

HCMA



WiPPA



## TERMS OF REFERENCE for CONSULTANCY SERVICES

Title:

Development of mentoring programme for women leaders for women leaders at division and department levels and equivalents in the public sector in Vietnam

Individual or Team

National and/or International

COUNTRY ASSIGNMENT:

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 Vietnam's Center for Women in Politics and Public Administration (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 a mentoring programme in a more comprehensive leadership training for women leaders because mentorship can help women overcome current barriers in their professional and leadership advancement. The barriers faced by Vietnamese women can be categorized into six groups: (1) influence of decision-makers in Government and politics; (2) discriminatory legal framework and public policies (retirement age, human resource planning and appointment; women's leadership target system; (3) fewer opportunities for job rotation and training; (4) election system<sup>1</sup>; (5) leadership planning<sup>2</sup>; (5) human resource detainment<sup>3</sup>; (6) lack of effective coordination among official organizations on gender equality; (7) gender-related stereotypes and norms<sup>4</sup>; (8) women challenging their own advancement; and (6) a lack of access to informal resources and levers of influence necessary for the political power .<sup>5</sup> Mentoring programme can provide women leaders with political context, knowledge and leadership experience that traditional leadership trainings in classroom context cannot. More importantly, mentoring programme can help women access to the

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<sup>1</sup> See Action Aid Report, pp. 83 – 84.

<sup>2</sup> Ibid. Pp., 85 – 86.

<sup>3</sup> Ibid. Pp. 85 – 86.

<sup>4</sup> Ibid. For detailed information, see Tran Thi Van Anh, Barriers to Women Leaders' Advancement [Những trở ngại

<sup>4</sup>For detailed information, see Tran Thi Van Anh, Barriers to Women Leaders' Advancement [Những trở ngại đối với sự phân đầu của nữ lãnh đạo], Family and Gender Studies, Volume 2, 2010, pp. 12 – 25.

<sup>5</sup> See Luong Thu Hien, Kristin Haffert (2013), *Women's Leadership in Vietnam: Leveraging a Resource Untapped* (a research commissioned by UNDP Vietnam).

informal but critically important resources for their leadership success.

To address this, the Center for Women in Politics and Public Administration is proposing to implement a mentoring programme for women at division and department levels in the public sector to access to a larger leadership network that can provide more access to leadership context and resources that women tend to have less than that of men leaders.

The woman's mentoring programme 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's Leaders' thought, the History of the Vietnam's Communist Party, Party's Building, Political Science, state and law, Culture and Development, Religion and Belief Studies, Human right studies, international relation, 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 more than that of women participants because of 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. 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 whole 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 ADPPAP 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 whole leadership training ADPPAP.

During the 8 - month training of ADPPAP, mentoring programme can be regularly organized based on monthly meetings between mentors and mentees. The meetings can be scheduled based on mentors' and mentees' availability.

**Mentors:** experienced leaders and former leaders, current and former deputies who are willing to share their leadership knowledge, experiences and skills with the mentees.

**Mentees:** are women leaders who will participate in the ADPPAP at HCMA, women leaders of HCMA. All the participants are division and department leaders in the public sectors of Vietnam. Each mentoring programme will have a maximum of 25 participants.

**Coordinators:** WiPPA will facilitate the mentoring programme, identify mentors and

mentees, monitor the whole mentoring process and provide timing suggestions and changes during the process. It also will provide evaluations of the mentoring process at the middle and the ends of each mentoring preprogram to suggest proper intervention.

**Duration:** The mentoring programme is expected to run for 4 months during the 8 – month intensive ADPAP with regular meetings between mentors and mentees. For the in-service ADPAP, which lasts for two years, the mentoring programme is expected to last for 8 months with regular meetings between mentors and mentees.

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. Experts and consultants should suggest innovative follow-up activities.

Suggested Content:

To prepare materials on mentoring/coaching programme for a full three - day participatory workshop on mentoring programme for high ranking leaders and participants of HCMA and related ministries to share:

- + What a mentoring programme is
- + Share and distribute various theories of mentoring programme
- + Why to conduct a mentoring/coaching programme
- + How to conduct a mentoring/coaching programme
- + How to build a mentoring/coaching programme at one’s organization
- + Lessons learned from international practices
- + The possibility to adopt, adjust and run a mentoring/coaching programme in the context of Vietnam: positive factors, challenges and ways forwards

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 effective impact of a good mentoring/coaching programme to improve women’s participation in leadership and management through; (3) to strength the effectiveness of leadership training courses in Vietnam.

## 2) OBJECTIVES OF THE ASSIGNMENT

The objectives of this assignment is:

1. To develop a 4 month mentoring/coaching programme for women in the public sector and in politics
2. Run a one-day mentoring/coaching workshop for high ranking leaders of ministries and provinces
3. To run a two - day training workshop for 25 participants including coordinators, mentors and mentees. – TOT for the 8 lecturers and adjusting the mentoring programme into Vietnam and in selected areas in the public administration and politics.
4. To analyze the workshop’s evaluation
5. 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 leaders at the division and department levels and equivalents in Vietnam. The pilot will be launched in either November or December 2014 and will run several times a year in combination with a women’s leadership programme.

### **4) DUTIES AND RESPONSIBILITIES**

The HCMA will provide the consultant(s) with:

- Mentoring in Vietnam – An effective capacity building approach for women leaders by UNDP Vietnam
- 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

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
September 28	Write and submit outline of course
October 10 <sup>th</sup>	Draft mentoring 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 30 <sup>th</sup>	Submit final products to HCMA
November 17	Conducting a mentoring workshop
November 18 - 19	Conduct a pilot training of a mentoring programme for coordinators, mentors and mentees of 25 women officials and lecturers of HCMA
November 20 or November 23	Conduct evaluation of leadership training course
September 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 already is scheduled tightly, the mentoring workshop cannot be inserted into the current schedule. The two – day workshop, therefore, will take place in either Hanoi or Quang Ninh to ensure that all participants will have full attention without their burden of daily tasks at work. Official trainings after the curriculum 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.

Maximun time required for both international and national consultants is no more 26 working days, which can be devided as follow:

Scope and time required for international team leader:

Time Required	Activity/Deliverable
1 day	Prepare mentoring programme’s outline
9 days	Write detailed mentoring programme
2 day	Finalize all materials
2 days	Mentoring workshop in Vietnam

1 day	Run mentoring workshop
<i>15 days</i>	<i>Total</i>

Scope of time required for national team member/s:

Time Required	Activity/Deliverable
1 day	Prepare mentoring programme outline
5 days	Write detailed mentoring programme
2 day	Finalize all materials
2 days	Mentoring workshop in Vietnam
1 day	Run mentoring workshop
<i>11 days</i>	<i>Total</i>

## 6) FINAL PRODUCTS

The consultant will be required to present:

1. High quality, professional 3-day workshop on a mentoring/coaching programme for women. This includes:
  - a. Clear objectives,
  - b. Detailed manual for leaders as participants of the mentoring programme.
  - c. Detailed manual for mentoring coordinators
  - d. Power point presentations (for the workshop and the mentoring pilot),
  - e. Interactive exercises,
  - f. Suggested program for follow-up activities
  - g. Assignments,

- h. Tests and quizzes (if needed),
  - 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/coordinator (electronic materials attached)
  - l. A reader for students/women leaders (electronic materials attached)
  - m. A trainer's manual
  - n. A student's manual
  - o. Examples of short videos to support the mentoring programme,
  - p. Evaluation Form for mentoring programme
  - 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 mentoring programme
- Past experience delivering mentoring/coaching programmes in combination with women's leadership and management training courses
- Understanding of barriers and challenges faced by women officials in government
- University professors with excellent teaching skills an asset
- 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 contract signed under these ToRs will cover the consultancy fees agreed between HCMA and the Contractor.

## **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.