

Terms of Reference

Building Effective Networks (BEN)

Full assignment

Phase 1: Context Analysis and Theory of Change

Phase 2: Multi-Annual Programme Plan and Network Development

Introduction

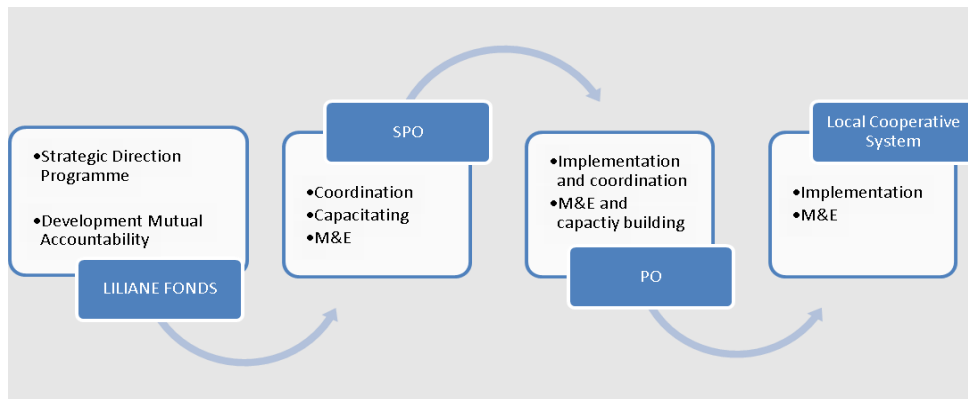
Background

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.

The core strategy employed in the work of LF is Child Empowerment. In the understanding of LF, empowerment means increasing the children's and youngsters personal, social, educational and economic strengths to become active agents of change in their own communities.

The core strategy comprises of two components: Child Development (addressing the child's impairment, functionality and self-confidence) and Enabling Environment (reducing the environmental barriers that hinder the participation of children and youngsters with disabilities in society). In addition, LF has two supporting strategies to strengthen and ensure the impact of its activities: Capacity Development of its local partners and Lobby and Advocacy.

To achieve its vision and mission, LF works together with Strategic Partner Organizations (SPOs) in each of its focus countries, who manage and coordinate a network of partner organizations (POs). Through a Community-Based Rehabilitation (CBR) approach, SPOs 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, Disabled People Organisations, Parent Support Groups, and other relevant stakeholders in the communities they work. The primary targeted groups of the country programmes are children and youngsters with disabilities up to the age of 25, living in poverty.



Within the strategic framework of Liliane Fonds, SPOs together with POs, are responsible for developing a Child Empowerment programme. This programme responds to the local context and needs of children and youngsters with disabilities and takes into consideration initiatives by other relevant actors. SPOs have the autonomy to actively manage a network of complementary partner organisations (POs) to effectively implement LF funded programmes. SPOs are responsible for managing and ensuring the quality of implementation by these PO's.

Building Effective Networks (BEN)

LF adopted the above described so-called 'SPO model' in 2012 with the aim to increasingly shift ownership of the program from LF to civil society organisations in LF's focus countries to increase effectiveness and impact of the programs it supported. SPOs inherited from LF the relationships with the POs in their countries, as a result of the previous model of partnerships that was implemented until 2011. Over the years it became clear that the 'SPO-model' was not as effective as foreseen. This was the result of a number of factors:

1. Lack of ownership of the SPO of the PO network and facilitation of a functioning, coherent network
2. Lack of equality due to an unequal distribution of power in the network and lack of a clear set of roles and responsibilities among (S)PO
3. Lack of synergies and a common vision, or a focus on achieving structural changes (outcomes/impact)
4. Lack of coaching and connecting of POs by the SPO

Being aware of the strengths but also witnessing the shortcomings of the SPO partnership model, LF developed a policy update called 'Building Effective Networks'. In this policy update, LF calls upon its partners to build effective networks in their respective countries as a way to have more impactful programs. The 'Building Effective Networks' policy takes the context of a country as a starting point from which a Theory of Change can be designed and a multi-annual program (with objectives formulated at country level) can be built. POs implementing the program are participating because of their added value to the program's objectives, and not because of their historical links with LF. More ownership lies in the hands of civil society organisations of a specific country.

The 'Building Effective Networks' policy is a foundation block of LF's new Multi-Annual Strategic Plan (MASP) that more explicitly focuses on structural improvement of the children's environment. Systemic changes are only possible if they are driven by effective networks of organisations that work towards shared objectives, stay closely connected to their constituencies and amplify their voices in decision-making processes and engage in these processes from a local to a national level.

Main objective of Building Effective Networks is to create and implement programmes that will bring more sustainable positive changes in the lives of children and youngsters with disabilities and their families and empower them to become agents of change in their communities and societies.

An important way to accomplish this is by establishing and/or strengthening networks of local organisations with shared interests and values, and with complementary expertise, that are capable to implement jointly developed, holistic country strategies and multi-annual programs that address the root causes of exclusion of children and youngsters with disabilities in grass-roots communities.

Overview of Overall BEN Project Steps and Process

As a way to operationalise Building Effective Networks at country level, LF distinguished the following steps:

Phase 1:

1. Conduct a comprehensive context analysis, including a Stakeholder analysis and Power analysis.
2. Design a Theory of Change
3. Selection of program (priority) objectives, performance indicators and geographical selection.

Phase 2:

4. Review current and potential new partners
5. Decide on partner network and governance structure
6. Design a Multi-Annual Programme Plan, incl. budget and results framework
7. Write an operational Plan + budget for year 1

Objectives of this consultancy

This consultancy is part of the Building Effective Networks (BEN) project as described above. The consultant focuses on the facilitation of the steps as described above. The final results are reflecting the program needs, stakeholder input and the different strengths of the organisations that will be involved.

Specific objectives of this consultancy

1. Conduct a comprehensive context analysis, involving relevant stakeholders that may or may not be part of the current LF funded Child Empowerment Programme. The context analysis includes a stakeholder and a power analysis.
2. Conduct a problem analysis, taking into consideration the outcomes of the context analysis in preparation of the ToC development.
3. Validate the context analysis with participants of the Theory of Change Workshop.
4. Develop, together with relevant stakeholders, a Theory of Change for the future (multi-annual) programme. This ToC consists of a visual and a narrative section, including assumptions and indicators.
5. In collaboration with the SPO and LF, and by making use of existing documentation, contextualise the available partner assessment tool to review the strategic fit of current POs individually and as a network (to the new multi-annual programme plan/BEN Approach), and if need be, identify potential new partner organisations.
6. Based on the defined programme objectives and established criteria / methodology, facilitate a transparent decision-making process on the composition of the country programme network and its governance structure.

7. In collaboration with stakeholders, including the SPO and LF, and using the results from the first phase, design a Multi-Annual Programme Plan, including budget, fundraising plan, and results framework.
8. Facilitate the process of drafting, validating, and finalizing the Multi-Annual Programme Plan, including a realistic budget, fundraising plan and results framework.
9. Facilitate the process of developing an operational (annual) plan and budget for year 1 of the Multi-Annual Programme Plan to function as a transition plan.
10. Document, in an accurate, concise, and accessible manner, the programme objectives and indicators, the country program network composition, set up and governance structure, the Year 1 operational plan and the Multi-Annual Programme Plan in one report, and the rationale for the composition and governance structure of the partner network in a third report.

Methodologies and Approaches

In the proposal, the consultant will describe the methodologies and approaches that will be used to conduct the different elements of the assignment. Part of the information will be collected from literature review, whereas the consultant will also collect information from key informants, specific stakeholders from inside and outside the current network, like government officials, academic resources, NGO's, community members, children / youngsters with disabilities, etc. Triangulation of both sources and methods is key. The consultant should strive for an inclusive and participatory approach, meaningfully involving DPOs representing persons with different types of disabilities. A list with questions on the following topics has already been prepared and is available for the consultant(s):

- Questions for the external context analysis
- Questions for the analysis of the CBR context (for all CBR domains)
- Additional questions for fragile countries (if applicable)

Upon selection of the consultant, this proposal on methods and approaches should be finalized including the input of the SPO to ensure sufficient representation of targeted groups, geographies, stakeholders and inclusion related to the specific context of their countries.

In designing the approach/methodology for the context analysis, the following considerations regarding the scope of work should be taken into account:

- What information is essential to make sound ToC and programme development decisions?
- What information already exists?
- What new information needs to be collected?

Considerations regarding stakeholder engagement:

- How to engage with stakeholders such as SPOs, POs, DPOs, Parent Support Groups (PSGs), children and youngsters with disabilities (CYWDs), and other external stakeholders?
- How to make decisions about who to engage, how to engage and when to engage? Considering power dynamics, expertise, current involvement in the programme or not, etc.

Considerations regarding the scope of the ToC:

- Local ownership of the ToC is crucial
- The ToC needs to be translatable into a multi-annual plan

- The focus of the Liliane Fonds is on CBR; therefore, LF cannot support activities that would fall outside this scope
- The steps mentioned below (questions, tools and templates) are required elements for the context analysis and ToC. The examples of methodologies and tools as provided in the Annex are designed as suggestions to use what is most appropriate for the context to assure quality and participatory processes.

Only upon approval of the Context Analysis and the ToC, Phase 2 can be commenced. In case the results are below the expected standard, the consultancy may be terminated at this stage.

In designing the Multi Annual Plan process, the following questions regarding the scope of work need to be considered:

- What information is essential to make sound programme development decisions?
- What information already exists?
- What new information needs to be collected?

The following other considerations regarding stakeholder engagement are also to be factored:

- How to engage with stakeholders such as SPOs, POs, OPDs, Parent Support Groups (PSGs), children and youngsters with disabilities, and other external stakeholders?
- How to make decisions about who to engage, how to engage and when to engage? Considering power and interest dynamics, expertise, current involvement in the programme or not, etc.

Consultant(s) Expertise

Liliane Fonds welcomes consultants who

- Have proven experience in in-depth context analysis in the disability sector in low-income countries.
- Have proven experience in Theory of Change development in the disability sector in low-income countries.
- Have vast contextual knowledge about Cameroon; the disability sector, government policies, and the INGO/donor landscape.
- Have vast contextual knowledge about CBR.
- Are strong facilitators of participatory methodologies which are inclusive of all stakeholders, including persons/youngsters with disabilities.
- Have proven experience in network development, including developing governance structures
- Have proven experience in participatory programme and or strategy development processes, ideally in the disability sector in low-income countries
- Are sensitive to power dynamics and apply this in the design of their methodologies.
- Are culturally sensitive.
- Speak fluent English and French and, if applicable, the official language of the country
- Preferably have an understanding about LF and its ways of working with Strategic Partner Organisations and their PO networks.

Roles and Management

The final responsibility of this consultancy lies with **Liliane Fonds** as contracting agency. The CBC Health Services will be directly responsible for logistic arrangements and if necessary, a translator for field work. Coordination of the context analysis will be done in close collaboration between LF, consultant and SPO.

The CBC Health Services

Contact person SPO: Agho Tsangue Glory

E-mail: edid@cbchealthservices.org

Responsibilities:

- * Appraise, together with LF, the consultants proposal
- Provide the consultant with all necessary documents
- * Arrange all logistics for consultant, including contact with POs or -to the extent possible- other actors for interviews
- * Organization of workshop to share findings Context Analysis and ToC development
- * Organization of workshops to select the Network and design the MAPP
- Be the first point of contact in country
- * Contribute to identification of potential actors to contribute to the different elements of the assignment

Liliane Fonds (LF)

Contact person: Nicky Bor

E-mail: nbor@lilianefonds.nl

Responsibilities:

- * Appraise, together with the CBC Health Services the consultants' proposal
- * Contract the consultant and settlement of fees
- * Provide the consultant with all necessary documents
- * Advise on comprehensiveness and methodology of analysis
- * Monitor progress and facilitate learning and follow up

External consultant(s)

Responsibilities:

- * Provide a proposal for methodology of the different elements of the assignment for approval by LF
- * Finalise proposal after comments from the CBC Health Services and LF
- * Conduct the activities for Phase 1
- * Provide updates on progress with LF
- * Analyse the collected data and information
- * Write the draft and final report, incorporating feedback / comments from the CBC Health Services and LF, and present it to the CBC Health Services and LF
- * Upon approval of Phase 1 results, conduct the activities for phase 2
- * Provide updates on progress with LF
- * Analyse the collected data and information
- * Write the draft and final reports, incorporating feedback / comments from [the CBC Health Services EDID program and LF, and present it to CBCHS and LF.

Deliverables

- Detailed proposal on methodologies and approaches
- Regular progress updates in coordination with LF
- A draft report on the context analysis (approx. 30-40 pages, plus annexes)
- A final report on the context analysis which is supported and approved by LF as well as CBCHS
- A draft report on the ToC (approx. 5-10 pages), including a visual and a narrative explanation
- A final report on the ToC which is supported and approved by LF and CBCHS (approx. 5-10 pages)
- A draft Multi-Annual Programme Plan, including programme focus, MEL Framework, partner network & governance structure, and budget
- A final Multi-Annual programme Plan, including programme focus, MEL framework, partner network & governance structure, and budget which is approved by the SPO and LF (approx. 15-20 pages, excluding, MEL framework and budget). The MAPP should be aligned with the context analysis / ToC and LF's strategy.
- A plan for Y1 of the MAPP, including budget indications (including activities related to develop a network fundraising plan)
- A report describing the rationale for the composition and governance structure of the partner network (approx. 5 pages)
- The final reports shall be written in a clear, plain and concise manner in English/[French].

Planning and budget

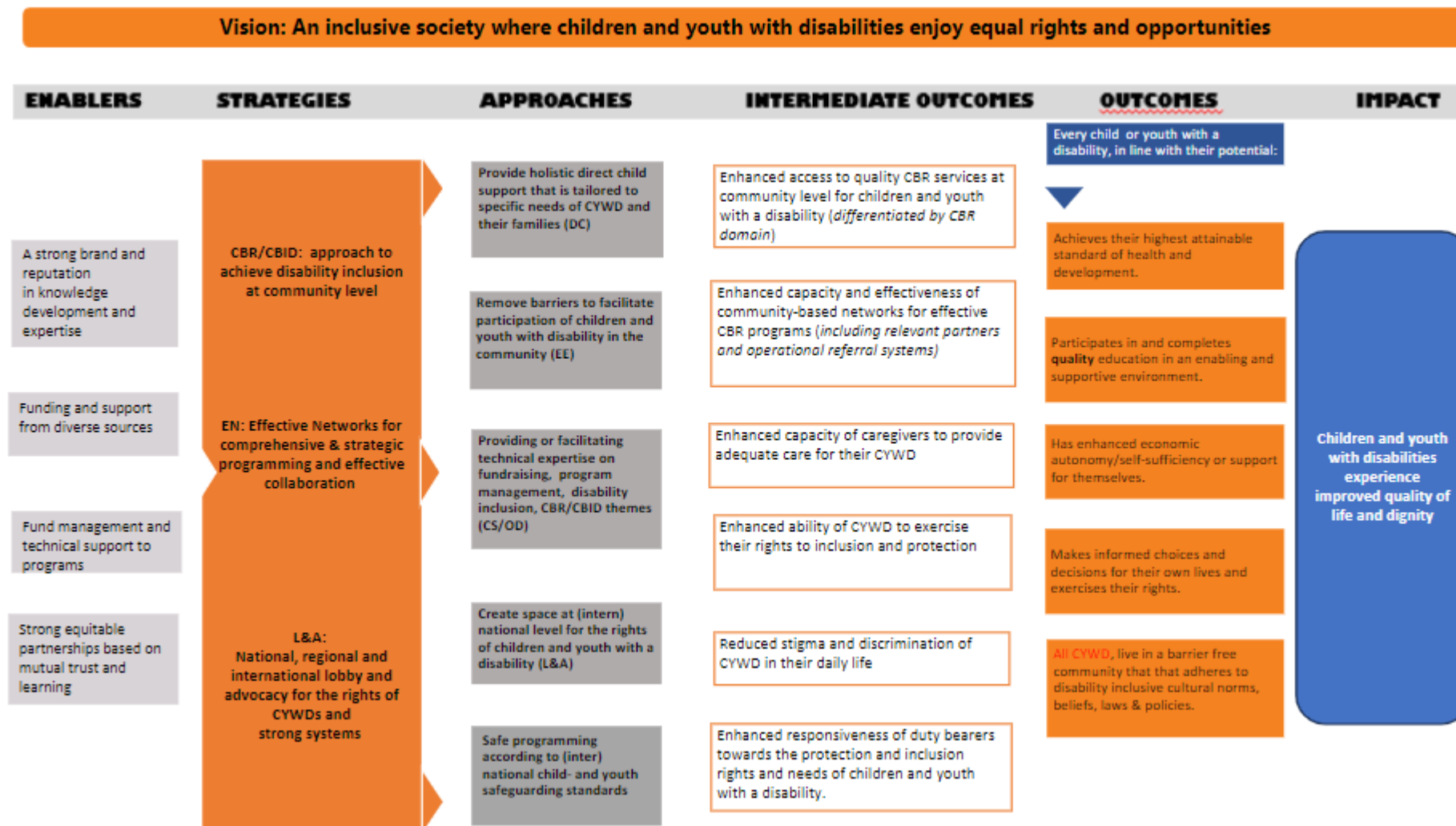
- Time table for whole process, incl. desk research, meetings / Focus Group Discussions with stakeholders, field visits, available days for various elements of the context analysis. The dates for draft report and for final report need to be included.
- The final reports need to be approved by the SPO (or relevant decision making body that is formed during the process) and LF.
- Budget should be agreed upon including working days/allowance if relevant/other costs.
- Frequency of budget reporting is every last day of a quarter during the assignment period. The final deliverables and financial report are submitted within 4 weeks upon completion of the assignment. Final settlement is dependent on approval of all reports.

Date	Activities	Main Responsible
January 2025	Final ToR published	LF
31-1-2025	Final Draft Proposal submitted	Consultant
15-2-2025	Consultant contracted	LF
28-2-2025	Design and planning context analysis and ToC finalised	Consultant/ SPO /LF
	Desk study, initial data collection context analysis + establish 'clusters of respondents' with CBCHS & LF	Consultant
	Consultations with stakeholders context analysis	Consultant
	Draft context analysis report written & shared with SPO / LF	Consultant
	Comments on draft context analysis shared with consultant	SPO / LF

	Validation meeting and ToC development	Consultant / SPO / LF
	Final context analysis report shared with SPO / LF	Consultant
	Draft ToC report written and shared with SPO/LF	Consultant
	Comments on draft ToC shared with consultant	SPO/LF
	Final ToC report	Consultant
June 2025	Detailed design and planning phase 2 finalised	Consultant/ SPO /LF
	Draft programme objectives and indicators	Consultant
	Feedback	LF/SPO/other stakeholders
	Final programme objectives and indicators	Consultant
	PO (Network) Review	Consultant
	Decision about the shape (size, set up, composition, roles, relations) of the partner network and its governance structure.	SPO/LF/consultant
	Workshop to develop Multi-Annual Programme Plan ²	Consultant/SPO/LF
October 2025	A draft Multi-Annual Programme Plan, including programme objectives & indicators, partner network & governance structure, and budget	Consultant
	Comments on Multi-Annual Programme Plan	SPO, LF
Dec. 2025	A final Multi-Annual programme Plan, including programme focus, MEL framework, partner network & governance structure, and budget which is approved by the SPO and LF	Consultant
Dec. 2025	A draft Operational Plan, including budget for year 1 and activities related to develop a network fundraising plan	Consultant
	Comments on draft Operational Plan, incl budget for year 1	SPO, LF
	A draft report describing the rational for the composition and governance structure of the partner network	Consultant
	Comments on draft report describing the rational for the composition and governance structure of the partner network	SPO, LF
	A report describing the rational for the composition and governance structure of the partner network	Consultant
	Final narrative and financial report	Consultant

Annexes to the ToR

Annex 1: (Almost final) Theory of Change Liliane Fonds



Annex 2 Guidance and tools

The steps mentioned below (questions, tools, and templates) are suggestions designed as guidance; to use what is most appropriate for the context to assure quality and participatory processes.

Steps	What to consider	Key stakeholders	Examples methodologies & tools
Analyse external context	<ul style="list-style-type: none"> * Political, economic, environmental, cultural and social factors affecting CYWDs and their families/caretakers. * Consider the impact of this context on children and youngsters with different types of disabilities * Legal/policy environment regarding inclusion and the rights of CYWDs. * CBR/CBID – positioning in (govt) systems & implementation * Services in the 5 domains of CBR and in particular: <ul style="list-style-type: none"> -Rehabilitation services and access to Assistive Technology as part of the health system -Inclusive/special education -Inclusive livelihoods -Social inclusion and SRHR -Disability Movement (DPOs, disability networks/ PSGs) 	<ul style="list-style-type: none"> * SPO * POs * Other CSOs: disability and mainstream (Local) government * OPDs * PSGs * Service providers * Disability experts 	<ul style="list-style-type: none"> * Horizon Scanning * SWOT analysis * Pestle analysis
Conduct a stakeholder analysis	<ul style="list-style-type: none"> * Think about the overlaps of the current LF's/(SPO) network's work with other actors in your context. Where are the gaps? What is our niche? 	<ul style="list-style-type: none"> * SPO * POs * (Local) govt * OPDs/PSGs * Service providers * Other disability and development stakeholders * Disability experts 	<ul style="list-style-type: none"> * ODI Stakeholder Analysis tool
Conduct a power and gender analysis	<ul style="list-style-type: none"> • What are the interests of the above identified stakeholders on disability issues? • What is their power to influence decision-makers (keeping identified trends in mind)? • What is their interest for collaborations? • How do gender roles impact access to services and resources for example? • Consider risks, barriers and opportunities affecting diverse groups from accessing services and support. What intersections of identity make people particularly vulnerable and how best to target those people? • What data do we have and what more do we need? 	<ul style="list-style-type: none"> * SPO * POs * (Local) govt * OPDs/PSGs * Service providers * Other disability and development stakeholders * Disability experts 	<ul style="list-style-type: none"> * Power Interest Grid * CIDA - GENDER ANALYSIS (ndi.org)
Review funding environment	<ul style="list-style-type: none"> • What are the key donor trends? • Who are the main donors, and what are their priorities (donor mapping)? 	<ul style="list-style-type: none"> * SPO/POs * INGOs/donors 	
Describe the theory of change for the program	<p>Considering the implications of the context analysis:</p> <ul style="list-style-type: none"> • What are the main problems and emerging issues the program/strategy should focus on? • What changes do we want to see as a result of our programming? 	<ul style="list-style-type: none"> * SPO * POs * (Local) govt * OPDs/PSGs * Service providers * Other disability and development stakeholders 	<ul style="list-style-type: none"> * Problem tree analysis * Prioritization exercises * UK Aid Connect: Theory of Change Guidance * Christian Aid Ireland ToC table (page 14)

	<ul style="list-style-type: none"> • What are the specific outcomes the programme will work towards? • What assumptions are you making about how change will happen? • Reflect on drivers of harm/power analysis/ comparative advantage/niche in the country. What opportunities and threats exist that need to be considered? • Based on the results of the workshop, design a narrative and a visual of the ToC 	* Disability experts	
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Identify priority programme focus/ result areas and formulate program objectives and performance indicators	Based on the context analysis and TOC from the first phase, findings from the programme evaluation, and LF parameters/ criteria (to be developed) facilitate the establishment of program priority areas and subsequent formulation of programme objectives and performance indicators.	*SPO *POs *Other CSOs: disability and mainstream *Local govt *OPDs *PSGs *Service providers *Disability experts *LF	Logframe, outcome mapping, etc. The consultant can be free to choose tools and processes that will fit the assignment and the context.
Review current POs individually	Using a transparent but pragmatic (multi-step) approach, and as much as possible, using existing documentation and knowledge. Current PO partnership policy of LF where it is described the following PO characteristics: - Increasing understanding and awareness of its context and field of work; - Ensuring effective implementation of a CBR oriented approach that tackle personal and environmental factors that contribute towards the child's impairment; - Safeguarding a child-centred approach; - Establishing collaboration with other relevant multi-sectoral stakeholders in the local context	*Current POs *SPO	Current PO assessment form of LF, to serve the consultant as a starting point/ basis for the assignment. Methodology from toolbox, to be adjusted to context.
Review PO-network	Using the findings of the programme evaluation (to be conducted in Sept/Oct 2022), assess to what extent the current POs are complementing, referring to, and learning from one another. Do they work across CBR domains? Do they network and engage with each other in a meaningful way? Is the sum of the network more than its parts? Identify potentially new local organisations with expertise that could complement the network using the stakeholder analysis done in phase 1 and knowledge of other stakeholders in the process.	*Current POs *SPO *Evaluation consultant	Tools for assessing networks. Christian Aid partner portfolio and network review guidance. Horizon scanning. Consultant is free to choose the best suitable tools and process that fit the assignment.
Decide on partner network outlook and governance structure	Based on the PO and the network assessments as well as the defined objectives and indicators, facilitate a transparent decision-making process on the shape (size, set up, composition, roles, relations) of the partner network and its governance structure.	*SPO *LF * Experts (if appropriate)	The consultant can be free to choose tools and processes that will fit the assignment and the context.

Draft, validate, and finalise the Multi-Annual Programme Plan, including budget	Based on the outcomes of the first phase, the programme objectives, and indicators, and the (established) partner network, facilitate a process of finalization of the multi-annual programme plan, including a results framework and a budget.	*SPO *prospective country network *LF	Tools for strategic programmatic approach and planning. The consultant can be free to choose tools and processes that will fit the assignment and the context.
Write an operational Plan + budget for year 1	Facilitate the process with the new network to develop an operational annual plan and realistic budget	*SPO *prospective country network *LF	Tools for annual planning.