



TERMS OF REFERENCE

Service for: Developing and conducting one training course to strengthen organizational management capacity for Vietnam Federation on Disability (VFD) under the INCLUSION project.

Location: Vietnam – ability to work remotely (inside of Vietnam) on the development of the training courses, with the training course to be facilitated in person in Da Nang city
Project: Inclusion III-b
Time: February to May, 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.

The Vietnam Federation on Disability (VFD), established in 2010, is an organization representing the rights and legitimate interests of people with disabilities in Vietnam, operating with the mission of "uniting, supporting, assisting, creating conditions, and enhancing the capacity for people with disabilities to engage in community integration, study, and work for their happiness; exercising rights and obligations as stipulated by law and representing to protect the rights and legitimate interests of its members; contributing to the effective implementation of Party and State policies toward people with disabilities

I.B. Project Summary

CRS signed a Memorandum of Understanding with VFD under the project "Improving the quality of life of persons with disabilities in provinces heavily sprayed with Agent Orange in Dong Nai province" (Inclusion III-b project). One of the priority activities is to provide support aligned with the Organizational Development Strategy to enhance VFD's ability to support persons with disability effectively.

In 2024, with support from CRS, VFD developed and published its Organizational Development Strategy for 2025-2030, with a vision extending to 2035. The Strategy identifies organizational management as a core priority, with a focus on ensuring financial stability, strengthening a professional office environment, enhancing the governance of VFD Executive Board, and improving information and communication activities. Furthermore, the current context of recent administrative changes for provinces and the implementation of the two-tier local government system in Viet Nam are reshaping the organizational structure of Organization of Persons with disabilities at provincial/city levels, creating new management challenges. In response, VFD requires strengthened management capacities to effectively adapt to these structural changes. Building on the progress achieved to date, CRS will continue to support VFD by organizing organizational management training for its members. This initiative will further strengthen members' management capacities and support the long-term development and sustainability of their associations.

CRS seeks to engage an experienced and qualified consultant to design and facilitate a training course aimed at strengthening the organizational management capacities of VFD members. The training will support the effective implementation of VFD's existing Organizational Development Strategy, with a focus on strengthening governance and leadership structures, improving internal management systems and operational procedures, enhancing financial and administrative management, clarifying roles and responsibilities across different organizational levels, and building the capacity of member organizations to plan, implement, monitor, and sustain their activities effectively.

II. PURPOSE AND SCOPE OF WORK

II.A. Purpose:

The purpose of the consultancy is to design and facilitate one training course to strengthen the capacity of VFD's network in organizational management capacity under the INCLUSION III-b project.

II.B. Scope of work:

The consultant/s will perform the following tasks:

- (1) Identify learning needs by meeting with VFD to identify specific learning priorities of VFD members in organizational management skills, and to assess gaps in VFD's current practices. Develop a summary outlining the findings of the identified learning needs.
- (2) Design a two-day training course tailored to the identified learning needs of participants.
- (3) Develop training materials in disability accessible formats, including agenda, presentations, handouts, case studies, pre and post learning testing and an after-action review form. Materials must be provided in Vietnamese.
- (4) Facilitate a two-day training course.
 - Facilitate one 2-day training course in Da Nang city in April 2026 for approximately 30 participants (VFD's staff and members from Hanoi and other provinces).

(5) Produce a final report (no more than 15 pages) summarizing the consultancy activities, learnings, and outcomes, and provide a complete set of digital copies of all training materials for ongoing use by VFD (both in Vietnamese and English language, digital copies).

III. METHODOLOGY OF THE CONSULTANT MISSION

The consultants will undertake the following tasks to design and deliver a 2-day training course for VFD's members:

(1) Identification of learning needs:

- Review the existing Organizational Development Strategy and action plan 2025-2026
- Identify the current status of the organizational management work of VFD
- Conduct a meeting with VFD to identify the learning needs of VFD's members.
- Analyze gaps in VFD's current practices for organizational management to inform the course design.

(2) Design the 2-day training course agenda and facilitation plan:

- Develop a detailed agenda and facilitation plan for a 2-day training course.
- Incorporate participatory exercises focused on practical, organizational management skills, such as role and responsibility mapping, decision-making and governance simulations, internal communication and coordination exercises, basic planning and work-plan development activities, problem-solving scenarios, and monitoring and reporting practice exercises, etc
- Design pre and post learning testing and an after-action review form to capture participants' reflections and assess the applicability of lessons for future training delivery.

(3) Develop the training course materials:

- Create a set of training course materials in accessible formats, including a training course agenda, presentations, handouts, case studies, and an after-action review form
- Ensure materials are user-friendly, enabling participants to use them effectively.
- All materials must be in Vietnamese.

(4) Facilitate one training course (2 days):

- Deliver a 2-day training course in April 2025 with active engagement through interactive activities, peer-to-peer learning, and adult learning methodologies.
- Conduct pre and post learning testing and an after-action review to capture participants' reflections, key takeaways, and areas for improvement.

(5) Make a final report and provide digital copies of all training course materials:

- Produce a final report on the consultancy activities and training course outcomes (both in Vietnamese and English, no more than 15 pages).

- Provide a complete set of digital copies of all training course materials for ongoing use by VFD. The training course materials are 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) A pre-training course summary of findings on the learning needs and gaps to support the development of the training course agenda
- (3) Two-day training course agenda and facilitation plan
- (4) Training course materials (electronic copies)
- (5) Facilitation of one training course held in Vietnam
- (6) 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: Inception meetings will be held to provide further details and gain enough information to develop a detailed workplan to guide the consultancy and agree on deadlines	1 day	February 2026
Review documents and meeting with VFD: a summary of findings on the learning needs and gaps (no more than 5 pages, in Vietnamese)	3 days	February 2026
Detailed 2-day training course agenda and facilitation plan (remote): An agenda and facilitation plan outlining the structure, activities, and evaluation for the training courses, tailored to participants' learning needs.	4 days	February – March 2026
Training course materials (remote): A complete set of digital copies of all training course materials, including the pre-training course analysis report, agenda, presentations, handouts, and after-action review form.	4 days	March 2026

Facilitation of one training course (2-days) in-person: Delivery of 2-day training course, ensuring active engagement through interactive activities, peer-to-peer learning, knowledge-sharing forums focused on sharing knowledge and lessons learnt, challenges and actionable solutions.	2 days	April 2026
Final report (remote): A final report (no more than 15 pages) on training course outcomes.	3 days	May 2026

The time for the consultant to complete the task is expected to be approximately 17 working days, from February 2026 to May 2026.

V. LOGISTICS

- The following support will be provided to the consultant by CRS Vietnam:
 - Contacts for VFD and relevant partners for preparation and implementation of the learning needs assessment and training course
 - Coordination and logistics for the consultants and participants including transport, accommodation, meals and training course venues.
 - Coordinate and obtain relevant approvals for activities from authorities
 - Guidance on accessibility requirements and supports as needed
- The consultant will work closely with the Project Officer of the Inclusion IIIb team at CRS Vietnam.

VI. CONSULTANT QUALIFICATIONS

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

- Master's degree or higher in Organizational development, business / business administration, public administration, or other closely related field.
- At least 7 years of experience in designing and delivering training in organizational development and management for Civil Society Organizations (CSOs), associations or similar organizations.
- Demonstrated understanding of, and experience in best practice organizational management strategies and approaches that support the operation of associations, member based organizations and volunteer organizations where resources and experiences are limited.
- Extensive experience in designing and facilitating interactive training courses for up to 30 participants, using participatory methods to foster peer-to-peer learning, problem-solving, and practical skill-building.

- Clear understanding of the Vietnamese context of organizational management, legal requirements and cultural context, particularly in professional and community settings such as NGOs, CSOs, CBOs or associations.
- Excellent oral communication skills and the ability to deliver high-quality written reports in Vietnamese.
- Consultants who are able to demonstrate lived experience of disability or experience working alongside persons with disability will be viewed preferably.

VII. APPLICATION PROCEDURE

This consultancy is open to national consultants. CRS will consider applications from individual consultants, consultancy teams, consultancy agencies, NGOs and INGOs.

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

Technical proposal:

- Expression of Interest
- A copy of business license (if any)
- Company profile (if any)
- A concise technical proposal (5 pages maximum)
- A tentative work plan.
- Curriculum vitae (CVs) demonstrating relevant capacity and experience, with minimum 2 references
- Example of previous similar work

Financial proposal:

- Propose consultancy fees with a detailed breakdown of the daily rate in Vietnamese Dong, including tax (VAT/PIT) and travel-related expenses. 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, for direct payment to the Government. Proposals **must be** inclusive of the tax obligations.

Method for submission:

- Proposals should be duly signed, stamped (if any) and submitted to CRS's email: vn_rfp1@crs.org
- Consultants may apply for several trainings/workshops with CRS simultaneously.
- Questions should be submitted to Huyen.Tran@crs.org
- Closing date for submission: **25 January 2026**