

JOB TITLE: INTERNATIONAL CONSULTANT FOR OCS & COM DEVELOPMENT

Contract type	Temporary Consultancy
Reporting to	Country Director
Locations	Different districts in Bangladesh.
Period	40 days over 4 months (May 2019-August 2019)

Oxfam is a global movement of people working together to end the injustice of poverty. That means we tackle the inequality that keeps people poor. Together we save, protect and rebuild lives. When disaster strikes, we help people build better lives for themselves, and for others. We take on issues like land rights, climate change and discrimination against women. And we won't stop until every person on the planet can enjoy life free from poverty.

We are an international confederation of 19 organizations (affiliates) working together with partners and local communities in the areas of humanitarian, development and campaigning, in more than 90 countries.

Background

Bangladesh is widely seen as a 'paradox' in the development arena. Over the past decade and a half, it has maintained economic growth around a steady 5 to 6% per annum, has outperformed other major South East Asian economies on most social indicators and has brought down its fertility rate from more than 6 to around 2.2 births per woman. It has made great progress with the Millennium Development Goals, especially with poverty reduction and bringing down maternal mortality rates.

The economic growth has however been achieved at the cost of social development. The country scores low/very low on many indicators of the quality of governance. It is close to the top of the global league table for corruption. It is one of the fastest growing economies in South Asia, on the track to becoming a lower middle-income country, but it is also on a list of countries which have significant numbers of people who are categorized as the "ultra-poor". Income inequality in the country is widening precariously every year, with the poorest 5% of the population having only 0.23% of the national income. The rate of violence against women is worsening with 298 rapes reported in January 2019 alone.

The rise in economic growth has understandably been parallely followed by decreased dependency on foreign aid over time, as demonstrated by the fact that government spending has increased at a far higher pace than aid. This in turn has coincided with changes in foreign

aid architecture and aid environment amid protracted global recession, rising violence and insecurity, and influx of refugees in Europe. This has considerably shrunk the space of operation for national and international non-government actors.

In line with the changes in the country's external context, the internal operational landscape of Oxfam in Bangladesh has also changed. The country programme is going through a transition process since late 2017 mainly due to Oxfam's extensive programmatic engagement in the Rohingya refugee emergency response in Cox's Bazar. Other factors such as organizational cultural challenges, changes in the modality of how the Oxfam as a confederation operates and changes in the country's external operating environment, including but not limited to, changes in government's development priorities and shifting funding landscape, are also contributing to the transition. These changed context have generated the need for a new Country Strategy and Country Operating Model for Oxfam in Bangladesh.

As Oxfam's ambitions and aspirations grow in the country and the region and as Oxfam's position in the country's development arena becomes more prominent, OiBD has reached an opportune moment to take a step back and reflect on the journey so far and identify the optimal way forward. It is critical at this stage to identify the optimal path forward in order to ensure Oxfam's greater ambitions and objectives are achieved. Moreover, it is critical to ensure that for every dollar invested, that the greatest impact can be realized and the greatest return on investment can be achieved.

The Assignment:

Oxfam in Bangladesh is looking for an International External Consultant to work with its management team to shape the strategic intent and operating model of its country for the period July 2019- June 2024. The Consultant will be expected to facilitate the development of a 'radically rethought' Country Strategy and Country Operating Model so as to enable Oxfam in Bangladesh to deliver effective programmes.

The Consultant will also guide the in-country committees set-up to lead the strategy development process in effective development and delivery of programs and operating models in line with Oxfam's One-Programme Approach.

Scope of Work and Deliverables

i) Stage 1: Strategic Formative Evaluation

- Develop a recommended strategic direction that enables Oxfam in Bangladesh (OiBD) to achieve the greatest impact possible.
- Develop an implementation roadmap to help align (OiBD) internal systems and structures to the organization's new strategic direction.

Conduct the evaluation in three phases:

- In *Phase 1 (Review)*, the Consultant will undertake a review of OiBD's current capabilities and past performance and develop and refine a series of plausible options for OiBD's future strategic direction through Choice Structuring (including SWOT analysis: strengths, weaknesses, opportunities and threats), with a focus on achieving the greatest impact.
- In *Phase 2 (Validation)*, the Consultant will research & validate these options with external stakeholders and craft a recommendation to OiBD for the strategic direction of the organization.
- In *Phase 3 (Roadmap/Operating Model)*, the Consultant will determine the capabilities needed to implement the chosen strategy, identify current gaps and create a high-level country operating model to complement the strategy.

The methodology will rely on:

- *In-country visit*, face-to-face meetings with key persons in country and online meetings with key OiBD staff
- Review of current OCS, COM and other relevant organizational documents including grantee contracts, grantee reports, results framework
- Critical analysis of thematic programme review reports and analysis produced by the programme thematic units under the leadership of the Internal Core Committee
- Facilitation of the Internal Sense-Making Workshop to interpret, challenge and validate the insights from the programme reviews. The consultant is expected to develop the methodology for this workshop
- Synthesize the outputs from the workshop into communicable direction for the OCS and COM
- Conduct desk research, interviews, meetings and consultations with key stakeholders to validate the insights from the Internal Sense Making workshop with external actors such as CGG, affiliates, donors, communities, partners etc
- Consolidate the feedback and insights and propose a direction and structure for the country strategic plan and operating model, respectively.

ii) Stage 2: Development of Draft 1 of Country Strategy and Operating Plan

- Development and drafting of Draft 1 of Country Strategy based on results of Stage 1, including decision on key strategic areas to base Strategic Plan around, in close collaboration with Steering Committee and Internal Core Committees

iii) Stage 3: Collect feedback from Key External Stakeholders

- Sharing of Draft 1 of the Strategic Plan with BD&Q team

- *In-country visit*, face-to-face meetings with key persons in country and online meetings with key OiBD staff for feedback collection and incorporation of feedback once received to form the final versions of the Strategy and Operating Model.

iv) Stage 4: Final Validation with Community

- The consultant is expected to validate the final draft of the OCS with community members so as to ensure that community voice, aspirations and expectations are correctly reflected in the strategy and operating model.

v) Stage 5: Deliver final OCS and COM

- Deliver the final OCS and COM to the Steering and Internal Core Committees.

Suggested Timeline (priority may be given to Consultants with an expedited timeline)

Task/ Deliverable	Timeline
Recruitment	30 th April 2019
Stage 1	1 st May 2019- 14 July 2019
Stage 2	1 st June 2019- 14 July 2019
Stage 3	21 July 2019- 31 July 2019
Stage 4	1 August 2019- 6 August 2019
Stage 5	15 August 2019

Supervision and Reporting

The Consultant will report to Strategic Programme Advisor. The Consultant will also interact with OiBD’s Country Director, Humanitarian Director, Change Advisor, BD&Q Director and members of the Internal Core Committee.

Essential Skills and Competency

- Advanced degree in economics, development studies, international relations, and/or relevant discipline
- At least 12 years’ experience as a senior consultant and at least 10 years’ experience in facilitating strategy development processes for international organizations

- Proven experience and technical competence in humanitarian, refugee crisis/emergency/ economic justice/ gender equality/justice with ability to apply underpinning knowledge in the context of programming in Bangladesh and South East Asia region
- In-depth knowledge and understanding of program quality in all its dimensions, including program design and development, monitoring, evaluation and learning, partnership, gender mainstreaming, achieving leverage through influence and ensuring impact at scale
- Demonstrable understanding experience of political economy analysis and long-term development for lower middle income countries
- Well-developed interpersonal skills, diplomacy, tact, facilitation and negotiation skills. Flexible and creative approach in recognising and responding to challenges and opportunities, coupled with a drive to achieve results
- Excellent conceptual and analytical skills, and demonstrable ability to think strategically and innovatively and practically improve programme quality
- Strong influencing skills especially in dealing with country management teams and advisers / managers

Desirable Skills

- Knowledge of Bangladesh context and/or dynamics in South East Asia
- Understanding of the HR challenges in large scale emergency response
- Understanding of smart Business Development Approaches and programme designing with multiple added values

Our values and 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 promoting the welfare of children, young people and adults. Oxfam expects all staff, volunteers, consultants 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.

OUR VALUES - All our work is led by three core values:

Empowerment: Everyone, from our staff and supporters to people living in poverty, should feel they can make change happen.

Accountability: We take responsibility for our actions and hold ourselves accountable. We believe that others should also be held accountable for their actions.

Inclusiveness: We are open to everyone and embrace diversity. We believe everyone has a contribution to make, regardless of visible and invisible differences.

- We are committed to ensuring diversity and gender equality within our organisation and encourage applicants from diverse backgrounds to apply.
- We also highly encourage women to apply for the mentioned position.

Note: All offers of employment will be subject to satisfactory references and may be subject to appropriate screening checks, which can include criminal records and terrorism finance checks.