

TERM OF REFERENCE (TOR) ***CONSULTANCY (2 LOTS) TO DEVELOP DAMNOK TOEK'S FIVE-YEAR STRATEGIC PLANNING PROCESS 2026-2030***

1. Background Information

Damnok Toek (DT) is a Cambodian-based NGO specialising in disability, child protection, education and safe migration. DT works in provincial locations in Poipet, Neak Loeung and Kep to ensure the most vulnerable children and their families have their basic needs met and can access to their full potentials.

DT's first project, a home for vulnerable and marginalized street children in Neak Loeung (southeast Cambodia), was created in 1997 by the Swiss NGO Goutte d'eau – a child support network (GEcsn) at the request of the Ministry of Social Affairs (MoSVY) and UNICEF. Since then, DT is operating also in Poipet and Kep and has a small Head Office in Phnom Penh.

DT currently takes care of 700 children and young adults daily and supports 1'700 children and their families through its projects integrating prevention, protection, rehabilitation and reintegration. To fulfill all these activities DT employs around 110 staff members.

DT' programs have always thrived to respond to the needs on the ground and it has been key for the organization to adapt its activities to the changing Cambodian context while putting the needs of the children, youth, and families first.

DT, as an organisation, has also evolved a lot over the past years, from programming to organisational governance, while socio-economic situations of Cambodia has also changed significantly. As a result, DT identifies the need to develop a strategic plan 2026-2030 which provide a roadmap for the organisation for the next five years. To support this long-term vision for the organisation, DT is looking for an expert consultant or team to support the development of a comprehensive organisational strategy.

2. Description of scope and objectives

The strategic plan development process should consist of a two-step approach, resulting in two different consultancy Lots which could be implemented by the same consultant/s or different teams depending on the profile and expertise.

The strategic review process resulting from both Lots should be centered around the following core pillars:

- **Relevance:** Ensuring Damnok Toek's programs and interventions remain aligned with the evolving needs of vulnerable children and families in Cambodia, and responsive to national and international development priorities.
- **Expertise:** Consolidating and showcasing Damnok Toek's specialized knowledge and experience in child protection, safe migration, and disability, positioning the organization as a leader in these fields.
- **Innovative Approach:** Exploring and integrating new methodologies, technologies, and partnerships to enhance program effectiveness, efficiency, and reach.

- **Enhanced Governance:** Strengthening organizational structures, policies, and practices to ensure transparency, accountability, and effective decision-making.
- **Empowering Local Leadership:** Investing in the capacity development of Cambodian staff and fostering a culture of local ownership and leadership at all levels of the organization.
- **Promoting Inclusion:** Ensuring that all programs and operations are inclusive, equitable, and accessible, actively engaging marginalized groups and addressing their specific needs.
- **Sustainability:** Develop a robust framework for financial, programmatic and organisational sustainability, including diversified funding strategies and capacity building for long-term impact.

Key aspects to address as part of the strategic planning review process include the following guiding questions:

1. Mission, Vision, and Values and guiding principles	<ul style="list-style-type: none"> • Does our current vision still reflect our long-term aspirations? • Do our stakeholders (staff, board, beneficiaries) understand and align with our mission and vision?
2. External Environment (Opportunities & Threats)	<ul style="list-style-type: none"> • What are the major trends in DT's area of work? • Who are our key partners, competitors, and collaborators? • Are there new opportunities for impact or growth? • How do donors' priorities and funding trends affect us?
3. Internal Assessment (Strengths & Weaknesses)	<ul style="list-style-type: none"> • What are our core strengths and unique capabilities? • What are our biggest internal challenges or weaknesses? • Are we using our resources (people, funds, systems) efficiently? • Is our organizational structure aligned with our goals?
4. Programs and Impact	<ul style="list-style-type: none"> • Are our current programs aligned with our mission and strategy? • Which programs have the highest impact and why? • Are there programs that should be scaled, restructured, or ended? • Are we encouraging innovation within the organization? • What new approaches, tools, or technologies could improve our work?
5. Strategic Priorities and Goals	<ul style="list-style-type: none"> • What are the top strategic priorities for the next 3–5 years? • What measurable goals and milestones should we set? • How will we track progress and adjust course when needed? • What trade-offs are we willing to make to stay focused? • Does the board provide effective oversight and strategic direction? • Is leadership equipped to guide the organization into the future?
6. Financial Sustainability	<ul style="list-style-type: none"> • Are our funding sources reliable and diversified? • What are the risks to our financial sustainability? • How can we improve cost-effectiveness without reducing impact? • Are there opportunities to engage with new stakeholders for long-term sustainability (e.g. government, private sector, etc)

3. Description of packages of work (Lots)

Lot 1: Context and needs assessment: Conduct an exhaustive assessment of DT's portfolio of existing projects, confirming if:

- a) they are still needed,
- b) if they are still adapted/relevant to initially identified needs that the projects should respond to,
- c) research the funding possibilities for these projects, including government funding and
- d) identify other areas of work DT could be involved in (if considered important by consultant).

Lot 1 of this consultancy aims to provide **strategic guidance to DT's Board and higher management to make strategic decisions on the development, adaptation or eventually termination of current DT's programmes and projects if deemed no longer relevant.**

DT currently implements the following projects in three main programmatic areas:

A) Safe Migration and Child Protection	Future Office (including Job Placement, Vocational Training and Income Generation Activities) Alternative Care (Reception Centre, Transitional Care Facility and Group Home) Drop-In (Day Care, Case Management, Community Outreach, Community Awareness, Mobile Library, Peer Educator, Child Safe Agent, Child Safe Hotline) Child Migration Office
B) Education	NFE NL (including Direct Enrolment) NFE Poipet (including Direct Enrolment) Community Kindergartens
C) Disability	Centre-based Care for Children Centre-based Care for Adults Respite Care Rehabilitation and Day Care for Children Outreach Advocacy

Specific objectives Lot 1 (by project):

- Conduct a comprehensive assessment-review of Damnok Toek's current portfolio of projects, with the aim to ratify if they continue to respond to existing needs in the best possible way.
- Identify and map out who are the other actors (alternatives) working in same field as DT (by project).
- Assess what is the quality of these alternatives
- Identify what is DT's added value in the current partners landscape in Cambodia for each of the projects
- Research the funding possibilities for these projects, including government funding.

Expected deliverables:

1. Inception Report (max 10 pages): The inception report will outline the consultants understanding of the ToR, proposed methodology, detailed workplan and timeline.
2. Final Report (max 20 pages) with recommendations per existing project, based on need, uniqueness (considering alternatives) and funding opportunities. Including suggestions for new possible fields of actions or significant adaptations to current projects if considered important by consultants.
3. Presentation and moderation of workshop with Working Group, Board and Management of DT to discuss and guide decisions of future projects – programs for DT.

Timeline: 2 month (20 working days)

Expected experience of the consultant/s for Lot 1:

- Knowledge and strong experience in Education, Child Protection, Safe Migration and Disability.

- Demonstrate deep knowledge and understanding of the NGO and governmental sectors in Cambodia.
- Extensive analytical capacity and creative thinking.
- Ability to work independently and as part of a team, delivering high-quality outputs within agreed timelines.
- Fluency in English, with fluent Khmer an asset. Strong report writing skills in English.
- A mixed team of Expat and Cambodian is preferable.

Lot 2: Strategic plan development. *Develop an actionable 5-year strategic plan with specific objectives and identified needed resources, based on the findings of the context and needs assessment in Lot 1.*

Based on the findings and recommendations of Lot 1, Lot 2 of this consultancy aims to **develop an operational and actionable 5-year strategic plan**. The plan should be clearly structured and include SMART objectives, KPIs and estimation of budget and resources needed. The process should consider Damnok Toek's current mission and vision, ensuring the organisation remains relevant, impactful and sustainable in the current changing context. The plan should orientate DT's Board and higher management on how to bring about the necessary changes to ensure an impactful intervention in the years to come.

Specific objectives Lot 2:

- Guide the development of clear, measurable, achievable, relevant, and time-bound (SMART) strategic goals and objectives for the 2026-2030 period, aligned with the core pillars mentioned above.
- Develop key strategies, approaches, and priority action areas under each strategic objective.
- Lead participatory consultations with key stakeholders, including the Board of Directors, senior management, staff (at all levels, including field staff), beneficiaries, partners, relevant government agencies, and donors, to gather diverse perspectives and ensure broad ownership of the strategic direction.
- Support Damnok Toek in articulating or refining its Vision, Mission, and Core Values for the next five years.
- Facilitate a thorough external and internal environmental analysis, identifying opportunities, challenges, trends, and stakeholder landscapes relevant to Damnok Toek's mandate.
- Review and recommend operational models, financial sustainability, human resources, and existing policies and procedures so that they are in line with the desired goals and priorities for the strategic plan.
- Identify opportunities for resource mobilization to ensure the financial sustainability of the strategic plan.
- Produce a well-structured, coherent, and actionable Five-Year Strategic Plan document.

Expected deliverables:

- Stakeholders' analysis report (including input obtained through interviews, focus groups, etc.)
- Draft Five-Year Strategic Plan (2026-2030): For review and feedback (25 pages max, including 2-page executive summary, editable Word format).
- Final Five-Year Strategic Plan (2026-2030): A comprehensive, clear, and actionable formatted document. Maximum of 25 pages including an executive summary of 2-pages.
- Participation at Kick Off Meeting with Working Group
- Presentation of the Draft Report to the Damnok Toek's working group.

DT expects the Strategic Plan report to include the following chapters:

1. **Vision & Mission**
2. **Values & Guiding Principles** Core beliefs (e.g., equity, inclusion, transparency, participation) that guide all actions.
3. **Context & Needs Analysis, Stakeholder analysis**
4. **Strategic Priorities / Pillars:** The main thematic or programmatic areas of work (e.g., child protection, disability inclusion, safe migration). Usually 3–5 priorities to keep the focus clear.
5. **Goals & Objectives**
 - Strategic goals: broad, long-term ambitions (e.g., “Promote inclusive education for children with disabilities”).
 - Objectives: measurable steps to reach the goals (e.g., “Increase school enrollment of 500 children with disabilities by 2027”).
6. **Programs & Approaches:** The methods the DT should use (service delivery, advocacy, capacity building, partnerships, research), focusing on innovative approaches and most effective use of resources.
7. **Organizational Development & Resources** (Governance, staffing, partnerships, financial opportunities/challenges based on context analysis and capacity-building)
8. **Implementation & Action Plan** (Timeline, responsibilities, milestones, and estimated budget/resources).

Timeline: 2 months (20 working days).

Expected experience of the consultant/s for Lot 2:

- Strong experience in leading and facilitating strategic planning processes for non-governmental organizations, preferably within the child protection, social welfare, or development sector.
- Demonstrate deep knowledge and understanding of the NGO and governmental sectors in Cambodia is an asset.
- Demonstrated experience using participatory approaches in conducting assessments and facilitating strategic planning processes, ensuring diverse and equitable stakeholder engagement.
- Excellent facilitation skills and experience in managing inclusive and participatory processes, capable of guiding diverse groups through complex, sensitive discussions and strategic decision-making processes.
- Proven expertise in organizational capacity assessment, governance, and institutional strengthening.
- Ability to work independently and as part of a team, delivering high-quality outputs within agreed timelines.
- Fluency in English, with fluent Khmer an asset. Strong report writing skills in English.
- A mixed team of Expat and Cambodian is preferable.
- Knowledge and strong experience in Education, Child Protection, Safe Migration and Disability is an asset.

4. Reporting and Coordination

The consultant or team of consultants under these consultancies will report to Damnok Toek’s Executive Director and work closely with the working group on strategic development. Regular progress updates will be required.

5. Application process

Interested consultants (individuals/firms/institutions) should submit a technical proposal responding to the TORs for Lot 1, Lot 2 or both. Please clearly outline in the application for which Lot/s you are applying to. Applicants are welcomed to apply to both.

- 1) Cover letter explaining the relevant experience for the assignment and understanding of the tasks;
- 2) Description of the methodological approach and timeframes;
- 3) CV of the individual consultant or CVs of members of the consulting team;
- 4) Work profile including reverse chronological list of similar projects/assignments and samples of previous similar assignments.
- 5) A financial proposition with the expected remuneration.

The proposals should be submitted to admin_hr@damnoktoek.org before **9th October 2025**. If you have questions or require additional information on these assignments, you can contact to board@damnoktoek.org for additional information.