

Breaking down Barriers

Community-Based Inclusive
Development & rehabilitation
Sustainability Enhancement Tool
A stakeholders' tool in low-resourced settings

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strength in
every child**

**Liliane
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Community-Based Inclusive Development & rehabilitation Sustainability Enhancement Tool (CBR/CBID-SET)

● About the CBR/CBID-SET

CBR/CBID-SET is a tool designed to enhance the sustainability of Community-Based Inclusive Development and rehabilitation (CBR/CBID) programs. It supports structured reflection and joint problem solving among a group of stakeholders involved in a specific, clearly defined CBR/CBID program. Through a participatory process, CBR/CBID-SET enables users to self-evaluate their program, identify strengths and gaps, and set clear priorities for action. The aim is to enhance the program's ability to deliver lasting, inclusive outcomes for persons with disabilities, beyond the timeline of individual projects or external funding.

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● Introduction and rationale

CBR/CBID programs are designed to improve the inclusion of persons with disabilities in their families and communities. Despite widespread adoption, the long-term sustainability of CBR/CBID programs remains a critical and under-addressed challenge. Moreover, there is a lack of standardized sustainability frameworks to help stakeholders evaluate and enhance the sustainability of their programs. The CBR/CBID-SET responds to this need. It offers a structured way for stakeholders to reflect on the sustainability of their program throughout its life and take proactive steps to improve it.

Sustainability, in this context, refers to the ability of CBR/CBID programs to maintain their effectiveness, relevance, and impact over time, beyond the lifespan of individual projects or donor funding.

● Who is CBR/CBID-SET for?

CBR/CBID-SET is designed to be used by a facilitator—someone with a good understanding of the program and the ability to guide a collaborative, inclusive process.

The tool is meant to be used together with a group of key stakeholders involved in a specific CBR/CBID program. These may include the following members of the CBR/CBID Coordination committees:

- CBR/CBID personnel, including community volunteers
- Persons with disabilities and their families
- Representatives of Organizations of Persons with Disabilities (OPDs)
- NGO staff involved in implementation
- Local and national government officials
- Community Leaders
- Faith-Based Organizations
- Community service providers (in health, education, social, and livelihood domains)

The process works best when it brings together diverse perspectives and shared ownership, helping programs build consensus around priorities and strengthen their collective sustainability.

● When to use the CBR/CBID-SET

CBR/CBID-SET can be used at multiple points in the life of a CBR/CBID program:

- During the CBR/CBID program design phase, to set program indicators.
- During implementation, to track progress and adjust strategy
- As part of regular program reviews, to support continuous improvement
- At the end of a project cycle, to inform decisions about scaling, adaptation, or transition

● **CBR/CBID-SET Framework- Four Pillars of Sustainability**

For a CBR/CBID program to last and make a real difference over time, it needs more than just good intentions or temporary support. It needs to be strong in four key areas (see figure 1). These are called the Four Pillars of Sustainability, based on global research by Ngoran and Elbers (2024). Think of them like the legs of a table—if one is missing or weak, the whole structure becomes unstable. The CBR/CBID-SET tool utilizes these four pillars to help stakeholders assess where the program is strong

and where it may require additional support. For each pillar, the tool focuses on two main indicators based on the CBR guidelines (WHO, 2010).

Each main indicator poses a key experiential question to guide reflection. The following diagram provides a summarized representation of the Community-Based Inclusive Development and rehabilitation Sustainability Enhancement framework, which can be used to guide stakeholders in evaluating the sustainability of their program and, at the same time, provide an opportunity to discuss its enhancement.



FIGURE 1: CBR/CBID Sustainability Enhancement Framework. Source: Authors

 **POLICY INTEGRATION**

This pillar emphasizes aligning CBR/CBID with national policies and strategies to secure recognition, funding, and long-term support:

CBR/CBID POLICY AND STRATEGY: A CBR/CBID program is policy sustainable when government policy and/or strategic frameworks formally support it, and it has a functioning public structure to lead and manage its implementation. This gives CBR/CBID programs visibility, legitimacy, and access to public resources.

PROGRAM LEADERSHIP AND COORDINATION: Recognition of CBR/CBID in documents is not enough. True policy sustainability requires active leadership, multi-sector coordination, and an officially recognized structure from the community to central levels to drive implementation.

 **OPERATIONAL CAPACITY**

This pillar reflects the ability of the operating system or network to implement, manage, and evolve CBR/CBID programs over time, with attention to the lead implementing agency.

PARTNERSHIP AMONG STAKEHOLDERS: Institutional sustainability involves strong, ongoing partnerships among key stakeholders, especially persons with disabilities, their families, OPDs, government, private sector, faith-based groups, service providers, and civil society. These formal and informal relationships ensure coordination, shared responsibilities, and effective long-term implementation.

CAPACITY OF STAKEHOLDERS: Institutional sustainability of a CBR/CBID program is achieved when there is internal technical capacity to design, implement, monitor, evaluate, and adapt a CBR/CBID program. This requires a dedicated technical team of professionals that can make combined efforts to empower all relevant stakeholders, particularly community stakeholders.

 **COMMUNITY ENGAGEMENT**

This pillar emphasizes meaningful community ownership and the active participation of persons with disabilities and their families in all aspects of program design, governance, and monitoring.

COMMUNITY OWNERSHIP: This ownership begins at the planning stage and continues through to evaluation. Community members, including persons with disabilities, their families, and OPDs, actively help identify priorities, design activities, and lead implementation. This shared involvement builds responsibility, enhances relevance, and supports lasting impact beyond external support.

CONSIDERATION OF CULTURAL FACTORS: CBR/CBID program respects and integrates local beliefs, values, customs, languages, and norms. By aligning with cultural context, it promotes inclusion, builds community trust, and ensures the program remains relevant without imposing external ideas.

 **FINANCIAL SUSTAINABILITY**

This pillar reflects the system's capacity to generate, allocate, and retain financial resources to support consistent and long-term implementation of the CBR/CBID program.

MAXIMUM USE OF LOCALLY AVAILABLE RESOURCES: Maximizing local resources reduces financial burden and supports sustainable implementation. By using community assets like local knowledge, people, infrastructure, and materials, programs build on existing strengths, boost ownership, cut costs, and stay rooted in the local context.

FINANCIAL SUPPORT: The Financial sustainability of a CBR/CBID program is enhanced through financial support pursued through a combination of strategies, including capacity building in financial management, integration of inclusive services into local government plans and budgets, and engagement with multiple funding partners. Community contributions, both financial and in-kind, also play a role in sustaining local initiatives. It also involves planning for long-term financing from the beginning to reduce reliance on external donors and increase the likelihood of continued impact over time.

● Development Process of the CBR/CBID-SET

The development of the CBR/CBID-SET followed a multi-phase, participatory, and evidence-informed process designed to ensure both academic rigor and practical relevance:



● How to use the CBR/CBID-SET

The CBR/CBID-SET is mainly used in three steps:

STEP 1: BEING READY

When stakeholders wish to use CBR/CBID-SET, the first step is to organize all the logistics necessary for conducting the stakeholders' workshop to discuss the tool's content. These logistics include translating the tool into a language understood by all the stakeholders (using translation guidelines), printing enough copies of the tool (allowing 2 participants to have at least one copy of the tool), and inviting and convening the stakeholders' workshop.

STEP 2: EVALUATING OUR PROGRESS

Before initiating discussions, the facilitator introduces the CBR/CBID-SET tool and explains its relevance in the ongoing programmatic context. In cases where this represents a second-cycle evaluation, the facilitator should begin by revisiting the conclusions and actions taken during the previous assessment to contextualize progress and set the stage for evaluation.

The workshop adopts a participatory approach in which stakeholders collaboratively assess each of the four sustainability pillars. For each pillar, participants systematically examine the associated indicators and sub-indicators, engaging in reflective discussion to determine the extent to which each sub-indicator has been achieved. This process is guided by consensus-based scoring, through which stakeholders agree on scores for each sub-indicator and the overarching indicator. A rapporteur is selected to record the scores and capture key discussion points.

Each sustainability pillar comprises two main indicators, resulting in a total of eight CBR/CBID-SET indicators. Each main indicator is further divided into three sub-indicators, yielding a total of 24 sub-indicators to be assessed during the workshop. Upon completing the discussion of a pillar, participants assign a final consensus-based score for that pillar before proceeding to the next.

Following the evaluation of all four pillars, stakeholders identify key areas for improvement and collaboratively determine four priority areas for focused action before the next evaluation cycle. To conclude the session, findings are synthesized and visually represented using a ladder chart, providing a clear summary of performance across the sustainability pillars.

STEP 3: NEXT STEPS

Following the scoring of indicators and the visualization of findings, participants possess a clear roadmap for addressing areas requiring improvement. Building on this, they proceed to develop an action plan using the "Next Steps" template, through which they outline a set of key actions to strengthen the weaker indicators. These actions are planned within an agreed-upon timeframe, typically spanning 12 months; however, the duration may vary depending on the specific context and operational cycle of the program.

● How to conduct the evaluation workshop?

The CBR/CBID sustainability evaluation workshop is structured according to the principles of universal design to ensure that all stakeholders, including those with diverse impairments, can fully participate in the discussions. The format is intentionally inclusive, with specific attention to the needs of individuals with visual, hearing, communication, cognitive, and other functional limitations.

Reasonable accommodation measures, such as accessible materials, sign language interpretation, assistive technologies, or adapted facilitation techniques, are implemented to remove barriers to participation. Facilitators are expected to proactively consider and address these needs, ensuring that every stakeholder has equitable access to workshop discussions and decision-making processes. When necessary, facilitators need to be trained on these approaches before they can lead the workshop.

CBR/CBID Sustainability Enhancement Tool (CBR/CBID-SET)

NAME OF THE CBR/CBID PROGRAM:

YEAR STARTED:

GEOGRAPHICAL COVERAGE: National Provincial/regional District/communal Community

NAME OF THE LEAD IMPLEMENTING AGENCY:

AFFILIATION: Government CSO FBO OPD University Community School

Other:

FOCUS DOMAINS: Health Education Social Livelihood Empowerment
All domains/Comprehensive

INSTRUCTIONS:

As a group, engage in a structured discussion of each of the eight main indicators and their corresponding 24 sub-indicators, using the experiential question provided for each indicator as a guide. Workshop discussions should foster an open and inclusive environment that encourages all participants to share their experiences and perspectives regarding program implementation. Discussions must remain constructive and avoid attributing blame to any specific stakeholder. Upon completion of each pillar, the group should deliberate and agree on an overall score for that pillar. Scoring for all indicators is to be determined through consensus and should follow the standardized 1-to-5 scale. Once consensus is reached, the agreed-upon score should be marked by circling the selected value on the scale.

○ 1: Not at all ○ 2: To a small extent ○ 3: To some extent ○ 4: To a large extent ○ 5: Fully/completely

CBR/CBID-SET Main indicators (8)	CBR/CBID-SET Sub-indicators (24)	Stakeholders' consensus-based scoring	
I. POLICY INTEGRATION			
CBR/CBID POLICY AND STRATEGY	<i>To what extent is the CBR/CBID program supported by official government policies, strategies, plans, and priorities that affect your program?</i>		
	1	To what extent do government officials refer to CBR/CBID principles or disability rights when making decisions that involve persons with disabilities?	1 2 3 4 5
	2	To what extent do you or your organization use official CBR/CBID-related documents, policies, strategies, or strategies when planning your activities?	1 2 3 4 5
	3	To what extent do local authorities treat CBR/CBID as part of their responsibilities?	1 2 3 4 5
	A.	<i>In general, what is the average that CBR/CBID is embedded in the national policies?</i>	
GOVERNMENT LEADERSHIP AND COORDINATION	<i>To what extent does the government play an active role in the management and coordination of the CBR/CBID program?</i>		
	4	To what extent did the government commission a specific person, office, or department to take CBR/CBID responsibilities, including the multisector coordinating CBR/CBID?	1 2 3 4 5
	5	To what extent are regular government-led CBR/CBID multi-sector coordination meetings held at all levels?	1 2 3 4 5
	6	To what extent are the official community-level paid or volunteering workforce responsible for the implementation of the CBR/CBID day-to-day activities, including the reporting?	1 2 3 4 5
	B.	<i>Generally, what is the average score of the Leadership and multisector coordination of the CBR/CBID program in your area?</i>	
PILLAR SCORING	<i>What is the average score that the CBR/CBID program is supported by formal government policies and active coordination across sectors? (A+B)/2</i>		
GENERAL COMMENT			



II. OPERATIONAL CAPACITY

PARTNERSHIPS AMONG STAKEHOLDERS	<i>To what extent does the program feature strong partnerships among key stakeholders?</i>		
	7	To what extent are there clear agreements or understandings among stakeholders about their roles in the CBR/CBID program?	1 2 3 4 5
	8	To what degree is there any CBR/CBID-specific strategic document (SOP, Guide document, program structure etc) at the lead implementing agency (or institution)?	1 2 3 4 5
	9	To what degree does the lead implementing agency (institution) consider CBR/CBID as a multi-agency long-term program, and not as a single donor-funded project for a short timeframe?	1 2 3 4 5
	A. <i>Generally, what is the average score of the partnership among stakeholders?</i>		
CAPACITY OF STAKEHOLDERS	<i>To what extent does the program have the skills, knowledge, and systems to support and sustain its implementation?</i>		
	10	To what extent has the program developed and operationalized standardized pre-service and in-service training packages for new and existing program personnel, including the volunteers?	1 2 3 4 5
	11	To what extent does the program work to build the capacity of persons with disabilities and their families in leading the change they want to see in their community?	1 2 3 4 5
	12	To what extent is the program working to support formally recognized training of community-level Rehabilitation or inclusion workers?	1 2 3 4 5
	B. <i>Generally, to what average is the capacity building of stakeholders?</i>		
PILLAR SCORING	<i>What is the average score for the strong stakeholder partnerships and local institutional capacities in place to sustain and lead the CBR/CBID program over time? (A+B)/2</i>		
GENERAL COMMENT			



III. COMMUNITY ENGAGEMENT

COMMUNITY OWNERSHIP	<i>To what extent do you witness community members in the program's geographical coverage area owning the program?</i>		
	13	To what extent have community members changed their attitudes and now consider children and adults with disability as valuable members of their families and communities with equal rights and opportunities?	1 2 3 4 5
	14	To what degree have persons with disabilities and their families increased their self-esteem and taken the lead in influencing community decisions for inclusive community development?	1 2 3 4 5
	15	To what extent does the community take its initiative to address some barriers restricting the full participation of children and adults with disabilities in community life?	1 2 3 4 5
	A. <i>Generally, what is the average score of the community ownership?</i>		
CONSIDERING CULTURAL FACTORS	<i>To what extent is the program culturally contextualized?</i>		
	16	To what extent are the program materials culturally relevant, address cultural-related barriers, and written or translated into a language understood by community members?	1 2 3 4 5
	17	To what extent would you say the program is implemented in a well-defined, specific geographical coverage, and the majority of the program activities are being conducted inside the public venues in the community? (Workshops, awareness events? Etc.)	1 2 3 4 5
	18	To what extent does the program implementation integrate traditional/cultural practices?	1 2 3 4 5
	B. <i>Generally, to what average is the program considering cultural factors?</i>		
PILLAR SCORING	<i>To what average score is the CBR/CBID program rooted in community ownership, and aligned with local cultural values and practices? (A+B)/2</i>		
GENERAL COMMENT			

IV. FINANCIAL SUSTAINABILITY

USING LOCAL RESOURCES	<i>To what extent does the program use available local resources in your area?</i>		
	19	To what extent does the program use local community resources at the highest level possible for its efficiency?	1 2 3 4 5
	20	To what extent does the program promote the quality of locally made assistive devices or adaptations of imported devices?	1 2 3 4 5
	21	To what extent does the program work with the official government-recognized community-level cadre of volunteering or paid workforce?	1 2 3 4 5
	A. Generally, what is the average score of the use of local resources?		
FINANCIAL SUPPORT	<i>To what extent is the program likely to sustain its financial viability?</i>		
	22	To what extent is the program implemented under an official agreement between the Government and the lead implementing institution on fund matching (Co-Financing)?	1 2 3 4 5
	23	To what extent does the Program receive regular funding from the central government's annual budget?	1 2 3 4 5
	24	To what extent is the program clear on its transition plan at the end of external financial support, without causing the program to collapse?	1 2 3 4 5
	B. Generally, what is the average score of the financial support for the program?		
PILLAR SCORING	<i>To what average score is the CBR/CBID program supported by local resources and reliable, long-term financial arrangements? (A+B)/2</i>		
GENERAL COMMENT			

List high-priority areas of the program's improvement for its sustainability





1	
2	
3	
4	

● Overall program sustainability picture

The overall assessment is visually represented by drawing a continuous line that connects the consensus-based scores of each sustainability pillar. Pillars with lower scores are positioned closer to the base of the diagram, creating a comparative illustration that highlights both weaker and stronger areas of performance. This visual representation, commonly referred to as the "ladder chart," offers a clear and accessible summary of the evaluation outcomes, as illustrated in the following example:



● Next step template: Action planning

CBR/CBID Sustainability pillar	Area of improvement	Key actions in the next agreed period	Led stakeholder
POLICY INTEGRATION 			
OPERATIONAL CAPACITY 			
FINANCIAL SUSTAINABILITY 			
COMMUNITY ENGAGEMENT 			

● Application of the CBR/CBID-SET

DIAGNOSTIC TOOL: The CBR/CBID-SET enables stakeholders to systematically identify the strengths and weaknesses of their CBR/CBID program. Facilitating structured discussions, it supports evidence-based reflection and the development of targeted strategies for program sustainability improvement.

STAKEHOLDERS' ENGAGEMENT: CBR/CBID-SET brings all stakeholders, including state and non-state stakeholders, together to engage in discussions and conclusions that will help the program's sustainability.

FACILITATING RESOURCE MOBILIZATION: The CBR/CBID-SET can play a critical role in facilitating resource mobilization by enabling stakeholders to identify areas in need of development and to advocate for essential funding. By providing evidence-based insights, the tool supports the design and implementation of carefully planned, sustainable CBR/CBID programs that address identified gaps effectively.

PROGRAM EXTENSION: CBR/CBID program extension can be justified based on its proven potential for sustainability. Expanding interventions without evidence of sustainability risks exacerbating existing challenges and undermining long-term impact. The CBR/CBID-SET offers stakeholders a structured framework for evidence-based self-assessment, enabling informed decision-making regarding program scale-up and strategic planning.

Breaking down Barriers

● Key References

1. Banjanlo & Elbers (2024). Sustaining Impact: A Systematic Review of the Key Factors influencing the Sustainability of CBR/CBR/CBID programs
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3. World Health Organization. (2010). Community-based rehabilitation: CBR guidelines. In *Community-based rehabilitation: CBR guidelines* (pp. 67-67).

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