



# Organizations of Persons with Disabilities (OPDs) Capacity Strengthening Framework

## Country-Level Strategy: Kenya

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*Submitted and led by the Kilimajiro Blind Trust Africa KBTA*



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# OPD Capacity Strengthening Framework (Kenya)

## Developed by:

Kilimanjaro Blind Trust Africa (KBTA), in partnership with the Global Disability Innovation Hub (GDI Hub) and National Gender and Equality Commission (NGEC). This project is funded by UK International Development, as part of the AT2030 programme, led by the Global Disability Innovation Hub.

## Target Group:

Organisations of Persons with Disabilities (OPDs) operating at national and county levels across Kenya

## Framework Focus:

This framework provides a structured and evidence-informed approach to strengthening the institutional, technical, and operational capacity of OPDs in Kenya. It prioritizes the integration of Adaptive Assistive Technology (AT) as an enabler of inclusion and organizational effectiveness, while also advancing inclusive leadership and governance, strategic partnerships, sustainable resource mobilization, and accountable, results-oriented project implementation.



## Introduction

Kilimanjaro Blind Trust Africa (KBTA), in partnership with the Global Disability Innovation Hub (GDI Hub), is leading a transformative initiative to strengthen the organisational capacity of Organisations of Persons with Disabilities (OPDs) across Kenya. As part of this initiative, KBTA has conducted a series of comprehensive gaps assessment workshops in three key city counties Nairobi, Nakuru and Mombasa. These workshops brought together OPDs, the National Gender and Equality Commission (NGEC), the National Council for Persons with Disabilities (NCPWD), county government representatives, and civil society organizations, creating a robust platform for shared learning, dialogue, and co-creation.

Through these engagements, KBTA and its partners have gathered valuable insights directly from OPDs regarding the systemic challenges that hinder their effectiveness and sustainability. These challenges often relate to leadership and governance, strategic planning, program management, documentation, partnerships, resource mobilisation, and inclusive project implementation.

The voices and lived experiences shared during the workshops have provided a strong evidence base for designing a responsive and context-specific capacity enhancement strategy. This collaborative process has laid the foundation for the development of the OPD Capacity Strengthening Framework (Kenya). The framework adopts an Assistive Technology (AT) centered and evidence-led approach, focusing on empowering OPDs to become more effective advocates of disability inclusion, stronger partners in development, and sustainable institutions that drive social impact. By combining GDI Hub's global expertise in inclusive innovation with KBTA's deep local experience and networks in Kenya,



this initiative aims to strengthen the disability movement's institutional resilience and ensure that no one is left behind in Kenya's development agenda.

## Framework Objectives

The OPD Capacity Strengthening Framework (Kenya) aims to:

1. Strengthen inclusive leadership, governance, and organisational management within OPDs to enhance accountability, transparency, and institutional sustainability.
2. Enhance partnerships, networking, and advocacy capacity through the strategic use of data, evidence, and inclusive innovation to influence policy and development processes.
3. Improve resource mobilization and financial sustainability by strengthening donor readiness, organizational branding, proposal development, and results-based reporting.
4. Build OPD capacity to design, implement, monitor, and document inclusive programs and projects in line with rights-based, gender-responsive, and disability-inclusive development standards.
5. Promote the meaningful participation and leadership of persons with diverse disabilities through the adoption and effective use of Assistive Technology and inclusive digital solutions.
6. Promote compliance with existing legal frameworks, financial, governance and human rights aspects.



## Framework Purpose and System-Level Outcome

This framework serves a dual purpose:

### 1. Institutional Strengthening of Individual OPDs (Immediate Outcome)

The framework provides structured support to enable OPDs to strengthen their internal systems, leadership, governance, advocacy capacity, and program implementation. Through targeted interventions and integration of Assistive Technology, participating OPDs will become more effective, accountable, and sustainable organisations capable of representing and serving their members.

### 2. Development of a Scalable National Approach to OPD Support (Systems-Level Outcome)

Beyond strengthening individual organisations, the framework is designed to generate practical evidence, tested methodologies, and implementation lessons that will inform the development of a coordinated country-level strategy for OPD capacity strengthening in Kenya. The initiative will identify replicable models, capacity benchmarks, and Assistive Technology enabled solutions that government, development partners, and OPDs can adopt to move from



fragmented capacity-building efforts toward a structured and sustainable national support ecosystem.

Through this dual approach, the framework contributes to positioning OPDs not only as beneficiaries of support, but as credible partners in inclusive development, policy implementation, and service delivery.



## Guiding Principles

### 1. Disability Inclusion and Accessibility

All governance structures, systems, services, and communication processes shall be inclusive, accessible, and responsive to persons with diverse disabilities, gender and age enabling equal participation and decision-making

### 2. Assistive Technology as a Strategic Enabler

Assistive Technology shall be systematically integrated as a critical enabler of organisational effectiveness, inclusive leadership, participation, documentation, learning, and advocacy.

### 3. Evidence-Informed Decision Making

Organisational leadership, planning, advocacy, and resource mobilization shall be guided by reliable data, research, monitoring evidence, and lived experience.

### 4. Co-creation and Meaningful Participation

Persons with disabilities and OPD members shall actively shape priorities, decisions, and solutions through participatory and co-design approaches.

### 5. Sustainability and Institutional Strengthening

Capacity strengthening efforts shall focus on building resilient institutions through long-term systems development, skills transfer, financial viability, and continuous learning.



# Capacity Strengthening Pillar

## Pillar 1: Inclusive Leadership, Governance, and Organizational Management

### Rationale

Effective OPDs require legal recognition, inclusive leadership and governance systems that enable meaningful participation of persons with diverse disabilities, age and gender, ensure accountability, and support evidence-informed decision-making. Gaps in accessibility, documentation, and information management undermine organizational effectiveness and institutional memory.

### Key Challenges Identified by OPDs

- Limited access to organizational information for leaders and members with diverse disabilities
- Weak documentation, record management, and data back-up systems
- Inadequate inclusion of persons with sensory and multiple disabilities in governance and decision-making processes
- Capacity Strengthening Interventions
- Establish and strengthen inclusive leadership and governance structures, supported by appropriate Assistive Technology.
- Institutionalize accessible decision-making processes through inclusive physical and virtual meetings, incorporating:
  - Live captioning and sign language support for persons with hearing impairments



- Screen readers, accessible formats, and assistive digital tools for persons with visual impairments
  
- Develop and implement standardized organizational documentation and governance frameworks, including:
  - Strategic and operational plans
  - Organizational policies and constitutions
  - Meeting minutes, reports, and compliance records
- Strengthen information management systems by storing organizational documents on Assistive Technology-enabled devices and secure, accessible cloud-based platforms.
- Introduce inclusive digital feedback mechanisms (e.g., accessible chatbots, surveys, and feedback platforms) to facilitate member engagement and organizational learning.

## Expected Outcomes

- Improved inclusivity, transparency, and accountability in leadership and decision-making
- Increased participation of persons with diverse disabilities, age and gender in governance structures
- Efficient access to organizational information for planning, reporting, and advocacy



## **Pillar 2: Partnerships, Networking, and Evidence-Based Advocacy**

### **Rationale**

Strategic partnerships and credible advocacy are essential for OPDs to influence policy, mobilize resources, and advance disability inclusion. This requires strong and effective organizational structures, reliable data, and the ability to translate evidence into compelling advocacy messages.

### **Key Challenges Identified by OPDs**

- Weak or unclear organizational structures and roles
- Limited strategic partnerships with government, development actors, and the private sector
- Low advocacy influences due to limited access to credible data and evidence

### **Capacity Strengthening Interventions**

- Support OPDs to develop or refine functional organizational structures aligned with best-practice governance and accountability models.
- Build OPD capacity in research, data collection, analysis, and documentation of disability-related issues at community, county, and national levels.
- Conduct systematic stakeholder mapping to identify and engage:
  - Relevant government ministries, departments, and agencies
  - County governments
  - Development partners, CSOs, and private sector actors



- Package research findings and lived experience evidence into accessible and policy-relevant products, including:
  - Policy briefs and technical notes
  - Position papers and submissions
  - Targeted advocacy and communication messages
- Promote co-creation, innovation, and knowledge exchange with partners, ensuring solutions are inclusive, context-specific, and rights-based.
- Leverage Assistive Technology-enabled tools to support advocacy, communication, and stakeholder engagement.

## Expected Outcomes

- Stronger, better-structured OPDs with enhanced institutional credibility
- Increased and more effective strategic partnerships across sectors
- Improved advocacy influence informed by credible, accessible, and timely evidence

## Pillar 3: Resource Mobilization, Financial Sustainability, and Visibility

### Rationale

Sustainable OPDs require diversified funding sources, strong accountability systems, and clear organizational visibility. Limited donor readiness, weak M&E systems, and low visibility constrain access to funding and long-term sustainability.



## Key Challenges Identified by OPDs

- Limited access to funding opportunities and donor networks
- Weak monitoring, evaluation, and reporting systems
- Inadequate organizational branding, communication, and visibility

## Capacity Strengthening Interventions

- Identify and strengthen resource mobilization entry points aligned with OPD mandates, strategic priorities, and comparative advantages.
- Build OPD capacity to generate donor-ready evidence through:
  - Development of results frameworks and M&E systems
  - Accessible data collection and analysis tools
  - Timely, high-quality narrative and financial reporting
- Strengthen organizational branding and visibility through:
  - Clear, consistent, and inclusive organizational messaging
  - Accessible websites, digital platforms, and communication materials
- Introduce and scale inclusive digital fundraising mechanisms, including:
  - Online donation tools and pop-ups
  - Mobile money and digital payment integration
- Support OPDs to leverage data, success stories, and impact evidence to engage donors, partners, and supporters.

## Expected Outcomes

- Improved access to diversified and sustainable funding sources
- Strengthened financial accountability, transparency, and reporting systems



- Enhanced organizational visibility, credibility, and donor confidence

## **Pillar 4: Inclusive Project Design, Implementation, Monitoring, and Learning**

### **Rationale**

OPDs must be equipped to design and deliver inclusive, results-oriented programs that respond to the needs of persons with diverse disabilities, age and gender. Weak project design, planning, and monitoring systems limit effectiveness and impact.

### **Key Challenges Identified by OPDs**

- Limited capacity in inclusive project design and needs assessment
- Weak monitoring, evaluation, and learning (MEL) systems
- Inadequate planning, scheduling, and project management tools

### **Capacity Strengthening Interventions**

- Build OPD capacity in inclusive project design, needs assessment, and theory-of-change approaches.
- Support the development of organizational project management tools, including:
  - Work plans and implementation schedules
  - Gantt charts and budgets using accessible digital platforms
- Strengthen MEL systems through:



- Development of inclusive indicators and data collection tools
- Integration of accessibility considerations into monitoring processes
- Evidence-based reporting and learning mechanisms
- Integrate Assistive Technology across project implementation to ensure equitable access, participation, and benefit for all target groups.

### Expected Outcomes

- Well-designed, inclusive, and high-impact programs and projects
- Improved project tracking, learning, and adaptive management
- Strong, credible evidence of results and social impact



## Role of Assistive Technology (Cross-Cutting)

Assistive Technology is a cross-cutting and foundational element of this framework. Across all pillars, AT serves to:

- Enable inclusive leadership, governance, and meaningful participation
- Support accessible documentation, data storage, and information retrieval
- Strengthening research, evidence generation, and advocacy effectiveness
- Enhance communication, branding, fundraising, and stakeholder engagement

By systematically integrating Assistive Technology across institutional systems and practices, the framework positions AT not only as a support tool, but as a strategic driver of organizational effectiveness, inclusion, and sustainability for OPDs in Kenya.

## Implementation Plan

The OPD Capacity Strengthening Framework implementation is recommended to use a phased and adaptive approach that allows for contextual learning, continuous improvement, and long-term sustainability. Each phase builds progressively on the previous one, ensuring that capacity strengthening is systematic, inclusive, and results-oriented.



## Step 1: Organizational Assessment and Planning

It's recommended that this phase establishes a strong evidence base for tailored capacity strengthening interventions.

Key activities include conducting comprehensive organizational capacity assessments for participating OPDs, identifying priority gaps across leadership and governance, partnerships, resource mobilization, and project design and management. The phase also assesses the availability, accessibility, and use of Assistive Technology within OPDs to inform targeted AT integration.

Based on assessment findings, OPDs should be supported to develop individualized and actionable capacity strengthening plans aligned with the framework pillars.

### *Key Outputs:*

- Organizational capacity assessment reports for participating OPDs
- Tailored OPD capacity strengthening action plans

## Step 2: Leadership, Governance, and Systems Strengthening

It's recommended that this phase focuses on strengthening inclusive leadership, governance, and organizational systems as a foundation for institutional effectiveness.



OPDs require targeted training on inclusive leadership and governance practices supported by Assistive Technology. Support should be provided to develop, update, or institutionalize core organizational documents, including strategic plans, constitutions, and policies. Accessible digital documentation, filing, and data back-up systems should be established, alongside inclusive meeting practices that integrate accessible formats, live captioning, screen readers, and other AT solutions.

*Key Outputs:*

- Strengthened and inclusive leadership and governance systems
- Functional, accessible documentation and data management systems

### **Step 3: Partnerships, Advocacy, and Resource Mobilization**

This proposed phase is targeted at strengthening OPDs' external engagement, advocacy influence, and financial sustainability.

OPDs should be supported to build capacity in research, data collection, and evidence generation to inform advocacy and partnerships. Systematic mapping of government institutions, development partners, donors, and aligned organizations should be conducted to identify strategic engagement opportunities. OPDs should develop accessible advocacy products, including policy briefs and position papers, and strengthen organizational branding, communication, and digital presence. Inclusive digital fundraising tools and donor engagement strategies should be introduced to diversify funding sources.



*Key Outputs:*

- Partnership and advocacy strategies informed by credible evidence
- Donor-ready organizational profiles, advocacy materials, and fundraising tool.

## **Step 4: Inclusive Project Design, Implementation, and Monitoring**

This recommended step enhances OPDs' technical capacity to deliver inclusive, results-driven programs.

OPDs need to receive training in inclusive project design and needs assessment methodologies. Support should be provided to develop high-quality project proposals, work plans, budgets, and implementation schedules using accessible digital tools. Monitoring, Evaluation, and Learning (MEL) systems must be strengthened through the development of inclusive indicators, accessible data collection tools, and evidence-based reporting processes. Assistive Technology must be integrated into project implementation and monitoring to ensure equitable participation and accountability.

*Key Outputs:*

- High-quality, inclusive project proposals and implementation plans
- Functional MEL systems generating credible evidence of results



## Step 5: Learning, Review, and Sustainability

This recommended phase consolidates implementation learning and translates field experience into an advanced structured national model for OPDs in Kenya. Evidence gathered throughout the previous phases should be synthesized to identify effective practices, scalable approaches, and capacity benchmarks that can guide long-term government, donor, and ecosystem investment in OPD institutional development.

### Key Outputs:

- Learning and reflection reports
- Sustainability and scale-up strategies for participating OPDs
- A documented Kenya OPD Capacity Strengthening Model based on tested approach
- Practical toolkits, guidelines, and Assistive Technology integration pathways for replication
- Policy and programmatic recommendations to inform national and county disability inclusion strategies
- A proposed coordination framework for sustained multi-stakeholder support to OPDs



## Alignment with National and International Policy Frameworks

The OPD Capacity Strengthening Framework is aligned with key national and institutional policy frameworks, including:

- The Constitution of Kenya (2010)
- The Persons with Disabilities Act, 2025
- The Persons with Disabilities National Policy
- The National Gender and Equality Commission (NGEC)
- The National Council for persons with Disabilities
- National inclusive development and social protection frameworks
- The UNCRPD

This alignment supports Kenyan OPDs policy coherence, institutional adoption, and long-term sustainability at both national and county levels.

## Conclusion

The OPD Capacity Strengthening Framework (Kenya) provides a structured, inclusive, and Assistive Technology driven roadmap for strengthening the institutional capacity, sustainability, and impact of Organizations of Persons with Disabilities. Grounded in OPD-identified needs and lived experiences, the framework positions OPDs as effective partners in policy influence, service delivery, and inclusive development.