



**Terms of Reference for the Final Evaluation
of the project
“Anbar Climate - Participation, Research, Adaptation & Planning”**

Project Title	Anbar Climate - Participation, Research, Adaptation & Planning
Duration	15 months (01/12/2023-28/02/2025)
Locations	Al-Anbar Governorate, Falluja, Ramadi, and Heet Districts, Iraq
Target populations	<p><u>Indirect reach (i.e. long-term beneficiaries of Climate Change Action Plans = district population):</u></p> <p>Ramadi: 494,832, Fallujah: 429,458, Heet: 189,254</p> <p><u>Indirect beneficiaries:</u> participants in consultation, dialogue and awareness raising activities: 3,000 individuals (1,000 per district), up to 50% women</p> <p><u>Direct beneficiaries:</u> members of community committees, government staff, and beneficiaries of pilot interventions: 7,700 individuals</p> <p>Output 1: 300 individuals (30% women) Output 2: 120 individuals (30% women) Output 3: 80 individuals (30% women) Output 4: estimated 1200 households; 7.200 individuals (588 men, 612 women, 2460 boys and 2340 girls)</p>

1. INTRODUCTION:

Oxfam is a global organization founded in 1942 in Oxford, England, dedicated to ending poverty and social injustice. Initially providing aid to hungry children in war-torn Greece, Oxfam shifted its focus post-World War II to improving agriculture and food production in impoverished nations. Today, as an international confederation of 20 affiliates working in over 90 countries, Oxfam collaborates with partners and local communities on humanitarian efforts, development, and campaigning, guided by the core values of Empowerment, Accountability, and Inclusiveness.

Today, Oxfam targets key sectors for sustainable development, including poverty alleviation, equality between men and women, climate change, food security, economic justice, and health and education for marginalized groups. The organization promotes sustainable livelihoods, fights for women's rights, supports environmentally sustainable practices, and ensures access to nutritious food.

In times of crisis, Oxfam provides critical humanitarian assistance to those affected by disasters and conflicts. Oxfam began its work in Iraq during the ISIS crisis and expanded to the Anbar Governorate in 2017, transitioning from humanitarian response to development efforts addressing climate change and agricultural challenges.

2. BACKGROUND & CONTEXT:

Iraq is among the countries most affected by and most vulnerable to climate change globally and is the fifth most vulnerable to reduced water and food availability, extreme temperatures, and associated health problems¹. It is one of four countries that depend on the Euphrates–Tigris River basin for its water supply, which over recent years has experienced high levels of water stress and environmental degradation, resulting in increased water scarcity for countries dependent on it, including Iraq². With the impacts of climate change, drought in the area continues to increase in duration and intensity, together with growing desertification and more frequent sandstorms and flash floods, all of which affect agricultural yields³.

The public narrative on the conflict in Iraq is receding, and increased attention is being directed towards longer term challenges in education, economy...etc, as well as a growing public interest in climate change-related issues, particularly in light of the notable increases in sandstorms and water scarcity.

While there is a growing understanding of the impact of climate change among the public, there is still work needed to raise public awareness about the impact of climate change from social, economic, and environmental perspectives, and the roles and responsibilities of relevant stakeholders. This includes a commitment from members of the public to change the attitudes and behaviours that might contribute towards increased climate change adaptation, as well as how engagement with other stakeholders might increase awareness of the issue and the role of the Iraqi public within it.

Government actors in Iraq see climate change as one of Iraq's main challenges. Yet, there is still a need for political will and resource allocation to understand and implement climate change adaptation and mitigation measures with a clear vision of the impact of different community groups. Climate change is one of the areas in which various stakeholders, including government actors, need technical support. This support includes more effective engagement with affected communities on their needs and challenges regarding climate change. It is important to adopt an inclusive, participatory approach where community members, especially women, are part of the decision-making process regarding climate change adaptation and mitigation. It is worth mentioning that such capacities needed on the government side are related to strengthening their role in ensuring accountability towards addressing community needs and adopting an effective and sustainable community engagement approach to the challenges they face.

Al-Anbar Governorate

Anbar is the largest of Iraq's governorates and one of its most sparsely populated. The governorate is made up of seven districts: Ana, Fallujah, Haditha, Heet, al-Qaim, Ramadi, and al-Rutba, and borders three neighbouring countries, Syria, Jordan, and Saudi Arabia. The capital city of Anbar is Ramadi. As of 2019, the estimated population of Anbar is 1,818,318 people. Anbar leads the unemployment rate for youth aged 15-24 in Iraq at 33.3%⁴ following the ISIS occupation, which led to the widespread destruction of infrastructure, markets, and factories, and minimal support to businesses that might create job opportunities for young people. Anbar was one of the hardest hit governorates in the conflict, and whilst its rural areas have a long history of agricultural production and its urban areas of skilled crafts and trades, especially in the construction sector, the ISIS conflict negatively affected the framework conditions for business and

¹ https://www.unep.org/resources/global-environment-outlook-6?_ga=2.118495561.1336518399.1641386645-2043264144.1641103432

² <https://www.stimson.org/2021/joint-working-group-on-international-and-eu-water-diplomacy-in-focus-the-euphrates-tigris-river-basin/>

³ <https://arabcenterdc.org/resource/mitigating-conflict-over-water-in-the-euphrates-tigris-basin/>

⁴ As per Ministry of Planning



disrupted the market, resulting in a standstill for these industries and further undermining employment opportunities. The resulting high rate of unemployment affects predominantly women and youth, with approximately 43% of these groups neither in work nor in education or training.

In addition, as a result of the conflict, basic service infrastructure has been destroyed across much of the governorate, including roads, electricity networks, water pipes, schools, and hospitals. Reconstruction of both private and public infrastructure remains delayed which has put additional strain on opportunities for social cohesion in the communities and undermines trust in local government and administrations. There is a lack of dialogue between the state and citizens, and poor availability of information services related to basic service delivery and related key issues, which further undermine social cohesion amongst communities. Complaints mechanisms are rarely functional and often non-existent. The poor living conditions against this background of damaged infrastructure damage remain a key barrier to enabling sustainable solutions for displaced populations to safely return, as well as for integration with host communities.

3. PROJECT OVERVIEW

The project titled “Anbar Climate - Participation, Research, Adaptation & Planning” funded by the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) is scheduled to wrap up by the end of February 2025.

As part of the ongoing GIZ ARILA programme, the proposed project aims to support local government and community representatives to have improved skills with which to be able to effectively shape citizen participation processes, as well as to improve the resilience of their communities against the impacts of climate change. Oxfam together with its partner Berghof Foundation implementing a 15-month project in 3 districts in Anbar, Iraq, which aims to improve access to information on the implications of climate change, raise awareness of the increasing risks resulting from climate change, establish improved dialogue between local government and communities, and improve the preparedness of targeted communities to address the future impacts of climate change.

4. PROJECT INTERVENTION :

The project has the following goals, outcomes, and outputs:

ARILA Overall Objective: The living conditions in selected communities in Ramadi, Fallujah and Heet district in Anbar Governorate have improved.

Outcomes:

Project Objective/Outcome (Oxfam): Local government representatives have improved skills to shape citizen participation processes and to support the resilience of their communities against the impacts of climate change.



Outcome Indicator 1: Percentage of local government officials with improved skills to shape citizen participation processes and to support the resilience of their communities against the impacts of climate change.

Target: 50% of Government officials (individuals) as a direct result of program activities have improved skills and capacities to positively shape citizen participation processes and assist communities to be more climate resilient such that communities are successfully coping with and managing the impacts of climate change while preventing those impacts from growing worse.

Outcome Indicator 2: Percentage of citizens reporting improved awareness against the impacts of climate change.

Target: 50% of citizens who directly participated in the program activities report improved knowledge, understanding, and awareness of climate change impact.

Outcome Indicator 3: Percentage of people reporting improved resilience as a result of a pilot climate change adaptation plan.

Target: 70% of the people benefitting from pilot climate adaptation interventions are successfully coping with and managing the impacts of climate change while preventing those impacts from growing worse.

Outputs:

Output 1: The access to information regarding climate change and possible implications for Anbar districts (Fallujah, Ramadi, and Heet) as a basis to develop adaptation and mitigation measures is improved.

Indicator 1.1: Number of research/studies, on climate challenges and changes, and climate sensitivity in Anbar conducted and disseminated (disaggregated by type of research/study)

Target: 4 research/studies

Indicator 1.2: Number of people with access to information through climate change research/studies and knowledge generated & documented on climate change adaptation practice.

Target: 300 individuals

Output 2: The awareness regarding climate change and climate change implications has increased, and local government has improved capacities to organize awareness campaigns.

Indicator 2.1: Number of local government officials attended dialogue sessions or workshops on climate change

Target: 30 local government officials

Indicator 2.2: Number of awareness campaigns conducted by local government representatives with support from Oxfam



Target: 1 awareness campaign

Indicator 2.3: Number of young people (between 15 - 25 years) are better aware and informed of climate change impacts

Target: 90 Young people from schools, universities, and community members

Output 3: Increased exchange between local government and population on climate change-related topics.

Indicator 3.1: Number of government actors and community committees trained on advocacy, dialogue, conflict sensitivity, and climate change adaptation.

Target: 30 government actors and community committees

Indicator 3.2: Number of local government representatives, community committees and other key stakeholders attended dialogue sessions, exchange visits and workshops on climate change.

Target: 30 local government representatives, community committees and other key stakeholders

Output 4: Districts are better prepared to address the impact of climate change.

Indicator 4.1: Number of integrated district level climate adaptation/action plans developed.

Target: 3 climate adaptation plans for three districts developed covering 5 sectors (water, energy, agriculture, transport, urban spaces)

Indicator 4.2: Number of people benefiting from the implementation of climate adaptation pilot plan

Target: 7200 people (community members, farmers, business people etc) benefitting from the pilot actions

4. OBJECTIVES OF THE FINAL EVALUATION

The GIZ-funded project is set to conclude in February 2025, with an external final evaluation scheduled for January and February 2025. Despite this timeline, some activities are still in progress and expected to finish by late February 2025.

Oxfam aims to carry out the evaluation to fulfil its commitment to the donor and to measure the project's impact and performance. This evaluation will provide Oxfam with valuable insights that can be used in future projects.

The evaluation's scope is defined by the OECD-DAC criteria for assessing humanitarian efforts. These criteria are linked to several key questions that need to be addressed and examined.

Specific Objectives of the Evaluation:

- To assess and conduct data collection for learning purposes about the aspect of OECD-DAC criteria relevance, effectiveness, efficiency, impact, and sustainability based on the questions in the following section.

- To conduct outcome monitoring survey with the target beneficiaries and stakeholders using appropriate quantitative and qualitative tools so the consultant is responsible for data collection of outcome and output indicators (endline survey) and update the project's logframe by its conclusion.
- To lead and facilitate the projects' final learning review workshop (The consultant will not be responsible for the cost of accommodation, venue, lunch/refreshments or any other cost related to the workshop participants).

5. EVALUATION CRITERIA AND KEY QUESTIONS TO BE ADDRESSED IN THE EVALUATION:

The project evaluation should be organised taking into consideration of Oxfam's key evaluation criteria, and program quality standards. The evaluation will also consider key sector and sub-sector indicators for assessing the performance. The following provides a guide to the questions to be addressed by this evaluation, under each of the criteria below:

Relevance and Appropriateness:

1. Have Oxfam and its partners effectively identified targeted groups in their operational areas?
2. To what extent does the climate change adaptation plan address the specific needs and risks faced by the target population and sectors in the context of current and future climate situations?"
3. How well do the project activities align with local government needs, young people, community committees and communities in terms of improving their skills, capacities, and awareness against the impacts of climate change?
4. To what extent the project address gaps in knowledge and capacity that local governments face in integrating citizen participation and climate resilience into their communities.
5. To what extent were target groups and partners involved in the design of the project, and how did this impact the project's relevance?
6. What was the level and quality of participation of the target groups and the partners in project design?
7. To what extent have the key contextual changes, threats and opportunities that arose during implementation been influencing and informing project implementation?

Efficiency

1. Was the project implemented using the best available resources and capacities of Oxfam and its partners?
2. How cost-effective was the intervention compared to other potential alternatives?
3. Were the financial and human resources allocated to project activities sufficient to achieve the intended results?
4. What limitations were encountered regarding resource utilization, and how can future projects enhance efficiency?

Effectiveness

1. How effectively has the project progressed toward achieving its desired outcomes for targets groups/communities?
2. How well were project participants selected, and were they adequately informed of the selection criteria?

3. How inclusive and culturally sensitive were the activities carried out in terms of the approach, quality of participation, information and its dissemination? What challenges did the project face, and how effectively were those challenges addressed?
4. What factors have contributed to achieving or not achieving intended outcomes and set objectives of the project? Identify any exceptional experiences/achievements of the project substantiated with evidences, such, but not limited to case studies, best practices, etc.
5. How effectively have the actions outlined in the climate change adaptation plan been implemented in achieving the intended outcomes, such as reduced vulnerability or improved resilience to climate change impacts?
6. To what extent does the climate change adaptation plan effectively address the specific needs, vulnerabilities, and priorities of the populations in the target locations, considering both current and future climate risks?
7. To what extent was the partnership with the Bergof NGO effective in ensuring the timely implementation of project activities, and what factors contributed to or hindered this effectiveness?"
8. What were the key challenges encountered in project management, including issues related to project duration and timeline, and how were they addressed or mitigated?
9. To what extent justice between men and women has been mainstreamed into the project? How could justice between men and women be better mainstreamed in a future project?
10. What system and mechanism are in place (at Oxfam and partners) to ensure accountability to the beneficiaries and how well have they been working throughout the project?

Impact

1. What positive and negative changes has the project produced for the target populations?
2. How have these changes contributed to the overall aspirations of the project?
3. What is the extent of the project's impact on community resilience compared to before the intervention?
4. Has the project made a significant change in living conditions of the selected communities in Ramadi, Fallujah and Heet district in Anbar Governorate?
5. How likely are positive changes to be sustained in the short- and medium-term following project completion?

Sustainability

1. To what extent did the project consider long-term impacts during its planning and implementation phases?
2. How effectively did the project address the nexus between humanitarian action, recovery, climate change, and development?
3. What measures were taken to ensure a successful transition and exit strategy for sustainable outcomes?
4. How well are project outputs aligned with long-term objectives to ensure ongoing benefits after project funding ends?
5. What were/are the major factors that influenced the achievement or non-achievement of sustainability of the project.

6. METHODOLOGY:

1. Use a combination of quantitative and qualitative methods.
2. Design tools, collect data, analyze data, and write reports using both methods.
3. Conduct endline HH survey in selected intervention areas.
4. Compare endline values of outcome indicators against baseline survey values.
5. Use structured questionnaires to measure the project's impact on conflict-affected communities.
6. Target different groups of men & women in the evaluation.
7. Develop a methodology endorsed by Oxfam based on expected deliverables and OECD-DAC criteria.
8. Use focus group discussions (FGDs), key informant interviews (KIIs), and case studies for qualitative data collection.
9. Integrate desk review findings with primary data collection and analysis.
10. Lead and facilitate the projects' final learning review workshop, and the feedback from participants will be collected by the consultant during the learning review workshop.

The consultant should develop all the necessary data collection tools and sampling methods and share them with the Oxfam MEAL & PQ team for review and approval. And the data collection tools proposed by the consultant should be able to address the key evaluation questions mentioned above.

For the quantitative approach, the consultant will conduct the data collection activities of the HH endline survey in the selected intervention, and the consultant will be responsible for collecting qualitative data through conducting focus group discussions, key informant interviews, success stories, and case studies. Oxfam in Iraq is planning to conduct an end-of-project learning event so the consultant will be responsible for leading and facilitating the project's final learning review workshop and producing the learning event report.

7. REQUIRED EXPERTISE FOR THE EVALUATION CONSULTANT(S):

This final evaluation should be led by a person (or persons) or firm have following:

Mandatory qualification:

- A minimum of 10 years of experience in humanitarian and development interventions in conducting evaluations for international humanitarian organisations and donor agencies
- Demonstrated experience in the monitoring and evaluation of climate justice (climate change) economic justice, with preferably some experience in justice between men & women and protection in emergencies programming or programmatic knowledge of these two sectors.
- Experience in the use of quantitative and participatory qualitative methods of data collection.
- Strong facilitation and English writing skills are also required.
- Knowledge of ICT tools for mobile data collection (Survey CTO).
- Commitment to safeguarding policy.
- Commitment to justice between men & women principles in Evaluation.
- Knowledge of the context in Iraq or in middle east and familiarity or direct experience working in Iraq or in the Middle East broadly .

Following are not mandatory but desirable:

- Familiarity or fluency in Arabic is an advantage.



- Experience of working modalities of Oxfam, is preferred.

8- TIMEFRAME, KEY ACTIVITIES AND EXPECTED LEVEL OF EFFORT

Timeframe: The evaluation is to be carried out in January and February 2025, with the final report submitted to Oxfam as per the timeline below. The exact dates of the evaluation are to be confirmed with the selected consultant(s) or firm.

Total expected level of effort: 30 working days

Note: Following are the suggested number of days. Actual days will be agreed with the selected consultant(s)/firm as per workplan to be delivered during the time frame.

- Review essential documents of the project, including but not limited to the original project proposal, interim or on-going internal reports, and evaluations and lessons learned exercises undertaken thus far and review the key questions suggested and if necessary, propose adjustment **(2 to 3 days)** – work to be done from consultant's/firm's home location, all documents will be shared by Oxfam via email).
- Develop and submit the draft inception report with a detailed evaluation plan (to be endorsed by Oxfam) **(3 to 4 day)**;
- Developing and translation of evaluation tools (Tools must be developed in English and translated in Arabic to administer in the field. **(3 to 4 days)**
- Primary data collection (quantitative and qualitative) **(9 to 10 days in Iraq- Anbar Governorate)**.
- Data analysis and preparation of draft evaluation report **(8 to 10 days)**.
- Meeting (online) to share and validate the findings from the evaluation **(1 day)**. Selected Oxfam and partner staff will participate in this meeting.
- Finalize the final evaluation report and send it to Oxfam **(3 to 4 days)**. Oxfam will then prepare a management response to be annexed to the evaluation report.

Working closely:

The consultant(s) /firm will report directly to the Program Quality and MEAL Lead and will work closely with Area Managers and field teams. The Program Quality and MEAL Lead will coordinate and facilitate the evaluation process with the selected firm/consultant(s) in collaboration with the Area Managers, project Manager, and MEAL & PQ team.

9. EXPECTED OUTPUTS:

- a) The evaluator's understanding of the evaluation questions.
- b) Description of the phases related to the suggested evaluation methodology.
- c) Sources of information for gathering primary and secondary data.
- d) Sampling techniques, such as sample size, sampling methodology, the area and population group the sample represents.
- e) Tools to be used for data collection.
- f) The type of software or ICT tool used for data analysis.
- g) Reference indicators and benchmarks for each evaluation question (if relevant).
- h) Develop a detailed evaluation plan (to be submitted after the document review but before the data collection - to be endorsed by Oxfam), outlining the proposed methodology.

- i) Inception report
- j) Draft evaluation report in English to be presented to Oxfam (no more than 40 pages excluding annexes, including executive summary not exceeding 3 pages).
- k) Meeting to present the draft findings of the evaluation, and to give feedback to Oxfam staff and the partners.
- l) Feedback from Oxfam and partners will be provided after the submission of the draft report. The consultant/firm will review, then submit a second draft, which will also be subject to Oxfam's feedback. The final report will be produced within 3 working days of submission of the comments. It will include changes/modifications, agreed between Oxfam in Iraq and the consultant/firm. Some minimum guidelines on the evaluation report:
 - o The report should systematically answer the key questions posed.
 - o It should fairly and clearly represent the views of the different actors/stakeholders.
 - o It should give the conclusions of the evaluator, in a way that is clear and substantiated by the available evidence.
- m) The consultant will also prepare and share a comprehensive learning event report for the project, which will be developed based on feedback collected by the consultant during the learning review workshop. This report will highlight key insights and recommendations derived from the workshop discussions. The findings from the learning event report should be reflected in the evaluation report.

Please note that the consultant should submit the final evaluation report plus learning event report with Oxfam before/on 28 February 2025.

10. Payment and instructions for interested consultants/firms

Overall expression of interest/EOIs/ will be evaluated based on technical and financial proposals demonstrating value of money and strong technical description.

Payment will be done in two instalments, 10% upon contract signature, 40 % upon submission of the draft report, and 50% upon Oxfam's approval of the final evaluation report and learning event report .

What costs to include in the offer: Consultants/firms should include the following costs in their offer's budget: daily rate, cost of international travel (home location of consultant/firm to Erbil and back, applies to international consultants only); transportation cost for the consultant/field researcher team with the country, the cost for enumerators/data collectors for the endline survey, cost of meetings, focus groups discussions and key informed interviews.

What costs not to include in the offer: for the learning review workshop, The consultant will not be responsible for the cost of accommodation, venue, lunch/refreshments or any other cost related to the workshop participants.

Note that payment will be made based on the budget in the offer (not based on actual expenses incurred by the consultant).

11. CODES OF BEHAVIOUR:

The evaluation process will be directed by Oxfam's guidelines for the ethical conduct of evaluations and research, guiding the evaluation team through careful consideration of the key ethical implications at every

Bid Evaluation Criteria			
Part	Criteria	Award criteria's	Score
A	Consultant's Qualifications and experience in the field covered by the TOR	Academic Qualifications	10%
		Specialization and proven experience in the field related to the assignment.	15%
		Qualifications, skills, and experience of the Team to be engaged for the assignment	10%
B	Quality / Understanding of the TOR	Meeting technical requirements (quality of the proposal) OR Level of understanding the assignment as per TOR.It considers how deep the consultant understood the work including the scope. (Not just copy and paste from the TOR content)	10%
		Adequacy of the proposed approach and methodology to undertake the task based on the TOR & scope	10%
		Proposed workplan (realistic of workplan) Detailed Work Plan to carry out the work highlighting key milestones & deadlines	15%
C	Financial Proposal	Clarity of the cost breakdown	5%
		Fair and reasonable budget	20%
		Payment Terms & Payment method	5%

stage of the evaluation. These guidelines are available at this link: <http://policy-practice.oxfam.org.uk/publications/undertaking-research-with-ethics-253032>

Selected consultant or firm will be asked to sign and adhere with Oxfam's Code of Conduct.

12. SHARING AND USING FINDINGS:

The Oxfam International's Policy on Program Evaluation requires Confederation members to act on the commitment to transparency by making public the Executive Summary and a Management Response to all final evaluations. The Policy is available at this link: <http://www.oxfam.org/sites/www.oxfam.org/files/oxfam-program-evaluation-policy-dec10.pdf>

13. DISCLOSURE:

Although free to discuss with the authorities on anything relevant to the assignment, under the terms of reference, the consultant is not authorized to make any commitments on behalf of Oxfam. All data collected as part of this consultancy belongs to Oxfam and public dissemination of the data and evaluation products can only be done with the written consent of the Oxfam.

14. Bid Evaluation Criteria



15. EXPRESSIONS OF INTEREST (EOI):

Interested Individuals, organizations or research/consultancy firms, with the experience and skills described in the ToR should submit Expression of Interest/EOI/. The EOI must include

1. **A cover letter** of no more than 2 pages introducing the evaluator/organisation and how the skills and competencies described above are met, with concrete examples. Please also use this cover letter to indicate the consultants' availability for the proposed period.
2. **Technical Proposal:** The technical proposal should include an interpretation of the objectives of the consultancy, detailed methodology and an elaborate work plan. Organization/individual capacity statement, past experience and activities related to evaluation, CVs of the consulting team and their roles in the achievement of the assignment; names, addresses and telephone numbers of three professional referees.
3. **Financial Proposal:** A one-page budget of the offer, covering all major anticipated costs; (proposed budget should not be included in the technical proposal).
4. **Two to three samples of evaluation reports** for evaluations conducted in climate justice ,economic justice or in other sectors.

How to Apply

Please submit the EOI and other documents by **12:00 am Iraq time by 29 December 2024** to irqconsultancy@oxfam.org.uk with **"Final Evaluation of "Anbar Climate - Participation, Research, Adaptation & Planning Project"** in the subject line. No EOIs will be accepted after deadline.

All questions or clarifications of a technical nature are to be sent to irqconsultancy@oxfam.org.uk Interested applicants can collect the Terms of Reference/ToR/ from OXFAM in IRAQ Country Office, starting from **December 15, 2024**. Or Oxfam Logistics/HR team can send the ToR for interested applicants via email. Applicants are required to carefully read through the ToR, make a note of the planned timetable, and submit their responses by **29 December 2024 (5:00 Pm)**. No questions or clarification will be entertained after **29 December 2024 COB**.

This invitation to tender has been issued for the sole purpose of obtaining offers for the provision of the services requested against the TOR. OXFAM reserves the right not to enter into or award a contract as result of this invitation to tender. OXFAM also reserves the right to terminate any contract issued as a result of this invitation to tender as set out in the contract terms and conditions.

OXFAM in Iraq office is located in Erbil, Ankawa