

TERMS OF REFERENCE

Consultancy to support a strategic review of disability-inclusive DRR and livelihoods



Commissioning organisation	CBM Global Disability Inclusion
Geographic scope	CBM Global priority countries (Kenya, Zimbabwe, Madagascar, Nigeria, Burkina Faso, Nepal, Bangladesh, Indonesia, Philippines). Note Nigeria and Laos only focuses on livelihoods
Indicative input	Up to 40 working days over an agreed implementation period
Reporting	DRM Director, supported by an internal support group formed by members of CBM Global Federation and the Technical Advisors

1. Background and rationale

In 2024, CBM Global's Disaster Risk Management (DRM) Technical Team, developed a **DRM Framework and Livelihoods Framework, in order to provide guidance on how we realise CBM Global's strategic objectives in relation to DRM and Livelihood**. This was conducted over a 12-month period, through a reflective and consultative process that was informed by lessons and evidence from previous programmes, reflections across country teams, engagement with local OPD and DRM and livelihood partners, and wider evidence and good practices on disability-inclusive DRM and livelihood.

CBM Global seeks to **review the progress of its disability-inclusive disaster risk reduction (DRR) and livelihoods work** across all priority countries, and **use the findings of review to inform on-going implementation**.

The review of the humanitarian work will be conducted separately, in 2027.

The two primary purposes of this exercise are to:

- 1) Examine whether CBM Global's DRM and livelihood objectives, articulated in the respective frameworks, identified priorities, and pathways **remain appropriate and aligned** with overall disability-inclusive development landscape in the countries we operate and worldwide in general.
- 2) Assess the extent to which **current approaches are delivering disability-inclusive development practices**, the **strength of relevant partnerships** and organisational capabilities, and where **credible models are emerging** that could be strengthened or scaled from 2027 onwards.

The review is intended to provide a robust, independently facilitated, internally owned evidence base for internal strategic decisions. It is **not an outsourced planning exercise**.

The consultant(s) will add value through clear methodology, systematic data collection and analysis, external challenge, and concise synthesis.

CBM Global will retain responsibility for strategic choices, target-setting, resource allocation, and subsequent planning.

2. Purpose and objectives

The purpose is to produce a **concise, evidence-based assessment of CBM Global's disability-inclusive DRR and livelihoods portfolio**, with practical **recommendations** for future direction.

The consultancy will:

- Assess the continued relevance and strategic alignment of CBM Global's ambition and current DRR and livelihoods pathways.
- Assess progress, strengths, gaps, and coherence across programmes, and where appropriate, linkage with advisory and advocacy contributions.
- Assess how CBM Global has progressed on achieving the priorities for DRR and livelihoods within the relevant frameworks, and what may be needed to prioritise to further strengthen work towards achieving these.
- Capture if/how learnings and good practices are being documented and shared, in accessible formats, and identify priorities to strengthen this practice to support the scale-up of DiDRM programmes.
- Map internal capacity and capabilities, current and prospective partners, and priority gaps, including potential external knowledge partners in agreed thematic areas.
- **Identify programmes or approaches that demonstrate the strongest evidence of effective pathways** and potential to become **flagship or scalable models**.
- Draw out implications and options for internally led priority-setting, investment and feasible targets from 2027 onwards.
- **Clarify how technical teams, Member Teams and country teams** can best support the next phase of work, keeping in consideration the internal change process.

3. Scope and key questions

The review will cover all CBM Global priority countries and focus on the disability-inclusive DRR and livelihoods. The **inception phase** will confirm the document set, country-level sampling for deeper exploration (if needed), named thematic areas for external expert input, and the final stakeholder list. The analysis will address six linked questions:

- Is **DRM and livelihood strategic ambition appropriate** and aligned with external development landscape and disability inclusion priorities?
- 1) Are current **frameworks priorities and pathways achieving**, or likely to achieve those **objectives**?

- 2) Does CBM Global have **the right partners, capacity and capabilities** in the priority countries and at global level?
- Where are **promising or flagship models emerging**, and what evidence supports them?
 - What do the findings **imply for future priorities, targets, and resources**?
 - How should the technical team, member team, country team, and wider organisation **support implementation**?

4. Methodology and stakeholder engagement

The consultant will propose a proportionate mixed method approach, agreed at inception stage, combining:

- **Desk review** of relevant strategies, frameworks, programme documents, evaluations, monitoring/portfolio data, partnership information, DRM Resource Hub resources and guidance materials, and available learning products.
- **Key informant interviews (KIIs)** at three organisational levels: (i) Member Teams, (ii) Country Teams: (iii) Global Secretariat and Management Team: The list of relevant Key informants will be agreed at inception stage
- Targeted **KIIs with selected external partners** recognised as experts in the named thematic areas, **including OPD partners** on large-scale projects, to provide benchmarking, specialist insight and independent perspective.
- **Programme/pathway and partner-capability mapping**, with transparent criteria to identify evidence, strength, gaps and potential flagship models. Flagship models need to consider not only the priorities and pathways of two frameworks but have to include addressing CBM Global strategic priorities namely
 - ✓ **Priority 1. Working with those most left behind:** Working with the most at-risk people, especially underrepresented groups.
 - ✓ **Priority 2. Ensuring the preconditions for inclusion:** Partnering with the disability movement to ensure the preconditions for inclusion in everyday life are in place.
 - ✓ **Priority 3. Shifting power in partnerships:** Shifting decision-making power to partner organisations and local communities.
 - ✓ **Priority 4. Confronting the climate crisis:** Working with communities to pursue climate justice.
- **Triangulation and a validation session** with the internal reference group and selected stakeholders.

All interviews will follow appropriate consent and confidentiality arrangements, as well as upholding accessibility requirements. Evidence will be anonymised where agreed.

Care must be taken to **distinguish documented evidence**, stakeholder **perceptions** and consultant **interpretation**.

5. Deliverables and expected results

Deliverables	Content	Indicative days
Inception report	Refined questions, methodology, stakeholder and external expert lists, workplan, evidence creating framework and KII tools.	4
Evidence collection	Desk review and agreed KIIs across the three organisational levels and selected external experts.	18
Analysis and evidence annexes	KII dataset or summary, document inventory of emerging practice; partner capability analysis and mapping; analytical tables and criteria.	8
Draft report and management presentation	Short draft report (approximately 10–15 pages excluding annexes), findings, options and prioritised recommendations; slide deck.	5
Validation and final report	validation of the key findings; final report, 2-page executive summary, presentation and complete annexes incorporating agreed feedback. The report needs to be accessible for people with disabilities (must use alt-text, coloured headings, and bolded key text. Guidance will be provided to assist).	3
Contingency/project management	Scheduling, quality assurance and adjustment to the agreed sample.	2

Total ceiling: up to **40 working days**. The final allocation and interview volume will be agreed during inception without exceeding the ceiling. Expected result: A credible and traceable evidence on progress, strengths, gaps and emerging practice within CBM Global's DRM and livelihoods portfolio, including progress against the DRM and Livelihood Framework and related strategic priorities. The findings will provide practical recommendations to strengthen implementation, partnerships, capacities and resourcing, and inform future adjustments to priorities and approaches towards 2030 where required.

6. Management, roles and quality assurance

The consultant will manage the agreed methodology, data collection, analysis, secure evidence handling and production of deliverables. CBM Global will appoint a **focal point and internal support group**. CBM Global will provide **access to documents, data and stakeholders**, confirm **priority countries**, support **introductions** and **scheduling**; and **consolidation of feedback**. Relevant internal specialists will contribute to assignment. CBM Global will lead on all internal target-setting and planning decisions after the assignment is finished. **Deliverables** will be approved by the **designated focal point** following **internal group's review**.

7. Required consultant profile

- Demonstrated experience leading strategic stocktakes, reviews or evaluations in international development and/or humanitarian settings.
- Strong expertise in disability-inclusive DRR and inclusive livelihoods, including climate resilient livelihoods, familiarity with OPD partnership and localisation is desirable.
- Proven ability to analyse multi-country portfolios, design and conduct senior-level KIIs, manage qualitative evidence, and translate mixed evidence into concise recommendations.
- Excellent facilitation, analytical and English writing skills, with strong standards for confidentiality and research ethics.
- Proven ability to conduct interviews with people with different types of disabilities, and proven ability to use inclusive language in both written and verbal communication methods when collecting and reporting on data collected.

8. Financial parameters

Proposals should be based on a maximum of 40 working days. Applicants should provide a brief methodology, workplan, proposed allocation of days, CV(s), relevant examples and a clear financial offer. Any taxes and separately reimbursable costs should be stated explicitly and will be subject to CBM Global's procurement and contracting requirements.

9. Application process

Expression of Interest and proposal submission email & deadline:

Stephanie.schoefer@cbm-global.org **7th October 2026**

Contracting: **15th October 2026**

Consultancy period: **15th October 2026 – 15th March 2027** (40 days spread over this period).

Note: Consultant(s) are not expected to travel for this assignment.