

Terms of Reference Consultant- CEJ Strategic Plan

1. Profile of CEJ

The Centre for Equality and Justice (CEJ) was established as a company limited by guarantee in late 2017. CEJ's mission is the achievement of gender justice so that men and women and persons with diverse Sexual Orientation, Gender Identity and Expression, and Sex Characteristics (SOGIESC) live in a society that is free, just and equal. This will be achieved by promoting gender equality, advancing the rule of law, good governance and democratic principles, promoting women's advancement and economic empowerment, advocating for the commitment to international human rights standards and fostering partnerships with grassroots-level women's networks. CEJ is primarily a women's organization working on the rights of women in the private and public spheres. CEJ engages with policymakers and government officers and strengthens grassroots-level women's capacities to claim their rights.

2. Project Background/Context

The Centre for Equality and Justice (CEJ), guided by its strategic plan for 2021-2025, spent the last five years establishing its structures, policies and processes, and implementing project interventions. This phase has allowed CEJ to gain practical insights into the development context and improve its strategies and approach accordingly. The strategic plan for 2021-2025 captured this process, outlining a strategy that guided CEJ's work over the past years. The strategic plan is about organisational change in the direction determined by CEJ with its stakeholders. The plan is framed around four change goals that guided CEJ towards fulfilling its mission and achieving its vision.

In this context, CEJ considers the development of a new strategic plan for the years 2026-2030, both timely and essential. This new plan will enable the organization to align with external and internal changes, address challenges and grasp new opportunities, while allowing CEJ to revisit and reaffirm its vision, mission and values.

3. Scope of Work

CEJ seeks the services of a Consultant to develop CEJ's strategic plan for the years 2026-2030, accordingly, in order to guide organizational policy and rights-based advocacy initiatives of CEJ.

The Consultant will work closely with the project team and report to the CEJ Executive Director.

To this end, the Consultant shall fulfill the following responsibilities;

- Participate in a preliminary meeting with the CEJ team to discuss and agree on the proposed approach, methodology, timeline and deliverables.
- Conduct a comprehensive desk review of relevant CEJ documents, including the current strategic plan (2021-2025), project proposals, progress reports and working documents that capture CEJ's use of advocacy.
- Study CEJ's experience in applying advocacy strategies and insights/learnings gathered.

- Analyse relevant national and global political, economic, social, technological, environmental and legal (PESTEL) trends to inform the strategic planning process.
- Conduct a SWOT Analysis (strengths, weaknesses, opportunities, threats) to assess CEJ's internal organizational capacity, including its human resources, financial sustainability and systems.
- Engage in in-depth discussions with CEJ program team members on each of the existing strategic goals to assess performance, identify gaps, lessons learned and opportunities for improvement.
- Drafting a comprehensive Strategic Plan (2026-2030) that builds on CEJ's mission, vision, thematic areas, experience and reflects the Organization's goals.
- Design and facilitate a strategic planning meeting with key stakeholders, including the CEJ staff and Executive Director, to present the draft strategy to the CEJ team for feedback.
- Revise and finalize the Strategic plan based on feedback received and submit the final version to CEJ.

4. Expected Deliverables

Deliverables	Timeline (Tentative)
1. Preliminary meeting with CEJ team to discuss proposed approach, methodology and timeline for developing the strategic plan.	Week of 1st September 2025
2. Submission of finalized methodology, timeline.	10th September 2025
3. Conduct FGD sessions with CEJ staff members to brainstorm, review and identify areas and define goals.	25th September - 20th October 2025
4. Submission of a comprehensive draft CEJ Strategic Plan (2026-2030).	1st November 2025
5. Meeting to discuss the draft and get feedback from the CEJ team.	6th November 2025
6. Submission of the final CEJ Strategic Plan (2026-2030) with feedback incorporated.	15th November 2025

5. Duration

The time period of the consultancy will be **between 1st September 2025 and 15th November 2025.**

6. Consultancy Payment

- The payment will be based on a quotation submitted by the Consultant and mutually agreed upon by both parties.

Centre for Equality and Justice

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- The payment will be processed upon the deliverables submitted and approved by CEJ.
- As per the financial guidelines of CEJ, the contract will be between CEJ and the Consultant.
- The payment will be made within 10 working days from the date of approval to the respective bank account indicated by the Consultant.

7. Qualification and Experience

- A degree in social sciences, development studies, public policy or related field.
- Demonstrated experience (a minimum of 5-10 years) in leading strategic planning processes for Civil society organizations or non-profits.
- Proven skills in facilitating workshops and stakeholder consultations to build consensus and a shared vision.
- A strong understanding of advocacy approaches with previous experience in developing advocacy strategies.
- Strong analytical, writing and communication skills with fluency in English.
- Experience working with Civil Society Organizations, preferably within the context of gender justice, women's rights, etc.
- Knowledge of the social, political, and development context in Sri Lanka is highly desirable.

8. Confidentiality

Both during and after the end of the contract, the Consultant must not disclose any matters that have come to their knowledge during the course of their duties. This shall not apply to communications made in the normal discharge of duties or to facts that are manifest to the public or which by their nature or importance do not require to be treated as confidential.

9. Copyright

Any material produced will be the sole property of CEJ. It may not be reproduced in whole or in part in any other production without the written approval of CEJ. Data collected under this consultancy must be treated as confidential and may not be shared with any person outside of CEJ.

Only short-listed candidates will be notified. Interested candidates may send a **detailed CV and quotation (a budget breakdown with a proposed methodology)** to himaja.cej@gmail.com with names and contact details of two referees with the email subject line **UF1 - CEJ Strategic Plan-Consultant** by 21st August 2025.