



**TERMS OF REFERENCE
DEVELOPMENT OF NEW STRATEGIC PLAN 2024 – 2030
OF THE NGO FORUM ON CAMBODIA**

1- Background

The NGO Forum on Cambodia (NGOFC) is a membership organisation for local and international NGOs which exist for information sharing, debate and advocacy on priority issues affecting Cambodia's development.

Vision: Cambodian people live in peace and enjoy equitable, sustainable and inclusive development.

Mission: To coordinate and equip members, networks of NGOs, CSOs, and other stakeholders in actively engaging in policy dialogue and advocacy to ensure equitable, inclusive and sustainable development in Cambodia.

Goal: Well-equipped citizens and CSOs influence and monitor law and policy development and implementation processes, and are enjoying more equitable, inclusive and sustainable development.

The NGOFC was created in the 1980s. It was localized in 2012 and registered with Ministry of Interior (Sor Cho Nor #304 issued on 07 March 2012 by the MoI). Currently, the NGOFC is coordinating 60 NGO members and secretariat of 12 network/working groups of NGOs with around 200 organisations as the members of the group. The NGOFC has been operating 3 programmes in the current strategic plan 2018 – 2023. The mid-term (3-year action plan 2018-2020) evaluation was conducted to review the progress, address challenges, and further recommendations for developing the last 3-year action plan 2021-2023. After mid-term review, the 3 programmes were renamed from: 1) Land and Forestry Policy Programme (LFP) to Natural Resource Governance Programme (NATGOV), 2) Environmental and Agriculture Policy Programme (EAP) to Partnerships for Sustainable Growth (PASGRO) Programme, and 3) National Development Policy Programme (NDP) to Socio-Economic Equity Development Programme (SEED). Number of development partners/donors such as AAC, AFSC, Caritas, CAPS, Diakonia/Sida, DCA, Development and Peace, HEKS, EU, FCA, WWF, Bread for the World, IUCN, IBP, ILC, NPA, MRLG, Oxfam, Mighty Earth, RECOFTC, GEF SGP UNDP, Rosa Luxemburg Stiftung, Voice for Mekong Forest provided financial support to implement some and/or all these programmes collectively/respectively.

Since the current strategic plan 2018 – 2023 come to an end, thus we need to evaluate it and all programmes mentioned above, and more importantly to develop the new one for the period 2024 to 2030. The evaluation and new strategic planning will be conducted through participatory approaches where all key stakeholders such as NGOFC members, partners, government, development partners, private sectors and communities will be engaged in the process. For the new strategic plan, it will be based on key findings from the evaluation, consultations with the members, partners and the other key stakeholders as well as consult with UN 2015 development agenda (2016-2030), the Cambodian 2030 vision, and other sectoral policies, and development trends.

2- General Objective

The NGO Forum on Cambodia is going to develop new strategic plan for the period 2024 – 2030 aiming to evaluate the 2018-2023 strategic plan on its relevance, efficiency, effectiveness, impact, and sustainability and to draw lessons learnt, development trends and priorities which can be considered as the new direction for the NGOFC.

3- Specific Objectives

1. To evaluate the current programmes against the objectives and indicators outlined in the 2018-2023 strategic plan and 5 Year Strategic Plan 2018-2023 and its programmes/projects by looking at key achievements, key challenges, lesson learnt, and key recommendations.
2. To design new strategic plan 2024 – 2030 with participatory approaches, situational analysis, and clear description of key priorities, strategic directions, outcomes and impacts of the plan.

4- Scope of Evaluation

The consultant/consultant team will play a facilitation role to assess all programmes components of the NGO Forum on Cambodia such as 1) Natural Resource Governance Programme (NATGOV), 2) Partnerships for Sustainable Growth (PASGRO) Programme, and 3) Socio-Economic Equity Development Programme (SEED). 4) Research and Innovation Programme (RINNO) and 5) CORE (good governance, effective management, and capable administration), plus gender mainstreaming in these programmes. Furthermore, and also assess the effectiveness of communication and advocacy approaches.

The consultant/consultant team will identify development trends, key opportunities, and priorities, development, and define vision, mission, goal, key goals, objectives, strategies, and key activities for the new strategic plan for the NGO Forum on Cambodia.

5- Duration

The consultant/consultant team consists of two parts:

1. Part A: 15 days starting from June 10, 2023 focusing on the evaluation of the current strategic plan and its programme/projects.
2. Part B: 10 working days. It is expected to be started in early July 2023 to the end of August 2023 to develop the new strategic plan.

6- Outputs and timeframe

Two key results are expected to be delivered by the consultant/consultant team as follow:

Result 1: the evaluation report on the current strategic plan by the end of July 2023 The report includes: the body report covering each programme/project and its annexes such as questionnaires, list of participants, and list of documents reviewed.

Result 2: The strategic plan 2024-2030 and 3-year action plan 2024-2026 were developed by first week of September. They are the important documents outlining the vision, mission, goal and objectives of the organisation to achieve in the next seven years with 3-year action plan 2024-2026, which is strategically more focused, result-oriented and activities that NGOFC (all programmes and operational support) will do to achieve the set goal as followings:

Strategic plan 2024-2030

1. To revisit if vision, mission, goal and core values of NGOF are still relevant to current political, economic and social changes of Cambodia;
2. To set long-term objectives with indicators as milestone for the 7-year strategic plan;
3. To determine of leadership and strategic direction to the organisation;
4. To improve organisational effectiveness, efficiency, impact, accountability and resource mobilisation; and
5. To determine advocacy approaches and collaboration with the NGOFC members, the Royal Government of Cambodia, development partners, private sector, civil society and communities.

The 3-year action plan 2024-2026

1. To set medium-term objectives with indicators as milestone for accomplishing the 7-year strategic plan;
2. To set operational plan and expected outputs annually as pattern to the strategic plan;
3. To determine engagement and collaboration with stakeholder for result-oriented and minimizing work load.

All these documents are produced in English and Khmer.

7- Special Considerations

1. The NGO Forum's Action Plan logical framework has various objectively verifiable indicators the assessment of some of which will involve conducting surveys with members and different stakeholders.
2. The strategic plan development is expected to contribute to the feedback on the effectiveness and impact of the implementation of the 2018 – 2023 strategic and work plans and recommendations for additional methodologies and capacities needed for its future work.
3. Adequacy of network members' commitment, stakeholder involvement, their contributions, and participation in the development and implementation of 2021-2023 Action Plan of the NGOFC
4. The extent to which the advocacy strategies of the NGOFC are utilized and factors that contributed to successful implementation for the benefit of the poor and vulnerable people.
5. Review programmes' impact and sustainability through assessment of outcomes, the relevance of objectives, implementations, and cross-cutting issues such as communication and gender.

8- Methodology

When submitting the technical proposal to the NGOFC, the interested candidates have to provide a clear methodology how to conduct evaluation of the current strategic plan and to develop the 7-year strategic plan and action plan completed. NGOFC is promoting inclusive and participatory approaches so our key and current members, partners (government, development partners, private sector and CSOs) at both national and sub-national level are prioritized to be engaged in key processes of the evaluation and strategic planning. The methodologies are included desk review, completion of survey questionnaires, focus group discussion, strategic workshop, key informant interviews, meeting with staff and management of the NGOFC, management committee (Board of Director) of the NGOFC, meeting with networks of the NGOFC, meeting with membership/umbrella organization, meeting with current and potential development partners/donors of the NGOFC, meeting with key relevant ministries, and private sector, and beyond.

9- Timeframe and milestones

No.	Description of activities	Key expected results	Timeframe	Responsible
1.	Process to Select External Consultant, Finalize ToR and sign contract with Consultant team	External Consultant team recruited and contract signed.	Week 3 of May – Week 1 of June	NGOFC Recruitment Committee
2.	Desk review of relevant documentation	Desk review of relevant documentation conducted	Week 2 of June	Consultant
3.	Develop Inception report	Inception report submitted	Week 2 of June	Consultant
4.	NGOFC and partner provide feedback on inception report and tools	NGOFC and members/partner feedback on inception report and tools shared with consultant team	Week 3 of June	NGOFC and members/partner
5.	Update inception report and tools based on feedback	Inception report and tools based on feedback updated	Week 3 of June	Consultant Team
6.	Upload approved translated survey into	Approved translated survey into digital	Week 3 of June	Consultant Team

	digital platform, test digital platform	platform, test digital platform uploaded		
7.	Conduct data collection via desk review, online survey, KII, SGD, workshop, and others.	Data collected	Week 4 of June – week 2 of July	Consultant Team
8.	Qualitative data transcription / translation	Qualitative data transcription translated	Week 4 of June	Consultant Team
9.	Data cleaning / analysis	Data cleaned & analyzed	Week 2 of July	Consultant Team
10.	Draft report writing	Report drafted	Week 3 of July	Consultant Team
11.	Submit draft report and presentation of results	Draft report and presentation of results submitted to NGOF	Week 3 of July	Consultant Team
12.	NGOF review and provide feedback to draft report	Feedback to draft report submitted to consultant	Week 3 of July	The NGOFC
13.	Update and submit finalized document after presentation and comments	Final documents submitted after presentation and comments	Week 4 of July	Consultant Team
14.	Final Evaluation Report	Final Report	Week 4 of July	Consultant Team
15.	Draft new strategic plan	An initial draft new strategic plan 2024-2030 shared to the NGOFC	Week 1 of August	Consultant Team
16.	Consultations with key stakeholders	Several workshops with key stakeholders conducted	Week 2-3 of August	Consultant Team
17.	Produce and share draft strategic plan	First draft strategic plan produced and shared after the consultations	Week 4 of August	Consultant Team
18.	Share final draft of the plan	Final Strategic Plan approved	Week 4 of August	Consultant Team
19.	Operational Plan 2024-2026	Operational Plan 2024-2026 developed and approved.	Week 1-2 of September	Consultant Team

Suggested Documents as the secondary Data Sources to be reviewed

1. Programmes' documents:
 - a. NGOFC's 2021-2023 Action Plan
 - b. Progress Report 2018 – 2022 + 6-month report of 2023.
 - c. NGOFCC's mid-term review report 2021
 - d. Network and sector Study reports
 - e. NGOFC's Strategic Plan 2018 – 2023
 - f. Other programmes-related documentation as agreed upon between the Consultant and NGOFC's Coordination Committee.
2. RGC's policies:
 - a. National vision 2030 and 2050 documents;
 - b. The government's rectangular strategy stage 4 of 6th mandate of the parliament.
 - c. RGC's National Strategic Development Plan 2019-2023, Cambodian Sustainable Development Goal (CSDGs) 2016 – 2030, sectoral policies, especially policies of the Ministry of Environment, Ministry of Agriculture, Forestry and Fishery, National Committee for Sub-national Democratic Development, Agriculture Development Plan 2021-2030, Agriculture

Sector Develop Plan, Cambodia Power Development Plan 2021-2040; Neary Ratanak Phase (next phase); National Climate Change policies, Updated NDC, Carbon Neutrality Plan; and other relevant policies.

- d. Development partners country strategic plans such as WB, ADB, UN agencies, EU, USAID, DFAT, SIDA, SDC, and other donors and INGOs.

10- The Consultant Team

The consultant team will consist of an expatriate Coordinator/Lead and a Local Consultant(s).

The professional consultants will have the following qualifications:

- Proven experience in NGO evaluation and strategic plan development;
- Experienced in M&E, result-based management and strategic planning, Strong background in developing logical framework, Sound understanding of Cambodia's social, economic and political development and trend,
- A degree in a development-related field, preferably at master level or higher;
- Proven experience evaluation and planning on strategic advocacy of key policy issues related to public financial reform, development, environment, and land management;
- A good understanding of the NGO community in Cambodia, specifically civil society networks and membership organisations;
- In dept knowledge of NGOF's 3 programmes;
- At least ten-year experiences in development work, preferably including experience in Cambodia;
- At least five-year experiences in advocacy or NGO networking;
- Strong cross-cultural understanding;
- Excellent listening skills;
- Excellent analytical and communication skills; and
- Excellent writing skills in Khmer and English.

11- How to apply

- Interested consultants are invited to submit the technical proposal highlighting key milestones with the budget estimation to the NGO Forum on Cambodia through an email: job@ngoforum.org.kh by 31st May 2023.