

Adaptation, Resilience and Transition:
Report of the Formative Evaluation of Camp Management in the Burmese
Refugee Camps in Thailand

ANNEXES

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ANNEX 1: TOR for a Formative Evaluation of CM in the BRC in Thailand

TERMS OF REFERENCE

FOR A

FORMATIVE EVALUATION

OF

CAMP MANAGEMENT IN THE BURMESE REFUGEE CAMPS IN THAILAND

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final

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1 RATIONALE, PURPOSE AND OBJECTIVES OF THE EVALUATION

1.1 Rationale and purpose of the evaluation

In 2009 CIDA evaluated the Burma Border Areas Program 2005-2010, which was the previous iteration of this program, the Building Social Capital: Border Assistance Program (2010-2015). Though, that evaluation did not look at the humanitarian assistance component of the project in depth, it noted that the model of refugee camp management supported by TBBC promoted the self-reliance of displaced people through the utilisation and development of their own resources, this with a view to preparing refugees for longer term solutions. The evaluation tendered the view that the basic model is sound, based on approaches dating back to the 1980s that began to view refugees and populations affected by disasters as key actors instead of as passive victims.

However, the report also highlighted that the model was questioned of late by some (e.g. the May 2008 report commissioned by the European Commission, *Strategic Assessment and Evaluation of Assistance to Thai-Burma Refugee Camps*).

Since 2008, debate among donors concerning camp management has intensified. A number of concerns have been raised by some donors, primarily the EC, which if true, call for action. Based on these concerns, TBBC is under pressure to implement reforms and the validity of camp management model has been called into question.

CIDA therefore considers it prudent to investigate these concerns and the appropriateness of the camp management model at this time.

The evaluation process aims to facilitate dialogue and learning between and among stakeholder groups by ensuring that a broad range of stakeholders will be engaged. Beneficiaries and intermediary bodies will learn through their participation in and contribution to the evaluation. By identifying and investigating concerns that have been raised and issues considered sensitive, the evaluation aims to foster a constructive dialogue that supports greater consensus among stakeholders on the merit (or not) of existing structures and current approaches to camp management, on what ought to change and what principles and values ought to guide that change.

Accountability will be strengthened by this evaluation. Given that questions of confidence have been raised by some donors, it is incumbent on CIDA to consider these questions, investigate and guide our programming accordingly. Given that the subject of the evaluation is camp management, a key link in the aid-delivery chain, information on weaknesses and guidance on addressing them will support CIDA's accountability responsibilities. In addition, by ensuring that aid is delivered equitably and fully, and is not diverted, the downward accountability to beneficiaries of the camp management, other intermediary agencies and the donor community will also be strengthened.

Those who are intended to use and benefit from this evaluation are listed below.

- a) The donor community. 16 governments and 29 non-governmental organizations sustain TBBC's programming. In order to facilitate constructive and ongoing dialogue among donors on the issue of camp management, it is CIDA's intention that the donor community will be substantially engaged in the course of undertaking, that the evaluation and the evaluation report will address key concerns raised by donors and will be a catalyst for further dialogue among donors.
- b) TBBC and its 11 member organizations. TBBC provides food, shelter, non-food items and capacity-building support to Burmese refugees in camps. As such, TBBC is the intended user of any evaluation findings, recommendations and lessons learned that relate to strengthening or making changes to camp management structures that play a role in delivering and distributing or benefit from TBBC programming.

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- c) The Royal Thai Government, National Security Council (NSC), Ministry of the Interior (MOI), Provincial and district authorities. MOI, as the RTG authority that implements refugee policy set by the NSC and regulates access to camps and the nature and scope of any programming delivering services to the camps or occurring within the camps. As such, the RTG authorities are intended user of any evaluation findings, recommendations and lessons learned that relate to current or proposed programming within the camps and services provided to the camps.
- d) Karen, Karenni and Mon Refugee Committees. The refugee committees oversee all activities within the camps through the camp committees and coordinate assistance provided by NGOs, liaise with UNHCR, the RTG and security personnel. The refugee committees are the intended user of any evaluation findings, recommendations and lessons learned that relate to strengthening or making changes to the current camp management model or their role and relations to other stakeholders.
- e) Camp Committees and structures. The camp committees and structures may be called on to make changes as a result of evaluation findings, recommendations and lessons learned. As such, they are also intended users of the evaluation.
- f) Refugees resident in camps. As the end-users of assistance provided by CIDA and other donors, refugees are intended to benefit from the evaluation through recommendations implemented to ensure the full, appropriate and equitable delivery of aid. In addition, given the democratic nature of the camp management structures, the findings, recommendations and lessons learned will enable camp residents to better hold to account elected position-holders in camp management.

The purpose of the evaluation is threefold:

- a) to facilitate a constructive dialogue among stakeholders on the issue of camp management in refugee camps situated on the Thai-Burma border,
- b) to comprehensively and accurately describe the current camp management model that is in place and
- c) to identify areas where improvements and changes should be initiated.

1.2 Specific Objectives of the evaluation

Specific Objectives:

- a) To document the historic development of camp management and its evolution to date,
- b) To assess whether the responsibilities of camp management are effectively covered, and
- c) To assess the extent to which the administration and management of the camps is in compliance with international standards, practices and principles for the care and protection of refugees.
- d) To foster dialogue between partners about the model from documented evidence.

2 EVALUATION SCOPE

The development intervention being evaluated is described below along with its intervention logic.

2.1 Context and Background

For 20 years, prior to 2005, the camp committees received no recognition or formal support for the responsibilities they fulfilled in the day to day running of the camps. Since 2005, significant resources have been provided for staff stipends, administration and capacity building, but the overall model has not

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been assessed to see whether all the responsibilities are being adequately covered and effectively carried out. The nature of the study is a formative evaluation, not only to assess performance levels of the camp committees, progress and achievements, but also to identify critical gaps and how they could be addressed.

In other refugee situations the camp management function is usually the responsibility of a national or international NGO, i.e., an independent body and not the beneficiaries themselves. Thus it is questioned whether the Camp Management bodies comprised of beneficiaries are able to effectively conduct their roles according to humanitarian principles and whether they are legitimate, representative bodies. Significant donor funds are required to maintain the existing model, but replacing this with a traditional model would entail greater allocation of resources and therefore it is incumbent to ascertain whether the Camp Management bodies comprised of beneficiaries are effective bodies for this purpose.

Value added from this evaluation is expected to be achieved through greater understanding of the functions of the camp management authorities, identified potential support mechanisms, identified gaps and appropriate delegation of support functions. It can also pave the way forward to support greater community participation in camp management and governance in other refugee settings around the world.

Definition: Camp Management is the role of the Camp management agency, normally a national or international NGO. Camp Management encompasses those activities in one single camp that focus on coordination of services, establishing governance and community mobilisation mechanisms, maintenance of camp infrastructure, data collection and sharing, provision of defined services and monitoring the service delivery of other providers.

Since 1984 the camps along the Thailand Burma border have been managed by the beneficiaries themselves under the authority of the Royal Thai Government. The Thai authorities delegated day to day responsibility for the running of the camps to the refugees. For the first twenty years, neither UNHCR nor any of the NGOs took (or could take) any responsibility or provided any support for camp management but only engaged with the communities as it related to direct service provision. The community-based camp management model that has evolved is unique.

The Ministry of Interior (MOI) implements refugee policy set by the National Security Council (NSC) and controls the day-to-day running of the camps through provincial and district authorities, in collaboration with refugee and camp committees.

The Refugee Committees oversee all activities through the nine camp committees, coordinate assistance provided by NGOs, and liaise with UNHCR, the RTG, KNU and KNPP .

The Camp Committees are the administrative and management bodies of the refugee camps. They coordinate the day-to-day running of the camp and the delivery of services in collaboration with local MOI officials, and provide the main link between the camp population, NGOs, UNHCR and local Thai authorities.

Development of the CCSDPT-UNHCR Strategic Framework led recently (2010) to the establishment of the camp management sector by the Committee for Coordination of Services to Displaced Persons in Thailand (CCSDPT) with a working group that meets quarterly. The camp management sector objective is: to broaden focus from delegated delivery of basic services towards capacity building on camp governance, with a focus on the needs of an increasingly diverse group of displaced persons/refugees; to ensure efficient, transparent and sustainable delivery of services in camps on the basis of principles of accountability, good community governance and participation by the refugees; to pay particular attention to the needs of the most vulnerable and under-represented groups, ensuring their equitable access to

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services, including justice; to align existing Camp Administration and Camp Management structures with Thai systems, with a particular attention to law and order and access to justice¹.

The strategy is to build camp management capacity and resources towards good camp management governance and foster meaningful participation of refugees in the wider policy developments and prospects for durable solutions envisioned by the Strategic Framework.

Particular focus is given to:

Governance/ community participation- ensuring camp leadership and community-based bodies are fairly selected, representative, responsible and accountable for actions taken in the exercise of their functions; training in camp management governance, and mentoring.

Building capacity of women and other under-represented groups to assume community leadership positions and advocate with other stakeholders for their inclusion; uphold the peaceful and humanitarian (non political) character of camp management.

Camp security and Justice – to develop and promote a culture of safety and security, law enforcement in line with Thai standards and ensure the civilian nature of camps.

Coordination and collaboration -to support the establishment of an MOI/CCSDPT/UNHCR camp management and coordination structure for coordination of support, capacity building, resources and engagement with refugee leadership structures in the field.

Information management- ensuring all partners have access to and share operational data at camp and Inter camp levels

Towards durable solutions: Develop capacity of the existing camp leadership to incrementally target assistance towards the most vulnerable and monitor and address gaps in access to services.

NGOs and UN agencies:

Thailand Burma Border Consortium has been providing support to camp management bodies since 2005. Prior to this, TBBC was aware that the camp committees were selling rice sacks and other food containers to pay for basic camp administration needs, but also using surplus supplies for additional demands such as payment to volunteers. Some surplus supplies were used directly but others were also resold to provide cash.

In 2003, TBBC began a process to find out exactly how surplus supplies were being used. This required much sensitive negotiation and trust building with all concerned, as camp committees were under pressure to provide support to many different groups ranging from local villagers, political organisations, to Thai authorities. For the camp committees it was a great relief to be able to be open about how they were using surplus supplies and gradually TBBC gained a better understanding of how support was being given to Thai authorities who were poorly paid, local villagers who had lost access to ‘farming’ land, and the camp security which was being provided along the border adjacent to camps. It was agreed that support would be provided for stipend payment, administration costs and also some additional supplies for camp needs. By providing cash for some purposes instead of having committees sell supplies at poor prices actually created savings for the programme.

Today, TBBC provides stipends for 2,467 camp staff involved on camp committees and in the delivery of the food, shelter, and small –scale livelihoods programmes – (community agriculture and nutrition, weaving projects run by women’s organizations). This bears no relation to the cost of living in Thailand,

¹ extracts from the joint strategic framework

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it is rather a contribution to the ‘volunteers’ in the camp to acknowledge their responsibilities and effort, but by no means considered a ‘salary’.

Each camp receives an administration allowance that is reported on under specific criteria monthly covering communications, office administration, transport.

Food and charcoal are also provided for other camp needs ranging from meetings, trainings, weddings and funerals, to support for new arrivals.

Funds are channelled to the refugee and camp committees on a monthly basis through formalised annual partner agreements and financial reports are submitted to TBBC on a monthly basis. All positions have job descriptions and receive a monthly stipend through the camp management support programme.

TBBC has also been providing capacity building to strengthen capacity for camp management and governance. More recently the focus has been on reviewing election procedures, ensuring disciplinary procedures are in place, establishing sub committees on Codes of Conduct, new arrivals, boarding houses and also capacity building for basic administration functions to replace skills lost through resettlement, conflict resolution, negotiation/mediation skills, problem solving, decision making and narrative skills.

International Rescue Committee with UNHCR has been working to strengthen administration of justice in the camps through the camp justice systems but also in close collaboration with the Ministry of Justice of the Royal Thai Government.

Legal Assistance Centres (LACs) have been established in three camps and the work is being extended to two additional camps. Focus has been to raise awareness within the community on their rights and access to justice and also to work with the camp judiciary to bring traditional law in line with both national and international norms.

Other NGOs involvement in Camp management directly relates to the delivery of their programmes from health, education, water sanitation, community services.

The refugee communities are both the implementers and the main beneficiaries of the project as most of the functions of camp management are fulfilled by the refugees themselves.

For 2011 the camp management programme –funding is approximately 69 million Thai baht – around 4% of total expenditures. This includes support for administration and refugee and camp committee staff , but not including staff involved in delivery of services.

Over 10,000 refugees are employed in camp management and delivery of services combined in the nine camps and receive an average stipend of 900 baht / month : 108 million baht per year

2.2 Project Profile

The project contains four elements. The scope of this evaluation is limited to only one element – humanitarian assistance to Burmese refugees.

Purpose

To assist Burmese refugees and displaced people through humanitarian assistance, health services and the strengthening of Burmese exile civil society organizations.

Budget/timing

In 2010 CIDA committed \$15.9 million to a five-year (2010-2015) initiative. The project will end in March 2015. Approximately \$5.5 million of this investment is dedicated to supporting refugees in Thailand through the Thailand Burma Border Consortium (TBBC).

Partners

CIDA's primary partner in this project is the Canadian NGO Inter Pares. Inter Pares has been supported by CIDA in their work with displaced Burmese since the early 1990s. The primary local partners in Thailand include the Burma Relief Centre (BRC) and the Thailand Burma Border Consortium (TBBC). Besides the operations in Thailand, the project supports activities in China, Malaysia, India and Bangladesh on a much smaller scale.

In addition, through the Canadian NGO Committee on Burma (CNC), the project engages other Canadian organizations with an interest in Burma to participate in the project.

Description

This project provides humanitarian assistance to refugee camps in Thailand and supports civil society and health delivery organizations providing services to displaced Burmese migrants and refugees in Thailand, India, Bangladesh, Malaysia and China. There are 4 components to this project:

Humanitarian assistance to Burmese refugees (average \$1,100,000/year). Support for the delivery of food, housing materials, cooking fuel and other materials to Burmese refugees located in camps along the Thai-Burma border. This component of the project is delivered locally through the Thailand Burma Border Consortium (TBBC), a consortium of organizations which is a member of the Coordinating Committee for Services to Displaced Persons in Thailand (CCSDPT) an umbrella organisation charged with providing humanitarian services in officially recognized refugee camp system in Thailand. For historical reasons the government of Thailand has not permitted the UNHCR to operate on their border with Burma, thus, UNHCR has a protection mandate only. There are over 156,000 refugees in camps in Thailand.

Health services (average \$720,000/year). Health service delivery for Burmese migrants in border countries and for internally displaced persons. Support is channelled locally through the Burma Relief Centre and delivered to the Mae Sot clinic (run by Dr. Cynthia Maung), the Backpack Health Workers Team program and selected smaller clinics in border areas. This component includes health worker training, capacity building and provision of supplies, equipment and medical services.

Support to local civil society (average \$634,000/year). Supports Burmese exile civil society organisations, based in the border areas, working on critical issues such as violence against women, environmental degradation, forced displacement, access to information, and human rights.

Canadian NGO Committee on Burma (CNC) (average \$61,000/year). Supports engagement of Canadian civil society organisations undertaking complementary programming.

2.3 Implementing Organization: The Thailand Burma Border Consortium

The Thailand Burma Border Consortium (TBBC) was established in 1984. It is currently a consortium of twelve NGOs from ten countries working to provide food, shelter, and capacity-building support to Burmese refugees and displaced persons. It also engages in research into the root causes of displacement and refugee outflows. TBBC is a company limited by guarantee in England and Wales and was registered as a charity in the United Kingdom in 2005.

TBBC works in cooperation with the Royal Thai Government (RTG). It is an active member of the Committee for the Co-ordination of Services to Displaced People in Thailand (CCSDPT), which coordinates humanitarian and protection activities with the other 19 NGO members and UNHCR. TBBC's programs are implemented through partnerships with camp-based refugee committees, community-based organizations and local groups, delivering basic humanitarian supplies to a refugee population of 145,000, approximately 10,000 people in IDP camps and over 80,000 internally displaced in Eastern Burma.

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TBBC's programme promotes the self-reliance of displaced people through the utilization and development of their own resources in preparation for long-term solutions. TBBC will support voluntary repatriation of the refugees when the situation allows for a safe and dignified return to Burma.

The TBBC is internationally recognized as one of the most efficient and cost-effective refugee programs in the world. Their program is largely managed by refugees themselves. The role of the TBBC is to procure and monitor the delivery and distribution of food and humanitarian supplies to the refugee camps, and to provide support to camp management through capacity-building, administration funds and stipends for camp staff. The overriding working philosophy is to maximize refugee participation in program design, implementation, monitoring and feedback. Refugee committees in the camps are responsible for the storage and distribution of supplies to refugee families and related in-camp logistics.

The TBBC has a 2009 budget of CAD \$40 million provided by about 25 international NGOs and government donor agencies. In 2008 Canada was the 7th ranked donor to the TBBC. Support from the EU, the US and Sweden account for 60% of TBBC's support. The TBBC produces monthly income and expenditure statements and a program report every six months. Audited year-end financial reports are provided to all donors.

2.4 Expected Outcomes of the Project

Expected project outcomes are as follows: (only outcomes 1 and 2 relate to the component of the project to be evaluated)

Outcome 1: Strengthened organizational capacity of community based organizations to plan, manage and deliver their programs serving displaced women, men, girls and boys.

Outcome 2: Strengthened ability of community based organizations to promote and represent women's rights and interests.

Outcome 3: Increased capacity of community based organizations to access, research, analyze, document and disseminate news and information on human rights, development and environmental sustainability.

3 EVALUATION CRITERIA

The consultant will rely on following OECD/DAC evaluation criteria for humanitarian evaluations,²

1. Appropriateness and relevance
2. Effectiveness
3. Connectedness and sustainability
4. Coverage
5. Coordination
6. Protection.

² OECD-DAC (2009) *DAC Guidance for Evaluating Humanitarian Assistance in Complex Emergencies*, OECD, Paris. 30 p. <http://www.oecd.org/dataoecd/9/50/2667294.pdf>

The Consultant should also consult the following guides:

Tony Beck, *Evaluating humanitarian action using the OECD-DAC criteria for humanitarian agencies: An ALNAP guide for humanitarian agencies*. Overseas Development Institute: London (March 2006).

http://www.alnap.org/publications/eha_dac/pdfs/eha_2006.pdf

Church C and M.M. Rogers (2006) *Designing for Results: Integrating Monitoring And Evaluation In Conflict Transformation Programs*. Search for Common Ground, Washington, DC. 228 p.

http://www.sfcg.org/programmes/ilr/ilt_manualpage.html

4 LINE OF ENQUIRIES

The consultant, while following the evaluation criteria, will frame the evaluation along the following line of enquiry:

- 1) Assess the responsibilities of Camp Management
- 2) Assess the administration and management of the camps against international norms.
- 3) Assess the Camp Management model from beneficiaries' standpoint.

4.1 Assess the responsibilities of Camp Management

Are the responsibilities of Camp Management effectively covered?

By whom are the responsibilities of Camp Management covered?

The following criteria shall be used:

- Living conditions, assistance to and protection of refugees living in camps;
- Effective common policy framework guiding humanitarian actors;
- Security of humanitarian space and access for delivery of humanitarian services;
- Sensitive issues including corruption, the abuse of authority, trafficking and sexual exploitation;
- Integration of gender equality through protection and promotion of women's and girls' rights, ensuring women's equal participation in camp decision-making, and/or ensuring women's and girls' equal access to/control over camp goods and services;
- Resourcing (with adequate staff and funding).

The following functions of camp management shall be examined: governance, access to justice, participation/representation, coordination, service delivery and protection.

Governance

- Roles and responsibilities of Camp Management bodies and those working within them (are they documented, clearly articulated and understood by those in management positions, service providers and camp residents? Do documented expectations and practices ensure that women's and ethnic minority roles are promoted? Does practice align with policy? Examine the interaction and relative roles played by the Community Elders Advisory Boards, NGOs, armed resistance movements (KNU, DKBA, KNPP), Camp commanders and other representatives of the Royal Thai government and UN agencies);
- Legitimacy: What are the bases of the legitimacy of the camp leadership? Who are the typical candidates for camp leadership positions? Are the members democratically elected? What are the implications of elections in the minds of camp leaders? How do they represent themselves, as representatives of the refugee community with certain roles/powers? With equal obligations? As representatives of refugee but also of the donor and humanitarian community?

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- Planning and management capacities (and capacity development) for those involved in camp management);
- Supervision and oversight of camp staff and camp structures(monitors and ensuring performance of assigned functions, that they have sufficient resources and technical skills to conduct their functions);
- Consistent and common standards are applied for all and in all camps.

Participation/representation

- involvement of residents in camp governance structures
- How well do governance structures ensure community participation?
- How has the role of women evolved and continue to evolve within governance?
- How are women’s groups represented and participate in camp governance structures, and what challenges do they face in this participation?
- To what extent are the ethnic diversities represented and given voice?

Coordination

- What mechanisms exist for coordination of services within the camps?
- What is the role of Camp Management bodies in coordination of services across the camps?
- How effective are Camp Management bodies in collecting and sharing data?
- Is information management and sharing amongst stakeholders effective and functional?
- Are women’s groups and all ethnic minority groups included in coordination and information management/sharing mechanisms?
- Are there both formal and informal coordination mechanisms? Who/what bodies are involved in which, and is anybody excluded? How do the two systems interact?

Service Delivery

- How informed is camp management regarding established service standards for the various domains of service (food, health, education, shelter, sanitation, etc.)?
- Effectiveness of mechanisms for monitoring service delivery;
- Effectiveness of camp management at ensuring service delivery standards are met;
- Women’s participation in delivery of goods and services, and their decision-making role in designing systems of goods and services delivery;
- Maintenance of camp infrastructure.

Protection

- Checks and balances to mitigate risk of abuse of power (by all stakeholders involved in camp management/camp administration)? Prevalence of abuse of power?
- Are the specific security needs of women, children, and minority ethnicities and religions identified and addressed?
- How are individual incidents reported and dealt? Are case management practices in line with international standards?)
- Monitoring, coordination and response to address threats / incidents (e.g. theft, trafficking, violence, sexual and gender-based violence).

4.2 Assess the extent to which the administration and management of the camps is in compliance with international standards, practices and principles for the care and protection of refugees.

Specifically:

- Assess the extent to which the model and practice ensures that assistance programming and advocacy are guided by humanitarian principles and promote the principle of Do No Harm? Of particular note in this respect is the question of whether or not the camps or activities within the camps contribute to the ongoing conflict in Burma.
- Assess to what extent refugee conditions, standards of care and protection are consistent with the policies of UNHCR, including EXCOM Conclusions and guidelines, particularly those relating to women, children, older persons and persons with disabilities and the prevention of and response to SGBV.
- Assess to what extent the model is consistent with UNHCR’s “Community-Based Approach in UNHCR Operations” (see: <http://www.unhcr.org/47ed0e212.html>).
- to what extent is the administration and management of the camps in compliance with the Inter-Agency Standing Committee (IASC) Plan of Action on Protection from Sexual Exploitation and Abuse in Humanitarian Crises, and identify any challenges in this compliance. (See the Plan of Action and Core Principles of Codes of Conduct on Protection from Sexual Abuse and Exploitation in Humanitarian Crisis at <http://www.humanitarianinfo.org/iasc/pageloader.aspx?page=content-products-products&sel=14>). Determine the level of trust and legitimacy refugee and camp committees have in the eyes of the community and other stakeholders - NGOs, UNHCR, RTG, donors.

4.3 The evaluation report will include a chapter that documents the historic development of the camp management model and evolution to date.

- This shall include: The background and historical overview of the camp management model since the refugee camps were established on the Thailand Burma border 1984-2004 ;
- the progress which has been made from 2005 when CCSDPT / UNHCR actively engaged with camp management to strengthen the structure (i.e. elections procedures, Codes of Conduct, job descriptions, representation, administration of justice, Legal Assistance Centres);
- the current issues of concern expressed by donors, the RTG, UNHCR, implementing partners and beneficiaries. Beneficiaries should include camp management personnel and the broader population of the camps, including youth (boys and girls), men and women, ethnic and religious minorities.

Identify gaps /weaknesses in the current model and make recommendations on how to address this giving consideration to:

- Levels of support to existing structures and committees,
- Delegation to other bodies
- Roles of CCSDPT, UNHCR, RTG and other stakeholders

5 EVALUATION PROCESS

The consultant shall abide by the OECD-DAC (2009) *DAC Guidance for Evaluating Humanitarian Assistance in Complex Emergencies* for the evaluation criteria and by the OECD-DAC 2010 *Quality Standards for Development Evaluation*. In addition, the consultant will follow guidance provided by CIDA's *How To Perform Evaluations* with respect to participatory evaluations and gender equality (<http://www.acdi-cida.gc.ca/acdi-cida/acdi-cida.nsf/eng/EMA-218131657-PG4>).

5.1 Preparation of Work plan and Matrix

The Consultant will prepare a work plan that will operationalize and direct the evaluation. The work plan shall follow the outline provided in Annex A and take into account comments from key stakeholders. Once approved by CIDA's Project Team Leader (PTL), the work plan will serve as the agreement between parties on how the evaluation is carried out.

The work plan will refine and elaborate on the information presented in these ToRs to bring greater precision to the planning and design of the evaluation. It shall be based on a preliminary review of the documentation, discussions with key stakeholders (CIDA, TBBC, RTG, other donors and beneficiaries), literature review, etc.

The work plan will include an evaluability assessment³. The main objective is to find out to what extent the proposed evaluation questions can be answered. This assessment often leads to modifications of the evaluation design⁴. Some evaluation questions will then be withdrawn as impossible, overly difficult and other questions will have to be further elaborated. In addition, the Consultant shall examine the following key factors that determine evaluability: the specificity of intervention⁵; logic⁶; the existence and quality of data (ex. unsuitable baseline data); the availability of key informants; and the timing of the evaluation. Furthermore, evaluators must explain and note any factors that compromise the independence of the evaluations and address possible conflicts of interest openly and honestly. Note the Consultant may recommend that the evaluation should not be executed.

The methodology section will describe and explain the evaluation method and processes and discuss how they will ensure the reliability and validity of findings. It will detail the methods and techniques used for data and information collection and processing. The choices (tools and methods) are justified and potential limitations and shortcomings are explained (limitations must be identified and appropriately

³ Evaluability assessment: an assessment preparatory step to a full-fledged evaluation to establish whether a programme or intervention can be evaluated and what might be the barriers to its effective and useful evaluation. It enables CIDA and stakeholders to know whether the intervention or programme is ready to be evaluated i.e. if an evaluation can provide meaningful information on progress towards expected results. It requires a review of the coherence and logic of a programme, clarification of data availability, an assessment of the extent to which managers or stakeholders are likely to use evaluation findings given their interests and the timing of any evaluation vis-à-vis future programme or policy decisions. It may also identify if key stakeholders want to have their programme evaluated – the level of resistance to evaluation and its reasons. As such, it prevents the unnecessary use of human and financial resources on evaluations that are not useful.

⁴ For example, suppose there are no performance data available (poor PMF, no baseline, etc.) – that may mean a need to change the evaluation methods from traditional document review/interviews/focus groups and propose other methods/tools such as beneficiary surveys (HH or FG) or other participatory methods (Flannel boards, Open-ended stories, Unserialized posters, Community case studies, Historical mapping, Community meetings, direct observation, Mini-surveys, wealth mapping, Transect walks, LQAS, etc. etc).

⁵ Particularities of the intervention – for example, thematic, regions, fragile states, etc. that may have an impact on the resources and competences/experience of the team to execute the evaluation.

⁶ The tasks here is to judge the extent to which the design, strategy, resources and implementation mechanisms are appropriate given the intervention logic; (i.e. the logic model). This may have an impact on the evaluation design. For example, sometimes, LFAs (now logic model) that are “not exactly logic”... so difficult to evaluate. That is why it is important for the evaluator to understand and assess the logic and potential problem that may arise in the interpretation of misaligned results or other logic problems.

mitigated). A solid narrative explanation is required in the methodology section. The Consultant will also provide an Evaluation Matrix that must follow the template provided in Annex 2. The Matrix will be devised following the evaluation criteria (key questions). The line of inquiry may be sub-questions. Note: it is not sufficient to only refer to the evaluation matrix⁷ (that must be attached in the appendix).

Finally, the work plan will propose a solid Sampling framework (purpose, universe, sampling criteria, proposed sample and sample analysis). Note: stakeholder participation is fundamental to CIDA evaluations. Stakeholder consultation is to be an integral component of evaluation planning; information collection; the development of findings; evaluation reporting; and results dissemination. The workplan shall indicate the stakeholders to be consulted, the criteria for their selection. If less than the full range of stakeholders is not to be consulted, the methods and reasons for selection of particular stakeholders shall be described.

5.2 Data Collection

Data collection will be executed according to the approved work plan which includes the evaluation matrix along with the sampling framework (i.e. the approved sample), identifying sites to be visited, data to be collected by which stakeholders, documents to be gathered, etc. Field mission will be carried out in collaboration with CIDA field personnel and Embassy representatives.

The field mission is expected to be no longer than 3 working weeks in duration. Canadian Embassy personnel are to be briefed by the Consultant on arrival and preliminary data shall be presented to stakeholders for validation⁸ two days before departure from the field.

Stakeholder participation is fundamental to this assessment. The evaluation will provide for active and meaningful involvement of key stakeholders as appropriate (e.g. beneficiaries, TBBC, RTG representatives, UNHCR, other donors).

5.3 Preparation of Evaluation Report

The Consultant will prepare an evaluation report that describes the evaluation and puts forward findings⁹, results, recommendations and lessons learned. The Consultant is entirely responsible for the quality of the final report and shall follow *OECD-DAC Evaluation Quality Standards*¹⁰. As may be the case, the lead consultant will be responsible for accurately representing and consolidating the inputs of team members, stakeholders and CIDA field staff in the final report.

6 ACCOUNTABILITIES & RESPONSIBILITIES

6.1 CIDA

The CIDA PTL will oversee the evaluation and be responsible for accountability and guidance throughout all phases of execution, and approval of all deliverables. The CIDA PTL is responsible for:

- Preparing the Terms of Reference (CIDA HQ in consultation with the Canadian Embassy in Bangkok, Inter Pares, TBBC, and other donors);
- Coordinating the evaluator selection and contracting process;

⁷ The Evaluation Matrix systemizes the methodology, identifying the key issues to be addressed, sub-questions to provide elaboration, matters to be considered, sources of information and methods of information collection. The matrix shall be used to demonstrate how questions are triangulated.

⁸ The validation is not an approval exercise. It is only to add external validity and ensure that the Consultant's very preliminary data (not yet findings) is adequate and that important data has not been omitted or misunderstood.

⁹ The report shall present the finding disaggregated by sex whenever possible.

¹⁰ CIDA wishes to remind the Consultant of its legal obligations with regard to the *OECD-DAC Evaluation Quality Standards*. The latter are an integral part of the present contract through the Standing Offer Agreement they signed.

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- Initiating and managing the contract of the Consultant,
- Acting as the main contact person for the Consultant
- Ensuring the coordination of the evaluation process.
- Providing guidance throughout all phases of execution, approve all deliverables and facilitate access to any documentation (or any person) deemed relevant to the evaluation process
- Sharing deliverables with Inter Pares, TBBC, the geographic programs at CIDA HQ, Canadian Embassy in Bangkok, other donors, as well as CIDA's Evaluation Division of Strategic Policy & Performance Branch for knowledge sharing and dissemination purposes.

6.2 The Canadian Embassy in Bangkok

Overall, the Canadian Embassy and CIDA staff at the Embassy will provide communications and logistical support to facilitate the engagement of a local evaluator, setting up meetings with stakeholders and liaising with other donors. Specifically:

- providing comment/feedback to validating the evaluation mandate, especially its scope, objectives, suggested timeline, and the roles and responsibilities of the various stakeholders,
- distribute draft TORs to other donors, RTG representatives and other key stakeholders to solicit feedback,
- provide assistance with logistical arrangements for field visits to projects identified for review in the field;
- to act as resource persons for the consultant (to plan travel itineraries or interviews in the field),
- to review and comment on analyses and reports submitted by the consultants; and
- facilitate distribution of the draft evaluation report to other donors, RTG representatives and other key stakeholders to solicit feedback.

6.3 PARTNERS (TBBC, RTG (MOI), UNHCR, Inter Pares, other donors)

Overall Partners will provide necessary support to ensure successful collection of information for the evaluation. Partners' responsibility will include:

- providing comment/feedback to validating the evaluation mandate, especially its scope, objectives, proposed management structure, suggested timeline, and the roles and responsibilities of the various stakeholders,
- provide assistance with logistical arrangements for field visits to projects identified for review in the field;
- to act as resource persons for the consultants (to facilitate access to documentation, to assist in planning travel itineraries or interviews in the field) ; and
- to review and comment on analyses and reports submitted by the consultants.

6.4 Consultant

To facilitate the collection, interpretation and presentation of the information acquired as a result of this evaluation, it is envisioned that up to two individuals may be selected to undertake this mandate. A team leader will be identified in this case.

In general, the Consultant will have overall responsibility for:

- Reviewing and commenting on the Terms of Reference
- Preparing and presenting the evaluation Work Plan;
- If required, the development of TORs for the necessary technical expertise in undertaking this particular evaluation;

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- Putting together a team with appropriate skills, subject to the approval of CIDA;
- Conducting the evaluation according to the approved workplan;
- The day-to-day management of operations;
- Collecting credible, valid information, (i.e. cross-validates and critically assesses the information sources used and the validity of the data using a variety of methods and sources of information) following the work plan;
- Conducting wrap-up meetings (presentation of preliminary findings and validation) with all stakeholders, identified by CIDA;
- Regular progress reporting to CIDA PTL;
- The development of findings¹¹, conclusions, recommendations and lessons learned;
- The production of deliverables in accordance with contractual requirements and following OECD-DAC Evaluation Quality Standards;

7 PROFILE OF CONSULTANT

The Consultant should possess a mix of evaluative skills and thematic knowledge.

The team leader should be a Senior Evaluator with at least 8 years of experience in evaluation. The individual should have substantial developing country experience, preferably in Thailand and a demonstrated ability to conceptualize the overall approach to work assignments and to plan, manage and lead complex evaluations. The individual must demonstrate experience of supervising day-to-day activities of multi-disciplinary evaluation teams of experts. He/she should be able to develop appropriate evaluation tools/methods, to ensure the accuracy, adequacy and reliability of the evaluation findings and recommendations, to make recommendations to senior government officials, to produce analytical reports, and to recommend appropriate CIDA action.

In addition, the team leader will also have the following experience/knowledge/competence:

Must possess 3 of the following 4 experience criteria:

- Significant development or humanitarian aid experience in Thailand and fluent in Thai
- Experience undertaking institutional evaluations
- Experience evaluating camp-based refugee programs in developing countries or working with refugees in camp environments, and/or working with protracted refugee situations, and/or working on refugee protection issues
- Experience undertaking participatory evaluations

Must possess two the following 3 skills or knowledge assets

- Knowledge of CIDA's program and project systems and Evaluation Guidelines
- Stakeholder analysis and coordination skill
- Experienced in gender analysis and integration of gender analysis into all aspects of evaluations, as well as knowledgeable of CIDA's Gender Equality Policy

Must possess fluent written and spoken English

Must be available to conduct the fieldwork in August and September 2011

The team leader may sub-contract an expert to meet all technical requirements and/or provide complementary skills. The sub-contracted expert will have the following experience/knowledge/competencies:

¹¹ disaggregated by gender as much as possible

FORMATIVE EVALUATION TORs

- Significant experience and knowledge of gender equality issues
- Experience conducting participatory evaluations or working as a facilitator
- Evaluation experience
- Fluent in English
- Preferably international experience
- Be available to conduct the fieldwork in August and September 2011.

8 DELIVERABLES AND MILESTONES, SCHEDULE

8.1 Deliverables

The Consultant will:

1. Prepare a draft work plan following the outline provided in ANNEX A, to be revised by CIDA
2. Provide a Final work plan to be approved by CIDA PTL;
3. Perform an in-country debrief/validation workshop to present preliminary data to stakeholders (e.g.: CIDA field staff, TBBC, UNHCR, relevant RTG officials and interested donors) for discussion/validation. Perform a post-mission debriefing/validation session with the CIDA BSC Program in Gatineau.
4. Prepare a draft evaluation report, to be reviewed by CIDA;
5. Provide a Final Report (in conformity the OECD-DAC *Evaluation Quality Standards*) to be approved by CIDA

These deliverables are to be prepared in English, and submitted in both hard copy and electronic formats to CIDA.

8.2 Milestones

8.2.1 Draft Work plan

The Consultant will to submit a draft work plan to the CIDA PTL within three weeks of contract signing. The Consultant will follow the proposed outline (see Annex A).

8.2.2 Final Work plan

Within one week of receiving comments, the Consultant will produce a final work plan to be approved by CIDA.

8.2.3 Start-of-mission Briefings

A start-of-mission briefing will be provided by the Consultant to CIDA staff at the Canadian Embassy in Bangkok upon arrival.

8.2.4 End-of-mission Debriefings/Presentations /Validation sessions

Perform an in country debrief/validation workshop before departure from the field with the Canadian Embassy in Bangkok and key project stakeholders (incl. relevant RTG representatives, other donors).

Perform a post-mission debriefing/validation session with CIDA BSC Program in Gatineau within one week of return from Bangkok.

8.2.5 Preliminary Evaluation Report

The Consultant will submit a draft evaluation report. In this report observations and key findings should be fully developed. The report should also present indicative conclusions, recommendations and lessons learned to the CIDA PTL for review within five weeks of returning from mission. Following agreement on the preliminary report, the consultant shall have a summary of the report translated into Thai and Karen. The consultant will share the draft report with key project stakeholders for review and feedback.

8.2.6 Presentation of Findings

The Consultant will submit a draft evaluation report focussing on observations, key findings. This report will also include a discussion of indicative conclusions, recommendations and lessons learned to the CIDA PTL for review within six weeks of returning from mission. The draft report will include an Executive Summary. CIDA will share the draft report with key project stakeholders for review and feedback.

8.2.7 Final Evaluation Report

Within one week of receiving comments, the Consultant will submit a final evaluation report (including an executive summary). Copies of the executive summary shall be produced in Thai, Karen, French and English. The body of the evaluation report shall be in English.

8.3 Schedule

This evaluation is expected to be carried out from late April 2011 to October 2011. The draft evaluation report should be submitted to CIDA in early August. The timeline below identifies the key phases of the evaluation and provides suggested target dates for the completion of each phase:

- | | |
|---|-------------------|
| 1. Preliminary document analysis and consultations | 25 May - 14 June |
| 2. Submission of draft work plan for review | 17 June |
| 3. Submission of final work plan for approval by CIDA | 30 June |
| 4. Data collection - Canada | early Aug. |
| 5. Data collection - field mission(s), site visits | 22 Aug. - 9 Sept. |
| 6. In-country debriefing and validation of evaluation data | 12 - 14 Sept. |
| 7. Submission of preliminary report for review | mid Oct. |
| 8. Presenting draft evaluation report to stakeholders | late Oct. |
| 9. Addressing stakeholders' feedback | early Nov. |
| 10. Submission of final report for approval by CIDA | late Nov. |
| 11. Production of translated executive summaries & delivery to CIDA | mid to late Dec. |

The Consultant must specify in the work plan when each activity will start and end, using the above timeline as an indicative guideline. Once validated by the evaluation manager (PTL), the work plan and the timeline included therein will constitute the key reference document for tracking the progress of this evaluation.

FORMATIVE EVALUATION TORs

9 LEVEL OF EFFORT

9.1 Estimated Level of Effort

CIDA's projections for the 'level of effort' required for this evaluation and the anticipated 'consultant(s)-related costs' for carrying out this project are set out below:

Table 1: Projected level of effort (LOE)

Tasks	LOE (days)	
	T. Leader	Local evaluator(s)
A) Preliminary document analysis and consultation with CIDA, Inter Pares, TBBC, other donors and representatives of the RTG	5	
B) Draft work-plan preparation	4	
C) Identification of and engaging a local evaluator(s)	1	
D) Revision and preparation of final work-plan	1	1.5
E) Briefing/training local evaluator(s)	1	3
F) Data collection and analysis		
• in Canada (including doc. review and prep'n of mission)	7	
• in Thailand (local evaluator) document review & analysis		3
• Thailand (including travel time)	20	18
• data analysis	5	3
G) Report preparation		
• Draft evaluation report	7	3
• Sharing/validating data and results with stakeholders and CIDA		
• In Canada	2	0
• In Thailand	7	4.5
• Revision and production of final evaluation report	3	0
Total	63	36

ANNEX 1 : EVALUATION WORK PLAN OUTLINE

1. **Rationale, purpose and objectives of the evaluation**
2. **Evaluation Scope**
 - 2.1. Project description
(Length of the Project; Region covered by the Project; Sectors covered by the Project; Implementing organization(s); Target dates of the Project; Project Partner(s) in the field; Intervention Zone; Targeted beneficiaries or supported structures; Project Finance).
 - 2.2. Intervention logic
3. **Preliminary issues and potential impact on evaluation (evaluability)**
 - 3.1. Key evaluation issues and questions, availability of data sources, etc.
 - 3.2. Evaluability assessment, evaluation limitations and mitigation strategies
 - 3.3. Findings and recommendations from previous and/or other evaluations
4. **Evaluation Methodology**
 - 4.1. Overall Approach
 - 4.2. Scope and Foci
 - 4.3. Sampling (purpose, universe, sampling criteria, proposed sample, sample analysis)
 - 4.4. Evaluation Matrix (narrative explanation; the Matrix is to be found in the Annex)
 - 4.5. Data Sources
 - 4.6. Tools for Data Collection and Analysis
 - 4.7. Data analysis and triangulation
5. **Reporting**
 - 5.1. Debriefing-validation and draft rapport (how it will be done)
 - 5.2. Table of content of the final report
6. **Evaluation Management**
 - 6.1. Evaluation Team Members
 - 6.2. Roles and Responsibilities
 - 6.3. Risks and risk Mitigation
7. **Key Deliverables, Timelines and Resources**
 - 7.1. Deliverables and Milestones, Schedule
 - 7.2. Level of Effort and budget (update if necessary)

Annexes

- Evaluation Matrix
- Sampling Framework
- Bibliography (used for the work plan design)
- List of individuals (consulted for the work plan design).

ANNEX 2: DESIGN MATRIX TEMPLATE

Question	Subquestion	Type of subquestion	Measure or indicator	Target or standard (normative)	Baseline data?	Data source	Design	Sample or census	Data collection instrument	Data analysis	Comments

Source: Morra-Imas, Linda G. And Ray C. Rist. (2009) The Road to Results: Designing and Conducting Effective Development Evaluations, World Bank, Washington D.C., pp.243.

ANNEX 2: Framework of Inquiry Matrix (from the Evaluation Work-Plan)

Main Areas of Focus / Lines of Inquiry	Main Questions	Indicators	Informants/Data Sources																		
			Docs	GRP	E/RM	WYC	SL	CCL	CBO r	INGO 1	TCC	RC	TBBC 1	RTG 1	Other	RTG 2	Donors	UNHCR	TBBC 2	INGO 2	CCSDPT
A) Camp Management Responsibilities/Functions																					
Governance function/ Roles & Responsibilities	Are management roles & responsibilities (R&R) clearly articulated in writing?	Available in writing Clarity of description	X																		
	How are R&R understood by various parties?	Main R&R identified					X	X	X	X	X	X									
	How are R&R fulfilled/perceived to be fulfilled (by various parties)?	Main R&R identified as being fulfilled					X	X	X	X	X	X									
	What orientation/training did people receive when assuming new roles & responsibilities? What further capacity building is required?	Content of orientation/ training Current needs					X	X	X	X	X	X									
Governance function/ Leadership & Authority	Who first go to when faced with major problem?	Person(s) / mechanism(s) identified		X	X	X	x	x	x	x	x	x									
	Who perceived to have power to solve problem?	Person(s) / mechanism(s) identified		X	X	X	x	x	x	x	x	x									
	Generally, are decisions fair (impartial)?	Degree of fairness		X	X	X	x	x	x	x	x										
	Are parties familiar with international norms (see section B of matrix)?	Degree of awareness					X	X	X	X	x	x	X								
	Generally, are management decisions consistently applied, and aligned with international norms?	Measures in place to ensure consistency Degree of alignment with such international norms					X	X	X	X	X	X	X								
Participation/ Representation	When faced with crisis/major problem, can you access SL or CC for assistance? What special mechanism or practices in place to assist with these?	Ease of access Mechanism(s) or practices identified		X	X	X	x	x	X	X	x	x	x								
	When you have accessed SL or CC, how have they assisted you?	Nature of response Degree of satisfaction w. resp.		X	X	X	x	x	X	X	x	x	x								
	Where can you raise your special issues/needs? How do these get addressed?	Issues/needs raised Where raised Nature of response			X	X	x	x	x	x	x	x									
	Protection/Access to justice	What mechanisms are in place to deal with crimes & threats (including sexual exploitation)? What are	Mechanism(s) identified Examples identified Nature of response	x	x	X	X	X	X	X	X	x	x	X							

Main Areas of Focus / Lines of Inquiry	Main Questions	Indicators	Informants/Data Sources																			
			Docs	GRP	E/RM	WYC	SL	CCL	CBO r	INGO 1	TCC	RC	TBBC 1	RTG 1	Other	RTG 2	Donors	UNHCR	TBBC 2	INGO 2	CCSDPT	
	examples of incidents and how they were addressed? How could the situation be improved?	Improvements suggested																				
	What mechanisms are in place to mitigate and deal with abuse of power? Are they working (refugees aware of them and feel safe to access them)? How could the situation be improved?	Mechanism(s) identified Awareness of these & willingness to access Improvements suggested	x	X	X	X	x	X	X	X	x	X	X									
Governance function/ Legitimacy	How do people attain management/ leadership positions (how described, and in practice)?	Availability & clarity of process description Clarity of understanding	X	x	x	x	x	x	x	x	x	x	x									
	Who are sections heads/camp committees/refugee committees accountable to? What are they accountable for?	Persons/groups identified Responsibilities/functions identified		x	x	x	X	X	x	x	X	X	x									
	When camp management has really worked well, how was it? (Anything to do with processes being open, transparent & democratic?)	Characteristics identified		X	X	X	X	X	X	X	X	X	X									
	What is your current level of satisfaction with the way your camp is being managed?	Level of satisfaction		X	X	X	X	x	x	x	x	x	x									
	How else could camp management be improved?	Improvements suggested		X	X	X	X	X	X	X	X	X	X									
Coordination & Data sharing	What mechanisms are in place to facilitate the collection and sharing of critical data? Do they work effectively? How could they be improved?	Mechanism(s) identified Degree of perceived effectiveness Improvements suggested	X						x	X	X		X									
	What mechanisms (formal and informal) are in place to facilitate coordination of services? Do they work effectively? How could they be improved?	Mechanism(s) identified Degree of perceived effectiveness Improvements suggested	X							X	X	X		X								
Service delivery & Monitoring	What mechanisms are in place to monitor service delivery? Who has what role?	Mechanism(s) identified Positions identified						X	X	X	X	x	x	X								

Main Areas of Focus / Lines of Inquiry	Main Questions	Indicators	Informants/Data Sources																		
			Docs	GRP	E/RM	WYC	SL	CCL	CBO r	INGO 1	TCC	RC	TBBC 1	RTG 1	Other	RTG 2	Donors	UNHCR	TBBC 2	INGO 2	CCSDPT
	What is awareness of service standards? Who is aware?	Level of awareness of various standards Positions identified					X	X	X	X	x	x	X								
B) Compliance with International Standards																					
Humanitarian principles: - humanitarian imperative ¹² - neutrality ¹³ - impartiality ¹⁴ And “Do No/Less Harm” principle ¹⁵	To what extent is the management of the camps, delivery of services & goods and related practices in the camps ensure that the assistance provided to the refugees is guided by, and in compliance with, these 4 principles?	Evidence (and extent) of compliance or non-compliance with these principles Measures in place to ensure compliance	As observed from data gathered in A																		
Consistency with UNHCR’s “community-based approach” ¹⁶	To what extent is the camp management model consistent with this approach and the 5 principles that guide this approach?	Evidence that model and practice is consistent or not consistent with approach and guiding principles.	As observed from data gathered in A																		
Compliance with IASC’s Plan of action on protection from sexual exploitation and abuse	To what extent have agencies/parties involved have clearly defined principles and standards of behaviour (codes of conduct, staff rules & regulations) re sexual exploitation and abuse?	Evidence of regulations, codes of conduct and training related to this		x	x	x	X	X	X	X	x	X	X								
	To what extent are basic health and psychological care being provided to survivors?	Evidence of, and nature of, care being provided.				x		X	X	X	x		X								
	To what extent do survivors have access to mechanisms for recourse and redress?	Existence of mechanism(s) and evidence (records) they are being accessed.				x		X	X	X	x	X	X								
	To what extent does camp management take this matter (sexual exploitation and abuse) seriously?	Level of awareness of senior management of issue. Evidence of actions taken; measures put in place.				x		X	X	X	x	X	X								

¹² Human suffering must be addressed; particular attention to most vulnerable; dignity and rights of refugees must be respected and protected.

¹³ Not take sides on any grounds (political, racial, religious, ideological); requires transparency and openness; assistance under control of humanitarian organization.

¹⁴ Assistance to all who are suffering without discrimination (sex, age, ethnicity, identity, etc.) and in proportion to need (when in scarcity, priority to most affected).

¹⁵ Humanitarian assistance must strive to do no harm or minimize the harm it may be inadvertently doing when operating in situations of conflict.

¹⁶ Principles of this approach: 1. Refugees as rights-holders (vs beneficiaries). 2. Meaningful participation of different groups. 3. Empowerment of individuals and communities. 4. Ownership of solutions. 5. Transparency & accountability.

Main Areas of Focus / Lines of Inquiry	Main Questions	Indicators	Informants/Data Sources																		
			Docs	GRP	E/RM	WYC	SL	CCL	CBO r	INGO 1	TCC	RC	TBBC 1	RTG 1	Other	RTG 2	Donors	UNHCR	TBBC 2	INGO 2	CCSDPT
C) Historic Development of Camp Management Model																					
Historical overview (1984-2004)	Describe the camp management model put in place when the camps were first established in 1984, and how the model evolved since then.	Key considerations and factors in decisions that were made.	X																		
Changes and progress in camp management model since 2005	Document the changes to the model that were implemented since 2005 (following the active engagement of CCSDPT and UNHCR to strengthen the structures).	Key considerations and factors in decisions that were made.	X						x	x	x	x									
Current issues of concern with model (coming out of above)	What issues/concerns do interested parties have with the current model and how it is working? What are concrete & feasible improvements re management to address or resolve some of the issues/concerns?	Nature and source (what underlies) of concerns Evidence in support of concern		x	x	x	X	X	X	X	X	X	X			x	X	X	X	X	x
D) Context within which camps exist, operate and are managed																					
Policies and practice of RTG, donor community and other key stakeholders re refugee camps and refugee population	What is (your understanding of) current RTG policy? How is this policy currently being applied?	Consistency in understanding Variations in application						x			X	x	x	X		X	x	x	x	x	x
	What are (is your understanding of) principles/policies that guide the donor community and other interested stakeholders? How are these principles/policies being applied?	Consistency in understanding Variations in application						x		X	x	x	X	x		x	X	X	X	X	X
	Where do the interests of these two different parties converge/diverge when it comes to how to deal and manage refugees?	Main areas of convergence Main areas of divergence									x	x	x	x	x		x	x	x	x	x
Roles/responsibilities & practice of people with power and authority over refugees and camps	What do you understand to be your role and responsibilities?	Main resp. identified					X	X				X	X	X							
	What challenges do you face in fulfilling these?	Nature of challenges Most significant/recurring					X	X				X	X	X							
	What changes in policies or in roles & resp. would help improve the situation of the refugees and your ability to manage?	Suggestions for improvements					X	X				X	X	X							

Main Areas of Focus / Lines of Inquiry	Main Questions	Indicators	Informants/Data Sources																											
			Docs	GRP	E/RM	WYC	SL	CCL	CBO r	INGO 1	TCC	RC	TBBC 1	RTG 1	Other	RTG 2	Donors	UNHCR	TBBC 2	INGO 2	CCSDPT									
Relationship of refugees and camps with local Thai population/ communities/ economy (including relationship of refugee population with larger migrant population)	What are/have been positive and negative impacts of the presence of the camps in your district/province (near your communities)?	Nature of impact Evidence of impact													x						X	X								
	What, if anything, concerns you about the presence of a refugee camp in this area? How does this differ from the presence of other Burmese migrants (not in camp)?	Nature of concerns Source of concerns														x						X	X							
	What contact/relationships do you have, if any, with people or groups outside the camp (local Thai population, Burmese migrants, family members, etc.)? How have such contacts/relationships served you?	Nature, diversity & regularity of contacts Benefits of contacts		X	x	x																								

Legend (for short forms used in matrix)

Docs: documents
GRP: general refugee population
E/RM: ethnic/religious minorities
WYC: women/youth/children
SL: sections leaders
CCL: camp committee leader
CBOr: CBO representatives
INGO1: int'l NGO reps in camp

TCC: Thai camp commander
RC: refugee committees
TBBC1: TBBC rep in camp
RTG1: Thai officials (prov. & local)
Other TBBC rep in camp
RTG2: Thai officials (central)
Donors: Donor representatives
UNHCR: UNHCR representative

TBBC2: TBBC reps in Bangkok
INGO2: int'l NGO reps in Bangkok
CCSDPT: CCSDPT representative
X: primary
x: secondary
R&R: roles and responsibilities
CC: camp committee

ANNEX 3: Level of Refugee Participation in the Evaluation (by Camp)

Summary of No. of Refugees Participating in Evaluation Sessions Breakdown by Session Type – Tables A3.1.1 and A3.1.2

Table A3.1.1 No. of Participants - General Refugee Population Workshops (by camp)

	Site 1	Site 2	MLO	MRML	ML	UM	NP	BDY	TH	Total
Women	5	3	9	6	23	14	16	8	4	88
Men	24	8	29	18	34	22	23	12	13	183
Registered	21	7	29	19	23	10	23	15	11	158
Unregistered	8	4	9	5	34	26	16	5	6	113
Total	29	11	38	24	57	36	39	20	17	271
Minimum Sample Size Intended	32	16	32	32	48	32	32	16	16	256

Table A3.1.2 No. of Participants - Focus Group Sessions with Different Categories (minorities, women, youth)

	Site 1	Site 2	MLO	MRML	ML	UM	NP	BDY	TH	Total
Women	18	22	20	15	23	21	25	19	19	182
Men	17	6	10	10	9	14	10	8	8	92
Registered	26	20	22	13	13	18	18	19	19	168
Unregistered	9	8	8	12	19	17	17	8	8	106
Total	35	28	30	25	32	35	35	27	27	274
Minimum Sample Size Intended	30	30	30	30	30	30	30	30	30	270

Table A3.1.2 No. of Participants - Refugee Managers and CBO Representatives
(reproduced as Table 2.4 in body of report)

	Site 1	Site 2	MLO	MRML	ML	UM	NP	BDY	TH	Total
Women	11	7	7	11	7	10	10	14	19	96
Men	24	21	26	19	30	26	25	23	18	212
Total	35	28	33	30	37	36	35	37	37	308
Registered	28	20	23	22	28	30	24	25	25	225
Unregistered	0	0	0	0	9	6	0	0	0	15
Total	28	20	23	22	37	36	24	25	25	240

**Summary of No. of Refugees Participating in the Evaluation
Breakdown by Camp – Tables 3.2.1 to 3.2.9**

Table A3.2.1 Ban Mai Nai Soi (Site 1)

	Refugee Population						Refugee Managers & CBO Reps					Total
	GRP1	GRP2	Minority	Women	Youth	Sub-Total	Section Leaders	Camp C'ttee	Camp Leader	CBO Reps	Sub-Total	
Women	3	2	2	10	6	23	1	4	0	6	11	34
Men	17	7	11	0	6	41	13	9	1	1	24	65
Total	20	9	13	10	12	64	14	13	1	7	35	99
Registered	15	6	7	7	12	47	14	13	1	n/a	28	75
Unregistered	5	3	6	3	0	17	0	0	0	n/a	0	17
Total	20	9	13	10	12	64	14	13	1	n/a	28	92

Table A3.2.2 Ban Mae Surin (Site 2)

	Refugee Population					Refugee Managers & CBO Reps					Total
	GRP	Minority	Women	Youth ¹	Sub-Total	Section Leaders	Camp C'ttee	Camp Leader	CBO Reps	Sub-Total	
Women	3	6	12	4	25	0	1	1	5	7	32
Men	8	2	0	4	14	11	7	0	3	21	35
Total	11	8	12	8	39	11	8	1	8	28	67
Registered	7	7	5	8	27	11	8	1	n/a	20	47
Unregistered	4	1	7	0	12	0	0	0	n/a	0	12
Total	11	8	12	8	39	11	8	1	n/a	20	59

Notes: 1. The participants in the youth session were mostly young adults in their 20s; only two of the participants were 18 years old.

Table A3.2.3 Mae La Oon (MLO)

	Refugee Population						Refugee Managers & CBO Reps					Total
	GRP1	GRP2	Minority	Women	Youth	Sub-Total	Section Leaders	Camp C'ttee	Camp Leader	CBO Reps	Sub-Total	
Women	7	2	3	11	6	29	0	3	0	4	7	36
Men	14	15	4	0	6	39	11	8	1	6	26	65
Total	21	17	7	11	12	68	11	11	1	10	33	101
Registered	21	8	5	9	8	51	11	11	1	n/a	23	74
Unregistered	0	9	2	2	4	17	0	0	0	n/a	0	17
Total	21	17	7	11	12	68	11	11	1	n/a	23	91

Table A3.2.4 Mae Ra Ma Luang (MRML)

	Refugee Population						Refugee Managers & CBO Reps					Total
	GRP1	GRP2	Minority	Women	Youth ¹	Sub-Total	Section Leaders	Camp C'ttee	Camp Leader	CBO Reps	Sub-Total	
Women	3	3	3	6	6	21	2	3	0	6	11	32
Men	9	9	5	0	5	28	8	8	1	2	19	47
Total	12	12	8	6	11	49	10	11	1	8	30	79
Registered	10	9	4	3	6	32	10	11	1	n/a	22	54
Unregistered	2	3	4	3	5	17	0	0	0	n/a	0	17
Total	12	12	8	6	11	49	10	11	1	n/a	22	71

Notes: 1. Due to a miscommunication all the youth participants were from the same section.

Table A3.2.5 Mae La (ML)

	Refugee Population							Refugee Managers & CBO Reps					Total
	GRP1	GRP2	GRP3	Minorities	Women	Youth	Sub-Total	Section Leaders	Camp C'ttee	Camp Leader	CBO Reps	Sub-Total	
Women	9	7	7	4	12	7	46	0	3	0	4	7	53
Men	11	12	11	5		4	43	12	9	1	8	30	73
Total	20	19	18	9	12	11	89	12	12	1	12	37	126
Registered	6	9	8	1	4	8	36	12	12	1	3	28	64
Unregistered	14	10	10	8	8	3	53	0	0	0	9	9	62
Total	20	19	18	9	12	11	89	12	12	1	12	37	126
Karen	17	15	11	0	9	11	63	11	12	1	12	36	99
Burmese speaking	3	4	7	9	3	0	26	1	0	0	0	1	27
Total	20	19	18	9	12	11	89	12	12	1	12	37	126

Table A3.2.6 Umpiem Mai (UM)

	Refugee Population						Refugee Managers & CBO Reps					Total
	GRP1	GRP2	Minorities	Women	Youth	Sub-Total	Section Leaders	Camp C'ttee	Camp Leader	CBO Reps	Sub-Total	
Women	6	8	1	12	8	35	0	4	0	6	10	45
Men	11	11	11	0	3	36	12	8	1	5	26	62
Total	17	19	12	12	11	71	12	12	1	11	36	107
Registered	6	4	5	6	7	28	12	12	1	5	30	58
Unregistered	11	15	7	6	4	43	0	0	0	6	6	49
Total	17	19	12	12	11	71	12	12	1	11	36	107
Karen speaking	6	7	1	6	7	27	8	11	1	5	25	52
Burmese speaking	11	12	11	6	4	44	4	1	0	6	11	55
Total	17	19	12	12	11	71	12	12	1	11	36	107

Table A3.2.7 Nu Po (NP)

	Refugee Population						Refugee Managers & CBO Reps					Total
	GRP1	GRP2	Minorities	Women	Youth	Sub-Total	Section Leaders	Camp C'ttee	Camp Leader	CBO Reps	Sub-Total	
Women	7	9	3	14	8	41		4	0	6	10	51
Men	14	9	7	0	3	33	12	7	1	5	25	58
Total	21	18	10	14	11	74	12	11	1	11	35	109
Registered	13	10	1	8	9	41	12	11	1	n/a	24	65
Unregistered	8	8	9	6	2	33	0	0	0	n/a	0	33
Total	21	18	10	14	11	74	12	11	1	n/a	24	98

Table A3.2.8 Ban Don Yang (BDY)

	Refugee Population					Refugee Managers & CBO Reps					Total
	GRP	Minority ¹	Women	Youth ²	Sub-Total	Section Leaders ³	Camp C'ttee	Camp Leader	CBO Reps	Sub-Total	
Women	8	1	12	6	27	3	5	0	6	14	41
Men	12	2	0	6	20	9	7	1	6	23	43
Total	20	3	12	12	47	12	12	1	12	37	84
Registered	15	0	8	11	34	12	12	1	n/a	25	59
Unregistered	5	3	4	1	13				n/a	0	13
Total	20	3	12	12	47	12	12	1	n/a	25	72

- Notes:
1. Twelve people showed up for the minority session but three were Buddhist Pho Karen and indicated they did not feel they were in any way different from the majority Christian Karen; the evaluators thanked them for showing up, told them they were free to stay, but they chose to return home.
 2. Two of the 12 youth participants were older than 18. Three of the youth did not speak Karen.
 3. Only 10 of the participants were Section Leaders; the other two were Section Secretaries.

Table A3.2.9 Tham Hin (TH)

	Refugee Population					Refugee Managers & CBO Reps					Total
	GRP	Minority ¹	Women	Youth ²	Sub-Total	Section Leaders	Camp C'ttee	Camp Leader	CBO Reps	Sub-Total	
Women	4	1	12	6	23	6	2	1	10	19	42
Men	13	2	0	6	21	6	10	0	2	18	39
Total	17	3	12	12	44	12	12	1	12	37	81
Registered	11	0	7	12	30	12	12	1	n/a	25	55
Unregistered	6	3	5	0	14	0	0	0	n/a	0	14
Total	17	3	12	12	44	12	12	1	n/a	25	69

- Note:
1. Six people showed up for the minority session (4 women, 9 men), but nine were Buddhist Karen and indicated they did not feel they were in any way different from the majority Christian Karen; the evaluators thanked them for showing up, told them they were free to stay, but they chose to return home.
 2. Of the participants in the youth session, only half of the participants were 18 or younger. The other 18 were over 18 years old.

ANNEX 4: Listing of Things Most Appreciated and Most Difficult Challenge (by Camp)

Table A4.1.1 Things Most Appreciated – Ban Mai Nai Soi (Site 1)

Ban Mai Nai Soi (Site 1)		GRP 1	GRP 2	Minorities	Women	Youth
Things Most Appreciated						
Items Recurring Most Often (across all camps)						
1	Access to education for children	x	x	x	x	x
	- Training opportunities (vocational, etc.)			x		
2	Food	x	x	x		x
3	Access to / free health care	x	x	x	x	
4	Physical security (no need to run from Burmese soldiers)					
	- Right of asylum in Thailand / to be in camp	x				
5	Other basic needs (shelter, clothes)	x				
Others						
	No discrimination			x		
	Opportunity to work				x	
	Market and stores are near by				x	
	Do not have to work hard in the fields (as did in Burma)				x	

Table A4.1.2 Most Difficult Challenges – Ban Mai Nai Soi (Site 1)

Ban Mai Nai Soi (Site 1)		GRP 1	GRP 2	Minorities	Women	Youth
Most Important Challenges						
Items Recurring Most Often (across all camps)						
1	Food ration reductions	x	x	x	x	x
2	No freedom of movement (can't leave / expensive to leave camp)	x	x			
3	No / insufficient opportunity for work / to improve livelihood		x		x	
	No or insufficient income (goods have become expensive)					
4	Not enough/reduction/poor quality shelter supplies (bamboo, etc.)					
5	Uncertain future / little hope for children (leads to discouragement & depression)	x				
	Education - no opportunity/incentive to pursue studies					x
6	Health - insufficient medicine			x		
	Health - insufficient funds to refer to Thai hospital					
Others						
	Lack of security (fear of attacks by Burmese army)	x				

Table A4.2.1 Things Most Appreciated – Ban Mae Surin (Site 2)

Ban Mae Surin (Site 2)		GRP 1	Minorities	Women	Youth
Things Most Appreciated					
Items Recurring Most Often (across all camps)					
1	Access to education for children	x	x	x	x
	- Training opportunities (vocational, etc.)				x
2	Food	x		x	
3	Access to / free health care	x	x	x	x
	- Cleanliness, good sanitation & hygiene; potable water	x			
4	Physical security (no need to run from Burmese soldiers)		x		
	- Right of asylum in Thailand / to be in camp				
5	Other basic needs (shelter, clothes)	x			
	Others				

Table A4.2.2 Most Difficult Challenges – Ban Mae Surin (Site 2)

Ban Mae Surin (Site 2)		GRP 1	Minorities	Women	Youth
Most Important Challenges					
Items Recurring Most Often (across all camps)					
1	Food ration reductions	x	x	x	
2	No freedom of movement (can't leave / expensive to leave camp)	x	x	x	x
3	No / insufficient opportunity for work / to improve livelihood				x
	No or insufficient income (goods have become expensive)		x	x	
4	Not enough/reduction/poor quality shelter supplies (bamboo, etc.)	x			
5	Uncertain future / little hope for children (leads to discouragement & depression)				
	Education - no opportunity/incentive to pursue studies				x
6	Health - insufficient medicine				
	Health - insufficient funds to refer to Thai hospital				
	Others				
	Presence of drugs/alcohol in camp				x
	Landslides & floods		x		
	Lack of security (fear of attacks by Burmese army)	x			

Table A4.3.1 Things Most Appreciated – Mae La Oon (MLO)

Mae La Oon		GRP 1	GRP 2	Minorities	Women	Youth
Things Most Appreciated						
Items Recurring Most Often (across all camps)						
1	Access to education for children - Training opportunities (vocational, etc.)	x	x	x	x	x
2	Food	x	x	x		x
3	Access to / free health care	x	x		x	
4	Physical security (no need to run from Burmese soldiers) - Right of asylum in Thailand / to be in camp	x	x		x	x
5	Other basic needs (shelter, clothes)			x		x
Others						
	Freedom of religion			x		

Table A4.3.2 Most Difficult Challenges – Mae La Oon (MLO)

Mae La Oon		GRP 1	GRP 2	Minorities	Women	Youth
Most Important Challenges						
Items Recurring Most Often (across all camps)						
1	Food ration reductions	x	x	x	x	
2	No freedom of movement (can't leave / expensive to leave camp)	x	x		x	
3	No / insufficient opportunity for work / to improve livelihood No or insufficient income (goods have become expensive)	x	x		x	x
4	Not enough/reduction/poor quality shelter supplies (bamboo, etc.)		x			
5	Uncertain future / little hope for children (leads to discouragement & depression) Education - no opportunity/incentive to pursue studies	x				x
6	Health - insufficient medicine Health - insufficient funds to refer to Thai hospital Health - disease outbreak in camp					x
Others						
	Presence of drugs/alcohol in camp					x
	No income – no money to donate to religious ceremony			x		

Table A4.4.1 Things Most Appreciated – Mae Ra Ma Luang (MRML)

Mae Ra Ma Luang Things Most Appreciated		GRP 1	GRP 2	Minorities	Women	Youth
Items Recurring Most Often (across all camps)						
1	Access to education for children - Training opportunities (vocational, etc.)	x	x	x	x	x
2	Food	x	x	x	x	x
3	Access to / free health care	x	x	x		
4	Physical security (no need to run from Burmese soldiers) - Right of asylum in Thailand / to be in camp	x	x	x	x	x
5	Other basic needs (shelter, clothes)				x	x
Others						

Table A4.4.2 Most Difficult Challenges – Mae Ra Ma Luang (MRML)

Mae Ra Ma Luang Most Important Challenges		GRP 1	GRP 2	Minorities	Women	Youth
Items Recurring Most Often (across all camps)						
1	Food ration reductions	x		x		
2	No freedom of movement (can't leave / expensive to leave camp)	x	x	x		x
3	No / insufficient opportunity for work / to improve livelihood No or insufficient income (goods have become expensive)	x	x	x	x	
4	Not enough/reduction/poor quality shelter supplies (bamboo, etc.)	x	x			
5	Uncertain future / little hope for children (leads to discouragement & depression) Education - no opportunity/incentive to pursue studies		x			x
6	Health - insufficient medicine Health - insufficient funds to refer to Thai hospital				x	
Others						
	Presence of drugs/alcohol in camp					x
	Insufficient water in dry season	x				
	Section A needs to be relocated and do not know where will be moved		x			
	Fear of forced repatriation					x

Table A4.5.1 Things Most Appreciated – Mae La (ML)

Mae La		GRP 1	GRP 2	GRP 3	Minorities	Women	Youth
Things Most Appreciated							
Items Recurring Most Often (across all camps)							
1	Access to education for children - Training opportunities (vocational, etc.)	x	x	x	x	x	x
2	Food	x	x	x	x	x	x
3	Access to / free health care - Cleanliness, good sanitation & hygiene; access to potable water	x	x	x	x	x	
4	Physical security (no need to run from Burmese soldiers) - Right of asylum in Thailand / to be in camp	x	x	x	x	x	
5	Other basic needs (shelter, clothes)	x				x	x
Others							
	Freedom to communicate with NGOs			x			
	Freedom of religion				x	x	
	Helping neighbours					x	

Table A4.5.2 Most Difficult Challenges – Mae La (ML)

Mae La		GRP 1	GRP 2	GRP 3	Minorities	Women	Youth
Most Important Challenges							
Items Recurring Most Often (across all camps)							
1	Food ration reductions	x	x	x		x	
2	No freedom of movement (can't leave / expensive to leave camp)	x	x	x	x	x	x
3	No / insufficient opportunity for work / to improve livelihood No or insufficient income (goods have become expensive)	x		x		x	x
4	Not enough/reduction/poor quality shelter supplies (bamboo, etc.)	x	x	x			
5	Uncertain future / little hope for children (leads to discouragement & depression) Education - no opportunity/incentive to pursue studies				x		
6	Health - insufficient medicine Health - insufficient funds to refer to Thai hospital		x				
Others							
	Presence of drugs/alcohol in camp - Youth following bad examples because of movies, gangs, etc.						x
	Insufficient water in dry season	x		x			
	Lack of information about outside world			x			
	Traders sell low quality goods			x			
	Health - strike of workers		x				
	Education challenge – “my children don't speak Karen” No or few job opportunities if do not speak Karen				x		
	Few prospects for improvement / development				x		
	Fear of being aggressed/raped by drunk men						x
	Fear of early marriage						x
	Reduction in / insufficient charcoal					x	

Table A4.6.1 Things Most Appreciated – Umpiem Mai (UM)

Umpiem Mai		GRP 1	GRP 2	Minorities	Women	Youth
Things Most Appreciated						
Items Recurring Most Often (across all camps)						
1	Access to education for children	x	x	x	x	x
	- Training opportunities (vocational, etc.)	x				x
2	Food	x	x	x	x	x
	- Good nutrition				x	
3	Access to / free health care	x	x	x	x	
4	Physical security (no need to run from Burmese soldiers)	x		x	x	
	- Right of asylum in Thailand / to be in camp		x			
5	Other basic needs (shelter, clothes)	x		x		
Others						
	Freedom of religion			x		
	No discrimination			x		
	Good administration			x		
	Opportunity to play sports					x
	Opportunity to eat Asia mix					x
	Opportunity to celebrate special events					x
	Opportunity to work after school studies					x

Table A4.6.2 Most Difficult Challenges – Umpiem Mai (UM)

Umpiem Mai		GRP 1	GRP 2	Minorities	Women	Youth
Most Important Challenges						
Items Recurring Most Often (across all camps)						
1	Food ration reductions	x	x	x	x	
2	No freedom of movement (can't leave / expensive to leave camp)	x	x	x	x	x
3	No / insufficient opportunity for work / to improve livelihood		x		x	
	No or insufficient income (goods have become expensive)		x			
4	Not enough/reduction/poor quality shelter supplies (bamboo, etc.)		x	x	x	
5	Uncertain future / little hope for children (leads to discouragement & depression)	x				
	Education - no opportunity/incentive to pursue studies					x
6	Health - insufficient medicine	x				
	Health - insufficient funds to refer to Thai hospital					
Others						
	Reduction in charcoal	x	x			
	Education cutbacks - difficult to find teacher			x	x	
	New Arrivals do not have same rights as registered refugees	x				
	Lack of recourse when arrested outside of camp			x		
	Language barriers				x	
	Gender-based violence				x	
	Presence of drugs/alcohol in the camp					x
	Can be dangerous for women youth to walk outside camp or in certain areas of camp (e.g. Section 16 which is mostly Burman)					x
	Male youth also fear being aggressed if go outside of camp					x
	Some children unable to go to school because of many siblings					X

Table A4.7.1 Things Most Appreciated – Nu Po (NP)

Nu Po		GRP 1	GRP 2	Minorities	Women	Youth
Things Most Appreciated						
Items Recurring Most Often (across all camps)						
1	Access to education for children - Training opportunities (vocational, etc.)	x	x	x	x	x
2	Food	x	x	x		
3	Access to / free health care	x	x	x	x	
4	Physical security (no need to run from Burmese soldiers) - Right of asylum in Thailand / to be in camp	x	x			
5	Other basic needs (shelter, clothes)					
Others						
	Receive support from NGOs		x			
	Opportunity to resettle to 3 rd country				x	x
	Able to speak up / know our rights					x

Table A4.7.2 Most Difficult Challenges – Nu Po (NP)

Nu Po		GRP 1	GRP 2	Minorities	Women	Youth
Most Important Challenges						
Items Recurring Most Often (across all camps)						
1	Food ration reductions	x	x	x	x	
2	No freedom of movement (can't leave / expensive to leave camp)	x	x	x	x	x
3	No / insufficient opportunity for work / to improve livelihood - Youth not allowed to move after dark		x		x	x
	No or insufficient income (goods have become expensive)					x
4	Not enough/reduction/poor quality shelter supplies (bamboo, etc.)	x	x		x	
5	Uncertain future / little hope for children (leads to discouragement & depression) Education - no opportunity/incentive to pursue studies			x		
6	Health - insufficient medicine Health - insufficient funds to refer to Thai hospital Health – lack of qualifications of staff			x	x	
					x	
Others						
	Reduction in charcoal		x			
	Separation from family			x		
	Feel inferior as a refugee					x

Table A4.8.1 Things Most Appreciated – Ban Don Yang (BDY)

Ban Don Yang		GRP 1	Minorities	Women	Youth
Things Most Appreciated					
Items Recurring Most Often (across all camps)					
1	Access to education for children	x	x		x
	- Training opportunities (vocational, etc.)				x
2	Food	x		x	
3	Access to / free health care			x	x
	- Cleanliness, good sanitation & hygiene; access to potable water	x			
4	Physical security (no need to run from Burmese soldiers)				x
	- Right of asylum in Thailand / to be in camp				
5	Other basic needs (shelter, clothes)	x			
Others					
	Good administration		x		

Table A4.8.2 Most Difficult Challenges – Ban Don Yang (BDY)

Ban Don Yang		GRP 1	Minorities	Women	Youth
Most Important Challenges					
Items Recurring Most Often (across all camps)					
1	Food ration reductions	x	x	x	
2	No freedom of movement (can't leave / expensive to leave camp)				x
3	No / insufficient opportunity for work / to improve livelihood			x	x
	No or insufficient income (goods have become expensive)				
4	Not enough/reduction/poor quality shelter supplies (bamboo, etc.)	x			
5	Uncertain future / little hope for children (leads to discouragement & depression)		x		
	Education - no opportunity/incentive to pursue studies				
	Education cutbacks - shortage of teachers				x
6	Health - insufficient medicine				
	Health - insufficient funds to refer to Thai hospital				
Others					

Table A4.9.1 Things Most Appreciated – Tham Hin (TH)

Tham Hin Things Most Appreciated		GRP 1	Minorities	Women	Youth
Items Recurring Most Often (across all camps)					
1	Access to education for children - Training opportunities (vocational, etc.)			x	
2	Food	x	x	x	x
3	Access to / free health care				
4	Physical security (no need to run from Burmese soldiers) - Right of asylum in Thailand / to be in camp	x	x		x
5	Other basic needs (shelter, clothes)				
Others					

Table A4.9.2 Most Difficult Challenges– Tham Hin (TH)

Tham Hin Most Important Challenges		GRP 1	Minorities	Women	Youth
Items Recurring Most Often (across all camps)					
1	Food ration reductions				
2	No freedom of movement (can't leave / expensive to leave camp)	x		x	
3	No / insufficient opportunity for work / to improve livelihood No or insufficient income (goods have become expensive)				x
4	Not enough/reduction/poor quality shelter supplies (bamboo, etc.)				
5	Uncertain future / little hope for children (leads to discouragement & depression) Education - no opportunity/incentive to pursue studies				x
6	Health - insufficient medicine Health - insufficient funds to refer to Thai hospital				
Others					
	Discrimination in how treated by majority		x		
	Poor sanitation		x		
	Camp is very crowded - very limited space for home	x		x	

Table A4.10.1 Things Most Appreciated – By Population Category (Across all Camps)

Things Most Appreciated		Ban Mai Nai Soi (Site 1)	Ban Mae surin (Site 2)	Mae Ra Ma Luang	Mae La Oon	Mae La	Umpiem Mai	Nu Po	Ban Don Yang	Tham Hin	# of camps identifying item	Rank	
Minority Group		# of participants		13	8	11	7	9	12	10	12	3	
1	Free education	X	X	X	X	X	X	X	X			8	1
	- Vocational training opportunities	X			X							2	
2	Food	X		X	X	X	X	X		X		7	2
3	Free health care	X	X	X		X	X	X				6	3
4	Physical safety (no need to run from Burmese army)		X	X		X	X			X		5	4
5	Other basic needs (shelter, clothes)				X		X					2	
	Freedom of religion				X	X	X					3	
	No discrimination	X					X					2	
	Good administration						X		X			2	
Women Group		# of participants		10	12	6	11	12	12	14	12	12	
1	Access to / free / good education for children	X	X	X	X	X	X	X		X		8	1
2	Food		X	X		X	X		X	X		6	3
	- Good nutrition						X					1	
3	Access to / free health care	X	X		X	X	X	X	X			7	2
4	Physical security (no need to run from Burmese soldiers)			X	X	X	X					4	4
5	Shelter			X		X						2	
	Able to go to 3 rd country							X				1	
	Freedom of religion					X						1	
	Access to potable water					X						1	
	Helping neighbours					X						1	
	Opportunity to work	X										1	
	Market and stores are near by	X										1	
	Do not have to work hard in the fields (as did in Burma)	X										1	
Youth Group		# of participants		12	8	11	12	11	11	11	12	12	
1	Education / opportunity to study	X	X	X	X	X	X	X	X			8	1
	- Many training courses provided / opportunity to choose		X				X		X			3	
2	Food	X		X	X	X	X			X		6	2
3	Health		X						X	X		3	3
4	Physical security (don't have to run from Burmese soldiers)			X	X				X			3	3
5	Other basic needs (shelter, clothes, etc.)				X	X						2	
	Opportunity to play sports			X			X					2	
	Opportunity to eat Asia mix						X					1	
	Opportunity to resettle to 3 rd country							X				1	
	Opportunity to speak up / know our rights							X				1	
	Opportunity to celebrate special events						X					1	
	Opportunity to work after school studies						X					1	

Table A4.10.2 Most Difficult Challenges – Minorities & Women (Across all Camps)

Most Difficult Challenges		Ban Mai Nai Soi (Site 1)	Ban Mae surin (Site 2)	Mae Ra Ma Luang	Mae La Oon	Mae La	Umpliem Mai	Nu Po	Ban Don Yang	Tham Hin	Total # Identifying Item	
	Minority Group	# of participants	13	8	11	7	9	12	10	12	3	
1	Decreased food rations		X	X	X	X		X	X	X		7
2	Movement restrictions (unable or costly to leave camp)			X	X		X	X	X			5
3	No income (re movement restrictions) goods become expensive			X	X							2
4	Decrease in rations of non-food items (e.g. shelter materials)							X				1
5	Uncertain future / little hope for children						X		X	X		3
6	Health cutbacks - shortage of medicine								X			1
	Health cutbacks - reduction in referrals to Thai hospital		X									1
7	Education cut backs – difficult to find teachers							X				1
	Discrimination / being treated by members of majority										X	1
	Education problem – my children don't speak Karen						X					1
	Few / no job opportunities if do not speak Karen						X					1
	No income – no money to donate to religious ceremony					X						1
	Separation from family								X			1
	Lack of recourse when outside of the camp							X				1
	Few prospects for improvement / development						X					1
	Landslides and floods			X								1
	Poor sanitation										X	1
	Women Group	# of participants	10	12	6	11	12	12	14	12	12	
1	Not enough food/cut in rations		X	X		X	X	X	X	X		7
2	Movement restrictions (unable to leave camp)			X		X	X	X	X		X	6
3	No or insufficient income / no opportunity for work		X	X	X	X	X	X	X	X		8
4	Reductions in shelter materials / insufficient roofing materials							X	X			2
5	Little opportunity for further studies for children						X					1
6	Health problems - insufficient medicine				X				X			2
	Health problems - lack of qualifications of staff								X			1
	Health problems – often sick in the camp		X									1
7	Education cutbacks							X				1
	Gender-based violence							X				1
	Language barriers							X				1
	Reduction in / insufficient charcoal						X					1
	Very limited household space / camp very crowded										X	1
	A lot of gossip		X									1
	Home sick		X									1

Table A4.10.3 Most Difficult Challenges – Youth (Across all Camps)

Most Difficult Challenges		Ban Mai Nai Soi (Site 1)	Ban Mae Surin (Site 2)	Mae Ra Ma Luang	Mae La Oon	Mae La	Umpiem Mai	Nu Po	Ban Don Yang	Tham Hin	Total # Identifying Item
Youth Group	# of participants	12	8	11	12	11	11	11	12	12	
1	Reduction in food rations	x									1
2	Loss of basic rights / movements restricted to camp / leaving camp is expensive		x	x		x	x	x	x		6
	- Youth not allowed to move around after dark							x			1
3	No opportunity for employment (re freedom of movement) / no income		x		x	x		x	x	x	6
5	Unable to continue education to higher level (related to freedom of movement & restricted access) / uncertain future	x	x	x	x	x	x			x	7
6	Health - disease outbreak				x						1
	Health - insufficient medicine in clinics				x						1
7	Education cutbacks – school materials in short supply	x									1
	Education cutbacks – shortage of teachers								x		1
	Presence of drugs and/or alcohol in camp		x	x	x	x	x				5
	- Youth following bad examples because of movies, gangs, etc.					x					1
	Can be dangerous for women youth to walk outside the camp (or in Section 16 which is mostly ethnic Burman)						x				1
	Boys also fear going out of camp since could be attacked						x				1
	Fear of being aggressed/raped by drunk men					x					1
	Fear of early marriage					x					1
	Feel inferior as refugees (when able to leave camp)							x			1
	Some children unable to go to school since many siblings						x				1
	Forced repatriation			x							1

ANNEX 5: Assessment of Camp Management Structures (by Camp)

Refugee Assessment of Camp Management Structures – By Camp

A5.1 Approach Used in Rating Camp Management Structures¹⁷

To obtain a rough assessment of what refugees thought of their management structures, we used a simple 4-level rating scale (a rating of 4 meant *very good*; a rating of 3 meant *good*; a rating of 2 meant *not so good*; and a rating of 1 meant *bad*). We had prepared individual ballots on which we had drawn a bamboo pole with four sections, with each section corresponding to one of the ratings.

Figure A5.1 Rating Management Structures Using 4-Level Bamboo Scale



We asked each participant in the session to indicate on their ballot their individual rating¹⁸ in response to the question that was asked (e.g. the photo on the left in Figure 4.1 shows participants marking their ballots in the ‘general refugee population’ workshop in BDY). The ballots were then collected by an evaluation team member, collated and the results were posted on a large piece of flipchart paper for all to see.

The results on the flipchart were then used to hold a conversation with the group as to the factors that brought people to give a low rating, and the kinds of improvement they would want to see in order to give a higher rating (e.g. the photo on the right of Figure 4.1 shows the results of the rating by the Section Leaders in Site 1 and the facilitator/interpreters clarifying the points from the ensuing discussion that had been captured on a separate sheet).

¹⁷ The first few paragraphs of this Annex reproduce the text appearing in the main part of the report so that this Annex is more complete as a stand-alone text.

¹⁸ Methodologically, we are aware that each individual rating is based on that individual's personal frame of reference, and his/her overall assessment at that particular point in time. The individual frames of reference will be highly variable from one individual to another (e.g. what it takes to give a rating of 3). Because of this, combining the assessments of a group of individuals is not rigorously scientific since each individual scale is unique. However, the technique does provide a useful and valid reading, coarse as it may be, of what a group is thinking in response to a particular question. For the same reason, comparing one group to another within the same camp, must be done with caution. Comparing results between camps, is even more problematic not only because the frames of reference will be different, but the recent history of two camps could also be very different. For example, if the Camp Committee elected in 2010 in one camp is significantly better than their previous Committee, this will factor into people's assessment and likely lead to a rather positive assessment. If, in another camp, the reverse took place, this will likely result in a more critical assessment. Comparing the ratings of these two Camp Committees is problematic since both groups are using different references in making their assessment.

The same approach was used in all of the sessions with refugee groups, but the questions varied somewhat according to the type of group (general refugee population, minorities, women, youth and section leaders).

In the 'general refugee population' (GRP) sessions, participants were as first asked to rate their current Section Leader as a leader. In doing so, participants were encouraged to keep in mind the list of qualities the group had just identified in the prior exercise. Once the results of this first rating exercise were collated and discussed, the group was then asked to do the same for their Camp Committee.

The questions used in the sessions with minorities, women and youth, participants were different. These groups were first asked to rate how well they thought the management structures (SLs and CC) dealt with the particular concerns of their group (i.e. respectively, minorities, women or youth). As a second question, the group was asked to put aside their particular concerns as minorities, women or youth and to assess how well the camp management structures dealt with the concerns and defended the interests of the population as a whole.

We also used the same basic rating tool in the sessions with Section Leaders. Section Leaders were asked to rate the current camp management structures in terms of their ability to provide for the welfare of the camp population. From the conversations that followed their assessment, most of the SLs' commentary was with reference to their Camp Committee which indicates that they were primarily rating the CC rather than whole of the camp management structures including themselves. While SLs are part of the management structures and not part of the refugee population at large, we have nevertheless included their ratings in the information that follows as they provide an interesting comparison with the ratings of the other groups.

The following pages present, the results of these assessments for each of the camps. Reference will be made to some of the improvements the various groups identified. However, Annex 6 provides a more complete listing of the improvements suggested by each group on a camp-by-camp basis.

A5.2 Assessment of Camp Management Structures – By Camp

A5.2.1 Ban Mai Nai Soi (Site 1)¹⁹

As can be seen from the following chart²⁰ (Chart A5.1), the refugee population in Site 1 assesses the refugee management structures of their camp quite positively, a large majority of the respondents giving them a rating of at least good (rating of 3) and some even very good (rating of 4). The participants in the session with minority representatives was even more positive giving the highest mark possible for the CC and a majority of participants also rating section leaders as very good.

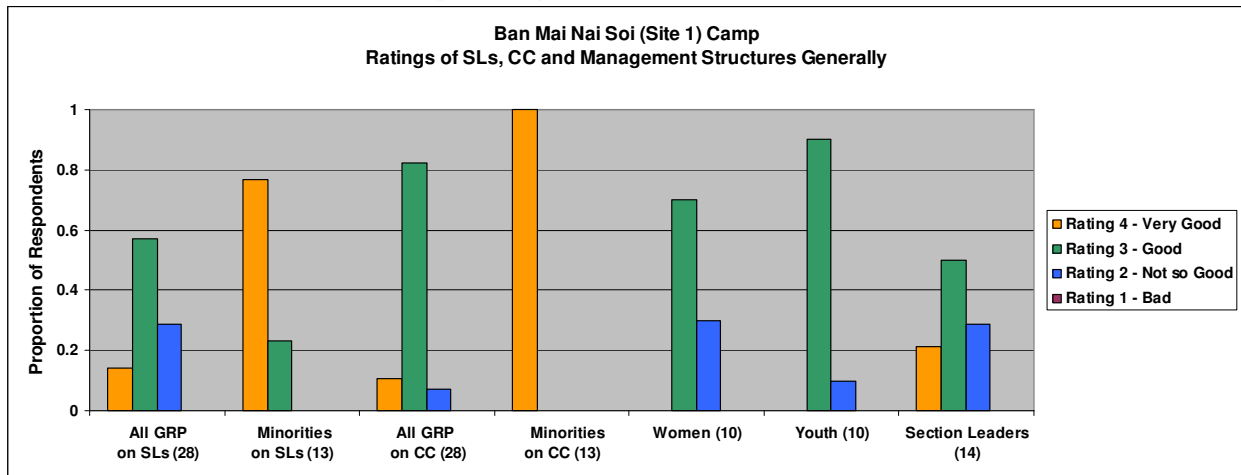
When participants were asked the areas in which they wish to see improvements, they particularly wished that their management structures and leaders be just and unbiased regardless of socio-

¹⁹ Since Site 1 was used as the camp to pilot the methodology and tools, the information obtained is slightly different than other camps. The facilitator/interpreter for the minorities' session inadvertently used the GRP questions about assessing the SLs and CC, instead of the different questions that had been planned for this group. The women and youth group were only asked to assess the refugee management structures on the whole.

²⁰ In all the charts in this annex, the number appearing in parentheses next to the group identified on the horizontal axis is the number of refugee who participated in the exercise. In a very few instances, this number is lower than the number of participants in the session since in a few sessions some participants had to depart before the end.

economic status²¹, that they exemplify good behaviour (no gambling, no drinking or using drugs), that they be diligent in the fulfillment of their duties and responsibilities and that they exert greater efforts at maintaining good relationships with the population and be more attentive to their needs. This latter point was seen as particularly challenging given the variety of ethnic²² and linguistic groups and sub-groups in the camp. The different areas of improvement desired are presented in table A6.1 of Annex 6.

Chart A5.1 Assessment of Camp Managements Structures - Ban Mai Nai Soi (Site 1)



It is interesting that the Section Leaders assessment of the management structures is not as positive as that of the refugees. The Section Leaders noted that the management structures could do better at listening to the voice of the community and deal with its needs. They also emphasized the need to be honest and to follow through with action when a decision is taken or a policy adopted.

A5.2 Ban Mae Surin (Site 2)

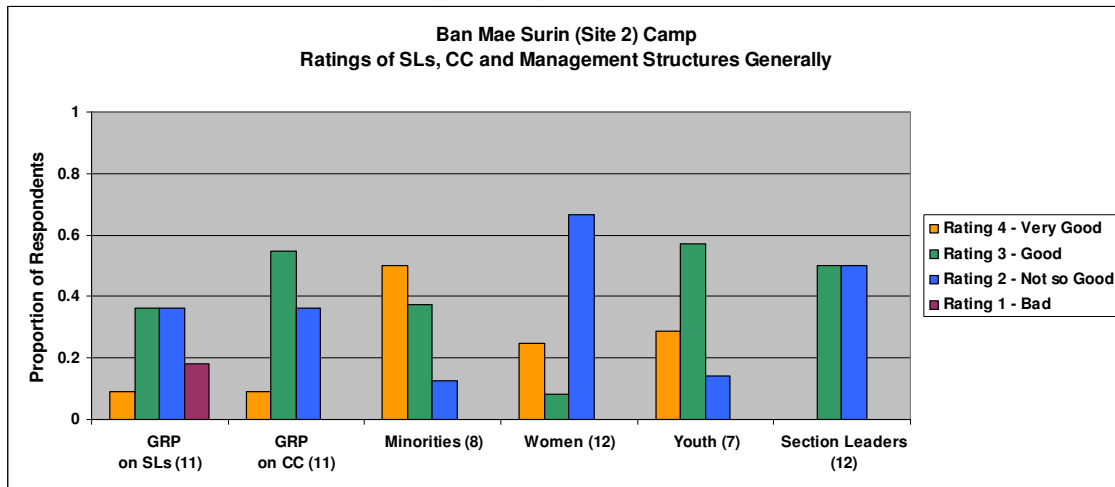
The assessment of the management structures in Ban Mae Surin (Site 2) Camp is mixed (Chart A5.2.1). About two thirds of the ‘general refugee population’ group have rated the CC as either good or very good with about a third giving the CC a rating of 2 (Not so Good). However, the same group is more critical of the SLs where 2 of 11 participants (18%) rated their SLs as bad (rating of 1).

The minorities and youth groups are, however, more positive with a large majority of the participants (87.5% and 85.7% respectively) giving the structures a ‘good’ or ‘very good’ rating in how they ‘defend the best interests of the population as a whole’.

²¹ Discrimination on the basis of ethnicity or religion was not perceived as problematic by the minority representatives’ session. They actually stated that they believed that they experienced the same challenges and were dealt with in the same way as the rest of the population.

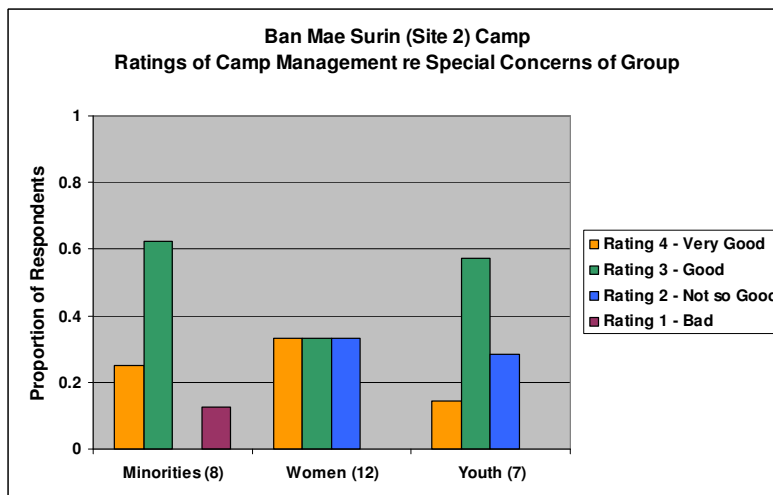
²² According to the TBBC July to December 2011 Programme Report, Karenni represented 93.4% of Site 1 Camp’s verified population caseload as of December 2011. Therefore non-Karenni represented 6.6% of the population.

Chart A5.2.1 Assessment of Camp Managements Structures – Ba n Mae Surin (Site 2)



During the session with minority²³ representatives, most participants did not feel that ethnic or religious minorities were being discriminated against. However, one of the participants gave a rating of 1 (bad) to the camp management structures in terms of how well they ‘deal with the concerns of minorities’ (Chart A5.2.2). The participant felt that a water problem in the section was not being dealt with by the CC (mostly Karen) because his/her section was populated by mostly Kayah.

Chart A5.2.2 Assessment of Structures re Special Concerns - Ban Mae Surin (Site 2)



When asked what improvements would be needed to give the management structures a higher rating, most groups indicated that they wanted their leaders to deal with all in a fair and unbiased way regardless of socio-economic status, e.g., “do not look down on or shun poorer people”. This was the main reason many participants in the women’s group gave only a rating of 2 (not so good) to the management structures generally. Other areas that at least two groups saw as needing

²³ Although Site 2 is a Karenni camp (i.e. it comes under the Karenni Refugee Committee), the Karen currently form the majority of the population since many of the Karenni who once lived at Site 2 were moved to Site 1 to facilitate third country resettlement. According to the TBBC July to December 2011 Programme Report , the Karen represented 84.2% and the non-Karen 6.6% of Site 2 Camp’s verified population caseload as of December 2011.

improvement (see Table A6.2 of Annex 6): avoiding corruption and abiding by the Code of Conduct; and dealing with the population with respect (speaking politely and non-aggressively).

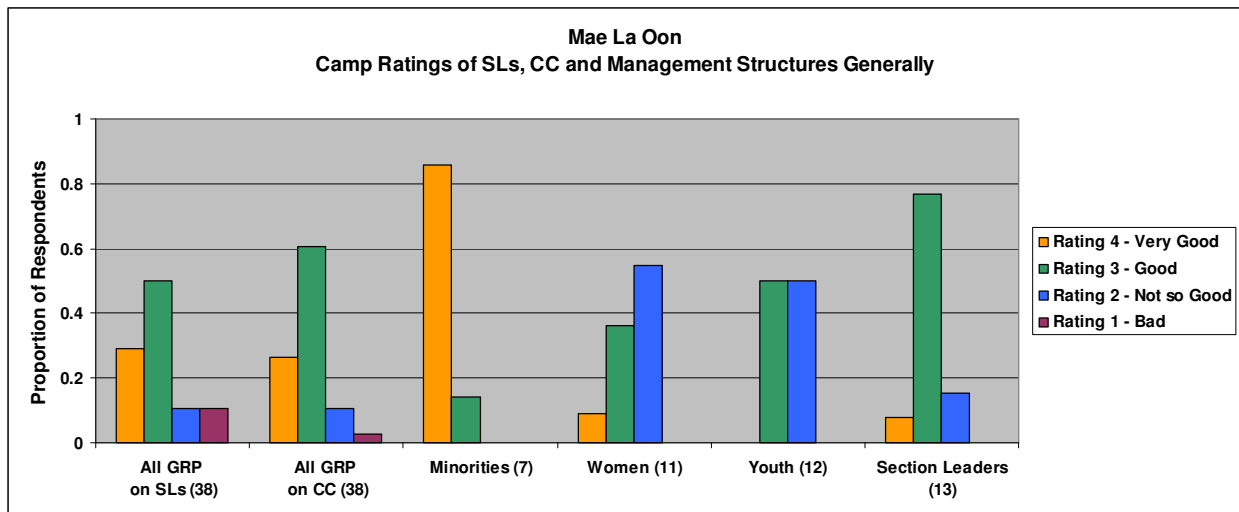
In terms of how the management structures deal with the particular concerns of women or youth, 66.7% of women and 71.4% of youth²⁴ gave a rating of good or very good. With respect to areas where they would want to see improvements, the women would wanted more to be done with respect to gender equality and would favour an equal division between women and men for all positions and jobs in the camp. The ‘young adults’ identified a number of areas that should be addressed. Two suggestions, we believe, are of particular interest: the need for the CC to assist with the revival of youth CBOs, which lost a lot of their active members to resettlement; and to hold a youth forum so that youth would have the opportunity to discuss issues of importance to them.

As with Site 1, Sections Leaders in Site 2 have a more critical assessment of the management structures than most groups of refugees. No one gave a rating of 4, and an equal number gave a rating of 3 (good) and 2 (not so good). They indicate that the CC needs to hold more consultations with the SLs, and it needs to do better at interacting and working with the population.

A5.3 Mae La Oon (MLO)

On the whole, the various sessions with refugees rated the management structures in Mae La Oon positively. About four out of five participants in the ‘general refugee population’ sessions gave their Section Leader a rating of ‘good’ or ‘very good’, and 87% of the participants gave these same ratings to the Camp Committee (Chart A5.3.1).

Chart A5.3.1 Assessment of Camp Managements Structures - Mae La Oon (MLO)



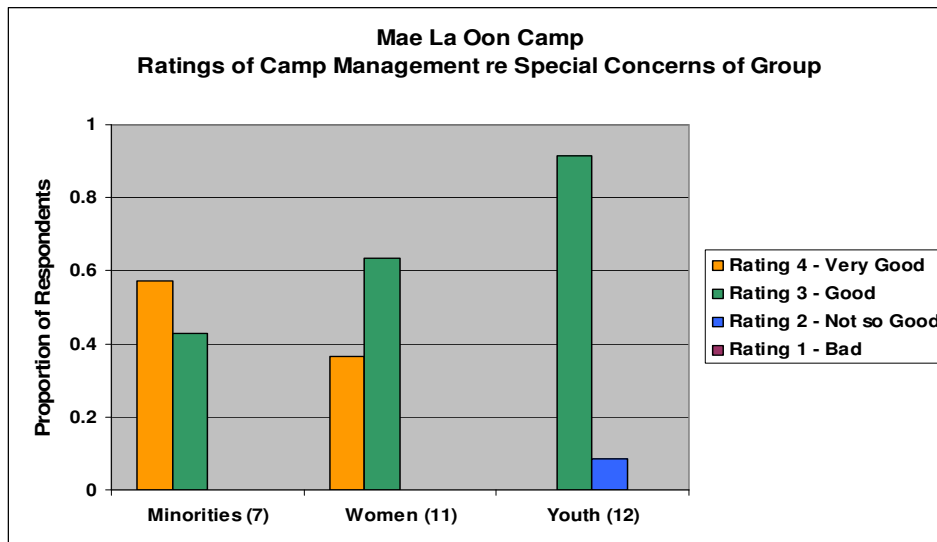
Minorities form only 0.8% of the camp population making Mae La Oon, along with Mae Ra Ma Luang and Tham Hin, among the most homogeneous camps in terms of ethnicity (99.2% Karen in MLO). Despite the small proportion of the population minorities represent, participants in the minority session give a positive rating to the management structures in terms of how they ‘defend

²⁴ It should be recalled that all the participants in the ‘youth’ group in Site 2 were actually not youth but young adults mostly in their twenties. It was, however, useful to interact with refugees from this age groups as they offered a particular perspective on life in the camp that would have not been captured otherwise.

the best interests of the population as a whole’ (Chart A5.3.1) and only slightly lower rating (a lower number of ‘very good’ ratings) in terms of how well they ‘deal with the concerns of minorities’ (Chart A5.3.2).

The women’s group and youth group did not have as positive an outlook. While six of 11 women rated the management structures as ‘good’ or ‘very good’ in how they ‘defend the best interests of the population as a whole’ (Chart A5.3.1), almost an equal number, i.e. 5, gave a rating of ‘not so good. Similarly, within the youth group the ratings are split equally between ‘good’ and ‘not so good.’

Chart 4.3.2 Assessment of Structures re Special Concerns - Mae La Oon (MLO)



Women were particularly concerned that leaders within the management structures did not always deal with people fairly (equal treatment) and identified this as an area requiring improvement (ref. Table A6.3 of Annex 6). They also wanted leaders to make greater efforts in communicating with the whole of the camp population and in ensuring that people were not left out. Youth were more concerned about the presence of alcohol and drugs (marijuana) although this is already against camp rules, but wanted these rules enforced.

It is also important to note that four (11%) of 38 participants in the GRP sessions gave a rating of 1 (bad) to their section leaders. One participant (2.6%) also rated the camp committee as ‘bad’.

One area that received virtual consensus by all groups was the desire that the management structures work at getting formal levels of rations (food and non-food) re-established to the previous levels.

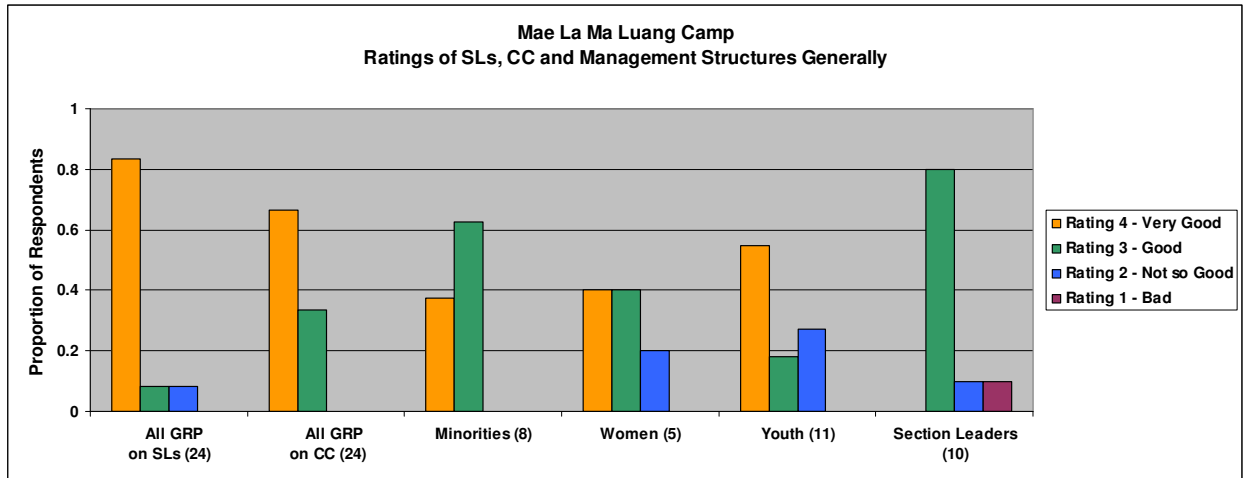
Section Leaders have a more critical assessment of the management structures with most giving a rating of ‘good’. They want the Camp Committee to work more closely with them, improve their communication and be more willing to listen to Section Leaders.

A5.4 Mae Ra Ma Luang (MRML)

As can be seen from the following charts (Charts A5.4.1 and A5.4.2), the assessment of the management structures in Mae Ra Ma Luang camp are very positive. The ‘not so good’ ratings of

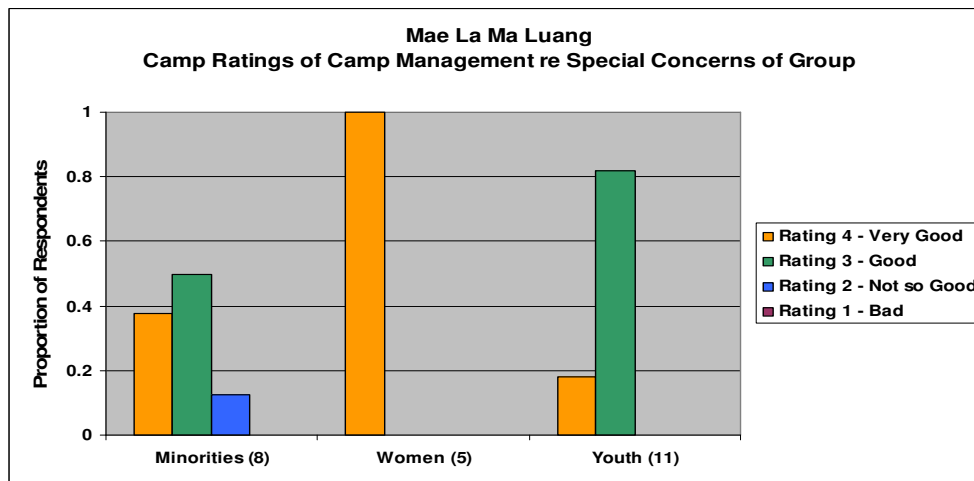
Sections Leaders by some participants in the ‘general refugee population’ sessions related to the reduction in food rations and also certain instances of section leaders or committee members selling rice rations outside the camp and pocketing the money. Participants were aware that these instances are to be brought to, and dealt with, by the Code of Conduct Committee.

Chart A5.4.1 Assessment of Camp Managements Structures - Mae Ra Ma Luang (MRML)



Mae Ra Ma Luang is the most ethnically homogeneous of the nine camps (99.8% Karen). Apart from one representative of the Pa-O, the other participants were from religious minorities, i.e. non-Christian Karen (Buddhist, animist). But mostly, the participants in this session did not feel treated unfairly as minorities.

Chart A5.4.2 Assessment of Structures re Special Concerns - Mae Ra Ma Luang (MRML)



The women’s group gave a perfect score to how management structures ‘deal with the concerns of women’ (Chart A5.4.2). The main reason for the women’s group to give some lower ratings (‘not so good’) to the management structures in how they ‘defend the best interests of the population as a whole’ (Chart A5.4.1) is related to the decrease in certain non-food (soap, mosquito nets, clothes, building materials) and food (oil) rations (ref. Table A6.4 of Annex 6). For the youth group, the lower ratings (Chart A5.4.1) are due to their concerns about cuts to education. They also feel that the camp committee should do a better job at controlling the use

and spread of drugs, particularly marijuana in the camp. Youth also wanted the quality of the food (rice, beans) rations improved and the quantities restored to their previous levels.

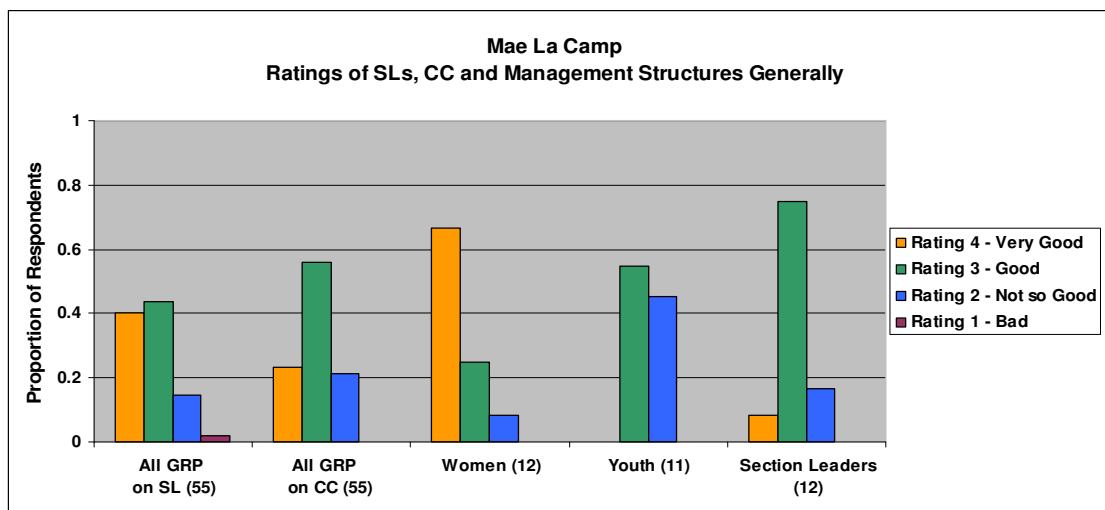
Some Section Leaders were of the opinion that the Camp Committee needed to have more face-to-face interaction with the camp population.

A5.5 Mae La (ML)

On the whole the assessment of the refugee management structures in Mae La Camp are positive as over 80% of the participants in the ‘general refugee population’ give the Section Leaders a rating of 4 (very good) or 3 (good), and just under 80% give one of these two ratings to the Camp Committee (Chart A5.5.1).

Only one of the 55 participants actually rated his/her Section Leader as ‘bad’, and 15% percent rated their Sections Leaders ‘not so good’. The areas identified for improvement by the ‘general refugee population’ sessions were, in some cases, common to both the Section Leaders and the Camp Committee: better language skills (at least Burmese as well as Karen); establishing better relationships with and being more attentive to the needs of the population; being devoted to the community/not focused on self-interest and avoiding corruption; and improving management and problem solving skills (ref. Table A6.5 of Annex 6).

Chart A5.5.1 Assessment of Camp Managements Structures - Mae La (ML)



Similarly, the women’s groups also gave the management structures a very positive rating in terms of in how they ‘defend the best interests of the population as a whole’; two-thirds of the women actually giving them the highest rating. The youth group, on the other hand, is more critical in its assessment dividing its ratings with six of the 11 participants giving a rating of 3 (good) and the other five giving a rating of 2 (not so good). It also saw the need for refugee managers to strengthen their management skills, but also to ensure that the behaviour of leaders served as a good example to youth and that camp rules were improved and enforced.

The overall positive rating given to management structures by the ‘general refugee population’ deserves further examination. Since one of the groups was composed of almost an equal number of Karen-speaking and non-Karen speaking refugees, the group was divided in two and the session was conducted simultaneously in both Karen and in Burmese. This allowed the evaluators to gather separate data for each group. As can be seen from Chart A5.5.2 (re: Section Leaders)

and Chart A5.5.3 (re camp Committee), the combined ratings of these two sub-groups reveal striking differences between the participants from the majority Karen-speaking part of the population and participants from the non-Karen-speaking segment of the population.

Chart A5.5.2 Assessment of Section Leaders by One GRP Group - Mae La (ML)

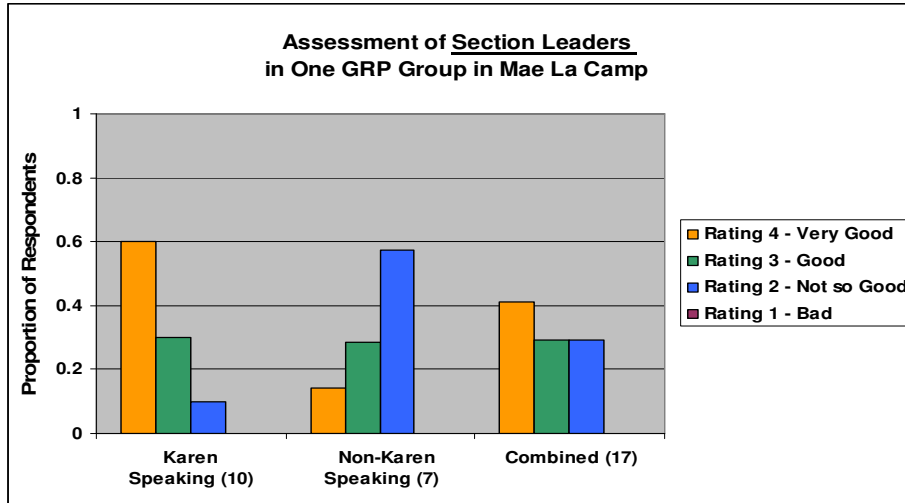
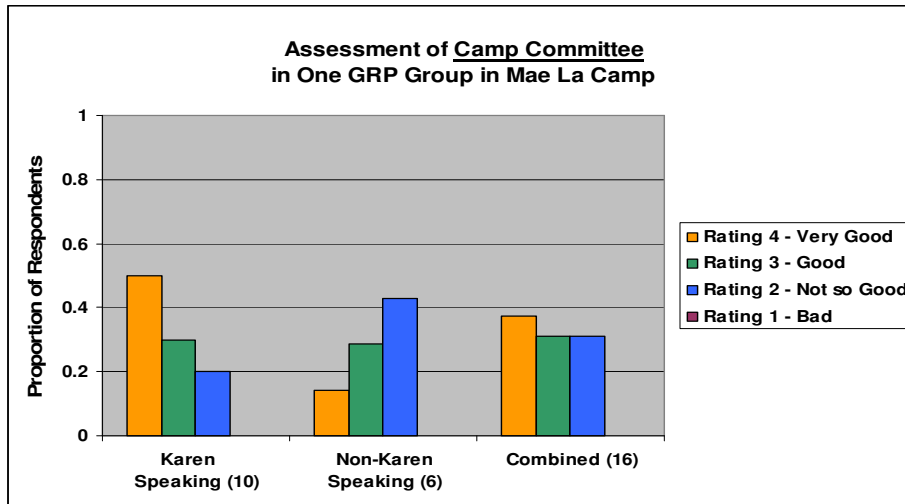


Chart A5.5.3 Assessment of Camp Committee by One GRP Group - Mae La (ML)

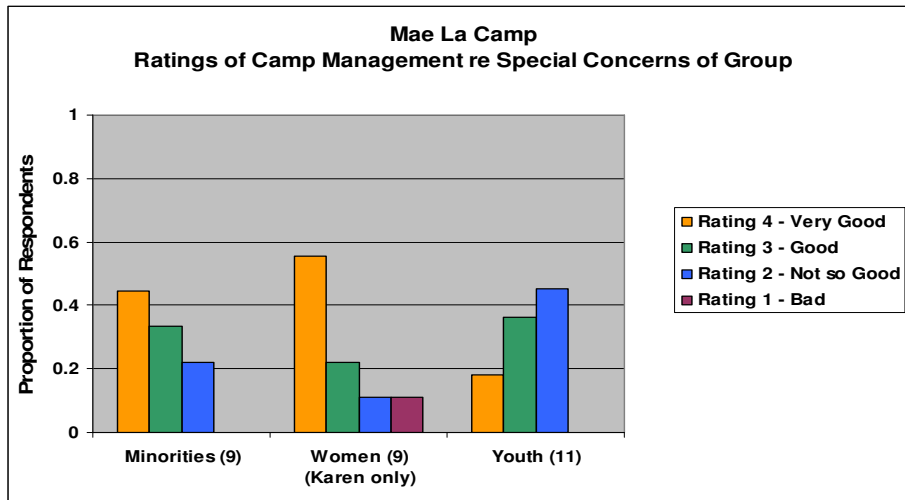


The Karen-speaking majority group is considerably more positive than the combined ratings. The non-Karen-speaking group is more critical than the combined rating and considerably more critical than the Karen-speaking participants: 57% see their Section Leaders as ‘not so good’ as opposed to ‘good’ or ‘very good’. The non-Karen-speaking group’s assessment of the Camp Committee is evenly split: 50% see the CC as ‘good’ or ‘very good’, and 50% as ‘not so good’.

The assessment of the minority group (ref. Chart A5.5.4) re how the management structures ‘deal with their particular concerns’ is more positive than that of the non-Karen-speaking participants in the GRP session group just referred to (Charts A5.5.2 and A5.5.3) and therefore somewhat offsets their more critical assessment. 78% of the minority group give the management structures

a rating of ‘very good’ or ‘good’, and only 22% give a rating of ‘not so good’ in terms of how well they ‘deal with the concerns of minorities’ (Chart A5.5.4). The minority group indicated that the camp is managed in a way that provides more or less the same opportunities and services (housing, rations, etc.) to all, but it also noted significant challenges with respect to language and how the inability to speak Karen poses systemic barriers.

Chart A5.5.4 Assessment of Structures re Special Concerns - Mae La (ML)



For instance some participants noted that some leaders talk down to people who speak Burmese even if they are not Burmese (since they are from a different ethnic group and do not speak Karen, Burmese is the medium in which they can communicate). They also note how some Karen members of the general population do not want to speak to them because they refuse to speak Burmese.

Because language is a barrier, some people miss important announcements (even when being called to go and collect rations) or have to deal with the impatience of leaders because of their language limitations. Because about 16.1% of the population of Mae La, nearly 7,500 people – are non-Karen this constitutes a particular challenge that management structures in Mae La need to contend with, especially in finding ways to reduce the systemic barriers that exist for this significant part of the population. In consulting the population, it is also important to consult with the non-Karen speaking population separately to be aware of their needs and concerns. As Charts 4.5.2 and 4.5.3 demonstrate, in a consultation with a mixed group of people the distinct perspective of the minority voice can easily be lost if it is not separated out.

The participants in the women’s group were mostly very positive in their assessment of how well the management structures ‘deal with the concerns of women’, but at least one participant out of nine gave a rating of ‘bad’. The improvements they wish to see are to camp rules and policies and their enforcement, and they are of the opinion that members of the Camp Committee require more training in management skills. Youth are almost equally divided between those that rated the management structures ‘good’ or ‘very good’ (55%) and those that rated them ‘not so good’ (45%).

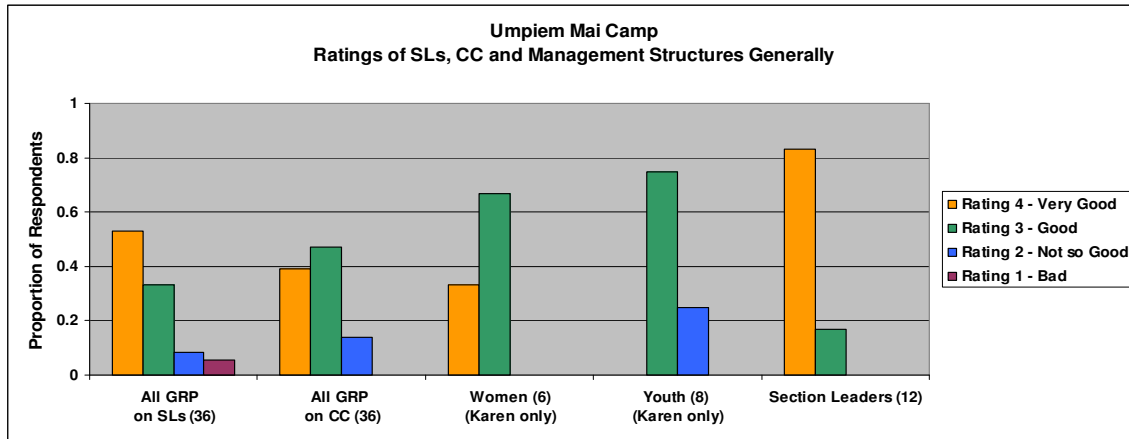
As with the Mae Hong Son camps, Section Leaders in Mae La Camp have a somewhat more critical assessment of the management structures than most of the refugee groups. Because the Section Leaders actually work within the management structures themselves, they are generally

more familiar with them and more aware of areas that require strengthening. This will normally lead to a more critical and possibly fairer assessment of the true situation.

A5.6 Umpiem Mai (UM)

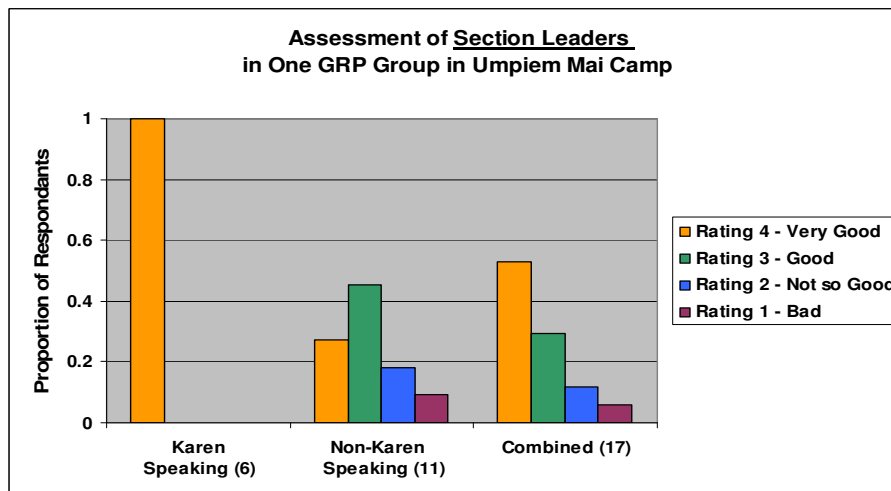
As with many of the previous camps, here also, on the whole, their assessment of the management structures is positive (Chart A5.6.1). The youth group is slightly more critical in its assessment but still 75% give a rating of ‘good’ vs. 25% giving a rating of ‘not so good’.

Chart A5.6.1 Assessment of Camp Managements Structures – Umpiem Mai (UM)



However, as with Mae La Camp, a more detailed look at the breakdown of the ratings between Karen-speaking and non-Karen speaking participants in one of the ‘general refugee population’ groups presents a different picture (Charts A5.6.2 and A5.6.3).

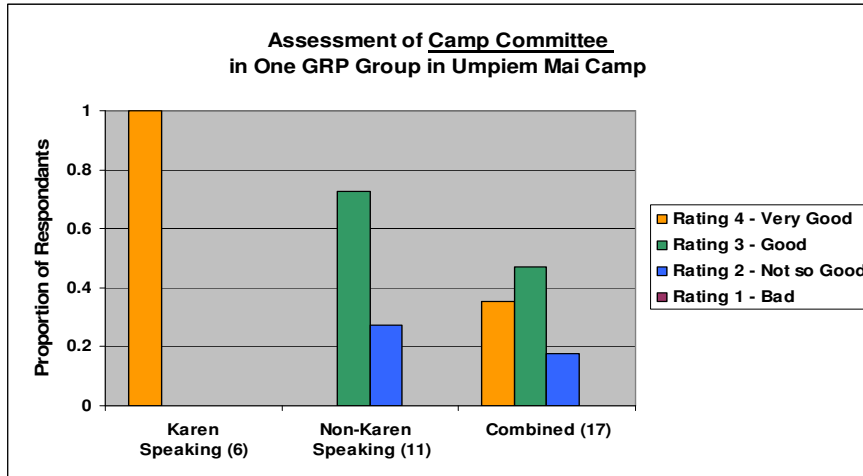
Chart A5.6.2 Assessment of Section Leaders by One GRP Group – Umpiem Mai (UM)



As was the case with Mae La, the assessment of the non-Karen-speaking participants is significantly different from that of the Karen-speaking participants. While the Karen-speaking participants all gave the highest rating of 4 (very good) to both their Sections Leaders and the Camp Committee, the non-Karen speaking people had a much more mixed review. During the session, the non-Karen speaking participants were not willing to openly speak to the improvements they would like to see given concerns that what was said would be reported back.

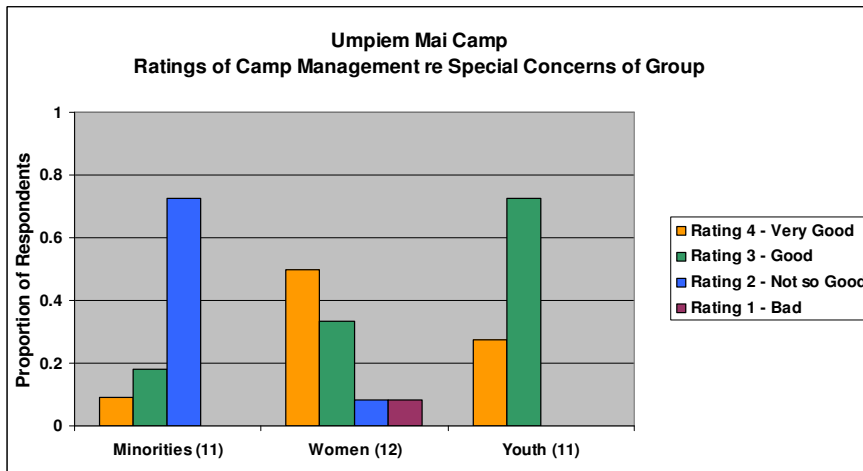
The tension in the room was palpable. A few, however, were willing to provide feedback in writing²⁵.

Chart A5.6.3 Assessment of Camp Committee by One GRP Group – Umpiem Mai (UM)



When this information is combined with assessment of the minority group (see Chart 4.6.4), there are significant reasons for concern. At 25% of the population, Non-Karen-speaking minorities represent a significant proportion of the population of Umpiem Mai camp. More than 72% of the participants in this minority session rated the management structures as ‘not so good’ in terms of how well they ‘deal with the concerns of minorities’ (Chart A5.6.4). Umpiem Mai Camp was the only camp where a significant number of participants in the minority group felt they were being discriminated against and not being dealt with fairly by the management structures. Unregistered refugees also noted that they were being discriminated against in many ways and were in a much more vulnerable position than registered refugees.

Chart A5.6.4 Assessment of Structures re Special Concerns – Umpiem Mai (UM)



The women’s session assessed the management structures quite positively (over 80% rated 4 or 3) in terms of how well they ‘deal with the concerns of women’ (Chart A5.6.4). While the

²⁵ This option of providing written feedback was adopted as a practice from this point onwards in all the remaining sessions in Umpiem Mai Camp as well as for the evaluation activities in Mae La which followed those in Umpiem Mai Camp.

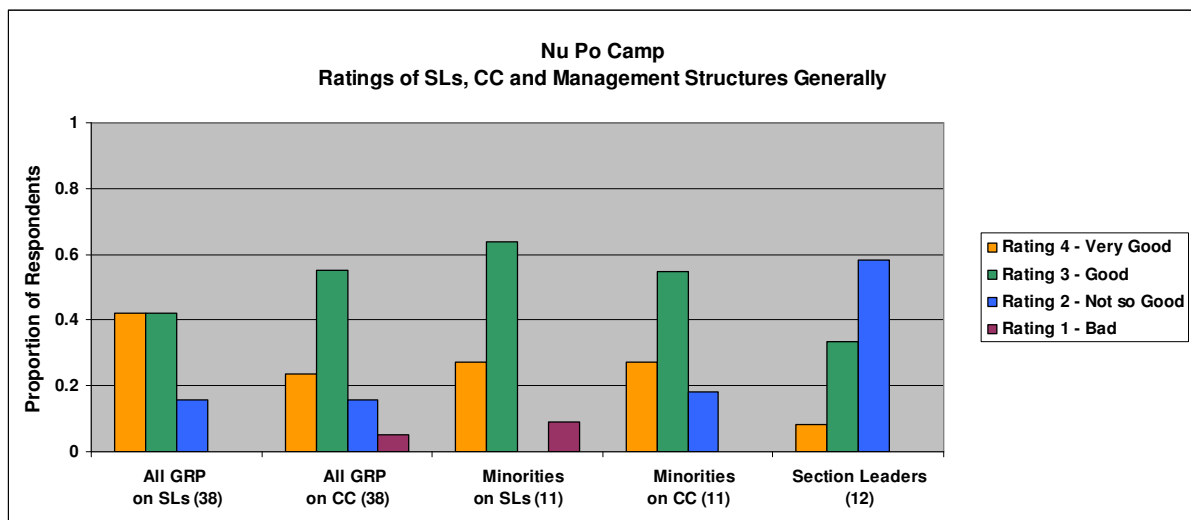
assessment of the Karen-speaking women was somewhat more positive than the non-Karen-speaking women, there was less divergence than with the general refugee population group referred to above. It is, however, two non-Karen-speaking women that gave the ratings of ‘not so good’ and ‘bad’ in this session. In terms of areas of improvement (ref. Table A6.6 of Annex 6), the women session were particularly concerned that, as women, they be treated equally, that leaders demonstrate proper behaviour (avoid drinking and gambling, speak respectfully to the population) and respect time.

Contrary to other camps, the Section Leaders in Umpiem Mai, assessed the management structures and their Camp Committee more positively than the refugee groups. This may be an indication of a lack of awareness of the situation and, in particular, the deep resentment that is being felt by certain groups in the camp. This is further reason for concern, since awareness that there are issues and problems to be addressed needs to precede any reflection on such and any action to deal with them.

A5.7 Nu Po (NP)

The assessment of the management structures in Nu Po Camp was, on the whole, quite positive. 84% of participants in the ‘general refugee population’ sessions rated their Section Leaders as either ‘very good’ or ‘good’ in equal numbers (Chart A5.7.1). The ratings given to the Camp Committee are slightly less positive at 79% with a lower proportion giving a rating of ‘very good’ (24%) as opposed to ‘good’ (55%). Two out of 38 participants also rated the Camp Committee as ‘bad’. In terms of areas of improvement (ref. Table A6.7 of Annex 6), participants indicated that certain Section Leaders and Camp Committee members needed to be less self-centered, needed to become more aware and responsive to community needs and be fairer in their dealings with all members of the population regardless of status.

Chart A5.7.1 Assessment of Camp Managements Structures - Nu Po (NP)

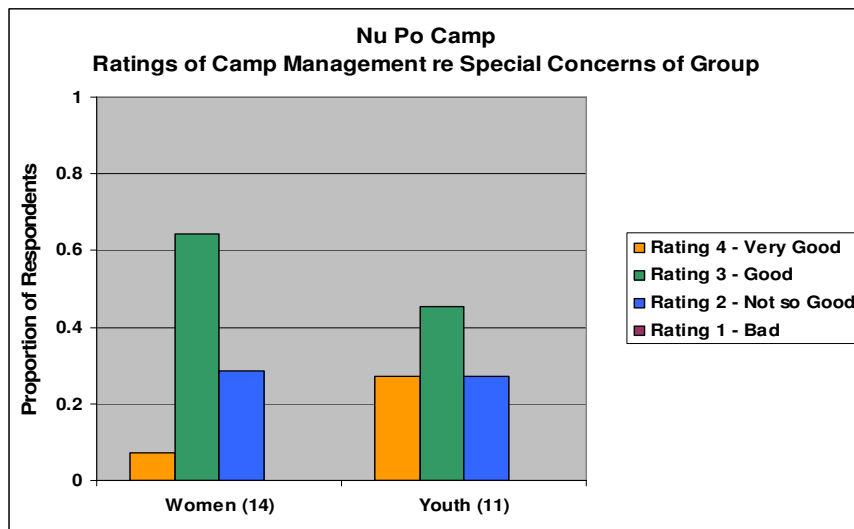


Participants in the minorities’ session²⁶ also gave favourable positive ratings to both their Section Leaders (91% rated ‘good’ or ‘very good’) and their Camp Committee (82% gave either of the two higher ratings). One of the 11 participants in the session, however, gave his/her Section Leader a rating of 1 or ‘bad’. With the exception of this one participant, those in the minority

²⁶ In the minorities’ session in Nu Po, a slip occurred and the facilitator/interpreter used the GRP questions about assessing the SLs and CC, instead of the different questions that had been planned for this group.

session did not feel they were being discriminated against because of their minority, ethnic or religious status. The population of Nu Po Camp was composed of 77.9% Karen and 22.1% of other ethnic minorities²⁷ at December 2011. At the same date, only 49.3% of the camp population was registered and 50.7% were unregistered. While nine of the 11 participants in the minorities session were unregistered, they were not as explicit as was the case in some other camps about the disadvantages of being unregistered, except for the greater risks they face if they leave the camp.

Chart A5.7.2 Assessment of Structures re Special Concerns – Nu Po (NP)



Both women and youth also rated the management structures positively (Chart A5.7.2), but at 71% and 75% respectively (for the two higher ratings) these ratings are slightly less positive than those given by the ‘general refugee population’ sessions and the minorities’ session. Women participants were primarily concerned that their leaders not be self-centered but devoted to the community, have a clear sense of what is wrong and advise the community accordingly. Youth, on the other hand, felt that their leaders needed to do more to understand youth needs and build relationships with them in the camp. They also felt that their leaders should set a good example and not be involved in alcohol consumption or gambling as these were against camp rules.

A majority (seven of 12) of the Section Leaders that participated in the SL session rated the management structures as ‘not so good’. This is both due to their assessment that they, as Section Leaders, still have a lot of learning to do and their assessment that the Camp Committee, which includes many new and young members. Many of these new members still have a lot to learn in their new roles. Some participants in the other sessions also commented that many Camp Committee members were new in their roles and because of this seemed to be spending a lot of time in training sessions.

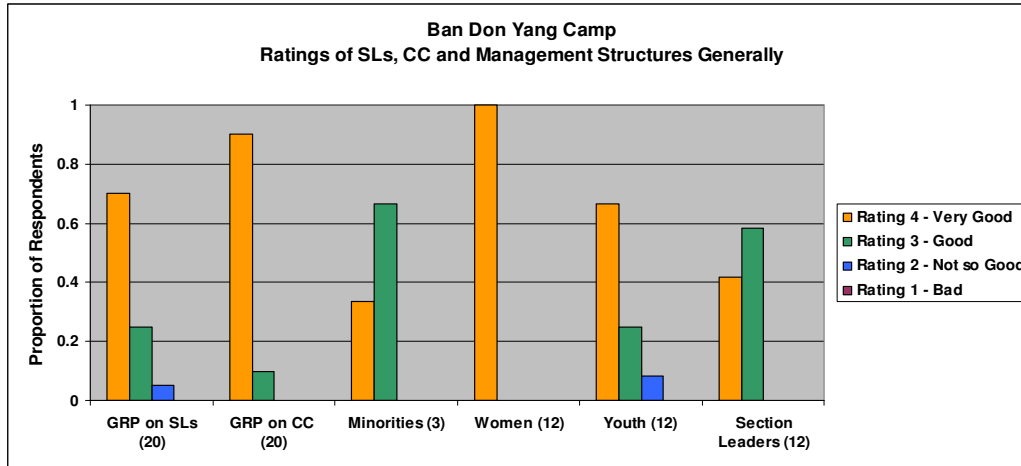
A5.8 Ban Don Yang (BDY)

The assessment of the management structures is one of the most positive of all nine camps. A majority of participants in the ‘general refugee population,’ the women and youth sessions gave the management structures the highest rating of 4 (very good) (Chart A5.8.1). The Camp Committee was rated as ‘very good’ by 90% of the participants in the ‘general refugee

²⁷ Percentages of TBBC’s verified case load as per the TBBC July to December 2011 Programme Report.

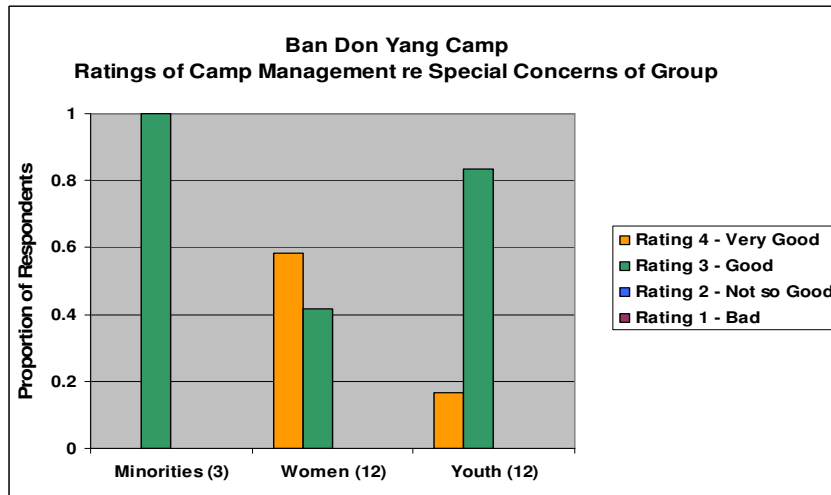
population’ session with remaining participants giving a rating of ‘good’. The Section Leaders were rated slightly less favourably with 70% receiving the highest rating, 25% receiving a rating of ‘good’ and only 5% being rated as ‘not so good’. Participants noted that some Section Leaders are often drunk and do not fulfill their responsibilities. Some also do not have much education and this is also viewed unfavourably.

Chart A5.8.1 Assessment of Camp Managements Structures - Ban Don Yang (BDY)



Two of the three participants in the minorities session gave a rating of ‘good’ to the camp management structures. They would have given a higher rating but noted that some of the Section Leaders lacked in knowledge and problem solving capabilities. Ban Don Yang Camp consists of a majority of Karen (95.0%) people with ethnic minorities representing only 5.0% of the population.

Chart A5.8.2 Assessment of Structures re Special Concerns - Ban Don Yang (BDY)



With respect to the assessment of management structures in terms of how they ‘deal with the concerns of minorities’, participants rated them as ‘good’ (Chart A5.8.2). They noted that leaders have to more consciously think of the presence of minorities so that their needs and situation is not overlooked. For instance, people from ethnic minorities do not have access to jobs within the camp since only Karen people are hired; the schools are also Karen while it is important for

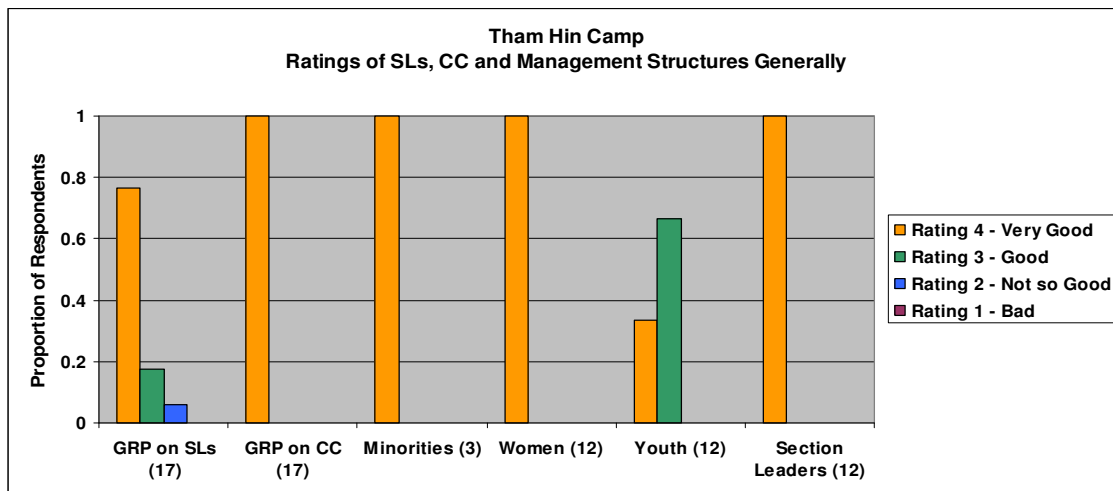
minority people to have the opportunity to provide education that is specific to their ethnicity to their children (ref. Table A6.8 of Annex 6).

In the women session, the participants indicated that they gave a rating of ‘good’ and not ‘very good’ because they believed that there is always room for improvement, but they did not identify any specific areas for improvement for how the management structures could better ‘deal with the concerns of women.’ In the youth session, youth were primarily concerned about the inability of the management structures to address the cutbacks that the camp has faced regarding education and their need for greater opportunities to pursue advanced studies.

A5.9 Tham Hin (TH)

The assessment of the management structures in Tham Hin Camp is the most positive of all the camps (Chart A5.9.1). While care must be taken in comparing one camp to another because each individual has their own personal sense of what is required to give a rating of ‘very good’ or ‘bad’, in the case of Tham Hin camp the ratings are almost all at the upper end of the scale.

Chart A5.9.1 Assessment of Camp Managements Structures - Tham Hin (TH)

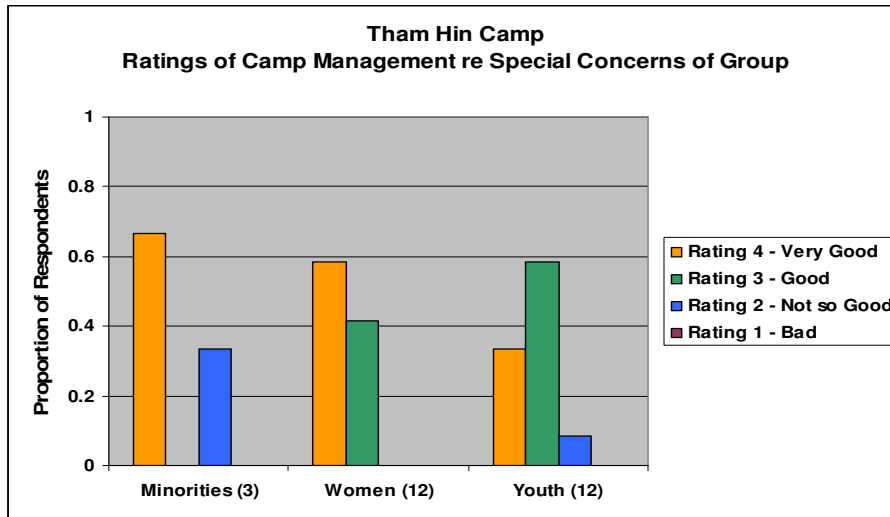


Only one of the 17 participants in the ‘general refugee population’ session gave a rating of ‘not so good’. And in the youth session, more participants (eight out of 12) gave a rating of ‘good’ than a rating of ‘very good’. One area for improvement identified by the youth session in terms of how the management structures ‘defend the best interests of the population as a whole’ is the need for the Camp Committee to improve their capacities and skills in negotiating with the Thai government (ref. Table A6.9 of Annex 6).

With respect to the assessment of the management structures in how they deal with the concerns of special groups (Chart A5.9.2), the minorities session was somewhat divided in their assessment with two out of three participants giving a rating of ‘very good’ and the third participant giving a rating of ‘not so good’. This latter participant indicated that his/her Section Leader did not treat all people equally and created division within the population of the section. All participants, however, agreed that the Camp Leader treated everyone equally.

In the youth session, some participants did not give the highest rating because they noted that their Section Leaders were sometimes too focused on their own personal interests and lacked in management skills.

Chart A5.9.2 Assessment of Structures re Special Concerns – Tham Hin (TH)



Some participants in the women session also noted that their Sections Leaders could do better and therefore they did not deserve a rating of ‘very good’, but without being explicit about where they would like to see improvement. They also indicated that the Camp Committee is very good at dealing with the concerns of women. This is also aided by the fact that the current Camp Leader is herself a woman.

ANNEX 6: Summary of Improvements Wanted of Camp Management Structures (by Camp)

Table A6.1 Summary of Improvements Wanted – Ban Mai Nai Soi (Site 1)

Ban Mai Nai Soi (Site 1) Improvements Wanted	Re Section Leaders	Re CC & Generally		Re Management Structures as a Whole			
	Sessions	G	G	M	W	Y	C
Education & Language Skills							
Need further education							
Higher qualifications required for people selected for management positions							
Skills & Capabilities							
Maintain good relations/cooperate with NGOs, donors and Thai authorities, diligently report community problems (when unable to solve on own) and secure assistance							
Become more familiar and knowledgeable about Thai law							
Reflect on past actions, draw lessons and apply to future actions							
Personal Character Traits							
Be just in decision making; avoid discrimination/provide all equal opportunity; be unbiased/serve everyone regardless of status (ethnic, religious or economic) ¹							
Be a good example to the community; not be involved in drinking/drugs or gambling							
Stand up and speak firmly for the needs of the section when there is a problem (e.g. food shortage; insufficient rations)							
Work more harmoniously with CC							
Be responsible and diligent in fulfilling duties & responsibilities							
Be hardworking							
Report problems to a higher level when unable to solve on own							
Not abuse power							
Need to treat all equally in the community							
Attitudes Towards & Relationship with the Population							
Listen to the concerns of section members and help address these; more attentive and respectful of needs/demands of population; build better relationships with community and CBOs; and not scold people							
Improve sharing of information with the community and CBOs							
Speak loud & clearly when speaking to the community							
Be up to date with and inform the population in a timely manner about policy and conditions of NGOs and donors							
Allow some delay for people who show up late for the head-count							
Be more patient in work & not speak aggressively to people							
Regularly attend CBO meetings; if Chairperson or Secretary are unable to attend, send a representative; increase no. of meetings (from 1 to 2 a month)							
Areas of Work to Be Addressed							

Legend: G = General Refugee Population M = Minorities; W = Women; Y = Youth; C = CBOs

1. Participants in the minorities session indicated that camp management deals fairly with ethnic and religious minorities.

Table A6.2 Summary of Improvements Wanted – Ban Mae Surin (Site 2)

Ban Mae Surin (Site 2) Improvements Wanted	Re Section Leaders	Re CC & Generally	Re Management Structures as a Whole			
	Sessions	G	M	W	Y	C
Skills & Capabilities						
Be given more management training; stronger management skills						
Maintain good relations/cooperate with NGOs, donors and Thai authorities, diligently report problems (when unable to solve on own) and secure assistance for the camp						
Be given more management training (both men & women); develop stronger leadership & management skills						
Manage camp population effectively						
Personal Character Traits						
Be just in decision making; avoid discrimination/provide all equal opportunity; be unbiased/serve everyone regardless of status (ethnic, religious or economic) ¹						
Avoid favouritism of friends and family; welcome the participation of talented people						
Be more honest in their work and not be selfish or focused on their won personal interests; work more for the benefit of the community; not be involved in corruption						
Serve the population with justice and honesty						
Stand up firmly/speak up for CBO when it is caring for population (e.g. seeking permission for patient needing treatment in town)						
Be decisive in their actions						
Be more passionate about work, follow job descriptions and abide by camp rules and Code of Conduct						
Enforce camp rules (e.g., do not avoid punishing people who get drunk)						
Attitudes Towards & Relationship with the Population						
Be more patient in their work						
Do not speak aggressively, speak politely to people						
Respect time of others and be on time						
Regularly attend CBO meetings; if Chairperson or Secretary are unable to attend, send a representative; increase no. of meetings (from 1 to 2 a month)						
Visit CBOs quarterly to provide encouragement						
Areas of Work to Be Addressed						
Request building supplies/charcoal from TBBC for Safe House						
Should work more for welfare of women in the camp						
Do more to promote gender equality in the camp (positions should be split equally between men and women) ²						
Support and encourage women to find employment						
Raise funds for and organize more sport competitions and shows/drama						
Build a library to encourage reading						
Provide encouragement and opportunities for youth						
Work with youth to organize a youth forum in the camp						
Work with youth in the camp to revive KYO and KSU (with resettlement, many leaders/staff have left)						
Organize joint activities with youth in other camps to build friendship and unity						

Legend: G = General Refugee Population M = Minorities; W = Women; Y = Youth; C = CBOs

1. Most participants felt that camp management deals fairly with ethnic and religious minorities; only 1 or 2 of the group of 8 felt there was some discrimination. A participant from Section 3 wanted the water system repaired so the population can have access to water (most of the water is going to primary school #2). Sect. 3 has a large number of Kayah but the participant was of the opinion that this problem was not receiving attention because the CC is Karen-led.

2. An observation: since Refugee Camp Leader and Secretary are women, sometimes the Thai authorities do not respect them.

Table A6.3 Summary of Improvements Wanted – Mae La Oon (MLO)

Mae La Oon Improvements Wanted	Re Section Leaders		Re Management Structures as a Whole			
	Re CC & Generally	Re CC & Generally	M	W	Y	C
Sessions	G	G	M	W	Y	C
Education & Language Skills						
Skills & Capabilities						
Maintain good relations/cooperate with NGOs, donors and Thai authorities, diligently report community problems (if unable to solve) and secure assistance						
Regularly evaluate performance and improve areas of weakness						
Work at greater cooperation & unity within CC; not blame others						
Personal Character Traits						
Be unbiased and serve everyone equally regardless of status; not discriminate based on ethnicity, religion or economic status ¹						
Be more honest in their work and not be focused on their own personal interests; should avoid corruption						
Enforce camp rules and policy (e.g., not allow the sale of alcohol)						
Improve behaviour (e.g., not get drunk) (some CC members)						
Stand up and speak firmly for the needs of the section when there is a problem (e.g., food shortage; insufficient rations)						
Be ready to seek out truth when there are issues with an NGO						
Attitudes Towards & Relationship with the Population						
Listen to the concerns of section members and help address these; more attentive and respectful of needs/demands; build better relationships with community; and not scold people						
Need to listen and have more empathy for their people (especially women, elder, children and the poor)						
Be up to date with and inform the population in a timely manner about policy and conditions of NGOs and donors						
Improve communication with CBOs and camp population; be better at listening/more empathetic to the community and to CBOs						
Areas of Work to Be Addressed						
Report to TBBC and donors the hardships faced by the population due to reductions food and non-food rations and get these re-instated to former level						
Identify jobs for refugees; develop more livelihood & income generation programs						
Seek ways for camp residents to obtain permission to work out of the camp legally						
Improve election system and ensure there is no vote buying						
Future members of the CC should come from diverse sectors of the population						
Increase the salary of school teachers so that camp residents do not have to pay						
Arrange to obtain more school supplies (e.g., pens) to compensate for cuts						

Legend: G = General Refugee Population M = Minorities; W = Women; Y = Youth; C = CBOs

1. Participants in the minority session indicated that camp management deals fairly with ethnic and religious minorities.

Table A6.4 Summary of Improvements Wanted – Mae Ra Ma Luang (MRML)

Mae Ra Ma Luang Improvements Wanted	Re Section Leaders		Re CC & Generally				Re Management Structures as a Whole			
	Sessions	G	G	M	W	Y	C			
Education & Language Skills										
Skills & Capabilities										
Be given more management training (both men & women); develop stronger leadership & management skills										
Personal Character Traits¹										
Be more honest in their work and not be selfish or focused on their won personal interests; work more for the benefit of the community; not be involved in corruption										
Not allow Section Committee members to sell rice outside the camp & pocket the money; report to Code of Conduct Committee										
Attitudes Towards & Relationship with the Population										
Should build better relationships with the community, be more respectful of community needs; need to hold consultations with camp residents and act on their complaints and suggestions										
Need to listen and have more empathy for their people (especially women, elder and children)										
Mobilize support from the community to help overcome obstacles										
Areas of Work to Be Addressed										
Report to TBBC and donors the hardships faced by the population due to reductions food rations and non-food rations and get these re-instated to former level										
Negotiate to have quality of rice improved										
Negotiate with Thai authorities to allow camp residents to work outside the camp legally										
Do more to prevent the use of drugs (marijuana, glue) and alcohol in the camp by checking those coming in to the camp										
Raise funds for and organize more sport competitions and shows/drama										

Legend: G = General Refugee Population M = Minorities; W = Women; Y = Youth; C = CBOs

1. Participants in the minorities' session indicated that camp management deals fairly with ethnic and religious minorities.

Table A6.5 Summary of Improvements Wanted – Mae La (ML)

Mae La Improvements Wanted	Re Section Leaders		Re Management Structures as a Whole			
	Re CC & Generally					
Sessions	G	G	M	W	Y	C
Education & Language Skills						
Develop better language skills (at least Karen & Burmese) so able to communicate with all members of the section						
Develop better language capacities (at least Karen & Burmese)						
Skills & Capabilities						
Be given more management training (both men & women); develop stronger leadership & management skills						
Develop better abilities at problem solving						
Maintain good relations/cooperate with NGOs, donors and Thai authorities, diligently report community problems (when unable to solve on own) and secure assistance for the camp						
Reflect on past actions, draw lessons and apply to future actions						
Personal Character Traits						
Be just in decision making; avoid discrimination/provide all equal opportunity; be unbiased/serve everyone regardless of status; be willing to speak to non-Karen in Burmese						
Be more honest in their work and not be selfish or focused on their won personal interests; work more for the benefit of the community; not be involved in corruption						
Work more harmoniously with CC						
Improve camp rules and policy; and enforce these; abide by camp rules (e.g. do not get drunk and respect curfew)						
Be a good example for youth; improve behaviour						
Attitudes Towards & Relationship with the Population						
Listen to the concerns of section members and help address these; more attentive and respectful of needs/demands; build better relationships with community; and not scold people						
Allow some delay for people who show up late for the head-count						
Be more patient in dealings with people especially when there are language challenges						
Encourage youth to love education						
Areas of Work to Be Addressed						
Improve ration distribution						
Develop opportunities for youth to travel for higher studies, and provide financial support for such; support further studies and youth improvement						
Find ways to support education given recent cutbacks; improve education system						

Legend: G = General Refugee Population M = Minorities; W = Women; Y = Youth; C = CBOs

1. Some participants in the minorities session indicated that there is some discrimination based on ethnicity and religion. One person noted that some leaders are unwilling to speak to him/her in Burmese even though they are able to speak Burmese.

Table A6.6 Summary of Improvements Wanted – Umpiem Mai (UM)

Umpiem Mai Improvements Wanted	Re Section Leaders		Re CC & Generally		Re Management Structures as a Whole		
	G	G	M	W	Y	C	
Sessions	G	G	M	W	Y	C	
Education & Language Skills							
Ensure that only qualified people become part of camp management							
Skills & Capabilities							
Be given more management training (both men & women); develop stronger leadership & management skills							
Personal Character Traits							
Be unbiased and serve everyone equally regardless of status; not discriminate based on ethnicity ¹ , religion or economic status							
Be more honest in their work and not be selfish or focused on their own personal interests; work more for the benefit of the community; not be involved in corruption							
Abide by/practice their own rules (rule of law); be a good example to the community; not be involved in drinking/drugs or gambling							
Be responsible and fulfill their duties & responsibilities							
Be open-minded & cooperate with others; maintain harmonious relationships within CC and with SLs							
Attitudes Towards & Relationship with the Population							
Listen to the concerns of section members and help address these; more attentive and respectful of needs/demands; build better relationships with community; and not scold people							
Recognize/respect the specific needs of youth							
Be up to date with and inform the population in a timely manner about policy and conditions of NGOs and donors							
Respect time							
Areas of Work to Be Addressed							
Identify job opportunities for refugees; develop more livelihood programs							
Find a way to ensure ethnic representation in management structures							
Need to know how to better protect the community							
Need to improve security							
Arrange to lower the fees for camp passes							
Ensure that Camp Security know about and respect human rights							
Camp Justice should not take action unless there is sufficient/strong evidence							
Work harder at reducing conflicts							
Do more to keep the section clean							
Resolve situation of shortage of medicine at year end							
Need to have a warehouse nearer to some of the more remote sections: it is very difficult for elderly and young children to carry food rations long distances							
Develop opportunities for youth to travel for higher studies, and provide financial support for such; support further studies and youth improvement							

Legend: G = General Refugee Population M = Minorities; W = Women; Y = Youth; C = CBOs

1. Some participants in the minorities session indicated that there is some discrimination based on ethnicity and religion.

Table A6.7 Summary of Improvements Wanted – Nu Po (NP)

Nu Po Improvements Wanted	Re Section Leaders		Re CC & Generally		Re Management Structures as a Whole		
	Sessions	G	G	M ¹	W	Y	C
Education & Language Skills							
Develop better language capacities (at least Karen & Burmese)							
Need further education							
Skills & Capabilities							
Develop better abilities at problem solving							
Improved management skills							
Maintain good relations/cooperate with NGOs, donors and Thai authorities, diligently report community problems (when unable to solve on own) and secure assistance for the camp							
Personal Character Traits							
Be just in decision making; avoid discrimination ² (ethnic, religious, economic) provide all equal opportunity; be unbiased/serve everyone regardless of status							
Be more honest in their work and not be selfish or focused on their won personal interests; work more for the benefit of the community; not be involved in corruption or request personal favour (betel nut fee) for service							
Be a good example to the community; not be involved in drinking/drugs or gambling							
Be open-minded & cooperate with others; maintain harmonious relationships within CC and with SLs							
Be clear about what is right and what is wrong							
Abide by/practice their own rules; be a good example to the community							
Attitudes Towards & Relationship with the Population							
Should build better relationships with the community, be more respectful of community needs; need to hold consultations with camp residents and act on their complaints and suggestions; and not scold people							
Be ready to take extra time with non-Karen residents who have language difficulties							
Respect time/be on time							
Be more devoted and give advice to the community							
Build relationships with youth group; do more to understand youth specific needs							
Areas of Work to Be Addressed							
Improve security in section							
Hold discussions with you and find ways to support youth activities							

Legend: G = General Refugee Population M = Minorities; W = Women; Y = Youth; C = CBOs

1. In the minorities session in Nu Po, the participants rated the Section Leaders and the Camp Committee separately and then talked about improvements to each group separately. We have combined the suggested improvements in this table.

2. Some participants in the minorities session indicated that there is some discrimination based on ethnicity and religion.

Table A6.8 Summary of Improvements Wanted – Ban Don Yang (BDY)

Ban Don Yang Improvements Wanted ¹	Re Section Leaders		Re CC & Generally			Re Management Structures as a Whole	
	G	G	M	W	Y	C	
Sessions	G	G	M	W	Y	C	
Education & Language Skills							
Develop better language skills (at least Karen & Burmese) so able to communicate with all members of the section							
Be able to read and write							
Skills & Capabilities							
Further develop their knowledge & managements capacities							
Further develop their problem solving capacities							
Maintain good relations/cooperate with NGOs, donors and Thai authorities, diligently report community problems (when unable to solve on own) and secure assistance for the camp							
Personal Character Traits							
Be a good example to the community; not be involved in drinking/drugs or gambling							
Be responsible and fulfill their duties & responsibilities							
Treat all equally (regardless of ethnicity)							
Give minorities the opportunity to apply for camp jobs so they can also earn a livelihood							
Allow minorities to have ethnic-specific education (to protect identity) as well as general education (to learn Karen and be able to get jobs inside the camp)							
Be more daring in taking action and in dealing with issues							
Be more active							
Attitudes Towards & Relationship with the Population							
Listen to the concerns of section members and help address these; more attentive and respectful of needs/demands; build better relationships with community; and not scold people							
Areas of Work to Be Addressed							
Identify jobs for refugees; develop more livelihood programs							
Develop opportunities for youth to travel for higher studies, and provide financial support for such; support further studies and youth improvement							
Find ways to support education given recent cutbacks; improve education system							

Legend: G = General Refugee Population M = Minorities; W = Women; Y = Youth; C = CBOs

1. Participants in the women session indicated that, on the whole, the SLs and the CC are doing quite well with respect to women’s needs and concerns. Not all gave a score of 4 when rating them because there is always room for improvement.

Table A6.9 Summary of Improvements Wanted – Tham Hin (TH)

Tham Hin Improvements Wanted ¹	Re Section Leaders	Re CC & Generally				Re Management Structures as a Whole	
	Sessions	G	G	M	W	Y	C
Education & Language Skills							
Skills & Capabilities							
New CC (March 2010) is quite good							
Further develop capacities of SLs							
Develop capacities of CC to negotiate with Thai authorities							
Work at greater cooperation & unity within CC; not blame others							
Personal Character Traits							
Treat all equally (regardless of ethnicity) ²							
Avoid corruption; do not work for own interests							
Attitudes Towards & Relationship with the Population							
Areas of Work to Be Addressed							
On the whole the SLs/CC are doing quite well with respect to women’s needs and concerns; not all gave a score of 4 because believe there is always room for improvement							

Legend: G = General Refugee Population M = Minorities; W = Women; Y = Youth; C = CBOs

1. Participants in the ‘general refugee population’ session all gave a rating of 4 to the Camp Committee. They are very pleased with this new committee in comparison to the previous. They also almost all gave a rating of 4 to their Section Leaders so they had no specific suggestions for improvement. Participants in the women session indicated that, on the whole, the SLs and the CC are doing quite well with respect to women’s needs and concerns. Not all gave a score of 4 when rating them because there is always room for improvement. They had no specific suggestions for improvement.

2. There were only three participants in the minority session. Two out of three were of the opinion that camp management deals fairly with ethnic and religious minorities. One felt that there was some discrimination.

ANNEX 7: Perceptions of Main Responsibilities (SLs and CC members)

Table A7.1 Section Leaders' Perception of their Main Responsibilities

Section Leaders	Ban Mai Nai Soi	Ban Mae Surin	Mae La Oon	M. Ra Ma Luang	Mae La	Umpiem Mai	Nu Po	Ban Don Yang	Tham Hin	# of camps
Main Responsibilities (as perceived by them)										
# of participants in Section Leaders session	14	12	11	10	12	12	12	12	12	
Order, Security and Rule of Law in Camp										
Problem solving – e.g. around conflicts within and between households following cut in rations; cases of adultery; help sick residents get to hospital; etc.	8	8	8	8	8		8	8	8	8
- Problem solving between section members and Thai villages		2	2	2						2
Maintaining order/respect for rules and regulations and security within the section as per camp policy and dealing with small infractions (e.g. drunkenness). Reporting major crimes to higher authorities.	6	6	6	6	6					6
- Support issuance of travel documents			1	1						1
- Negotiating release of section member with Thai authorities when arrested outside the camp						1				1
Maintaining Population Lists and Dealing with New Arrivals										
Keeping population records for their section (births, deaths, new arrivals, people to resettlement) and report to CC	8	8	8	8	8	8	8	8	8	8
- Preliminary identification/screening of new arrivals	2									2
- Arranging for food and building supplies for new arrivals					2					2
- Check presence of section members in camp/ration list		2					2			2
Facilitating Rations Distribution and Tending to Livelihood of Population										
Overseeing community work (road repairs, bridge repairs, section cleaning) & volunteer recruitment for such	8	8	8	8	8		8	8	8	8
Overseeing distribution of non-food items & facilitation of food distribution (e.g. arranging transportation)	5				5			5	5	5
Monitoring of wellbeing of section population and adequate living conditions		3				3	3			3
- Ensuring all in section are treated equally			2				2			2
- Ensuring the interests of section are being protected						1				1
Engaging with Section Population										
Information sharing/communication: from CC to population (e.g. camp policy & regulations); and from population to CC (e.g. major issues or problems)	5		5	5	5					5
Creating and maintaining unity within section	2		2	2						2
Section Administration and Coordination with NGOs and CBOs										
Overseeing work of Section Committee /providing leadership/management to committee (inc. monthly mtg w. section)			5	5	5			5		5
Monthly reporting to CC (inc. financial reporting)		4	4	4	4				4	4
- Quarterly meetings with CC		2			2					2
- Carry out special duties assigned by CC		2					2			2
Keeping daily office hours		3				3	3			3
Coordination with NGOs and CBOs providing services / Support NGOs conducting training courses and meetings						3			3	3
- Supporting education system within section			2	2						2
Participation in CMSP activities (meetings, training)						3		3	3	3

Table A7.2 Camp Committee Members' Perception of their Main Shared Responsibilities

Camp Committee Members	Ban Mai Nai Soi	Ban Mae Surin	Mae La Oon	Mae Ra Ma Luang	Mae La	Umpiem Mai	Nu Po	Ban Don Yang	Tham Hin	# of camps
Main (Shared) Responsibilities (as perceived by them)										
# of participants in Camp Committee session	13	8	11	11	12	12	11	12	12	
Order, Security and Rule of Law in Camp										
Ensuring camp security/order within the camp including camp passes (to leave or enter camp)	■	■	■	■	■	■	■	■	■	9
- Overseeing camp justice and protection within the camp	■	■	■	■	■	■	■	■	■	6
- Problem solving (e.g., emergencies, cases of adultery) and dealing with serious crimes (e.g., rape)	■	■	■	■	■	■	■	■	■	3
- Managing relations/coordination with Thai Camp Commander, MOI and Thai military	■	■	■	■	■	■	■	■	■	4
Maintaining Population Lists and Dealing with New Arrivals and Resettlement										
Maintenance of overall camp population records (deaths, births, new arrivals, resettlement)	■	■	■	■	■	■	■	■	■	4
- Pre-screening and dealing with new arrivals	■	■	■	■	■	■	■	■	■	1
- Assisting UNHCR with registration of refugees and resettlement activities	■	■	■	■	■	■	■	■	■	1
Facilitating Rations Distribution										
Managing distribution of food and non-food supplies and maintain proper records	■	■	■	■	■	■	■	■	■	4
- Overseeing living conditions/ensuring basic needs of camp population are met (food, clothing, shelter)	■	■	■	■	■	■	■	■	■	4
Overseeing Social Affairs/Other Programs and Coordination with NGOs and CBOs										
Overseeing social affairs of the camp population (education, health, rights) / Overseeing work of standing committees and of CBOs	■	■	■	■	■	■	■	■	■	9
- Managing relations/coordination with NGOs working in the camp	■	■	■	■	■	■	■	■	■	4
- Supporting cultural affair activities (including minorities)	■	■	■	■	■	■	■	■	■	1
- Supporting livelihood projects and other camp programs	■	■	■	■	■	■	■	■	■	2
Overall Camp Management										
Overall management of the camp	■	■	■	■	■	■	■	■	■	5
- Overseeing the sections/section leaders	■	■	■	■	■	■	■	■	■	2
- Ensuring adherence to Code of Conduct	■	■	■	■	■	■	■	■	■	2
- Coordination with and reporting to KRC/KnRC	■	■	■	■	■	■	■	■	■	2
Camp Level Administration										
Financial management/Controlling financial expenditures to budget	■	■	■	■	■	■	■	■	■	4
Maintenance of camp office, correspondence and camp committee documents (CC filing and secretarial duties)	■	■	■	■	■	■	■	■	■	3
Report production (Secretaries 1 to 3)	■	■	■	■	■	■	■	■	■	1

ANNEX 8: Perceptions of Main Challenges (SLs, CCs and CLs)

Table A8.1 Section Leaders' Perceptions of Main Challenges

Section Leaders	Ban Mai Nai Soi	Ban Mae Surin	Mae La Oon	Mae Ra Ma Luang	Mae La	Umpliem Mai	Nu Po	Ban Don Yang	Tham Hin	# of camps
Perceptions of Main Challenges										
Order, Security and Rule of Law in Camp										
Problem solving and dealing with conflicts within households or between households (due to ration cuts, lack of employment, alcohol, crowded quarters, bad smell of latrines) and social problems within the section (alcohol, depression, etc.). SL must be neutral and not be seen to take sides.										8
- Problem solving and dealing with conflicts related to different ethnicities or religions of section members										1
Dealing with section members that don't obey camp rules or get involved in petty crimes (e.g. theft)										4
Dealing with justice cases when codes of law are different (e.g. Thai law and Islamic law)										1
Supporting the issuance of travel documents/ camp passes										1
Girls leaving the camp and not returning (SL needs to deal with the consequences)										1
NGOs teaching children their rights who then refer to these to disobey their parents										1
Camp Committee does not follow its own policy										1
Managing and Tending to Livelihood of Refugees										
Food ration cuts as well as cuts in non-food items – need to take this to the section population and explain why.										5
Dealing with residents with insufficient building supplies given cutbacks or with damaged shelters/leaky roofs										4
Section members' absence for the head count or distribution day . They want the SL to be flexible and give them their ration even though is against the rules.										1
Language problems : many different languages to deal with; in Site 2, new arrivals from Mawchi and Pasaung who speak a different dialect of Sgaw Karen which is not understood by others.										2
Maintaining Population List & Dealing with New Arrivals										
Challenges in maintaining the population list : a large number of new arrivals (NA), forms have changed many times and different agencies have different forms, residents don't report births or don't report in a timely fashion; tracking people/households who move from one section to another section										2
Making sure new arrivals have food, place to stay										2
Some SLs are NAs and therefore not registered, so have difficulty in getting permission to leave the camp for meetings.										1
Engaging with Section Population										
Maintaining group unity in the section (people from many different areas of Burma and different backgrounds)										1
Finding volunteers to help with community development projects										1
Getting residents to attend meetings called by the SL										1
Heavy workload with limited compensation										1
Social Affairs Challenges										
Education : shortage of teachers given that stipend has been cut in half (B700 to B350 in MLO; to B200 in UM). The SL is expected to try to fund-raise the difference.										3
Health : section members come to the SL with their problems re health services due to cutbacks										1

Table A8.2 Camp Committee Members' Perceptions of Main Challenges

Camp Committee Members	Ban Mai Nai Soi	Ban Mae Surin	Mae La Oon	Mae Ra Ma Luang	Mae La	Umpliem Mai	Nu Po	Ban Don Yang	Tham Hin	# of camps
Perceptions of Main Challenges										
Order, Security and Rule of Law in Camp										
Dealing with serious crimes such as murder and rape. The CC does not have the resources to conduct investigation and gather evidence. Must be handed over to Thai authorities. These situations involve different standards of law and often conflict in standards										3
Enforcing rules and laws is difficult because different, sometimes conflicting standards are involved: Karen/Karenni customary law, Thai law and international law (e.g., 18 and under considered children and therefore cannot be charged)										2
Enforcing the rules and laws with the camp population: e.g., people leaving the camp without a pass get arrested and CC needs to follow-up and arrange for their release (registered refugees); refugees cutting bamboo or other trees; etc. ¹										2
Camp members misunderstand the rules and break them (e.g., under 18 yrs old getting married)										1
Enforcing rules, such as no alcohol permitted inside the camp, is made difficult because some non-refugees (e.g., Aw Saw) do not abide by the rule, making it difficult to enforce for the population as a whole.										1
Mediating difficult situations such as strained family situations that can lead to divorce										1
CC's role in security and administration of justice undermined because UNHCR and LAC/IRC are also involved in the administration of justice but use different set of rules/laws.										1
Power abuse by Thai officials: Thai military aggressing a refugee or making inappropriate sexual advances; Thai forestry official aggressing a refugee ... little recourse or action by Thai justice system										1
Rules enforced very strictly (no flexibility) by Thai Camp Commander even when circumstances would warrant flexibility.										1
Limited authority (e.g., unable to cut down tree even though it risks falling and damaging buildings or shelter)										1
Managing and Tending to Livelihood of Refugees										
Food rations reductions: Karen/Karenni are used to eat a lot of rice; that is no longer possible with the current rice ration. The CC cannot solve this problem only explain the situation and try to suggest ways for people to supplement their ration.										5
- Since 2009 the quality of rice provided has deteriorated										1
- Ration distribution: people not present at the monthly distribution time get cut off for the month										1
Shelter materials reductions (12 poles required to build a shelter, but only 2 provided by TBBC); camp residents try to go to the forest to fulfill their need but this is illegal.										5
Limited budget (in MLO and Site 1 CC also explicitly noted the need to transfer funds to TCC)										2
Communication challenges (refugees speak many different languages)										1
Dealing with New Arrivals										
New Arrivals: arranging for place to live and for rations; a large proportion from ethnic minorities & more difficult to manage										2
New Arrivals added challenges: if they get arrested, the CC cannot do anything to help; they will be taken to the border (often they will find their way back to camp); NA are highly mobile so often not in the camp when headcount taking place or when rations are distributed, so when show up again it creates problems when they want to be reinstated.										1
Social Affairs Challenges										
Heath: budget reductions have led to reduced availability of medicine and reduction in referrals of serious cases to Thai hospitals. (Note: in MLO, some people come from IDP camps inside Burma; Malteser has a policy of not treating these.)										5
NGO dumping of problems: as international NGOs have dealt with cutbacks they pull back services and expect the CC to take up provision of services (e.g., psycho-social work with mentally ill) or refugees to pick up additional costs (e.g., referrals)										1

	Ban Mai Nai Soi	Ban Mae Surrin	Mae La Oon	Mae Ra Ma Luang	Mae La	Umpiem Mai	Nu Po	Ban Don Yang	Tham Hin	# of camps
Camp Committee Members										
Perceptions of Main Challenges										
Resettlement has meant that a lot of the most qualified people have left and often left without handover. It is now more challenging to recruit skilled or qualified people for various positions (management and service provision)										2
Challenges Specific to Geographic Location or Size of Camps										
Water shortage in dry season.										2
Need for compensation to Thai villages in area for use of water and land use (cash and rice)										1
Handling garbage for a very large population										1
Floods and land-slides: no longer possible to deliver rations by vehicle; refugees had to carry over several kilometres										1

Notes: 1) These problems are linked directly to the reduction in rations (refugees wanting to earn added income or find building materials)

Table A8.3 Camp Leaders' Perceptions of Main Challenges

Camp Leaders	Ban Mai Nai Soi	Ban Mae Surin	Mae La Oon	Mae Ra Ma Luang	Mae La	Umpiem Mai	Nu Po	Ban Don Yang	Tham Hin	# of camps
Perceptions of Main Challenges										
Overall Camp Management										
Many qualified managers lost via resettlement; elections has also brought in new managers (CC members and SLs); many lack in management experience, some have low education levels. A lot of training and capacity building still needed	x	x	x		x		x			5
Communication with the Thai Camp Commander is a challenge due to language and/or attitude							x	x		2
Balancing needs/agendas of various parties: camp population, donor community, Thai authorities, NGOs					x					1
It is not easy to correct CC member when misbehave or break rules		x								1
Concern about what future holds for population: forced repatriation?					x					1
Order, Security and Rule of Law in Camp										
Enforcing rules and laws is difficult because different, sometimes conflicting, standards are involved: Karen/Karenni customary law, Thai law and international law (e.g. teenage marriage is considered statutory rape according to Thai law)	x		x	x	x	x				5
Dealing with unruly youth and youth gangs is a challenge (made more difficult by position of UNHCR & some NGOs re youth as minors); there is need to balance rights and responsibilities				x			x			2
Due to rations cuts many people leave the camp for alternate resources or income even though this is against the rules	x							x	x	3
Camp members do not always understand or agree with rules and guidelines set by KRC/KnRC so sometimes they will break them or challenge CL and CC authority		x	x							2
Limited (and often unclear) authority of CL and CC so often have to turn to KRC/KnRC and/or Thai authorities				x		x				2
Managing and Tending to Livelihood of Refugees										
Need to find alternate forms of livelihood and sources of income for the population				x			x	x	x	4
Food ration reductions: population is very unhappy about this; some blame the CL and CC; but little CL can do to solve	x		x	*			*			2
Since reductions in rations it is more difficult to recruit volunteers (e.g., to help repair the roads)	x									1
The camp is very crowded so lack of community spaces (playground) and added danger re sexual aggression									x	1
In large camps maintaining open communication with population is a challenge					x					1
Dealing with New Arrivals										
New Arrivals: arranging for place to live and for rations; a large proportion from ethnic minorities & more difficult to manage (come from different backgrounds); CL & CC do not have authority to screen					x	x			x	3
- Reduction in support/no reduction in population size; registered population might start resenting new arrivals					x				x	2
Coordination with Service Providers										
NGOs pulling out or have reduced budgets causing big problems since services are passed on or dumped on CC			x			x				2
Communicating with NGOs not always easy: some are impatient/want immediate action; some NGOs look down on refugees (think they are smarter and know better than refugees)						x	x			2

* Note: From the perspective of the MRML and NP Camp Leaders, the cut in rations is not a major problem. They recall when first surviving on the border, managing with less. The challenge is to get permission to leave the camp and be provided with land/alternate income. Most of the refugees are proud and would like nothing more than provide for themselves.

ANNEX 9: Impacts on Neighbouring Thai Communities

Table A9.1 Impacts on Neighbouring Thai Communities – Economic and Environmental

	Ban Mai Nai Soi	Ban Mae Surin	Mae La Ma Luang	Mae La Oon	Mae La	Umpliem Mai	Nu Po	Ban Don Yang	Tham Hin	# of camps
Economic and Environmental Impacts										
Positive										
Access to relatively cheap and quality labour for local farmers and/or plantation owners to increase their production of cash crops										9
Access to refugee labour to raise livestock on local community plots										1
Access to relatively cheap labour for various industries (tourism - hotels, resorts & restaurants; fishing; etc.) to fulfill their labour needs										5
Increased local trade with camp/refugee labourers, leading to increased income for some villagers & local traders/shop owners										5
Villagers' access to relatively cheap goods (economy of scale). Some camp markets acts as source to small shops in local communities										4
Increased local trade with camp – increased income for villagers who sell excess agricultural produce (e.g. vegetables)										3
Rice provided by camp/TBBC in compensation to villagers impacted by presence of camp (e.g., reduced area of padi fields & upland swiddens)										3
Communities benefit from pamphlets/information distributed by various development agencies (e.g., UNDP, Global Fund, Malteser)										3
Improved access (new/improved) facilitates communication and transportation/marketing produce										2
Villagers' land rented as agricultural plots to refugees/livelihood projects										2
Community projects supported by TBBC or NGOs working in camps										2
Villagers able to buy rice from refugees if estimate their own production will not last the year (amounts decreased significantly with ration cuts)										2
Significant employment opportunities in camp or on camp related activities										1
House rentals in communities (for agency staff or offices)										1
All goods entering camp must transit through village warehouse to then be delivered to camp by trucks owned by villagers for a fee										1
Negative										
Theft of produce from local fields and gardens										9
Reduction in forest resources - various plants, honey, wildlife, fish, etc. which used to be available to locals (L = a lot; S = some)										7
Reduction in forest cover - bamboo poles, trees cut for fire wood, etc. (L = a lot; S = some)										7
Deforestation of protected forested areas for agricultural purposes (refugees hired as labour to clear land, or availability of cheap refugee labour allows villagers to expand cultivated area)										6
Forest had to be cleared to set up camp in this area										2
Heavy traffic to and from the camp has damaged roadways										6
Theft of villagers' livestock										5
Human waste, garbage and water use in camp polluting water of downstream communities										4
Theft of motorcycles from neighbouring communities or town traced back to camp residents										2
Because of increased wealth, villagers in some communities have become more competitive, materialistic and less caring of their neighbours										2
Drawing on the local water supply causing shortages during dry season										1
Landless Thai villagers need to find work further afield (with associated costs), or need to work for less because of depressed labour prices										1

Table A9.2 Impacts on Neighbouring Communities – Administrative, Legal and Socio-Cultural

	Ban Mai Nai Soi	Ban Mae Surin	Mae Ra Ma Luang	Mae La Oon	Mae La	Umpliem Mai	Nu Po	Ban Don Yang	Tham Hin	# of camps
Administrative, Legal and Socio-Cultural Impacts										
Positive										
Access by local communities to certain health services (e.g., emergency medical treatment, medicine, malaria treatment, etc.) inside camp										3
Refugees work on local community improvement projects (e.g., roads, weir)										3
Some refugees children attending local Thai schools contributes to building understanding between the two groups										3
Karen/Karenni culture seen as a cultural and touristic assets										3
Improved access to RTG health and educational facilities and other social services (e.g., OTOP program) given improved roads										2
Ease of travel to other communities and urban markets/centres given improved roads										2
Access by local communities to certain educational services (e.g., English language) inside camp										1
Negative										
UN/International NGO people working in the camp lack respect and consideration for the local population (drive too fast, raising clouds of dust and/or endangering pedestrians and other vehicles)										6
Increase workload on Thai justice system due to criminal cases involving refugees (rape, murder, drug trading, etc.)										5
Increased administrative workload and responsibilities for RTG agencies										3
Increased administrative workload due to resettlement program										3
Security concerns (attacks from armed groups from Burma) requiring presence of Thai Army and Territorial Volunteers										3
Movement of refugees through villages, often at night time, a source fear; not always sure whether they are refugees or resistance fighters										3
Youth leaving camp and causing trouble in local communities (drinking, leaving garbage/broken bottles in fields, etc.)										2
Since alcohol is prohibited in camp, refugees will sometimes come to the villages to drink and become noisy/rowdy										2
Some refugees children attending local Thai schools causing crowding										3
Refugee children attending local Thai school tend to be much older and intimidate the younger Thai school children causing some to dropout										1
Diseases from the camp spreading to nearby communities										2
Increasing number of refugees owning trucks and motorcycles but without driver's license and not knowing the highway code therefore leading to accidents, damage to local property, etc.										1
Break & enter into homes; theft from school										1
One RTG official believes the camp is acting as shelter for law breakers (cutting trees, selling drugs, selling weapons)										1

ANNEX 10: Various Characteristics of Camps and Local Settings

Table A10 Various Characteristics of Camps and Local Setting¹

Characteristics of Camps and Local Thai Context	Ban Mai Nai Soi (Site 1)	Ban Mae Surin (Site 2)	Mae Ra Ma Luang	Mae La Oon	Mae La	Umpiem Mai	Nu Po	Ban Don Yang	Tham Hin	# of camps
Economic and Environmental Characteristics										
Distance from important Thai economic centre (Close/ Remote)	C	R	R	R	C	R	R	R	R	7R
Distance from important Burmese economic centre (Close/Distant)	D	D	?	?	?	D	?	C	?	3D
Location re border (Close - i.e. less than 5 Km/ Not close)	C	C	C	C	N	N	N	C	N	5C
Location re protected watershed area/national park area (Within/Close)	C	W	W	W	C	C	W	W	C	5W
Location re main highway (Next to/Distant)	D	D	D	D	N	N	D	D	D	7D
Motorcycles in the camp (owned by refugees)										4
Pick-up trucks in the camp (owned by refugees)										1
Electricity in camp (Thai grid; Yes-Hydro & generator ; Generator only)	G	H	H	G	T	T	H	G	G	4G
Refugees own mobile phones										4
Shops in camp owned & operated by refugees (not from Muslim minority)										6
Muslim minority has major influence on internal market economy of camp										3
Shops in camp owned by outsiders (usually with refugees as salespersons)										4
Shops outside the camp (Yes-Permanent; Yes-Some Days; No)	P	S	N	N	P	N	N	S	P	3P
Outside Thai merchants allowed in the camp										1
No permission required from CC or TCC to open shop						?		?	?	6
Taxes collected from shops						?		?	?	4
Access to land to grow crops outside of camps/livelihood projects								?		3
Significant overseas remittances of funds contributing to camp economy						?				7
Rice ration being sold outside the camp (usually mediated by shop owners)										6
Indications of charcoal ration being sold outside the camp										1
Indications of soybean and cooking oil ration being sold outside the camp										1
Administrative, Legal and Socio-Cultural Characteristics										
Some cultural, linguistic and/or family (often including refugee-villager marriages) links between camp & local communities/districts										7
Ease of communication because some RTG officials or 'Or Sor' are Karen or are married to Karen (linguistic and cultural affinity)										2
Prohibition of alcohol in camps is enforced										6
Yet alcohol seen on sale in shops										2
Indication that bootleg alcohol produced										2
Significant numbers of refugees illegally slip out of the camp for employment, to supplement rations from the forest or to purchase things										7
Regular meetings between district officials/TCC, refugee leaders and village leaders help maintain good relations and iron out problems										5
Local District Hospital gets referrals from camp for serious cases	?								?	7
Indications of communication between CC/CL and KNU or KNPP										3

Note 1: Information was not collected for all nine camps, so in some places the table is incomplete (denoted by a question mark).

ANNEX 11: Camp Management Agency and the Camp Coordination Agency Roles & Responsibilities: Usual and in the Burmese Refugee Context

**Table A11.1 Camp Management Agency Roles & Responsibilities:
Usual and in the Burmese Refugee Humanitarian Context in Thailand**

Usual Roles and Responsibilities (as per CCCM cluster guidelines)	In current Burmese refugee humanitarian assistance context	Remarks
Camp Management/ Role of Camp Management Agency (normally a national or international NGO)	Role of Camp Management Structures (SLs, ZLs, CCs and CLs)	Roles being performed satisfactorily Areas requiring attention
Under the overall coordination and support provided by the Camp Coordination Agency, the Camp Management Agency will closely collaborate with the on-site authorities (the Camp Administration) and liaise with them on behalf of all humanitarian actors and service providers. Camp management encompasses those activities in one single camp that focus on:	There is not one 'Camp Coordination Agency' (CCA) in the current context. CCA roles are fulfilled and CCA support is provided by various parties: RCs, TBBC, UNHCR, CCSDPT and standing committees, etc. The CCs/CLs first port of call is usually the RC. CCs/CLs collaborate closely with TTCs but primarily on behalf of refugees and only occasionally on behalf of other humanitarian actors.	The lack of clarity around which agency assumes which CCA role is a significant part of the challenges faced by the current model. Other service providers tend to interact directly with TTC and not through CCs
- coordination of services (delivered by NGOs and others)	Coordination has involved primarily information sharing & avoiding conflicting schedules with other service providers Some oversight of health, education and social/cultural affairs services	Recently a more strategic approach has been adopted to encourage reflection on overall camp situation with all service providers in the camp (in line with CCSDPT & UNHCR <i>Strategic Framework for Durable Solutions</i>)
- establishing governance and community participation/ mobilisation mechanisms	Governance and other community participation mechanisms are in place and functioning well.	Some areas of concern with respect to the election processes and how to ensure certain voices are heard.
- ensuring maintenance of camp infrastructure	CCs are performing this role s given the limited financial resources and voluntary labour at their disposal	Performing satisfactorily given constraints. Should continue with this role.
- data collection and sharing of the data	SLs and CCs maintain the integrity and update the population data and share this data with interested parties.	Performing satisfactorily with respect to population data. Should continue with this role.
- provision of defined services	Services being provided: - ensuring order and security - providing certain in-camp justice services - reception and distribution of food and non-food supplies - some livelihood activities	Performing most of these services satisfactorily. Should continue with this role. Work on aligning 'camp rules and regulations' with Thai law and international norms needs to be completed. Need to clarify justice committee role and assist CCs in shift of separation of the 'judiciary' from the 'executive'

Usual Roles and Responsibilities (as per CCCM cluster guidelines)	In current Burmese refugee humanitarian assistance context	Remarks
Camp Management/ Role of Camp Management Agency (normally a national or international NGO)	Role of Camp Management Structures (SLs, ZLs, CCs and CLs)	Roles being performed satisfactorily Areas requiring attention
- monitoring the service delivery of other providers in accordance with agreed standards	Limited capacity to monitor technical services & standards.	Monitoring of services in more technical spheres (e.g. health, education) might best rely on some form of peer review approach in collaboration with refugee management structures.
- identifying gaps in the provision of protection and assistance and avoiding duplication of activities	Able to identify gaps but little access to resources in order to address these gaps. International NGOs tend to be focused on a limited area of intervention given their obligations to their donors. Can refer to RCs, but RCs also have little access to additional resources.	Need greater clarity about what agency RCs should turn to when gaps are identified. Work on 'access to justice' and 'protection' of certain vulnerable populations (e.g. SGBV) should continue.
- referring all problems that cannot be resolved at the camp level to the CCCM Cluster Lead Agency/Camp Coordination Agency	CCs/CLs refer problems that they cannot solve primarily to RCs. RCs will refer onwards if unable to deal with directly (RCs have little access to discretionary resources)	Referring such problems initially to RCs make sense.
- assisting the Camp Coordination/Cluster Lead Agency in defining the standards and indicators that are to be applied in particular responses requiring camp or camp-like situations	CCs/CLs participate with RCs in defining standard guidelines and policies to be used in camps. RCs also collaborate with TTBC, CCSDPT standing committees, UNHCR, and/or RTG to define certain standards.	Work by various parties (TBBC, UNHCR, CCSDPT standing committees) depending on area seems to be working well.

**Table A11.2 Camp Coordination Agency Roles & Responsibilities:
Usual and in the Burmese Refugee Humanitarian Context in Thailand**

Main Roles and Responsibilities	In Burmese refugee humanitarian assistance context
Camp Coordination Agency / Role of IASC-designated Cluster Lead (e.g., UNHCR)	Some of the Roles assumed by Various Agencies
Primary function: to create the humanitarian space necessary for the effective delivery of protection and assistance. Also responsible for:	Protection: Since 1997, UNHCR (assisted by some NGOs and CBOs) Assistance: TBBC and CCSDPT
- coordinating roles and responsibilities for the development and support of national plans for establishment and management of camps (inc. exit and long term solutions strategies)	Limited overall coordination of various roles and responsibilities Recently UNHCR/CCSDPT worked on strategic framework
- coordinating roles and responsibilities in the overall humanitarian camp response, including ensuring adherence to standards	Some of this done by CCSDPT and TBBC
- ensuring situational assessment, operational planning, strategic design, monitored implementation, technical support and overall cluster coordination	Some of this done at agency level (e.g., TBBC) and in CCSDPT standing committees
- ensuring that during the humanitarian response there is full and appropriate consultation with beneficiary populations, national government authorities, humanitarian and development partners (camp managers & service delivery partners) & others (donors, diplomatic community, civil society, host communities)	Some of this happening via KRC & KnRC (consultation with beneficiary population), and by CCSDPT (consultation with govt. authorities, humanitarian/development partners).
- providing appropriate support to national authorities, inc. capacity building	Some local support provided to authorities. No comprehensive strategy.
- establishing and maintaining an open dialogue with the authorities	CCSDPT provides for some of this. More recently UNHCR and the Donor Humanitarian Working Group
- promoting and encouraging government ownership of the protection and assistance strategy for camps/temporary settlements	Some work by UNHCR and NGOs
- ensuring that international standards are being applied and maintained within and amongst camps	Some self-monitoring via CCSDPT standing committees
- identifying and designating Camp Management Agencies and service providers	KRC, KnRC oversee election of CCs
- monitoring and evaluating service provision	Some separate evaluation activities of service providers. KRC and KnRC Health & Education Committees could provide interface with camp population and help ensure common standards, but limited technical capacity to monitor and evaluate performance.
- addressing issues of poor performance by camp management and/or service delivery partners	KRC, KnRC provide oversight of CCs; trouble shoot when issues with service providers Not clear how poor performance of service providers is addressed,
- providing training and guidance to all humanitarian partners	
- setting-up and maintaining assessments and monitoring and information management systems	Multiple assessments taking place (TBBC, CCSDPT, various service providers) But no integrated information management system
- ensuring that all partners and service providers have access to, and share, operational data at the camp and inter-camp levels to help identify and address gaps and avoid duplication by service providers	Regular information sharing meetings at camp level. Recently some strategic reflection. Some inter-camp data available at RC level and with CCSDPT Little capacity to deal with gaps

ANNEX 12: Feedback from Validation Sessions and Other Input Received on Draft Report

While both the TORs and the work-plan of this evaluation had foreseen a second mission to Thailand to validate with key groups of stakeholders the findings and recommendations of the evaluation, budgetary constraints were such that this was no longer feasible. In lieu of such a validation mission, a series of video and audio conferences were organized between, at the Canadian end, the lead evaluator and a CIDA representative in Canada and, in Thailand, three different groups of stakeholders:

- the Donor Humanitarian Working Group (meeting in the video conference room of the Canadian Embassy in Bangkok)
- the Refugee Committees (through a Skype audio connection from the TBBC field office in Mae Sarieng, Mae Hong Son province)
- the OCDP/MOI (meeting in the video conference room of the Canadian Embassy in Bangkok)

This final version of the report has been modified to reflect much of the feedback received during these validation sessions, but for the sake of completeness a summary of the exchanges that took place in each of these sessions is provided in the following pages.

This annex also includes CIDA's consolidated notes on the second version of the draft evaluation report.

A12.1 Donor Humanitarian Actors Working Group (DHAWG) Validation Session via Video Conference from Bangkok, Thailand – August 14, 2012

Participants in video-conference

Name	Position	Organization
Bangkok, Thailand		
Gary Dahl	Thailand Country Director	ARC
Doug Melville		Australian Embassy
Jo Hutton		Australian Embassy
Michelle Sullivan		Australian Embassy
Amy Galigan	First Secretary	Canadian Embassy
Pattama Vongratanavichit	Program Officer	Canadian Embassy
Michael Albert	Chair	CCSDPT
Michiko Ito	Resettlement Officer	IOM
Christine Petrie	Director - Programme	IRC
Bengt Ekman	Country Director	SIDA
Claudine Haenni-Dale	SDC Protection Officer	SDC/ Embassy of Switzerland
Jack Dunford	Executive Director	TBBC
Sally Thompson	Deputy Executive Director	TBBC
Iain Hall	Senior Field Coordinator	UNHCR
Kyoko Yonezu	Senior Regional Programme Officer	UNHCR
Ubonwan Boonrattanasamai	Field Associate	UNHCR
Yoko Akasaka	Senior Protection Officer	UNHCR
Andrea L. Doyle	Refugee Coordinator for East Asia	U.S. Embassy
Preeyanat Phanayangoor	Regional Program Devt. Specialist	USAID
Fred Ligon	Senior Advisor	World Education
Thomas Benton	Acting Country Director	ADRA Thailand
Sydney, Australia		
Karen Rasmussen (audio link)	International Programs Coordinator	Act for Peace
Gatineau/Ottawa, Canada		
Amber Apse	Analyst - Mainland Southeast Asia	CIDA
Paul A. Turcot	Lead Evaluator	E.T. Jackson & Associates
Rebecca Wolsak		Inter Pares
Kevin Malseed (audio link)		Inter Pares

Agenda

Following introductions and a presentation by the Lead Evaluator summarizing the findings and recommendations of the evaluation, the floor was opened up for discussion.

Summary of discussion

Embassy of Canada (Amy Galigan): Given the changes (in Burma and in the humanitarian situation) that have taken place since the evaluation mission was carried out in November 2011, how does this affect the findings and recommendations?

Lead Evaluator (Paul Turcot): The key change is the potential for repatriation of refugees and there is a need to focus more efforts in the camps on preparing for the likelihood of return, such as various forms of training. I am also aware that there are also changes at the donor coordination level. I just recently found out that the UNHCR has taken on the role of chair of the DHAWG in recent months. This is a positive development as the evaluation has argued for greater engagement and leadership by the UNHCR. Despite these changes, the essence of the report would remain the same. The transition in Burma has been considered in the report. Part of this transition is recognizing that the refugees are an asset, a resource in terms of nation building.

UNHCR (Iain Hall) – Expressed thanks for a comprehensive report and presentation. Very pleased that the UNHCR Community Based Approach Guiding Principles have been referred to and annexed. There are specific issues and several recommendations that go directly to the UNHCR and to the DHAWG. We will need to discuss these within the DHAWG.

CCSDPT (Michael Albert) – Expressed thanks for an excellent report. Evaluation report has already been discussed at length in a CCSDPT Executive Committee meeting. We have a few minor points that we would want to bring to your attention and have asked Sally of TBBC to follow up on this. Some questions of clarification:

- In recommendations 6 and 7, you mention Refugee Committees (RC) and Camp Committees (CC) need to support ethnic minorities and youth, but what about the role of CBOs?

Lead Evaluator (Paul Turcot): RCs and CCs are the formal management structures, but clearly there are a number of CBOs which should be involved in this process. There is a need for the management structures to work with the CBOs that are already very active in these areas and tap into the energy and capacities that these CBOs represent. The evaluation reveals that a number of these CBOs are struggling do to a lack of resources and loss of key leaders to resettlement. This was particularly clear with respect to youth-focused CBOs which were consistently present and in significant numbers during the CBOs sessions in the camps. With respect to minority groups and CBOs, we note that the Muslim minority, especially in the three Tak camps are quite well organized, have access to resources and have no problem being heard. It is for other minority groups that there is the need for greater concern.

- In recommendations 8, in addition to expanding the access to justice activities to other camps various parties believe the recommendation should also address the need for a clearer identification of the specific roles and responsibilities of the various parties (IRC, UNHCR, RCs, etc.) involved in access to justice.
- In recommendations 9, there is need to ensure that all concerned, including the refugees themselves, have a clear understanding of the nature and purpose of these rules and regulations and how they relate to Thai law.

Lead Evaluator (Paul Turcot): Agreed with both these comments.

- Recommendation 13 is timely, as KRC is now looking for funding for the 2013 camp elections.

UNHCR (Yoko Akasaka)

Expressed concerns regarding:

- Access to justice and camp rules. RTG is the ultimate authority responsible for the camps and Thai law takes precedence over customary or traditional law. The UNHCR has the sense that the report, as well as different parties, underestimates the preeminent role the RTG must play in this regard. There is a need to build the capacity of the camp management structures to understand and work within Thai law. This has been a particular focus of UNHCR interventions and support to camp management structures.
- Security issues. Non-state actors have a significant influence on camp affairs and camp justice system, especially in Karenni camps. UNHCR cannot ignore this state of affairs.
- Transparency and accountability. UNHCR has discussed with the CCs and RCs the levy of taxes and fees and understands how these might be required, but how these funds are being used is not transparent. There have been significant improvements since the Codes of Conduct (CoC) were adopted, however not all CoC Committees are fully independent from the CCs and this is something that requires continued attention.

Lead Evaluator (Paul Turcot): Multiple jurisdictions can exist at the same time in any constituency. The key thing is that the camp rules and regulations do not contradict Thai law. These rules are essential for

managing the camps and for maintaining peace and order. Agreed that the RTG must be involved in recommendations 8 and 9. The most part the report has not addressed recommendations to the RTG even when the findings seem to point to such. However, an exception has been made with respect to these two recommendations since they require RTG involvement.

Canadian Embassy (Amy Galigan): As a point of information for the DHAWG, two additional validation sessions will be carried out in the coming weeks: one with the RCs and one with the RTG's Office for the Coordination of Displaced Persons (OCDP). Pattama Vongratanavichit will follow up and report back to the DHAWG on the session with the RTG and TBBC will do the same for the session with the RCs.

Act for Peace (Karen Rasmussen): 1) Protection/rule of law/access to justice is a key issue in the camps and there are no easy answers to these challenges. 2) A recent field trip to the border by an AusAid staff and evaluator came to the same conclusion about the asymmetry of knowledge between TBBC and long-standing NGO service providers on the one hand and donors on the other. The asymmetry of knowledge could indeed be a contributor to mistrust and doubts. There is a need to ensure donors are kept up to date on issues to avoid misunderstandings.

SDC (Claudine Haenni Dale): Information disparity exists in all refugee situations between NGOs on the ground and donors – this is not in and of itself the only explanation, but it is important to state that there is a certain level of distrust, which must be addressed. How will refugee structures be integrated into existing parallel (Burmese government or other) structures?

Lead Evaluator (Paul Turcot): The assumption is not that the structures would return intact as is, but that individuals would disperse to various communities. The point the report is making is that the refugees and their leaders remain important assets and the management structures have a role to play in preparing refugees for return to Burma. They will also face the challenge of being perceived as outsiders by those who have remained in Burma. All of this needs to be considered. Furthermore, this is not the first time a large refugee population is preparing for return. The community of concerned parties can and should learn from experiences in other countries.

UNHCR (Iain Hall): Regarding recommendation #3, you commented in your presentation that you had the impression that UNHCR was sitting on the fence and not recognizing the management structures. In fact, we work very closely with them, but have concerns regarding their functioning, some of which have been raised today. Also, it is up to the RTG to formally recognize the structures, not for UNHCR, which does not play in the current context the role it typically does in the CCCM Cluster Guidelines.

Lead Evaluator (Paul Turcot): It is possible I misread the situation, but I got the impression that UNHCR was holding back on recognizing the management structures legitimacy. There are issues of concern, as noted in the evaluation, but the structures exist, are working and are viewed as legitimate by the refugees, and play a critical role in the day-to-day management of the camps.

TBBC (Jack Dunford): The evaluation identified the key issues. We are pleased and relieved that the model is vindicated. We are also pleased and surprised at the degree of satisfaction within the camps and with the positive views expressed about the management structures. The issues of trust and legitimacy are interlinked, and you have identified TBBC and UNHCR's roles in this. We ended up in this role (of leading on camp management) by default and it has never been recognized. It would be good to get donor recognition. It is important to build this trust. Glad too that you identified the need for resources as no donors have yet committed to support camp management.

Canadian Embassy (Amy Galigan): Are the recommendations in order of priority? Where should stakeholders prioritize?

Lead Evaluator (Paul Turcot): The recommendations are not in order of priority, but follow the structure of the report (its findings). I would not want to try and identify priorities on the spur of the moment. Recommendation #3 could possibly be removed or changed given today's discussion. More questioning may be needed for the humanitarian assistance coordination recommendations. There is a need to

address the malaise in the system so that it is better able to collaboratively seize the opportunities that are presenting themselves.

Inter Pares (Rebecca Wolsak): Where will the DHAWG take these recommendations? What are the next steps? There are TBBC donors that are not represented here today.

UNHCR (Iain Hall): The DHAWG will discuss the recommendations in detail, notably recommendations 10 to 15, and report back on them.

CCSDPT (Michael Albert): CCSDPT will also be following up on recommendations 1 to 9. Do you have any thoughts on how CCSDPT, CIDA and AusAID should animate and track the recommendations?

Lead Evaluator (Paul Turcot): On the camp management recommendations, CCSDPT's camp management working group which has a direct link to the RCs may be best placed to play this role. AusAID has already confirmed that it does not want to play a role in animating and tracking the recommendations. At the humanitarian assistance coordination level, given UNHCR's role as chair, it could be one of the agencies responsible for animating and tracking. To be discussed.

CIDA (Amber Apse): Like AusAid we are concerned about being attributed a lead role in animating and tracking recommendations at the humanitarian assistance coordination level given our limited field presence and human resources. We would welcome that the recommendations be considered by DHAWG and tracked by the group as a whole or by a lead agency within the group. This was already discussed with the Evaluator.

TBBC (Sally Thompson): TBBC will bring up the recommendations at its annual donor meeting. The CBOs are also likely to track the recommendations. TBBC will also track them. TBBC is particularly interested in exploring recommendation #15 which looks ahead to preparing for return and using local capacities developed in the camps.

Act for Peace (Karen Rasmussen): As a member of TBBC, Act for Peace will also be tracking the recommendations.

**A12.2 Validation Session with the Refugee Committees
via Skype call from the TBBC Mae Sarieng Field Office – August 22, 2012**

Participants in Skype call

Name	Position	Organization
Mae Sarieng, Thailand		
Blooming Night		KRC
Bwek Say		KRC
Saw George	Secretary	KRC
Htoo Lweh		KnRC
Padoe Man Saw	Chair	KnRC
Lah Eh Moo	Translator/Interpreter	
Sally Thompson	Deputy Executive Director	TBBC
Sompit 'Jae' Komchum	Camp Management Coordinator	TBBC
Bangkok, Thailand		
Pattama Vongratanavichit	Program Officer	Canadian Embassy
Gatineau/Ottawa, Canada		
Amber Apse	Analyst - Mainland Southeast Asia	CIDA
Paul A. Turcot	Lead Evaluator	E.T. Jackson & Associates
Kevin Malseed (as observer)		Inter Pares

Agenda

Following introductions and opening remarks by the Lead Evaluator summarizing the purpose of the call, the purpose of the evaluation and few comments on evaluation findings (overall positive assessment of structures but need to look at camp specific information; some outstanding issues of concern), the floor was opened up for questions of clarification and discussion.

Summary of discussion

Sally Thompson (TBBC): A meeting was held on August 21 to discuss the findings and recommendations of the evaluation with the Refugee Committees (RCs) and some of the organizations providing services in the camps. Specific comments and questions will now be raised by the RCs.

George (KRC): Overall, the evaluation is positive. With respect to the right to vote, the guidelines for the 2013 elections have been improved. All New Arrivals/unregistered refugees will be given the right to vote at all levels and the right to run as candidates at the section level.

Regarding the separation of the judiciary from the executive, this is not always possible given limited human resources in the camp committees, which must sometimes assume both functions.

As for minorities, the management structures do not discriminate, but try to support them. The provision of rice to combatants, which affected the mutual trust among stakeholders, was the doing of the camp committees and refugee committees and not TBBC.

Htoo Lweh (KnRC): The KnRC is trying to negotiate with the RTG for New Arrivals/unregistered refugees to vote and run at all levels.

Blooming Night (KRC): Two clarifications are requested: What do you mean by international humanitarian standards? What are the specific areas of influence by non-state actors?

Paul Turcot (Lead Evaluator): International humanitarian standards by which the refugee management structures were assessed in this evaluation include the humanitarian imperative principle (of providing for the most vulnerable first), neutrality, impartiality, do no/less harm, as well as other standards, such as the Inter Agency Standing Committee Plan of Action on Protection from Sexual Exploitation and Abuse and the UNHCR's community-based approach.

Regarding the influence of non-state actors, based on the information shared by more than one agency, there is a sense that it is a greater concern in the case of the KnRC camps, that the KNPP has significant power and influence over the management of the camps. During the evaluation, the team did not obtain detailed evidence of this, one factor being that Site 1 was the pilot site for the evaluation.

Blooming Night: Anything to report regarding the KRC and the KNU?

Paul Turcot (Lead Evaluator): This was not raised as a significant concern during the evaluation, but may have been an issue historically.

Sally: One issue raised at yesterday's meeting was that this is an incomplete evaluation in the sense that it did not assess the RTG's management of the camps.

Paul Turcot (Lead Evaluator): The only way that this evaluation could take place was to focus it on the refugee management structures. Issues will be raised with the OCDP during the validation session with them next week, but whether this will have any influence on broader Thai policy is unknown.

Jae Komchum (TBBC): Raised a point about the roles and responsibilities of Thai Camp Commander and RTG authorities. The RCs have discussed the areas for improvement. While some recommendations can be implemented by the management structures, others will require support from other stakeholders.

Blooming Night: How can recommendation 14 be implemented?

Paul Turcot (Lead Evaluator): Relations between UNHCR and the RCs have been difficult and not always as productive as some might hope. However, UNHCR would be the main actor and contact for the Thai and Burmese governments in the repatriation of Burmese refugees. The Evaluation argues for a greater role for the UNHCR, as the usual lead agency in most refugee situations. It is understood that the management structures would also have a key role to play in the repatriation process. Recommendation 12 speaks to this, calling for a more direct role for the RCs in the coordination of humanitarian assistance.

Any additional written comments would be appreciated by the end of August. Feedback from all stakeholders will be summarized and annexed to the final report.

Further comments from RCs and TBBC following the validation session

Response to 3 main concerns raised by Lead Evaluator in order for the RCs (KRC and KnRC) to develop the CMP model in line with international standards:

Concern # 1: RTG, UN and RCs need to recognize unregistered people and give them the right to vote.

Since Dec 2011 through the 1st half of 2012 the KRC has revised their election guidelines as follows:

- All unregistered people 20 years of age and above are allowed to vote.
- Unregistered people who are interested to stand for election, can do so at the section level for section leader and section committee positions. The reason that RCs (both KRC and KnRC) cannot allow them to join at Zone, CC and RC level is because those positions have to interact with the RTG – and the RTG does not yet recognize them.

These revisions were negotiated by RCs and CCs with the Thai local authorities (Palad) in each site. K(n)RC recognized this issue after 2010 election and has attempted to improve it. They will revise their guidelines in 2013.

Re concerns: #2 - Do No Harm and

#3 - Some TCCs taking advantage of Thai policy in controlling the situations - not transparent and leads to corruption.

These two concerns are inter-related and are addressed here together.

Re # 2. Do No Harm

When refugees crossed the Thai border there was no security or protection provided to them (and since then until now there is limited security provided to each camp). Refugees knew that they were not safe, they requested their leaders (RCs and CCs) to protect them, therefore RCs and CCs had to have a relationship (provide support) with outside security to help protect the refugee populations. Such security people were outside the camps on Burmese side of the border.

At the same time when RTG had a policy to have one camp commander in each camp to oversee the camp activities/population and provide 'Or Sor' volunteers for "protection", refugees still felt that they were not safe and outside security continued to be needed.

Re # 3. TCCs – Accountability and Transparency

During the past 20 years many refugees try to get more income by illegally working outside the camps. Over the years, RCs and CCs have developed a "relationship" with TCCs to work around Thai policies in order that RCs and CCs can deal with these two issues of external security and working outside the camps.

However since 2007, the concern about "do no harm" has been raised and, as representatives of refugees, RCs have agreed with TBBC not to support outside security and cut all support in year 2010. But the special "relationship" with TCCs has been maintained in order to ensure people's safety, and to allow people to work outside the camps, travel for meetings and attend workshops in different camps or in town.

The above situation has put RCs and CCs in a difficult position and they have tried their best to ensure that camps will be managed for the best outcome for refugees.

In the recommendations at camp management level, 5 out of the 9 recommendations are to be lead by RCs/CCs. Some they can act on immediately, but for others they need real action and support from NGOs, the UNHCR and the RTG (especially # 3). The same applies to the recommendations at Humanitarian Assistance Coordination level.

If all recommendations are taken up, this would strengthen the RCs and CCs capacity and ability to advocate for both refugees and themselves, and would effectively do away with the above concerns # 2 and # 3.

A12.3 Validation Session with the Operation Center for Displaced Persons (OCDP), Ministry of Interior (MOI) via Video Conference from Bangkok - August 28, 2012

Participants in video conference

Name	Position	Organization
Bangkok, Thailand		
Singha Sukhavachana	Director	OCDP, MOI
Tharntip Vacharangura	Chief of Planning Section	OCDP, MOI
Pattama Vongratanavichit	Program Officer	Canadian Embassy
Jaranya Daengnoy	Evaluation Team Member	E.T. Jackson & Associates
Gatineau/Ottawa, Canada		
Amber Apse	Analyst - Mainland Southeast Asia	CIDA
Paul A. Turcot	Lead Evaluator	E.T. Jackson & Associates

Agenda

Following introductions and opening remarks by the Lead Evaluator and a Thai member of the evaluation team Member that summarized the purpose and key findings of the evaluation, the floor was opened up for questions of clarification and discussion.

Summary of discussion

Re Recommendations At the Camp Level

Recommendation # 1.

K. Singha: Asked if it was OK that Camp Committees (CC) should be involved and provide their views on NGO program budget reductions.

Paul: Explained that the recommendation was not suggesting the CCs should decide on NGO program budgets, but that NGO service providers should seek CC's views when determining priorities (what is more important and should be maintained or receive more support; what is less important and should receive less support or be cut).

K. Singha: Agreed that CC should be consulted though CC might not present all refugees' views.

Recommendation # 2

K. Singha: Agreed with this recommendation but wondered if CC participated in the monthly coordination meetings.

Paul: Yes CCs participate in these monthly coordination meetings (they actually convene them). But in the past, these meetings would focus on sharing information on who did what and would be doing what, and not focus on strategic planning and the identification of upcoming issues and service gaps. The recommendation is that these more strategic concerns be the main focus of such meetings.

Recommendation # 3

K. Singha: Believed that UNHCR recognized the current refugee management structures.

Paul: Agreed. But the UNHCR has indicated that formal recognition should be given by the RTG. If the RTG gave formal recognition then UNHCR would follow the RTG lead.

K. Singha: Noted that these structures were part of the internal management of the camps that Thai Camp Commanders (TCC) oversee. TCCs are fully knowledgeable and aware of the Camp Committee election process and by recognizing these processes they are essentially recognizing these structures.

Recommendations 4-7

Singha: Re # 4, this poses a challenge for the Royal Thai Government (RTG) since it deals with unregistered residents and their rights and any form of recognition would contravene RTG's current

policy. However, recognized that given their large numbers in some of the camps, it was important that unregistered residents have a say in the selection of leaders. This was something that K. Singha would need to discuss with TCCs to see what could be done to give these people a say in who are their leaders and sit of CCs.

Regarding minimum quota of 33% women on camp management structures, noted that this is something that Thailand itself has yet to achieve. He will convey a message to the Camp Commanders to ensure women's participation in camp structures.

Agreed that the voices of ethnic and religious minorities need to be heard and their special needs considered. He will raise this with TCCs.

Fully agreed because youth are almost a majority of the refugees. He will discuss this concern with the TCCs.

Recommendations 8 and 9

K. Singha: Explained that the Legal Assistance Centre (LAC) was originally established in 3 camps and expanded to 5 camps. RTG would like to expand LAC to all camps but there is a lack of funds. There is LAC Advisory Committee (he is one of the committee members). He sees that through LAC Thai law should be integrated slowly in the camp management.

Paul: There was a tension in the camp when he went to Umpiem Mai.

K. Singha: LAC camp rules/regulations were applied in Umpiem Mai too fast, as a result, CC and refugees did not accept and were frustrated. He will discuss this issue with the LAC Advisory Committee.

At the Humanitarian Assistance Coordination Level

Recommendations 10-15

K. Singha: Asked to whom this report was addressed and what is the DHAWG.

Paul: Funders of this evaluation that are CIDA, AusAID and Act for Peace. But the report is addressed to all donors.

K. Singha: Raised his concern as to whether the report would be accepted by all parties.

Paul: Noted that the Donor Humanitarian Actors Working Group (DHAWG) was consulted and commented during the validation session on August 14. UNHCR who is the Chair of DHAWG will discuss with the members the recommendations in details, notably recommendations 10-15, and report back.

Additional comment

K. Tharntip: Asked the Lead Evaluator to revise the wording, "However, there are concerns by some representatives of other RTG agencies (forestry Department, Police and Army) that the Thai Camp Commanders and Ministry of Interior are not actually effectively applying RTG policy regarding the camps," under the impact of the refugee camps on neighbouring Thai communities.

K. Jaranya: Explained that, based on her own experience, this information came from interviews of Army officials in Tak Province.

K. Tharntip: Asked that the wording be revised by providing more context.

K. Singha: Overall, the evaluation is positive. He gave a sample of his experience when he worked as a Camp Commander of an Indochinese Camp that was fully controlled and managed by UNHCR. The Indochinese Camp was managed systematically and effectively. In contrast, with respect of these nine camps, RTG came after small groups were already set up. The camps were slowly developed. Each Camp Commander has a different working style. However, RTG's concern is "trust" – the Camp Commanders have to be trusted by refugees so that the camps can run smoothly.

A12.4 CONSOLIDATED CIDA COMMENTS ON SECOND DRAFT OF CAMP MANAGEMENT EVALUATION REPORT

Overall, CIDA is pleased with the revised evaluation report (short and long versions) submitted in July 2012. The Evaluator has made an effort to incorporate the comments and edits provided by CIDA, AusAID, Act for Peace and TBBC on the first draft report submitted in April 2012 and has added the elements that were missing, including acronyms, the Executive Summary, the limitations of the evaluation, and lessons learned. The comprehensive description and visual representation (diagrams) of the three clusters of the camp management model (RTG, donor and camp) are also useful. The structure and flow of the report are improved and the recommendations are now more clearly articulated and actionable.

On the animating and tracking of recommendations, we agree that the CCS-DPT is well placed to follow up on those at the camp management level. However, at the humanitarian assistance coordination level, neither CIDA nor AusAID is in a position to take a lead role given our limited field presence and human resources. We would welcome that the recommendations be considered by the Donor Humanitarian Actors Working Group and tracked by the group as a whole or by a lead agency within the group.

There are some issues noted in earlier comments which have not or cannot be fully addressed in the evaluation report, such as the request for more information on the incidence of violence (including sexual violence) in the camps and on the Code of conduct committees (complaints and responses).

Given that one of the reasons for the evaluation was to respond to donor concerns regarding the camp management model, it would have been helpful to have referred to those issues more explicitly (in more detail) in the report up front in the background section.

From a governance perspective, considerations of participation and inclusion, transparency and accountability, capacity and responsiveness, as well as equity, underpin much of the analysis and provide a useful governance lens to the evaluation findings. More in-depth findings and analysis on issues of concern to women, ethnic minorities and youth would have been useful. The issue of non-registration and its impact on freedom of movement and voting rights is a key issue, as is the need to ensure representation for women, minorities and youth in the 2013 elections. The evaluation has rightly made recommendations in these areas.

As some of the recommendations touch on the repatriation of refugees, it may have been useful to provide more specifics in the report on the skills needed to prepare for their return.

Other refugee situations could learn from this unique camp management model and from this evaluation, which focuses on refugee self-perception, expectations, and capacity issues.

In addition to the above comments, CIDA has made some typo corrections and a few suggestions directly in the text of the reports in mark-up edits for the Evaluator's consideration.