



TERMS OF REFERENCE

Lead Consultant — National Strategy Development

Damascus Syria

About Truth Guardians

Truth Guardians is a non-profit organisation working in Syria and The Netherlands. The Organization is founded by White Helmets members aiming to provide aid to communities and persons recovering from conflicts and disasters; provide support to displaced people; support justice, accountability, rule of law, human rights efforts, and research activities.

Truth Guardians is an equal opportunities employer and applications are actively encouraged from suitably qualified and eligible candidates regardless of sex, race, disability, age, religion or belief, marital status, or pregnancy and maternity.

ABOUT THE ROLE

Truth Guardians Foundation (TG) is supporting the Directorate-General of Antiquities and Museums (DGAM) to build and adopt its first national antiquities and museums strategy for 2027–2032. DGAM owns the process and makes the decisions. The consultant's role is to guide that process technically, draft the core documents, and leave DGAM staff able to run the system themselves.

You will lead a five-month process that takes DGAM from an honest look at where it stands today to a strategy that is formally adopted by government, with plans, indicators and partners lined up behind it. Much of the work is facilitation: DGAM's directorates write their own operational plans, with you guiding them. You will work closely with a joint DGAM–TG supervision team and report to TG's Cultural Heritage Programme Manager.

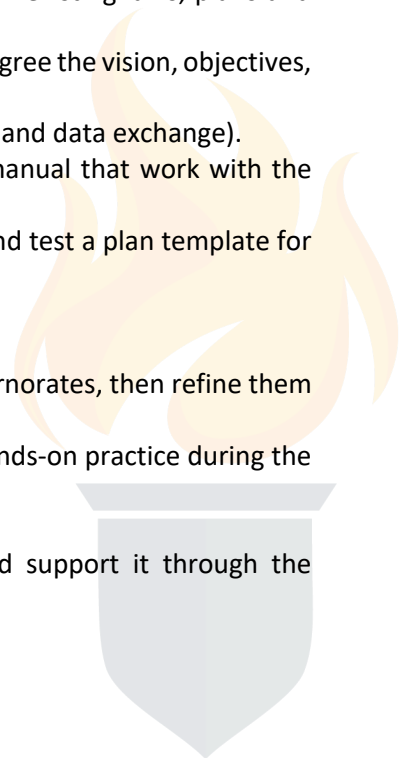
Scope of Work

Months 1-3: Building the strategy

- Assess DGAM's institutional readiness and staff planning capacity, and review existing laws, plans and data to set a clear baseline.
- Facilitate workshops with DGAM leadership and governorate departments to agree the vision, objectives, national priorities and institutional mandates.
- Draft the strategy, its results matrix and two regulatory policies (partnerships and data exchange).
- Design a practical set of indicators, a simple dashboard and a monitoring manual that work with the resources DGAM actually has.
- Guide the central directorates as they write their annual operational plans, and test a plan template for governorate departments.

Months 4-5: Testing it and getting it adopted

- Pilot the indicators and selected plan activities in a few directorates and governorates, then refine them based on what works.
- Train DGAM's Planning Directorate to run the monitoring system, through hands-on practice during the pilot.
- Develop 12-15 national priority projects into short technical fiches.
- Prepare the government adoption file with DGAM's legal department and support it through the administrative steps.





- Produce a bilingual executive summary, policy brief and presentation, and facilitate a meeting aligning partners and archaeological missions with DGAM's priorities.
- Close the project with a handover workshop and final report.

Deliverables - the consultant will produce:

- Baseline and institutional diagnosis report.
- National strategy 2027-2032 with its results matrix and regulatory policies.
- Indicator system, dashboard and monitoring manual.
- Main directorates' operational plans (written by DGAM staff) and a governorate plan template.
- Pilot evaluation report and final, technically approved strategy package.
- Priority project fiches, communication materials and the adoption file.

Duration & Workplace

- Indicative initial duration: 5 months
- Duty station: Damascus, with some travel to governorate antiquities departments.

Required Qualifications: Education, Experience and Competencies

- An advanced degree in public policy, strategic planning, public administration, M&E, cultural heritage management or a related field (a first degree with strong experience may be considered).
- At least ten (10) years in institutional strategic planning or public sector reform expertise, including at least one national or sectoral strategy for a government institution.
- Experience facilitating discussions with senior officials and bringing different positions to agreement.
- Solid grounding in results-based management and indicator design.
- Experience in Syria or a comparable post-conflict or transitional setting.
- Fluent Arabic and strong English, both written to a professional standard.

The following requirements will be considered as strong asset.

- Experience taking a policy or strategy through a formal government adoption process.
- Experience working with international heritage or development partners and archaeological missions.
- Familiarity with the cultural heritage sector and its international frameworks.
- We do not expect every candidate to have deep expertise in every area. We are looking for a strong strategist and facilitator who is comfortable with the measurement and adoption sides of the work.

Confidentiality and Sensitivity

The consultant is expected to:

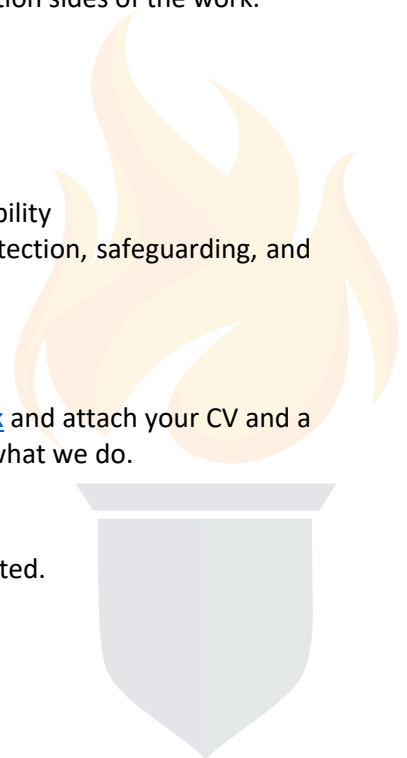
- Exercise discretion in all external communications
- Avoid public attribution of the work without prior agreement
- Adhere to agreed protocols regarding institutional representation and visibility
- The consultant may be required to sign relevant confidentiality, data protection, safeguarding, and ethical conduct commitments as part of the contracting process.

How to Apply

If you are interested in applying for this mission, please fill out the application [Link](#) and attach your CV and a covering letter explaining your background, suitability for the role and interest in what we do.

Closing date for application: 15 November 2026.

Only shortlisted applicants who meet the required job qualifications will be contacted.



Please note that due to the urgency of this position we will review the applications regularly and we do reserve the right to close this advertisement early; the closing date will be upon successful recruitment.

Truth Guardians believes in achieving diversity in its workforce by encouraging all qualified applicants, both male and female, to apply for announced vacancies.

Truth Guardians is committed to its employees, ensuring they are not subject to sexual exploitation or abuse in exchange for the services they provide. Additionally, they are responsible for safeguarding children from harm and abuse, ensuring a safe environment for them. The organisation strives to create a secure work environment for everyone, free from any form of harassment, harm, exploitation, or misconduct during work that may undermine the dignity and safety of volunteers and employees.

