

Terms of Reference (TOR)

Consultancy for Strategic Plan Review (2025–2029)

1. Background and Rationale

The Cambodian Human Rights and Development Association (ADHOC) is currently implementing its Strategic Plan. Developed in 2024, this strategy was grounded in an assessment of human rights challenges, prevailing political dynamics, and ADHOC’s organizational capacity and resources.

To ensure the strategy remains responsive to the evolving socio-political landscape, human rights developments, and donor priorities in Cambodia, ADHOC is engaging an independent consultant to conduct a comprehensive review and refinement of the Strategic Plan (2025–2029).

2. Objectives and Expected Outputs

The overall objective of this assignment is to review, refine, and consolidate ADHOC’s Strategic Plan (2025–2029) to sharpen programmatic approaches and improve monitoring framework design.

Key Expected Outputs:

- Refined Strategic Approaches: Clearly elaborated operational strategies and approaches that directly address current human rights issues, target group needs, and the current socio-political context in Cambodia.
- Comprehensive Logical Framework: A finalized LogFrame containing clear, SMART indicators, precise indicator definitions, baseline values, and end-line targets.
- Consolidated Strategic Plan Document: A finalized, high-quality Strategic Plan (2025–2029) incorporating inputs from ADHOC staff, key stakeholders, and donor feedback.

3. Scope of Work and Key Activities

The consultant will carry out the following core tasks across three operational phases:

Phase 1: Inception & Desk Review

- Review the existing Strategic Plan (2025–2029), program evaluation reports, organizational policies, and recent context analyses.
- Conduct a gap analysis of current working approaches against emerging human rights challenges in Cambodia.
- Draft an inception note, including key consultation questions and refined review tools.

Phase 2: Stakeholder Consultation & Workshop Facilitation

- Facilitate participatory consultation meetings/workshops with key ADHOC management, program staff, and provincial coordinator and assistance to gather grounded inputs.
- Review and synthesize donor feedback and strategic alignment priorities.
- Re-evaluate strategic objectives and adapt operational approaches to ensure practical alignment with available human resource and financial capacity of ADHOC.

Phase 3: Drafting & Finalization

- Reconstruct and sharpen the Logical Framework (Goals, Outcomes, Outputs, SMART Indicators, Baselines, Targets, and Means of Verification).
- Draft the revised Strategic Plan document incorporating all stakeholder inputs and donor recommendations.
- Present the draft to ADHOC leadership for final review and incorporate closing feedback to deliver the complete strategy package.

4. Deliverables

1. Inception Plan: Brief methodology and outline for consultation sessions.
2. Consultation Workshop Facilitation: Structured sessions conducted with staff and key partners, for example NPA.
3. Draft Strategic Plan (2025–2029): Complete revised document including updated approaches and draft LogFrame.
4. Final Strategic Plan Package: Fully consolidated document, the Strategic Plan 2025-2029, with an updated Logical Framework (including baseline/end-line indicators and definitions).

5. Timeline and Days Allocated

The consultancy consists of **10 working days** spreading between **October-November 2026**.

Activity / Task	Estimated Days
Desk Review: Review existing Strategic Plan, contextual reports, and donor feedback	3
Consultations: Facilitate workshop and consultation meetings with ADHOC staff and management and donors	2
Drafting: Revise strategic working approaches and draft updated Logical Framework	3
Finalization: Incorporate final feedback and submit consolidated Strategic Plan	2
Total Work Days	10 days

6. Consultant profile

The consultant or company must have deep experience (5+ years) working on developing of strategic plan for field human rights and advocacy sector.

The consultant is expected to have the following qualifications and skills:

- Experience working with human rights sector, laws and advocacy
- High level of proactivity and independence.
- Presence and availability in Cambodia during the contract period.
- Proficient in Khmer and English language.
- Strong honesty and keep for confidential for privacy of organization

7. Application

The applications have to be submitted through email by October 05, 2026, 5:00pm Cambodian time

Email: info@adhoccambodia.org

Applications should comprise:

- A proposed approach including methodology and work plan
- CV and details of experience with 3-references

Applications also provide an estimated cost of this study and all taxes applicable included.