



OXFAM



VCCI

TERMS OF REFERENCE (TOR)

Consultant(s) to support implementation of Outcome Harvesting for the Project MEL System

The project on “Improved Social Protection and Decent work for female farmers and labourers in the shrimp and rice Value chains in Vietnam”

1. Background

Oxfam is a global movement of people who are fighting inequality to end poverty and injustice. Oxfam confederation currently has 21 member organizations working in 79 countries. We share a vision of a just and sustainable world. A world where people and the planet are at the center of our economy. Where women and girls live free from violence and discrimination. Where the climate crisis is contained. And where governance systems are inclusive and allow for those in power to be held to account.

Oxfam in Vietnam believes that a reduction in poverty, injustice, and inequality will occur through the interaction between active citizens, accountable states and responsible private sector, and that it is fundamental to Vietnam's development. Oxfam in Vietnam contributes to a shift from the current growth-based development model to a Human Economy that cares for People and the Planet.

Vietnam Farmers' Union (VNFU) is a socio-political organization representing Vietnamese farmers under the leadership of the Communist Party of Vietnam and is a member of the Vietnam Fatherland Front. Its key functions include mobilizing and educating farmers to enhance their capacity and actively participate in socio-economic development; representing farmers in building the Party, the State, and the national unity bloc; protecting their legal and legitimate rights and interests; and organizing services, advisory, and support activities to assist farmers in production and daily life.

The Vietnam Chamber of Commerce and Industry (VCCI) is a national organization that assembles and represents the community of enterprises, employers and business associations from all economic sectors in Vietnam. The organization aims to develop, protect, and support the business community, contributing to national socio-economic development, promoting economic, trade and scientific-technological cooperation with foreign countries on the basis of equality, mutual benefit and according to the provisions of law.

Vietnam has made notable progress in poverty reduction and socio-economic development over the past decade, achieving lower-middle-income status in 2019. However, alongside improvements in living standards and social welfare, challenges remain in the equitable distribution of benefits, opportunities, and risks from economic growth—particularly between men and women, rural and urban areas, and among female workers compared to other actors in the food supply chain. The Mekong Delta—Vietnam's largest agricultural hub—relies heavily on rice and shrimp production, which employ over 10 million smallholder farmers and workers. These sectors are vital for job creation, income generation, and export growth, yet challenges persist in occupational safety and health (OSH), social protection, and overall well-being, especially for women. Farmers often use pesticides and chemicals without proper knowledge or protective measures, and increasing mechanization without adequate training has led to injuries and exposure to harmful substances.

At the enterprise level, rice and shrimp processing businesses face constraints in complying with labor and OSH standards due to limited scale, capacity, and investment resources. Many lack sufficient

understanding of labor regulations and have not fully adopted sustainable production practices or social responsibility standards—requirements that are increasingly critical for accessing high-value export markets.

In this context, Oxfam in Vietnam in partnership with VNFU and VCCI-HCM to implement the project on *Improved Social Protection and Decent Work for Female Farmers and Laborers in the Shrimp and Rice Value Chains in Vietnam* during 2022–2026 (DGD22-26) in Ca Mau, An Giang, Can Tho, and Ho Chi Minh City. The project aims to support female farmers and seasonal labourers in the shrimp and rice value chains to access decent work and social protection, thereby promoting gender equality and resilience to disasters and climate change. It also seeks to improve enterprises' ability to access international markets by enhancing workplace skills and occupational safety and health standards in rice and shrimp processing businesses.

Oxfam and its partners employ a comprehensive Monitoring, Evaluation, and Learning (MEL) system to track project progress, assess impacts, and capture lessons learned for sharing with stakeholders and informing future interventions. The DGD22-26 project is guided by an overall results framework with defined indicators. Using the Outcome Harvesting methodology—a participatory approach that identifies intended and unintended changes influenced by the project—Oxfam monitors the program's outcomes. In line with MEL requirements, an annual monitoring exercise at the end of Year 4 will assess project outcomes against the methodology and indicators. This TOR outlines the short-term mandate for MEL expert(s) to support the implementation and completion of Outcome Harvesting for the project.

2. Objectives

The consultancy aims to:

- Provide technical assistance and coaching to DGD project team/ partners in implementing the designed MEL system, focusing on reviewing and updating the dataset for the Year 4 project report.
- Develop and finalize the Outcome Harvesting process for the project to capture intended and unintended outcomes, ensuring quality data and analysis for the Year 4 report.

3. Tasks and Deliverables

Suggested activities to be carried-out:

- Review the existing MEL framework and Year 4 reporting requirements.
- Provide coaching and technical support to project team/ partners on MEL implementation, including outcomes harvesting.
- Design and provide support on Outcome Harvesting process.
- Collect, validate, and analyze data on project outcomes, including both intended and unintended changes and analyze project contributions.
- Support project team to ensure data validity, interpretation, and meaningful reporting of the data collection.
- Document findings and lessons learned to feed into the Year 4 report and future project planning.

Expected deliverables:

- MEL materials on monitoring data collection and Outcome Harvesting methodology, including data collection forms, based on the project's MEL system tools with specific on outcomes harvesting.
- Updated MEL database populated with validated data for Year 4 reporting.

- Outcome Harvesting report, including: A list of harvested outcomes with supporting evidence and contribution analysis; Key lessons learned and recommendations for project improvement.
- A brief completion report on the achievement of the consultancy mission.

Language requirement: All deliverables should be in Vietnamese, except the Outcome Harvesting report, which must include an English version.

4. Timeline

The consultancy is expected to be carried out from **December 2025 to March 2026**, including preparation, implementation, and submission of all deliverables.

**Note: The timeline may be discussed and adjusted based on the actual conditions of the project.*

5. Requirements for consultants

The consultant(s) should have:

- Proven experience, at least 8 years of demonstrated experience in MEL for development projects, including designing and operating results-based MEL systems in contexts related to agricultural value chains, rural development, or social issues in aquaculture and agriculture
- Strong expertise in Outcome Harvesting methodology and participatory approaches.
- Experience in developing and facilitating participatory MEL processes, such as Outcome Harvesting or Outcome Mapping.
- Experience in training, facilitation, mentoring, and capacity building in MEL and change processes.
- Experience in data collection, validation, and analysis, including database management.
- Familiarity with gender equality, social protection, and decent work concepts is an advantage.
- Commitment to equal opportunity and gender equality with demonstrated experience in integrating gender and diversity issues into program MEL system.
- Strong analytical and report-writing skills in both Vietnamese and English.
- Proven ability to deliver high-quality outputs on time.
- Effective teamwork and excellent interpersonal skills.

6. Submission of Proposals

The Proposal should be specified in terms of:

- CV(s) of consultant(s) highlighting relevant experience and qualifications.
- Technical proposal achieving all expected objectives within mentioned timeframe (including framework, team structure, implementation plan...).
- Financial proposal that specifies number of working days required and consultancy rate.

Oxfam is committed to preventing any type of unwanted behavior at work including sexual harassment, exploitation and abuse, lack of integrity and financial misconduct; and committed to promoting the welfare of children, young people and adults. Oxfam expects all staff and volunteers to share this commitment through our code of conduct. We place a high priority on ensuring that only those who share and demonstrate our values are recruited to work for us.

How to Apply: The Proposal should be submitted in English or Vietnamese by email with subject mentioning **"DGD-MEL - Outcomes harvesting"** to HR.Vietnam@oxfam.org.

The closing date for application: 06 January 2026.

Note: We regret that only shortlisted applications will be contacted.