CONSULTANT TERMS OF REFERENCE

I. Contract Overview	
Reference Number:	TOR-VNM-2025-027
Consultancy Title:	National Consultant on Institutional Support to the development of Viet Nam's **National Action Plan on Gender Equality in Digital Transformation and the Fourth Industry for 2027–2030**
Location:	Ha Noi, Viet Nam; home/office-based with in-person consultations and events as required
Practice Area:	Gender equality; digital transformation; science, technology and innovation
Type of Contract:	Individual Contract
Category (Eligible applicants):	External national consultant - Vietnamese
Post Type and Level:	National Consultant – VNM3 or VNM4, based on evaluated profile (UN-EU Cost Norm 2022)
Languages Required:	Vietnamese and English
Starting Date:	16 November 2026
Duration of Contract:	16 November 2026 to 30 January 2027

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.

Viet Nam is accelerating its transition towards a digital, innovation-driven economy, with science, technology, innovation and digital transformation increasingly shaping public administration, education, employment, entrepreneurship and access to essential services. Government action programmes implementing Resolution No. 57-NQ/TW have reinforced this national priority. At the same time, Viet Nam has an established legal and policy framework on gender equality and international gender equality commitments such as the CEDAW[1], the UN Pact for the Future[2] that include also the Global Digital Compact[3], and the Hanoi Convention on Cybercrime[4] that should inform the design and implementation of sectoral policies and programmes.

While this transition offers significant opportunities for inclusive and sustainable development, women and girls may face persistent and emerging barriers in accessing digital skills, participating in STEM education and technology-related employment, leading innovation, securing research and investment resources, benefiting from commercialization, and influencing decisions on the design and use of technology. Digitalization, artificial intelligence and automation may also create differentiated risks, including occupational

[1] Convention on the Elimination of All Forms of Discrimination against Women New York, 18 December 1979 | OHCHR
[2] Home | Pact for the future
[3] https://www.un.org/global-digital-compact/sites/default/files/2024-09/Global%20Digital%20Compact%20-%20English_0.pdf
[4] Homepage - The United Nations Convention

displacement, algorithmic bias, exclusion from digital services, misuse of personal data and technology-facilitated violence.

The Government of Viet Nam has established important national frameworks for advancing gender equality and accelerating science, technology, innovation and digital transformation. In this context, the development of the first **National Action Plan on Gender Equality in Digital Transformation and the Fourth Industry for 2027–2030** (NAP) provides an opportunity to translate these commitments into coordinated, measurable and adequately resourced actions. The proposed Action Plan is expected to promote the systematic integration of gender equality into policy design, public resource allocation, technology development and application, institutional accountability, data systems and monitoring arrangements. It will also seek to strengthen women's capabilities, participation, leadership, ownership and economic benefits across the technology ecosystem, while addressing the adverse and unequal impacts of technological change.

The draft Action Plan envisages a whole-of-government approach covering STEM education and careers; research and innovation; artificial intelligence, data, automation, semiconductors and emerging technologies; digital government; the digital economy; and the digital society. Its substantive areas include gender-responsive governance and financing; sex-disaggregated data and gender tagging; women's STEM skills and technology leadership; research commercialization and intellectual property; workforce transition and digital entrepreneurship; inclusive digital public services; responsible AI and online safety; and meaningful participation by women and underrepresented groups. The draft also emphasizes measurable results, clearly assigned institutional responsibilities, verified sources of financing, protection of personal data, and the use of existing national programmes and institutional mechanisms wherever feasible.

The Ministry of Home Affairs is expected to serve as the central coordinating body for the Action Plan, including providing guidance on gender equality, managing the results framework, coordinating implementation, consolidating progress reports and addressing cross-sectoral issues. The Ministry of Science and Technology and other relevant ministries, provincial authorities, research and education institutions, enterprises, civil society organizations and development partners are expected to contribute within their respective mandates. The draft further identifies UN Women and development partners as providers of technical assistance, while policy approval, public financing decisions and technical appraisal remain the responsibility of the competent Vietnamese authorities.

Against this backdrop, the Ministry of Home Affairs has requested UN Women's technical support for the preparation of the Action Plan. Given the cross-sectoral nature of the assignment and the proposed completion timeline, specialized national expertise is required to support the responsible drafting team in reviewing relevant policies and evidence, identifying gender gaps and strategic entry points, strengthening the results and monitoring framework, consolidating stakeholder inputs, and translating agreed policy priorities into coherent, measurable and implementable provisions.

To support the Ministry of Home Affairs (MOHA) in developing the National Programme on Gender Equality in Digital Transformation and Industry 4.0, UN Women will mobilize a complementary team of two (02) experts working under its technical guidance and in close coordination with MOHA's Research and Drafting Team. A national gender equality and legal expert will provide targeted legal and policy analysis to strengthen alignment with Viet Nam's gender equality framework and international commitments. A national institutional support and drafting expert will provide continuous support to the drafting process, facilitate input from relevant ministries and agencies, and consolidate technical recommendations and consultation

findings into successive drafts, with clear objectives, measurable indicators, institutional responsibilities and feasible implementation arrangements.

UN Women will facilitate consultations with non-state actors and relevant UN entities, bringing relevant international experience and expertise and ensuring that the perspectives of women and groups facing intersecting barriers to digital inclusion meaningfully inform the Programme. Together, the two assignments are expected to support an inclusive, evidence-informed, legally coherent and implementable Programme, while MOHA retains leadership of the drafting process and the competent Vietnamese authorities retain responsibility for policy decisions and approval.

UN Women will therefore engage a national consultant (**Institutional Support and Drafting**) to lead analytical, consultation and drafting support to the Ministry of Home Affairs in developing and finalizing the proposed Action Plan, while working together with a **Gender Equality and Legal Consultant**, to provide robust gender analysis and international best practice to inform strategy and targets for gender equality outcomes in Vietnam's digital transformation and 4th industry.

The consultant will work under the overall guidance of the UN Women National Management Specialist and direct supervision of the WPS Programme Analyst. A Programme Associate will be the point of contact on the contract and payment issues. UN Women will facilitate access to relevant internal materials and, where feasible, introductions to priority stakeholders.

Description of Responsibilities/ Scope of Work

Objective: The purpose of this assignment is to provide technical support to strengthen and finalize the draft National Action Plan (NAP), including: (i) conducting a technical review of the draft NAP and providing actionable recommendations for its improvement; (ii) supporting the facilitation of national inter-ministerial consultations and the systematic consolidation of consultation inputs; and (iii) supporting the revision of the draft NAP and conducting a final technical review to enhance its coherence, feasibility and readiness for consideration by relevant authorities.

In close coordination with the MOHA drafting committee, the consultant will serve as the principal technical focal point and coordinate with the Gender Equality and Legal Consultant to provide technical support to strengthen and finalize the draft National Action Plan. S/He will be responsible for draft consolidation and for strengthening the technical quality, coherence to Vietnam's international commitments on gender equality and women's empowerment, and practicality of the draft NAP through a structured process of technical review of available national and international tools and frameworks, synthesis of inputs from inter-ministerial consultations, and finalization. Specifically, the consultant will provide technical recommendations on the draft NAP; support the facilitation of national inter-ministerial consultations and consolidation of stakeholder inputs; strengthen the results framework, institutional responsibilities, coordination, financing and monitoring arrangements and support the preparation of a revised draft reflecting relevant consultation feedback; and undertake a final technical review to support its readiness for consideration by the relevant authorities.

The proposed tools available at UN Women and the UN system include global guidelines on, gender analysis such as the UN Women Handbook for Gender Mainstreaming for Gender Equality Results [5], a legal/policy

[5] https://www.unwomen.org/sites/default/files/2022-02/Handbook-on-gender-mainstreaming-for-gender-equality-results-en.pdf

alignment matrix[6], gender-responsive budgeting principles[7], results-based management[8] and SMART indicator criteria, and a consultation comment-response matrix. These will help translate Viet Nam's gender equality commitments into specific actions, measurable results, clear institutional responsibilities and feasible financing and monitoring arrangements.

UN Women's added value is to help MOHA ensure that the NAP addresses substantive gender gaps in digital transformation, incorporates the perspectives of women facing exclusion, and establish accountability for results. The institutional consultant will review and consolidate these technical inputs, working with MOHA's drafting team to advance the NAP through their appropriate incorporation.

The consultant will also work to support Gender Equality and Legal Consultant by sharing working drafts, institutional constraints and consultation findings, seeking targeted advice and integrating agreed legal/policy recommendations. The division of tasks between the two consultants is below:

Gender Equality and Legal Consultant	**Institutional Support and Drafting Consultant**
Provide **specialized legal and policy analysis** to align the Programme with national gender equality frameworks and international commitments.	Provide **institutional and drafting support** to translate policy priorities and technical recommendations into a coherent, implementable Programme.
Identify legal and policy gaps and entry points for gender equality and gender-responsive financing in digital transformation and Industry 4.0.	Strengthening objectives, actions, indicators, institutional responsibilities, financing and monitoring arrangements.
Prepare a policy briefing and legal/policy alignment matrix to inform drafting and review.	Support inter-ministerial consultations and consolidate stakeholder inputs through a structured comment-response matrix.
Review draft provisions and provide target recommendations to strengthen gender equality commitments and their practical application.	Prepare and revise consolidated drafts, incorporating agreed recommendations and checking overall consistency and feasibility.
Support the institutional consultant by clarifying legal/policy issues and reviewing proposed revisions, drawing on implementation questions and consultation findings shared by that consultant.	**Support the legal consultant** by sharing working drafts, institutional constraints and consultation findings, seeking targeted advice and integrating agreed legal/policy recommendations.

Specific responsibilities of the **Institutional Support and Drafting Consultant** :

- Provide technical inputs to the overall architecture and results framework of the NAP, ensuring clear linkages between identified gender gaps, objectives, priority interventions, expected results, indicators, institutional responsibilities and means of verification;
- Review successive drafts of the NAP and provide substantive gender-responsive recommendations, including on institutional accountability, sex-disaggregated data, measurable indicators, monitoring arrangements and financing considerations;
- Apply a results-based and SMART approach to proposed actions and indicators, identifying provisions that are unclear, unmeasurable, institutionally unrealistic or insufficiently linked to the identified gender gaps;

[6] https://www.unwomen.org/sites/default/files/2025-12/Brief-Model-framework-for-legislation-on-technology-facilitated-violence-against-women-and-girls-en.pdf
[7] https://africa.unwomen.org/sites/default/files/2026-03/toolkit_for_gender_mainstreaming_for_gender_responsive_budgeting1303202601pdf.pdf
[8] Programme and Project Management | United Nations Development Programme

- Support technical consultations with relevant Government institutions and other stakeholders, including preparation of focused consultation questions/materials and participation in selected technical discussions;
- Consolidate and analyse stakeholder inputs through a structured comment matrix, documenting key recommendations, their proposed treatment in the NAP and outstanding technical or policy issues requiring MOHA's consideration;
- Provide hands-on drafting and final technical quality assurance to the consolidated NAP, strengthening coherence across objectives, actions, indicators, institutional responsibilities, monitoring and implementation arrangements, while leaving final policy decisions and formal approval to MOHA and competent Government authorities.

Deliverables

The consultant is expected to complete the following deliverables:

Deliverable	**Expected completion time (due day)**	**Payment Schedule (optional)**
1. Technical review and recommendations for strengthening the draft NAP – (i) an annotated review of the draft NAP, with specific proposed revisions to the objectives, priority actions, expected results, indicators, institutional responsibilities, monitoring and financing arrangements; (ii) a results framework and SMART indicator review, clearly identifying proposed actions and indicators that need to be clarified, strengthened or made measurable and feasible; and (iii) a concise set of written recommendations showing how identified gender gaps are translated into clear objectives, actions, expected results, responsible institutions and measurable indicators.	By 10 December 2026	1st payment upon satisfactory completion and acceptance of Deliverable 1
2. Consultation inputs, revised NAP and final technical review – (i) a consultation package: focused consultation questions/materials and a consolidated comment matrix capturing key inputs and outstanding issues for MOHA consideration; and (ii) a final quality review: a brief note identifying remaining technical gaps, inconsistencies and issues requiring MOHA decision before finalization.	By 30 January 2027	Final payment upon satisfactory completion and acceptance of Deliverable 2
	16 November 2026 – 30 January 2027	**100%**

Consultant's Workplace and Official Travel

The consultancy is primarily home/office-based in Ha Noi. The consultant may be required to attend meetings; technical consultations or the results launch in person.

Limited domestic travel may be required. Any domestic travel outside Ha Noi must be approved in advance and will be arranged or reimbursed in accordance with applicable UN Women travel rules. Travel days, if any, will be counted within the agreed level of effort unless otherwise specified.

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:

- Strong knowledge of Viet Nam's gender equality policy, legal and institutional framework, including the application of gender mainstreaming in sectoral policies and programmes.
- Strong understanding of Government policy development and consultation processes in Viet Nam, with proven ability to work effectively with Government institutions and technical experts.
- Strong skills in stakeholder consultation, coordination and synthesis of technical inputs, including preparation of consultation materials and comment matrices.
- Strong analytical, problem-solving and results-oriented working skills.
- Excellent analytical and drafting skills in Vietnamese.
- Ability to work independently, efficiently and under tight deadlines.

IV. Required Qualifications

Education and Certification:

• An advanced university degree (master's degree or equivalent) in public policy, public administration, development studies or another relevant field is required.

Experience:

- At least 7 years of progressively responsible professional experience in public policy, public administration, social policy, development or another relevant field
- Demonstrated experience in drafting national policies, strategies, action plans, programmes for government.

- Demonstrated experience in gender analysis and mainstreaming gender equality into policies, programmes, results frameworks or monitoring systems.
- Demonstrated experience in developing or reviewing results frameworks, indicators and/or monitoring arrangements.
- Knowledge or practical experience related to digital transformation, science, technology, innovation or emerging technology issues from a gender perspective is an asset.
- Previous experience with UN Women or another UN entity is an asset.

Languages:

- Fluency in Vietnamese, with strong Vietnamese writing skills, is required.
- Working knowledge of English is an asset.

V. Criteria for Evaluation

Technical Evaluation Criteria	**Obtainable Score**
Advanced university degree in public policy, public administration, sociology, labour/social policy, development studies or another relevant field	10
At least 7 years of relevant experience in gender equality, public policy, public administration, social policy or related fields, including experience supporting Government policy development	30
Demonstrated experience in gender analysis/mainstreaming and in developing or reviewing national policies, strategies, action plans, results frameworks or monitoring frameworks	20
Demonstrated experience in developing/reviewing results frameworks and SMART indicators, with relevant knowledge or experience on gender equality in digital transformation, science, technology, innovation or related emerging policy areas	20
Demonstrated experience working with Government institutions and coordinating technical consultations/stakeholder inputs; quality and relevance of submitted policy writing sample	20
TOTAL	**100**

Only shortlisted candidates will be contacted for the interview.

VI. How to Apply

Interested candidates are requested to submit electronic applications by the deadline specified in the vacancy announcement, Ha Noi time, via the designated application link.
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)
- One relevant writing sample (Vietnamese or English), preferably a policy paper, strategy/action plan, results framework or Government consultation document.

***NOTE:**

*** Documents required before contract signing:**

- The medical statement from the physician certifies 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 with 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.

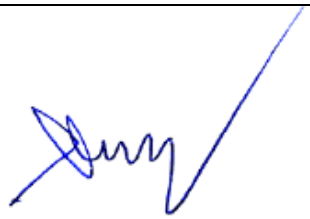
At UN Women, we are committed to creating a diverse and inclusive environment of mutual respect. UN Women recruits, employs, trains, compensates, and promotes regardless of race, religion, color, sex, gender identity, sexual orientation, age, ability, national origin, or any other basis covered by appropriate 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.)

For UN Women only (It is for internal use only, please delete when sending for advertisement or post circulation):

Prepared by PM in-charge	 Vu Thu Hong	Date: 19 October 2026
Certified by HR Assistant		Date: October 26, 2026

	Ho Nguyen Van Anh	
Reviewed by PMS	 Tran Thi Thuy Anh	Date: October 26, 2026
Approved by CR	Caroline Nyamayemombe	Date: October 28, 2026