

CONSULTANT TERMS OF REFERENCE



I. Contract Overview

Reference Number:	TOR-VNM-2026-009
Consultancy Title:	<i>Business statistics consultant</i>
Location:	Home Based
Practice Area:	Gender Equality
Type of Contract:	Individual Contract
Category (Eligible applicants):	External
Post Type and Level:	National Consultant (Level VNM3 as UN – EU Cost Norm 2022)
Languages Required:	English, Vietnamese
Starting Date:	1 August 2026
Duration of Contract:	1 August 2026 to 30 December 2026

II. Consultancy Assignment

Background/Context

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. UN Women is mandated to lead, coordinate, and promote accountability for the implementation of gender equality commitments across the UN System.

One of the key areas of concern is the economic empowerment of women. It is expressed in targets and indicators of SDG 5 (Achieve gender equality and empower all women and girls) and SDG 8 (Promote inclusive and sustainable development, decent work and employment for all). Progress toward it depends not only on the adoption of a set of public policies by governments, but also on the existence of an enabling environment and active engagement of the corporate sector. This is also relevant to the achievement of SDG 1 (Poverty Reduction), SDG 10 (Reduced inequalities) and SDG 17 (Revitalize the global partnership for sustainable development).

The economic empowerment of women (WEE) – to succeed and advance economically and to make and act on economic decisions – is a prerequisite for realizing gender equality and empowering women in all areas of life. It is also a cornerstone for achieving the Sustainable Development Goals (SDGs) of the 2030 Agenda. UN Women's global [Economic Empowerment Strategy](#) focuses on the key strategic priorities, namely:

1. Advancing Gender-Responsive Business Conduct and Creating More Decent Work Opportunities (WEPs)
2. Accelerating Gender-Responsive Entrepreneurship for (M)SMEs (i.e. Gender-Responsive Procurement & strengthening women's entrepreneurship)
3. Progressing Safe Migration to Decent Employment
4. Transforming Care Systems

WE RISE Together (WRT) – Advancing gender-responsive procurement in the Mekong sub-region is a four-year Mekong-Australia Partnership (MAP) project developed by UN Women. It sits under MAP's Economic Resilience Fund (MAP-ERF) and addresses its four drivers of resilience (including macroeconomic, household, business, and government resilience). The project responds to the prioritisation of women's economic empowerment by expanding market access for Women-owned Businesses¹ (WOBs) and Gender Responsive Enterprises¹ (GREs) through procurement opportunities.

WRT tackles the structural gender inequities that exist within the global procurement market in which WOBs secure only one per cent of spending worldwide.² By introducing and advancing increased market access through gender-responsive procurement¹

(GRP), WRT operates with the overall objective to empower more women to equally access, lead, and benefit from expanded market opportunities in the Mekong subregion.

The project works across the Mekong subregion, namely in Cambodia, Lao PDR, Thailand and Viet Nam, leveraging the capacity, network and insights build during its phase 1 implementation. The project will work towards three interlinked outcomes:

Outcome 1: Increased awareness and commitment towards GRP at the ecosystem level & and more gender-responsive institutions through the collection of sex-disaggregated data & improved national data infrastructure

Outcome 2: Strengthened national policies and public procurement systems that are aligned with Mekong and ASEAN frameworks

Outcome 3: Increased market connections and opportunities for WOBs and GREs

A core objective of WE RISE Together (WRT), and UN Women's broader Women's Economic Empowerment (WEE) portfolio, is to strengthen enabling environments that expand women's economic participation, including women with disabilities and other marginalized or underrepresented groups. Across the Mekong subregion, business registration/licensing systems are often a key administrative source for identifying formal enterprises and linking them to markets, government services, and procurement systems. However, these administrative registers typically do not collect sex-, disability-, or other intersectional disaggregated characteristics at the enterprise or owner level, and data are frequently fragmented across multiple administrative agencies. As a result, statistical systems face limitations in reliably identifying women-owned and other inclusive enterprises, producing supplier-diversity indicators, and supporting the monitoring and evaluation of gender-responsive procurement (GRP) policies.

The consultant will work under technical guidance of the Gender Statistics Specialist in the Women's Economic Empowerment Section at the UN Women Regional Office for Asia and the Pacific and will be supported by and report to the Programme Manager on Women Economic Empowerment of UN Women Viet Nam, who will be the point of contact and payment issues. In close coordination with UN Women and national stakeholders, the consultant will assist with conducting a diagnostic assessment of data ecosystems, including data governance, for the production of business statistics in official statistics in Viet Nam. The diagnostic assessment will also include the identification of challenges and opportunities for integrating gender, disability and intersectionality in business statistics and gender-mainstreaming in the production of business statistics in contexts at different level of statistical maturity.

The work will support the development of an evidence-informed assessment of:

- Institutional and governance arrangements for the production of business statistics and related administrative data management.
- Administrative workflows and current processes for business registration, including complexity, duplication of steps/documentation, and resulting burdens on MSMEs;
- Interoperability and data exchange between business registration and adjacent systems (e.g., tax, licensing, statistics, SME support platforms, and procurement systems);
- Identification of current data sources for business statistics and the feasibility for sex-disaggregation, disability-disaggregation, and intersectionality analysis;
- Practical reform pathways aligned with global guidance and national priorities (e.g., GRP, SME development, digital government).

The mapping is intended as a diagnostic (not a full IT system redesign), producing actionable recommendations and country-level options to inform subsequent capacity development and guidance development under the WRT programme.

Description of Responsibilities/ Scope of Work

A. Review and system mapping:

- Assist with a desk review of relevant national documentation, including legal and regulatory frameworks for the production and use of business statistics, institutional mandates, public guidance on registration procedures, any existing registry modernization initiatives, and any other sources for producing business statistics in Viet Nam. The desk review should include a mapping of the current business registration workflow, including (as applicable) steps for registration, licensing, tax registration, renewal/updates, deregistration, and data-sharing arrangements.
- Assess whether and how registration systems capture sex-disaggregated and disability-related data.

- Assess interoperability and coordination across systems (registry–tax–licensing–statistics–procurement), including presence and use of the unique business identifier (UBIs) or other unique identifiers; data exchange protocols and governance; and feasibility of linking registry data to procurement/supplier databases for GRP monitoring
- Contribute to stakeholder interviews (remote and/or in-country as agreed) with key national stakeholders, which may include: business registration authority, ministries of commerce/finance/planning/digital development, tax authority, national statistics office, procurement agency/platform administrators, SME promotion agencies, women’s machineries, business associations, WOB networks, civil society organizations, and organizations of persons with disabilities (OPDs).
- Provide input to an assessment of the feasibility of the data ecosystem for using available data to set up gender-responsive digital business platforms.
- Provide interpretation to facilitate meetings and aid understanding of official documentation where necessary.

B. Validation of the assessment:

- Contribute to the production of a structured overview of the business registry data model, including core variables captured, metadata/definitions (where available), update frequency, and data governance considerations.
- Support the organization of, and facilitate, validation workshops of key findings through targeted check-ins with national focal points and UN Women country team; document points of agreement and contested issues.

C. Reporting, recommendations, and knowledge sharing:

- Identify gaps and practical options to strengthen data governance, interoperability, and administrative coordination, including quick wins and medium-term reforms.
- Contribute to the drafting of an action plan which will include diagnostic, prioritized recommendations, feasibility considerations, and proposed entry points linked to GRP, SME development, and digital government agendas.

Deliverables

The consultant is expected to deliver the outputs below to UN Women, in formats agreed at inception (Word + PPT; annexes in Excel/diagram formats as relevant). All deliverables should integrate GEDSI considerations throughout.

1. Country Mapping & Review

- Contribute, as required, to desk research and stakeholder meetings to deliver overall mapping and review to include:
 - Governance, institutional and legal mapping
 - System map - workflow and administrative burden analysis
 - Assessment of the availability and quality of data sources following international recommendations, including the UN Guidelines on Statistical Business Registers, the UN National Quality Assurance Framework as well as more specific guidance on the quality assessment of administrative data sources.
 - GEDSI and accessibility assessment (sex/disability/intersectional visibility and barriers)
 - Interoperability assessment (registry–tax–licensing–statistics–procurement linkages)
 - Feasibility assessment of data uses for digital business platforms
 - Prioritized recommendations at country level (short-/medium-term) and feasibility notes
 - Identification of potential data uses for evidence-informed decision making

2. Draft Action Plan

- Provide input to draft action plan for Viet Nam summarizing findings of mapping and review and recommendations producing and using business statistics to advance women’s economic empowerment.
- Support the organization and facilitation of validation workshops for the draft Country Action Plan, including coordination and engagement with key national stakeholders through consultations and meetings.

3. Final Action Plan

- Contribute to the development of technical sessions on business statistics and gender during a technical workshop to support all four countries included in the WRT programme.
- Collaborate with UN Women and national stakeholders, to finalize action plan for Viet Nam.

Deliverable	Expected completion time (due day)
○ Inputs from the desk research and stakeholder meetings to deliver overall mapping and review to include the below content. These inputs will be provided to an international consultant who will make the desk research report: ▪ Governance, institutional and legal mapping ▪ System map - workflow and administrative burden analysis ▪ Assessment of the availability and quality of data sources following international recommendations, including the UN Guidelines on Statistical Business Registers, the UN National Quality Assurance Framework as well as more specific guidance on the quality assessment of administrative data sources. ▪ GEDSI and accessibility assessment (sex/disability/intersectional visibility and barriers) ▪ Interoperability assessment (registry–tax–licensing–statistics–procurement linkages) ▪ Feasibility assessment of data uses for digital business platforms ▪ Prioritized recommendations at country level (short-/medium-term) and feasibility notes ▪ Identification of potential data uses for evidence-informed decision making	31 August 2026
○ Inputs to draft action plan for Viet Nam summarizing findings of mapping and review and recommendations producing and using business statistics to advance women’s economic empowerment. ○ Report on supporting the organization and facilitation of validation workshops for the draft Country Action Plan, including coordination and engagement with key national stakeholders through consultations and meetings.	30 September 2026
○ Report on contribution to the development of technical sessions on business statistics and gender during a technical workshop to support all four countries included in the WRT programme. ○ Report on collaboration with UN Women and national stakeholders, to finalize action plan for Viet Nam.	30 December 2026
Consultant’s Workplace and Official Travel This is a home-based consultancy. As part of this assignment, there will be a maximum of 1 trip to Lao PDR to attend a regional training workshop. Travel will be managed following UN Women travel policy.	

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 the field of statistics • Excellent analytical skills • Excellent communication and negotiation skills • Ability to lead formulation of strategies and their implementation • Strong networking and partnership building skills		
IV. Required Qualifications		
Education and Certification: • Master’s degree in economics, Statistics, Mathematics or other analytical subjects. Experience: • At least 5 years of progressively responsible work experience in business statistics or administrative data ecosystems for producing business statistics is required. • Experience of working in the production of official statistics is an advantage. • Experience in the use of statistical business registers at the national or regional level is desirable. • Experience in conducting gender analysis in different areas with expertise on GEDSI assessments is an advantage. • Familiarity with Viet Nam country context i.e. legal frameworks, stakeholders related to women economic empowerment is an advantage. • Strong understanding of women’s economic empowerment or procurement system is desirable. • Familiarity with international frameworks (e.g., CEDAW, CRPD, SDGs) is desirable. • A strong understanding of a rights-based approach to disability and experience in working in partnership with persons with disabilities and facilitating accessible and inclusive consultations is desirable. • Familiarity with the UN system is an asset. • Excellent analytical skills with strong drive for results and capacity to work independently. • Excellent English and Vietnamese communication and writing skills; (Samples of previous work will be required.) Languages: • Fluency in English and Vietnamese is required. • Knowledge of French or any other UN official language is an asset.		
V. Criteria for Evaluation		
Technical Evaluation Criteria		
The total number of points allocated for the technical qualification component is 100. The technical qualification of the individual is evaluated based on following technical qualification evaluation criteria:		Obtainable Score

Master's degree in economics, Statistics, Mathematics or other analytical subjects	10
At least 5 years of progressively responsible work experience in business statistics or administrative data ecosystems for producing business statistics is required	25
Experience of working in the production of official statistics is an advantage. Experience in the use of statistical business registers at the national or regional level is desirable. Experience in conducting gender analysis in different areas with expertise on GEDSI assessments is an advantage.	20
Familiarity with Viet Nam country context i.e. legal frameworks, stakeholders related to women economic empowerment is an advantage. Strong understanding of women's economic empowerment or procurement system is desirable. Familiarity with international frameworks (e.g., CEDAW, CRPD, SDGs) is desirable.	25
Demonstrated experience researching, and A strong understanding of a rights-based approach to disability and experience in working in partnership with persons with disabilities and facilitating accessible and inclusive consultations is desirable.	20
Total Obtainable Score	100

VI. How to Apply

Interested candidates are requested to submit electronic applications no later than 2 June 2024, Hanoi time via the E-recruitment system of UN Women uploaded with the following required documents :

- Updated CV
- Letter of interest explaining why you are the most suitable for the 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.)