

---

# UK-Viet Nam Partnerships for Quality and Internationalisation

*Inclusive Leadership and Governance Exchange Developing a Network of Best Practice between Wales and Vietnam*

## Project Review & Recommendations

---



---

## Contents

---

Executive Summary	3-4
Overview & Impact	5-11
Case Studies	12-15
Recommendations and conclusions	16-17

---

## Executive Summary

---

### INTRODUCTION

The following report outlines a review and recommendations of a jointly funded project by the British Council and Global Wales. The project, *'Inclusive Leadership and Governance Exchange. Developing a Network of Best Practice between Wales and Vietnam'*, brought together a consortium of eight HEIs across the two countries over a two year period, to explore key themes in Gender Equality and Social Inclusion.

### CONTEXT AND OBJECTIVE

The British Council in Vietnam works in partnership with the Higher Education Department, Ministry of Education and Training (MOET) to support its implementation of the revised Higher Education Law 2018 and ambition to raise the quality of the higher education sector in key areas by 2024. Gender equality has been promoted in Vietnam's education context. However, it has been found that the role of gender equality in higher education management and leadership has been less defined. As such the British Council committed funding through its Going Global Partnerships programme to develop social inclusion and gender equality in HE leadership, supporting projects focussed on increasing participation of female leaders through building on UK experience and expertise in this field.

The Global Wales project's objective was to support the commitment of the British Council and facilitate knowledge/expertise sharing and collaboration with the focus on gender equality, social inclusion, and female leadership in HE.

### METHODOLOGY

Four Welsh and Four Vietnamese universities were selected and paired together for the duration of the programme to facilitate knowledge exchange. Each pair worked together for the duration of the programme in a trainer/mentor dynamic with a focus on practice sharing and piloting new approaches, with all members meeting in person at specific intervals to consolidate and share knowledge across the whole group. The programme culminated with an online dissemination event open to a wide range of HE leaders, practitioners and policymakers in the ASEAN region at which the outcomes of the partnerships and guidance on how to implement leadership and governance reform were shared.

### KEY FINDINGS

The project identified a number of key areas for development in Vietnam to support gender equality and the increase of female leadership at HEIs. It also identified that the Vietnamese partners were already undertaking a number of proactive and valuable activities to support the project's key areas, and there was a strong interest and enthusiasm to learn more from the Welsh partners, as well as continue to develop gender equality.

There was evident disparity in gender equality activities across different institutions and the level of need for support from the Welsh partners. The project has facilitated ongoing relationships and further collaborations through mentorship, networks and research

collaboration. The project feedback has evidenced that at a policy level, the necessary support and commitment to gender equality and social inclusion in Vietnam is there, but this needs to be understood unilaterally and there is implementation work to be done.

## RECOMMENDATIONS

It is recommended that a number of initiatives, primarily at the institutional level, are implemented to support gender equality and social inclusion at Vietnamese HEIs. These should be spearheaded and frameworks and/or KPIs outlined, where necessary, at a higher policy level. Some key recommendations include a focus on training at all staff levels on gender equality, as well as networks and ongoing sharing of best practice being established to support the wider agenda. It is recommended that these activities should begin at institutional level, but expand over time to include regional and global partners to facilitate long-term developments.

## CONCLUSION

The project has fostered excellent relationships between Wales and Vietnam and allowed for ambitions to be expanded for a number of Vietnamese partners. Welsh participating HEIs have also found the project highly rewarding in learning from their partners and in developing teachings and workshops based on their own expertise and experience. The project has successfully achieved its objectives and supported the British Council's aims. The conclusion of the project has produced a number of ongoing collaborations in different areas. It is the start of ongoing work, important conversations, and knowledge sharing around gender equality, social inclusion and female leadership in Vietnam.

---

## 1. OVERVIEW OF PROJECT AND IMPACT

---

### 1.1 INTRODUCTION TO THE PROJECT

Global Wales, in partnership with the British Council, funded and managed this two-year project, bringing together a consortium of eight HEIs focused on Inclusive Leadership and Governance Exchange across Vietnam and Wales. The purpose of the project was to facilitate and support partnerships between these HEIs for knowledge-exchange and sharing of best practice in female leadership, gender equality and EDI.

This programme represented an ideal meeting point of expertise, need and strategic interest for the participants and stakeholders in both Wales and Vietnam. From the Vietnamese perspective, the Ministry of Education and Training (MOET) has implemented a series of reform agendas and internationalisation strategies over the last decade, which provide the foundation from which this partnership programme has been developed. While great strides have been made in Vietnamese HE, the [World Bank's report](#) of April 2020 highlights the need for continued development of Leadership and Governance structures, and more inclusive practices as universities continue on a path towards greater autonomy and accountability.

At the same time, Welsh Government and Global Wales have identified Vietnam as one of a small number of priority countries for the development of long-term, strategic and sustainable university links. Wales' HE system offers an example of a mature, autonomous governance model and has a higher-than-average number of universities headed by a female Vice Chancellor (currently 50% of Wales' eight Universities) and as such presents an ideal case-study of the type of model that Vietnamese HE is hoping to replicate.

The Ministry of Education and Training (MOET), in collaboration with the British Council, has strategic aims for the UK to share experience with its Vietnamese counterparts in empowering women in education. Every HEI in Vietnam has female leadership and gender inclusion embedded in its policy as a requirement. Enquiry into this project has confirmed that there are persistent issues in social perceptions on the role of women in society in HE, and that although policy exists for female empowerment and gender equality, MOET and the British Council have noted that this policy is not filtering through at a practical level. The aim of facilitating this project was to share the experience of the UK in terms of governance and autonomy with Vietnamese HEIs so they could learn best practice and practical implementation.

Culturally, the role of women in Vietnam is not in the same position as that in the UK and to achieve gender equality, it is felt that cultural shifts and traditional roles must be challenged. Practically, at an institutional level, female leaders need to be given the opportunity to balance professional development with their caring responsibilities. The British Council aimed for this project to enable HE leaders in Vietnam to have a level of understanding from their Welsh partners around achieving this and enabling gender balance in leadership. Key aims also included developing understanding of applicable tools to enable EDI in leadership, how to apply these tools in the future and engaging with Welsh institutions to take key learnings forward. The British Council have committed to long term support for inclusive leadership in Vietnam and

the outcomes of this project are hoped to facilitate ongoing collaboration in this key area.

## 1.2 MODEL OF DELIVERY

Global Wales facilitated the programme and supported partner institutions in Vietnam and Wales to take part in the project through providing logistical and administrative support as well as managing delegations and reporting. The project was primarily funded through the British Council with match funding from Global Wales.

The project focussed on establishing a network of best practice and enabling Vietnamese partners to gain understanding in how practical implementation of frameworks, governance structures and internal networks - as well as training and mentoring - could support them in achieving policy aims in relation to gender equality. Allied to this, the participating universities from Wales were appropriately motivated, skilled and experienced to support their Vietnamese partners to design, develop and implement practice and strategies that will have long-lasting and far-reaching benefits.

Utilising existing Wales-Vietnam collaborative relationships, Global Wales set out to partner key institutional staff across academic and professional services staff. The programme of learning for the partnership was developed based on the individual needs and preferred areas of enquiry of the Vietnamese partners which were assessed over the life of the programme.

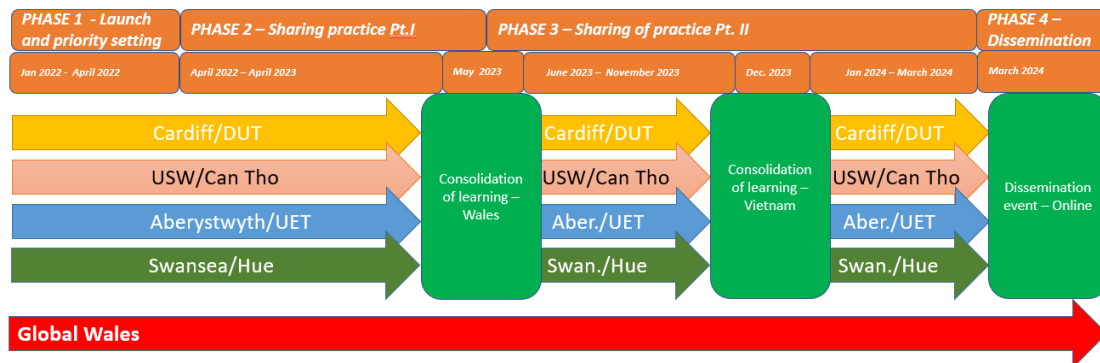
At the outset of the project, three Welsh and three Vietnamese universities were selected and paired together for the duration of the programme to facilitate knowledge exchange - a fourth pairing joining the project at a later stage.

Each pair worked together for the duration of the programme in a trainer/mentor dynamic with a focus on practice sharing and piloting of new approaches, with all members meeting at two intervals (once in Wales, once in Vietnam) to consolidate and share knowledge across the whole group. The pairs we assigned and follows:

- Cardiff University and Danang University of Technology
- University of South Wales and Can Tho University
- Aberystwyth University and VNU-UET
- Swansea University and Hue University

The programme concluded with a dissemination event in Vietnam open to a wide range of HE leaders, practitioners and policy makers at which the outcomes of the partnerships and case studies of project activities were shared, along with recommendations which can be used to guide further reform.

The delivery model is illustrated below:



By the end of March 2024, the partnerships achieved the following outputs:

- Each Vietnamese university had benefited from two years of regular, guided support in developing inclusive leadership and governance practice, with specific expertise provided based on their needs and interests.
- All participating universities had had the opportunity to meet their partners in Wales/Vietnam through two delegation visits (to Wales in May 2023 and Vietnam in December 2023)
- A core network of eight universities had been fostered with opportunities for further and wider collaboration identified.
- A comprehensive report of practice was produced and disseminated to a Vietnam-wide audience allowing a large audience to benefit from the experience of the participants

## 1.3 OUTCOMES

### Value of Project

The project has facilitated collaboration and sharing of best practice beyond that anticipated by its participants. It has successfully formed excellent working and personal relationships, which will continue to evolve. The overall outcome of the project is that this is the start of something that will have more impact and allow for long-lasting sustainable collaboration and meaningful exchange between Vietnamese and Welsh partners.

The project has opened up a number of interesting conversations around gender equality and female leadership, for both parties. There is a lot more to be explored with careful management of relationships and subsequent projects and ongoing activities being carried out. The relationships and important conversations, which the project has facilitated should be managed by maintenance and would benefit from continuation of investment by partners, Global Wales and the British Council. Larger scale and long-term change is likely to come about by maintenance of these new relationships and sharing of best practice, rather than imposing solutions and enforced structures and policy changes. Facilitating ongoing investment in the project subject areas and commitment by institutions to continue to explore these areas is key.

All participants fed-back that they learned more than they could have anticipated, and came away from the project with a greater understanding of their partners, gender

equality and female leadership in the partner-country than they entered with. There was also overarching enthusiasm to continue to be involved in future iterations of this or other projects relating to gender equality and female leadership in Vietnam.

## Project Successes

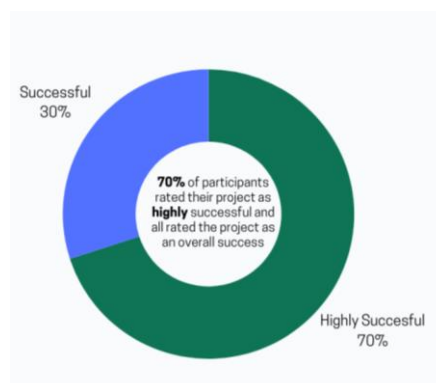
The project had numerous successes and the overall evaluation of the project is that it was an impactful and meaningful project both in terms of its practical outcomes and the impact professionally and personally on the participants.

Feedback from both country partners was gathered in the review of the project and some of the key successes are outlined below:

### 1. Networking and Country Visits

These were noted as the most impactful parts of the projects by the majority of participants. It was felt that in-person activity and the Vietnam and Wales visits were the most beneficial parts of the projects. Participants felt that these in-person activities, particularly the more informal conversations, allowed the most rewarding insights and conversations to be taken forward. The project allowed for extensive networking both with direct participants in the projects and the broader audiences who have been involved in workshops, visits and mentoring.

This success was due to the format of the project and Global Wales' approach to give flexibility to participants - informal conversations and longer-term connections needed to be established to obtain sustainable collaboration and ongoing exchange in the subject area.



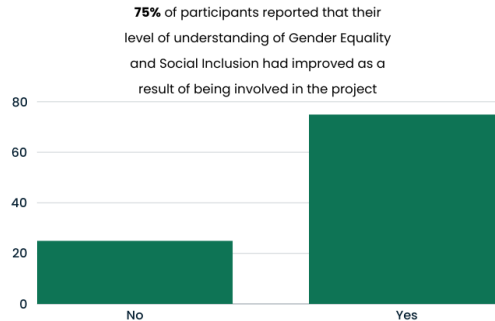
### 2. Understanding of gender equality and female leadership in the partner country

A key outcome of the project was for participants to have a better understanding of gender equality and inclusion in their partner country and to share best practice. The project clearly gave both countries the opportunity for great insight into their partners' approach to these areas, as well as current situations and future ambitions. Welsh partner feedback highlighted the diverse approaches to female leadership at their Vietnamese partner institutions and identified excellent opportunities for further future development and recommendations for practical and policy level actions.

Vietnamese partners all commented that they found learning about gender equality and female leadership at Welsh institutions extremely beneficial and were keen to take forward actions at their home institutions. Of particular interest was Athena Swan and various recruitment activities and leadership

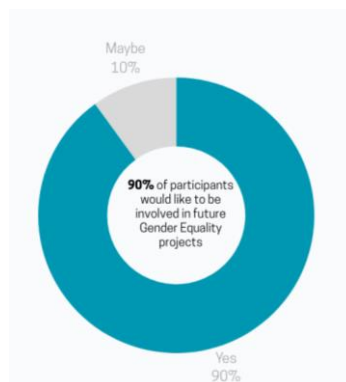


requirements which facilitated gender equality, as well as networking and collaborative opportunities to exchange ideas and information which support females in leadership positions and aspiring future leaders.



### 3. Ongoing Collaboration

The project has successfully facilitated a number of new collaborative projects across varied activities. Some partners have already begun, or continued with, joint research projects, some are exchanging knowledge on teaching and learning approaches and others are planning for ongoing workshops and mentoring in gender equality, as well as opportunities for staff and student exchange.



## Key Learnings

The following are notable key learnings on both sides from the project;

- Commonality of roadblocks, difficulties and attitudes to gender equality and female leadership in both Vietnam and Wales - particularly in STEM
- Welsh institutions frequently noted the progressive nature of their Vietnamese partners in regard to female leadership
- More quantitative data is required in Vietnam to monitor key improvements in gender equality and female leadership
- Vietnamese partners were interested to learn about KPIs collected at their partner institutions to help measure gender equality
- An overall interest in creating similar awards and programmes to celebrate female leadership and recognise female contribution in Vietnam
- Welsh partners met a number of successful and impressive female leaders in Vietnam, implying a healthy gender balance in senior leadership roles. However, upon reviewing the statistical data around gender equality and female leadership, they were surprised to learn that this gender balance was not reflected in the data.
- Vietnamese partners were focused on teaching and learning, and technological advancements in these areas, and were interested in learning more from their partners about this.
- Welsh partners noted that their Vietnamese partners were often very dynamic and capable of achieving more in gender equality, but resources were lacking, as well as action at institutional and personal levels
- Different institutions were at varied levels of progress in terms of actions and attitudes relating to gender equality and female leadership
- Several participants concluded that time was needed to help with progress and that they anticipate the new generation of staff in Vietnam will enhance the speed of this - providing training and mentoring around soft skills and networking is key
- An overall lack of clear initiatives and key activities was felt as holding Vietnamese institutions back from achieving more in gender equality
- It was notable that the majority of female leaders involved in the project from Vietnam had studied abroad
- Targeted interventions are key to increasing understanding, awareness and engagement to advance the number of women in leadership positions in Vietnam
- Engaging male leaders and educating male staff in gender equality and female leadership is a key area for exploration
- Welsh partners noted the significance of the interplay between family life, professional life and cultural norms in Vietnam and the impact these have on gender equality
- It is essential that those who are currently spearheading change at their institutions and regionally are empowered to make more changes and have support to do so
- Training and Upskilling are key components to encouraging future female leadership

## Improvements

There are several areas for improvement in the project or enhancement, which are outlined below. However, overall the project was well managed and carried out with significant positive feedback for the work and coordination of the Global Wales team.

- Partners feedback stated they would all have liked the visits to be longer and to have had more time for informal discussions with their partners
- Request for clearer outlines in future of what was expected - e.g. number of meetings, what to cover and general guidance
- Some staff felt unclear about what their contribution to the project was
- The project emphasised Wales imparting knowledge, but some participants would have liked to have seen more cross-collaboration
- Some partners did not approach the project from a direct gender equality/EDI area - this may have impacted the project's success and achieving its aims
- Gender equality practice varied across different institutions and partners found it hard to understand the situation feeling they were given no clear consistency in who was involved
- In future, more in-person activity would be preferred - online did not give the same results
- Budget restraints meant Welsh partners could only visit two institutions in Vietnam - some partners felt there were also time constraints which lessened the impact of their visit and the opportunity to collaborate
- If the same project were run again, it would help to collaborate with one or two staff members from each institution instead of predominantly working with staff just from one university, to allow more range in the understanding of gender issues across Vietnam

Although not an area for improvement, there was consistent feedback across Welsh participants that they felt uncomfortable with the concept of Wales being “experts” in gender equality and female leadership. There was a feeling of the West imparting wisdom, which at times was culturally problematic. This is useful feedback to consider for the approach to future projects and is a helpful insight from those involved.

---

## 2. CASE STUDIES

---

### 2.1 Cardiff University and Da Nang University of Technology

#### Context

Key staff at Cardiff University involved in this project had an existing relationship with Da Nang University of Technology (DUT). A previous project on Vietnamese leadership had been conducted as part of which a KPI Framework for international development had been created. Staff were keen to build on this existing relationship and previous collaboration. To enhance the project, a senior academic staff member with experience in Diversity and Inclusion in STEM was brought into the core team. It was also requested that DUT involve staff specifically interested in gender equality to ensure the project's success. Initial discussions with DUT revealed that the Vietnamese partner was extremely interested in learning from Cardiff about its approach to Teaching and Learning. Cardiff therefore decided to take an approach, led by the requests and key interests of their partner, to create a programme of workshops based around Teaching and Learning with strands of gender equality and EDI training.

#### Objectives/Strategy

Cardiff delivered a series of online workshops on gender equality and female leadership, as well as including sessions and meetings focused on these subject areas during the Vietnamese partners' visit to Wales. Workshops included; Mainstreaming Equality: A Just and Equal Transition to Net Zero, How Universities Can Tackle Inequality through greater Emotional Intelligence, Addressing Gendered Employment and Pay Inequalities, sharing Cardiff University's Strategic Equality Plan and an introduction to Cardiff University's Programmes to Enhance Female Progression. Key staff involved in gender equality and EDI were included to deliver workshops and facilitate discussions.

During the visit to Vietnam, Cardiff also delivered sessions on Teaching and Learning with strands on gender equality. This subject focus was determined by DUT's interest in learning about excellence in teaching and learning from their partner, and science communication and included analysis of Innovative Teaching in Online Settings.

#### Outcomes and Future Plans

- Key workshops and sessions were delivered and disseminated amongst DUT staff at large
- DUT showed a key interest in learning more from Cardiff about training female researchers to make research accessible to wider audiences
- DUT were exposed to key data from Cardiff around EDI and gender equality and have assessed their data to view opportunities for key improvements
- Athena Swan was of particular interest to staff at DUT and ideas around replicating a similar award were discussed
- Cardiff recommended targeted interventions DUT could implement to help achieve gender equality and more female leadership
- Discussions for future around student exchange and/or shared project dissertations
- Enthusiasm to be involved in future iterations of the project and sharing best practice - including additional staff and steering towards specific contributions
- Staff at DUT felt more empowered to take forward conversations at senior level around gender equality

## 2.2 University of South Wales (USW) and Can Tho University

### Context

The University of South Wales already had an established relationship with Can Tho prior to being involved in the project. The project focus on gender equality resonated with the work USW is carrying out focused on Women in Leadership. Therefore, there was a real interest in collaboration on the project and sharing best practice. A key staff member leading the project has involvement in the Futuring Equality Agenda at USW and is an EDI Champion, as well as part of the Women's Development Programme. Initial meetings showed that staff at Can Tho were interested in learning about USW's approach to gender equality, as well as establishing research links and furthering existing research.

### Objectives/Strategy

USW had initial meetings with Can Tho to determine their key areas of interest, as well as utilising the group project meetings involving all eight institutions to share best practice and learn from both Welsh and Vietnamese partners.

USW delivered a programme of sessions and meetings designed to discuss common challenges in female leadership, understanding the gap for their partner between established frameworks and the situation in practice, as well as sessions hosted by USW's Women's Development Network and Women's Academic Network. These sessions provided an overview of the training and programme of activities these networks facilitate for members, which support female leadership at USW. During the visit to Vietnam, staff at USW also delivered sessions on Leadership and Academia, and Gender Equality at USW.

### Outcomes and Future Plans

- Networks connecting female academics and professional staff have been established between Can Tho and USW
- The Faculty of Modern Foreign Languages at Can Tho and the Centre for English Language at USW have been linked up to develop English Language Teaching in rural regions - the project will focus on supporting women and a research bid has been put in to develop this
- Key Training in gender equality and female leadership have been shared by USW and they are happy to support Can Tho in creating a training programme which would be suited to their institution and current situation
- Further research bids have also been submitted to continue the collaboration between the partners

## 2.3 Aberystwyth University and VNU UET

### Context

This partnership had a primary focus on research collaboration and developing opportunities for female academics to be involved in this area. The project was led by Aberystwyth Business School. Following initial discussions and learning about the needs and interests of the partner, Aberystwyth developed training for female early career researchers as part of the project, which would focus on research and centred around conducting and expanding research and building networks.

### Objectives/Strategy

Aberystwyth split the project into two parts which would provide knowledge on the following areas; “Research Opportunities” and “Teaching and Learning Delivery”.

Sessions were focused on delivery to female professors at VNU UET. Sessions were delivered in Vietnam on Active Learning in the interest of VNU UET staff and mentoring was created in the same area. Aberystwyth also offered a series of workshops once a month delivered by a team of eight female leaders focused on:

- Expanding Research - and how Aberystwyth could help to support this
- How to Write White Papers
- Building up Networks.

The series of workshops delivered was based on how the Welsh partner would train and support its early career researchers.

### Outcomes and Future Plans

- Two papers have been jointly published on AI and NLP - these papers involved female students from VNU UET and supported them in improving their English Language skills and soft-skill training and confidence
- Following a visit by the Vietnamese partners to Aberystwyth in the spring of 2023 where the party was able to visit Aber Innovation and discuss agriculture related research, a new joint project application has been made between the institutions in the area of advanced sensor technologies and systems for Agriculture. The partners had previously worked on one joint research project prior and this project was critical in forging closer links between the institutions.
- Aberystwyth fed-back that the partner’s approach to gender equality and female leadership appeared progressive and policy and practice were in place at their partner institution
- The partners are facilitating additional collaboration across the board for the future

## 2.4 Swansea University and Hue University

### Context

The Swansea University partnership was led on the Welsh side by female staff from the Academic Partnerships Department and the Faculty of Medicine, Health and Life Science and the Faculty of Science and Engineering - the latter also being the University's Athena Swan lead. The project aimed to have a targeted and direct focus on gender equality and EDI. Swansea felt it was imperative that they took a cautious and steady approach towards the project by understanding what partners in Hue University would find most beneficial, and also understand what they could learn from the Vietnamese partner. Swansea were keen to not set out exactly what they would provide to the partner before having several meetings to understand the partner's needs and adopted an organic approach to the project delivery and development.

### Objectives/Strategy

Swansea's objectives for the project were to Share Best Practice in EDI and have a Women in Leadership focus. They held initial meetings to understand each partners' requirements and then developed the objectives and actions as meetings progressed. Following this, the appropriate activities and sessions were delivered, including online workshops and training sessions (hosted by the EDI and Athena Swan Lead at Swansea), group and 1-1 mentoring as well as eight separate engagements with staff at Hue. These sessions were offered to the wider staff at Hue University to ensure as much outreach as possible. As the partnership developed, Swansea realised there was a wider interest than they had initially expected and, therefore, expanded the EDI training to a larger audience. They created an online conference for Women in Leadership which was expanded to students and professional services staff as well as academics. A total of thirty participants per institution attended. The conference offered large scale delivery and breakout rooms for smaller discussions around the challenges of progress for female leaders and how these can be overcome. The breakouts were split into students, academics and professional services to ensure relevant conversations.

### Outcomes and Future Plans

- Swansea and Hue have made a successful application for joint funding to work on a project for gender equality and no social exclusion. This will be focused on creating opportunities for female teachers in countryside locations. The aim is to work with these teachers to create opportunities for them and female students through language learning
- Staff at Hue have since attended additional online workshops offered by Swansea on gender equality and women in leadership
- Swansea and Hue have submitted a joint funding application to Global Wales to host a joint symposium 'Empowering Sustainable Agriculture through Agri-tech Innovations.' Taith funding has been awarded to an academic from the Faculty of Medicine, Health and Life Science to develop a research collaboration around antibiotic stewardship and quality improvement
- There is continued interest in gender equality from Hue and a desire to collaborate on future projects in this area and continue to share best practice

---

### 3. RECOMMENDATIONS

---

Following extensive consultation with the project participants, funders and organisers, the following list outlines key recommendations that should be taken forward to support the movement towards great gender equality in Vietnamese Higher Education.

Recommendations are set for three target audiences – Policy-makers, Institutions and Individuals – emphasising the need for engagement at all levels in order to drive change.

#### Policy-Makers

1. Implement a requirement for HEIs to develop Institutional Level Equality Statements - these statements will outline the individual institution's commitment to gender equality, outline specific targets and activities/actions which may fall beneath this
2. Ensure each institution has a Women in Academia Network - facilitate institution-to-institution inclusion and knowledge/experience exchange
3. Create Vietnam-wide Women's Training Networks - soft skills, training, career advancement
4. Create and fund a Wales/Vietnam Mentoring Network
5. Consider replicating a suitable Athena Swan Charter which is relevant for HE in Vietnam - including clear KPIs and frameworks
6. Data Collection - create a systematic published data requirement around female leadership and GE for each institution so progress can be monitored
7. Create Funding Opportunities in Vietnam for gender equality projects to be taken forward

#### Institutions

1. Create institutional-level programmes of training to Enhance Female Progression
2. Implement Short Term Faculty Management Positions - a policy which requires shorter term leadership positions to ensure opportunities for different staff to undertake key roles
3. Create Student and Staff Exchange Programmes with global institutions open to male and female staff to help explore gender equality and EDI on a global scale
4. Issue CPD requirements for all staff for training and workshops on gender equality
5. Implement flexible working policies and practices for all staff which support female leadership and professional development - this could include flexible hours, carers leave and flexibility, hybrid working policies and other similar policies which support balancing professional life with home and caring responsibilities for both men and women
6. Allocate gender equality and Female Leadership Champion positions at institutional and regional level in HE
7. Allocate working hours for female staff to attend Union sessions and Networks to share international resources. Time should be allocated to global networking to learn from international institutions about gender equality and female leadership.
8. Recruitment Policy - issue a clear framework for recruitment activities to ensure gender equality in senior leadership



9. Inclusive Leadership Working Group and Programme - applied at institutional level to include allies to female leadership and discuss strategic aims and actions
10. Visiting Scholar Grants - utilise and allocate funding programmes (such as Taith) to further academic connections or exchange with a gender equality focus
11. Utilise the funding support and potential for long-term partnership through Project 89 to build sustainable links for female academics in Vietnam and Wales
12. Institutions involved in this partnership, and others, should invest resources in the continuation of the project and to explore this topic further
13. Institutions should continue to connect with other projects under the British Council's gender equality partnerships for capacity building and/or networking opportunities

## Individuals

1. Continue to engage in networking and collaborative activities relating to gender equality and social inclusion
2. Understand the policies related to gender equality and how you can take personal responsibility for your institution to move towards achieving these
3. Forge Vietnam-wide and global connections and collaborations to enhance understanding and progression of female leadership
4. Engage in training related to soft skills and other professional development activities which support gender equality and social inclusion
5. Join networks and groups which support gender equality and social inclusion in Vietnam - at your institution and regionally/nationally
6. Encourage other staff to engage in gender equality-focussed activities
7. Support students to engage in collaborative global activities and mobility to enhance awareness of social inclusion

## Conclusions

Feedback from the project participants makes clear that there is enthusiasm and motivation to further gender equality and social inclusion in Vietnamese institutions - and more widely - and this project has served as an excellent exercise in fostering initial discussions and facilitating new collaborations.

While it is, of course, unrealistic to expect a group of eight universities to effect large-scale change, the project has been extremely successful in highlighting concepts, opportunities and approaches from which greater impact can be made in the long term through capitalising on opportunities to expand, take forward key-learnings and broaden the partnership to include a larger network.

It is hoped that the findings and recommendations of this report provide a framework from which further innovative institutional and country-specific actions and activities can be built to enable and enhance female leadership within Higher Education. There is an eagerness to continue to adopt new ideas and both Welsh and Vietnamese partners are keen to continue collaborating across a diverse range of areas in the future.

**For further information about this project please contact:**

**Bill Burson**

Head of Partnerships, Global Wales

[Bill.Burson@uniswales.ac.uk](mailto:Bill.Burson@uniswales.ac.uk)

**Project Reviewer Details:**

Gemma Murphy - Independent Consultant (Higher Education - Partnerships)

E: [gemmalouisemurphy1@gmail.com](mailto:gemmalouisemurphy1@gmail.com)

T: 07307872032

