



## TERMS OF REFERENCE

**Position:** Consultant – Country Strategy Development

**Location:** Tehran

**Duration:** 3 months

**Reports to:** Country Director

**About RI:** Relief International is a leading nonprofit organization working in 20 countries to relieve poverty, ensure well-being and advance dignity. We specialize in fragile settings, responding to natural disasters, humanitarian crises and chronic poverty.

Relief International combines humanitarian and development approaches to provide immediate services while laying the groundwork for long-term impact. Our signature approach -which we call the RI Way- emphasizes local participation, integration of services, strategic partnerships, and a focus on civic skills. In this way, we empower communities to find, design and implement the solutions that work best for them.

RI believes that gender equality is a basic right for all people, and it is critical to directly address gender-based discrimination and promote gender equality in order to ensure sustainable development.

**RI in Iran:** Relief International has been active in Iran since 1989. The Iran operation focuses on providing and improving access to health, education and livelihoods to Afghan refugees – with protection effectively mainstreamed across our activities. Relief International is a major actor in disaster response in Iran and currently implements a large-scale COVID-19 response. We support national CSOs as well as coordination and advocacy with other INGOs, UN agencies and Governmental partners to improve the overall humanitarian and development response.

### **Required Consultancy**

RI has been operational in Iran since 1990, implementing a series of projects and programmes to support the Government of Iran in responding to needs and challenges faced by Afghan communities living in Iran. The RI programme portfolio spans humanitarian assistance and developmental interventions, including cash and in-kind provision, building awareness and capacity amongst service providers and constituents to increase access to education, health, economic opportunities, WASH facilities and social protection. These projects have helped RI better understand the nature of service provision in Iran as well as the migrant profile, effective intervention types, updated knowledge on the situation of Afghans. RI has, across the past years, built capacity amongst NGOs and concerned stakeholders, in programming, developing organizational structure and strategy, building awareness amongst migrant communities in preventive health and hygiene, enrolment, civil documentation, economic opportunities, and direct interventions, to support refugees. Through these projects, RI has also engaged with government counterparts and line ministries, international agencies, NGOs and refugee communities.

**Relief International is looking for a Consultant who will facilitate the development of a three year Country Strategy.** The Country Strategy will be a set of narrative documents derived from an inclusive

discussion process, where the country office direction, ambition and priorities are spelled out. The Country Strategy aims to guide the work of the team in-country and integrates all units and entities together into a single direction. It also sets out the strengths, weaknesses, opportunities and threats for the country operation. It provides a global overview of where RI is at the time of writing and where it wants to be in a few years' time.

**The main objectives of the Country Strategy will be to:**

- Provide direction for the country programme.
- Enable learning across the organization and into programmer design.
- Enable programme and support functions to discuss, agree and prioritize response options, resource allocations and required support capacity.
- Inform the budgeting process for the entire organization.
- Enable consultation with relevant staff to inform decisions and direction setting.
- Inform the organization at large of what is important and create understanding of priorities.
- Create a joint understanding and ownership of the direction and priorities of the organization.

**The Country Strategy is expected to comprise:**

- The strategy narrative that includes overall and specific objectives of RI in Iran, sub objectives, indicators, targets, etc. Should include SWOT analysis and risk analysis.
- Sector-specific Strategies that include sector overall and specific objectives in Iran, sub objectives, indicators, targets, etc. Should include SWOT analysis and risk analysis.
- Cross cutting themes such as integrated programming, multi-purpose cash, nexus programming, gender, inclusion and protection mainstreaming.
- Integrate programme input and support function assessment of strengths and weaknesses as well as priorities

**Annexes to the multiyear strategy must include:**

- Core competency / Sector specific strategies
- RI Emergency Preparedness and Response Plan (EPRP)
- Advocacy and Communication Strategy
- Annual Plan of Action for Year 1 that includes indicators, targets, initiatives and timeframes.

**Country Strategy Development Methodology**

The strategy development process must be a consultative process. Service mapping, field and sector-specific level SWOT analysis, needs assessments, learning must be discussed at the field level ahead of any countrywide discussions.

The Risk Analysis must be updated alongside discussions on relevant target groups and needs analysis based on assessments and ensure that all relevant staff (incl. support) are included. Potential expansion opportunities must be discussed within or outside existing geographical areas and integrated programme opportunities must be identified; potential emergency preparedness and response as well as advocacy and communication interventions must be identified and discussed.

**Core Competency or Sector Specific Strategy Development:**

The Programme Managers and Sector leads will be responsible to ensure that the Core Competency Strategies are designed with support of each sector team. The sector leads need to discuss with the relevant staff including Heads of Office, Project Managers and Coordinators, Security, Operations etc. to

update the strategies. In parallel to CC or Sector strategies, the Emergency Preparedness and Response Coordinator will support the development of the Emergency Preparedness and Response plan. Learning from monitoring and evaluation data is particularly important at the Core Competency and Programming level. This should feed into the programme design and development of CC strategies. It is important to reflect on the achievement or non-achievement of results, interpret data and use evidence to adapt programmes based on learning. Please seek support from MEAL staff to undertake this exercise.

### **Country level workshop:**

A country level workshop will need to be facilitated where area level inputs or sector strategies will be presented for endorsement to the country team. The EPRP and the Advocacy and Communication Strategy will also be presented for input. The workshop should associate key staffs for each Field Office, programme team, support functions including finance, HR, operations, ICT, Health, Safety and Security (HSS) as well as Advocacy and Communications.

The country level will need to look at targets, indicators and initiatives, programming prioritization, potential expansion or exit areas across the country (including establishment or closing of Field Offices), alongside creating funding overview/analysis, and agree on which CC's should be prioritized in which area and how to integrate programmes at various levels.

Prioritization and resource allocation in the Master Budget is vital and necessary decisions need to be taken by the SMT based on wider consultation. To do this, think through the programme portfolio in the country, potential expansion or exit areas, what the cost drivers of the country operation are, needs and ability of programmes to deliver.

### **Review of Documents**

- Core Competency or Sector Strategies: The CC or sector strategies shall be reviewed by the Regional Programme team and relevant advisers, before the CD can approve the CC strategy.
- Country Strategy: CD through the Senior Management Team (SMT) is responsible that the Country Strategy package is sent to the Regional Director.

### **Approval, Dissemination and Follow up**

Once approved, it is vital that the strategy is shared with all staff in the Country, to create understanding of the direction of the organization and priorities. A yearly Plan of Action will be developed based on the Country Strategy. The SMT members will be responsible regularly review and measure progress vis-à-vis the indicators, targets, risk mitigation e, etc.

### **Relief International's Values:**

We uphold the Humanitarian Principles: humanity, neutrality, impartiality and operational independence. We affirmatively engage the most vulnerable communities.

### **We value:**

- Inclusiveness
- Transparency and accountability
- Agility and innovation
- Collaboration
- Sustainability

### **How to apply:**

If you are interested in this job, please email your cover letter and CV in English, together with your [RI Application Form](#) to [tehran@ri.org](mailto:tehran@ri.org) and mention the <Job Title\_FULL NAME> in the subject line.

**Applications close on 11 August 2021.**



**Due to limited resources, only short-listed candidates will be contacted.**

Note to external agencies, we will not be accepting CVs from third parties.

**Relief International is committed to protecting our staff and the communities we work with from abuse and harm including sexual exploitation, sexual abuse and sexual harassment. All staff are expected to abide by our Code of Conduct, Safeguarding Policy and Commitment to Equity and Diversity.**

Recruitment to all roles, including consultant roles in Relief International include a criminal records self-declaration, references and other pre-employment checks, which may include police and qualifications checks.

Relief International is committed to diversity and gender equality; we strongly encourage female candidates to apply.