

# Terms of Reference: Consultancy to develop a Licensing Model for Disability Inclusion Academies

## 1. Introduction

In 2018, Light for the World Uganda set out to answer a practical question: how can economic opportunities be created for young persons with disabilities? To explore this, six young persons with different impairments undertook an expedition across the country, meeting, consulting and engaging fellow young persons with disabilities, Organisations of Persons with Disabilities (OPDs), employers and other economic actors.

From this process, the Disability Inclusion Facilitator (DIF) Model emerged as one of three prototypes. The young persons realised that many employers and economic actors were not intentionally excluding young persons with disabilities. Rather, many lacked the “how” of inclusion: how to reach them, how to make workplaces accessible, how to provide reasonable accommodation, how to communicate inclusively, and how to turn commitment into practice.

This insight shifted the conversation from advocacy alone to practical solution-building. The DIF approach was therefore co-created by young persons with disabilities nominated by OPDs in Uganda, positioning them not only as beneficiaries of inclusion, but as advisors, trainers, role models and facilitators of change.

Through Disability Inclusion Academies (which is a fellowship program), trainee DIFs are selected, trained, mentored, assessed and certified. They support organisations to identify barriers, conduct awareness sessions, apply inclusion tools, link programmes with OPDs, and guide Disability Inclusion Action Plans.

Due to its success, the DIF approach has spread to more than 10 countries, with over 250 DIFs engaged across different sectors and partnerships. Its central message remains clear: persons with disabilities must be in the lead in whatever we design, implement, monitor and evaluate.

## 2. Background information and context

Light for the World together with key partners implementing the Disability Inclusion Academies and the DIF approach wants to set-up a licensing model for this work. The licensing model should serve as a structure, which at the one side allows setting, maintaining and further developing quality standards when implementation is happening by different partners and in a growing number of countries. On the other hand, the licence should enable network creation where ownership and responsibility for the approach and its quality standards are truly shared. We believe that through exchange and learning, the approach will gain in quality, the scope of implementation can be expanded and sustained on the long-term.

OPDs will form the network of licence holders. The licensing model should therefore define a governance structure for all licence holders. This structure should build on the foundations already created by OPD movements. It should draw on documented advocacy successes and solutions based on lived experience. It should also rely on systems that OPDs have fought to

establish and legitimize. At the same time, the governance model must uphold the independence of each organisation. The DIF approach complements what OPDs are already doing. It should not limit their ability to create disability inclusion systems through other strategies and approaches.

### 3. Purpose and objective of the consultancy

The overall goal of this consultancy is to develop a suggestion of the licensing model for the Disability Inclusion Academies and DIF approach. The consultant is also expected to propose and implement a consultation process with key stakeholders to assure that their point of views feed into the licensing model.

### 4. Expected result

- Development of a consultative process to inform the licensing model. The consultative process should be concise, yet allow meaningful contributions by umbrella OPDs and Light for the World's country offices, who will be future licence holders. As well as Light for the World's leadership. Consultation could be done through briefing meetings, key informant interviews and a validation workshop.
- Present key documents (in English and French) of the licensing model, such as
  - o a licence agreement, including a fee structure, a branding concept and other responsibilities of licence holders,
  - o a governance structure,
  - o a roll out and implementation plan.

### 5. Roles and responsibilities

The consultant(s) are expected to:

- Design and facilitate a consultative process to inform the licensing model.
- Draft and present key documents, including:
  - o Licence agreement (with fee structure and licence holder responsibilities),
  - o Governance structure,
  - o Roll-out and implementation plan.
- Engage stakeholders for input and validation throughout the process.

Light for the World will:

- Provide strategic direction and relevant background information.
- Support stakeholder engagement by coordinating a task group among potential licence holders. This task group will serve as sounding board throughout the process, while the consultant will also reach out to other stakeholders.
- Review and approve deliverables.

### 6. Qualifications / special skills

- Have demonstrated experience in working with licensing models, social franchising models or similar approaches.
- Bring in the legal and managerial experience.
- High level of understanding of working in the non-profit field with a diverse set of stakeholders and existing power imbalances among those stakeholders.

- Demonstrated commitment to high professional ethical standards; and strong safeguarding ethical standards.
- Excellent communication skills (written and oral).
- French will be an added advantage.
- Knowing the disability and inclusion field will be an added advantage. Consultants with lived experience will be prioritised.

## 7. Organisation and management

The Light for the World contact persons and the stakeholders are based in different countries. The collaboration with the consultant will happen remotely.

## 8. Duration and timeframe

The consultancy is expected to be concluded by October 2026, assuming that it will require 5-10 consultancy days during this phase.

## 9. Deliverables

#	Key deliverables	Tentative delivery dates
1	Brief inception report	July
2	Draft set of documents for licensing model: <ul style="list-style-type: none"> <li>- License agreement</li> <li>- Governance structure</li> </ul>	July
4	Consultative process	July-October
5	Brief report on consultative process (approx. 5 pages)	October
6	Draft roll-out and implementation plan	October
7	Final set of documents for licensing model: <ul style="list-style-type: none"> <li>- License agreement</li> <li>- Governance structure</li> <li>- Roll-out and implementation plan</li> </ul>	October

## 10. Submission of the proposal

Interested and qualified parties are invited to submit an Expression of Interest not to exceed 10 pages, by 6 July 2026, to [wecanwork@light-for-the-world.org](mailto:wecanwork@light-for-the-world.org) indicating the following:

1. Legal structure of your company (not obligatory for an individual consultant).
2. A detailed technical proposal, including a description of how your skills and experience match the TOR requirements, your understanding of the assignment and proposed methodology and work plan.
3. Short examples of relevant assignments undertaken by you/ your firm (3-5 examples – use links for more details).
4. Bios of staff who you anticipate would lead the project.
5. A High-level budget /or cost estimation, indicating the level of effort you suggest for the assignment and your respective consultancy fees (in EUR or USD), and other costs.

All materials sent to Light for the World will be kept confidential.

## 11. Evaluation Criteria

The consultant will be expected to submit the technical and financial proposal that will be reviewed and scored based on the evaluation criterion below.

<b>Evaluation Criteria</b>	<b>Max. points obtainable</b>
Experience of the consultant(s) (in conducting similar assignments)	40%
Technical feasibility of proposed methodology	20%
General understanding of assignment / TORs	15%
Consultant(s) competencies	15%
Financial proposal	10%

The total minimum score to be considered technically competent is 70%. If a bid does not meet this, it will be deemed technically non-compliant. This is an open and competitive selection process. The successful candidate will be selected following the review of each bidding consultant's proposal documents.