

Help Without Frontiers

Strategic Plan 2023–2027




Introduction

Help Without Frontiers Thailand Foundation (HWF) is a community-based organisation supporting the rights and needs of migrant and displaced persons from Myanmar. Based in Mae Sot, a town and key crossing point on the border between Myanmar and Thailand, HWF has been working alongside and serving communities of migrant and displaced people for 17 years - providing opportunities in education, health, skills development and employment, and protection.

Since its foundation, HWF has supported more than 10,000 migrant and refugee children to access education; delivered training in skills development and social issues to 23,000 youth in Thailand and Myanmar; developed a common Child Safeguarding policy and provided CSG training to more than 150 teachers and CBO staff; and provided shelters, toilets, and 6,000 food sets to people in need.

This new five-year plan is built upon old and new challenges, keeping in focus the shifting nature of the current situation and aiming to strengthen resilience in families, schools, and communities. Designed in partnership with local organisations and guided by the Sustainable Development Goals, this Strategic Plan sets out a range of objectives under five interconnected goals that will guide HWF's efforts over the next five years.





“At Help without Frontiers Thailand Foundation, we are driven by the belief that every child and young person deserves the chance to thrive, regardless of their circumstances. Our five-year strategy is a commitment to breaking down barriers to education, empowering future leaders, and building resilient, inclusive communities.

We will ensure vulnerable children and youth have access to accredited education pathways and career skills, enabling them to shape brighter futures for themselves and their communities. By fostering leadership and advocacy within migrant communities, we aim to create safer, more equitable environments for all.

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In times of crisis, we remain steadfast in providing life-saving humanitarian assistance along the Thai-Myanmar border, working hand-in-hand with partners and authorities to uphold dignity and meet urgent needs.

As we move forward, we pledge to evolve as an organization, strengthening our capacity to adapt and deliver meaningful impact in an ever-changing world. Together, we can build a future where opportunity and hope are within reach for everyone.”

Siraporn Kaewsombat

Director, Help without Frontiers Thailand Foundation

Context

The development of this Strategic Plan came at a time of disruption and uncertainty. The emergence of COVID-19 in early 2020 led to the closure of schools in more than 150 countries. Strict control measures in Thailand prevented schools and learning centres along the border from reopening - the Migrant Learning Centres (MLCs) supported by HWF were fully closed for two full academic years - and migrant workers experienced a reduction in work and wages due to the global effects of the pandemic on the economy. Research also highlighted the prevalence of abuse against children during that time, with higher numbers of children out of school and more at-risk of unsafe work and drug use.

Before the pandemic had subsided, the military in Myanmar removed the democratically elected government, detaining the country's leaders and suppressing public protests. This coup and the Myanmar people's response soon escalated into a civil war, which has killed thousands and led to the displacement of 3 million people.

While migrant communities in Thailand have always shown incredible resilience in the face of barriers to education, healthcare, employment, and protection, these challenges have

been compounded by the recent international challenges, with significant increases in the number of new arrivals from Myanmar pushing local resources to their limit. Since reopening, the number of children enrolled in MLCs has increased by 25% each year for the last three years. Individuals and families fleeing from political violence, and IDPs across the border, have also emerged as key groups needing targeted support.

With almost two decades of experience with local, provincial, national and international actors involved in the region, HWF remains in a strong position to provide this support, developing new strategies to meet the needs of those facing new challenges, while also continuing to provide opportunities to those who have always been at the centre of our work. Groups of new arrivals in Thailand and existing migrant communities now have opportunities to work together, sharing experiences and pooling resources in response to unprecedented challenges. HWF pledges to continue being a part of these efforts to share opportunities and support to the most vulnerable groups along the border.

Vision, Mission and Values

Our **Vision** is for people from Myanmar to have access to education, healthcare, protection, and opportunities for social participation.

Our **Mission** is to promote, develop and ensure access to education, participation, protection, and relief assistance for vulnerable people from Myanmar, empowering them to build a brighter future for themselves and their communities.

Participation

People should have a say in decisions that affect their lives. The people we serve in communities have their own skills, experience and ideas that should be valued and included in our activities.

Partnership

Our work is fuelled by our long-standing partnerships with a broad range of local and international partners, all working together towards the same goals.

Our Values

Empowerment

The youth of today are the leaders of tomorrow. Our work with young people is focused on peer-to-peer learning, allowing youth to both learn and lead, and to be a positive example to migrant children.

Unity in Diversity

Myanmar is a cultural mosaic with at least 135 different ethnic groups. Our work supports all Myanmar people, regardless of ethnicity, age, gender, sexual orientation, or documentation status.

Rights-Based Approach

We build our own capacity as a duty bearer to more effectively empower rights holders, helping them overcome the obstacles that prevent them from claiming their rights.

Goals

HWF has five strategic goals in the new plan for 2023-27. These goals reflect our main programme areas - education, youth empowerment (in our Rays of Youth department), protection, and emergency response - as well as our aim to improve our own capacity as an organisation.



We aim to provide vulnerable children and youth with access to suitable **education** pathways and career skills, that are accredited, inclusive and equitable



We aim to empower children and **youth** to become leaders in their communities, participate in social development, and to have more options for career development



We aim to ensure migrant communities can advocate and have access to a **safe community** environment by strengthening prevention and response to risks



We aim to provide **humanitarian assistance** to emergency affected people on the Thai-Myanmar border, supporting their access to immediate needs, in close cooperation with partner organisations and the Thai government, in alignment with the Humanitarian Charter



We aim to evolve as an **organisation** to meet changing internal and external needs, seeking ways to strengthen our own capacity





Goal 1: Education

We aim to provide vulnerable children and youth with access to suitable education pathways and career skills, that are accredited, inclusive and equitable

Objectives

- 1.1 Migrant children and youth have access to learning and growth opportunities that suit their needs
- 1.2 Migrant Learning Centres (MLCs) have the capacity to operate more efficiently and independently
- 1.3 Teachers and education staff have opportunities to build their capacities and to upskill as individuals
- 1.4 Beneficiaries have a greater awareness of education pathways and other issues affecting children
- 1.5 HWF supports progress towards EFA by engaging in joint advocacy and research projects
- 1.6 Migrant education is prepared for future emergencies so that migrant children have education continuity
- 1.7 Establish a private school with an accredited curriculum relevant to the lives of migrant children, that can be used in normal and emergency situations

SUSTAINABLE DEVELOPMENT GOALS

- 4.1 completion of quality education
- 4.3 access to technical, vocational and tertiary education
- 4.4 employment skills for youth and adults
- 4.7 education in peace, human rights, and sustainability
- 4.a safe and inclusive facilities
- 4.b scholarship expansion
- 4.c teacher training
- 16.9 birth registration



Key Activities and Targets

- At least 1,500 students completing their Grade level each year
- All Grade 6 MLC students receive Non-Formal Education (NFE) certificate
- Online microcredentials for teachers in creative media, MHPSS, teaching
- Support parents to acquire birth certificates and other ID for their children
- Produce and compile digital education resources for emergency response



Goal 2: Youth Empowerment

We aim to empower children and youth to become leaders in their communities, participate in social development, and to have more options for career development

Objectives

- 2.1 Migrant children and youth are empowered to become active youth leaders for their peers and communities
- 2.2 Migrant community members have greater awareness and capacity regarding digital literacy and online safety
- 2.3 Vocational education training is provided as an alternative for migrant children and youth, who can acquire skills for personal and professional development
- 2.4 The Happy Cafe* becomes a sustainable social enterprise in which migrant youth can develop their hospitality skills
- 2.5 The capacities of the Youth Team are strengthened and shared with other youth-based organisations

*The Happy Cafe, a youth-led enterprise providing food and drinks, is located at the HWF office in Mae Sot

SUSTAINABLE DEVELOPMENT GOALS

- 4.3 access to technical, vocational and tertiary education
- 4.4 employment skills for youth and adults
- 4.7 education in peace, human rights, and sustainability



- 8.5, 8.6 decent work and training for young people



Key Activities and Targets

200 migrant students receive SRHR training each year

30 youth trained as facilitators for online safety training, reaching 50 parents and 500 students each year

20 youth in annual vocational training courses (food & beverage, media creativity)

10 vocational training graduates placed in internships with partners annually



Goal 3: Protection and Well-being

We aim to ensure migrant communities can advocate and have access to a safe community environment by strengthening prevention and response to risks

Objectives

3.1 Our beneficiaries have access to health, learning and protection services and information

3.2 HWF's protection case management system reaches minimum standards

3.3 Child Protection and Child Safeguarding procedures are standardised amongst networks

3.4 Migrant communities are prepared to respond to health crises

3.5 Migrant children have access to a safe space to receive psychosocial support

3.6 Migrant parents are trained to provide comprehensive health, psychosocial and protection support to their children

3.7 Child protection and psychosocial support practices are strengthened through inclusive research

SUSTAINABLE DEVELOPMENT GOALS

3.4 promote mental health and well-being



3.8 access to health services and resources

16.2 end abuse, exploitation and violence against children



Key Activities and Targets

Focal points trained in case management in MLCs and Child Friendly Spaces

Establish community committees to respond to protection concerns

Service mapping of health services available to migrants

Migrant youth-led research on child-friendly reporting channels

Raise awareness of migrant health insurance options



Goal 4: Emergency Response

We aim to provide humanitarian assistance to emergency affected people on the border, supporting their access to immediate needs, in cooperation with partners and the Thai government, in alignment with the Humanitarian Charter

Objectives

- 4.1 HWF is prepared to respond to emergencies within the organisation's capacity
- 4.2 The emergency working groups, in coordination with partner organisations and local government, are strengthened to ensure fast and equitable response, avoid overlap, and reach as many people as possible
- 4.3 HWF response standards are continually improved through monitoring, evaluation, and feedback
- 4.4 People in need receive the emergency support that they need concerning WASH, food and nutrition, shelter, and health
- 4.5 People in emergency situations have access to education

SUSTAINABLE DEVELOPMENT GOALS

1.5 build resilience and reduce exposure to shocks



6.1 access to safe drinking water



6.b support communities in water management

9.1 resilient infrastructure to support human well-being



Key Activities and Targets

MEAL tools developed to assess and improve emergency responses

Build capacity of local CBOs in emergency response

Produce education pack to be included for every child in emergency distribution

Develop collaborative emergency workplan with Thai health department



Goal 5: Organisational Sustainability

We aim to evolve as an organisation to meet changing internal and external needs, seeking ways to strengthen our own capacity

Objectives

- 5.1 Networking with relevant Government Organisations is strengthened
- 5.2 Relationships with other social enterprises are established and strengthened to improve HWF's business reach
- 5.3 Innovative financial and administrative processes are developed
- 5.4 Sustainable and diverse income and fundraising strategies are developed
- 5.5 A communication and visibility strategy is established that is consistent with HWF's values and goals
- 5.6 An M&E system is developed that meets the need of each project
- 5.7 Increase focus on staff well-being and develop staff potential in new areas of work
- 5.8 The role of the HWF board is strengthened to be ambassadors of the organisation, including youth members
- 5.9 HWF raises its profile as a leader on border issues
- 5.10 A fully-functioning complaint mechanism is established

SUSTAINABLE DEVELOPMENT GOALS

1.5 build resilience and reduce exposure to shocks



8.2 productivity through diversification



17.8 enhance use of technology



17.17 building partnerships

Key Activities and Targets

Register the Happy Cafe as a private business

Develop and trial MEAL, finance and staff leave systems

Support staff action plans by identifying training opportunities

Youth representatives attend each board meeting

Participate in 3 national/regional level events per year

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