



## TERMS OF REFERENCE

### ***Consultancy for development of Organizational Development Strategy plan for Vietnam Federation on Persons with Disabilities***

**Location:** Hanoi, Vietnam  
**Project:** Inclusion III-b  
**Time:** From September to December, 2024

## **I. INTRODUCTION**

---

### **I.A. Overview of the ToR**

CRS signed a Cooperative Agreement with the Vietnam Federation of People with Disabilities (VFD) under the project “Improving the quality of life of persons with disabilities in provinces heavily sprayed with Agent Orange in Dong Nai and Binh Phuoc provinces” (Inclusion III-b project). One of the key priorities is that CRS will provide consultancy service for VFD to develop its Organizational Development Strategy for the period 2025-2029, with a vision to 2035. CRS is seeking experienced and qualified consultants to lead the development of a comprehensive Development Strategy for VFD.

### **I.B. Background: CRS and Implementing 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 12 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. Since 2024, within the Inclusion III-b project, CRS has been cooperating with Vietnam Federation on Disability (VFD) to improve VFD’s organizational capacity.

VFD was established in 2010 (under Decision of the Ministry of Home Affairs No. 1179-QD-BNV dated October 14th, 2010) with the role of focal point in coordination of activities of persons with disabilities and organizations of and for persons with disabilities from central to local levels across the country. With 19 members in 2011, VFD now has more than 40 members, including associations at central and district levels and organizations of persons with disabilities.

## **I.C. Background: Project Goal and Objectives**

CRS is implementing the Inclusion III-b Activity to improve the quality of life of persons with disabilities, including persons with severe physical mobility, cognitive, or developmental disabilities that may be related to the use of Agent Orange and exposure to dioxin in the three provinces: Binh Phuoc, Tay Ninh, Dong Nai. In this USAID-funded proposal, CRS, as a prime, partners with implementing sub-organizations and central partners.

Under the MoU, one of these priorities agreed by CRS and VFD is to develop VFD's Development Strategy for the period 2025-2029, with a vision to 2035.

With the role as the focal point representing the voice of organizations of and for persons with disabilities, VFD developed an Organizational Development Strategy for the period 2016-2020, with a vision to 2030. Up to now, VFD and its member organizations have been implementing many projects and activities to implement the Strategy. With changes in policies on persons with disabilities and current socio-economic context, VFD needs to review the existing Strategy, adapt and develop a new Development Strategy from 2025 to 2029, with a vision to 2035.

## **II. PURPOSE AND SCOPE OF WORK**

---

### **II.A. Purpose**

The purpose of this consultancy mission is to support VFD to develop its Organizational Development Strategy for the period 2025-2029, with a vision to 2035.

### **II.B. Scope of work**

The consultant is responsible for the following duties:

- (1) To review implementation of the Organizational Development Strategy plan for the period 2016-2020. The consultant shall review: (1) data, documents, regulations, reports and plans of VFD for its reviewing; (2) relevant literature, guidelines and technical approaches related to disability inclusion, rights of PWDs, and strengthening OPDs; (3) the related policies of Vietnam; (4) and interview relevant stakeholders if required.
- (2) To facilitate all members and member organizations of VFD to actively participate in process of developing the strategy plan, including reviewing the previous Strategy, analyzing situation, sharing visions, missions and core values; suggesting KPIs and strategies and programs/projects.
- (3) To facilitate VFD to consult with VFD's stakeholders, including Governmental stakeholders, NCD, NGOs, Donors, public and private service providers for suggestions for VFD to develop the Strategy.
- (4) To complete the Organizational Development Strategy of VFD for the period 2025-2029, with a vision to 2035.

### **III. METHODOLOGY OF THE CONSULTANT MISSION**

---

- The consultant shall conduct desk review of data and documents, and interview for data collection and analysis. This review will be shared with VFD for its enlarging vision and brainstorming about strategic planning.
- The consultant shall facilitate a participatory planning process, ensuring a sense of ownership, engaging meaningfully with the boundary partners, VFD's Executive Committee and key stakeholders. The consultant shall apply a participatory approach to actively involve VFD's staff, member organizations and board in the process of developing the strategy plan, including reviewing the previous strategy plan, analyzing the operational context, mapping out stakeholders, sharing visions, missions and core values, suggesting KPIs and strategies and programs/projects.
- The consultant shall facilitate VFD to consult with stakeholders, including Governmental stakeholders, NCD, NGOs, Donors, public and private service providers for suggestions and cooperation/partnership for suggestions on the Strategy. Based on the above inputs, the consultant will support VFD during the development of the Strategy, and then consult with CRS and VFD's leaders for improvement and adaptation of the Strategy.

### **IV. QUALIFICATIONS AND EXPERIENCE**

---

The consultant will possess the following preferred qualifications and experience:

- Master's degree in laws/social work or higher.
- At least 10 years of experience in organizational development for non-governmental organizations (NGOs); Good experience in study with persons with disabilities is preferred.
- Ability to work independently, proficiency in English.
- Good experience in development of Organizational Development Strategy and team lead.
- Excellent oral communication skills; ability to communicate with diverse groups of people respectfully and effectively.
- Ability to analyze and deliver high quality written reports in Vietnamese and English;
- Strong interpersonal and facilitation skills, and cultural and gender sensitivity in working with persons with disabilities, local communities and a range of stakeholders;

### **V. EVALUATION CRITERIA**

---

- Relevant qualification and experience
- Technical proposal:
  - Good understanding of TOR
  - Good methodology/approach
  - Clear work plan
  - Satisfactory timeline
- Financial proposal: Reasonable and relevant to experience
- Combined technical/financial scores: Competitive

## VI. DELIVERABLES AND TIMELINE

### VI.A. Deliverables

The consultant will provide the following deliverables in a timely manner as below:

- (1) The tool for interview with stakeholders for data collection in assessment of the implementation of VFD's Development Strategy 2016-2020.
  - (2) Final assessment report of VFD's Development Strategy 2016-2020 implementation, situational/context and relevant stakeholders analysis, suggestions for development of the Organizational Development Strategy of VFD for the period 2025-2029, with a vision to 2035.
  - (3) Final outline of the Organizational Development Strategy of VFD for the period 2025-2029, with a vision to 2035.
  - (4) Final version of the Organizational Development Strategy of VFD for the period 2025-2029, with vision to 2035.
  - (5) 04 technical meetings and 01 consultation workshop are co-facilitated with VFD and the draft Strategy is presented to stakeholders.
- The Strategy, report and all other deliverables will be written in Vietnamese and English, and in standard form to enable CRS to share internally and externally, and approved by CRS and VFD.
  - The assessment report of VFD's Development Strategy 2016-2020 implementation The consultant shall ensure that the content and format of the report meet the high standard for such document and ensure proper editing and clarity.
  - The Strategy's outline and full version: The consultant shall ensure that the content and format of the Strategy meet the high standard for such documents and ensure proper editing and clarity and are provided for review and feedback to CRS and VFD.
  - Each deliverable will be reviewed by CRS and feedback will be provided to the consultant prior to finalizing each deliverable.

### VI.B. Schedule and timeline

No	Activities	Deadline	Deliverables
1.	Meeting with CRS and VFD on plan for development of Strategy	6/9	<ul style="list-style-type: none"><li>• Scope of work and deliverables are identified.</li></ul>
2.	Review, conduct assessment on VFD's Development Strategy 2016-2020, implementation; suggestions for development of the Organizational Development Strategy of VFD for the period 2025-2029: - Develop data collection tool for assessment.	20/9	<ul style="list-style-type: none"><li>• The tool for interview with stakeholders for data collection in assessment of the implementation of VFD's Development Strategy 2016-2020.</li><li>• Final assessment report of VFD's Development Strategy 2016-2020 implementation, situational/context and relevant stakeholders analysis, suggestions for development of the</li></ul>

	- Conduct desk review (documents, reports, guidelines, policies,..) and interview for data collection. - Complete assessment report.		Organizational Development Strategy of VFD for the period 2025-2029, with a vision to 2035.
3.	Develop the outline of Organizational Development Strategy of VFD for the period 2025-2029, with a vision to 2035.		
	Develop draft Strategy outline	30/9	<ul style="list-style-type: none"> <li>• Draft Strategy outline is completed.</li> </ul>
	Technical meeting for comment/inputs	4/10	<ul style="list-style-type: none"> <li>• Draft Strategy outline is presented.</li> <li>• Co-facilitation is provided.</li> </ul>
	Finalize Strategy outline	10/10	<ul style="list-style-type: none"> <li>• Final outline of the Organizational Development Strategy of VFD for the period 2025-2029, with a vision to 2035.</li> </ul>
4.	Develop the Organizational Development Strategy of VFD for the period 2025-2029, with a vision to 2035.		
	Develop draft Strategy	31/10	<ul style="list-style-type: none"> <li>• 1<sup>st</sup> Draft of Strategy is completed.</li> </ul>
	Technical meeting for comment/inputs to the draft Strategy,	5/11	<ul style="list-style-type: none"> <li>• 1<sup>st</sup> Draft of Strategy is presented.</li> <li>• Co-facilitation is provided.</li> </ul>
	Revise and update comments/inputs to the draft Strategy (1 <sup>st</sup> time).	8/11	<ul style="list-style-type: none"> <li>• 2<sup>nd</sup> Draft of Strategy is completed.</li> </ul>
	Consultation workshop for comments/inputs	28/11	<ul style="list-style-type: none"> <li>• 2<sup>nd</sup> Draft of Strategy is presented.</li> <li>• Co-facilitation is provided.</li> </ul>
	Revise and update comments/inputs to the draft Strategy (2 <sup>nd</sup> time).	5/12	<ul style="list-style-type: none"> <li>• Final Draft of Strategy is completed</li> </ul>
	Meeting for approval by CRS and VFD	10/12	<ul style="list-style-type: none"> <li>• Final draft of Strategy is presented</li> <li>• Co-facilitation is provided.</li> <li>• Final version of the Organizational Development Strategy of VFD for the period 2025-2029, with vision to 2035.</li> </ul>

- The consultant will be responsible for protecting the privacy of the participants and to maintain the confidentiality of data and information being collected.

- CRS and VFD shall be the copyright owner of all deliverables provided by the consultant.
- An estimated time for the consultant to complete assignment/duties is around 20 – 30 working days, from 1<sup>st</sup> September to 31<sup>st</sup> December 2024.

## **VII. LOGISTICS**

---

- The following support will be provided to the consultant by CRS:
  - Provide list of stakeholders and related work plans, progress reports and technical deliverables necessary for the consultant
  - Review and provide feedback on the protocol of the consultancy mission.
- The consultant will work closely with the SPO, Inclusion III-b Management Borad of CRS and VFD to ensure consultancy activities remain fit for purpose with qualified results in a timely manner.
- The consultant may also be required to interact with other technical, advisory or management staff within CRS.

## **VIII. APPLICATION PROCEDURE**

---

CRS will consider applications from individual consultant or individual consultants working in a team, consultancy agencies, NGOs and INGOs and academic institutions.

Interested consultant or parties are requested to submit the proposal in English.

### **Technical proposal:**

- A concise technical proposal.
- A tentative work plan.
- Curriculum vitae (CVs) demonstrating relevant capacity and experience including minimum 02 references for similar assignment
- Example of previous similar work {weblink or portable document format (PDF)}

### **Financial proposal:**

- Propose consultancy fee with a detailed breakdown of the daily rate in Vietnam dongs, including Personal Income Tax (PIT).

### **Method for submission:**

- Proposals, duly signed and stamped (if any) should be submitted to CRS's email: [vn\\_procurement@crs.org](mailto:vn_procurement@crs.org)
- Closing date for submission: by **15<sup>th</sup> August 2024**
- Only shortlisted applicants shall be contacted for an interview before contracting.