



## CONSULTANT TERMS OF REFERENCE

I. Contract Overview	
Reference Number:	TOR-VNM-2025-006
Consultancy Title:	Functional Analysis of Viet Nam Country Office
Location:	Home Based with one week travel to Hanoi (around mid-April)
Travel:	Travel required
Practice Area:	
Category (Eligible applicants):	External
Post Type and Level:	International Consultant – P4
Starting Date:	17 March 2025
Duration of Contract:	20 days (ending by 30 May 2025)

II. Consultancy Assignment	
<b>1. Background/Context</b>	
<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.</p> <p><b>Operational and administrative changes:</b> The approval process for partnership agreements for the implementation of ODA funded projects has stalled delivery. To manage this, VCO has been utilizing direct implementation. In 2024, about 80% of the office’s development results budget was delivered through direct implementation, causing additional workloads on the existing staffing. The Programme Assistants in the office, many of whom have been with the organization between 4-10 years, have cited an additional administrative burden to their role following the transition from Atlas to Quantum. The added pressure of direct implementation and new responsibilities within Quantum has resulted in an outcry of unreasonable workload among the PAs. To cope with this, the office engaged full time office-based consultants to support several administrative tasks within programmes and operations. With increased shift to online business processes, the scope of functions that can be performed by consultants who have limited rights to the system and the level of seniority of these consultants has been cited as a bottleneck to this arrangement resolving the workload. The VCO has completed one full year with this temporary set up, including reviewed its workflows and division of labour between managers and assistants. Furthermore, Viet Nam is a pilot country for the Common Back Office 2.0, the systemwide reform strategy for business efficiency, which now offers a broader scope of HR, administrative and financial services.</p> <p><b>Programme delivery changes:</b> With the shifting development aid landscape in Viet Nam, ODA funding has declined. The country office’s ability to provide highly specialized technical support in areas of government priority has become urgent, demanding a shift from project focused management to delivery of evidence based policy advise and implementation guidance that enable the government to achieve its set economic and social targets towards the SDGs. Since 2023, government has strictly applied its ODA project approval process, strictly scrutinizing the content of project documents and governing the role of civic and development actors in policy and legal processes. In November 2024, a government and party restructuring exercise was launched, emphasizing decentralization, multi-sector integration and elimination of inefficiencies in the organizational framework with the overall aim of creating a compact, high performing structure. The parent government interlocutor ministry for UN Women, Ministry of Labour,</p>	

Invalids and Social Affairs (MOLISA) will be abolished and its functions distributed between the Ministry of Health and the Ministry of Home Affairs.

In 2025 the government will complete a new 5-year Social Economic Development Plan (2026-2030), set to support the country's ambition to become a high-income country by 2045 and achieve net zero carbon emissions by 2050. In 2025 the Communist Party will also be preparing for its 14<sup>th</sup> Party Congress, which will be followed by elections and new set of leaders across the party and government. Of note, is government's prioritization of digital transformation and science and technological advancements to become central to its strategy to achieve high income status by 2045.

These operational and programmatic demands have created pressure across both operational/administrative personnel and technical/programmatic personnel. While some job descriptions in the office have blended tasks across these functions, the full implementation of these responsibilities has been achieved with mixed success and often caused tension within and across operations and programme teams. While workflows have been discussed and a division of labour elaborated, grey areas still persist. Several lessons have been generated that need to be formally analyzed to inform decisions on a more efficient and effective human resource structure for the office.

It is against this background that the VCO seeks to undertake a functional analysis that can 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. A structure that also enhances growth opportunities for personnel will be highly desirable as part of talent management. Moreso given that VCO is a high retention office, and staff are likely to experience professional stagnation and lose motivation over time.

#### **Objective of the Assignment**

Under the direct supervision and overall guidance of the Country Representative and with the technical guidance of the UN Women ROAP Regional HR Business Partner, the consultant will lead and facilitate a participatory analysis of the work tasks and functions of all existing personnel in the office against the approved job descriptions at recruitment, identify differences within job function and latest similar post levels within UN Women, assess the internal governance structure including reporting lines, recommend posts requiring reclassification and any adjustments to reporting lines or additional posts to ensure UN Women Viet Nam Country Office functions efficiently and is fit for purpose. The final outcome of this process is a proposed sustainable human resource structure for the office in consideration of the projected resource mobilization potential for Viet Nam within the next 5 years and feasible utilization of Common Back Office services.

Specifically, the international consultant will be responsible for conducting a fully transparent and participatory analysis that involves desk top review of existing job descriptions, VCO work flows, conducting interviews with personnel on their actual tasks, the workflow challenges experienced and good practices, adapting and updating JDs of positions where necessary and recommending post levels and reporting lines where required.

## **2. Description of Responsibilities/ Scope of Work**

### **2.1. Planning of the functional analysis process**

- Present the proposed methodology and work plan of the functional analysis to the Viet Nam Country Office Representative and ROAP HR Business Partner for approval
- Present the approved methodology and workplan to all Viet Nam Country Office staff to ensure staff are well informed of the process, what to expect and the inputs required from them.

### **2.2. Review of the existing structure and Job Descriptions (JDs)**

- Review of existing JDs, in comparison with most updated and recent JDs and job profiles in UN Women
- Analyze job profiles against requirements of the UN Women Strategic Note 2022-2026, with consideration of the mid-term review recommendations of the future strategic direction of the office.
- Conduct discussions and interviews with all personnel about their Job Description vis a vis their current tasks and responsibilities and workflows established in the office, identifying good practices and areas for improvement.
- Based on above assess the efficiency of existing staff structure and reporting lines in the operational context of Viet Nam and provide a comparative analysis that examines best practices learned from other relevant business units within the UN, in particular UN Women.
- Engage the Viet Nam country office personnel on the preliminary analysis and solicit further clarification and validation.
- Prepare a report on the findings of this review.

### **2.3. Position recommendations and development of HR Plan**

- Prepare an office organogram verifying if/where posts are aligned and up-to-date, and identifying which posts are unaligned, recommending post level and reporting lines adjustments and additional posts if necessary.
- Present up to 3 case scenarios of structure adjustment, considering the cost implications to the office.
- Prepare a 5-year costed HR plan based on recommendations accepted by VCO.

### 3. Deliverables

#	Deliverable	Timeline
1	A Draft report which reflects the findings on the efficiency of existing staff structure and reporting lines in the operational context of Viet Nam and provides a comparative analysis that examines best practices learned from other relevant business units within the UN, in particular UN Women.	By 15 April 2025
2	Maximum of 3 options of a costed office organogram reflecting the recommended structure changes, post levels and reporting lines	By 30 April 2025
3	A costed 5-year HR plan based on the office organogram accepted by VCO	By 30 May 2025

### 4. Consultant's Workplace and Official Travel

This is a home-based consultancy. As part of this assignment, the consultant is required to travel to Hanoi city for 01 week in mid April. 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

Education and Certification:

Advanced degree or equivalent experience in human resources management/organizational development, business administration, public administration, change management or related field **is required**;

**Experience:**

- Minimum 7 years of relevant experience in managing human resources and/or change management processes.
- Experience in the management and coordination of human resources and/or legal processes in the UN system.
- Familiarity with UN Women or UNDP HR and Administrative policies is an advantage.
- Ability to work harmoniously in an international and multicultural environment.
- Excellent analytical and communication skills required as well as excellent negotiations skills.

**Languages:**

- Fluency in written and spoken English is required.

**V. Criteria for Evaluation**

Technical Evaluation Criteria	Obtainable Score
Experience in human resource planning	35
Experience in systems review and change management	35
Similar work done for UN Women or UNDP	30
<b>TOTAL</b>	<b>100</b>

An oral interview will be required as part of the further evaluation process.

**V. How to Apply**

Interested Individual Consultants must submit the following documents/information to demonstrate their qualifications:

- Completed and Signed **UN Women Personal History form (P-11)** which can be downloaded from <https://www.unwomen.org/sites/default/files/Headquarters/Attachments/Sections/About%20Us/Employment/UN-Women-P11-Personal-History-Form.doc>; **make sure that you provide a valid email address for future communications**, and
- A Financial proposal; **Daily Rate in USD**; separate cost of all the travel and other work-related costs.
- A cover letter explaining your suitability and motivation for the work.

It is recommended that the above-mentioned documents be merged into a single file for easier reference and evaluation.

Incomplete submission can be a ground for disqualification.

**\*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.*

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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.)