



CONSULTANT TERMS OF REFERENCE

I. Contract Overview

Reference Number:	
Consultancy Title:	Strategic planning
Location:	Home Based
Travel:	No travel required
Practice Area:	Gender Equality
Category (Eligible applicants):	External
Post Type and Level:	International consultant P4
Starting Date:	1 June 2025
Duration of Contract:	60 working days June 2025 to December 2026

Commented [CN1]: Would 35 days be sufficient? I would estimate 60 days. There is need for lots of reading, consulting other teams. Also given the duration, making it 35 days makes it less attractive

Commented [CN2]: In case of any delays in feedback, I would suggest putting this to December 2026.

II. Consultancy Assignment

1. Background/Context

The United Nations Entity for Gender Equality and the empowerment of Women (UN Women), grounded in the vision of equality enshrined in the Charter of the United Nations, works for the elimination of discrimination against women and girls; the empowerment of women; and the achievement of equality between women and men as partners and beneficiaries of development, human rights, humanitarian action and peace and security.

Placing women's rights at the center of all its efforts, UN Women leads and coordinates United Nations system efforts to ensure that commitments on gender equality and gender mainstreaming translate into action throughout the world. It provides strong and coherent leadership in support of Member States' priorities and efforts, building effective partnerships with civil society and other relevant actors.

In Viet Nam, UN Women is implementing the Country Strategy Note (SN) for 2022-2026 which is aligned to the [UN Sustainable Development Cooperation Framework \(CF\) 2022-2026](#) in Viet Nam and contributes to the development objectives of Viet Nam's Socio-Economic Development Plan and the National Strategy for Gender Equality. It focused on supporting Viet Nam's fulfilment of Gender Equality commitments under The Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), and the promise of the 2030 Sustainable Development Agenda to "leave no one behind".

The key priorities of UN Women in the 2022-2026 period are:

- (i) By 2026, people in Viet Nam, especially those at risk of being left behind, will benefit from and contribute to safer and cleaner environment resulting from Viet Nam's effective and gender responsive mitigation and adaptation to climate change, disaster risk reduction and resilience building, promotion of circular economy, the provision of clean and renewable energy, and the sustainable management of natural resources.

- (ii) By 2026, people in Viet Nam, especially those at risk of being left behind, will contribute to and benefit equitably from more sustainable, inclusive and gender-responsive economic transformation based on innovation, entrepreneurship, enhanced productivity, competitiveness, and decent work;
- (iii) By 2026, people in Viet Nam, especially those at risk of being left behind, will have benefited from and have contributed to a more just, safe and inclusive society based on improved governance, more responsive institutions, strengthened rule of law and the protection of and respect for human rights, gender equality, and freedom from all forms of violence and discrimination in line with international standards.

The **United Nations Sustainable Development Cooperation Framework (in short, the Cooperation Framework [CF])** is a central instrument for planning and implementing UN development activities at the country level. The Cooperation Framework, established as an agreement between the UN and the host government, defines the UN development system's contributions in the country and determines the configuration of UN assets required to achieve these goals both inside and outside the country.

The United Nations Country Team (UNCT) in Viet Nam is currently implementing the Cooperation Framework for the 2022-2026 cycle and has begun preparing for the 2027-2031 cycle. Preparations for the new Cooperation Framework entail evaluating the CF for the period 2022-2026, the development of an integrated, independent and forward-looking **Country Analysis (CA)**, firmly rooted in the UN guiding principles of Human Rights Based Approach (HRBA), Gender Equality and Women's Empowerment (GEWE) and Leave No One Behind (LNOB), identification of strategic priorities to include in the new Cooperation Framework.

The road map for the new CF formulation in Vietnam includes the following critical milestone: (1) the evaluation of the CF 2022-2026 from September 2024-August 2025; (2) the development of the Country Analysis from October 2024 to September 2025; (3) Strategic prioritization of development results from August 2025 to October 2025; and (4) the approval of the Country Framework in early 2026.

Guided by UN Women's Planning procedure, UN Women Viet Nam CO, under the leadership and guidance of the Country Representative, and in close collaboration with the Regional Office (RO), the CO team contributes to the UNSDCF development with the aim to ensure gender equality and women's empowerment are effectively mainstreamed in the entire process. Following the CF development, UN Women VCO will develop its new Strategic Note (SN), covering the period of 2027-2031, which should be fully aligned with the UNSDCF and contributes directly to the UN Women's Global Strategic Plan (2026-2029). This SN process is guided by a planning procedure involving strategic engagements between the VCO and headquarters and regional office, drafting of a package comprising development results and operational strategy (human resources, resource mobilization, risk management and strategic communications). The process is expected to commence immediately after the strategic priorities of the CF have been adopted and be completed within the final quarter of 2026.

In this context, UN Women Office in Viet Nam is seeking a senior international consultant to provide strategic and technical support to both the UN CF and UN Women SN processes and ensure effective gender mainstreaming across all priorities, coherence and alignment of strategic priorities in line with UN Women corporate guidelines.

The consultant will report and work under the overall guidance of the Country Representative, and in close collaboration with the Programme Management Specialist and thematic technical specialists within UN

Women at country, regional and global level. Administrative support will be provided by a Programme Associate, who will be the point of contact on the contract and payment issues.

2. Description of Responsibilities/ Scope of Work

The successful performance of the incumbent will effectively contribute to the development of a high quality gender transformative UNCF and UN Women SN 2027-2029. In particular, the consultant is expected to carry out the following functions and activities:

1. Providing technical support on gender mainstreaming in the development of the UNCF (2027-2031) (20 working days)

- Use and extend where available evidence-based country analysis on the 2030 Agenda and SDGs from a gender and 'leaving no one behind' perspective, including review of current country-level progress and challenges related to the implementation of the Beijing Declaration and Platform for Action, CEDAW and other human rights treaties, and relevant normative frameworks and other documents such as Viet Nam Country Gender Equality Profile and other relevant technical reports produced by UN Women and other UN agencies.
- Coordinate with UN Women portfolio leads and programme managers to provide written inputs on gender issues in CA sections, ensuring high quality written inputs in the final documents.
- Provide strategic advice to UN Women on the formulation of CF strategic outcomes, ensuring robust gender mainstreaming and gender specific results in the formulation of UNCF 2027-2031, following guidance on UNCT-SWAP Gender Equality Scorecard on planning.
- Synthesize and incorporate inputs from diverse stakeholders on gender equality and women's empowerment priorities based on, government priorities and stakeholder consultations
- Coordinate with Programme Management Specialist and programme managers, participate in discussions of UN working groups and result groups on the evaluation and formulation of UNCF and ensure UN Women's inputs are well reflected in the working and final documents.

2. Provide technical support and coordination for the development of UN Women Strategic Note (2027-2031): (40 working days)

- To ensure continued relevance of UN Women's interventions in response to national priorities and overall UN mandate, the formulation of SN is to include a context analysis to capitalize on relevant analysis/evaluations conducted at the country level, so as to ensure that lessons learned inform the new planning process. Following the UN Women guidance for the SN development, the SN will be based on the global UN Women Strategic Plan 2026-2029 and aligned with UNC for Viet Nam. This includes the following key aspects:
 - National context and political developments in Viet Nam in lined with the common country analysis of the new UNSDCF 2027-2031.
 - Outline of the current and emerging trends related to gender equality and empowerment of women (GEEW) in Viet Nam as well as the linkages to ASEAN and global
 - UN Women's mandate towards achieving goals and objectives of the 2030 Agenda for Sustainable Development and the SDGs with the focus on the principle of leaving no one behind, CEDAW and other relevant normative frameworks to promote GEWE in Viet Nam.
 - Overview of the work of other UN agencies and international partners in Viet Nam in the area of gender equality and women's empowerment and key opportunities and gaps that could be addressed through strengthened coordination.

- Key lessons learned from the previous SN as well as the relevant evaluations, audit and midterm review and reviews of UN Women's programmes in the country over the past few years and provide recommendations on how to build on the experience gained.
- The consultant is expected to work closely with the Country Representative, Programme Management Specialist and Programme Managers to:
 - Conduct a desk review of the current UN Women programme in Viet Nam, with practical and substantial recommendations to enhance strategic positioning and comparative advantage of UN Women Viet Nam CO vis-à-vis other key players. The strategic position should be aligned with the new CF Outcomes and Outputs and highlight the comparative advantage of UN Women.
 - Facilitate initial internal and external consultations with key stakeholders to validate the preliminary findings of the desk review, obtain additional insights on key GEEW gaps, challenges and opportunities, and key lessons learned that will inform the new SN.
 - In collaboration with programme team in Viet Nam CO, the Consultant will analyze and present the results of the desk review and draft a theory of change in close consultation with the Programme Management Specialist.
 - Draft the strategic priorities for the new SN 2027-2029 in line with UNSDCF 2027-2029 and the UN Women Global SP 2026-2029.
 - Support the development of the new SN 2027-2029 in line with the outcomes and programmatic areas of UN Women's Global Strategic Plan including the log frame.
 - Support the office to undertake a partnership analysis to identify key strategic partners of UN Women Viet Nam CO that are crucial for implementing the programme at the country level.
 - In consultation with the operation and programme team of Viet Nam CO, develop a budget for the SN period (based on available and resource to be mobilized)
 - Facilitate the office to undertake and complete a risk analysis (issues that may interfere with fulfilment of commitments, including those that are external e.g. security risks, political instability as well as those that are internal) and identify mitigation strategies.
 - Support Viet Nam Office in facilitating consultations to support the validation of the new SN in Viet Nam (development of the agenda and facilitate the online discussion).

3. Deliverables

Deadline	Deliverables	Payment
July 2025	<ul style="list-style-type: none"> • Synthesis report of all the evaluations and programme reviews completed by UN Women VCO during the current SN 2022-2026, highlighting key lessons learnt, good practices and recommendations for future work 	10%
August 2025	<ul style="list-style-type: none"> • Written inputs on gender issues in different sections of the Country Analysis, ensuring thorough gender analysis in the Country Analysis and CF Evaluation 	10%
September 2025	<ul style="list-style-type: none"> • Synthesis of key national priorities on gender equality and empowerment of women as expressed in national plans, party resolutions and critical stakeholder consultations 	15%

	<ul style="list-style-type: none"> Written inputs on gender equality priorities mainstreamed and gender specific results incorporated in the new CF strategic priorities. 	
November 2025	<ul style="list-style-type: none"> Final review of CF with evidence of gender mainstreaming and incorporation of UN Women's inputs Draft Theory of Change for the SN 2027-2029 validated by UN Women Partnership analysis methodology, that has been validated by UN Women programme managers 	10%
December 2025	<ul style="list-style-type: none"> Submission of draft SN sections including situation analysis, priorities for the advancement of the rights of women and girls in Viet Nam, including Viet Nam CO's comparative advantages, lessons learnt; results and resources framework 	15%
March 2026	<ul style="list-style-type: none"> A set of PPT slides to introduce SN priorities to consult with stakeholders Report of Partnership analysis 	10%
June 2026	<ul style="list-style-type: none"> Full SN Package (draft 1) including all the required elements of the Strategic Note, as per UN Women SN development guidelines. 	20%
October 2026	<ul style="list-style-type: none"> 2nd draft of Full SN package incorporating review comments Report of SN consultations and validation to include Resident Coordinator validation, and Peer Review Group (PRG) of UN Women (regional and HQ office) Final PPT slides for the UN Women PRG 	10%

Commented [CN3]: This needs to be much earlier as everything should flow from it. I have suggested that this be the delivered in March 2026.

4. Consultant's Workplace and Official Travel

This is a home-based consultancy which may require minimal travel to Vietnam. The consultant will be requested to attend meetings and workshops related to the work online.

As part of this assignment, the consultant may be required to travel to Viet Nam for a maximum of 2 visits each not exceeding 2 weeks. Work related travel of UN Women's consultants are considered as official mission and will be arranged by UN Women, in line with UN Women's Consultant Contract Policy, UN Women Duty Travel Policy and UN-EU cost norm.

Commented [CN4]: I think this provision will be necessary. For example, we may need the consultant to come for the strategic prioritization workshop. Or for a ToC workshop with the team.

III. Competencies
<p>Core Values:</p> <ul style="list-style-type: none"> • Respect for Diversity • Integrity • Professionalism <p>Core Competencies:</p> <ul style="list-style-type: none"> • Awareness and Sensitivity Regarding Gender Issues • Accountability • Creative Problem Solving • Effective Communication • Inclusive Collaboration • Stakeholder Engagement • Leading by Example <p>Please visit this link for more information on UN Women's Core Values and Competencies: https://www.unwomen.org/en/about-us/employment/application-process#_Values</p> <p>FUNCTIONAL COMPETENCIES:</p> <ul style="list-style-type: none"> • Strategic planning with long-term vision and work planning development at organizational level • UN result based management knowledge and skills • Technical credibility in gender mainstreaming in UN systems planning. • Excellent negotiation skills • Strong analytical and interpersonal skills; • Excellent writing, editing and presentation skills.
IV. Required Qualifications
<p>Education and Certification:</p> <ul style="list-style-type: none"> • Master's degree or equivalent in Strategic Planning, social sciences, gender studies, public administration, international relations, international law, public policy, or a related field. <p>Experience:</p> <ul style="list-style-type: none"> • At least 7 years of experience in the international development field with advanced knowledge of gender analysis, human rights concepts and approaches and GEWE normative frameworks. • Advanced experience with applying UN results-based management standards and guidelines, and undertaking UN planning processes (UNDAF/UNSDCF and/or UN Country Program Documents), including planning monitoring & evaluation work. • Prior experience with supporting UN Women SN process is an added advantage • Excellent analytical and writing skills with strong drive for results and capacity to work independently.
V. Criteria for Evaluation

Technical Evaluation Criteria	Obtainable Score
<ul style="list-style-type: none"> At least 7 years of experience in the international development field with advanced knowledge of gender analysis, human rights concepts and approaches and GEWE normative frameworks. 	35
<ul style="list-style-type: none"> Advanced experience with applying UN results-based management standards and guidelines and undertaking UN planning processes (UNDAF/UNSDCF and/or UN Country Program Documents). including planning monitoring & evaluation work 	30
<ul style="list-style-type: none"> Prior experience with supporting UN Women SN process 	25
<ul style="list-style-type: none"> Excellent analytical and writing skills with strong drive for results (as per provided samples) 	10
TOTAL	100

Commented [CN5]: Kindly adjust based on accepted changes

V. How to Apply

Interested candidates are requested to submit electronic applications no later than **09th May 2025** Ha Noi time via the link:

[Consultant for strategic planning - UN Women Careers](#)

Submission package includes the documents as follows:

- **Personal CV or P11 (P11 can be downloaded from:**
<https://www.unwomen.org/sites/default/files/Headquarters/Attachments/Sections/About%20Us/Employment/UN-Women-P11-Personal-History-Form.doc>)
- A cover letter (maximum length: 1 page)
- **Managers may ask (ad hoc) for any other materials relevant to pre-assessing the relevance of their experience, such as reports, presentations, publications, campaigns, or other materials.**

*NOTE:

* Documents required before contract signing:

- The medical statement from the physician certifying good health to work and travel. (This is not a requirement for RLA contracts).
- Copy of Health Insurance Card
- Completed UNDSS BSAFE online training course.
EN: <https://agora.unicef.org/course/info.php?id=17891>
- Release letter in case the selected consultant is government official.

* Regarding application submission:

- Applications received incomplete or after the closing date will not be considered.
- Only successful applicants will be contacted to be advised of the next phase of the recruitment process.
- All applications will be treated in the strictest confidence.

UN Women is committed to achieving workplace diversity in terms of gender, nationality and culture. People from minority groups, indigenous groups and people with disabilities are equally encouraged to apply.

At UN Women, we are committed to creating a diverse and inclusive environment of mutual respect. UN Women recruits, employs, trains, compensates, and promotes regardless of race, religion, color, sex, gender

identity, sexual orientation, age, ability, national origin, or any other basis covered by appropriate law. All employment is decided on the basis of qualifications, competence, integrity and organizational need.

If you need any reasonable accommodation to support your participation in the recruitment and selection process, please include this information in your application.

UN Women has a zero-tolerance policy on conduct that is incompatible with the aims and objectives of the United Nations and UN Women, including sexual exploitation and abuse, sexual harassment, abuse of authority and discrimination. All selected candidates will be expected to adhere to UN Women's policies and procedures and the standards of conduct expected of UN Women personnel and will therefore undergo rigorous reference and background checks. (Background checks will include the verification of academic credential(s) and employment history. Selected candidates may be required to provide additional information to conduct a background check.)