



**Thailand Burma Border Consortium
Strategic Plan 2005-2010
(revised 1st Nov 2007)**

Thailand Burma Border Consortium

Strategic Plan

2005 – 2010
(revised 1st Nov 2007)

Contents

Introduction	1
Executive Summary	3
Mission, Vision and Core Values	4
Goal, Aim and Objectives	5
Summary of Core Strategies	6
<i>Appendices</i>	
1. TBBC Glossary	12
2. Summary of Strategic Planning Process	13
3. TBBC Articles of Association (2005)	14



Introduction

The Thailand Burma Border Consortium (TBBC) was established in 1984 by a group of NGOs and church organizations to provide assistance to people displaced by conflict in Burma. Over its twenty one years, TBBC has grown in response to the changing needs and situations of displaced Burmese people.

This strategic plan articulates TBBC's vision and mission and outlines the core strategies of the organisation during 2005-2010. A management tool and reference document, the strategic plan clarifies TBBC's long-term direction and values. It embodies a philosophy which applies to all things the organisation does. It helps the organisation to allocate resources, focus and prioritise work in day-to-day operations and decision making. The strategic plan will also be used for orientation of new staff and Board members.

The plan responds to the organisation's best understanding of its internal and external environments. Careful attention has been given to assessing external trends and internal challenges. The strategic aim is to build on TBBC strengths (good reputation and working relationships with communities and partners, effective coordinating role, well-informed, flexibility, community-based process, willingness to learn and grow), capitalise on opportunities (advocacy, collaboration, relationships and networking) and address weaknesses (current limitations to work inside Burma, unsure future).

It is not possible to foresee some of the changes that may occur and impact TBBC's work. These movements could include possible shifts of donor priorities, political and/or economic changes (Burma, Thailand and international), possible changes in the Royal Thai Government policy towards refugees, asylum, income generation and access to external opportunities; changes in ceasefire agreements; influx of new arrivals; foreign exchange fluctuations; increases/decreases in costs of goods supplied by TBBC; and of course there is the enduring uncertainty around the possibilities of repatriation, resettlement and relocation. TBBC has a proven track record over the years and appropriate adjustments will be made in the implementation of the plan as circumstances change. This plan acknowledges and incorporates flexibility as an important survival strategy. It will be revisited in annual staff retreat exercises as TBBC continues to develop in order to respond to future opportunities. To ensure that the strategic plan is implemented in a coordinated and effective manner, it will be translated into specifics in both the annual workplan and annual budget, with key indicators used to measure progress and success.

TBBC continues its open-ended commitment and responsibility to meet humanitarian best practice, deliver quality services and meet the basic needs of refugees from Burma in Thailand, however many there are.



Executive Summary

This strategic plan presents TBBC's focus areas and philosophy. The overarching goal is to enable displaced people of Burma to be independent and self-reliant in a peaceful society where there is full respect for human rights. To achieve this goal, TBBC will consolidate and expand its relief work with increasing focus on development through rights-based approaches. It will use appropriate and innovative approaches that seek not only to address immediate solutions to short-term needs, but also strategies that build capacity and address root causes over the long-term. Committed to meeting international humanitarian best practices and goals, TBBC is looking to improve the ways and quality of its work.

The strategic focus areas are interlinked and represent underlying approaches for everything TBBC does. A review in 2007 has integrated capacity building throughout the programme and increased the emphasis on livelihoods by making it the focus of a core strategy

There is a continued programme focus on ***supporting the right to an adequate standard of living*** of refugees in Thailand and other displaced Burmese people. These needs are primarily food security, nutrition, shelter and non-food items.

Livelihoods focus on reducing aid dependency by promoting sustainable livelihoods through community agricultural and income-generation activities.

Working through partnerships empowers communities and helps to build relationships, understanding and trust. These vital assets will be enhanced by collaboration and supporting the development of community based organisations management and leadership skills

Strengthening advocacy with and for the people of Burma seeks to increase understanding of the nature and root causes of the conflict in Burma and displacement. The safety and security of Burma's people is a priority and protection is highlighted. TBBC will continue to advocate with national and international agencies to promote respect for human rights.

Developing organisational resources will enable TBBC to sustain and increase its efforts. Through professional development of staff, research, improved communication and a comprehensive fundraising strategy for longer-term stability, the organisation will grow and improve effectiveness.

Formal education and healthcare support remain outside TBBC's current mandate. While the refugee camps on the Thailand Burma border are the key locations for TBBC's current activities, there will be expansion of effort to work with displaced people outside the camps and inside Burma.

Mission

The Thailand Burma Border Consortium, a non-profit, non-governmental humanitarian relief and development agency, is an alliance of NGOs, working together with displaced people of Burma, to respond to humanitarian needs, strengthen self-reliance and promote appropriate and lasting solutions in pursuit of their dignity, justice and peace.

Vision

TBBC envisions peace and justice in Burma where people live with dignity, enjoying freedom from persecution or harm.
There is respect for diversity and people work together to develop their communities and country.

Core Values

Partnership
Empowerment
Accountability and reliability
Justice and equity
Dignity

Codes of Conduct

TBBC complies with:

- The Code of Conduct for the International Red Cross and Red Crescent Movement and Non-governmental Organisations in Disaster Relief (1994)
- The Core Principles developed by the Interagency Standing Committee Task Force on Protection from Sexual Exploitation and Abuse in Humanitarian Crises (2002)

and is guided by the Humanitarian Charter and Minimum Standards in Disaster Relief (SPHERE Project)

TBBC collaborates closely with the Royal Thai government and works in accordance with the regulations of the Ministry of Interior (MOI)

Goal

To support displaced people of Burma to be independent and self-reliant in a peaceful society where there is full respect for human rights

Aim

To work in partnership with displaced communities to build capacity, strengthen self-reliance and food security, ensure an adequate standard of living and respect for human rights.

Objectives

- To ensure access to adequate and appropriate food, shelter and non-food items for displaced Burmese people
- To reduce aid dependency by promoting sustainable livelihood initiatives and income generation opportunities
- To empower displaced people through support for community management and inclusive participation, embracing equity, gender and diversity
- To advocate with and for the people of Burma to increase understanding of the nature and root causes of conflict and displacement, in order to promote appropriate responses and ensure their human rights are respected
- To develop organisational resources to enable TBBC to be more effective in pursuing its mission

[The above objectives have been guided by the Objects set out in TBBC's Articles of Association - see Appendix]

Summary of Core Strategies

TBBC's core strategies guide the organisation's efforts and represent the primary focus of its scarce resources.

TBBC Core Strategies

During 2005-2010, TBBC's core strategies are to:

- *Support an adequate standard of living*
- *Promote livelihood activities*
- *Work through partnerships*
- *Strengthen advocacy*
- *Develop organisational resources*

1. Support an adequate standard of living

Goal: To ensure access to adequate and appropriate food, shelter and non-food items for displaced Burmese people

Objectives:

1. Ensure quantity, quality and timely delivery and distribution of food, shelter and non-food items
2. Meet nutritional needs of all refugees in camps and improve the nutrition of other displaced people
3. Promote equitable community participation and effective feedback mechanisms

Key interventions:

- a. Use best practices to manage efficient procurement and distribution of all items
- b. Conduct effective monitoring and evaluation to verify quantity, quality and timely delivery and distribution
- c. Maintain preparedness to respond to influxes of new arrivals and other emergencies
- d. Initiate, collaborate in and respond to nutrition research and health information
- e. Improve knowledge, attitudes and practices regarding nutrition
- f. Identify and support the special needs of vulnerable groups, including new arrivals
- g. Expand community networks and strengthen inclusive participation
- h. Develop alternative feedback mechanisms and respond to feedback about TBBC provisions

2. Livelihoods

Goal: To promote self reliance and reduce aid dependency.

Objectives:

1. Develop livelihood and food security activities
2. Strengthen sustainable developmental approaches and organisational capacity
3. Strengthen community strategies for coping with shocks

Key interventions:

- a. Expand agriculture and animal husbandry programmes
- b. Support sustainable income-generating initiatives in and outside camps
- c. Conduct joint training and development of resource materials on sustainable livelihoods, resource management, nutrition, food cultivation and distribution, warehouse management and applied technologies
- d. Expand and strengthen credibility of the ERA partners' programmes and their activities

3. Work through partnerships

Goal: To empower displaced people through effective partnerships and inclusive participation, embracing equity, gender and diversity

Objectives:

1. Build self-esteem and independence
2. Build relationships to increase understanding, trust and learning
3. Ensure effective use of existing resources and minimise duplication and competition
4. Reduce the negative impacts of the presence of displaced people on the Royal Thai Government and Thai communities

Key interventions:

- a. Collaborate with and support refugee committees, camp committees and community-based organisations to improve community management skills including decision-making, situation and needs assessments, implementation, monitoring and evaluation systems and procedures, preparation of accounts, financial accounting, report writing, language and translation
- b. Increase representation and participation by women and minority groups in delivery of TBBC programme
- c. Initiate and/or support training and education in leadership, advocacy, development, negotiation and dialogue, conflict management, problem-solving, democratic structures, human rights and gender awareness.
- d. Support initiatives for communication through access to appropriate technology and tools, networking and feedback mechanisms
- e. Facilitate the sharing of information, lessons learned and training opportunities
- f. Increase participation of local partners in training, workshops, exposure trips and exchange programmes with displaced people from other contexts and humanitarian practitioners
- g. Expand assistance to communities in Thailand including migrant workers and unofficial refugees, as appropriate
- h. Work together with Royal Thai Government and Thai communities to provide assistance to local communities in areas around camps

4. Strengthen advocacy

Goal: To advocate with and for the people of Burma to increase understanding of the nature and root causes of the conflict and displacement, in order to promote appropriate responses and ensure their human rights are respected

Objectives:

1. Develop and integrate TBBC's advocacy framework at local, national and international levels to promote protection and solutions for displaced persons
2. Be a resource for stakeholders to develop their own advocacy strategies
3. Strengthen channels to enable displaced people to advocate for themselves
4. Improve protection of civilians from conflict, abuse and violence

Key interventions:

- a. Actively engage with all stakeholders to ensure informed advocacy strategies
- b. Research and report the nature and causes relating to conflict and displacement
- c. Collaborate with appropriate stakeholders to advocate on specific issues
- d. Information and technical exchange with Burma-based agencies to strengthen linkages and develop a strategy for providing humanitarian assistance and protection to internally displaced people in the short term and to prepare for eventual return and re-integration of both internally displaced people and refugees
- e. Develop an information resource centre with accessibility to all stakeholders to inform their advocacy according to their own interests, strengths and capacity
- f. Facilitate displaced people's participation in advocacy initiatives
- g. Promote more exposure trips to the Thailand Burma border
- h. Promote and engage in a shared responsibility for protection together with the UN, NGOs, civil society and displaced communities

5. Develop organisational resources

Goal: To enable TBBC to be more effective in pursuing its mission

Objectives:

1. Support staff professional development
2. Improve communication within TBBC
3. Ensure adequate human and financial resources to support implementation through partnerships
4. Be transparent and accountable to key stakeholders and donors
5. Realise benefits of the Consortium model

Key interventions:

- a. Develop and implement an ongoing professional development programme for TBBC staff including exchange programmes with other displaced people and exposure trips into Burma
- b. Sensitise staff on key issues of gender, equity and diversity
- c. Develop ways for TBBC programme to support peace and reconciliation initiatives
- d. Maintain up-to-date organisational chart to ensure that lines of communication and responsibility within TBBC are clear to all
- e. Ensure regular communications between TBBC staff and the Board to inform policy development
- f. Work with TBBC members to exchange skills, resources and knowledge on technical aspects of emergency relief and long term development
- g. Ongoing development of the TBBC website
- h. Ensure there are sufficient and appropriate staff to support programme development and implementation and to strengthen partnerships
- i. Base fundraising and financial planning strategy on the Good Humanitarian Donorship initiative
- j. Encourage members to fully assume the responsibilities set out in the Memorandum of Understanding and Articles of Association

Appendix 1.

TBBC Glossary

Adequate/appropriate	In accordance with international standards
Basic needs	Food, shelter and non-food items
CBO	Community based organization
Camp Committees	Committees responsible for camp management and Administration
CCSDPT	Committee for Coordination of Services to Displaced Persons in Thailand
Civilians	All people including refugees, migrants, internally displaced people and those who are still in their homes, but not soldiers
Displaced person	Person who has been forced from one place or home to another
ERA	Emergency Relief Assistance programme to displaced people outside camps
Food security	All people, at all times, have physical and economic access to sufficient, safe and nutritious food for a healthy and active life
GHD	Good Humanitarian Donorship
IDP	Internally displaced person (inside Burma)
Minority group	Group under-represented demographically or in terms of power
Migrant worker	Person who has moved to find work in another place and is living outside a refugee camp
NGO	Non-governmental organization
Non-food items	Building materials, cooking fuel, stoves, cooking utensils, clothes, blankets, soap and mosquito nets
TBBC Partners	UNHCR, CCSDPT members, CBOs, Camp Committees, Refugee Committees (and including TBBC members)
Local partner	Community-based organisation participating in design, development and implementation of TBBC programmes e.g. camp committees, refugee committees, women's organisations, ERA, Mae Tao clinic
Procurement	The complete process from sourcing suppliers, through quality control and delivery, to payment
Refugee	Person who has a well-founded fear of persecution and has crossed an international border
Refugee Committee	Committee responsible for the overall management of all Camp Committees, refugee concerns and liaison with external stakeholders
UNHCR	United Nations High Commissioner for Refugees

Appendix 2.

Summary of Strategic Planning Process

This strategic plan develops from a consensus and commitment building process with all TBBC stakeholders. This is the first time in TBBC's 21-year history that such a process has been undertaken. From April to August 2005, through workshops, fieldwork, surveys and informal discussions, ideas and opinions were sought from all TBBC staff, refugees in camps, partners, members and relevant external stakeholders. Previous strategic planning research and discussions were reviewed. Current strategies were reviewed, endorsed and enhanced with recommendations from stakeholders. The plan was reviewed in 2007 to incorporate an increased focus on Livelihoods. Capacity building was integrated throughout the programme

Responses from Community Based Organisations in Camps

Karen Refugee Committee (KRC)	Mae Sot, Mae Sariang
Karenni Refugee Committee (KNRC)	Mae Hong Son (2)
Mon Relief and Development Committee (MRDC)	Sanglaburi
Camp Committee (CC)	Site 1, Site 2, Mae La Oon, Mae Ra Ma Luang, Mae La, Umpiem Mai, Nu Po, Don Yang, Tham Hin
Karen Youth Organisation (KYO)	Mae Sot, Mae La, Umpiem Mai, Don Yang, Tham Hin
Karen Women's Organisation (KWO)	Mae Sariang, Mae Ra Ma Luang, Mae La, Umpiem Mai, Nu Po, Don Yang, Tham Hin
Karenni Women's Organisation (KNWO)	Site 1, Site 2
Karen Student Network Group (KSNG)	Mae Sot
Muslim Women's Organisation (MWO)	Mae La, Nu Po
Shan Youth Network Group (SYNG)	Mae Hong Son
All Burma Students Democratic Front (ABSDF)	Mae Hong Son

Responses from Community Based Organisations outside camp

Committee for Internally Displaced Karen People (CIDKP), Karen Office of Relief and Development (KORD), Karenni Social Welfare Committee (KSWC), Mon Relief and Development Committee (MRDC), Shan Relief and Development Committee (SRDC)

Responses from TBBC Members

Christian Aid, Christian World Service Australia, Church World Service, DanChurchAid, Diakonia, ICCO, International Rescue Committee, Norwegian Church Aid, *Thailand Baptist Missionary Fellowship*, ZOA

Responses other stakeholders

Aide Medicale, Burma Distance Education Project, International Refugee Committee, Taipei Overseas Peace Service, UNHCR

Appendix 3.

TBBC's Articles of Association Objects (2005)

- The relief of basic needs of displaced people of Burma by the provision of humanitarian aid and assistance
- To develop the capacity and skills of the members of the socially and economically disadvantaged community of the displaced people of Burma in such a way that they are able to participate more fully in society
- To promote equality, diversity and racial harmony for the benefit of the public by raising awareness of the needs of and issues affecting the displaced people of Burma
- To promote human rights (as set out in the Universal Declaration of Human Rights and subsequent United Nations conventions and declarations) in the Thailand Burma border area by monitoring and evaluation