



GENDER EQUALITY CONSULTANCY TO TBC THAILAND

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THE GENDER CONSULTANCY TEAM

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EXECUTIVE SUMMARY

TBC approached DanChurchAid to assist developing an effective Gender Mainstreaming Framework and an accompanying action plan with targets and priorities for promoting gender equality in implementing TBC's new program strategy. The consultancy was timely since strengthening TBC's gender equality approach will be central when planning for return.

The consultancy resulted in a comprehensive gender equality framework and action plan that has been developed in a participatory process together with TBC. This action plan will guide and enhance TBC's future gender work and will also provide an input to the Inclusion and Equity study. TBC is very well positioned to achieve an even greater impact on gender equality and the relationship between women and men for the refugee population if a concerted effort on this is planned and implemented over the years to come. The enthusiasm of TBC management and staff will be a key driver in moving this process forward.

MAJOR FINDINGS

We found that TBC has done a lot both within the organisation and in programme implementation to promote greater gender equality. TBC has gone far to improve the situation and the status of refugee women with very good results on gender equality issues like women's participation. TBC also have solid gender sensitive considerations for its own staff. Furthermore TBC have substantial specific targeted interventions for promoting gender equality by supporting a number of refugee women's own organisations.

At the same time we found that more could be done to address men's gender rights and to actively involve men in promoting gender quality. Women's organisations request for a greater active involvement in preparedness for return talks and in the peace process. There is a special concern for minority women groups in the camps, in particular Muslim women who face triple discrimination.

TBC's gender mainstreaming focus has been mainly on achieving gender balance rather than addressing underlying structural causes for gender inequality. This is reported to be largely driven by donor demands for gender balance figures; which have the danger of diverting the attention away from more comprehensive gender equality actions. TBC has a gender policy that is not updated or widely known within the organisation. There is no staff or groups of staff with specific gender responsibility. There is a need for more systematically addressing gender awareness to all groups of staff including camp management and stipend workers.

MAJOR RECOMMENDATIONS

- **Gender Management**

TBC could consider having a staff position for gender and diversity or giving specific existing staff gender responsibility for example by re-establishing the Gender Working Group.

- **Gender policy**

The gender policy appears to be largely relevant, but needs update and revision. Key aspects of the policy should be integrated into TBC's PME structure for ensuring implementation.

- **Gender training**

It is recommended that TBC plans for gender training and orientation of TBC staff, camp management teams including section leaders, other stipend staff and key partners on gender awareness.

- **Programme planning**

It is recommended that TBC includes more consideration and analysis on how women and men, boys and girls are affected differently by the refuge situation and in the preparedness process and uses this analysis actively in the strategic planning.

- **Greater involvement of women's organisations and other CSO to participate actively in the refugee preparedness process and the peace talks**

It is recommended that TBC strengthen its promotion of women's organisations role to actively and meaningfully participate in talks for preparedness and in the peace process.

- **Access to Justice**

It is recommend TBC to consider increasing people's access to justice by strengthening the informal judiciary system in the camps. The security teams and section leader's could be offered gender awareness training and training in counselling and mediation.

- **Male involvement**

It is recommend that TBC further support men's active involvement in supporting gender equality and also address men's specific gender interests and needs.

- **Youth**

It is recommended that TBC more strategically target young women and men in the camps.

- **Synergy between programmes and attention to the most vulnerable**

It is recommended that TBC continues to look into the possibilities of creating synergy between the different programmes.

- **Nutrition**

There is a need to involve the fathers and the community leaders more in eliminating the high malnutrition rates among children.

- **Attention to other ethnic groups**

There is a big scope for further capacity building and leadership training to Muslim women's organisations and to ensure the inclusion of all minority groups in programme activities.

MAIN REPORT

INTRODUCTION

As part of an intensive, consultative strategic planning process carried out in 2012, TBC developed a new five-year strategic plan with a focus on preparedness for return. Throughout this plan TBC recognised a clear need to intensify as well as broaden its gender mainstreaming and integration interventions. TBC approached DanChurchAid for assistance on developing a gender action plan and drew up ToR for a consultancy (see Annex 1) The purpose of the consultancy was to assist TBC in developing an effective Gender Mainstreaming Framework for promoting gender equality in implementing TBC's new program strategy, and a reference for the formulation of targets and priorities for gender responsiveness of TBC's program activities.

METHODOLOGY

The team has utilised the following main methods to cover the performance areas in the Term of Reference for the Gender Consultancy:

- Documentation Review of a number of TBC documents such as latest 6 monthly reports, different surveys and studies, Log Frame; strategic plan etc. (see Annex 2 for list of documents)
- TBC Staff Interviews
- TBC Partner Interviews
- Workshops with key TBC staff
- External Stakeholder Interviews (IRC)
- Field visit to selected camps with focus Group Discussions with different groups as part of the programme.

We have used participatory methodologies and primarily based our findings on self-assessments (by TBC staff and by partners and by the refugees themselves). To the extent possible these self-assessments have been crosschecked through other means (e.g. review of documentation, interviews with different stakeholders etc.).

Our approach to the consultancy

We take a human rights approach as the point of departure. We understand gender equality as an integrated aspect of a rights based approach, where non-discrimination and equality are fundamental pillars. We understand gender as a cultural and social construction and have looked at how social norms and expectations results in gender discrimination. Women and girls have particular difficulties in achieving their full and equal rights and remains disproportionately affected by poverty, discrimination and marginalisation. At the same time women and girls have resources and potentials, which are not always fully utilised. Men and boys also have their distinct gender

needs and interest and at the same time it is vital to engage men, when working with transforming gender relations. Both men and women must be involved in addressing gender equality issues. We understand sex as one very critical identity issue, but it must be seen in relation to other intersecting inequalities such as age, disability and ethnicity. Therefore we see great complementarity of this study with the Inclusion and Equity study that will be implemented later this year.

Gender mainstreaming framework

We have constructed a gender mainstreaming framework, which has been adjusted and finalised after our first meetings and interviews. At the final participatory workshop we established baseline data and suggested targets and indicators for development together with key TBC staff. It has been the responsibility of TBC to address the staffing, budget and timeframe to finalise the action plan.

Limitations of the study

Due to very limited time we only had the possibility of visiting the head office in Bangkok, three field offices and two refugee camps as well as a few partner organisations all within Thailand. Therefore we could not include any findings or recommendations for the TBC offices inside Burma/Myanmar. We focused the work on TBC's organisational issues and programme planning, implementation and monitoring, leaving out TBC information and publicity work and any lobby and advocacy activities. Furthermore we have not been able to look deeper into the specific gender aspects of the different implementation areas. During the visit the only ethnic minority group we consulted was the Muslim group, meaning that we did not have focus group discussion other ethnic minorities groups. Our findings are based on qualitative data and self-assessments; therefore the findings and recommendations are not backed by solid quantitative data. This report is not a full thorough review of all TBC's gender related work, but it pinpoints some of the central areas where TBC could further strengthen gender equality in its work.

Contextual Changes

The gender study was conducted in a period with major changes for the refugees. In May 2014, a military coup happened in Thailand and this affects the camps. There is no change in refugee policy as such, but with the military keen to uphold and promote law enforcement and gain legitimacy they have imposed camp regulations and tightened the grip around the camps. This has direct consequences for the refugees, as it is now more difficult to leave the camps without permission, which affects the informal movement, income generating activities, livelihood possibilities and the cooperation with surrounding villages. It is a clear set-back in preparedness for return where the emphasis is on self-reliance. Furthermore restrictions on movement is likely to increase aid dependency at a time of reductions in food rations and services because of decreased funding to TBC. TBC and other donors have started to focus their programmes on preparedness for return. Talks about preparedness naturally cause anxiety among the refugees

who are uncertain about their future – when will they go back, how will they go back and what will they go back to? Security is also still a major issue complicating the return process further.

FINDINGS

Specific gender issues for the refugees

In the refugee situation both women and men are subject to challenges with the traditional expectation of gender roles. Men find it difficult to live up to the traditional expectation of them being the main breadwinners and they are often coerced into venturing outside the camps in search of illegal employment thereby suffering hard and low paid insecure working conditions and risking imprisonment. Women are still seen as the main responsible for care giving in the family which gives them a vital role, but also often constitute a barrier to their active participation in other activities in the camp including participation in decision making structures. The added pressure on both sexes in the camps and the scarcity of livelihood options lead to increased cases of conflict in the family and to a high level of gender based violence. When preparing for return it is vital to address how the emerging positive changes in gender relations happening within the camps can be sustained when people return to their homelands. Many respondents had concerns about this. At the same time returning refugees can have an important role in bringing social change to their homelands.

ORGANISATIONAL LEVEL

TBC's commitment to gender

TBC has had an organisational commitment to work with gender for a long time. TBC has focussed on gender mainstreaming and gender balance plus specific targeted interventions to empower women. Even so TBC itself have recognised the need to further strengthen its approach to gender mainstreaming.

Gender Management

There is no staff position in the TBC structure with the designated responsibility for gender or diversity issues. Previously TBC had a Gender Working Group consisting of TBC staff.

Gender policy

In 2002 a consultant was engaged to develop a gender policy and an action plan for the year 2003. However this policy was only rolled out to the offices in 2003 with no follow up later and over the years it seems to have been somewhat forgotten. Gender equality concerns from the policy have not been firmly integrated into TBC's PME systems. As a result progress on the objectives of the policy has not been systematically monitored.

Staff regulations

TBC staff manual provides good gender sensitive considerations for the need to match family and work life including maternity leave (120 days), paternity leave (14 days), flexible working hours

and possibility for working from home and provisions for breastfeeding mothers. The staff manual also includes a staff Code of Conduct that makes all TBC staff responsible for promoting the human rights of all individual and respect for the equal rights of women, men and children. Moreover, there is a paragraph delineating any form of discrimination. The code of conduct also speaks against any action that could result in physical, sexual or psychological harm to the people TBC serves.

Gender training

TBC has provided trainings covering gender issues as elements in other trainings, but not as stand-alone gender awareness trainings. However, none of the interviewed mentioned they had received gender training or orientation conducted by TBC at least the last five years. Staff expressed interest in having more training on how they can apply gender mainstreaming strategically into their planning and implementation. Refugee committees and stipend staff also did not report any orientation or training on gender. Women's organisations regularly conduct gender training for their staff and recommends that other camp related staff should also have regular training, but at the same time they do not want to take on that responsibility themselves as they have more than enough work already.

TBC's understanding of gender

We found that most TBC staff has a good understanding of gender equality as meaning securing equal rights and opportunities for both women and men. However more in depth analysis and reflections on the underlying structural causes for gender inequality and the implication for women and men respectively seems to be less strong. In TBC reports and other documents, women are most often addressed together with vulnerable groups, whereas there is limited attention to the intersection of gender in all other groups.

PROGRAMME LEVEL

Programme planning

Both men and women are actively involved in planning of TBC direct programme activities. The main planning happens at an annual programme planning workshop where all technical specialist and field coordinators are participating. During the planning process TBC addresses the need for active involvement of both women and men in all type of activities. However there is less evidence that TBC actively analyse women's and men's specific interests and prioritise and use this actively in planning. Programme objectives, activities and indicators do not appear to be gender specific except for gender balances in some cases.

Data disaggregation

TBC collects really valuable data on all refugees, disaggregated by sex, age, ethnicity, homeland, refugee status etc. which gives TBC a unique position to analyse this data and combine these with qualitative studies using a gender and generational analysis and using those findings to influence programming, and integrate into monitoring and evaluation to determine the impact. However

this database is new and so far TBC has not yet developed the monitoring system to actively use this wealth of data to inform planning and analysis. The database would prove an amazing tool to actively address some of the multiple forms of vulnerabilities. There is still a need for further data on specific issues like malnutrition and vulnerable households etc.

Support to women's organisations

TBC has kept a strong focus on supporting women's organisations like KWO, KNWO, MWO and Women's league of Burma. These organisations play very important roles in empowering women and in supporting women's rights and interests. They run safe houses and support female survivors, as well as female perpetrators of gender-based violence. Programmes at nursery schools are implemented in partnerships with women's organisations and NGOs to ease women's care work and thereby remove a barrier to women's participation in camp management structures. These are really strong targeted intervention to promote women's social, political and economic empowerment.

CSO involvement in the preparedness process

The women's organisations play important roles in lobbying and advocating on women related issues for the refugees, also in relation to discussions on repatriation and the peace process. However although the women's organisations are strong and capable and receive support from a number of INGO's to play that role, they find it hard to be adequately and meaningfully included in these processes of vital interest for the refugees. In line with international humanitarian law an in recognition of the important contribution of women, the UN resolution 1325 and 1820 and later resolutions oblige parties to address women's participation in peace and rehabilitation processes. Among the key Provisions of SCR 1820:

- Emphasizes the importance of women's participation and reaffirms the importance of their role in the prevention and resolution of conflicts and in post-conflict peacebuilding.
- Recognizes the importance of women's full participation in peace and security matters.

TBC has a strong focus on strengthening CBO's to assume a lead role for their constituency during preparedness, return and repatriation (outcome 4.4 in the LFA). However the indicators here are not gender specific and it is unclear if there is a clear focus on assisting the WO's in getting their voice heard in these processes and their seems to be some conflict of interest between different groups of CBO's. It is also vital to secure the voice of minority groups like the Muslims who have very specific serious concerns.

Camp management

TBC has recognised the importance of working with the refugees own organisations in camp management and therefore TBC supports the refugee committees, which plays a vital role in camp management. TBC has worked hard to increase the number of women involved in camp management with good results. Both men and women reported on more equal opportunities for

women to participate in camp management and other decision-making structures. This is reported by many different respondents to be a big change from 5-10 years back when women representation was small. TBC has played a vital role in the change process. Site 1 and site 2 camps have women as camp leaders, and Site 1 camp also have a woman as deputy. However generally speaking there is still a challenge in achieving a gender balance at top management levels. Other camps are less successful on getting women into leadership position and a more concerted effort is needed. Women are being empowered to take up more leadership positions within the camps, but at the same time they are struggling with the traditional expectations on women to be submissive and women are still responsible for most caring activities in the family which often becomes a barrier to their active participation although there is some provision for day care. The policy on Camp Management Committees and central refugee committees recommends a quota of minimum 30 % women among the candidates for election to camp committees; however this is not achieved in all camps and also there is no guarantee about the ration of men and women being elected. It was reported that women are reluctant to put of their candidature so for some positions there are less female candidates. During the visit it was stressed that the voting system is complex and respondents generally agreed that there is a high risk that many camp inhabitants do not understand the rules that applies. There seems to be a need for more voter education before next election for both men and women to understand the implications of casting their vote.

Access to Justice

Most cases of conflict and violence are handled by the camp management and some by the justice committees. Only very serious crimes like rape and murder are referred to the Thai legal system. All organisation dealing with this issue reports of a weak system where survivors are often abused when they seek redress, which also possibly leads to underreporting of cases. TBC is not directly involved in the gender based violence projects or protection for survivors of violence, that is supported by other INGO's. It is our understanding that neither the security teams nor section leaders in the camp management structure have received training on gender awareness or counselling or mediation.

Support men's involvement

There is some change in male gender roles in the camps. Several respondents reported that men starts to take more active part in care giving and other roles traditionally perceived as women's work, although this change is slow. At the same time the pressure on men in the camps gives the some men a sense of hopelessness and uselessness, which in some cases lead to alcohol abuse, gender based violence and suicide. TBC addresses the importance of involving both men and women in their programmes, but there are no activities specifically targeting men's gender needs or aiming at actively involving men in support for greater gender equality. There are no men's organisations in the camps or safe houses where men can get counselling in domestic-abuse and violence cases, regardless of if the man is the perpetrator or the victim. In case of violence the

women can go to a safe house run by one of the women's organisations, whereas the security team will handle cases involving men and as pointed out earlier they have no training to do so.

Youth

The youth accounts for a large number of the camp population (38% of the population in 2013). TBC does not have an explicit strategic focus on youth, but through their programmes they are targeting and involving a large number of young people. Throughout the visit we heard about challenges with the youth in the camps, substance abuse, conflicts, early marriage, generational conflicts etc. Many stipend workers are young and so are many of TBC beneficiaries. Boarding schools in most camps are offering 2 years post-10 degrees studies in social development with curriculums in human rights, rule of law, gender relations, environment etc. We found that these programmes are very relevant and support youth in building up important capacity that also can be useful in the return process. The post 10-degree students and youth enrolled in TBC programmes can play an important role for the youth to realise their potential roles in building democratic structures if they return to Burma/Myanmar.

Synergy between programmes

TBC has different programmes in the camps; camp management, humanitarian support, nutrition, shelter, livelihoods, agriculture and entrepreneurship programmes. At the field level there seems to be good working spirit but limited organised cooperation between the different teams, which leads to less integration of the different programmes. Moreover, the different programmes have different vulnerability criteria's. It makes is very difficult to reach the most vulnerable household with other activities than the increased food rations, nutrition support as well as priority for shelter. Despite setting up criteria's for how to reach the most vulnerable it seems like this group often goes "under the radar" when it comes to economic empowerment programmes like CAP and EDP programmes.

Nutrition programme

There is serious malnutrition in the camps and in spite of a concerted effort by TBC this does not seem to improve much. Although nutrition workers try to involve men in activities the main efforts are towards teaching mothers how to provide a nutritious diet for the babies and the provision of supplementary feeding to families with young children. The issues of malnutrition are not dealt with as a community responsibility.

Minority issues

In 3 of the camp have Muslim women's associations or forums. They represent a group that has even more gender related problems than the majority ethnic groups and at the same time the face some discrimination based on their ethnicity and religion. Muslim women find it hard to get into leadership positions outside their women's organisations for cultural and religious reasons. TBC has been successful in involving Muslim women in the EDP programme and in Mae La Camp used that as an entry point to support the establishment of an organisation for Muslim women.

However, the women expressed that they are very keen to receive more EDP trainings and get involve in more economic activities like the CAP programmes.

RECOMMENDATIONS

ORGANISATIONAL LEVEL

Gender management

TBC could consider having a staff position for gender and diversity or giving specific existing staff particular responsibilities for these issues, for example by re-establishing the Gender Working Group.

Gender policy

The gender policy appears to be largely relevant, but naturally it needs some update and revision for the policy to provide proper guidance to TBC. An update and revision of the gender policy is recommended followed by a process of orientation of staff and roll out to all the TBC offices. It is important that the gender policy also address issues of cultural and social norms and actively condemns gender discrimination in any form including abusive language. Furthermore it is recommended that key aspects of the policy are integrated into TBC's PME structure for ensuring implementation. TBC could also consider encouraging partner organisations to formulate gender policies if they do not already have such.

Gender training

It is recommended that TBC plans for the orientation of TBC staff, camp management teams including section leaders, other stipend staff and key partners on gender awareness, with the focus on both women and men's rights and how to move beyond addressing gender balances.

TBC's understanding of gender

It is important that gender is understood in relation to other intersecting inequalities such as age, disability and ethnicity. An old disabled and chronically ill single woman with no supporting relatives from an ethnic minority group will be much more vulnerable than an average majority of refugee women. Not all women are vulnerable and it is important also to report on women agency and their contributions to society. We recommend the Inclusion and Equity study to look in more detail at the intersection of gender and other diversities. We would also recommend the study to look in to any issues on sexual orientation and gender identity, which we were not able to collect any information on.

Programme planning

It is recommended that TBC includes more consideration and analysis on how women and men, boys and girls are affected differently by the refuge situation and in the preparedness process and uses this analysis actively in the strategic planning.

PROGRAMME LEVEL

Greater involvement of women's organisations and other CSO to participate actively in the refugee preparedness process and the peace talks

It is recommended that TBC works actively to promote women's organisations legitimate role to have an active and meaningful participation in refugee preparedness and return and in the peace process. TBC is involved with several CSO's and at the same time have a key role with the Refugee Committees o TBC is in a strong position to advocate for more space for CSO in particular the different women organisations including the Women's League involvement in these processes.

Access to Justice

We recommend TBC to consider increasing people's access to justice by strengthening the informal judiciary system in the camps. The security teams and section leader's management should be offered gender awareness training and training in counselling and mediation. In addition, it could be really valuable to appoint new section based staff with responsibility to handle cases and give these person solid training and clearer guidelines.

Male involvement

We recommend that TBC support men's active involvement in supporting gender equality and also address men's specific interests and needs. Empowering women without also actively involving men can lead to increased tensions and conflict in families and communities. To transform unequal gender relations both men and women need to be involved. TBC could also work to involve male leaders more in creating more gender equality in the camps. As it is now there is sometimes friction and conflict between women's organisations and Refugee Committees. Creating gender equality must be a joint objective for both men and women.

Youth

It is recommended that TBC more strategically target young women and young men in the camps. TBCs position in the camp give TBC a unique starting point which can be further advanced through cooperating with youth organisations and education programmes. It could be valuable to orient stipend workers and out of school youth in similar topics including gender orientation and addressing gender stereotypes. It is during adolescence that cultural norms and religious beliefs best can be questioned and challenged.

Synergy between programmes and attention to the most vulnerable

It is recommended that TBC continues to look into the possibilities of creating synergy between the different programmes, since issues are so interlinked. The different programmes have different vulnerability criteria's. In particular the nutrition programme, the CAP (agricultural) and the EDP programme could look for ways to create more synergy to ensure to meet the needs of the most vulnerable households and the most vulnerable individuals within the households.

Nutrition

To combat the high malnutrition rates among children in the camps it is necessary to involve the fathers and the community leaders more in taking responsibility for family health and nutrition . This could be one way to address men's role in care giving, which is vital in a camp situation with high malnutrition rates among the children. The power balances in the families are often such that women alone cannot change the situation. There is a need for special activities targeted at men and leaders.

Attention to other ethnic groups

There is a big scope for further capacity building and leadership training to Muslim women's organisations and to ensure the inclusion of all minority groups in programme activities.

CONCLUSION

TBC has done a lot to improve the situation for and the status of refugee women and men with very good results on gender issues like women's participation. TBC also have solid gender sensitive considerations for its staff. However much more needs to be done and TBC is very well positioned to achieve an even greater impact on gender equality and the relationship between women and men for the refugee population if a concerted effort on this is planned and implemented over the years to come. The enthusiasm of TBC management and staff will be a key driver in moving this forward.

APPENDIX A:

TERMS OF REFERENCE

CONSULTANCY FOR A GENDER MAINSTREAMING EXPERT FOR THE TBC PROGRAM

Women and girls comprise about half of any refugee, internally displaced or stateless population. In situations of displacement, the risks of discrimination and sexual and gender-based violence are known to be extremely high. Community support structures break down and traditional or formal justice systems may not uphold women's rights. Unaccompanied women and girls, women heads of households and pregnant, disabled or older women may face particular challenges. This is particularly true with regard to the situation of women in the refugee camps in Thailand and the IDP camps on the South Eastern border of Myanmar with Thailand.

TBC has been assisting the refugees in the camps for nearly 30 years and supported the IDPs for more than 15 years. TBC has historically attempted to integrate gender considerations into all aspects of its programming by ensuring women's participation. This has been done with relative but limited success. As part of an intensive, consultative strategic planning process carried out in 2012, TBC developed a new five year strategic plan with a focus on preparedness for return. Throughout this plan there is clear direction on the need to intensify as well as broaden is gender mainstreaming and integration interventions. Currently, Gender issues are captured within TBC's programs as follows:

- Food and Nutrition – TBC's food and nutrition programs are at the core of its humanitarian assistance programs in the camp. Pregnant and lactating women are targeted through the supplementary feeding programme. Women are involved in the control of food supplies, quality inspection, fair distribution to households etc. Currently women's participation in the food supply chain systems in the camps stands at 39% (December 2013).
- Economic & Social Development - Prioritising women and marginalised groups, support to displaced and conflict-affected communities aims to re-establish sustainable livelihoods through skills enhancement, social capital development and the creation of economic opportunities.
- Participation & Governance - Accountable and inclusive programme, governance and reconciliation processes are strengthened through increasing community leadership capacities, promoting civil society engagement and ensuring community participation. Increased representation and participation of women and other under-represented groups is promoted throughout governance structures and all aspects of TBC's programmes.
- Support for Women's Organisations- TBC provides funding and technical support to the Karen Women's Organisation (KWO), the Karenni Women's Organisation (KnWO), the Muslim Women's Organisation (MWO) and the Muslim Women's Association (MWA) in conducting their activities in the camps such that they are able to steer independent processes that

productively contribute to empowerment of women across the refugee population thus ensuring the protection of their rights.

- Organisational Development - TBC's organisational resources and structure in Thailand and Burma/Myanmar respond to the shifting and expanding programme directions. Gender equity, child safeguarding and environmental protection is taken into consideration during planning processes and in the implementation of TBC's work.

However, the absence of a guiding framework and gender oriented efforts makes it difficult to monitor and analyse progress towards gender programming. Therefore, a framework for gender mainstreaming and action plan are required to guide all actors during the implementation of TBC's new five year strategic plan.

Purpose of the Consultancy:

I. Assist TBC in developing an effective Gender Mainstreaming Framework for promoting gender equality in implementing TBC's new program strategy, and a reference for the formulation of targets and priorities for gender responsiveness of TBC's program activities.

Scope of Work:

- Review and analysis of TBC's current five year strategy, program plans and log-frames from a gender perspective, to ensure that gender issues become an integral part of the programme structure and are taken into account at various stages of planning and implementation.
- Development of a gender mainstreaming framework, action plan and indicators to ensure gender equity through the implementation of TBC's five year strategic plan.
- Development of a plan for capacity building of TBC's staff to raise awareness and responsiveness towards gender mainstreaming in their work
- Development of an Implementation Matrix that assigns timelines and indicates baselines for the actions where available.

Methodology:

The methodology for this assignment will involve:

- Desk Review and analysis of organisational strategic plans, program plans, organisational log frame and other relevant information/documentation in order to identify priorities in relation to gender mainstreaming. The analysis should focus on the need for gender mainstreaming within all program activities of the organisation, and actions/ mechanisms the organization might adopt and use to streamline gender.
- Consultations through interviews and focus group discussions (FGDs) with staff and stakeholders at TBC headquarters and field sites as listed below:
 - TBC Program teams, M&E team, and community groups for - CMP, CMT, EDP, CAP, Nutrition, Shelter, ERA and TBC Myanmar- both in field locations and TBC headquarters.

- TBC's community partners such as Refugee Committees (KRC, KnRC), Women's CBOs (KWO, KnWO, MWO, MWA), Youth Associations (KYA).
- Other relevant NGOs/CBOs in the camps that address gender issues and GBV, e.g. IRC-LAC, UNHCR.
- Government representatives in camp
- Subsequent to the review and consultations, a workshop with staff to identify potential programmatic interventions and M&E tools to integrate gender in program activities through action plans for each component that can be consolidated in the form of an Implementation Matrix for the organisation.

Consultancy Deliverables:

1. A brief **report** highlighting gaps as well as proposed programming interventions based on the review and analysis as well as consultations.
2. A proposed **Gender Mainstreaming Framework (GMF)** for TBC
3. A participatory **workshop** with key staff to jointly develop **action plans for gender mainstreaming** in all program components and M&E systems, based on the GMF.
4. **Input for an Implementation Plan Matrix** (who, when, what, funding sources) for gender mainstreaming in TBC's programs
5. A debriefing session with the TBC's management team
6. The **Gender Mainstreaming Framework (GMF)**, action plans and Implementation Plan Matrix will be an important input into the Inclusion and Equity consultancy to take place in November.

Consultancy Resourcing:

TBC will work closely with the consultants to identify and ensure resourcing needs for this consultancy are met. This will include TBC staff commitment and time, arrangement of local logistics, travel and accommodations.

DCA and FORDI will cover costs specific to the consultants.

Consultancy Timeframe:

To be conducted over a 10 days period in the fourth quarter of 2014.

APPENDIX B: DOKUMENT OVERVIEW

Title	Link	Content	Responsible	Comments
OVERALL INFORMATION				
TBC Programme Report January – June 2014		Description of the programme and key achievements of TBC. Analyses programme outputs and results as they pertain to TBC's Strategic Directions and Strategic Plan 2013- 2017	Elsebeth Olga	
TBC Programme Report July – December 2013	http://www.theborderconsortium.org/resources/2013-6-mth-rpt-jul-dec.zip		Olga	
TBC Programme Report January – June 2013	http://www.theborderconsortium.org/resources/2013-6-mth-rpt-jan-jun.zip		None	
TBC Programme Report July – December 2012	http://www.theborderconsortium.org/resources/2012-6-mth-rpt-jul-dec.zip		None	
TBC's Strategic Plan 2013-2014	http://www.theborderconsortium.org/resources/strategic-plan-2013-2017-en.pdf		Elsebeth Olga	
Logical Framework (Log-Frame) for the TBC Strategic Plan 2013 - 2017	http://www.theborderconsortium.org/resources/2013-09-23-tbc-logframe-consolidated-26aug13.pdf		Elsebeth Olga	
Mae La Camp Profile August 2014				This document was given to us during the visit in Thailand
Mae La Camp NGO Sector Handbook				Developed by Chris Clifford, Field Coordinator at Mae Sot

				Office. This document was given to us during the visit in Thailand
POLITICS AND ETC				
Gender Policy and Action Plan				This document was given to us during the visit in Thailand
The TBC Staff Policy Manual, 2014				This document was given to us during the visit in Thailand
TBC Beneficiary Complaints Mechanism, 2013				This document was given to us during the visit in Thailand
Promoting Ethical Standards in TBC. TBC Annual Staff Workshop 2014		Power Point presentation		This presentation was given to us after the visit in Thailand
NUTRITION				
2014 Improving Nutrition & Health Service Delivery in Refugee Camps along the Thailand-Burma/Myanmar Border	http://www.theborderconsortium.org/resources/nutrition-2014-improving-nutrition-health-service-delivery-in-refugee-camp.pdf	This study aims to provide recommendations to TBC and the health and related agencies working in the refugee camps along Thailand - Burma/Myanmar border by exploring the barriers to access proper nutrition for infants and young children, as well as by gathering relevant information on implementation, including the challenges of providing nutrition and health service delivery.	Elsebeth	48 pages
2013 Nutrition Survey Report	http://www.theborderconsortium.org	TBC and CCSDPT Health	Olga	79 pages

	m.org/resources/nutrition-2014-survey-report.pdf	Agencies conducted Collaborative nutrition surveys of children 6-59 months of age in all camps in 2013. Additionally, the Household Hunger Scale, a simple indicator to measure household hunger in the refugee camps, was added to the Nutrition Survey. The Household Hunger Scale will be used to inform TBC and its partners about the impact of the 2013 ration changes.		
2011 Baseline Livelihood Vulnerability Analysis of Refugee Camps along the Thailand - Burma Border. Undertaken for TBC by TANGO International, Inc.	http://www.theborderconsortium.org/resources/2011-12-livelihoods-baseline-vulnerability-analysis.zip	The specific objectives of the study were to: undertake a systematic border-wide livelihood vulnerability analysis using both qualitative and quantitative methodologies; establish a mechanism for identifying different socio-economic groups in each of the targeted camps and categorizing their various levels of vulnerability; and, based on the survey results, design a relevant monitoring system for regular follow up.	Olga	200 pages
CAMP MANAGEMENT				
Adaptation, Resilience and Transition: Report of the Formative	http://www.theborderconsortium.org/resources/2012-10-burma-refugee-camp-management-evaluation-short-	The purposes of the evaluation: <ul style="list-style-type: none"> to facilitate a constructive dialogue among stakeholders on the issue of 	Elsebeth	20 pages

<p>Evaluation of Camp Management in the Burmese Refugee Camps in Thailand</p>	<p>report.zip</p>	<p>camp management in refugee camps situated on the Thai-Burma border;</p> <ul style="list-style-type: none"> • to comprehensively and accurately describe the current camp management model that is in place; and • to identify areas where improvements and changes should be initiated. 		
<p>INFO ON SPECIFIC REFUGEE POPULATIONS</p>				
<p>3 Sides to Every Story: A Profile of Muslim Communities in the Refugee Camps on the Thailand Burma border</p>	<p>http://reliefweb.int/sites/reliefweb.int/files/resources/78FCDBC2606BC2EF492577A6001DE22B-Full_Report.pdf</p>	<p>There are significant Muslim communities in three of the border camps and this study conpagess how their particular community structures and faith affect their roles, needs and aspirations. The conclusions will be used to ensure that the TBC programme reflects sensitivities to their practices and preferences and will serve as a guide to similarly inform other service sectors.</p>	<p>Elsebeth</p>	<p>62 pages</p>
<p>2014 TBC's Child Protection Policy</p>	<p>http://www.theborderconsortium.org/resources/2014-child-protection-policy.pdf</p>	<p>This TBC policy is based on Thailand's and Myanmar's Child Protection Laws, the UN Convention on the Rights of the Child (UNCRC), other relevant international laws, and the culture and values of the communities with which we work.</p>	<p>Olga</p>	<p>7 pages</p>

MPR - Camp Population Monitoring Report – July 2014			Elsebeth Olga	To-pages matrix
What Refugees Say, May 2014		Between March–April 2014 year, focus group discussions were held with temporary returnees to SE Burma/ Myanmar from all 9 refugee camps along the Thailand–Burma/ Myanmar border. The aim was to gain a snapshot of individual perspectives and concerns on current conditions on the ground, rather than conducting a formal survey representational of the whole refugee caseload.	Elsebeth Olga	23 pages
EVALUATIONS				
Review of TBC's Income Generation Programme 2013		The main objectives of the study were to review and analyze the targets and its immediate impact, ascertain the effectiveness of the programme in relation to income generation, capacity strengthening, self-reliance of the participants in three camps viz., Mae Ra Luang, Mae La Oon and Tham Hin, assess the sustainability of the programme for income generation in refugee camps and their preparedness for return, and analyse the appropriateness of methodologies, and sufficiency	Olga	96 pages

		of the training.		
CMT NOSSAL Institute- LETTING REFUGEES DECIDE WHAT IS FAIR - A STUDY OF PERCEPTIONS OF EQUITY OF COMMUNITY MANAGED TARGETING FOR FOOD DISTRIBUTION IN REFUGEE CAMPS ON THE THAILAND- BURMA BORDER 2014		Between October and December of 2013, community managed targeting (CMT) food distribution was introduced by TBC in three of the ten closed refugee camps along the Thai- Burma Border with roll-out to the remaining camps planned throughout 2014. The focus of this study was to assess the perceptions of the refugee population regarding the efficacy and equity of the new community managed targeting model in two of these pilot camps.	Elsebeth	23 pages
INFO ON CURRENT PROGRAMMES				
KNRC LLH Committee structure and responsibility			Elsebeth Olga	3 pages document
KRC Live			Elsebeth Olga	A power point
CMT Criteria			Elsebeth Olga	
Future Plans 2015			Elsebeth Olga	Copy of internal correspondence
Notes on CAP Directions 2014			Elsebeth Olga	Copy of internal correspondence
Summary on CMPP 2014			Elsebeth Olga	

Logistics & Supply Chain departmental strategy for 2014			Elsebeth Olga	2 pages document
REPORTS FROM KAREN WOMEN'S ORGANIZATION (KWO)				
KWO Camp Support Projects. Final Report to TBC July 2013 – June 2014				This document was given to us during the visit in Thailand
Nursery School Project, 2013 - 2014. Mae Ra Ma Luang and Mae La Oon Camps. Narrative Progress Report				This document was given to us during the visit in Thailand
Baby Kits in Karen State, 2013-2014				This document was given to us during the visit in Thailand
Burma's Peace Process in 2012: A Briefing Paper by KWO. January 2013				This document was given to us during the visit in Thailand
OTHER RELEVANT MATERIAL				
Assisting Myanmar's Conflict Affected and Displaced People			Olga	TBC rapport
Three Approaches to Gender in Humanitarian Aid	http://umu.diva-portal.org/smash/get/diva2:724367/FULLTEXT01.pdf		Elsebeth	
INCLUSION AND EQUITY STUDY				
Final ToR for: Strengthening inclusion and equity in TBC services to Burmese refugees in			Elsebeth Olga	Terms for inclusion and equity study

Thailand.				, Action Plan..." mappen.
Proposal for: Strengthening inclusion and equity in TBC services to Burmese refugees in Thailand				Inclusion & Equity proposal.
Inclusion Equity Integration				