



**The Border Consortium  
Strategic Plan 2013-2017**



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# Executive Summary

This **Strategic Plan 2013-2017** opens up a new chapter for The Border Consortium, which was established in 1984 to respond to the needs of displaced people. It strives to respond to the changing political context in Burma/Myanmar and support evolving peace and reconciliation processes.

The organisation has changed its name to reflect a broadening scope of operations that supports the recovery of conflict-affected communities in South East Burma/Myanmar, and has adapted strategies to recognise the possibility of future refugee repatriation.

Preparedness for repatriation and reintegration into communities in Burma/Myanmar is a recurring theme, both through specific activities and also built into programme approaches.

Food security and nutrition programming is enhanced with an emphasis on targeted assistance to the most vulnerable, fresh food availability through livelihoods projects and infant/young child feeding practices.

Livelihoods, income and skills programming is expanded with further initiatives for job creation, small enterprises and cooperative development, capacity building, technical training and with the availability of small start-up grants.

The shelter programme delivery encompasses carpentry skills development, site planning, increased durability of materials, and stronger linkages with community-based natural resource management initiatives.

Community management will be strengthened with leadership training and mentoring, inclusive programme planning and decision making, and engaged communities will hold these systems accountable and responsive to the diversity of people they represent.

Establishing a presence in South East Burma/Myanmar will enable the organisation to better anticipate and respond to needs of communities in areas of potential return as well as displaced communities during this transition.

The Border Consortium remains committed to working with displaced people and conflict-affected communities towards sustainable solutions. Our hope is that in the foreseeable future they will find the dignity and peace that they have waited so long for.

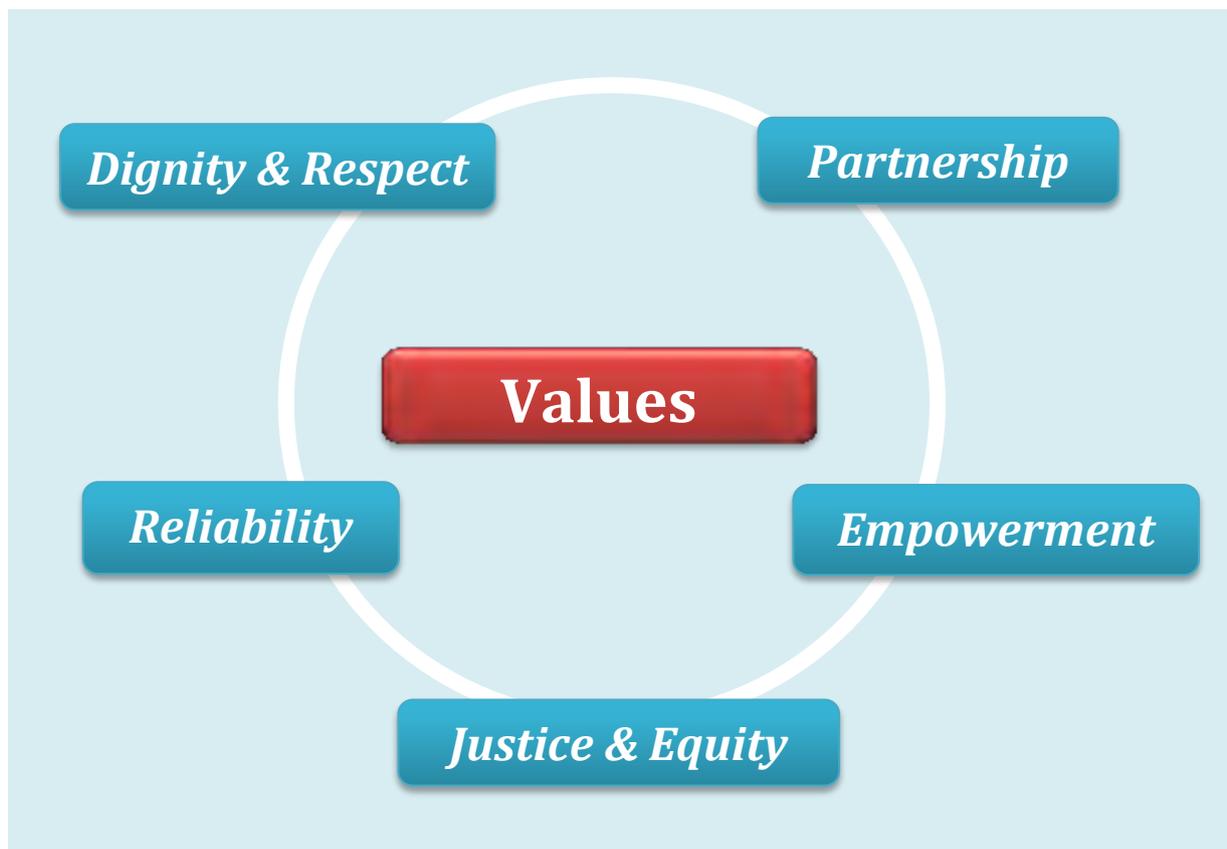
# Mission, Vision and Values

## Mission:

The Border Consortium (TBC), a non-profit, non-governmental organisation, is an alliance of partners working together with displaced and conflict-affected people of Burma/Myanmar to address humanitarian needs and to support community driven solutions in pursuit of peace and development.

## Vision:

TBC envisions a peaceful Burma/Myanmar where there is full respect for human rights, diversity is embraced, and communities are able to prosper.



# Planning Assumptions

## Contextual

- The Royal Thai Government will permit refugees asylum in temporary shelters until conditions are conducive for return.
- Peace and national reconciliation processes in Burma/Myanmar will evolve and eventually lead to a situation conducive to the repatriation and return of displaced persons.
- Displaced persons will need to prepare for return and reintegration into their homeland communities.
- Third country resettlement rates will continue to decrease.
- Despite return, there will remain a residual caseload of refugees in Thailand.

## Organisational

- Positive relationships with the Royal Thai Government will be maintained and TBC will be able to continue to provide its assistance programme and services in Thailand.
- TBC programmes and services in Thailand will need to be adapted to the changing context.
- TBC will be allowed to establish a presence in Burma/Myanmar, will be given access to South East Burma/Myanmar, and will be authorised to facilitate programmes in potential areas of return.
- TBC member organisations will seek to maximise their collective strengths in support of displaced persons and to add value to their individual programmes.
- Funding support for humanitarian assistance to refugees in Thailand will become more of a challenge while funding opportunities for development activities inside Burma/Myanmar will open-up.

# Strategic Directions

## Readiness

Displaced persons and local communities are supported to advocate and prepare for a voluntary, safe, dignified return and sustainable reintegration in South East Burma/Myanmar when conditions are conducive.

### Expected Results:

- The protection of civilians from conflict and abuse in South East Burma/Myanmar is strengthened through informed advocacy and policy-level dialogue with the Government of the Republic of the Union of Myanmar and non-state actors.
- Peace-building initiatives are supported and promoted with community-based organisations and refugee communities.
- The principles for voluntary return are upheld.
- Preparedness for return and reintegration planning is inclusive and shaped by displaced persons, refugee committees, communities in areas of potential return, and non-state-actors.
- Improved coordination and information exchange across the border between relief and development agencies in South East Burma/Myanmar and in Thailand.
- Refugees have access to return-related information and share information within and across camps.
- TBC is a key source for public information on the situational analysis of refugees in the camps and internally displaced persons in South East Burma/Myanmar. TBC produces credible and timely research and documentation on displaced and conflict-affected people.
- Some refugees feel confident to opt for spontaneous voluntary return.

## **Economic & Social Development**

Prioritising women and marginalised groups, support displaced and conflict-affected communities, to re-establish sustainable livelihoods through skills enhancement, social capital development and the creation of economic opportunities.

### **Expected Results:**

- Strengthened capacities and the recovery or restitution of assets for rural communities in South East Burma/Myanmar, through rehabilitation and development projects.
- Community-based organisations have increased capacities to design and implement livelihood programmes.
- Improved food security for refugees in Thailand through sustainable agricultural and livestock raising activities relevant to the South East Burma/Myanmar context.
- Refugees enhance their technical skills to engage in rural livelihoods.
- Refugees establish and maintain viable small businesses.
- Savings and loans groups provide access to capital and increase savings levels of refugee households.
- Refugee households generate income through cash-for-work (stipends) programmes and acquire job skills.

## Humanitarian Support

Humanitarian assistance is targeted to the most vulnerable, and supports household capacities and strategies that contribute to food security and shelter.

### Expected Results:

- Refugees have access to adequate and appropriate food and shelter in Thailand, with the provision of increased support to the most vulnerable and reduced assistance for the self-reliant, as identified through accountable and transparent community-managed processes and other targeting mechanisms.
- Internally displaced persons in South East Burma/Myanmar have access to food assistance
- Availability of food is increased through fresh foods production and processing, diversification, and market-oriented food supply models.
- Assistance needs are met through an efficient and accountable supply chain operation.
- Households have the knowledge and ability to make healthy dietary decisions.
- Cash transfers assist the most impoverished rural communities.

## 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.

### Expected Results:

- Community leadership structures are accountable, inclusive and ensure services are delivered in accordance with humanitarian principles, through the provision of mentoring and skills development.
- Camp management structures are revised, strengthened and responsive to community.
- Increased capacities and opportunities for refugees in programme planning and decision making, through skills training, community mobilisation initiatives, and community-led campaigns.
- Community-based organisations are strengthened to assume a lead role for their constituency during preparedness, return and repatriation.
- Increased representation and participation by women and other under-represented groups is promoted throughout all aspects of TBC's programmes.
- Civil society consultations inform advocacy for humanitarian protection, assistance and solutions.
- The capacities of community representatives and local authorities in conflict-affected areas of South East Burma/Myanmar to identify, plan and implement development priorities are strengthened.

## Organisational Development

TBC's organisational resources and structure in Thailand and Burma/Myanmar respond to the shifting and expanding programme directions.

### Expected Results:

- TBC staff and the staff of partner organisations, have the appropriate skills and experience which support community-based programmes in Thailand and Burma/Myanmar.
- Existing and diversified funding opportunities are secured, in partnership with the membership, so that the strategic plan is achieved.
- Gender equity, child safe-guarding and environmental protection is taken into consideration during planning processes and in the implementation of TBC's work.
- Information products and services support advocacy, programming, preparedness, and efficiency and effectiveness of assistance.
- Monitoring and evaluation capacities within TBC and its partner organisations, provide information on progress and impact, for planning and organisational development.

# Appendix 1: Codes of Conduct

The Border Consortium (TBC) endeavours to comply 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 TBC Staff are signatories to a comprehensive Code of Conduct which includes a commitment on Child Protection.

TBC is guided by the Humanitarian Charter and Minimum Standards in Disaster Relief (Sphere)

TBC collaborates closely with the Royal Thai Government and works in accordance with the regulations of the Ministry of Interior

TBC is negotiating an agreement with the Myanmar Peace Centre to establish a formal relationship with the Government of the Republic of the Union of Myanmar

# Appendix 2: Memorandum of Association Objects

The following Objects were incorporated in the TBC 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