



TERMS OF REFERENCE

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.

All our work is led by our core **values**: Empowerment, Accountability, Inclusiveness, Courage, Solidarity and Equality.

OVERVIEW	
Title of the mission	National Consultancy – Outcome Harvesting and Final Evaluation of the DGD 22–26 Programme in Vietnam
Brief description of the requirement	Oxfam in Vietnam wishes to recruit national consultant(s)/ consultancy firm to contribute to the outcome harvesting and final evaluation of the Vietnam component of the DGD 22–26 programme on “Improved Social Protection and Decent work for female farmers and labourers in the shrimp and rice Value chains in Vietnam”.
Delivery location	Hanoi and the project sites (Can Tho, An Giang, Ca Mau, HCMC)
Contract start date	Week 1, August 2026
How to apply	Interested candidates are invited to submit: 1) The consultant team or company's profile and CVs, and related experience. 2) Technical proposal achieving all expected objectives within mentioned timeframe (including framework, team structure, implementation plan...). 3) A financial proposal that specifies the number of working days, daily rate and logistic costs. 4) A sample final evaluation report and outcome harvesting report for development projects done by the consultant team/ firm. <i>See section '9. Application Process' for further details</i>
Deadline for submission of application	27 July 2026

1. BACKGROUND AND CONTEXT

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 labour and OSH standards due to limited scale, capacity, and investment resources. Many lack sufficient understanding of labour 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 Vietnam Farmers' Union (VNFU) and Vietnam Chamber of Commerce and Industry – HCMC branch (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 is funded by the Directorate General for Development Cooperation and Humanitarian Aid (DGD). 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 in Vietnam is seeking to recruit **qualified national consultant(s)/ consultancy firm to contribute to the final evaluation and Outcome Harvesting** of the international component of the DGD 22–26 programme on “Improved Social Protection and Decent work for female farmers and labourers in the shrimp and rice Value chains in Vietnam”. The DGD 22-26 programme in Vietnam is a component of the international program which is implemented in eight countries: Burkina Faso, Mali, Niger, Democratic Republic of Congo, Palestine, Cambodia, Laos and Vietnam. The present assignment concerns the evaluation conducted in Vietnam.

Since 2022, Oxfam and its partners have used **Outcome Harvesting (OH)** as a monitoring approach, enabling the identification and analysis of complex, non-linear changes, often linked to power dynamics. The final evaluation will complement this system by examining the **effectiveness, sustainability and impact** of the programme's contributions over the 2022–2026 period. It will focus both on the **quality of the outcomes harvested**, the way in which they occurred and the **underlying mechanisms of change**, as well as on the **relevance of the strategies implemented in Vietnam**.

This evaluation is part of a coordinated set of eight national evaluations, complemented by a cross-cutting analysis for the Cambodia–Laos–Vietnam (CLV) region. Although the evaluation takes place after the submission of the DGD 27–31 programme, its conclusions will directly inform implementation adjustments for this new cycle.

The primary audience for the final evaluation includes Oxfam, the Directorate General for Development Cooperation and Humanitarian Aid (DGD), implementing partners, local/ national and regional stakeholders, including government authorities.

2. EVALUATION OBJECTIVES

Overall objective

To assess the extent to which the Vietnam component of DGD 22–26 programme has contributed to significant, sustainable and transformative changes for women in food systems, drawing on Outcome Harvesting (OH) and based on three main DAC criteria: Effectiveness, Sustainability, Impact.

Specific objectives

- Review, consolidate, and finalize the outcomes harvested for the project over the 2022–2026 period, including harvesting additional data to fully capture both intended and unintended outcomes.
- Analyse the full set of outcomes harvested over the 2022–2026 period, in order to identify trends, mechanisms of change and transformative dynamics.
- Corroborate a selection of outcomes with third parties, in line with the Outcome Harvesting approach.

- Collect new qualitative data through focus groups (FG) and semi-structured interviews (KII) to deepen the evaluation questions and explore dimensions not covered by the existing outcomes.
- Triangulate all data sources (outcomes, corroboration, FG/KII, documentation) to produce robust conclusions.
- Facilitate participatory sensemaking workshops to validate the programme's contribution and co-construct recommendations.
- Identify and document significant successes to feed into knowledge capitalisation and facilitate dissemination to stakeholders, partners and concerned communities.
- Formulate operational and strategic recommendations to strengthen the effectiveness, sustainability and impact of the next programme.

3. EVALUATION QUESTIONS

The final evaluation is structured mainly around **three overarching questions**, corresponding to the DAC criteria selected for the DGD 22–26 programme. These questions provide a common framework across all countries.

In addition, **country-specific questions** have been defined based on the national context, outcomes already harvested, and learning needs identified with partners. These may however be refined during the preparation phase and formalised in the inception report produced by the national consultant.

Common overarching questions

Effectiveness

To what extent have the strategies and partnerships implemented made it possible to move towards the desired changes, and to what extent do the changes actually observed – expected or unexpected – confirm their effectiveness?

Sustainability

What factors promote or limit the sustainability of the observed changes, and to what extent are these changes likely to be maintained after the end of the programme?

Impact

What significant impacts can be attributed to the programme on living conditions, women's agency, and structural transformations within food systems?

Country-specific questions:

To what extent has Vietnam's integrated strategy—anchored by strong Private Sector Engagement (e.g., role-model enterprises, certification) and synergized with grassroots empowerment, feminist principles, and Multi-Stakeholder Initiatives (MSIs)—effectively driven systemic improvements in OSH and social protection for female workers?

How successfully have the DGD22-26 in Vietnam's key approaches—particularly stakeholder capacity development and empowerment, sector association-led scaling, and localized policy advocacy—navigated contextual challenges (such as public administration restructuring and market volatility) to ensure the sustainability of its impacts?

4. METHODOLOGY

4.1. Methodological approach

The final evaluation is based on a **qualitative and participatory approach**, structured around **Outcome Harvesting**, already used to monitor the DGD 22–26 programme. It aims to analyse the programme's contribution to observed changes, in relation to the DAC criteria selected: effectiveness, sustainability and impact.

The evaluation follows a **mixed and collaborative process**, combining the independent expertise of international and national consultants with the active involvement of Oxfam and its partners. From initial analysis to final reporting, the different stages are **co-constructed transparently**, in order to ensure methodological rigour, inclusion of local perspectives, and collective learning.

The international consultancy ensures **inter-country coherence**, provides methodological framing and supports national consultants, while the latter conduct field data collection, preliminary analyses and drafting of country reports. In Asia, the mandate includes the CLV Cambodia–Laos–Vietnam meta-analysis based on the three national evaluations. This articulation makes it possible to combine independent expertise, local contextualisation and stronger ownership of results. *The detailed roles and responsibilities of the national consultancy are presented in Section 7.*

The methodological approach is also grounded in the **feminist principles** guiding the programme. At every stage – from participant selection to interpretation of results – consultants ensure inclusion, respect diversity, guarantee safety and dignity of participants, and reduce power asymmetries. Participatory methods must create spaces accessible to women, youth and marginalised groups, while making visible the power dynamics influencing observed transformations.

Finally, the evaluation includes a **capitalisation exercise** aimed at identifying and documenting significant successes of the programme. This capitalisation, informed by data triangulation (OH, FG, KII, documentation) and deepened during sensemaking workshops, will support dissemination of learning to stakeholders.

4.2. Cross-cutting principles

- Participatory, inclusive and explicitly feminist approach, aiming to make power dynamics visible and create safe spaces for marginalised voices.
- Respect for Do No Harm, confidentiality and ethical principles (including GDPR).
- Active attention to diversity of profiles, notably in terms of gender, age, location, community affiliation and socio-economic status.
- Systematic triangulation and collective learning, with strengthened local ownership.

5. TASKS AND DELIVERABLES

The key steps to be followed though not explicit and the detailed modality and work plan will be agreed during consultation meeting include:

Phase 0 – Outcome Harvesting Consolidation and Database Building

Objective: *To review, consolidate, and finalize the comprehensive set of outcomes harvested for the programme in Vietnam up to date, ensuring both intended and unintended changes are accurately captured and standardized.*

- Desk review of existing OH data: Review the existing database of outcomes harvested by Oxfam and partners from 2022 to early 2026.
- Supplementary Harvesting: Conduct supplementary harvesting sessions (e.g., via brief online/offline meetings with OiC staff and key partners) to identify and capture any missing outcomes, with a specific focus on unintended outcomes, negative changes, or emerging systemic shifts (e.g., private sector engagement, policy influencing).
- Standardization and Quality Assurance: Refine and rewrite the outcome statements to ensure they meet the rigorous OH criteria (clear description of the observable change, its significance, and the plausible contribution of the programme).
- Categorization: Categorize the finalized outcomes against the programme's Theory of Change and key thematic areas to lay the groundwork for Phase 1.

Expected outputs – Phase 0

- ✓ A finalized, up-to-date, and quality-assured Outcome Harvesting database (the full set of outcomes) for the DGD 22-26 programme in Vietnam.

Phase 1 – Preparation and Initial Analysis

Objective: *to establish a harmonised methodological framework and a shared understanding of existing outcomes.*

- Desk review (DGD 22–26 programme, OH outcomes, additional documentation).
- Strategic analysis of the finalized OH database to identify trends and patterns.
- Preliminary identification of information gaps.
- Joint selection of outcomes to be corroborated (Oxfam – national consultants – international consultancy process).

- Definition of country-specific questions (2–4), to be formalised in each inception report.
- Development of harmonised methodological tools (FG/KII guides, triangulation matrix).
- Methodological alignment meetings with OBE, OiC and national consultants.
- Production of country inception reports (by national consultants).
- Production of an international inception report / consolidated methodological note (by the international consultancy).

Expected outputs – Phase 1

- ✓ Country inception reports validated by steering committees.
- ✓ Finalised data collection and triangulation tools.

Phase 2 – Participatory Data Collection (Fieldwork)

Objective: *to generate complementary qualitative data to enrich and triangulate the harvested outcomes.*

- Conduct of 3–4 focus groups per country (by national consultants).
- Conduct of 10–14 individual interviews with key stakeholders.
- Standardised minutes and data capture tools.
- First analysis of collected data (thematic sorting, strong signals, convergences/divergences).
- Preparation of a preliminary triangulation note (cross-analysis outcomes + field data + documentation).

Expected outputs – Phase 2

- ✓ Preliminary triangulation notes (3–5 pages) for Vietnam.
- ✓ Structured field data ready for sensemaking.

Phase 3 – Sensemaking Workshops

Objective: *to collectively analyse results, validate the programme’s contribution, co-interpret changes and co-formulate recommendations.*

- Organisation of a multi-stakeholder workshop bringing together Oxfam, partners, consultants and, where appropriate, other key stakeholders (e.g. local authorities, strategic partner organisations, community leaders).
- Presentation of preliminary results (outcomes + field data + triangulation).
- Collective analysis of convergences, divergences and explanatory factors.
- Participatory discussion on the sustainability of observed changes.
- Identification and analysis of significant successes (key elements for capitalisation).
- Co-construction of operational and strategic recommendations.
- Validation of elements to be included in country reports.

Expected outputs – Phase 3

- ✓ Collectively validated conclusions.
- ✓ Consolidated list of significant successes.
- ✓ Country-level recommendations (operational and strategic).

Phase 4 – Reporting and Consolidation

Objective: *to produce final country analyses.*

- Drafting of country reports (20–25 pages), integrating triangulation results, sensemaking and recommendations.
- Integration of feedback from Oxfam and the international consultancy.
- Consolidation of significant successes (cross-cutting analysis).
- Restitution presentations and finalisation of deliverables.

Expected outputs – Phase 4

- ✓ Finalised and validated country reports.
- ✓ Consolidated documentation for capitalisation.

Note: The roles of the international consultant and the national consultants are detailed in Section 7 to avoid repetition.

6. DELIVERABLES AND TIMELINE SCHEDULE

Expected Deliverables and timeline of the national consultancy

Activity / Milestone	Outputs or Deliverables	Timeline
Phase 0: Outcome Harvesting Consolidation	1) Finalized Outcome Harvesting Database Including: A finalized, up-to-date, and quality-assured Outcome Harvesting database (the full set of outcomes) for the DGD 22-26 programme in Vietnam, capturing both intended and unintended outcomes with their supporting evidence and contribution analysis.	August–September 2026
Phase 1: Preparation & Initial Analysis	2) Country Inception Report Including: - initial analysis of harvested outcomes in the country; - selection of outcomes to be corroborated; 2 to 4 country-specific evaluation questions; - data collection plan (FG/KII/corroboration); - FG/KII guides adapted to the national context; - ethical and Do No Harm considerations; (if applicable) specific requirements related to the CLV regional analysis.	August–September 2026
Phase 2: Participatory Data Collection (Fieldwork)	Field data collection conducted	September–October 2026
	3) Preliminary Triangulation Note A short synthesis (3–5 pages) presenting: - initial trends emerging from FG/KII data; - outcome corroboration results; - emerging convergences and divergences; - elements to be further explored during the sensemaking workshop.	Late October 2026
Phase 3: Sensemaking Workshops	4) Active Participation in Sensemaking Workshops Including: - presentation of preliminary results; - co-facilitation of discussions; - identification of 2–3 significant successes; - contribution to the development of recommendations.	November 2026
Phase 4: Reporting & Consolidation	5) Country Evaluation Report (20–25 pages) The final report will include: - triangulated analysis (outcomes, FG/KII, corroboration, documentation); - collectively validated conclusions; - operational and strategic recommendations; - significant successes; - technical annexes: guides, anonymised data, validated outcomes, etc.	November - December 2026

Remuneration is based on submission of final deliverables according to the schedule below:

No.	Deliverables or Documents to be delivered	Estimated Dates	% Payment
1	1st Payment: Submission of the detailed workplan, methodology, and finalized data collection tools, presenting all requirements and details to execute the assignment, satisfactorily agreed and approved by the DGD PMU.	August 2026	30% total budget
2	2nd Payment: After the completion of fieldwork and Oxfam's approval of Deliverable 1 (Outcome Harvesting Database), Deliverable 2 (Country Inception Report), and Deliverable 3 (Preliminary Triangulation Note).	November 2026	30% total budget
3	Final Payment: Satisfactory completion and approval of Deliverable 4 (Sensemaking Workshops) and Deliverable 5 (Final Country Evaluation Report).	December 2026	40% total budget
TOTAL			100%

If the supplier wishes to propose modifications to the specification (which may provide a better way to achieve Oxfam's objectives) these must be considered as an alternative offer. The Supplier must make alternative offers in a separate letter to accompany the offer. OXFAM is under no obligation to accept alternative offers.

7. ORGANISATION OF THE NATIONAL CONSULTANCY – ROLES & RESPONSIBILITIES

The national consultancy may be carried out by a single consultant or by two consultants working jointly on the country evaluation. This option allows, if needed, distribution of work according to availability, thematic complementarities or data collection and analysis workload.

In the case of a duo, consultants will work in a coordinated manner and jointly assume the methodological and operational responsibilities defined in these ToR.

The national consultant will work closely with:

- **Oxfam in Vietnam** – local coordination, operational supervision, link with partners;
- **The international consultants** – responsible for methodological framing, technical support and quality assurance;
- **Oxfam Belgium** – overall coordination and compliance with DGD requirements;
- **Local partners** – mobilisation and active participation in data collection and sensemaking workshop

Roles and Responsibilities

National consultant(s)

Overall role: Outcome Harvesting consolidation, *field data collection, preliminary analysis, local facilitation and drafting of country reports.*

Responsibilities:

a) Phase 0: Outcome Harvesting Consolidation & Database Building

- Review, consolidate, and finalize the comprehensive set of outcomes harvested from 2022 to early 2026.
- Conduct supplementary harvesting to capture any missing intended and unintended outcomes.
- Standardize and categorize the outcomes to produce the Finalized Outcome Harvesting Database.

b) Preparation & Initial Analysis

- Contribute to the selection of outcomes to be corroborated.
- Contribute to the joint selection of outcomes to be corroborated with third parties (in coordination with Oxfam and the international consultancy).
- Produce the country inception report, including initial analysis of harvested outcomes, selection of outcomes to be corroborated and country-specific questions.

c) *Data collection (fieldwork)*

- Conduct FG and KII using the harmonised tools.
- Organise outcome corroboration sessions with third parties.
- Document and structure the data collected.

d) *Preliminary analysis*

- Prepare the preliminary triangulation note (cross-analysis of field data + OH outcomes + documentation).
- Identify convergences, divergences and open questions.

e) *Co-facilitation of collective analysis*

- Co-facilitate sensemaking workshops with Oxfam and the international consultancy.
- Contribute to the analysis of significant successes and formulation of recommendations.

f) *Reporting*

- Draft the country report (20–25 pages), integrating triangulation results, sensemaking conclusions, and recommendations.
- Integrate feedback from Oxfam and the international consultancy.
- Support the presentation and restitution of results to local partners and stakeholders.

8. EXPERIENCE OR PROFILE REQUIREMENTS

The national consultancy (individual or firm) must possess a multidisciplinary team to meet the complex methodological and thematic requirements of this evaluation. The following competencies are Essential:

a) *Methodological & technical Expertise*

- Mastery of Outcome Harvesting (OH): Proven, hands-on experience in designing, facilitating, and analyzing Outcome Harvesting processes, including database management and outcome statement formulation (Mandatory requirement).
- MEL leadership: At least 10 years of demonstrated experience in leading final evaluations and designing results-based MEL systems for international development projects.
- Participatory qualitative methods: Excellent facilitation and qualitative analysis skills, with proven experience in conducting Focus Group Discussions (FGDs), Key Informant Interviews (KIIs), and participatory Sensemaking workshops.

b) *Thematic knowledge (Sector expertise)*

- Social Protection & Decent Work: Good understanding of and demonstrated experience evaluating projects related to decent Work, social protection, occupational safety and health, and private sector engagement.
- Value Chain Dynamics: Strong knowledge of the agricultural and aquaculture value chains (specifically rice and shrimp) and rural socio-economic dynamics in the Mekong Delta, Vietnam.

c) *Cross-cutting principles & values*

- Feminist & inclusive approach: Deep commitment to Oxfam's values, with a proven application of feminist evaluation principles, gender-transformative approaches, inclusion-sensitive analysis, and the Do No Harm framework.
- Professionalism: Effective teamwork, strong interpersonal skills, and the proven ability to proactively manage complex stakeholder dynamics (farmers, local authorities, enterprises, and CSOs).

d) *Language & reporting skills*

- Native-level mastery of the Vietnamese language and socio-cultural dynamics.
- Outstanding analytical and report-writing skills in English (A sample of a previous Final Evaluation or OH report authored by the lead consultant must be provided).
- Timeliness: Proven ability to deliver high-quality analytical outputs accurately and on time.

9. APPLICATION PROCESS

Submission instructions

Quotations and applications must reach Oxfam no later than **27/7/2026**.

Responses must be submitted electronically to: HR.Vietnam@oxfam.org

The subject of the mail should be: **DGD 22–26 Programme - Final Evaluation and Outcome Harvesting – Proposal Submission + [Name of bidder]**

Administrative requirements

To be shortlisted for evaluation against award criteria, the following documents must be submitted with this application

Documents to be submitted		Importance
1	Technical and financial Proposal: - Technical Proposal: Outlining a detailed understanding of the TOR and providing a comprehensive explanation of the proposed methodologies. Crucially, it must detail the approach for executing Phase 0 (OH Consolidation) and applying participatory/feminist data collection methods. It must also include a draft Evaluation Matrix, sampling framework, field survey and quality control plan, detailed workplan, team composition (with CVs of all members, company's profile), and clear roles and responsibilities. - Financial Proposal: A comprehensive budget clearly separating Consultancy Fees (daily rate x number of days per deliverable/consultant) and Logistic costs (travel, accommodation, and per diems for fieldwork). Prices must include a detailed breakdown of applicable taxes (specify the VAT or PIT rate if applicable). Date and validity of the quote must be included.	Mandatory
2	Proof of registration: <i>The bidders also must include a copy of their registration at the relevant Chamber of Commerce and / or document showing self-employed tax registration.</i>	Mandatory
3	Evidence of previous work / references - A sample of a Final Evaluation report and an Outcome Harvesting report for development projects. Important: These sample reports must have been directly authored or co-authored by the proposed Lead Consultant to demonstrate their analytical and report-writing capacity.	Mandatory

Incomplete applications will not be assessed, only quotations that meet the administrative criteria will be assessed.

Award decisions will be based on *best value for money principle, evaluating both technical quality and price*.

Oxfam withholds the right to conduct interviews with one or more potential suppliers before an award decision is made. The purpose of the interview is to seek further clarification on the submitted quotations and learn more about the background and previous experiences of the potential suppliers and their teams.

10. CODE OF CONDUCT

Oxfam is committed to integrity in its operations and supply chains and ensuring high ethical standards. Complying with all laws and regulations and ensuring fair competition are fundamental to this commitment. We actively promote these principles and standards, and expect all Oxfam suppliers to demonstrate commitment towards them.

All consultants/applicant are required to agree and adhere to the [Oxfam Supplier Code of Conduct](#), whereas individuals (including consultants) must sign the [Oxfam Non Staff Code of Conduct](#)¹. These Codes of Conduct set out the specific standards and principles in the areas of human and labour rights, environmental impact and anti-corruption that suppliers must follow.

11. SAFEGUARDING

Our commitment to safeguarding

Oxfam is committed to preventing any type of unwanted behaviour 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.

12. MISCONDUCT REPORTING AND WHISTLEBLOWING

Oxfam's reporting and whistleblowing mechanisms are available for Service Providers as well Oxfam employees, to ensure that Oxfam continues to operate under the highest ethical standards and principles.

You can use these reporting channels confidentially, anonymously, and in your own language to report any concerns involving fraud, corruption, waste, abuse or safeguarding concerns.

Speak up			
Oxfam GB		Oxfam Novib	Oxfam Intermón
Email: 	SpeakUp@oxfam.org.uk	integrity@oxfamnovib.nl	buzon.etico@oxfam.org
Online: 	Oxfam Misconduct Reporting Webform (including possibility for anonymous reporting) https://oxfam.clue-webforms.co.uk/webform/misconduct/		
Phone: 	Global phone number: +44 1249 661808 Check https://speakup.oxfamnovib.nl for local numbers (you can request interpretation)		

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

¹ Non-Staff Code of Conduct applies for any self-employed individuals or contracted employees of suppliers who are working on Oxfam sites, or who have access to Oxfam materials, or who may represent Oxfam in any manner but are not part of Oxfam's legal entity)