
Terms of Reference

Project: Inception Workshop for “Community Based Rehabilitation (CBR/CBID) Asia Centres of Excellence”

Introduction and Background

Liliane Fonds (LF) is a Dutch civil society organisation that aims to empower children and youngsters with disabilities in low-income countries in Africa, Asia and Latin America. The vision of LF is that children and youngsters with disabilities who live in poverty participate equally and up to their full potential in their families and communities, so that their lives have the highest possible quality. The mission of the organisation is to contribute to a world that is open for everyone, in which children and youngsters with disabilities who live in poverty can develop and use their talents.

To achieve its vision and mission, LF works together with partner organisations in each of its focus countries, who manage and coordinate a network of local partner organizations. Through a Community-Based Rehabilitation (CBR) approach (also related to Community Based Inclusive Development or CBID), partners provide various services to children and youngsters with disabilities, as well as supporting their parents and promoting inclusion in the community. The POs are civil society organisations that facilitate collaboration with and between local government, local service providers, community and religious leaders, Disabled People Organisations, Parent Support Groups, and other relevant stakeholders in the communities they work.

Concept: CBR/ CBID Centres of Excellence

In 2025, through an unearmarked legacy gift, Liliane Fonds and the country partners collectively designed a concept note for supporting ‘**CBR/CBID centres of excellence**’ in three regions: (1) Asia, (2) English-speaking Africa and (3) French-speaking Africa. The concept note can be seen in the Annex of this document and is meant to be a three year project (2025 – 2028).

To clarify, a **Centre of Excellence (CoE)** is a dedicated team or organised working that focuses on developing and promoting best practices, expertise, and innovation within a specific domain or area – CBR/CBID. It is not per se an actual infrastructural centre.

A Centre of Excellence is an organizational structure that:

- Concentrates deep expertise and knowledge in a focused area
- Provides leadership, research, training, and support
- Aims to drive high standards, continuous improvement, and innovation.

It aims to strengthen the visibility, quality, integration, sustainability, and influence of CBR/CBID as a

rights-based, community-focused approach, so that children and youth with disabilities, especially those living in remote areas, thrive in inclusive societies, supported by systems that recognize and respond to their rights, leadership, and lived experiences.

Put simply, as a catalyst for a “CBR movement”, our big dream is that CBR/CBID is the strategy of choice by all governments and relevant organisations; and that there will be qualified CBR advisors and workers at all levels for all needs – global, regional, national, sub-national and community level. Through this, more children and youth with disabilities will be reached with quality interventions.

Inception Phase

An inception phase is necessary for the three different regional CBR/CBID Centres of Excellence. The objectives in this phase are:

1. PITCH & Engage External stakeholders.

While this is initiated by LF and its partners, the CBR/CBID movement needs the engagement of other like-minded organisations. They are peer organisations who have already been advocating for CBR/CBID or they are existing CBR/CBID networks or service provider organisations.

2. SCOPE and study models of Centres of Excellence.

There have been previous regional-level efforts to promote CBR/CBID. There have also been similar ‘Centres of Excellence’ or ‘Think Tanks’ from other sectors – like with Early Childhood Development or Community Led Nutrition. It is helpful to study these past efforts and challenges, as well as other sectoral models so that the project can learn and integrate insights into its design.

3. INCEPTION WORKSHOPS

In order to ensure success and buy-in from other actors, an ***in-person inception workshop is needed for each of the three (3) regional CBR/CBID Centres of Excellence – Asia, French-speaking Africa and English-speaking Africa.*** This is tentatively planned to be held ***before the end of March 2026.*** By the end of these workshops, the relevant organisations would be able to determine (and if possible finalise) a regional proposal that includes agreements on the following outputs:

- The governance model
- The lean secretariat
- A draft workplan and budget
- The enterprise or sustainability model

After approval of the regional proposals¹, the implementation of the CBR/CBID Centres of Excellence will start.

Role of Consultant

LF seeks a (team of) consultant/s for the **Asia** region to support and facilitate the inception phase towards establishing ‘**Asia** CBR/CBID centres of excellence’.

Specifically, the consultant/s is / are expected to:

- Coordinate with LF Project Leader and working group throughout the duration of the inception phase. This includes holding regular meetings and may also include coordination with the other regional consultants. (Estimate 2-3 days)
- Conduct preparatory work to be familiarised with the technical content of the discussion regarding Community Based Rehabilitation / Community Based Inclusive Development, as well as the existing networks and organisations that have been working in this field (Estimate 5-7 days). This includes:
 - reviewing some key documents prepared by the LF project team and input from partner organisations
 - interviewing key stakeholders to understand challenges, successes and lessons from past CBR/ CBID network activities in the region
 - mapping key organisations and public authorities in the region that are essential for activities
- Review and study regional-level examples of ‘centres of excellence’ from other sectors (i.e. early childhood development network, community-led nutrition networks) that can provide learning and insight for the setup. (Estimated 5-7 days)
- Co-design and facilitate a 3 day in-person inception workshop to achieve the abovementioned outputs: governance model, lean secretariat, workplan & budget and enterprise models. This includes designing and facilitating necessary online preparatory sessions and providing samples / models for reflection and decision. This involves consulting with the project team and being flexible in adapting sessions as the process progresses. This also involves proposing methodologies that ensure maximum meaningful participation (including accommodations for language or other factors). (Estimated 10-15 days)
- Depending on the engagement of the host organisation for the inception workshop, the (team of) consultant/s may also be required to support logistical arrangements of the in-person inception workshop. (Estimated 5 days)
- Prepare and write the final deliverables based on the inception workshop sessions. This involves one feedback loop with the project team and partner organisations (to be

¹ Approval process of the 3 regional CBR/CBID Centres of Excellence is formally done by Liliane Fonds and will depend on the endorsement of relevant stakeholder reviewers and LF partners.

determined if representatives are chosen). (Estimated 3-5 days)

Deliverables

As described above, the **deliverables** of the project is an **approved proposal for the Asia CBR/CBID centres of excellence**. This includes:

- A narrative description of the programme to be carried out with the LF Legacy Fund, including a governance structure, programme management structure and exploratory ideas for enterprise / sustainability. This also includes an overview of partners and their roles. Please note that our expectation is a simple and clear proposal that provides basic amount of detail, whilst allowing for learning through its implementation. The first year may be an inception year to allow space for further refinement and adaptation. A budget proposal, including distribution of funds over activities.
- A draft workplan and budget to cover for activities and staff from 2026 to 2028. Some of the activities may include disbursement of allocated funds (i.e. research, seed funding) – in which case a meaningful mechanism of co-decision with organisations of persons with disabilities is taken into account.
- The enterprise or sustainability model – As this project can only support CBR/CBID Centres of Excellence for 3 years, the group needs to explore how the CoEs can be sustained. This may include, but not be limited to: determining a membership-fee based model, designing ‘knowledge products or programmes’ that can be social enterprises.

Time and Phasing

The proposal should be submitted to the Director Liliane Fonds by 01-05-2026.

The project group will design a proposal development trajectory. A tentative plan below may serve as reference. However, this may also be adapted based on discussions with the consultant and the arrangements of the hosting organisation in **Asia**.

Activity	Timeframe	Comments
Introductory call with LF Project leader	December 2025	2 Direct partners and PhD students share CBR best practices
Preparatory work (including scoping of existing CBR/CBID initiatives and studying models from other sectors)	Dec – Jan 2026	
Preparatory virtual meetings for inception workshops	Jan – Feb 2026	2-3 online calls
Inception workshops	Feb – March 2026	3 days in-person, dependent on host organisation

Consultant submits first draft of proposal to project team	March 2026	
LF Project team and partners provide feedback	2 weeks after	
Consultant submits proposal to LF project team	2 weeks after	
Project owner submits proposal to LF Management Team	May 1, Friday	Can be earlier if Inception workshops are hosted earlier

Project Working Group

The project group consists of:

- Project Lead: Alodia Santos coordinates activities, ensures all criteria to be met, project planning to be made and adhered to
- LF Partners: For the **Asia** region, the LF partner representative is from Centre for Disability in Development (CDD) Bangladesh
- CBR **Asia** network and/or Asia Pacific Center for Disability: The focal point for this project will be determined
- CBR experts: Inge Groenewegen. Inge will be part of the project working group to bring in the CBR expertise and knowledge of the CBR field. Where relevant she will involve Angelique Kester.

Expression of interest

Interested consultant/s may submit their application to Alodia Santos (asantos@lilianefonds.nl) by December 10, 2025. The application should include:

- Cover letter detailing motivation to apply
- Résumé highlighting relevant work experience, projects and educational background that would be relevant for this engagement
- Technical proposal aligned with the abovementioned process (max. 10 pages) that may include recommended approaches or methodologies
- We estimate 40-50 days of engagement and are open for discussion before finalisation. Please include proposed consultancy fee (price per day and total fee for project)

Annex: CBR/CBID Centres of Excellence

Legacy Fund project proposal.

What is the opportunity?

Despite decades of global commitments, including the ratification of the United Nations Convention on the Rights of Persons with Disabilities, disability inclusion remains, in many contexts, siloed, under-resourced, and inconsistently integrated in public and private systems. Systemic ableism, as a root cause, manifests in insufficient policies and limited implementation when policies exist under-resourced personnel and services, and a persistent charity or medical framing that undermines rights-based approaches. Yet, alongside persistent challenges, there are important examples of progress by individual leaders, families, communities, institutions, and local governments in several and different contexts. These successful efforts reflect both the will and the wisdom necessary for systemic transformation.

Still, capacity is often limited, not just in terms of trained personnel, but also in institutional will, funding, and mechanisms for participation by persons with disabilities. As a result, inclusion efforts are frequently project-based, NGO-led, with a narrow approach that reaches few, and fragile, lacking the systemic integration needed for long-term and systemic change. These challenges are further compounded by other intersecting systemic issues related to gender, ethnicity, cultural practices, and socio-economic status. Children and youth with disabilities, and their families, living in rural and remote areas in the Global South are among the most marginalized, with their human rights denied, and often trapped in the vicious cycle of poverty and disability.

CBR/CBID approach works at community level, working through a holistic multi-sectoral and multi-stakeholder systems approach which is more likely to address the multitude of issues faced by children and youth with disabilities and their families/caretakers, and therefore more likely to achieve structural change. This involves working together with persons with disabilities or parents of children with a disability from the onset, (local) governments, service providers, communities, and other key stakeholders to address the structural drivers of exclusion - to strengthen capacities, make structures, institutions, laws/ policies, and social norms disability inclusive. However, CBR/CBID approaches are commonly implemented through NGOs with little integration into existing systems and structures. Which results in projects closing when funds end and long term outcomes of the project becoming smaller.

Currently Liliane Fonds (LF) collaborates with a network of partners in tackling these issues at a local (e.g. district) and national level through implementing CBR/CBID as the preferred approach to disability inclusion through their “Building Effective Networks” and multiannual plans, Community of Practice SRHR, Breaking Down Barriers, among others. Each of the countries is at a different stage in the journey towards integrating CBR/CBID approach as the preferred strategy for disability inclusion. This journey varies from donor-funded community-based projects in a few domains (e.g. livelihood, health) to national policies and implementation of public service delivery with CBR/CBID approaches in all domains (Figure 1). This journey is not linear as progress at the local and national level may occur at the same time. The capacities and/or possibilities to practice and lobby for the integration of CBR/CBID in existing government structures also varies.

CBR/CBID Centres of Excellence: Co-design process

In 2024, LF received an unearmarked legacy donation from an anonymous donor after their passing. Through a voting process, LF partners decided to allocate the funds to the theme “CBR/CBID Centres of Excellence”. To shape this vision, partners were invited to participate in a co-design process, which included four 2-hour online sessions. Each session was followed by a written synthesis and follow up questions. The live sessions were conducted with simultaneous French - English translation.

What are CBR/CBID Centres of Excellence?

The CBR/CBID Centres of Excellence (CoEs) are multi-country collaborative structures that aim to strengthen the CBR/CBID movement so that integration of CBR/CBID into existing structures is the preferred and sustainable approach to disability inclusion. The CoEs build on existing efforts and work with current networks, amplifying good practices. They aim to support workforce development, research, innovation, and learning between countries. The CoEs focus on creating practical tools and guidance. They also help practitioners access evidence, develop advocacy skills, conduct applied research, and share knowledge and experiences across countries. Ultimately, the CoEs seek to multiply the impact of ongoing work and make CBR/CBID a more visible, respected, and integrated quality strategy that enables children and youth with disabilities, and their families, to thrive.

The vision is to strengthen the **visibility, quality, integration, sustainability, and influence of CBR/CBID** as a rights-based, community-focused approach, so that children and youth with

disabilities, especially those living in remote areas, thrive in inclusive societies, supported by systems that recognize and respond to their rights, leadership, and lived experiences.

Input	Key areas of change	Outcomes
Legacy Fund Existing CBR/CBID practices, networks, and tools LF technical support Partners and their communities knowledge and lived experience	Learning, communication, & exchange (physical and online): cross-country communication, learning spaces, mentorship, coaching, and exchanges on successes and challenges by partners, governments, families, OPDs community-based actors, and potentially other stakeholders. Applied learning for influence: participatory co-research in which actors, including persons with disabilities, families, test, adapt, and refine CBR/CBID approaches and practice. Insights inform wider implementation and policy influence. This includes transferring learnings from research into practice. Technical guidance and tools: mapping and co-developing locally grounded tools, training modules/programs, including training of trainers, and models for consistent CBR/CBID quality implementation and sharing through a central platform, connecting with similar existing training. Advocacy & systems influence: targeted context-specific advocacy strategies and practices to influence the integration of CBR/CBID into existing structures and all domains (health, education, livelihood, social, empowerment) and with persons with disabilities as active drivers of influence.	CBR/CBID becomes a recognized, integrated, coordinated, and resourced strategy, in all domains (health, education, livelihood, social, empowerment), within local, national, and regional development systems. A cadre of CBR/CBID leaders and practitioners, including master trainers, are available in LF partner countries and a community of practice emerges. All LF partner organisations are able to design CBR/CBID programmes integrated in existing structures based on evidence-based approaches / models within various settings (e.g., geography, humanitarian) LF network of partners are recognized locally, nationally, and regionally as CBR/CBID experts. Policy frameworks, funding flows, and service delivery models reflect disability inclusion as rights-based. Social & behavioural change towards disability inclusion among stakeholders, including governments, national stakeholders, UN agencies and INGOs.

Principles

- Rights-based: Center human rights in all strategies.

- Accessibility: all activities meet accessibility requirements (physical, digital, communication, cognitive).
- Gender and intersectionality: Recognize multiple and overlapping vulnerabilities.
- **Localization**: Centres of Excellence will meaningfully collaborate with CBR/CBID actors, including persons with disabilities, their families, frontline workers, and local authorities so that the work is accessible and context-appropriate.
- **Sustainability**: CoEs activities aim to contribute to the outcome of quality integration of CBR/CBID strategy within existing systems.
- **Entrepreneurial**: CoEs are designed with long-term sustainability in mind, aiming to mobilize diverse resources and generate value beyond the lifespan of the legacy fund.
- **Respect for existing capacities**: CoEs strengthened existing CBR/CBID initiatives rather than creating parallel structures.
- **Adaptability and flexibility**: the CoEs will remain flexible and adapt based on the learnings of its own implementation.
- **Accountability**: the CoEs will have clear roles and responsibilities to ensure transparency. Accountability will include persons with disabilities, their families, and organizations.

CBR/CBID Centres of Excellence scope, structure, and roles

The proposal is to fund 3 regional Centres of Excellence. Each regional Centre of Excellence may have groups on specific themes based on both expertise, interest, and needs in line with the expected outcomes. CoEs will communicate and coordinate to avoid duplication of efforts and foster efficiency. Each CoE will strive for inclusivity and ownership by a variety of actors that are required to build the CBR/CBID movement: implementing partners, donors, OPDs, families, governments, so that it is not top-down-approach.

The emerging structure is the **hub-and-spoke system** that encourages shared leadership, ownership, and accountability, and builds on existing strengths.

- **Hub**: Rotating coordination team responsible for shared governance, strategic direction, and coherence. The members of the “hub” may rotate and adapt periodically (e.g. yearly) and based on capacity and focus.
- **Spoke**: thematic clusters led by different partners based on capacity and focus. The members of the “spoke” may rotate and adapt based on progress and priorities. Figure 2 presents an example with spokes focusing on each key area of change (see Theory of Change).

In the inception phase, and to make an informed decision on the most appropriate structure, CoEs will learn from CoEs in other sectors (Community Health Worker and the Early Childhood) and CBID/CBR initiatives on their structure, what works, in which contexts, and why. Centres of Excellence may have different structures.

Roles and responsibilities will be defined **based on existing strengths and desired outcomes**, with a clear mechanism for shared governance, mutual accountability, and the meaningful involvement of OPDs and government institutions. Roles may be categorized into several domains, partners, organisations of persons with disabilities, their families and related organisations may lead or support across domains depending on each CoE:

- **Coordinators:** facilitate cross-country collaboration, shared tools, and exchange.
- **Technical advisors:** co-create tools, training, and models for scale.
- **Implementers:** roll out and/or pilot the tools and guidance, including advocacy, co-developed by CoE. Implementers translate the outputs of the spokes into practice, including OPDs, families, and persons with disabilities. The “how” needs to be discussed in the inception phase and adapted as learnings emerge.
- **Researchers:** lead on participatory action research.

The following capacities are required to carry out the roles:

- Leadership in inclusive, context-specific quality CBR/CBID implementation.
- Cross-sector collaboration and experience influencing public service delivery.
- Human resource depth to offer training, mentorship, and coordination.
- Documentation and evidence-building cultures.
- Resource mobilization and innovation experience.
- Strong government engagement and policy influence.

The inception phase is a critical opportunity to set strong foundations for the CBR/CBID Centres of Excellence (CoEs), ensuring clarity, shared ownership, and practicality in the design and implementation of each Centre. It aims to move from shared aspiration to co-ownership, with an emphasis on regional contextual relevance, partnerships, and sustainability.