

Terms of Reference (ToR)

After-Action Review (AAR) and Case Study Development

Psychosocial Support Intervention for Children Affected

by Border Clashes in Thailand

Duration: 2 Months

Location: Study site at Buri Ram province (with coordination with Plan International Thailand team)

Start Date: February 20, 2026

End Date: April 17, 2026

1. About Plan International

Plan International is an independent development and humanitarian organization that advances children's rights and equality for girls. We believe in the power and potential of every child. However, poverty, violence, exclusion, and discrimination often suppress this potential especially for girls.

Together with children, young people, supporters, and partners, we strive for a just world by tackling the root causes of the challenges faced by girls and vulnerable children. We support children from birth to adulthood, helping them prepare for and respond to crises. We influence policy and practice at local, national, and global levels and build strong partnerships to drive long-term change.

Plan International has worked for over 85 years and is active in more than 80 countries. We are committed to a world where we are all equal.

2. Background

Since the resumption of heavy fighting in December 2025, border clashes have resulted in large-scale displacement on both sides of the border. In Thailand, more than 261,000 people have been displaced across Buri Ram, Sa Kaeo, Si Sa Ket, Surin, and Ubon Ratchathani provinces. Children and youth are among the most affected, facing heightened psychosocial distress, disrupted education, and prolonged exposure to insecurity.

With support from APAC's Children in Crisis Fund, Plan International Thailand (PIT), in partnership with The Matches Group, delivered an emergency response beginning in late 2025. The response included the distribution of 1,000 relief kits and the implementation of structured psychosocial support (PSS) activities through art, play, and sports in 10 evacuation centres and schools in Buri Ram Province.

As families transition from evacuation centres back to their communities, continued psychosocial support is essential to reduce the risk of longer-term emotional distress among children. This follow-up intervention builds on established delivery systems and

trained facilitators, bridging emergency response and early recovery. It prioritises safe play, creative expression, and community engagement as evidence-based, non-clinical approaches to supporting children's mental well-being in fragile contexts.

While the initial response addressed urgent needs, further learning is required to strengthen preparedness and internal capacity. With funding from the GH Emergency Response Fund (ERF), Plan International seeks to document lessons from the ongoing response, enhance humanitarian quality, and strengthen organisational readiness and positioning for future emergencies and donor engagement.

3. Purpose and Objectives of the AAR

Purpose

The purpose of this AAR is to generate practical learning and evidence from the implementation of psychosocial support and play-based activities for children affected by border-related conflict and displacement.

The AAR will support organisational learning, preparedness, and early recovery planning, while strengthening the capacity of Plan International Thailand to design and deliver timely, child-centred humanitarian responses in fragile and conflict-affected settings. In addition, the AAR will contribute to strategic positioning and donor engagement through the development of credible knowledge products.

Objectives

The specific objectives of the AAR are to:

- 1) Review the implementation of psychosocial support and play-based activities in evacuation schools, assessing their relevance, appropriateness, and adaptability to the evolving context.
- 2) Identify key successes, challenges, and adaptations in delivering child-centred PSS interventions during insecurity and displacement.
- 3) Capture perspectives from partners, schools, parents, and children using ethical and child-safe qualitative approaches.
- 4) Extract actionable lessons learned and good practices to strengthen preparedness, early recovery programming, and future humanitarian responses.
- 5) Develop concise knowledge products, including a case study and donor briefing, to support internal learning, advocacy, and future funding opportunities.

4. Scope of Work

- 1) Conduct a desk review of relevant project documentation and contextual information.
- 2) Design and implement qualitative data collection tools in line with safeguarding and ethical standards.

- 3) Conduct Key Informant Interviews (KIIs) and Focus Group Discussions (FGDs) with selected stakeholders.
- 4) Analyse findings using an After-Action Review framework.
- 5) Produce an AAR report, case study materials, and a donor briefing with practical recommendations.

5. Methodology

The AAR will apply a qualitative, learning-focused, and participatory methodology, guided by After-Action Review principles, child safeguarding standards, and Do No Harm approaches.

5.1 Data Collection Methods

- **Desk Review** of project documents, reports, and safeguarding guidance.
- **Key Informant Interviews (KIIs)** with CSO implementer, school directors/teachers.
- **Focus Group Discussions (FGDs)** with parents, children* and facilitators.
- **Indirect and retrospective child-centred evidence**, including facilitator reflections, session documentation, proxy observations from teachers and parents, and review of anonymized activity outputs.

*Direct interviews with children about traumatic experiences will not be conducted.

5.2 Data Analysis

Qualitative data will be analysed thematically and triangulated across stakeholder groups to identify good practices, challenges, adaptations, and lessons learned.

6. Sampling and Participants

The AAR will use purposive sampling, focusing on depth of learning rather than representativeness.

Geographic Scope

- Buri Ram Province
- 4–5 schools or evacuation sites selected from the 10 supported locations

Indicative Sample

Participant Group	Method	Indicative Number
CSO Implementing staff	KII	1 Interview
School Director/Teacher	KII	5 Interviews
Parents	FGD	2 FGD (6-8/group)
Facilitators / volunteers	FGD	1 FGD (6-8/group)
Children	FGD	2 FGD (6-8/group)

	Indirect observation / child-friendly tools	
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7. Deliverables and Expected Timeline

- 1) Inception note (methodology and workplan) - *One week after contract signing*
- 2) AAR Report (10 - 15 pages) – *The first draft must be submitted by the sixth week*
- 3) 1–2 Case Studies (short, narrative-based) – *The first draft must be submitted by the sixth week*
- 4) Donor Briefing (2–3 pages) – *The first draft must be submitted by the sixth week*

The consultancy is expected to be completed within 2 months from the start date. A tentative timeline is outlined below:

Week	Activities
Week 1	<ul style="list-style-type: none"> • Conduct a kick-off meeting with Plan International Thailand. • Undertake a comprehensive desk review of relevant documents and data. • Submit data collection tools, methodology, and work plan. • Submit MERL safeguarding risk assessment. • Finalize data collection tools, methodology, and work plan.
Week 2	<ul style="list-style-type: none"> • Coordinate logistics and scheduling for data collection activities. • Conduct fieldwork and primary data collection in identified sample groups.
Week 3	<ul style="list-style-type: none"> • Continue Conduct fieldwork and primary data collection.
Week 4-5	<ul style="list-style-type: none"> • Analyze collected data using agreed-upon methodologies. • Begin drafting the AAR report based on preliminary findings.
Week 6	<ul style="list-style-type: none"> • Submit the draft AAR report, case stories, donor briefing with practical recommendations including relevant annexes. • Incorporate feedback from Plan International Thailand.
Week 7	<ul style="list-style-type: none"> • Submit the revised report.
Week 8	<ul style="list-style-type: none"> • Finalize and submit all deliverables.

8. Ethical and Safeguarding Considerations

All data collection will adhere to child safeguarding policies, safeguarding risk assessment in MERL standards of Plan International, informed consent procedures, confidentiality requirements, and Do No Harm principles. Parental or guardian consent will be obtained for any child-related activities.

9. Qualifications

The ideal consultant will have:

- Experience in humanitarian response and psychosocial support programming, development studies, or a related field.

- Strong qualitative research and learning review skills
- Experience working with children in fragile or conflict-affected contexts
- Demonstrated experience in conducting needs assessments, desk reviews, and writing clear and actionable research or evaluation reports.
- Proven expertise in child rights and child protection, safeguarding and ethical research practices
- Excellent analytical and report writing skills in English.

10. Reporting and Supervision

The consultant will work under the technical supervision of Plan International Thailand and coordinate closely with project staff and partner organisations. Regular check-ins will be held to monitor progress and provide guidance.

11. Budget

The total consultancy fee around THB 300,000- 350,000 will be paid in three instalments, subject to satisfactory submission and approval of deliverables by Plan International Thailand, as follows:

- 30% upon approval of the inception deliverables, including the inception note, methodology, and data collection tools.
- 40% upon completion of data collection and submission of preliminary findings.
- 30% upon approval of all final deliverables, including the final AAR report, case studies, and donor briefing.

12. How to apply?

We invite interested consultants to submit the following application documents:

- Submit a proposal and a cover letter to Thailand.procurement@plan-international.org “**AAR and Case Study Development Psychosocial Support Intervention for Children Affected by Border Clashes in Thailand.**” by **February 18, 2026**
- The proposal should include the following information:
 - CVs of team members with relevant qualifications and experience;
 - A brief proposal outlining your approach, availability;
 - Detailed budget for completing the assignment with team members’ daily professional fee rate;
 - 1–2 samples of similar work (e.g., lesson learned reports, case story)
 - A fixed price for the assignment;
- The selection of consultants will be done through proposal reviews and candidate interviews. Only the proposals with supportive information mentioned above will be reviewed.

- Interested candidates may request a virtual meeting with the Plan International Thailand technical team to acquire additional information prior to the proposal submission.
- For more information, please call Mr. Preedee Ittipong at Tel. 2 259 8284-5.
- Only short-listed candidates will be contacted.