

I. Contract Overview	
Reference Number:	TOR-VNM-2025-015
Consultancy Title:	A Team of consultants to provide skills development learning and coaching for Viet Nam Country Office
Location:	Home-based
Travel:	Travel required (with 2 times travel to Hanoi (around October 2025, and February 2026)
Practice Area:	Human Resources Development
Category (Eligible applicants):	External
Post Type and Level:	National or International Consultant International Consultant (already resident in Vietnam) Team leader: P4 Team member: P3 National consultant Team leader: VNM4 UN-EU Cost norm 2022 Team member: VNM3 UN-EU Cost norm 2022
Starting Date:	September 2025
Duration of Contract:	30 Days (September 2025 - 30 May 2026)

II. Consultancy Assignment
<p>1. Background/Context</p> <p>Background:</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>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 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”.</p> <p>Viet Nam Country Office has two years remaining in its Strategic Note for 2022-2026. Since adoption of the UN Women’s Strategic Note (2022-2026), the operational context in Vietnam has drastically changed, largely driven by governmental restructuring and ODA policy shifts, global crisis on development financing and institutional reforms within the UN. The adoption of digitalization of society, governance and economies has ushered in technological advancements and use of AI within the workplace, presenting both risks and opportunities for the workforce.</p> <p>As the office approaches a new strategic planning phase, staff anxiety about the future can become paralyzing to creativity and innovation. It is within this rapidly changing context that the Viet Nam Country Office seeks to invest in an office wide leading through transitions skills development programme that provides opportunities for re-skilling and up-skilling the team to thrive within the evolving context. The programme will focus on developing critical thinking and analytical skills, soft skills and effective use of AI and digital tools for different job functions, and transforming workplace culture for a healthy and safe work environment for all personnel.</p>

This tailored programme will be informed by three business process and transformation exercises undertaken by the Vietnam Country Office. The office has undertaken a functional analysis to help establish a sustainable operational strategy and human resource structure which is fit for purpose, cost effective and operationally efficient to uphold a healthy work-life balance, highly motivated personnel and a workforce fit for purpose. The middle and senior management levels of the office have completed a 360-degree feedback exercise providing useful insights on the leadership competencies within the office and those that require further strengthening. A training needs assessment was undertaken by the office's training committee in March-April 2025 and identified common training needs as well as function specific requirements.

Objective of the Assignment

Under the direct supervision and overall guidance of the Country Representative and close consultation with the office training committee, the consultant team will lead and facilitate a skills development programme in the areas highlighted through (i) 360-degree feedback exercise of senior and middle level managers; (ii) office training needs assessment of 2025; (iii) functional analysis findings and recommendations on office culture and efficiencies.

Specifically, the international/senior national consultant will be responsible for reviewing the documents from the three sets of processes and propose a costed skills development programme and detailed plan that the office can undertake until March 2026. The programme is to include a mix of activities for the entire office, functional teams and individual coaching for staff.

2. Description of Responsibilities/ Scope of Work

2.1 A detailed plan from 1 October 2025 to 31 March 2026

Develop a training plan based on latest approaches and tools to improve functional competences of the team in areas such as critical thinking and analytical skills, conflict resolution and negotiation, effective use of AI and digital tools for different job functions, team building and transforming workplace culture for a healthy and safe work environment for all personnel. The consultant will be provided with the (i) 360-degree feedback exercise of senior and middle level managers; (ii) office training needs assessment of 2025; (iii) functional analysis findings and recommendations on office culture and efficiencies", to help understand the context and challenges.

- The training plan should include activities and exercises around the following:
 - ✓ Building an Inclusive & Positive Work Environment (workplace communication, setting and maintaining boundaries, shared vision) (for entire office)
 - ✓ Health & Well-being (managing stress, avoiding burnout, and maintaining work-life balance). (for entire office)
 - ✓ Effective use of AI tools for content creation and data analysis (in functional groups)
 - ✓ Results based management- critical thinking, using fore sight for strategic planning (for smaller group of 10)
- Present the approved programme to all Viet Nam Country Office staff to ensure staff are well informed of the process, what to expect and the time requirements of the programme.

2.2 Deliver group learning activities as per approved plan

2.3 Facilitate individual and group coaching

Conduct individual and group coaching clinics tailored to key leadership competencies identified through the 360 degree feedback and training need assessment. Core areas for coaching may include:

- Delegation and Task Management,

- Creative Problem-Solving and Decision-Making,
- Stakeholder engagement and Networking
- Strategic Thinking and Vision setting

2.4 Evaluation framework

- Provide input and output evaluation, including pre- and post-assessment surveys to measure knowledge, skill improvements, and behavioral change.
- Develop and administer a simple feedback tool for individual competency assessment to be used by all staff to track progress.
- Track participation and satisfaction through feedback forms.
- Staff reflections during follow-up coaching or learning sessions.
- Submit a final summary report, including recommendations for future capacity development initiatives, toolkits or reusable materials.

3. Deliverables

#	Deliverables	Team leader Strategic Leadership, Vision Setting, Delegation, Task Management	Team member 1 Workplace Wellbeing (Communication, Conflict resolution, Team cohesion, Work life balance)	Team member 2 Use of AI Tools and Digital productivity	Timeline
1	A detailed plan from 1 October 2025 to 31 March 2026 by team leader with input from team members	✓	✓	✓	By 20 September 2025
2	Complete up to 3 group learning activities with submission of learning materials, training reports following each session and staff feedback	✓	✓	✓	By 31 March 2026
3	Conduct at least 3 group coaching clinics with submission of progress and training reports/ learning materials on the following: <ul style="list-style-type: none"> • Strategic Thinking and Vision setting • Delegation and Task Management, • Creative Problem-Solving and Decision-Making, • Stakeholder engagement and Networking. 	✓	-	-	By 31 December 2025
4	Provide 5 staff with individual coaching (3 x 1 hour sessions) as per identified need (development plans for the 5 staff will be shared)	✓	-	-	By 31 January 2026

5	Final reports and recommendations for the office (including pre and post assessments)	✓	✓	✓	By 30 March 2026
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4. Consultant's Workplace and Official Travel

This is a home-based consultancy. As part of this assignment, only a maximum of 2 trips to Hanoi can be supported, with all other support provided online. 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:

- **Human Resources:** Knowledge of United Nations Human Resources rules and regulations;
- **Change Management:** Experience in change management processes;
- **Gender Issues:** Demonstrated analytical skills on issues related to gender, the economy and poverty reduction;
- **Soft Skills:** Excellent communication, presentation and writing skills.

IV. Required Qualifications

Team formation: *The organization may contract either individual consultants or a pre-formed team, depending on the qualifications and suitability of the applicants.*

Team leader:

Education and Certification:

Advanced degree or equivalent experience in Strategic Leadership, Organizational development, business administration, or related human resource development field **is required**;

Experiences & Skills:

- Minimum 10 years of relevant experience in leadership training and development, coaching.
- Experience in the management and coordination of training programmes
- Experience of working with international and multicultural teams.
- Excellent analytical and communication skills required as well as excellent negotiations skills.
- Excellent facilitation and group dynamics management skills

- Strong understanding of organizational behavior, leadership theory, and performance management
- Ability to tailor coaching to both individual and team contexts

Languages:

Fluency in written and spoken English is required.

Team member 1:

Education and Certification:

Master degree or equivalent experiences in Psychology, Human Resources, Communication, Conflict Resolution, Organizational Development, or a related field.

Experience & Skills:

- Minimum 7 years of relevant experiences in:
- Designing and delivering training on workplace communication and team building.
- Facilitating group interventions on conflict management or interpersonal dynamics.
- Demonstrated experience working with international/multilateral organizations is an asset.
- Experience applying gender-sensitive and inclusive approaches in organizational settings.
- Proven ability to facilitate engaging, interactive, and safe learning environments.
- Excellent interpersonal, mediation, and group facilitation skills.
- Ability to handle sensitive interpersonal issues with professionalism and discretion.
- Familiarity with virtual and in-person training methodologies and tools.

Languages:

- Fluency in written and spoken English is required.

Team member 2:

Education:

Master degree or university degree with 02 additional years of relevant experiences in Technology, ICT, Digital Transformation or any related fields

Experiences and Skills:

- At least 5-7 years of experiences in:
 - ✓ Training or coaching on digital tools for productivity (e.g., AI tools, workflow automation, collaboration platforms)
 - ✓ Integrating technology into team performance or work processes
 - ✓ Supporting digital transformation initiatives or capacity-building in professional settings
- Strong knowledge of AI-powered productivity tools (e.g., ChatGPT, Copilot, Notion AI, etc.)
- Ability to simplify digital concepts for non-technical audiences
- Excellent virtual facilitation and instructional design skills
- Strong communication and coaching ability
- Previous work with international organizations or NGOs is a plus

Language

- English fluency, especially in digital training delivery contexts

V. Criteria for Evaluation

Team leader

Technical Evaluation Criteria	Obtainable Score
Advanced degree or equivalent experience in Strategic Leadership, Organizational development, business administration, or related human resource development field is required ;	20
Minimum 10 years of relevant experience in leadership training and development, coaching.	20
Experience in the management and coordination of training programmes	20
Strong understanding of organizational behavior, leadership theory, and performance management	20
Ability to tailor coaching to both individual and team contexts	20

TOTAL		100
Team member 1		
Technical Evaluation Criteria	Obtainable Score	
Master degree or equivalent experiences in Psychology, Human Resources, Communication, Conflict Resolution, Organizational Development, or a related field.	25	
Minimum 7 years of relevant experiences in: ✓ Designing and delivering training on workplace communication and team building. ✓ Facilitating group interventions on conflict management or interpersonal dynamics	25	
Proven ability to facilitate engaging, interactive, and safe learning environments.	25	
Excellent interpersonal, mediation, and group facilitation skills.	25	
TOTAL	100	
Team member 2		
Technical Evaluation Criteria	Obtainable Score	
Master degree or University degree with 02 additional years of relevant experiences in Technology, ICT, Digital Transformation or any related fields	25	
At least 5-7 years of experiences in: ✓ Training or coaching on digital tools for productivity (e.g., AI tools, workflow automation, collaboration platforms) ✓ Integrating technology into team performance or work processes ✓ Supporting digital transformation initiatives or capacity-building in professional settings	25	
Strong knowledge of AI-powered productivity tools (e.g., ChatGPT, Copilot, Notion AI, etc.)	25	
Strong communication and coaching ability	25	
TOTAL	100	
V. How to Apply		
Interested candidates are requested to submit electronic applications no later than dd mm 2024 Ha Noi time via UN Women E-recruitment system.		
Submission package includes:		
<ul style="list-style-type: none">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)Portfolio of Previous Training Materials or Assignments (to be requested from shortlisted candidates only) (e.g., sample training agenda, slide deck, coaching frameworks, learning tools, or reports)		
*NOTE:		
* Documents required before contract signing:		
<ul style="list-style-type: none">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 CardCompleted UNDSS BSAFE online training course. EN: https://agora.unicef.org/course/info.php?id=17891Release 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.)