

HCMA



WiPPA



## TERMS OF REFERENCE for CONSULTANCY SERVICES

<b>Title:</b>	Development of curriculum of a Women's Leadership Training Course for women leaders at division and department levels and equivalents in the public sector in Vietnam
	Individual or Team
	National and International
<b>COUNTRY ASSIGNMENT:</b>	Vietnam

### 1) GENERAL BACKGROUND

There has been a general intention of increasing women's representation within the Communist party as well as elected positions. This intention has been illustrated through several key documents. The Constitution ensures that men and women enjoy equal rights under the law, and the Gender Equality Law, which came into effect on July 1, 2007, provides a legal framework through which women can realize their rights. The Strategy for the Advancement of Women to 2010 establishes gender equality targets in the fields of employment, education, health and public participation. Through resolution 11-NQ/TW of the Communist Party of Vietnam (2007), the Government of Viet Nam has issued further direction on implementation and monitoring of these laws, in particular Resolution No.57. The specific action to be

taken is *“Setting up an ensuring mechanism to promote further participation of women in decision making processes and increasing rates of women nominated as candidates to the National Assembly, People’s Council at all levels.”* (Resolution 57, Annex on Implementation).

However, this intention has not been transformed into real numbers. The last two elections have witnessed a decrease in the number of women elected to the National Assembly as well as those appointed to Heads of Committees. In the People’s Councils there has been a small increase in women’s representation however both at the provincial and sub-provincial level, the target of 30% representation has not been met. Within the Communist Party, women’s membership accounts for less than 30% of the total membership. In the Communist Party leadership structures, women have limited representation in the Politburo, Secretary Committee, and Central Committee.

Ho Chi Minh National Political Academy (HCMA) is a long established and prestigious training institution for mid and high ranking leaders of the Party and the Government of Vietnam from local to central levels, playing an important role in promoting gender equality through its training programs, researches and advocacy for the Party and the State.

The key objective of WiPPA is to advance gender equality in Politics and Public Administration through in-depth research and training activities regarding women’s political representation.

Research has indicated that there is a critical need for providing leadership and management training courses for women working in the public sector that are sustainable based on sustained state budget and political commitment of the Academy’s leaders. First, Vietnam’s gender equality rank has decreased compared to other countries. Second, requirements for a new institutionalized, sustainable and gender responsive leadership and management training programme in Vietnam is needed because the current leadership and management training programmes funded by the State, which is financially sustainable, but lack gender responsiveness in their objectives, criteria for participants and training contents. The objectives of the training courses are identical for female and male leaders in increasing their knowledge and skills in leadership and management and do not address the challenges that women face in advancing the civil service or party system. The criteria for participants are based on current leadership positions, which unintended has reduced women’s leadership training opportunities because of women tend to hold much less leadership positions in comparison to men. The training content does not cover gender equality issues in human resource management, public administration or politics. The trainings tend to focus on lecturing methodology rather than skill practice training. In addition, these training programmes tend to be crowded and can have up to 200 participants in each class. Providing innovative leadership and management training programme that is gender responsive and practical skills driven

is important in Vietnam.

To address this, the Center for Women in Politics and Public Administration is proposing to implement a leadership course for women in the public sector to (1) provide women more suitable trainings; (2) offer gender responsive leadership and management trainings; (3) implement innovative teaching and learning methodology to aim at increasing women's participation in politics and public administration in Vietnam and strengthening current women's leadership and management capacity to lead the country effectively in the period of international integration and in a constantly changing world.

The purpose of the women's leadership and management training programme is to (1) equip women leaders with up-to-date leadership and management knowledge and skills and (2) to provide participants with the current comprehensive picture of gender equality in Vietnam and (3) build the skills and knowledge of participants to lead an organization aimed at strengthening gender equality, and (4) provide participants with the skills to design and implement gender responsive public policies. The woman's leadership course is expected to be a part of the Advanced Degree in Politics and Public Administration training programme (ADPPAP). Currently, the ADPPAP covers a wide range of academic disciplines such as Philosophy, Economics, Political Economy, Ho Chi Minh's and the Party Leaders' thought, the History of Vietnam's Communist Party, Party's Building, Political Science, State and Law, Culture and Development, Religion and Belief Studies, Human Right Studies, International Relations, Scientific Socialism, Sociology, and Leadership and Public Policy. This training programme is for both men and women participants; however, the numbers of men participants is higher than that of women participants because the current leadership position of the participants is the core criteria for participant selection. In addition, the training contents do not distinguish clearly specific learning needs of men and women participants as organizational leaders. Leadership skills are introduced but not much time is allowed in the current training programme to practice the skills. Importantly, coaching and mentoring programs are not considered part of the whole leadership training programme. The specialized module on women's leadership, therefore, will complement the training programme because it will (1) focus on providing women participants more specific needs as women; (2) provide more time for practicing leadership and management skills, specially skills that are not introduced by the current ADPAP such as strategic debate skills, building good argumentation skills, negotiation, human resource management, influencing followers; (3) provide leadership networking and (4) incorporate coaching and mentoring as a part of the leadership training ADPAP.

**Participants:** The course is intended for women officials who hold positions at the level of vice head and head of departments and vice head and head of division. Each course will have a maximum of 25 participants. In the pilot training (part of this consultancy) there will be 17 women participants and 8 HCMA women master

trainers.

**Duration:** The training course is expected to run over a seven-day period and the pilot training is five-day training. Since this is the pilot course, it will not be scheduled as a part of the ADPAP yet. As a result, it will be piloted as a separate course but the women leaders at the department and division levels will be selected to attend the course. As soon as it is piloted, revised and completed, it will be included as a part of the ADPAP.

Research on the current leadership and management training courses in Vietnam has indicated that women's leadership training courses tend to be more effective when they are divided into phases and each phase should last from 3 to 5 days so that women can be more available attending such trainings. Follow-up activities also should be included in the training. Innovative follow-up activities are encouraged to be suggested by experts.

Suggested Content and Work Division:

- The four theory of leadership (National and international consultants write collaboratively)
- Participatory Leadership style
- Theory of organization, gender and organization change (National and international consultants write elaborately)
- Gender equality in policy development (International consultant/s write the theory, national consultant/s write the Vietnam context and policy development in Vietnam)
- Gender and human resource development (International consultants write)
- Law making process in Vietnam (National consultant/s write)
- Power relations (International consultants write the general theory of power relation, national consultants write the power relation in the context of Vietnam)
- Gender equality issues in Vietnam and Asia (National consultant/s write)
- Mentoring program (as part during the training as well as part of follow-up) (International consultant/s write the theory in the West while national consultant write the feasibility and applicability of a mentoring program in Vietnam)

Skills:

- Public speaking (Both national and international consultants write)
- Negotiation (Both)
- Presentation (International consultant/s write)
- Gender audit of Policy (International consultant/s write)
- Human resource management (International consultant/s write)

- Strategic debate (International and national consultant/s write)
- Making sound and valid argumentation (National consultants write)
- Networking skills (International consultants write)
- Vision communicating (international and national write)
- Influencing skills (International and national write collaboratively)
- A relatively small part of mentoring included in the women's leadership training

Intended teachers of the women's leadership and management training programme will include women and men, national and international professors and trainers who are specialized in leadership and policy studies as well as former and current experienced women and men leaders.

The purpose of the workshop is to (1) convince high leaders of HCMA and relevant ministries to adopt and approve to implement such a mentoring programme at their organizations; (2) to show high ranking leaders and participants on the effective impact of good mentoring/coaching programme to improve leadership and management skills and knowledge; (3) to strengthen the effectiveness of leadership training courses in Vietnam.

## **2) OBJECTIVES OF THE ASSIGNMENT**

The objectives of this assignment is:

1. To develop a 7 day interactive, participatory women's leadership training curriculum which includes a mentoring/coaching programme
2. To run the pilot training course for 25 students – the pilot is Training of Trainers course for 8 lecturers and a testing of curriculum with lecturers and students
3. To analyze the training's evaluation
4. To finalize all course materials

## **3) SCOPE OF WORK**

The HCMA wishes to commission the consultancy services of an individual or team of consultants to develop a women's leadership training course for senior women strategic leaders in Vietnam. The course will be launched in August 2014 and will run several times a year.

## **4) DUTIES AND RESPONSIBILITIES**

Based on a review of the briefing documents, the consultant is requested to undertake

the following tasks:

<b>Expected date</b>	<b>Activity</b>
September 20	Review all materials provided by HCMA
September 25th	Agreement with HCMA on course content
October 5th	Write and submit outline of course
October 10 <sup>th</sup>	Draft curriculum and all course material Submit to HCMA for review and comments
October 25 <sup>th</sup>	Revise curriculum and course material based on HCMA comments
October 30th	Submit final products to HCMA
November 10-14	Conduct initial training of 25 women officials and lecturers of HCMA
November 16 or November 23	Conduct evaluation of leadership training course
December 12	Revise materials based on HCMA comments and results of the evaluation of the training course. Submit revised products to HCMA

## **5) DURATION OF ASSIGNMENT, DUTY STATION AND EXPECTED PLACES OF TRAVEL**

This assignment will start in September 2014 and will be completed by December 2014. Curriculum development will be done home based with regular communication with HCMA. Because the ADPAP this year is already scheduled tightly, the pilot training of the women leadership cannot be inserted into the current schedule. The pilot training, therefore, will take place in Quang Ninh province as a pilot training to test curriculum and also to ensure that all participants will have full attention without their burden of daily tasks at work. Official trainings after the curriculum is finalized will take place throughout Vietnam because ADPAP courses offered by HCMA are not only organized at HCMA headquarter but also through various provinces based on participants' home base for their convenience.

The maximum working days for both international and national experts are 45 days including 5 days for politing the women's leadership training.

## **6) FINAL PRODUCTS**

The consultant will be required to present:

1. High quality, professional seven-day training curriculum of the women leadership course. This includes:
  - a. Clear learning objectives,

- b. Detailed lecture notes for students. Each lecture is 30 double space page-long, Calibri 11, not including footnotes and references.
  - c. Detailed lecture notes for teachers. Each lecture is 50 double space page-long, Calibri 11, not including footnotes and references.
  - d. Power point presentations,
  - e. Interactive exercises,
  - f. Suggested program for follow-up activities
  - g. Assignments,
  - h. Tests and quizzes,
  - i. List of required and optional reading materials for each learning area,
  - j. Required reading and optional reading texts according to each lecture.
  - k. A reader for trainers (electronic materials attached)
  - l. A reader for students (electronic materials attached)
  - m. A trainer's manual
  - n. A student's manual
  - o. Examples of short videos to support curriculum,
  - p. Evaluation Form for each lecture
  - q. Relevant case studies
2. All course material mentioned above presented in a professional manner, fully formatted and edited

## **6) PROVISION OF MONITORING AND PROGRESS CONTROLS**

The consultant(s) contracted to produce the curriculum will report to Dr. Luong Thu Hien (the Women's Leadership Project Coordinator and the executive director of Vietnam Center for Women in Politics and Public Administration) at [hienthuluong@gmail.com](mailto:hienthuluong@gmail.com) and [luongthuhien@npa.org.vn](mailto:luongthuhien@npa.org.vn) on all aspects relating to the assignment.

Progress will be assessed by completion of drafts, revisions and final products.

## **7) DEGREE OF EXPERTISE AND QUALIFICATIONS**

- Proven experience in designing interactive participatory curricula
- Past experience delivering women's leadership and management training courses (University professors with excellent teaching skills and asset)
- Past experience in designing and running mentoring and coaching programme
- Proven experience effectively in teams
- Awareness of gender equality issues in Vietnam
- Awareness of role and tasks of the Central Committee of the Communist Party and the political system in Vietnam
- Awareness of Vietnam's culture an asset
- Ability to speak and write English academically and Vietnamese (if the trainers are Vietnamese)
- Experience working in a Vietnamese context or similar social and political context an asset
- Experience working with HCMA and understanding its value and culture an asset
- University professors/trainers who can bring their long-term institutional support to HCMA's mentoring programme are preferred
- Preferred candidate will be based in Hanoi (for national/Vietnamese candidate)

## **8) ADMIN SUPPORT AND REFERENCE DOCUMENTS**

The HCMA will provide the consultant(s) with:

- Examples of six job descriptions of officials holding positions of Head or Vice Head of Division and Department
- The research report on leadership and management training in Viet Nam entitled "Women's Leadership in Vietnam: Leveraging a Resource Untapped"
- Soft copies of leadership training courses and materials used within Viet Nam and internationally
- Training needs assessment of women leaders conducted by PYD
- Examples of the level detail required for the lectures

## **9) REVIEW TIME REQUIRED AND PAYMENT TERM**

The consultants contracted to conduct this assignment will be issued a short term



contract with HCMA, according to HCMA's guidelines and rules regarding contracting. International and national experts will sign two different contracts.

The contract for this work will be paid in three installments, as follows:

1. A first payment, equivalent to 30 percent of the consultants' contract. Payment will be made upon submission of the first draft of the curriculum.
2. A second payment, equivalent to another 30 percent of the consultants' contract, to be made after approval of the final outputs,
3. A final payment, equivalent of 40 percent of the consultant's contract, to be made completion of the first training course and final revision of materials.