



**Thailand Burma Border Consortium  
Strategic Plan 2005-2010**

# Thailand Burma Border Consortium

## Strategic Plan

2005-2010

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## 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.

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.

***Working through partnerships*** helps to build relationships, understanding and trust. These vital assets will be enhanced by collaboration and enacted through participatory processes and activities.

***Capacity building*** with displaced Burmese people focuses on supporting the development of community based organisations through increasing vocational skills, community management and leadership skills and promoting sustainable livelihoods of refugees through income-generation opportunities.

***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.

# Thailand Burma Border Consortium

## 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)

## Thailand Burma Border Consortium

### 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 human rights are respected

### Objectives

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

To increase collaboration with all stakeholders through effective partnerships and inclusive participation, embracing equity, gender and diversity

To empower displaced people and their communities by supporting and strengthening their capacities

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*

*Work through partnerships*

*Build capacity*

*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. Work through partnerships**

**Goal:** To increase collaboration with all stakeholders through effective partnerships and inclusive participation, embracing equity, gender and diversity

**Objectives:**

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

**Key interventions:**

- a. Collaborate in capacity building planning, situation and needs assessments, implementation and monitoring and evaluation
- b. Facilitate the sharing of information, lessons learned and training opportunities
- c. Initiate and enhance communication, networking and feedback mechanisms
- d. Build and strengthen links with organisations inside Burma through information and technical exchange
- e. Expand and strengthen credibility of the ERA partners' programmes and their activities
- f. Empower women and minority groups by increased representation and participation in decision-making and leadership
- 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

### **3. Build capacity**

**Goal:** To empower displaced people and their communities by strengthening their capacity for self-reliance

**Objectives:**

1. Develop livelihood and food security initiatives
2. Build self-esteem and independence
3. Strengthen sustainable developmental approaches and organisational capacity
4. Strengthen community strategies for coping with shocks

**Key interventions:**

- a. Support sustainable income-generating initiatives in and outside camps
- b. Conduct joint training and development of resource materials on sustainable livelihoods, resource management, nutrition, food cultivation and distribution, warehouse management and applied technologies
- c. Expand agriculture, animal husbandry and livelihood programmes
- d. 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.
- e. Collaborate with and support refugee committees, camp committees and community-based organisations to improve community management skills including monitoring and evaluation systems and procedures, preparation of accounts, financial accounting, report writing, language and translation
- f. Support initiatives for communication through access to appropriate technology and tools
- g. Increase participation of local partners in training, workshops, exposure trips and exchange programmes with displaced people from other contexts and humanitarian practitioners

#### **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. Strengthen linkages with Burma-based agencies to 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 develop organisational resources 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. Clarify lines of communication and responsibility within TBBC
- e. Inform and educate TBBC staff and the Board about each other as the Board develops and establishes guiding ethics and policies of the organisation
- f. Work with TBBC members to exchange skills, resources and knowledge on technical aspects of emergency relief and long term development
- g. Investigate the possibility of extending outreach and establishing a TBBC local partners' office in camps
- h. Integrate nutrition and agriculture projects into TBBC's programme
- i. Develop a TBBC website
- j. Ensure there are sufficient and appropriate staff to support programme development and implementation and to strengthen partnerships
- k. Develop fundraising and financial planning strategy based on the Good Humanitarian Donorship initiative
- l. 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	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-gover	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.

#### 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
	Site 1, Site 2, Mae La Oon,
	Mae Ra Ma Luang, Mae La,
Camp Committee (CC)	Umpiem Mai, Nu Po, Don
	Yang, Tham Hin
	Mae Sot, Mae La, Umpiem Mai,
Karen Youth Organisation (KYO)	Don Yang, Tham Hin
	Mae Sariang, Mae Ra Ma
	Luang, Mae La, Umpiem Mai,
Karen Women's Organisation (KWO)	Nu Po, Don Yang, Tham Hin
Karenni Women's Organisation (KNOW)	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