

**Vision:**

Communities where everyone has access to clean water, good sanitation, and a healthy environment.

Core Values:

Commitment, Transparency, Love, Integrity, and Servanthood.

Call For Consultant for 5-year Strategic Plan 2027-2031

5-year Strategic Plan 2027-2031

Location: Phnom Penh

Proposal Submission Deadline: August 15, 2026 at 5:00 PM

Consultancy Period: To be agreed (estimated September–November 2026)

I. Background

Clear Cambodia (CC) is a local Christian non-governmental organization that received official registration from the Ministry of Interior of the Kingdom of Cambodia on October 15th, 2010. CC has been implementing its programs which focus on water and sanitation since October, 1999 as the Water Filter Program under the INGO Hagar International. CC's mission is "to transform water quality, sanitation and health in target communities by making appropriate technology and education accessible to all."

As of 2025, CC has been implemented in twenty provinces such as Banteay Meanchey, Battambang, Kampong Cham, Kampong Chhnang, Kampong Speu, Kampong Thom, Kampot, Kandal, Kep, Kratie, Oddar Meanchey, Preah Vihear, Prey Veng, Pursat, Ratanakiri, Siemreap, Stung Treng, Svay Rieng, Takeo, and Tboung Khmum to provide more than 395,552 Household BioSand Filters (hhBSF), 4 water piping systems, 465 handpump, 11 mechanized boreholes, 24 ponds, 25 dams to communities under the WASH in Community (WinC) Program; and 2,503 School BioSand Filters (sBSF), 2,528 hand washing stations, 1,229 latrines and 1,252 garbage kiln, 6 school rebuilding, and student nutrition to 5 primary schools, to schools under WASH in School (WinS) Program. These efforts have served approximately 2,098,389 beneficiaries' household, and 892,584 students in the selected rural areas.

Currently, CC is implementing its programs in 11 provinces such as: Prey Veng, Svay Rieng, Banteay Meanchey, Siem Reap, Steung Treng, Kampong Thom, Kampong Speu, Tboung Khmum, Battambang, Ratanakiri and Pursat working with targeted communities to deliver basic water access. This includes providing hhBSF, piped water systems, handpumps, mechanized boreholes, ponds, dams to communities under the WinC Program; and sBSF, handwashing stations, and latrines to schools under WinS program.

II. Objectives

The main objective of this consultancy is to develop the next 5-year strategic plan. Specifically, the consultancy aims to:

- a. Provide a clear analysis of the issues to be addressed and prioritized in programming and in organizational development.
- b. Define the 5-year strategic plan for 2027-2031 and its corresponding approaches.
- c. Analyze the new and emerging funding landscape, including donor mapping and the funding diversification strategy.
- d. Develop a Christian identity and Church engagement strategy.

III. Rationale

CC requires a new 5-year strategic plan (2027–2031) that responds to the evolving WASH landscape in Cambodia, shifting donor priorities, and the organization's continued growth as a faith-based local NGO. The next strategic plan is intended to serve both an internal roadmap and as a compelling tool for engaging new partners and funders.

IV. Activities

No.	Activities	# of Days	When	Who
1.	Review of Literature a. Current project proposals b. Final/ annual reports (last 3 years) c. BioSand Filter Evaluation, charity: water March 2020 d. School Programme Documentation e. Papers presented to conferences f. Staff meeting minutes g. Rural water guidelines h. Organizational structure i. Constitution and By-Laws j. Operational Guidelines k. Church Engagement Strategy	2		
2.	Planning with Management Committee (MC)	0.5		
3.	Project Review in future targeted provinces to define SWOT/R; reflections on values: - Prepare the design for project reflection workshop - Conduct provincial team reflection - Conduct FGD with local, district, and provincial authorities, such as village chiefs, commune councils, rural development offices, PDRD, and PDoEYS.	13		
4.	Data compilation and presentation preparation	1		
5.	Presentation of the results to MC	0.5		
6.	Key Informant Interviews at the national level, donors, other development partners, other WASH NGOs, to determine trends in the WASH sector. - Compilation of KII/FGD results	3		
7.	Interviews with MC members	1		
8.	Design of goals/strategies workshop for MC	1		
9.	Workshop with MC on future goals and strategies	2		
10.	First draft of strategic plan - Combine feedback from MC and Board and write the final draft	5		
11.	Amend report to integrate new PAP, if needed.	1		
	Total Number of Days	30		

V. Scope of Work

The consultant(s) will be expected to:

- Conduct a desk review of CC's organizational documents (previous strategic plans, annual reports, program data, policies)
- Conduct participatory workshops / consultations with senior management, program staff, MC, Board of Directors, and key stakeholders (local authorities, partner organizations, community representatives)
- Conduct PESTEL and SWOT analysis in collaboration with CC teams
- Map current and potential donors in the Cambodian WASH space, analyzing funding trends and opportunities
- Develop a results framework (goals, outcomes, indicators) for 2027–2031
- Draft the full strategic plan document and present it for validation
- Incorporate feedback and deliver a final, publication-ready strategic plan

VI. Deliverables

1. Conduction of processes with inputs as indicated in the list of activities in ToR
2. Strategic Plan for CC with the following Proposed Outline:
 - Background
 - Vision, Mission and Values
 - Review for the option CC should turn to Climate Changes, or Resilient WASH, WASH with the focus of vulnerable/ women/ children/ helped age)
 - WASH Situational Analysis
 - Key Achievements
 - Organizational Structure
 - Strategic Directions 2027-2031
 - Key Targets
 - Monitoring and Evaluation
 - Budget Plan
 - Appendices
 - Practical Next Steps

VII. Reporting

The Consultant will report directly to the Executive Director, who will serve as the primary contact for this consultancy.

VIII. Terms of Payment

The consultant will receive a payment of US\$..... per day. CC is responsible for covering any taxes related to this consultancy. The total payment will be calculated based on the number of days worked. Any increase in the number of days must have written approval from the Executive Director. CC will also cover travel expenses, overnight accommodations, and the cost of an independent translator, provided that receipts are submitted at the end of the field visits for reimbursement.

Payments to the consultant will be made based on invoices, according to the following schedule:

- First: 20% of total, upon signing of the ToR/Service Agreement
- Second: 50% of the total, upon submission of the final draft
- Final payment: the remaining balance, upon approval of the final 5-years strategy plan.

IX. Insurance, Other Benefits and Field Expenses

The consultant will not be eligible for benefits and allowances provided to regular staff, including health and travel insurance. However, CC will cover travel, accommodation, and food expenses incurred during provincial project visits and meetings.

X. Consultant Requirements

- 10-15 Years of experience in WASH with NGOs context in Cambodia
- Understanding of faith-based/church engagement models
- Technical proposal quality and methodology
- Understanding of global WASH development partners trends, and trends within Cambodian Context
- 5-10 Years of experience in WASH entrepreneurship context
- Budget and value for money

XI. Application Requirements

Interested candidates should submit:

- An updated CV (for each team member, if applicable)
- A cover letter
- Soft copies of relevant work completed by the consultant/firm.
- A Strategic Plan Proposal for CC, including the detailed workplan, and proposed fees, covering:
 - Process and methodology used
 - Document needs from CC
 - Proposed activities for the strategic plan
 - Proposed strategic plan content
 - Budget expectations
 - Sample strategic planning agreement
 - Timeframe
- Provide contact details of at least two professional references.

XII. How to apply

- If you feel called to contribute your skills and experience to a ministry that serves communities across Cambodia, we would be glad to hear from you. Please reach out to express your interest or request more information. Your involvement can help deepen our impact and bring clean water and better health to more families in need.
- To apply, please submit all required documents listed above via email at: hr@clearcambodia.org, or send them directly to the address: #86, St. 608, Sangkat Boeng Kak II, Khan Tuol Kouk, Phnom Penh. You are also welcome to visit our website at www.clearcambodia.org.

The closing date is 15 August 2026 at 5:00 PM