

Cambodian Women’s Crisis Centre Strategic Planning Exercise 2014

Terms of Reference

Title	Consultant Strategic Planning
Purpose	To develop CWCC’s new Strategic Plan for the period commencing 1 January 2015
Location	Phnom Penh, Cambodia with some field work in BanteayMeanchey, Siem Reap and Kampong Thom Provinces
Contract Duration	22 days (estimated) within the period 1 July 2014 to 30 September 2014
Contract Supervision	Capacity Development Advisor Strategic Planning and Program Manager
Application Deadline	Close of business, Friday 20 June 2014

1. Background

Violence against women and their children in all its forms is a global epidemic, and continues to be a significant issue in Cambodia. The Royal Government of Cambodia (RGC) set the elimination of gender-based violence as a core target in the Cambodian Millennium Development Goals¹ (CMDGs) Goal 3 is: “Promote gender equality and women’s empowerment,” and sub-target 8 is “Reduce significantly all forms of violence against women and children.” The indicator for this sub-target includes specific activities, adoption of laws, improving the quality of social and prevention efforts to stop violence against women and children (find actual text). To achieve this goal, the RGC developed a National Action Plan to Prevent Violence Against Women (NAPVAW). The first NAPVAW 2009-2012 outlined a range of activities designed to address all forms of violence against women including physical, psychological, sexual and economic abuse both within and outside of the family setting.

The Cambodian Women’s Crisis Center (CWCC) is a local NGO founded in Phnom Penh in 1997 by a group of women who witnessed the suffering of women and children subjected to various forms of violence. CWCC aims to contribute to the empowerment of vulnerable women and girls through protection, prevention and advocacy in order to promote a peaceful, gender-equitable and compassionate society, where women and girls in living in peace, security and dignity and enjoy their universal human rights. CWCC fills a critical gap left by government in providing services to survivors of violence.

¹ Due to expire in 2015

CWCC's current Strategic Plan is due to expire at the end of 2014. The Executive Management team has requested a review of the Plan, the findings of which will inform the development of the subsequent Strategic Plan. The review will assess recent implementation and appropriateness of the Plan, and identify challenges and future opportunities for CWCC, as discussed in further detail below. The Strategic Plan 2009-2014 was most recently evaluated and revised in 2012.

2. Objectives

The overall purpose of the exercise as outlined in this ToR is to develop a new Strategic Plan for CWCC which will replace the current plan, due to expire at the end of 2014. The new plan will reflect the current realities facing CWCC and address any gaps that are identified in the course of the evaluation. A review of the current plan, including desk-based analysis of documentation and consultations with relevant stakeholders, will form the basis of the main inputs to the new plan.

The key objectives of the exercise are to:

1. Analyse the internal and external environments, keeping CWCC's mission and goals at the forefront of the discussion
 - Including but not limited to global trends and development trends in Cambodia related to gender and violence against women and their children, donor funding for gender equality work, and critical development/political issues
 - SWOT (strengths weaknesses opportunities threats) analysis of CWCC; does CWCC "live its values" as an organization?
2. Assess implementation of the 2009-2014 Strategic Plan
 - Does current programming reflect the Strategic Plan? Are there any gaps or discrepancies between programming and the Strategic Plan?
3. Assess appropriateness of objectives/scope/targets/approaches
 - Are there areas of the plan that are unclear or underdeveloped? Is CWCC well placed to deliver on its plan in the future? Is the Plan targeted to achieve sustainable outcomes? Is a theory of change clearly articulated? Is the plan focused on priority issues?
4. Identify significant achievements and challenges faced, identify future opportunities
 - What is CWCC's comparative advantage?
5. Assess the overall monitoring and evaluation framework
 - What actions have been taken to respond to recommendations made in the 2012 Evaluation of the Strategic Plan? Is the framework appropriate to monitor the changes being sought?

3. Scope of work and specific tasks

The strategic planning process should be undertaken with a commitment to quality, participatory approaches, and capacity building of CWCC staff where possible. The Consultant will be required to undertake the following minimum tasks:

- **Basic Planning**

A work plan should be produced by the Consultant, with a detailed and achievable schedule of activities. This will be approved by CWCC Management. The work plan will further articulate the detail contained within the Consultant's inception report including strategies and methodologies to be employed.

- **Information Gathering**

Data collection (with an emphasis on qualitative methods) will take place in Phnom Penh, BanteayMeanchey, Siem Reap and Kampong Thom. Sources of data will include, but are not limited to, organisational documentation as detailed below, as well as consultations (focus group discussions and key informant interviews as appropriate) with key stakeholders: Executive Director, Management Team, Board of Directors, major donors, partner organisations (civil society and Government), key program staff, and project beneficiaries. The review will consider all projects implemented during the period 2012-2014 across the four programs of Protection, Prevention, Advocacy, and Organisational Development. The geographical scope will encompass CWCC's activities in Phnom Penh, BanteayMeanchey, Siem Reap and Kampong Thom Provinces.

- **Analysis**

Data will be collated and summarised by the Consultant, and analysed in collaboration with the CWCC contract supervisors. The Consultant will produce a succinct situational analysis.

- **Writing**

The Consultant will prepare a draft revised Strategic Plan based on the aforementioned analysis.

- **Review**

The Consultant will prepare and deliver a presentation of the draft revision, including key findings and recommendations, to the CWCC Board of Directors and Management Committee. The Consultant will seek constructive feedback from key stakeholders.

- **Approval/Finalisation**

The Consultant will finalise the revised Strategic Plan based on feedback from key stakeholders including the Board of Directors and Management Committee, and submit to the Executive Director for approval. The Consultant will develop a simple communication plan to secure buy-in from CWCC staff and create greater ownership of the Strategic Plan.

4. Existing information sources

The following is a non-exhaustive list of documentation (available in English) to be reviewed:

- 2009-2014 Strategic Plan
- 2012 Evaluation of the 2009-2014 Strategic Plan
- CWCC annual reports from the period
- Operational/action plans
- Project evaluations
- Mid-term evaluation of the 2009-2014 Strategic Plan
- Proposals to donors
- RGC NAPVAW (pending finalization by RGC)
- RGC NearyRattanak
- Other relevant RGC laws and policies

Additional relevant project/program documentation is available in Khmer.

5. Outputs/Deliverables

It is anticipated that the review process will require an estimated 22 days, during the period 1 July to 30 September 2014. The Consultant is required to produce, as a minimum, the following outputs (in English):

- Detailed Work Plan and schedule of activities
- Consultations with key stakeholders and supporting documentation
- Synthesis report (situational analysis and thematic analysis of findings from desk-review of documentation and stakeholder consultations)
- Draft Strategic Plan
- Presentation of key findings and recommendations
- Finalised Strategic Plan
- Communication Plan

Output	Estimated number of days	Proposed deadline
Detailed work plan, schedule of activities, and methodologies	2	
Consultations with key stakeholders and supporting documentation	5	
Synthesis report	8	
Draft Strategic Plan	3	
Presentation of key findings and recommendations	1	
Finalised Strategic Plan	2	
Communication Plan	1	
TOTAL	22	

6. Skills and qualifications

Applications are invited from suitably qualified candidates.

Education background

- Master's degree in gender studies, community or international development, evaluation or other relevant social sciences

Experience

- Extensive experience in strategic planning, monitoring and evaluation, and participatory approaches
- Extensive experience working in the field of gender equality and/or prevention of violence against women

- Specific knowledge of gender issues, especially violence against women, in the Cambodian context

Key competencies

- Strong gender analysis skills
- Strong problem solving, and strategic and critical thinking skills
- Excellent written and verbal communication skills, and strong interpersonal skills
- Demonstrated ability to prepare strategy documents and frameworks
- Demonstrated capacity to be innovative and flexible
- Familiarity with action research approaches is desirable

Language requirements

- Fluency in spoken and written English
- Fluency in Khmer is an advantage

7. Logistics and procedures

CWCC staff will provide the Consultant with logistical support as required, including assistance with transportation, translation (if required), and access to relevant stakeholders for consultation. Office space will not be available to the Consultant.

The Consultant will be required to sign and comply with CWCC's policies on Child Protection and Gender.

8. Contract supervision and accountability

CWCC's Capacity Development Advisor and Executive Director will be responsible for contract supervision and quality assurance. The Consultant will regularly liaise with these staff members, who will provide support and advice as needed. The Consultant is expected to exercise a high level of professionalism and confidentiality, and is ultimately accountable to the Executive Director of CWCC.

9. Application procedure

Interested candidates are requested to submit a cover letter, CV, and inception report including details of proposed methodologies and budget to MsSokSopheap, Human Resources Officer via email:

HOhr@cwcc.org.kh

Closing date for applications is close of business, 16 June 2014. Please note only shortlisted candidates will be contacted.