

## TERMS OF REFERENCE

### Design of the Country Strategy Paper 2023-2027 ActionAid Cambodia (AAC)

#### Background & context

ActionAid Cambodia (AAC) began its engagement in Cambodia in 2000 and established a country office in 2004. The first Country Strategy Paper (CSP) covered a period from 2008 – 2012 titled “*Justice & equality is possible: search for alternatives*” during which AAC worked with 19 local rights programme and in 15 provinces funded through child sponsorship and work with 9 non-LRP partners (non-child sponsorship funding).

In 2012, ActionAid Cambodia developed its Country Strategy Paper (CSP) titled “*Empowering Cambodians to enjoy their right to justice and equality*” covering a period from 2013 - 2018. The CSP phase 2, 2018-2022, saw ActionAid Cambodia narrowing its geographic focus from working in 15 provinces to 5 provinces and Phnom Penh capital city. The aim of the CSP 2 is to contribute to the collective effort to address the structural cause of poverty by adopting a human rights-based approach that emphasises partnerships and alliances; and evidence-based advocacy strategies for change that prioritise food security, education and women's rights as strategic areas; and recognise disaster risk reduction, governance and women's empowerment and gender equality as cross-cutting themes. Additional core features of the strategy include supporting and strengthening the capacity development of civil society and increasing transparency and accountability to challenge current perceptions of poverty and the 'growth first' economic models. In addition, the strategy recognises the need to be open to and prepared for innovative pilots and humanitarian responses.

Below is the summary of the CSP 2:

- Food security; education and women's rights with the mainstreaming of governance, disaster risk reduction, women's empowerment, and gender equality across all of our work.
- Four priority social groups: smallholder farmers; artisan fisherfolk, women and children
- Six geographic areas: Pursat, Oddar Meanchey, Kampot, Koh Kong, Kampong Thom province and Phnom Penh municipality.
- Our humanitarian mandate will require us to focus on building resilience and adaptive capacity through contingency planning, preparedness, and response.
- Continue to develop the capacity of Cambodian civil society groups and strengthen linkages between groups at the local, national, and international levels.
- Support local, national, and international campaigns on gender-based violence in public spaces and land grabbing.

#### External Context:

With the adoption of the Law on Associations and NGOs (LANGO), Civil Society Organisations (CSOs) in Cambodia face heavy limitations on freedom of expression and mobilization. The

situation has been aggravated by other regulations including the Telecommunication Law, the Union Law, the draft cybercrime law, etc. The re-enforcement of the laws is putting the operations of the CSOs on the ground-controlled and restricted by the local government.

The country has experienced human rights activists being pressured through colour labelling and detention. On-going judicial harassment and violence against human rights defenders continue to take place. The upcoming commune/Sangkat election in 2022 and the national election in 2023 will possibly lead to political turmoil.

The COVID19 crisis in 2020 and 2022 has added more than four per cent to the poverty line. Real GDP was around 2.2 per cent, which slowed the recovery. Growth drivers remain dependent on the garment industry as well as agriculture. At the same time, land management has been observed profiting more to the corporate and the private owner, rather than smallholder farmers and rural population. Agriculture labour force has dropped from over 80 per cent of the country's population to about 46 per cent within the last decade. Labour movement from rural to urban flooded the cities and urban areas with youth and labour aged people. The pandemic also created a learning crisis for more than 3.5 million learners. Especially young children have aged by two years spending most of their academic year out of school.

The climate-related crisis continues to be the biggest threat to the resilient livelihoods of Cambodian farmers and fisherfolks. Community fisheries and Forestries have been being recognized for their protection of the resource of common; however, natural resource management for sustainable food security is being neglected by the duty bearers. Green financing and the net-zero agenda are being discussed but no concrete action and policy is being taken at a sufficient scale to stay with the 1.5 C agenda. Cambodia has not accepted yet that net-zero and green wash are false solutions.

The emerging concern arising amongst the CSOs in the country as well at the regional level is digital rights and access to information. A number of regulations and policies are being reinforced to control freedom of expression and free speech. GBV remain high in the country, despite we have seen many progresses being made by the RGC, CSOs and development partners.

#### **Internal context:**

#### ***CSP 2 Mid-term review December 2015 – February 2016***

The CSP 2 Mid-term reviewed was carried out from December 2015 – February 2016. The review intended to assess the overall progress of AAC programmes' intended objectives and outcomes alongside measuring the impact of the programme's interventions in response to beneficiaries' needs. Additionally, AAC were keen to gain a sound understanding of the future country and regional context along with an assessment of risk to inform their priorities and focus during the delivery of the CSP2 from 2018. The scope of the mid-term review has covered the relevance, effectiveness, efficiency, sustainability and impact of the CSP2 and has explored whether AAC needs to focus more on specific issues and programmes to create the most impact; as well as reviewing the current organisational structure and functions.

Since its establishment in Cambodia, AAC has always been working through partnership at the local and national levels. The work implemented by the partners is meant to contribute to delivering the strategic priorities of AAC. According to the CSP 2 mid-term review, some partners are solely dependent on AAC for their funding which signifies a huge power imbalance, and which leads to them feeling less able to influence and negotiate or challenge decisions. There is a huge need to build organisational development and governance to increase sustainability. There can be a lack of clarity around some of the expectations and allocation of resources especially in relation to child sponsorship funding.

One of the recommendations from the CSP 2 mid-term review, is the need to revisit partner assessment tool and consider assessing the current partner to determine if AAC is working with the right partners ensuring the criteria is linked to AAC and ActionAid International's priority which include a strong focus on women's rights, building people's movements and community mobilisation, along with ensuring gender, climate change, DRR and emergency preparedness are mainstreamed throughout all programme delivery.

### ***ActionAid International Strategy 2018-2028***

ActionAid International approved the new strategy (2018-2028) "Strategy 2028 – Action for Global Justice" by the extra-ordinary General Assembly in December 2016. The new ActionAid International strategy was developed taking into consideration the rapid and dynamic contextual changes both in the global scenario as well as while looking within the organizational developments/changes. The international strategy development also took into account the ending period of the current strategy (2013-2018).

The new AAI strategy lays out vision, mission and programme priorities as below.

**Vision:** A just, equitable and sustainable world in which every person enjoys the right to a life of dignity, freedom from poverty and all forms of oppression.

**Mission:** To achieve social justice, gender equality, and poverty eradication by working with people living in poverty and exclusion, their communities, people's organizations, activists, social movements and supporters.

As per the new strategy of ActionAid International the overarching Programming framework has been 3Rs – Rights, Resilience and Redistribution. The 3-year programme priorities in the strategy have been:

- Priority 1: Address the structural causes of violence against women and girls and secure women's economic justice
- Priority 2: Ensure increased civic participation and state accountability for the redistribution of resources and delivery of quality, gender-responsive public services
- Priority 3: Strengthen resilient livelihoods and secure climate justice
- Priority 4: Advance transformative women-led emergency preparedness, response and prevention

### ***Internationalization as Membership Development***

The Global Strategy 2018-2028 committed to decolonizing aid and increasing locally led-governance mechanism at country level. ActionAid aims at promoting its presence in Cambodia by a member organisation that could take full governance and sustainability in the Country. Country model review standing on four building blocks should suggest the extent to which ActionAid Cambodia could stay strong and relevant in Cambodia. They are country's political context, financial sustainability, funding raising strategy and marketability and efficient organisational human resources. ActionAid Cambodia will be required to conduct a legal analysis for local registration at the same time as its new strategy development.

AAC has taken into consideration the changing in global and internal context including alignment of the new ActionAid International strategy, the CSP 2 mid-term review finding and the shrinking in political space etc. which currently hindering the delivering more effective programme intervention. With this rationale, the Senior Management Team of AAC in consultation with the Advisory Board, staff and ActionAid Global Secretariat decided to re-design new 5 years country strategy paper for 2023-2027.

### **OBJECTIVE OF CSP DESIGN**

The overall objective is to design a new Country Strategy Paper phase 3 (CSP) in coherence with the emerging context, identified strategic choices (both programmatic and organisational) and aligning with the AAI Global Strategy Paper 2018-2028.

#### **The specific objectives are to:**

1. Conduct situation and development trend in 2018-2022 and the political, economic and social trend to inform the new strategy. These may include:
  - a. Take stock of the political, economic and social context in the country to inform the new strategy.
  - b. Review and reflect on the findings and recommendations of the CSP 2 mid-term review
  - c. Identify the relevance of AAC's work, approach in the context of the present internal and external social, economic and political environment in terms of the lasting impacts that AAC has made in the lives of core constituencies.
  - d. Review and reflect on how the current partnership model delivers AAC's HRBA programmes and potentially recommended approaches while still maintaining HRBA.
  - e. Collectively reflect on key learning, key roles, value added, gaps and challenges that will be valuable for the new strategy and actions.
2. Develop new country strategy paper in coherence with contexts, and emerging strategic choices (both programmatic and organisational priorities) including a clear theory of change, realistic and clear objectives, actions and outcomes to achieve them which are consistent with human right based approach and in alignment with the AAI directions as outlined in the global strategy "Strategy 2028 – Action for Global Justice". These may include:

- a. Elaborate a clear theory of change that is consistent with AAI overall theory but contextualized to context.
  - b. Reflect on the change management process that took place in April 2016.
  - c. New CSP to inform the organisational change management plan, including organisational sustainable modality both financial aspect and organisational structure to deliver results efficiently and effectively.
3. Develop ActionAid Cambodia's organisational M&E framework and operational plan for 2023-2027.
  4. Develop ActionAid Cambodia's Fundraising Strategy and Operational Plan for the same period, corresponding with the short and long-term donor trends and country/regional and global market trends. These may include:
    - a. To identify short and long-term opportunities for AAC financially and programmatically considering risk management and sustainability.
    - b. Review on organisational funding gaps and provide recommendations/suggestions for a new Country Strategy Paper.

## **EXPECTED OUTCOME**

1. Country Strategy Paper 2023-2027 (in English and Khmer), including M&E Framework and five-year Operational Plan
2. Proposed organisational morality and staff structure for the same period
3. Fundraising Strategy and operational plan for the same period
4. CSP consultation workshops through out the process by ensuring inclusiveness and participation of all stakeholders.

All documents will be in English, except for the Country Strategy Paper which is required both in English and Khmer.

## **PROCESS/METHODOLOGY AND TIMELINE**

### **Process**

The proposed process aims to link with and build on the findings and learning from various organisational processes. The aim is to be accountable on how well AAC performed in delivering "*Empowering Cambodians to enjoy their right to justice and equality*" and to learn lessons that will feed into decisions and choices to be made in our next country strategy.

- The process must be open, participatory and consultative, with opportunities for staff, partners and community partners to reflect and contribute in developing the new strategy
- The process must respect feminist values and principles, AAI's core values and accountability principles.
- The process must consult with local stakeholders to leadership at the global level of AAI.
- The process must ensure feedback to consulted stakeholders on necessary steps and rationale behind the proposed decision.
- ActionAid Cambodia will form an Advisory Group consisting of AAI leadership team, the senior leadership of affiliate members, independent national stakeholders, and ActionAid Cambodia's Advisory Board.

### Expected Outputs

1. Design methodology, consultation and data collection planning and delivery plan, at the start of the assignment.
2. Submit the Compilation Report and Summary Strategy Paper from consultations and data collection processes after the extensive consultation and participatory data collection process.
3. Develop MEL Framework and Five-Year Operational Plans for 2023-2027 in close consultation with Programme and PQL teams of AAC.
4. Develop Fundraising Strategy for 2023-2027 in close consultation with Head of Fundraising and Head of Programme of AAC.
5. Proposed Organisational Structure and position description for 2023-2027 in close consultation with Head of HROD and SMT of AAC.
6. Develop required documents for registration in close consultation with the Advisory Board and SMT of AAC.
7. Final submission of CSP 2023-2027 and all the documents to AAC.

### Timeframe

The CSP design process will take place between June and October 2022 (will be adjusted based on actual timeframe) and shall deliver all the 7 outputs. The process shall be launched at the agreement between the Country Director and the consultant group. However, the following milestone shall be taken into account:

Timeframe 2022	CSP Development	MEL & Five-Year Operational Plans	Country Model Review	Nationalisation
May	Recruitment of Consultant Team for CSO, M&E Framework, CMR, and legal analysis.			
June	<u>Methodology, planning (Output 1)</u> and desk review			
July	Consultations and data collection		Review of political and organisational context, financial sustainability and organisational structure to align with the new CSP.	Review of legal requirement and feasibility of the nationalisation
August				
September	<u>Compilation Report and Summary Strategy Paper (Output 2)</u>  Validation Workshop	<u>MEL Framework and Five-Year Operational Plans for 2023-2027 (Output 3)</u>	<u>Develop Fundraising Strategy for 2023-2027 (Output 4)</u>  <u>Proposed Organisational Structure and</u>	<u>Develop required documents for registration (Output 6)*</u> [could be a separate expert]

October			position description for 2023-2027 (Output 5)	
	Final submission of <u>CSP 2023-2027 (Output 7)</u>			Registration Process and Board Transformation
November	Approval from GS			
December	Launching event for the new CSP			

## Qualifications

ActionAid Cambodia is looking for a team of 2-4 members, including registered company or newly formed team of consultants for this assignment, with members with following expertise:

- Have relevant education on international development, development management or strategy development, and preferable with a master's degree.
- Have effective research and effective English and Khmer writing skills
- Proven experience in strategy development and communication
- Proven legal analysis of LANGO and non-for-profit establishment in Cambodia
- Proven experience in human resources strategic management, including the formation of organisation structure to suit the new CSP
- Proven experience in fundraising strategy development and communication
- Proven experience in M&E framework and long-term operational plan development
- Cambodian nationals, foreigners and women are encouraged to apply; however, it should not be at ActionAid's cost to assist in interpretation or document translation.
- Believe in human rights-based approach and respect ActionAid's values and principles.
- The team must have a team leader, who is the contractor representative for this assignment and shall ensure quality and on-time service and delivery.

## How to Apply

Interested consultants should apply in team or as a company by sending:

- CV of individual team members and the company/team profile with clearly highlights of key qualifications of each team member
- Brief methodology and cost proposal
- link or document to prove experience in developing strategy and justify the required qualifications

Submission email: [job.cambodia@actionaid.org](mailto:job.cambodia@actionaid.org),

email subject line: "Application for CSP Development".

Deadline of application: 7<sup>th</sup> October 2022.

Further questions on the CSP development: Mr. Kimsan Chantara, Interim Country Director at [chantara.kimsan@actionaid.org](mailto:chantara.kimsan@actionaid.org)

The Design methodology, CSP Document and related deliveries will be approved by the Head of Regional Engagement and Country Transformation in consultation with the Country Director and the Advisory Board.

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