



TERMS OF REFERENCE (TOR)

National Consultant(s) to compile and document enterprise-level changes

The project on “Improving international market access for shrimp and rice enterprises through enhanced workplace skills and occupational safety and health”

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.

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 labourers 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 labourers. 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 VCCI – HCM, is implementing the project on “Improving international market access for shrimp and rice enterprises through enhanced

workplace skills and occupational safety and health” during 2022–2026 in Ca Mau, An Giang, Can Tho, and Ho Chi Minh City. The project aims 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 VCCI-HCM are seeking consultancy support to compile and document enterprise-level changes resulting from the project’s interventions. The outputs will serve as input for the development of the project’s endline learning and documentation products.

2. Objectives

The consultancy aims to systematically document, in a clear and comprehensive manner, the changes experienced by enterprises after participating in and receiving technical support from the project (including training, coaching, advisory support, and other forms of assistance).

The assignment focuses on documenting observable changes based on available information and does not aim to evaluate project impacts. Documentation will be prepared separately for each enterprise. The attached outline provides guidance on the minimum suggested content.

Consultants may propose adjustments or additional sections as appropriate.

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3. Key tasks

The consultant(s) will undertake the following key tasks:

- Review and analyze available project documents related to technical support provided to each enterprise, including training curricula and materials, consultancy packages, need assessment reports prepared by experts and consultants, training and consultancy evaluation reports, and other relevant documents. Based on this review, the consultant may propose improvements to the documentation outline to ensure it captures key enterprise-level changes.
- Conduct interviews with project staff from VCCI-HCM, and, where necessary, with experts and consultants who have delivered training or advisory support to the enterprises, to collect additional relevant information.
- Compile and synthesize the collected information into complete enterprise documentation, following the agreed outline and covering the key areas of change.
- Discuss with VCCI-HCM and Oxfam, and refine the draft documents based on feedback to produce the final versions.

4. Deliverables

The consultant(s) are expected to deliver the following outputs:

- One (01) completed documentation for each enterprise, following the agreed outline. A total of ten (10) enterprises is expected to be covered.
- Each documentation clearly describes the changes in the enterprise after receiving support from the project, compared to the situation before participation. The content should reflect the main themes of the project and the specific technical support provided to each enterprise.
- All documentation shall be prepared in Vietnamese.

5. Timeline

The assignment is expected to be conducted during end of March - 15 May 2026.

6. Requirements for consultants

The consultant(s) should have:

- Experience in documentation or similar assignments that involve reviewing materials and compiling information into structured documentation.
- Experience in assignments related to enterprises, agricultural or food value chains, or private sector engagement, such as consultancy, research, assessments, documentation of enterprise practices and improvements.
- Ability to organize and present information clearly in a logical structure based on a given template.
- Ability to work effectively with existing information and documents.
- Understanding topics such as working conditions, occupational safety and health, or responsible business practices is an advantage.
- Ability to work independently and deliver outputs on time.

7. Submission of proposals

The proposal should be submitted with:

- CV(s) of consultant(s) highlighting relevant experience and qualifications.
- Technical proposal describing the approach and workplan to achieve all expected objectives within mentioned timeframe, including suggestions on how the enterprise documentation could be structured to effectively capture and present enterprise-level changes.
- Financial proposal that specifies number of working days required and consultancy rate.
- Sample works highly relevant to the TOR.

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 Vietnamese by email with subject mentioning “DGD – Documenting enterprise changes” to HR.Vietnam@oxfam.org.

The closing date for application: 24 March 2026.

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

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