



[DRAFT]

Development and Partnership in Action (DPA)

TERM OF REFERENCE (ToR) FOR THE DEVELOPMENT OF THE STRATEGIC PLAN 2027-2031

1. Introduction:

Development and Partnership in Action (DPA) is a well-established organization with around 70 staff and a strong reputation for credibility among stakeholders. Its active engagement in networks and strategic use of media and initiatives at local, national, and regional levels have reinforced this standing.

Aligned with its Strategic Plan 2022–2026, DPA partners with government, civil society, and the private sector to empower poor and vulnerable Cambodians—particularly in rural areas—while supporting sustainable and equitable development. DPA staff, communities, and local partners work closely on issues related to indigenous peoples, human rights, food security and increased household income and natural resource management, including land, forests, fisheries, and extractive industries.

As the current Strategic Plan concludes on 31 December 2026, DPA is initiating the development of a new five-year Strategic Plan (2027–2031) to guide its sixth organizational phase and inform future budgeting and resource mobilization efforts.

The new Strategic Plan will be informed by a review process, including internal assessments (such as SWOT analyses and focus group discussions), external project evaluation reports, and structured feedback from Governing Board members, funding partners, partner organizations, and staff. These inputs will be gathered through consultation workshops and targeted consultations to ensure broad participation and strategic alignment.

To ensure an objective, participatory, and high-quality process, DPA will engage an external freelance consultant to facilitate the strategic planning process and lead the development of the Strategic Plan 2027–2031.

2. Specific objectives of the Strategic Planning:

Specific objectives of the strategic planning process are:

- a) To review and, where necessary, refine the draft updated vision, mission, core values and guiding principles, geographic focus (target provinces), thematic priorities, and organizational structure, based on consultations with DPA leadership and staff and informed by SWOT analyses and focus group discussions.
- b) To assess and analyze recent development dynamics, key external trends, and the findings and recommendations arising from relevant external evaluation reports, in order to ensure the Strategic Plan is context-responsive and forward-looking.
- c) To facilitate the formulation and refinement of DPA's intended long-term impacts, Theory of Change, strategic objectives, strategic priorities and actions, underlying assumptions and risks, enabling (institutional strengthening) objectives, and the overall results framework for the 2027–2031 period.

- d) To produce and finalize a comprehensive, coherent, and well-structured written Five-Year Strategic Plan (2027–2031) ready for endorsement by the DPA Governing Board and management and dissemination to stakeholders.

3. Outputs of the Strategic Planning:

- a) Submitted the final inception report, outlining the detailed methodology, the strategic plan development process, and the proposed timeline;
- b) Collected and validated information for the strategic plan through a series of workshops with all DPA staff and separate consultation meetings with DPA Governing Board members and funding partner representatives;
- c) Presented the first draft of the strategic plan to DPA Management Committee members and leadership staff and finalized it based on internal discussions during the debriefing meeting;
- d) Presented the draft to DPA Governing Board members during the Board meeting on 25 September 2026, gathered feedback and comments, and consolidated them into an updated version of the strategic plan;
- e) Presented the draft to DPA funding partners during the Partner Meeting on 23 November 2026, collected their feedback, and incorporated it into the final version of the strategic plan; and
- f) Submitted the final written strategic plan to the DPA Governing Board, DPA Executive Director, and Strategic Plan Development Committee on 16 December 2026.

4. Responsibilities and Tasks of the Consultant:

- a) The consultant will facilitate the development of DPA's five-year Strategic Plan. This will include conducting a desk review of relevant programme evaluation reports and internal draft documents (SWOT analyses and FGDs) from the two internal consultation workshops, and developing appropriate methodologies for workshops and consultations, facilitating meetings and presentations with DPA Board members and funding partners, and drafting the new Strategic Plan. The specific responsibilities of the consultant include:
- b) Conducting a comprehensive literature review, including project and programme evaluation reports (ICD Programme and Partnership and Advocacy Programme), draft documents from the two internal consultation workshops (SWOT analyses and FGDs), narrative reports of projects/programmes (2022, 2023, 2024, and 2025), DPA proposals, and other relevant organizational documents.
- c) Developing and submitting the Inception Report (IR) to Executive Director and members of the Strategic Plan Development Committee.
- d) Developing and refining the strategic planning framework, including methodologies, a detailed work plan, and consultation tools (e.g., questionnaires) for meetings with Governing Board members, funding partners, and members of the Strategic Plan Development Committee.
- e) Facilitating workshops with DPA staff and representatives of partner organizations; organizing consultation meetings with the DPA Governing Board and funding partners; and convening meetings with DPA leadership staff and Management Committee members to collect inputs and recommendations.
- f) Reviewing Cambodia's current development context in relation to DPA's work and making strategic projections for the next five years.
- g) Organizing a consultation session during DPA annual reflection workshop with staff members to discuss and draft Theory of Change, Outcome statement, outcome indicators,

finalization of organizational structure and strategic actions based on the identified thematic areas and and clarify key issues.

- h) Presenting the draft Strategic Plan to DPA leadership staff, the Strategic Plan Development Committee, funding partners, and the Governing Board for feedback and inputs during the debriefing meeting.
- i) Finalizing and submitting the final Strategic Plan to the DPA Executive Director, the Strategic Plan Development Committee, and the Governing Board for review and approval.

5. Role of DPA Strategic Plan Development Committee:

DPA Strategic Plan Development Committee: The committee will consist of Board representatives, the Executive Director, the ICD programme manager, PAP coordinator, FAD manager, SABRE coordinator, and two representatives of the staff council. The committee members will be available to the consultant for consultation on the general direction of the strategic planning and to address any emerging issues/concerns arising during the exercise.

6. Proposed Timeframe:

The strategic planning process is expected to require a total of **seven working days**. This will include:

- **One day** allocated for desk review, including reports from DPA's two consultation workshops on the progress of the Strategic Plan implementation, project evaluation reports, and other relevant documents.
- **Two days** allocated to facilitate a workshop with DPA staff during the annual staff reflection meeting.
- **One day** allocated to deliver separate presentations to DPA staff, funding partners, and members of the DPA Governing Board during the Board Meeting and the DPA Annual Partner Meeting.
- **Three days** allocated for drafting the Strategic Plan, including consolidation of feedback and comments from funding partners and the Governing Board, and finalization of the final Strategic Plan.

The strategic planning process is scheduled to commence on **24 April 2026** and conclude by **9 December 2026**. The final Strategic Plan is expected to be submitted to the DPA Executive Director, the Strategic Plan Development Committee, and the Governing Board by 9 December 2026.

A detailed schedule will be developed and mutually agreed upon between the consultant and DPA prior to the commencement of the strategic planning process. The consultant will submit a proposal to the DPA Executive Director and the Strategic Plan Development Committee members outlining the detailed methodology, budget, and implementation schedule for review and discussion.