

TERMS OF REFERENCE

Consultancy for development and facilitation of an Emerging Leaders Course

Location: Vietnam
Project: Inclusion III-b
Time: November 2025 – June 2026

I. INTRODUCTION

I.A. CRS and Its Partners

Catholic Relief Services (CRS) is the official international humanitarian agency of the Catholic community in the United States. CRS works to *save, protect and transform* lives in need in more than 100 countries, without regard to race, religion or nationality. CRS' relief and development work is accomplished through programs of emergency response, HIV, health, agriculture, education, microfinance and peacebuilding.

CRS has been operating in Vietnam since 1994. In partnership with government and communities, CRS implements programs in 9 provinces/cities in Vietnam. The Vietnam Program has a diverse funding base in the sectors of Disabilities, Mine Action and Disaster Risk Reduction and Management, and Community-based Climate Change Adaptation.

I.B. Project Summary

CRS is implementing the Inclusion project to improve the quality of life of persons with disabilities in provinces heavily sprayed by Agent Orange. CRS is also working across all implementing and managing partners of the INCLUSION project, and key national stakeholders to implement exchanges and cross-learning experiences. Learning and knowledge sharing activities aim to promote best practice being developed and implemented and to expand the awareness and knowledge of key, underlying approaches and international best practices which can support development of project participants.

CRS Vietnam is seeking a consultant (individual, or small team) to organize a multi-faceted, accessible emerging leaders course for young persons with disabilities. The online course, with 2 in person workshops, aims to build key skills and knowledge areas, such as leadership skills, negotiation and dialogue skills, representation, and communications skills. The content for the course is based on existing leadership courses developed by CRS and requires the consultant to work closely with CRS to understand, contextualize and deliver the course within Vietnam.

CRS is seeking consultant/s to co-design and facilitate this course, including workshops and learning materials using a blended approach to learning through online, in- person, and independent learning and reflection.

II. PURPOSE AND SCOPE OF WORK

II.A. Purpose:

The purpose of the consultancy is to support the Inclusion IIIb team with:

- Designing and facilitating the Emerging Leaders course that includes online sessions, independent learning materials and resources, and two in person workshops. This course should be designed to be accessible to youth with disabilities who are aiming to build their leadership skills, knowledge and ability to take on representative and leadership roles in the future.

II.B. Scope of work:

Perform the following tasks:

- (1) Finalize design and contextualization of the course from an introductory workshop to 14 weeks of online sessions and engaging independent learning, finishing with a capstone workshop. Total duration is 16 weeks.
- (2) Collaborate on and finalize learning materials, agenda and approaches with CRS technical advice and Inclusion IIIb team to ensure approaches are consistent with CRS requirements while also contextualized and appropriate for the target audience.
- (3) Prepare and conduct monitoring and evaluation activities throughout all stages of the course to capture changes in skills, knowledge, attitudes and application of learning.
- (4) Facilitate all course sessions (online and workshop). Materials and sessions need to be delivered in Vietnamese and where possible include OPD representatives, disability leaders or others who can enhance the learning experience of participants through sharing their own experiences and journeys of leadership.
- (5) Submit a report capturing the activities of the course, learnings from the implementation and impact upon participants.

III. METHODOLOGY OF THE CONSULTANT MISSION

The consultants will undertake the following tasks to contribute to the design and delivery of the Emerging Leaders course:

Design

- Work with a technical advisor and program officer to finalize the design of an emerging leaders course based on CRS leadership programming. The course currently includes sessions on:
 - Social dynamics
 - Understanding yourself as a leader
 - Identifying strengths and core beliefs
 - Overcoming limiting beliefs
 - Leaderships styles
 - Effective Communication
 - Disability policies and frameworks
 - Negotiation
 - Enabling group environments
 - Participatory decision making
 - Leading change
- Consider the specific needs of youth, disability clubs and representative bodies, given the barriers experienced by persons with disabilities in the design of the course
- Ensure that topics are coherent and build upon each other over the total 14-week period of the course with the objective of improving leadership skills and understanding in youth with disabilities.
- Revise and update facilitation guides for all course activities in line with the agenda and feedback / insights gained throughout the implementation of the course
- Ensure that the final design of all aspects of the course are accessible and appropriate for persons with disabilities.

Develop

- Curate existing content and new resources and materials to support learning across in person workshops, online sessions and independent learning for course participants.

- Create a set of workshop materials in accessible formats, including agendas, presentations, handouts, case studies and after-action review forms that will capture participants' reflections on workshop content in addition to their learnings.
- Workshop package will include:
 - Agenda and facilitation guide for two, multi day, in person workshops (beginning and end of the course)
 - Agenda and facilitation guide for seven, online sessions held every two weeks over a 14 week period
 - The provision of a package of materials to support both independent learning during the two-week period, outside of the online sessions and provide resources and reference materials to support the understanding of and application of the selected topics and support participants to implement their learning when possible.
- Incorporating co-facilitation by a person with disability or participants for selected sessions to reinforce lived experiences of persons with disabilities and build upon the skills and knowledge areas covered by the course.
- Guide participants to apply knowledge and lessons learned to enhance their representation skills and take on leadership roles.
- Incorporate interactive sessions to build key skills based on adult learning principles and ensure they are accessible for a range of abilities.
- Feedback, monitoring and evaluation activities should be incorporated throughout the project to capture not only participant feedback to adapt learning throughout the course, but also to inform CRS of adaptations required in the facilitation and implementation of activities. This is in addition to monitoring and evaluation ac

Implement

- Deliver content and ensure it remains accessible to learners throughout all methodologies used during the course.
- Facilitate 2 two-day workshops, ensuring active engagement and practical learning for 20 young people.

- Moderate discussions to share knowledge and lessons learned, challenges and strategic solutions, including application of technology for developing sustainable disability clubs and representative organizations.
- Provide opportunities for independent support to participants, if needed, throughout the course.

Evaluate

- Develop a range of monitoring and evaluation activities to be incorporated throughout the course to capture the impact of the course on participants and their learning.
- Consider simple monitoring activities that can be included into the sessions on regular basis to ensure that learning on specific topics is captured as well as providing the ability for the consultant to identify if any participants are struggling to engage with the course.
- Produce a final report (in English) on the workshop outcomes.
- Provide a complete set of digital copies of all workshop materials for ongoing use by CRS. All materials are to be produced in Vietnamese.

IV. DELIVERABLES AND TIMELINE

IV.A. Deliverables:

The consultant will provide the following deliverables as agreed with the Inclusion IIIb team:

- (1) Detailed workplan, to agree and guide the consultancy
- (2) Detailed course outline, in Vietnamese and English, including scheduling, materials, facilitation guide and workshop agendas (in conjunction with CRS technical advisor).
- (3) Monitoring and evaluation plan
- (4) 2 workshops, one at the beginning (February 2026) and one at the end (June 2026) of the online component of the course in Vietnam.
- (5) Final report covering the consultancy activities, learnings and outcomes.

IV.B. Schedule and timeline

Deliverables	Estimated number of days needed to complete	Target dates to complete
Detailed workplan (remote): Inception meetings will be held to provide further details and documents for review gain enough information to confirm a detailed workplan (based on the available agenda and course plan) to guide the consultancy and agree deadlines - English	2 days	November 2025
Course facilitation documents, materials and plans (remote): Detailed facilitation guide with all materials, resources and plans for implementation across workshops and online learning. 75% of the content has already been developed and this time is for contextualization (Vietnam, disability, youth requirements) and collaboration and training from CRS technical advisor.	10 - 13 days	November 2025 – January 2026
Course Implementation (remote): Conduct online sessions every 2 weeks, provide learning and reference materials to support learning from online sessions and independent learning amongst participants in 2 weekly packages and an informal 1:1 check-in /support mechanism (Zalo) to support participant engagement in learning - Vietnamese	10 days	February – June 2026
Facilitation of workshops (in-person): Delivery of two 2-day workshop for 26 participants, ensuring active engagement through interactive activities, peer-to-peer learning - Vietnamese	6 days (including travel time)	February 2026 & June 2026
Final report (remote): A final report (no more than 15 pages) of all course activities and outcomes - English	2 days	June 2026

- The time for the consultant to complete the scope of work is between 30 - 33 days, from November 2025 to June 2026. This is a long term consultancy and applicants will need to commit to the identified workplan and set timings with minimal changes possible.

V. LOGISTICS

- The following support will be provided to the consultant by Inclusion IIIb:
 - Contacts for relevant project participants
 - Connections with OPDs and sector leaders if required by consultant to ensure course includes relevant guest speakers
 - Coordinate and arrange logistics for the consultant and workshop participants including transport, accommodation, meals and workshop venue.
 - Coordinate and obtain relevant approvals for activities from authorities
- The consultant will work closely with the Senior Project Officer of the Inclusion IIIb team at CRS.

VI. CONSULTANT QUALIFICATIONS

The consultants (or consultancy team) must meet the following qualifications:

- Master's degree in public health, disability studies, social work or other relevant fields.
- At least 5 years of experience designing and conducting learning and knowledge-sharing activities for Civil Society Organization (CSOs) or similar organizations. Specific experience in delivering leadership courses will be viewed favorably.
- Connections to and experience working with OPDs and/or disability representative groups preferably in Vietnam or in South East Asia.
- Experience in curriculum development or instructional design, including the development of e-learning and instructor-led courses and training, provided online utilizing a mixed method approach to teenagers or adults.
- Extensive experience in designing and facilitating interactive workshops for up to 50 participants, using participatory methods to foster peer-to-peer learning, and practical skill-building in areas such as leadership, advocacy, policy understanding, representation, OPD development, and technology integration.

- Ability to work with people from diverse backgrounds and accommodate accessibility needs for those who learn in different ways or need materials and information provided in specific ways to support their learning.
- Excellent oral communication skills and the ability to deliver high-quality written products in Vietnamese and English.

VII. APPLICATION PROCEDURE

This consultancy is open to national consultants. CRS will consider applications from individual consultants or small consultancy teams. Proposals which include a team member with lived experience of disability will be viewed favorably.

Interested parties are requested to submit the proposal in English, including:

Technical proposal:

- Expression of Interest, outlining relevant experience
- A copy of business license (if any)
- Company profile (if any)
- A concise technical proposal (3 pages maximum) focusing only on participatory approaches recommended for the course and considerations for accessibility by persons with disabilities both in person and online.
- A tentative work plan.
- Curriculum vitae (CVs) demonstrating relevant capacity and experience.
- Minimum 02 references for similar assignment

Financial proposal:

- Propose consultancy fees with a detailed breakdown of the daily rate in Vietnamese Dong, including tax (VAT/PIT). All proposals, regardless of location of the consultant should be submitted in Vietnamese Dong.
- Please note that CRS Vietnam is obligated to with-hold all relevant taxes, on the entire cost of the proposal, for direct payment to the Government. Proposals **must be** inclusive of the tax obligations.
- Air-travel is required to comply with the Fly American Act and travel arrangements and costs will be covered by CRS separately to the proposed consultancy costs. All travel arrangements (flights, accommodation, per diem, transport) will be paid by CRS outside of the consultancy costs and should not be included in the financial proposal.

- Proposals should identify the need for translation services where applicable. All translation and accessibility costs will be covered by the project as required and financial costs should not be included in the financial proposal.

Method for submission:

- Proposals should be duly signed, stamped (if any) and submitted to CRS's email: vn_procurement@crs.org
- Questions should be submitted to ruth.whereat@crs.org
- Closing date for submission: **19 November 2025**