

I. Contract Overview	
Reference Number:	TOR-VNM-2025-013
Consultancy Title:	National consultant team with 1 team leader and 2 team members to conduct a comprehensive review of aged care professional training in Viet Nam.
Location:	Home Based with travel to Ha Noi for meetings and workshops
Travel:	Travel required
Practice Area:	Education and Training, Labor and Employment, Population and Development, Gender Equality
Category (Eligible applicants):	External
Post Type and Level:	Team Leader: VNM4 – UN EU Cost Norm 2022 Team Members: VNM3 - UN EU Cost Norm 2022 ¹
Starting Date:	15 August 2025
Duration of Contract:	Aug 2025 to December 2025

II. Consultancy Assignment
<p>1. Background/Context</p> <p>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.</p> <p>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.</p> <p>In Viet Nam, UN Women contributes to the development objectives of Viet Nam’s Socio-Economic Development Plan and the National Strategy for Gender Equality. Its Country Strategy Note for 2022-2026 is aligned to the UN Sustainable Development Cooperation Framework (CF) 2022-2026 and is 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:</p> <ul style="list-style-type: none"> (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.

Aged care professional in the context of aging population in Viet Nam

Viet Nam officially entered the ageing phase in 2011 and is projected to become a super-aged society by 2061, with people aged 60 and over accounting for 30% of the total population (approximately 31.8 million). The fastest-growing group is those aged 80 and above, increasing demand for long-term and complex care. However, the current care infrastructure and services remain fragmented and underdeveloped. The urgent demographic shift requires an institutionalized, gender-responsive, and adequately resourced aged care system to ensure quality of life and dignity for the elderly.

Over 99% of older persons in Viet Nam live with family, and care is predominantly provided by women, who often sacrifice employment opportunities, income, and well-being to fulfil caregiving duties. This unpaid care burden reinforces gender inequality, limits women's economic participation, and contributes to physical and mental stress. Without state-supported services or alternatives, families—especially women—are left with no choice but to carry out caregiving tasks unsupported.

The paid care workforce in Viet Nam is largely female, yet the majority work in informal settings with minimal protection, limited skills, and no formal training or certification. This undermines the quality of care provided and perpetuates poor working conditions for women. Establishing a professional aged care training and certification system will not only improve service quality and meet the growing demand for care, but also create decent, formal employment opportunities—particularly for women—thereby contributing to gender equality and economic empowerment.

In response, under Decision No. 1476/QD-BYT (30 May 2024), the Ministry of Health tasked the Department of Population with developing a scheme on training and developing elderly health care workers in the community and care facilities to 2030, with a vision to 2045. The scheme will be submitted to the Prime Minister in 2025.

To support this process, UN Women is looking for **a team of qualified consultants including one team leader – aged care expert, one team member – occupational training experts and one team member – employment and gender expert** to support the Viet Nam Population Authority to conduct a comprehensive review on aged care professional training system in Viet Nam to provide recommendations for the development of professional training framework for aged care workers in Viet Nam.

2. Description of Responsibilities/ Scope of Work

The successful performance of the incumbent will effectively contribute to the development of knowledge on aged care professional training policy and situation and provide recommendations for the development of a gender responsive training policy and framework on aged care in Viet Nam.

In particular, the consultant team composing of 3 members (one team leader – aged care expert, one team member – occupational training experts and one team member – employment and gender expert) is expected to work together to develop a comprehensive review report compiling of the following key topics:

1. Topic 1: Review of legal and policy framework on aged care occupational training

- Conduct a comprehensive review of existing laws, policies, and regulations related to vocational training in the health care sector, with a focus on training for elderly care workers.
- Review reports to assess the available training capacity for elderly care to provide recommendation on required investment for human resource development.
- Based on this analysis, identify gaps and limitations in the current legal and policy framework, and develop evidence-based recommendations to strengthen policies for the development of a professional elderly care workforce. Particular attention should be given to proposing policies that do not marginalize women's participation in a professionalized elderly care sector.

2. Topic 2: Assessment of vocational training programme on elderly care

- Assess results of vocational training programmes for nurses and health care workers for the elderly delivered by vocational training and education institutions in Viet Nam.
- The assessment should cover training content, duration, quality, certification, and relevance to actual care needs.
- Based on the findings, provide recommendations for the development of standardized **industry codes** and **occupational codes** for elderly health care training, aligned with national qualifications frameworks and labour market demands. These recommendations will serve as a foundation for formalizing the elderly care profession and improving training quality and workforce recognition.

3. Topic 3: Compilation of international experiences on aged care training.

- Conduct a desk review of international experiences on aged care training programmes, with a focus on the improvements in social protection coverage for women in professional elderly health care.
- Identify and analyze at least five key lessons learned from a minimum of three countries in the region and globally that share similar socio-economic contexts and have practices applicable to the Vietnamese context.
- The analysis should include approaches to training, certification systems, gender-responsive workforce development, and policies supporting decent work opportunities for women in the care economy.
- Based on these findings, propose practical and context-relevant recommendations for Viet Nam to strengthen its aged care training system and promote women's engagement in formal care work.

The consultant team is expected to undertake the following tasks:

Task 1: Inception and Planning

- o Conduct desk review of relevant documents, data, reports, and previous studies on aged care training, the role of women in elderly care, and national/international practices.
- o Hold initial consultations with the Department of Population and UN Women to refine the scope and methodology.

- Develop and finalize an inception report, including a detailed work plan, methodology, and timeline.
- Deliverable: Inception Report and Work Plan
- **Task 2:** Report Outline
 - Prepare draft outlines of the report, including 3 above-mentioned topics.
 - Organize consultations with the Department of Population, UN Women, and relevant experts to review and finalize outlines.
 - **Deliverable:** Final report outline, which includes 3 above-mentioned topics.
- **Task 3:** Data analysis and Report drafting
 - Conduct research and data analysis for each topic:
 - Topic 1: Review of legal and policy framework on aged care occupational training
 - Topic 2: Assessment of vocational training programme on elderly care
 - Topic 3: Compilation of international experiences on aged care training
 - Draft 03 reports on three topics based on the analysis
Deliverables: First drafts of Topic 1, 2, 3 Reports
- **Task 4:** Report synthesizing
 - Synthesize findings from three topics into a one overview report assessing policies and practices on aged care occupational training
 - Deliverables: draft overview report.
- **Task 5:** Consultation and finalization of report
 - Coordinate and consult with key stakeholders.
 - Participate in consultation meetings and workshops organized by UN Women and the Department of Population; present the draft report and finalize the report based on feedback received
 - Deliverables: Final draft report.

The national consultant team will work closely with UN Women Programme Management Specialist and Viet Nam Population Department throughout this process.

3. Deliverables

Tasks and Deliverables	Numbers of working day			Expected due date and payment
	Team leader - Aged care expert	Team member - Occupational training expert	Team member - Employment /gender expert	
Task 1: Inception and Planning Deliverable: Inception Report and Work Plan (in Vietnamese)	6	4	4	30 August 2025 (20% of contract amount)
Task 2: Report Outline Deliverable: Final report outline, which includes 3 above-mentioned topics (in English)	4	3	3	1 September 2025 (20% of contract amount)
Task 3: Data analysis and Report drafting	22	20	20	15 October 2025 (30% of contract amount)

Deliverables: First drafts of Topic 1, 2, 3 Reports (in Vietnamese)				
Task 4: Report synthesizing Deliverables: draft overview report (in Vietnamese)	8	5	5	30 October 2025 (25% of contract amount)
Task 5: Consultation and finalization of report Deliverables: Final draft report (in English and Vietnamese)	5	3	3	30 November 2025 (5% of contract amount)
Total numbers of working day	45	35	35	

4. Consultant's Workplace and Official Travel

This is a home-based consultancy. The consultants will be requested to attend meetings and workshops related to the work.

As part of this assignment, the consultant is required to travel to attend workshop outside Ha Noi. 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.

III. Competencies

Core Values:

- Respect for Diversity
- Integrity
- Professionalism

Core Competencies:

- Awareness and Sensitivity Regarding Gender Issues
- Accountability
- Creative Problem Solving
- Effective Communication
- Inclusive Collaboration
- Stakeholder Engagement
- Leading by Example

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>

FUNCTIONAL COMPETENCIES:

- Technical credibility in gender mainstreaming in legislative development.
- Excellent negotiation skills
- Strong analytical and interpersonal skills;
- Strong oral and written communication skills.
- Excellent drafting, editing and presentation skills.

IV. Required Qualifications

The consultants are expected to submit their application as a team, in which the team leader will be aged care expert, one team member will be an occupational training expert, and one team member will be an employment/gender expert.

1. Team leader – Aged care expert:

Education and Certification:

- Master's degree or equivalent in social sciences, population, gender and development or a related field is required.

Experience:

- A minimum of 15 years of experience in healthcare and population sectors in Viet Nam, previous experience working on aged care is an advantage.
- Demonstrated experience working on research for policy advocacy, previous role as team leader for policy advocacy or policy development in health care/aged care is an advantage.

- Previous experience working with multi-stakeholders in health care and age care, especially with the Ministry of Health.
- Excellent analytical skills with strong drive for results and capacity to work independently.
- Excellent communication and writing skills; (Samples of previous work will be required.)

2. Team member 1 – Occupational training expert:

Education and Certification:

- Master’s degree or equivalent in education and training, social sciences, gender and development or a related field is required.

Experience:

- Minimum 10 years of experience in education and training, specializing in occupational training in Viet Nam.
- Demonstrated experience in developing an occupational training module in Viet Nam official occupational training system is required.
- Excellent analytical skills with strong drive for results and capacity to work independently.
- Excellent communication and writing skills; (Samples of previous work will be required.)

3. Team member 2 – Employment/gender expert:

Education and Certification:

- Master’s degree or equivalent in economics, labor and employment, social sciences, gender and development or a related field is required.

Experience:

- A minimum of 10 years of experience in labor and employment, previous experience working on gender in employment is an advantage.
- Demonstrated experience in aged care employment in Viet Nam.
- Excellent analytical skills with strong drive for results and capacity to work independently.
- Excellent communication and writing skills; (Samples of previous work will be required.)

V. Criteria for Evaluation

1. Team leader – Aged care expert

Technical Evaluation Criteria	Obtainable Score
• A minimum of 15 years of experience in healthcare and population sectors in Viet Nam, previous experience working on aged care is an advantage	30
• Demonstrated experience working on research for policy advocacy, previous role as team leader for policy advocacy or policy development in health care/aged care is an advantage.	30
• Previous experience working with multi-stakeholders in health care, age care, especially with the Ministry of Health.	20
• Excellent communication and writing skills; (Samples of previous work will be required.)	20
TOTAL	100

1. Team member 1 – Occupational training expert

Technical Evaluation Criteria	Obtainable Score
• Minimum 10 years of experience in education and training, specializing in occupational training in Viet Nam.	30
• Demonstrated experience in developing an occupational training module in Viet Nam official occupational training system is required	30
• Excellent analytical skills with strong drive for results and capacity to work independently.	20
• Excellent communication and writing skills; (Samples of previous work will be required.)	20
TOTAL	100

2. Team member 2:

Technical Evaluation Criteria	Obtainable Score
• A minimum of 10 years of experience in labor and employment, previous experience working on gender in employment is an advantage	30
• Demonstrated experience in aged care employment in Viet Nam	30
• Excellent analytical skills with strong drive for results and capacity to work independently.	20
• Excellent communication and writing skills; (Samples of previous work will be required.)	20
TOTAL	100

V. How to Apply

Interested candidates are requested to submit electronic applications no later than dd mm 2024 Ha Noi time via the e-recruitment system of UN Women.

Submission package includes the following documents:

- **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)
- [Samples of previous work](#)

*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.)