consistently more evident among the 25 respondents who participated in both the Baseline and Endline Assessments, indicating the positive effect of sustained engagement and capacity-building interventions.

“Challenges remain in ensuring full accessibility in all locations, particularly in remote, conflict-affected, and resource-constrained settings. Other barriers include limited availability of disability-disaggregated data, inadequate accessible infrastructure in some areas, capacity gaps among service providers, communication barriers, and operational constraints that affect the consistent implementation of disability-inclusive programming. Continued investment in capacity strengthening, accessibility improvements, and partnerships with organizations of persons with disabilities is needed.”

Despite these achievements, the assessment identified several areas requiring continued attention. The establishment of disability focal points remained limited. Accessibility remains the weakest-performing domain, particularly regarding physical infrastructure, accessible information formats, digital accessibility, and accessible meetings and events.

Organizational disability inclusion policies, inclusive recruitment and hiring practices, representation of persons with disabilities in leadership and decision-making positions, and systems for monitoring accessibility barriers also demonstrated limited progress. In several indicators, overall Endline scores remained unchanged or declined slightly compared with the Baseline, suggesting that increased awareness through project interventions enabled respondents to assess organizational practices more critically rather than indicating deterioration in actual performance.

Conclusion

The Endline Assessment indicates that the Disability Inclusion Capacity Strengthening Project has achieved meaningful progress in enhancing disability inclusion capacity among partner organizations. The consistently higher scores among the matched panel respondents demonstrate the value of continuous engagement, mentoring, and organizational learning.

Building on these achievements, future efforts should prioritize strengthening accessibility, institutionalizing disability-inclusive policies and human resource practices, expanding partnerships with Organizations of Persons with Disabilities (OPDs), increasing the meaningful participation of persons with disabilities in leadership and decision-making, and embedding disability inclusion throughout organizational governance, program management, and accountability systems.

Recommendations

Based on findings, the following priority actions are recommended:

- To strengthen disability-inclusive policies, strategies, human resource practices, and governance mechanisms to ensure disability inclusion becomes embedded within organizational structures and decision-making processes.
- To develop and implement accessibility action plans addressing physical environments, accessible information and communication, digital accessibility, and inclusive meetings and events.
- To provide ongoing training and mentoring to support staff and organizations in applying disability-inclusive approaches in programs, operations, and workplace practices.
- To strengthen engagement with persons with disabilities and Organizations of Persons with Disabilities (OPDs) to ensure their perspectives are reflected in program design, monitoring, organizational planning, and leadership processes.
- To strengthen disability-inclusive accountability and MEAL systems by integrating disability inclusion indicators, disability-disaggregated data, accessible feedback

mechanisms, and dedicated resources into organizational planning and program management systems.

I. INTRODUCTION

As part of the Mainstream disability in the humanitarian response in Myanmar project implemented by Humanity & Inclusion (HI) in partnership with Myanmar Independent Living Initiative (MILI), an Endline Assessment was conducted to measure the progress achieved by partner organizations in strengthening disability inclusion within their organizational systems and practices.

The assessment builds upon the findings of the Baseline Assessment and aims to evaluate changes in organizational capacity following a series of capacity development interventions, including training, technical support, mentoring, and organizational action planning. The Endline Assessment also seeks to identify areas where significant progress has been made, as well as aspects that require continued support to ensure sustainable and meaningful disability inclusion.

The assessment explores multiple dimensions of disability inclusion, including leadership commitment, organizational policies and strategies, accessibility of the physical and information environment, inclusive human resource management, participation of persons with disabilities, reasonable accommodation, inclusive communication, and monitoring, evaluation, accountability, and learning (MEAL) systems. These dimensions are aligned with the principles of the United Nations Convention on the Rights of Persons with Disabilities (UNCRPD) and internationally recognized disability inclusion practices.

A total of 69 respondents from partner organizations participated in the Endline Assessment. Of these, 25 respondents had participated in both the Baseline and Endline Assessments, enabling direct comparison of changes in individual knowledge, attitudes, and organizational practices over time. The remaining respondents participated only in the Endline Assessment, providing additional insights into the current status of disability inclusion within their respective organizations.

The findings presented in this report provide evidence of the project's contribution to strengthening organizational disability inclusion capacity. They also identify remaining gaps and opportunities for further improvement, supporting partner organizations in embedding disability-inclusive approaches into their policies, systems, and programs. Furthermore, the assessment

findings will inform future capacity strengthening initiatives and contribute to promoting inclusive development that ensures the meaningful participation of persons with disabilities.

II. RESEARCH OBJECTIVE

The main objective of the assessment was to measure changes in disability inclusion capacity among partner organizations following the implementation of disability inclusion capacity strengthening interventions. Besides, it was also conducted to identify remaining gaps, challenges, and areas requiring further support to strengthen sustainable disability inclusion within partner organizations and to support recommendations to guide future capacity strengthening efforts and support organizations in advancing institutionalized disability inclusion.

III. RESEARCH METHODOLOGY

Research Design

The Endline Assessment employed a quantitative cross-sectional research design to assess the disability inclusion capacity of partner organizations following the implementation of the Disability Inclusion Capacity Strengthening Project. The assessment was designed to measure progress against the Baseline Assessment and evaluate changes in organizational systems, practices, knowledge, and attitudes related to disability inclusion.

Study Participants

The assessment was conducted among staff members from MHF's partner and sub-partner organizations who working in humanitarian sector and who received disability inclusion capacity support by Humanity & Inclusion (HI) and Myanmar Independent Living Initiative (MILI). The Myanmar Humanitarian Fund (MHF) shared the list of its partner organizations with Humanity and Inclusion (HI), which subsequently shared the list with the Myanmar Independent Living Initiative (MILI). MILI then disseminated the survey questionnaire link via email to the organizations included in the list, requesting that each organization nominate one representative to complete the survey. This study utilized a non-random sampling method, as respondents were selected based on organizational nomination rather than random selection.

A total of 69 respondents participated in the Endline Assessment. Among them, 25 respondents had also participated in the Baseline Assessment, allowing for direct comparison of changes over time. The remaining 44 respondents participated only in the Endline Assessment, providing an updated picture of the current disability inclusion capacity across participating organizations.

Data Collection Method

Data were collected using a semi-structured questionnaire with close and open-ended questions. Data collection was conducted using the KoBo toolbox platform. The KoBo toolbox Link was distributed to the partner organizations by MILI, and the data were collected online.

Data Analysis

The collected data were cleaned, coded, and analyzed using descriptive statistical techniques. Frequencies, percentages, means, and comparative analyses were used to summarize the findings and compare Baseline and Endline results across key assessment domains.

To provide a more comprehensive understanding of project outcomes, two types of analyses were conducted:

- **Matched respondent analysis** comparing the responses of the **25 individuals** who participated in both the Baseline and Endline Assessments to measure individual-level change over time.
- **Overall Endline analysis** using data from all **69 Endline respondents** to present the current status of disability inclusion capacity among participating organizations.

When comparing analysis of domains with Likert scales, the study presented percentages representing “Total Agreement: Strongly Agree + Agree”.

Limitations

The Endline Assessment has several limitations that should be considered when interpreting the findings.

While 69 respondents participated in the Endline Assessment, only 25 respondents participated in both Baseline and Endline assessments. Therefore, direct comparison should be interpreted with caution.

Findings are based mainly on respondents' perceptions, knowledge, and experiences, which may be influenced by individual interpretation and social desirability bias.

The assessment did not include extensive verification through document reviews, accessibility audits, or organizational observations; therefore, findings mainly reflect reported practices.

Differences in organizational size, resources, and operational contexts may have influenced the level of progress achieved by each organization.

Disability inclusion requires long-term organizational transformation, and some areas, such as accessibility, policies, and HR practices, may require more time and resources to demonstrate measurable change.

Despite these limitations, the Endline Assessment provides valuable evidence of progress, challenges, and priority areas for further strengthening disability inclusion among partner organizations.

Ethical Considerations

Participation in the assessment was voluntary. Respondents were informed about the purpose of the assessment before data collection, and all responses were kept confidential. The findings are reported in aggregate form to protect participants' privacy and are intended solely for project learning, accountability, and future planning.

IV. FINDINGS

4.1. Respondent Background

4.1.1. Gender identity, Work experience, Job position

The respondent pool is predominantly female at 58%, followed by males at 41%, and other gender identities at 1%.

Nearly half of the respondents (48%) have a shorter tenure of under 3 years, with the 1–3 years bracket representing the single largest group at 39%. Those with more than 5 years of experience make up the smallest segment at 4%.

Mid-level execution staff make up the majority, with Officers/Coordinators representing 45% of the sample. However, there is also strong leadership representation, with Senior Management making up nearly a third (29%) of the respondents.

Table 1: Gender identity, Work experience, Job position (n = 69)

Background information	(%)	Background information	(%)
Gender identity		Positions	
Male	41	Specialists/Advisors	3
Female	58	Senior management positions ¹	29
Others	1	Officers/Coordinators	45
		Assistant/Facilitators	16
Work Experience in current organization in years		Others	7
Less than 1 year	9		
1 - 3 years	39		
3 - 5 years	12		

¹ Director/Chairperson/Manager/Department Head/Team Lead

More than 5 years	4		
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4.1.2. Disability Inclusion Experiences

Nearly three-quarters of respondents (74%) interact with individuals with a disability on a regular basis (49.3% occasionally, 24.6% frequently).

Engagement is remarkably high, with 90% of respondents participating in the project's specific trainings or workshops, and 86 % having prior history with inclusion training.

Attendance was primarily a single-exposure event, as over half of the project training participants (53%) attended only one time.

The trainings yielded a positive impact on comprehension, with an overwhelming 73% of participants reporting that their understanding was "significantly improved."

Table 2: Disability Inclusion Experiences

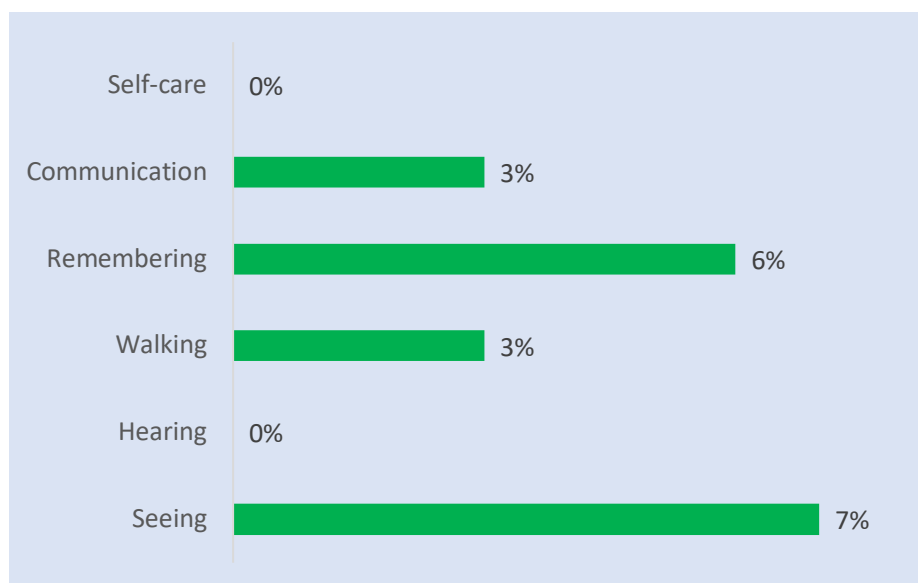
Interaction with individuals with disability (n = 69)		%
Frequently		25
Occasionally		49
Rarely		19
Never		7
Participation in Disability Inclusion Training (n = 69)		%
Yes		86
No		14
Participation in Project-Specific Trainings or Workshops (n = 69)		%
Yes		90
No		10
Frequency of Attendance in Project Disability Inclusion Trainings/Workshops (n = 62)		%
One time		53

Two times	26
Three times	19
Four times	2
Self-Assessed Shift in Knowledge after Project Training/ Workshop (n = 62)	
Significantly improved	73
Slightly improved	24
A little improved	3

4.1.3. Disability Status

The vast majority of the surveyed population reports having no functional difficulties across all measured domains. Two domains—Hearing and Self-Care —recorded 100% of respondents experiencing no difficulty.

Figure 1: Disability Status(n=69)



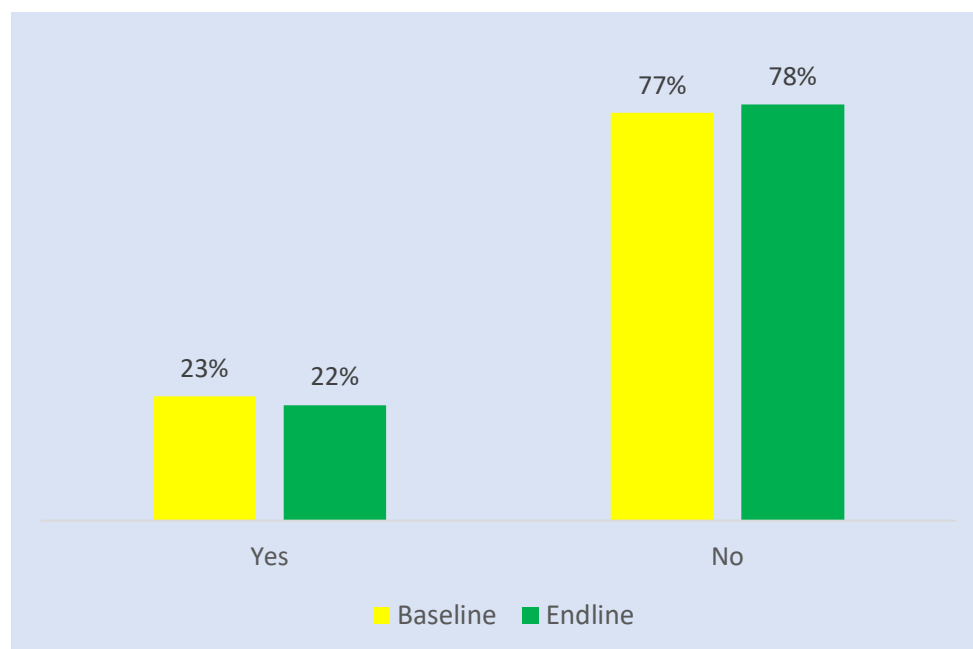
4.2. Organization Background

4.2.1. Designation of disability focal point

Fig 2 shows no virtually no significant change between Baseline and Endline assessments in the designation of disability focal points within partner organizations. The percentage of organizations with a designated focal point decreased slightly by 1 percentage point (from 23% to 22%), while those without a designated focal point increased by 1 percentage point (from 77% to 78%). These results indicate that

most partner organizations have not yet institutionalized disability inclusion through the appointment of dedicated disability focal persons, suggesting a need for greater emphasis on establishing clear disability inclusion roles within organizations.

Figure 2: Designation for Disability Focal Point



4.2.2. Organizational Actions to Promote Disability Inclusion

“Every project and program must include Disability inclusion activities and prioritize Persons with Disabilities in selection criteria of beneficiaries, change the name of Disabled Person to People with Disability”

The Fig 3 shows that 58 out of 69 respondents (84%) reported that their organizations have taken actions to promote disability inclusion, while 11 respondents (16%) stated that no such actions had been implemented.

These results suggest that the majority of participating organizations have initiated disability-inclusive measures following the capacity strengthening interventions. The high proportion of organizations reporting inclusive actions reflects increased organizational commitment to integrating disability inclusion into their policies, practices, and programming. This was supported by the qualitative responses. For example,

“Mainstreaming disability inclusion across program design, implementation, monitoring, and humanitarian response activities. Promoting equitable access to health, nutrition, education, WASH, child protection, and social protection services for children and persons with disabilities. Conducting staff and partner capacity-building on disability inclusion and inclusive programming. Supporting the collection and use of disability-disaggregated data to inform planning and decision-making. Engaging and consulting with Organizations of Persons with Disabilities (OPDs) and disability-focused stakeholders during program planning and implementation. Promoting accessible communication materials, inclusive

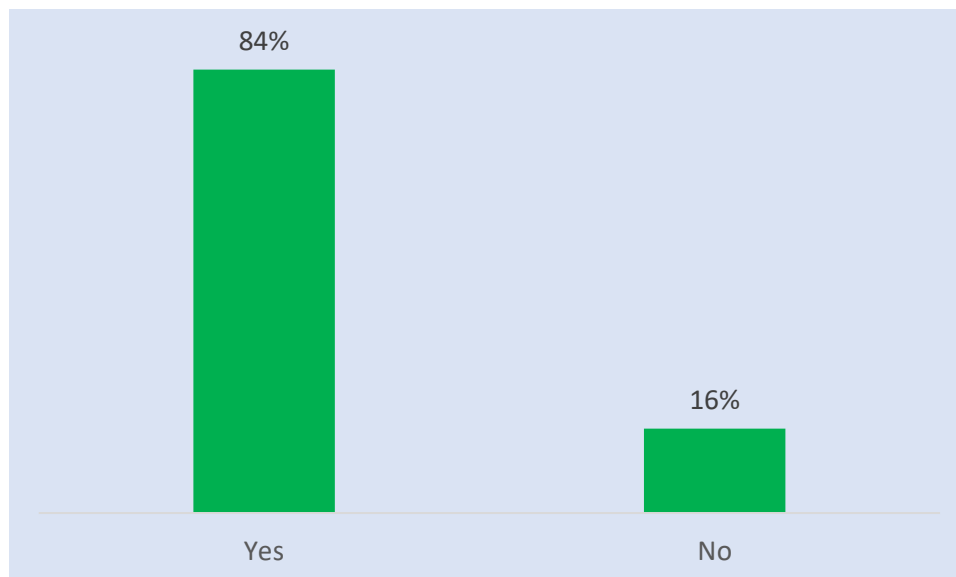
events, and reasonable accommodations where feasible. Supporting partners to identify and address barriers that prevent persons with disabilities from accessing essential services, particularly in humanitarian settings.”

According to qualitative data, organizations were implementing the following activities:

- Integrating disability inclusion into project design and implementation and adopting inclusive beneficiary selection criteria;
- Conducting disability inclusion awareness sessions, vocational training, and staff capacity-building activities to strengthen understanding and promote inclusive practices;
- Providing assistive devices, flexible accommodations, and improved accessibility during meetings, trainings, and other project activities;
- Strengthening disability inclusion and DEI - Diversity, Equity & Inclusion policies, applied the Washington Group Questions to identify persons with disabilities, collected disability-disaggregated data, and incorporated disability inclusion into monitoring systems;
- Promoting equal employment opportunities, encouraged the recruitment of persons with disabilities, and increased their participation in organizational decision-making and program implementation; and
- Allocating specific budgets and resources to support disability-inclusive activities.

Overall, the responses demonstrate that organizations have translated disability inclusion knowledge into practical actions across programming, organizational policies, accessibility, staff development, and participation. These findings indicate that disability inclusion is increasingly being institutionalized within partner organizations following the capacity strengthening interventions. However, there is a room in some organizations to implement concrete actions, highlighting the need for continued technical support and follow-up.

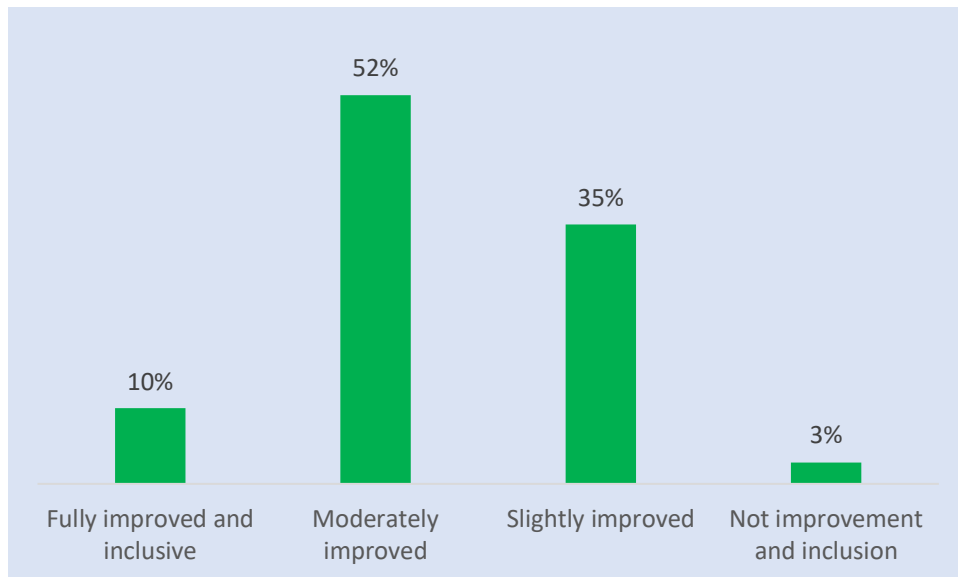
Figure 3: Organizational Actions to Promote Disability Inclusion



4.2.3. Extent to Which Organizational Activities Have Become More Inclusive

According to Fig 4, a vast majority (**97%**) reported some level of improvement in inclusivity within their organizational activities. This demonstrates that the capacity strengthening interventions have contributed to positive organizational changes, although the majority of organizations remain at a moderate level of inclusion. Continued mentoring, technical assistance, and implementation of disability inclusion action plans will be important to help organizations progress toward full inclusion.

Figure 4: Extent to Which Organizational Activities Have Become More Inclusive



4.3. Awareness and Knowledge on Disability Inclusion

The data from Table 3 demonstrates an overall positive trajectory in staff awareness and knowledge regarding disability inclusion across the project milestones.

The data indicates a significant growth in the staff's baseline definition and understanding of disability inclusion. At the baseline stage, a strong majority (77%) already agreed or strongly agreed with the statement. This expanded to 94% at the endline and reached a perfect 100% consensus among the panel respondents. This demonstrates that the basic concept and organizational value of inclusion have been completely integrated across the target workforce.

Familiarity with national and international regulatory frameworks—such as the Myanmar Rights of the Persons with disabilities Law (2015) and the UNCRPD—showed moderate Growth. Baseline awareness started at a low 50%, but steadily climbed to 61% at the endline and 72% within the

panel cohort. While this represents a positive upward trend, legal framework familiarity remains the lowest-scoring indicator across all groups, suggesting a need for continued, targeted legal and policy sensitization.

Staff capacity to identify workplace barriers faced by people with disabilities remained stable. The baseline score was exceptionally high at 78%, experienced a minor statistically insignificant fluctuation to 76% at the endline, and consolidated at 80% for the panel respondents. This indicates that the staff maintained a strong, consistent baseline intuition for recognizing accessibility obstacles throughout the project cycle.

The project achieved strong Growth in educating staff on the technical concept of "reasonable accommodations". Total agreement rose significantly by 13 percentage points, moving from 69% at baseline to 82% at endline, and peaking at 84% for panel respondents. This shows that the workforce successfully transitioned from general goodwill toward practical knowledge of structural and procedural accommodations.

Staff confidence in implementing disability-inclusive practices within their specific operational roles achieved steady Progress. Cumulative agreement advanced from 72% (Baseline) to 76% (Endline) and 84% (Panel). This reliable upward trajectory indicates that staff are progressively developing the practical skills required to execute inclusive workflows day-to-day.

Table 3: Awareness and Knowledge on Disability Inclusion

(Percentages represent “Total Agreement: Strongly Agree + Agree”)

Statements	Baseline % (n=60)	Endline % (n=69)	Panel % (n=25)	Overall Trend
1. The staffs understand what disability inclusion means and why it is important.	77	94	100	Significant Growth
2. The staffs are aware of laws and regulations protecting the rights of people with disabilities (e.g., Rights of the Persons with Disability Law (2015) in Myanmar, the United Nations Convention on the Rights of Persons with Disabilities– UNCRPD, etc.).	50	61	72	Moderate Growth
3. The staffs can identify barriers that people with disabilities face in the workplace and work of the organization.	78	76	80	Stable
4. The staffs understand what constitutes reasonable accommodations for beneficiaries, employees and partners with disabilities.	69	82	84	Strong Growth

Statements	Baseline % (n=60)	Endline % (n=69)	Panel % (n=25)	Overall Trend
5. Staffs are aware of disability-inclusive practices and know how to implement them in their roles.	72	76	84	Steady Progress

4.4. Attitudes and Organizational Culture

Table 4 tracks shifts in workplace culture, personal beliefs, and organizational infrastructure. The findings highlight a distinct difference between strong personal values and the perceived structural realities within the organization as follows.

Staff exhibited highly positive, progressive personal attitudes from the start. Recognizing disability as a core part of human diversity began at 93% and achieved a perfect 100% consensus within the longitudinal panel cohort. Similarly, seeing people with disabilities as valued contributors remained stable, hovering around the 90% mark across all groups.

In contrast to the high scores for personal values, the organization's physical and operational environment was identified as a major challenge. The perception that the organization fosters an inclusive environment stalled completely at 55% for both baseline and endline general groups, showing only a minor increase to 60% in the panel group. This identifies infrastructure as the primary area requiring future investment.

Interpersonal workplace dynamics progressed smoothly. Staff confidence and comfort in working alongside or managing colleagues with disabilities showed steady Progress, climbing consecutively from 73% at baseline to 80% among the tracked panel group.

Both indicators regarding organizational leadership and project prioritization experienced a noticeable drop at the endline phase among the general staff pool (e.g., leadership active promotion fell from 77% to 67%). However, these metrics rebounded strongly within the panel cohort to 76% and 84%. This divergence reveals a communication gap, showing that while the core tracked group clearly observed sustained organizational prioritization, this commitment was less visible to the broader, general staff population at the project's conclusion.

Table 4: Attitudes and Organizational Culture

(Percentages represent “Total Agreement: Strongly Agree + Agree”)

Statements	Baseline % (n=60)	Endline % (n=69)	Panel % (n=25)	Overall Trend
1. People with disabilities are not special; their identity is part of the diversity of people.	93	97	100	Steady Progress
2. People with disabilities are valued contributors in this organization.	92	93	88	Stable
3. The organization fosters an inclusive environment for people with disabilities.	55	55	60	Stable

Statements	Baseline % (n=60)	Endline % (n=69)	Panel % (n=25)	Overall Trend
4. The staffs are comfortable working with or managing colleagues with disabilities.	73	77	80	Steady Progress
5. Leaders in the organization actively promote disability inclusion.	77	67	76	Fluctuation
6. The organization prioritizes accessibility and inclusion in its initiatives.	78	74	84	Fluctuation

4.5. Accessibility

Table 5 indicates infrastructure deficit. In this case, physical facilities (30%–44%) and accessible event execution (25%–32%) represent severe, stagnant organizational gaps.

The drop at the endline for physical access (38% to 30%) and accessible formats (30% to 26%) indicates that training made the general staff more realistic and critical of existing institutional shortcomings. This shows critical awareness shift of staffs.

Digital accessibility (WCAG) and proactive future planning both achieved steady progress, peaking at 40% and 60% respectively in the panel group.

Administrative capability to record and process accommodation requests remains the highest-performing baseline indicator, holding stable around 62%–63% and rising to 72% in the panel.

In conclusion, the lowest agreement rates out of all the sections analyzed so far. It reveals that while staff possess strong positive attitudes and high conceptual understanding, actual physical and operational infrastructure lags far behind. The general population even reported drops at the endline for physical facilities and formats (Statements 1 & 2), suggesting that increased training may have made staff more critical or realistic about the organization's existing limitations.

Table 5: Accessibility

(Percentages represent “Total Agreement: Strongly Agree + Agree”)

Statements	Baseline % (n=60)	Endline % (n=69)	Panel % (n=25)	Overall Trend
1. The organization’s facilities are physically accessible (e.g., ramps, restrooms, etc.).	38	30	44	Fluctuation
2. The organization’s information is distributed in accessible format (e.g., Braille, large print, easy-read, etc.).	30	26	44	Fluctuation

Statements	Baseline % (n=60)	Endline % (n=69)	Panel % (n=25)	Overall Trend
3. Information, Communication mechanism, tools and platforms used in the organization are accessible (e.g., prepared with WCAG standards).	27	28	40	Steady progress
4. Meetings, trainings, presentations, and events are conducted in an accessible manner (e.g., sign language interpreters, captions).	27	25	32	Stable
5. The organization is (the staffs are) able to record the request and provide the reasonable accommodation to the persons with disabilities.	63	62	72	Stable
6. Accessibility is considered in the design of new facilities, equipment, tools, or projects of the organization.	45	46	60	Steady progress

4.6. Accountability, feedback and complaint mechanism

The accessibility of feedback and complaint mechanisms remained largely unchanged between the baseline and endline, with a slight decrease from 38% to 36%. This suggests that organizations have made limited progress in ensuring complaint mechanisms are

accessible through multiple formats and communication channels (e.g., accessible documents, easy-to-read information, or WCAG-compliant platforms). However, the panel respondents reported a higher score (60%), indicating that organizations participating in both surveys perceived some improvement over time. Further efforts are needed to strengthen the accessibility of accountability mechanisms for persons with disabilities.

Organizations demonstrated steady improvement in transparently sharing disaggregated data, needs assessments and results with persons with disabilities. The increase from 68% to 71%, together with the higher panel score of 84%, suggests that organizations have strengthened inclusive communication and information sharing practices, promoting greater accountability to stakeholders.

Organizations improved their capacity to respond to complaints and feedback from persons with disabilities. The increase of seven percentage points between baseline and endline reflects enhanced systems and procedures for handling complaints. The higher panel score (76%) further indicates that organizations maintaining continuous participation experienced stronger improvements in responding to feedback.

Use of complaint and feedback mechanisms was measured only at the endline. Approximately 42% of organizations reported that persons with disabilities had used the complaint or feedback mechanism during the previous year. While this demonstrates that such mechanisms are being utilized, the relatively modest percentage suggests that awareness, accessibility, confidence, or opportunities to use these mechanisms may still be limited.

Similarly, resolution of reported issues was introduced only at the endline. Among organizations where complaints or feedback were received, 43% reported that issues raised by persons with disabilities were effectively resolved. The slightly higher panel score (48%) indicates somewhat stronger performance among organizations engaged throughout both assessments. Nevertheless, these findings suggest there is considerable room for improving the effectiveness and timeliness of complaint resolution processes.

Overall, the findings indicate moderate to positive progress in strengthening accountability, feedback and complaint mechanisms within participating organizations. Most indicators showed improvements between the baseline and endline, particularly in transparency and responsiveness to complaints from persons with disabilities. However, accessibility of complaint mechanisms remains an area requiring further attention.

Table 6: Accountability, feedback and complaint mechanism

(Percentages represent “Total Agreement: Strongly Agree + Agree”)

Statements	Baseline % (n=60)	Endline % (n=69)	Panel % (n=25)	Overall Trend
1. Feedback and complaint mechanism, tools and platforms used in the organization are accessible (e.g., compliant with WCAG standards, multiple formats provided, easy-to-read versions, possible to report in different ways).	38	36	60	Stable
2. Organization has mechanisms to transparently share the results of disaggregated data analysis, needs assessments and results with persons with disabilities, including different genders and ages.	68	71	84	Steady progress

Statements	Baseline % (n=60)	Endline % (n=69)	Panel % (n=25)	Overall Trend
3. The organization has mechanisms and measures to ensure that complaints and feedback from persons with disabilities are addressed.	58	65	76	Moderate growth
4. The persons with disabilities have used the complaint/feedback mechanism during last one year.	-	42	44	-
5. The issue(s) reported by the persons with disabilities was(were) effectively resolved by the mechanism.	-	43	48	-

4.7. Policies and Practices

As shown in Table 5, proportion of organizations with clear disability inclusion policies remained unchanged at 42% between the baseline and endline, indicating little overall progress in formal policy development. However, the considerably higher panel score (68%) suggests that organizations engaged throughout the project strengthened or formalized their disability inclusion policies over time. Broader efforts are still needed to ensure disability-inclusive policies are adopted consistently across all organizations.

Regarding inclusive recruitment and hiring practices, the scores declined slightly from 47% to 43%, indicating that organizations continue to face challenges in ensuring equitable and accessible recruitment processes for persons with disabilities. Despite this overall

decline, panel organizations achieved a higher score (60%), suggesting that continuous engagement and capacity-building contributed to improvements within the same organizations. The findings highlight the need for stronger implementation of inclusive human resource policies and recruitment practices.

Organizations demonstrated gradual improvement in regularly reviewing policies and practices to ensure disability inclusion. The increase from 40% to 43%, together with the panel score of 64%, indicates growing recognition of the importance of periodically assessing organizational policies and identifying opportunities for improvement. Continued institutionalization of policy review processes will help sustain inclusive organizational practices.

Representation of persons with disabilities in leadership or decision-making roles declined slightly in the overall sample, from 53% to 49%. This suggests that meaningful participation in governance and decision-making remains limited across many organizations. Nevertheless, the panel score of 72% indicates notable improvements among organizations that participated in both assessments, reflecting positive changes in organizations that received ongoing support.

The existence of systems to monitor and address accessibility-related complaints or barriers remained largely unchanged, with a slight decrease from 40% to 39%. This indicates limited progress in institutionalizing mechanisms to identify and respond to accessibility issues. In contrast, panel organizations achieved a substantially higher score (64%), suggesting that sustained engagement helped strengthen internal systems for monitoring and addressing accessibility barriers.

Overall, the policies and practices domain show modest organizational progress, with the strongest improvement observed in the regular review of disability-inclusive policies and practices. However, little change was observed in the establishment of formal disability inclusion policies and accessibility tracking systems, while inclusive recruitment and the representation of persons with disabilities in leadership showed slight declines in the overall sample. The consistently higher panel scores across all indicators suggest that organizations participating in both the baseline and endline assessments benefited from continued capacity-building and were

more successful in strengthening disability-inclusive policies and practices. Future interventions should prioritize translating policy commitments into practical implementation by promoting inclusive recruitment, increasing the participation of persons with disabilities in leadership and decision-making, and strengthening organizational systems for monitoring accessibility and inclusion.

Table 7: Policies and Practices

(Percentages represent “Total Agreement: Strongly Agree + Agree”)

Statements	Baseline % (n=60)	Endline % (n=69)	Panel % (n=25)	Overall Trend
1. The organization has clear policies promoting disability inclusion.	42	42	68	Stable
2. Recruitment and hiring processes are inclusive and accessible to people with disabilities	47	43	60	Fluctuation
3. The organization regularly reviews its policies and practices to ensure inclusivity.	40	43	64	Steady progress
4. People with disabilities are represented in leadership or decision-making roles of the organization or activities.	53	49	72	Fluctuation

Statements	Baseline % (n=60)	Endline % (n=69)	Panel % (n=25)	Overall Trend
5. The organization has a system to track and address complaints or barriers related to accessibility.	40	39	64	Stable

4.8. Engagement and Advocacy

The proportion of organizations reporting that persons or employees with disabilities are meaningfully involved in organizational initiatives and activities remained stable, with identical scores of 70% at both baseline and endline. The panel score of 76% indicates that organizations participating in both assessments strengthened the quality of participation over time. While the findings suggest that involvement is already relatively well established, further efforts are needed to ensure persons with disabilities participate not only in activities but also in planning, implementation, and decision-making processes.

The percentage of organizations collaborating with external experts or disability-focused organizations declined from 63% at baseline to 52% at endline, resulting in an overall trend of fluctuation. However, the panel score of 72% suggests that organizations with continuous engagement maintained or strengthened partnerships over time. These findings indicate that while some organizations have developed productive collaborations, sustaining partnerships across the wider group of organizations remains a challenge.

Organizations demonstrated moderate growth in conducting awareness campaigns, advocacy events, or training sessions related to disability inclusion. Scores increased from 42% at baseline to 51% at endline, while the panel score reached 76%, reflecting substantial

improvement among organizations participating in both assessments. This suggests increasing commitment to promoting disability awareness and strengthening advocacy efforts both within organizations and among external stakeholders.

The strongest improvement within this domain was observed in encouraging employees to provide feedback and inputs on disability inclusion. Scores increased from 67% at baseline to 75% at endline, with the panel score reaching 84%, the highest among all indicators in this domain. This moderate growth indicates that organizations are creating more inclusive workplace cultures where employees are increasingly encouraged to contribute ideas and participate in improving disability inclusion practices.

The proportion of organizations reporting that they have the capacity to advocate for the rights and inclusion of persons with disabilities remained relatively stable, with a slight decrease from 62% at baseline to 59% at endline. Nevertheless, the panel score of 72% suggests stronger advocacy capacity among organizations that received continuous support throughout the assessment period. These findings indicate that while advocacy capacity exists in many organizations, further investment is needed to strengthen institutional confidence, technical knowledge, and resources for disability rights advocacy.

Overall, the engagement and advocacy domain demonstrate positive but uneven progress. The most significant improvements were observed in conducting disability awareness and advocacy activities and in encouraging employees to actively contribute to inclusion efforts. At the same time, meaningful involvement of persons with disabilities remained stable, while collaboration with external disability organizations and broader advocacy capacity showed mixed results. The consistently higher panel scores across all indicators suggest that organizations participating in both the baseline and endline assessments achieved stronger improvements than reflected in the overall endline sample. Going forward, organizations should prioritize strengthening partnerships with organizations of persons with disabilities (OPDs) and disability experts, expanding advocacy initiatives, and promoting the meaningful participation of persons with disabilities in organizational leadership and decision-making to sustain long-term disability inclusion.

Table 8: Engagement and Advocacy

(Percentages represent “Total Agreement: Strongly Agree + Agree”)

Statements	Baseline % (n=60)	Endline % (n=69)	Panel % (n=25)	Overall Trend
1. Persons or Employees with disabilities are meaningfully involved in organizational initiatives and activities.	70	70	76	Stable
2. The organization collaborates with external experts or organizations to improve disability inclusion.	63	52	72	Fluctuation
3. Awareness campaigns, advocacy events or training sessions on disability inclusion have been conducted in the past two years.	42	51	76	Moderate growth
4. Employees are encouraged to provide feedback and inputs on inclusion efforts.	67	75	84	Moderate growth
5. The organization has the capacity to advocate for the rights and inclusion of people with disabilities.	62	59	72	Stable

4.9. Program Management and Operations

The proportion of organizations integrating disability inclusion as a cross-cutting issue in programme and project planning remained relatively high, although the overall score decreased slightly from 75% at baseline to 70% at endline. Despite this decline, the panel score of 80% indicates that organizations participating in both assessments strengthened their planning processes over time.

The extent to which disability inclusion is considered in budgeting and resource allocation remained stable, with scores of 65% at baseline and 64% at endline. The panel score of 80% suggests that organizations receiving ongoing support were more successful in allocating resources to promote disability inclusion. Although budgeting practices appear relatively well established, further efforts are needed to ensure disability inclusion is systematically reflected in organizational financial planning.

Organizations demonstrated moderate growth in staff understanding of the human rights approach to disability inclusion, as reflected in the UN Convention on the Rights of Persons with Disabilities (UNCRPD). Scores increased from 57% at baseline to 65% at endline, while the panel score reached 84%. This represents one of the most notable improvements within the domain, suggesting that capacity-building initiatives have strengthened staff knowledge of rights-based approaches to disability-inclusive programming.

The use of person-first language consistent with the UNCRPD showed moderate growth, increasing from 67% at baseline to 74% at endline. The panel score of 88%, the highest in this domain, indicates substantial improvement among organizations participating in both assessments. These findings suggest that staff have become more aware of respectful and inclusive communication practices when engaging with persons with disabilities and other stakeholders.

The proportion of organizations whose staff felt confident consulting or working with representative organizations of persons with disabilities remained stable at 72% in both the baseline and endline assessments. However, the panel score of 84% indicates stronger

confidence among organizations with sustained engagement. This suggests that while collaboration with OPDs is already well established in many organizations, continued support has further strengthened staff confidence and partnership practices.

Awareness and application of disability-inclusive Monitoring, Evaluation, Accountability and Learning (MEAL) practices also remained stable, with both baseline and endline scores at 71%. The panel score of 88% demonstrates considerable progress among continuously participating organizations, indicating stronger integration of disability inclusion into monitoring frameworks, indicators, reporting, and learning processes.

Overall, the Program Management and Operations domain demonstrates strong institutional performance, with organizations maintaining relatively high levels of disability inclusion across planning, budgeting, partnerships, and MEAL systems. The most significant improvements were observed in staff understanding of the UNCRPD human rights approach and the consistent use of person-first language, reflecting the positive impact of disability inclusion capacity-building initiatives. While several indicators remained stable rather than showing substantial increases, they did so from relatively high baseline levels, suggesting that many organizations have already established important disability-inclusive management practices. The consistently higher panel scores across all indicators further demonstrate that organizations participating in both the baseline and endline assessments made greater progress than reflected in the broader endline sample. Future efforts should focus on sustaining these gains by strengthening disability-inclusive budgeting, institutionalizing rights-based approaches across all programs, and further embedding disability inclusion within organizational planning, operations, and MEAL systems.

Table 9: Program Management and Operations

(Percentages represent “Total Agreement: Strongly Agree + Agree”)

Statements	Baseline % (n=60)	Endline % (n=69)	Panel % (n=25)	Overall Trend
1. The organization includes disability as a cross-cutting issue when planning programs and projects in the organization.	75	70	80	Fluctuation
2. Disability inclusion is usually considered in budgeting and resource allocation.	65	64	80	Stable
3. The staffs in the organization have a good understanding of the human rights approach to disability when developing the programs and projects as reflected in the UN Convention on the Rights of People with Disabilities (UNCRPD).	57	65	84	Moderate Growth
4. The staffs in the organization practice using person-first language consistent with UNCRPD when writing programs and projects of organization, or communicating with	67	74	88	Moderate growth

Statements	Baseline % (n=60)	Endline % (n=69)	Panel % (n=25)	Overall Trend
stakeholders with disabilities (For example, person with disability instead of 'disabled person', etc.)				
5. The staffs in the organization are confident to consult or work with representative organizations of persons with disabilities in designing, implementing and evaluating the programs and projects of your organization.	72	72	84	Stable
6. The staffs in the organization are aware and practice M&E and Learning (MEAL) indicators/Report to include disability inclusion sense/perspective.	71	71	88	Stable

4.10. Overall assessment

The scores for inclusive for people with disabilities hover around the lower-middle end of the 1–10 scale (ranging from 4.01 to 4.60). This suggests that respondents feel the organization still has substantial room for improvement in becoming fully inclusive for people with disabilities. It is noted drop from the Baseline (4.57) to the Endline (4.01). This can sometimes happen if an intervention or

campaign raises awareness about what true inclusion *should* look like, making participants more critical of the organization's current shortcomings. Besides, the panel respondents' score (4.60) remains unchanged, returning closely to the baseline level.

Regarding respondent's confidence to contribute to disability inclusion, respondents consistently rate their *own* ability to contribute to disability inclusion higher (ranging from 5.70 to 6.08) than they rate the organization's overall inclusivity. Although there is no noticeable gap in this domain between baseline and overall endline, panel respondents had a slight increase. This indicates that the respondents involved in both assessments feel a stronger sense of personal empowerment and capability over time.

In conclusion, while individuals generally feel empowered and capable of contributing to disability inclusion, they feel the organization as a whole is lagging behind and requires more structural progress.

Table 10: Overall Assessment

Assessment Questions	Average scores		
	Baseline (n=60)	Endline (n=69)	Panel (n=25)
1. On a scale of 1–10, how inclusive do you feel the organization currently is for people with disabilities? (0 = Not Inclusive at All, 10 = Fully Inclusive)	4.57	4.01	4.6
2. On a scale of 1–10, how confident are you in your own ability to contribute to disability inclusion? (0 = Not Confident at All, 10 = Confident at All)	5.73	5.7	6.08

4.11. Recommendations

Based on the findings of the Endline Assessment, the following recommendations are proposed to further strengthen and sustain disability inclusion among partner organizations.

Partner organizations should continue integrating disability inclusion into their organizational policies, strategies, operational guidelines, and decision-making processes. Disability inclusion should be reflected not only as a program commitment but also as an organizational priority supported by leadership, governance structures, and clear accountability mechanisms.

Organizations should prioritize improving accessibility across physical, communication, and digital environments. This includes developing accessibility improvement plans, ensuring accessible information and communication formats, improving access to offices and facilities, and establishing clear procedures for providing reasonable accommodation to staff, partners, and program participants with disabilities.

Although staff knowledge and awareness of disability inclusion have improved, continuous capacity strengthening remains essential. Organizations should provide regular refresher training, and practical support to help staff translate knowledge into effective disability-inclusive practices across program, operations, and workplace environments.

Organizations should strengthen inclusive recruitment, hiring, retention, and career development practices to increase employment opportunities and representation of persons with disabilities. HR policies should include non-discrimination principles, reasonable accommodation procedures, and measures to promote an inclusive workplace culture.

Organizations should strengthen collaboration with Organizations of Persons with Disabilities (OPDs) and ensure meaningful participation of persons with disabilities throughout the program cycle, including assessment, design, implementation, monitoring, evaluation, and organizational decision-making processes.

Organizations should further integrate disability inclusion into their Monitoring, Evaluation, Accountability, and Learning (MEAL) systems. This includes collecting disability-disaggregated

data, establishing accessible feedback and complaint mechanisms, monitoring accessibility barriers, and using findings to improve programs and organizational practices.

Sustainable disability inclusion requires adequate resources. Organizations should allocate dedicated budgets, assign responsibilities, and ensure sufficient technical support for implementing accessibility improvements, capacity development activities, and inclusive programming approaches.

Partner organizations should continue sharing experiences, challenges, and good practices related to disability inclusion. Creating opportunities for peer learning, joint reflection, and collaboration with OPDs and disability inclusion experts will support continuous improvement and long-term institutional change.

Overall, the Endline Assessment demonstrates meaningful progress in disability inclusion capacity among partner organizations. Future efforts should focus on moving from increased awareness and individual commitment toward stronger organizational systems, accessible environments, and sustainable institutional practices that enable the full and meaningful inclusion of persons with disabilities.

V. CONCLUSION

The Endline Assessment findings demonstrate that the Disability Inclusion Capacity Strengthening Project has made meaningful contributions to improving disability inclusion awareness, knowledge, and organizational capacity among participating partner organizations. Through a combination of disability inclusion training, technical support, mentoring, and organizational action planning, the project has supported positive changes in staff understanding, attitudes, and the application of disability-inclusive approaches.

The assessment highlights notable progress in several areas, including improved understanding of disability inclusion concepts, increased awareness of reasonable accommodation, stronger recognition of disability as a human rights issue aligned with the United Nations Convention on the Rights of Persons with Disabilities (UNCRPD), and greater consideration of disability inclusion within program management and MEAL systems. The continued improvement observed among

respondents who participated in both the Baseline and Endline Assessments further demonstrates the importance of sustained engagement, practical support, and ongoing organizational learning.

At the same time, the findings indicate that disability inclusion remains a continuing organizational development process. While individual knowledge and commitment have improved significantly, organizational-level changes require further strengthening, particularly in areas such as accessibility, inclusive human resource practices, formal disability inclusion policies, representation of persons with disabilities in leadership and decision-making, and systematic monitoring of accessibility barriers.

The assessment also shows that increased awareness has enabled organizations and individuals to reflect more critically on existing practices and identify remaining gaps. This represents an important step toward more meaningful and sustainable disability inclusion, as organizations move beyond awareness-raising toward institutionalizing inclusive systems and practices.

Moving forward, partner organizations should continue strengthening leadership commitment, allocating resources for disability inclusion, improving accessibility, engaging more actively with Organizations of Persons with Disabilities (OPDs), and integrating disability inclusion across governance, program implementation, accountability, and learning systems. Continued capacity strengthening and collaboration among stakeholders will be essential to ensure that persons with disabilities can participate fully and equally in organizational and community life.

Overall, the Endline Assessment confirms that the project has established a strong foundation for advancing disability inclusion among partner organizations. Sustained commitment and continued investment will be critical to transforming this progress into long-term organizational change and ensuring inclusive development that leaves no one behind.