

Terms of Reference (TOR) for

TBC's Strategy Revisit for 2023-2025

Background / Context:

The Border Consortium (TBC) is an alliance of partners working together with the displaced and conflict-affected people of southeastern Myanmar since 1984 to address the humanitarian needs and protection concerns of people fleeing from fighting and to support rights-based approaches to peace and development. TBC's current strategic plan for 2020 to 2022 was focused on broadening options for refugee futures outside of camps, in both Myanmar and Thailand, while striving to meet basic needs in camps during the interim. The strategy in southeastern Myanmar was to address food security and protection concerns so that conflict-affected communities would be better able to support returning refugees. Institutionally, the strategy prepared for a future when TBC's services would no longer be required by further promoting localisation and responsible transitions.

However, implementation of the strategy was immediately challenged by the Covid-19 pandemic. Restrictions on travel, public gatherings and border crossings were introduced by national authorities to mitigate the transmission of Covid-19. This curtailed preparations by some refugees for voluntary return to Myanmar while exacerbating obstacles for access to legal employment in Thailand for others.

In Myanmar, the combined impact of Covid-19 and the military coup since February 2021 is estimated to have doubled the number of impoverished people to almost half of the total population. Nearly a year and half since the coup, more than 2,000 people have been killed by the military and over 14,000 people have been detained. More than 240,000 people in southeastern Myanmar alone have been forced to flee their homes, of which many, have been displaced multiple times. A reported 20,000 refugees have crossed into Thailand for safety and protection, with many being disallowed entry to established camps and as a result, returned to Myanmar. The military continues to commit atrocities in their efforts to quell opposition and restrict and limit the delivery of aid to people in need.

The coup (amidst the backdrop of Covid) has devastated the Myanmar economy and banking system and vastly increased the number of vulnerable people living in poverty. Myanmar is in a dire long-term situation of a deepening political and economic crisis characterised by intensifying conflict, mass forced displacement and growing humanitarian needs.

Operationally, for the 2020-2022 Strategic Plan, TBC instituted remote operations in accordance with Coronavirus Infection Prevention & Control (IPC) protocols. Despite travel restrictions and the challenges of remote management, the food security situation of camp populations in Thailand remained strong and stable and the humanitarian needs particularly around food, cooking fuel and shelter were met. During the previous strategic plan, TBC also facilitated key activities in nutrition, and camp governance and provided emergency humanitarian support to those displaced from fighting in Myanmar and who sought refuge in Thailand. Since February 2021, 80,000 people remained in the nine camps in Thailand.

As previously mentioned, due to COVID-19 and the coup, the UNHCR-facilitated voluntarily repatriation has been postponed and TBC's assistance for return preparedness, remains precariously unrealistic.

Due to changes in, (1) the context, and (2) the operational environment in Myanmar and Thailand, the consultant will guide TBC staff, members and Board to develop TBC's 2023-2025 strategy that considers the changed environment while enhancing the impact that TBC has on refugees, IDPs and conflict affected communities.

Objectives:

- Review 2020-2022 strategy and organisational adaptability and adherence to changed context and operational environment
- Facilitate a consultative and iterative process to compile TBC's strategic directions and framework for 2023 –2025
- Define 2023-2025 strategy including contents, key priorities and action plans.
- Briefly assess operational capacity and systems against key strategic elements

Scope of Work:

- Develop and facilitate sessions with TBC's staff and partners, Board of Directors and members, to understand and identify current status, future challenges and recommendations Draft the Strategic Plan 2023-2025 for review at the AGM.
- Production of a final draft of the Strategic Plan with strategic priorities and action plans and executive summary to the SMT for finalisation.

Duration: 1st September – December 15th, 2020

Indicative Schedule and Scope of Work

Dates	Scope of Work	Target Audience
From 1 st Sept	Desk review of current Strategic Plan and other relevant materials. SMT meeting and Key Informant bi lateral discussions	SMT representatives
Week of 12 Sept	2-day TBC Strategic Plan Consultation Workshop	TBC Staff Workshop in Chiang Mai
Week of 5 th or 19 th Sept	Consultation with Partners	Partner Consultation with TBC Field Staff facilitators
Week of 19 th Sept	Consultation with TBC Board	Board Consultation with TBC SMT
29 September	Compilation of First Draft including strategy with strategic priorities and action plans.	Circulation to SMT, Board, Partners, Key Community Informants
7 October	Feedback on First Draft	TBC's Board, SMT and Partners
12 October	EGM Consultation with TBC's Board and Members	Board and Members and SMT
19 October	Compilation of Second Draft	
26 October	Distribution of Second Draft	Distribution to SMT, Board and Members and Partners
4 November	Feedback on Second Draft with full strategic plan and elaboration of objectives and outcomes finalised	SMT, Board and Members and Partners
10 November	AGM: draft Strategic Planning exercise, SMT facilitate and Consultant rapporteur Top line strategic directions & indicative objectives/outcomes approved	AGM
15 December	Final draft strategy, including executive summary and submission	SMT, Board and Members and Partners

Methodology:

Collaborative process in close coordination with senior management team (SMT), field teams, partners and the TBC board

- Desk review of current Strategic Plan and other relevant materials.
- Develop tools to gather internal operational information about networks, capacity, systems and processes
- Develop tools to gather information from a broad range of stakeholders and partners around programmatic focus and direction
- Facilitate consultations with partners, Board of Directors and members
- Facilitate a workshop with TBC's staff during TBC's Staff Workshop in Chiang Mai

Outputs / deliverables:

- *September 2020*- Summary of development towards TBC's 2023-2025 Strategy and specify contents to be revised in the strategy
- *SMT* meeting to map out staff and partner consultations.
- Workshop agenda, plan and tools finalised for consultations
- *September*– preparation and consultations with SMT, partners and staff
- *September*- 1st draft of TBC's 2023-2025 Strategy
- *October* – Facilitate an online meeting with Board Directors and Members
- *October* - 2nd draft of TBC's 2023-2025 Strategy
- *December* - Final draft 2020-2022 strategy with full Strategic Plan with elaboration of objectives and executive summary

Reporting, Remuneration and Support

Supervision and Coordination:

The Consultant will report to TBC's Executive Director. The Consultant will be supported with all the supporting background materials to facilitate compilation of the strategy.

Remuneration:

- The remuneration for this entire work will be not more than 25 days. 50% of payment after the second draft of Strategic Plan is submitted.

- TBC will provide accommodation and transportation for the Consultant if working away from home

Support:

The Consultant will work from home but if located in the proximity to a TBC office, they can space permitted be provided with a work desk in TBC to facilitate interaction with the TBC staff, communications with field teams if necessary.

Application Process:

Qualified consultants interested in this opportunity should submit a cover letter and CV, by 11 August.

The cover letter should indicate prior experience developing strategies (both programmatic and operational) for INGOs and local organizations, as well as any experience in Myanmar or Thailand.

Candidates should also include expected daily remuneration rate.

Please submit to: jel@theborderconsortium.org
