Terms of Reference (TOR) for

CamboJA Strategic Plan Mid-Term Review (SP-MTR)

From 01 January 2024 to 30 June 2026

Contract Type: Short-Term Consultancy

Duty Station: Phnom Penh, Cambodia

Duration: 01 July 2026 – 30 October 2026

Reporting To: Executive Director

Technical Coordination: Management Committee and MEAL Specialist

1. **Rational:**

CamboJA is a membership-based alliance of independent media organizations and journalist associations in Cambodia, working to promote press freedom, strengthen professional journalism, and create an enabling environment for independent media. As part of implementing its Strategic Plan (2024–2028), CamboJA has developed a Monitoring, Evaluation, Accountability, and Learning (MEAL) Manual that outlines the organization's planning, monitoring, and evaluation processes. In line with this framework, a Mid-Term Review (MTR) will be conducted to assess the progress of Strategic Plan implementation, achievements made, challenges encountered, and lessons learned.

A Final Evaluation will also be undertaken to measure the overall impact of the Strategic Plan and generate recommendations to inform the development of the next Strategic Plan (2029–2033).

Throughout the implementation period, CamboJA will regularly monitor progress against the approved work plan to identify challenges, delays, and gaps, and make necessary adjustments to timelines, strategies, approaches, and activities to ensure effective implementation and achievement of intended results. However, limited budget availability may affect the delivery of planned activities, monitoring processes, and overall results. Therefore, strengthening coordination, communication, and collaboration among internal teams, members, partners, and other stakeholders will be essential to improve the efficiency and effectiveness of implementation and maximize the impact of the Strategic Plan.

2. **Purpose and objective of the SP-MTR:**

The purpose of the Strategic Plan Mid-Term Review (SP-MTR) is to assess the progress, improvement, effectiveness, and overall performance of the implementation of the CamboJA Strategic Plan 2024-2026, and to provide evidence-based recommendations for the remaining implementation period and future strategic planning processes.

The specific objectives of the MTR are to:

- Assess the strategic design, objectives, implementation strategies, and implementation arrangements of the Strategic Plan;
- Review the progress of implementation and the results achieved under each strategic pillar during the mid-term period;
- Analyze key achievements, challenges, gaps, and lessons learned to strengthen organizational learning and improve future programming and operations;
- Assess the level of satisfaction and engagement of partners, donors, and other key stakeholders regarding CamboJA's performance, coordination, and contribution to the media sector;
- Provide practical recommendations and share lessons learned to support the effective implementation of the remaining Strategic Plan period and inform future strategic planning processes.
- Based on the identified successes, challenges, and lessons learned, propose recommendations to:
    - Ensure the continued relevance, effectiveness, efficiency, and sustainability of programme implementation;
    - Strengthen the alignment of planned activities for the period 2027–2028 with expected outcomes, emerging priorities, and the evolving needs of members and stakeholders.

3. Scope of the SP-MTR:

The CamboJA Strategy Plan 2024-2028 wishes to see "*News audiences increase their informed decision through the usage of credible news obtained from/through CamboJA*." To achieve this vision, CamboJA addressed the three interlinked and complementary issues identified and elaborated in the strategic framework. The anticipated positive changes delivered include (1) increased support and protection of journalists at risk and/or harassed, (2) improved enabling environment and pro-media regulations and enforcement for journalism, and (3) increased availability of and accessibility to credible news by news audiences. CamboJA built its institution as an independent association to support members and the media sector, making it more robust and financially viable.

The Mid-Term Review (MTR) will examine CamboJA's work, programs, and operations during the period from January 2024 to June 2026. The review aims to capture the evolving context in which CamboJA has operated and responded. Specifically, the review will focus on:

Supporting and protecting journalists at risk and/or harassed and their family members of concern to enable them to continue their journalistic jobs and secure their livelihoods,

- Advocating for the government to improve the enabling environment and pro-media regulation and enforcement for journalism,
- Making credible news available and accessible to news audiences.

The Mid-Term Review (MTR) will cover the following stakeholders and target group:

- CamboJA staff and the Management Committee;

- Primary beneficiaries, including member journalists, non-member journalists, citizen journalists/community reporters, media students, and news audiences;
- CamboJA's implementing partners, including media NGOs, media outlets, journalists' associations, networks, or clubs, and NGO networks, alliances, and working groups in Cambodia and in the region; and
- Other relevant stakeholders, including donors and development partners.

In addition, the SP-MTR will also cover the existing coordination and partnership mechanisms or arrangements that have facilitated the implementation of the CamboJA Strategy. Specifically, it will include the extent to which the strategy has leveraged existing policy, regulatory, guideline, and institutional mechanisms at all levels.

4. **Key Deliverable:**

The consultant/firm shall be expected to deliver the following key outputs and deliverables:

- Inception Report: An inception report that clearly outlines the evaluation approach, methodology, and tools to be used for the Mid-Term Review (MTR). The report should include a detailed review design comprising key evaluation questions, performance criteria, a description of the Theory of Change, and a review matrix outlining, at a minimum, the key questions, indicators, data collection tools and methods, data sources, evaluation criteria, and a detailed work plan and timeline.
- Data Collection Tools and Protocols: Development of appropriate data collection tools, guidelines, and/or protocols to ensure a systematic, structured, and consistent approach to information gathering, data collection, and analysis throughout the review process.
- Updated Strategic Plan: Facilitation of the review and updating of the CamboJA Strategic Plan 2024–2028, including the integration of feedback and recommendations from members, partners, beneficiaries, and relevant stakeholders.
- Draft the MTR Report: Preparation and presentation of a draft MTR report to the CamboJA Management Committee and focal persons for review and feedback. The draft report should present key findings, analysis, conclusions, lessons learned, and preliminary recommendations. Based on comments and feedback received, the consultant/firm will revise and finalize the report for submission to CamboJA.
- Final MTR Report: Submission of a comprehensive final MTR report incorporating consolidated comments, feedback, and input from all relevant stakeholders consulted during interviews, consultations, workshops, and/or meetings. The final report will be presented during the annual member assembly workshop at the end of the year 2026.

In addition to the final MTR report, the consultant/firm will also submit:

- An updated and/or revised CamboJA Strategic Plan 2024–2028;
- A synthesized knowledge product for learning purposes, highlighting key lessons learned, good practices, challenges, and recommendations related to the process, management, and implementation of the Strategic Plan 2024–2028.

5. **Consultant Requirements:**

The identified consultant must possess academic credentials, professional experience, and specialized expertise relevant to both strategic planning and the media sector: Key qualifications will include;

- A degree in a relevant field such as business administration, management, or organizational development. Advanced degrees in strategic planning, project management, leadership, or related disciplines.
- Extensive experience in strategic planning, preferably within the media sector, is essential.
- Demonstrate a deep understanding of the unique challenges, dynamics, and regulatory frameworks specific to the media sector.
- Strong analytical capabilities are crucial for assessing the effectiveness of strategic plans.
- Proficiency in strategic planning methodologies, frameworks, and tools is essential.
- Demonstrate the ability to work collaboratively with media NGOs, media outlets, journalists' associations, including senior management, staff, and beneficiaries.
- Past success in conducting strategic plan reviews or similar consulting engagements, evidenced by news audience testimonials, case studies, or references.
- Effective communication skills, both written and verbal.

6. **Selection Criteria**

The consultant will be selected based on:

- Proposed approach and methodology to be used.
- A suitability statement highlighting relevant expertise, experiences, and availability.
- References from 1-2 similar assignments.

7. **The annexes to the final report should include:**

- Electronic copies of raw data collected;
- Data collection tools and protocols used during the review;
- A list of staff members, stakeholders, partners, and beneficiaries consulted;
- A list of documents reviewed during the desk review process.

8. **Application Requirements**

Interested candidates should submit:

- A cover letter outlining relevant experience and suitability for the assignment.
- Resumé and Portfolio of relevant work.
- Contact details of at least two professional references.
- A technical proposal and proposed fee, inclusive of tax.

9. **How to apply**

Interested candidates should submit their applications to applications@camboja.net by June 25, 2026 before 6pm. Please include " CamboJA Strategic Plan Mid-Term Review (SP-MTR)" in the subject line. Only shortlisted candidates will be contacted.

CamboJA is committed to promoting gender equality, disability inclusion, social inclusion, and safeguarding in all aspects of its work. The successful candidate will be expected to uphold CamboJA's safeguarding policies and contribute to creating a safe, respectful, and inclusive environment for staff, interns, trainees, and other stakeholders.