



**Thailand Burma Border Consortium
Strategic Plan 2009 – 2013**

(Reviewed & revised, Jan 2012)

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MISSION, VISION AND GOAL

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/Myanmar to respond to humanitarian needs, strengthen self-reliance and promote appropriate and lasting solutions in pursuit of dignity, justice and peace.

Long – Term Vision

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

Medium – Term Goal

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

Short – Term Aim

To ensure an adequate standard of living and respect for the human rights of displaced people of Burma, by working in partnership with displaced communities, building capacity, strengthening self – reliance and food security.



VALUES

Partnership

Empowerment

Accountability and Reliability

Justice and Equity

Dignity

CODES OF CONDUCT

The Thailand Burma Border Consortium complies with the:

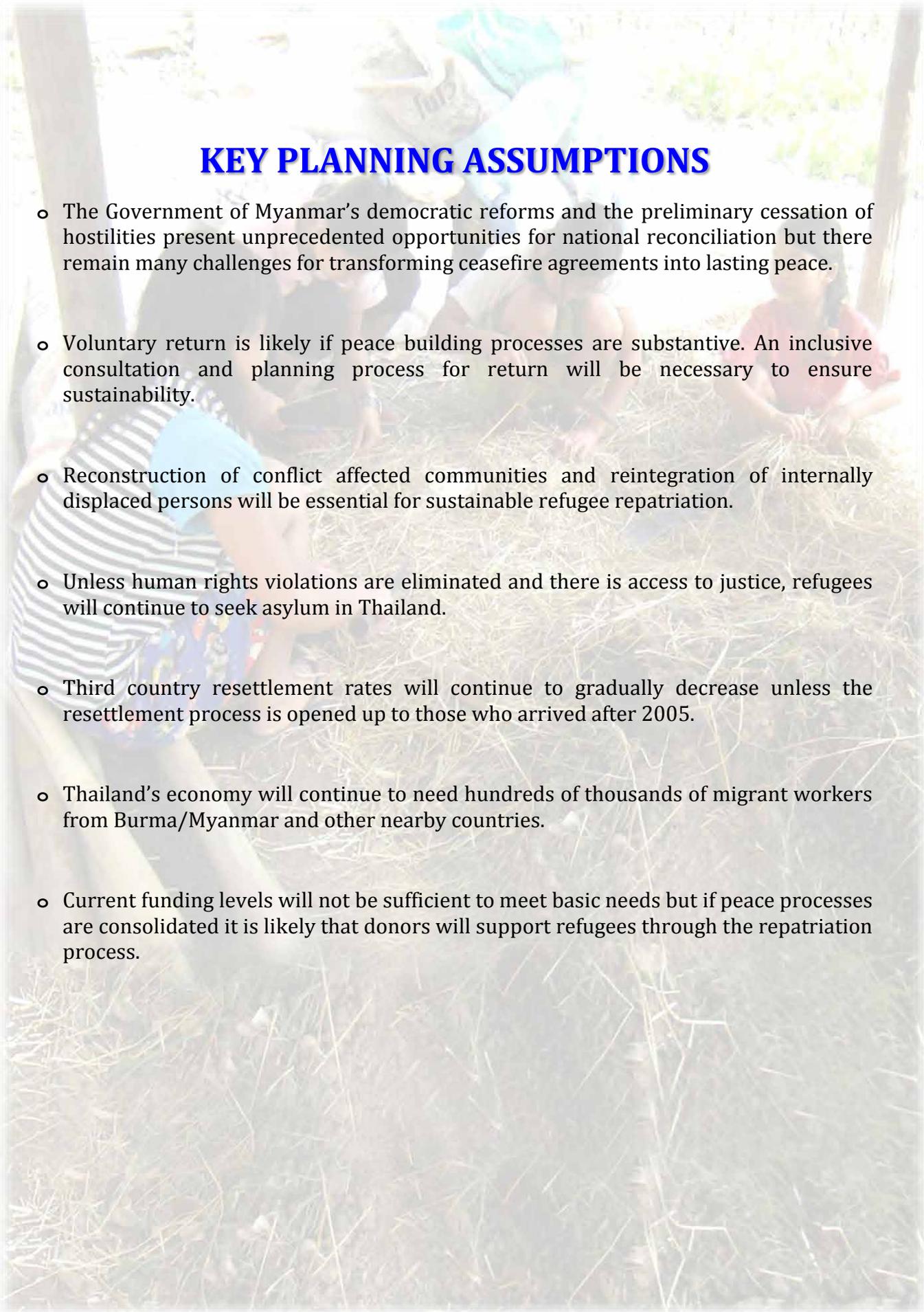
- Code of Conduct for the International Red Cross and Red Crescent Movement and Non – governmental Organisations in Disaster Relief (1994).
- Core Principles developed by the Interagency Standing Committee Task Force on Protection from Sexual Exploitation and Abuse in Humanitarian Crises (2002).
- Committee for Coordination of Services to Displaced Persons in Thailand (CCSDPT) Inter – agency Code of Conduct (2008).

Individual TBBC staffs are signatories to a comprehensive Code of Conduct which includes a commitment on Child Protection.

TBBC 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)





KEY PLANNING ASSUMPTIONS

- The Government of Myanmar's democratic reforms and the preliminary cessation of hostilities present unprecedented opportunities for national reconciliation but there remain many challenges for transforming ceasefire agreements into lasting peace.
- Voluntary return is likely if peace building processes are substantive. An inclusive consultation and planning process for return will be necessary to ensure sustainability.
- Reconstruction of conflict affected communities and reintegration of internally displaced persons will be essential for sustainable refugee repatriation.
- Unless human rights violations are eliminated and there is access to justice, refugees will continue to seek asylum in Thailand.
- Third country resettlement rates will continue to gradually decrease unless the resettlement process is opened up to those who arrived after 2005.
- Thailand's economy will continue to need hundreds of thousands of migrant workers from Burma/Myanmar and other nearby countries.
- Current funding levels will not be sufficient to meet basic needs but if peace processes are consolidated it is likely that donors will support refugees through the repatriation process.

CORE OBJECTIVES

1. Pursue change leading to durable solutions while ensuring a protective environment for displaced people of Burma/Myanmar.
2. Increase self-reliance and reduce aid dependency by promoting and supporting livelihood opportunities.
3. Ensure continued access to adequate, nutritious food and appropriate shelter while prioritising support for the most vulnerable.
4. Strengthen mutually accountable community – based management which ensures equity, diversity and gender balance.
5. Develop TBBC organizational structure and resources to anticipate and respond to changes, challenges and opportunities.

1

Pursue change leading to durable solutions while ensuring a protective environment for displaced people of Burma/Myanmar

- 1.1 Advocate with and for the people of Burma/Myanmar to increase understanding of the root causes and nature of the conflict and displacement and to support any opportunities for peace-building and reconciliation afforded by the changing political landscape.
- 1.2 Recognising that encampment is not sustainable advocate for greater freedom of refugee movement, maximise opportunities for resettlement to third countries, and contributing to an understanding of the conditions required for refugees to return to Burma/Myanmar in safety and dignity.
- 1.3 Engage in the shared responsibility for protection together with the RTG, UN, NGOs, civil society and displaced communities, with particular regard to promoting access to asylum and non - refoulement.

Interventions

Strengthen links with Burma/Myanmar-based agencies 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.

Document any on-going violations of humanitarian and human rights law in eastern Burma/Myanmar through surveys, witness testimonies, and field reports from partner agencies.

Accept and create opportunities for dialogue with all stakeholders to increase understanding of the nature of the conflict and displacement and to promote and support peace-building initiatives.

Participate in contingency planning exercises for return, in partnership with CCSDPT members, UNHCR and other stakeholders and in close consultation with the displaced communities.

In coordination with CBO partners, conduct standardised household poverty assessments in south east Burma/Myanmar so that needs can be compared to other areas of Burma/Myanmar.

As an Executive member of CCSDPT and together with UNHCR, contribute to the development of a Strategic Framework as a planning tool to ensure coordinated programmatic responses and to be used in advocacy with all stakeholders to ensure coordinated interventions aimed at more durable and sustainable solutions to the refugee situation to ensure coordinated programmatic responses.

Wherever possible, ensure that all TBBC programmatic responses encourage refugees to improve skills, develop livelihoods, gain employment and become self-reliant, with an emphasis on the more vulnerable sectors of the communities.

Support RTG/UNHCR initiatives to monitor new arrivals, and implement a fair, efficient and transparent admission system in line with international standards.

Foster strategic links between CCSDPT, UNHCR and other relevant protection actors including RTG in key existing initiatives that include PSAE, protection mainstreaming, advocacy and protection in emergencies.

2

Increase self-reliance and reduce aid dependency by promoting and supporting livelihood opportunities

- 2.1 Increase the livelihoods capacity of camp communities and partners by providing training and skills development opportunities.
- 2.2 Increase food access and availability through increased small-scale agricultural production including livestock-raising.
- 2.3 Foster an integrated approach between TBBC programmes, CCSDPT member programmes, and other relevant stakeholders to increase overall impact.
- 2.4 Strengthen and develop partnerships between camp-based communities, Thai communities, and other stakeholders to increase cooperation in resource management and creation of livelihood opportunities

Interventions

Provide technical training to refugees in small-scale agriculture, livestock-raising and enterprise development.

Support income generating and income saving initiatives that support TBBC core programme areas through employment and enterprise development and technical vocational trainings.

Increase access to land and resources outside of camps to further livelihood development and availability of food and shelter materials by strengthening relationships with Thai authorities, organisations and communities outside of camp.

Prioritise and include beneficiary groups considered nutritionally vulnerable into livelihood initiatives.

Reduce dependency of camps on external shelter materials by scaling-up successful shelter pilots into regular extension activities and by continuing support for the development of new shelter pilots.

Take an active role in the CCSDPT Livelihood Working Group to promote coordination and synergy between CCSDPT partners and the implementation of field activities.

Develop effective linkages for the sharing of livelihood expertise with partners working in eastern Burma/Myanmar.

3

Ensure continued access to adequate, nutritious food and appropriate shelter while prioritising support for the most vulnerable

- 3.1 Identify vulnerable groups related to their food and shelter needs and then enhance targeted programming for these groups.
- 3.2 Provide adequate nutritional food, cooking fuel, shelter materials in accordance with international standards and provide the means to optimise the use of these commodities and reduce quantity of distributions.
- 3.3 Ensure that refugees are provided with quality, timely food, cooking fuel and shelter materials through an efficient supply chain management system.
- 3.4 Ensure adequate surveillance systems to monitor and evaluate nutritional status and nutrition programme impact.
- 3.5 As sector leads, provide strategic leadership and technical capacity to CCSDPT and camp communities related to food aid, nutrition and shelter programming.

Interventions

Enhance the TBBC population and demographic database so that it efficiently and effectively informs programming and supply chain operations while maintaining justification and comparisons to other organisations' systems.

Conduct nutrition-related needs assessments, surveys and food basket nutritional analyses to identify vulnerable groups, to inform programming, and to ensure that the food basket is nutritionally adequate.

Provide technical support and training to partners implementing supplementary and therapeutic feeding, nursery school lunches, and growth monitoring and promotion, nutritional surveillance, and other nutrition-related activities.

Participate in research and development of local food products that enhance the nutritional quality of the food basket and target nutritional needs of specific vulnerable groups.

Design and implement community-based nutrition campaigns, communications and educational activities to foster positive social and behavioural change.

Provide technical support and training to camp-based shelter staff in identifying household and community buildings needs and in providing construction support to refugees.

Work with camp management structures to develop appropriate shelter policies and plans which address camp needs and which are guided by international standards.

Conduct regular, periodic reviews of the supply chain system to identify and address issues related to food and shelter material provision.

Routinely update procurement, logistics and supply chain procedures so they meet operational requirements, comply with quality control standards for delivery, storage and distribution, and can respond to influxes of new arrivals and other emergencies.

4

Strengthen mutually accountable community – based management which ensures equity, diversity and gender balance

- 4.1 Strengthen capacity for camp management and good governance through a collaborative approach with CCSDPT/UNHCR.
- 4.2 Endeavour to ensure that refugee and camp committees have sufficient resources to manage the camps and for CBOs to manage TBBC programme related activities.
- 4.3 Increase representation and participation by women and other under-represented groups in all aspects of TBBC programmes. Promote community participation in camp management processes.
- 4.4 Ensure both TBBC and refugee partners have effective and responsive feedback mechanisms.

Interventions

Develop a coordinated sector strategy with CCSDPT/UNHCR.

Collaborate with refugee committees to support camp committees to develop and implement training and skill development programmes.

Implement training and skill development programmes that promote good governance, develop sound financial management and reporting systems and address capacity lost through resettlement.

Support the recruitment of women and other underrepresented groups in camp management structures and TBBC programming.

Provide funds towards camp committee administrative and camp-based stipend staff.

Support refugee communications mechanisms to strengthen community participation.

Provide a variety of communication channels for refugees to exchange information with TBBC and for refugees to provide feedback.

Ensure that camp staff are managed using effective human resource policies and tools which include formalised agreements which monitor that codes of conduct are in place.

Respond to recommendations coming out of the external evaluation of the camp management model.

Monitor changes in the demographic make-up of the camps to inform camp management programme development.

Provide support for child care workers to enable more women and persons with disabilities to be able to be recruited into camp management roles.

Build capacity of young women and other under-represented groups to assume leadership positions in CBOs and camp management structures.

5

Develop TBBC organizational structure and resources to anticipate and respond to changes, challenges and opportunities

- 5.1 Ensure an appropriate organisational structure and adequate human and financial resources to support the programme.
- 5.2 Provide the physical infrastructure, equipment and facilities to effectively and safely implement activities.
- 5.3 Be transparent and accountable to beneficiaries, partners, donors and other stakeholders.
- 5.4 Implement an effective performance management system that strengthens monitoring and evaluation systems and promotes staff and organisational development.
- 5.5 Strengthen member ownership and governance of the consortium

Interventions

Regularly review and adapt the organisational structure to meet the needs of the programme.

Expand the funding base to include non-traditional funding sources.

Monitor compliance with donor regulations.

Maintain policy and procedures related to finance, procurement, security, administration and staff management.

Utilise current and relevant monitoring and evaluation tools to monitor progress, measure impact, and inform programme.

Maintain the Risk Management Plan.

Continually update technological and communications equipment and facilities to ensure staff have the tools to conduct their work in the most efficient way possible.

Promote efforts in the recruitment and engagement of national staff in TBBC decision-making processes.

Develop and implement a comprehensive internal and external communications strategy.

Improve TBBC communications both internally and externally.

Update and maintain the Information Resource Centre.

Endeavour to comply with the Codes of Conduct as well as enhance staff awareness about fraud and corruption, child protection, and prevention of sexual abuse and exploitation.

Encourage members to fully assume the responsibilities set out in the Memorandum of Understanding, Articles of Association and By-laws.

Work with TBBC members to exchange skills, resources and knowledge on technical aspects of emergency relief and long-term development.



Appendix 1: Glossary

Adequate and appropriate	In accordance with international standards
Basic needs	Food, shelter and non-food items
Camp Committees	Committees responsible for camp management and administration
CMSP	Camp management support project
CBO	Community based organisation
CCSDPT	Committee for Coordination of Services to Displaced Persons in Thailand
Displaced person	Person who has been forced from one place or home to another
Eligible displaced person	Verified as living in camp
Food security	All people at all times, have physical and economic access to sufficient, safe and nutritious food for a healthy and active life
IDP	Internally Displaced Person (inside Burma)
Livelihoods	The means of providing a living, or of supporting oneself or one's family
Minority group	Group under-represented demographically or in terms of power
NGO	Non-governmental organization
Non-food items	Building materials, cooking fuel, stoves, cooking utensils, clothes, blankets
Procurement	The complete process from sourcing suppliers through quality control and delivery to payment
Refugee	Person that 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: Articles of Association Objects

The following Objects were incorporated in the TBBC Articles of Association at the time of registration with the Charity Commission of England and Wales in 2005:

The relief of basic needs to 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 subsequent United Nations conventions and declaration) in the Thailand Burma border areas by monitoring and evaluation

