Introduction

Mae Tao Clinic developed a Strategic Plan in 2013 for 2014-2018
Over the last 2 years there have been major socio-political changes in the region.

We have undertaken a review of our Strategic plan with revised assumptions. The contextual environment in which we are operating has changed so dramatically we are now presenting a revised Strategic Plan for 2017-2021. Mae Tao Clinic will review and revise its strategic plan every two years to continually adapt to the ever changing environment and ensure we are focussed on the needs of the people who we serve.
Our Vision

MTC has a vision for all people from Burma to have access to quality and affordable healthcare, education and protection in respect of all human rights.

Our Mission

MTC is a community-based organisation (CBO) that provides and advocates for an equitable and essential health system, education and protection for vulnerable and displaced people living in the Thai-Burma border area and Eastern Burma. MTC addresses the needs and human rights of these people through comprehensive programs and a collaborative approach with local, national, international and government bodies.

Our Values

- Community Partnership
- Equity
- Non-Discrimination
- Respect
- Adaptability
- Unity in Diversity
Context in 2016

2016 has seen some improvements in freedom of travel and cross border collaboration. There has been increasing discussions with the Burmese government officials who have been able to visit Mae Tao Clinic. There have been improvements in referral pathways between different services and with government services. The referral link from ethnic community health services to government services still needs further strengthening. MTC welcomes the new opportunities in the last couple of years for collaborations and discussions with health institutions in Burma. We have begun some joint activities and training programs with health establishments in Burma which aligns with our convergence strategy.

Under the Thai Border Health Master Plan there has been improved access to vaccinations for migrant children, good collaboration on the school health assessment of migrant schools, improved disease surveillance and referral system. In the past year we have seen improved cross border collaboration on EPI and PMTCT.

The ASEAN Economic community was formed at the end of 2015. Thailand is positioning itself to transition to a higher income economy. Thailand desires to benefit from global and regional economic integration.

The establishment of the Special Economic Zones is one of Thailand’s key policy tools to attract foreign direct investment and ensure the Thai economy is globally competitive. The Tak Special Economic Zone has proven to be marked by unfair wages labour exploitation and unequal development which is widening the income disparity. Migrant workers continue to be marginalized due to being unskilled or low skilled as well as difficulties with work permits. Being undocumented they have no protection in the workplace. The Royal Thai
Government has established a Myanmar Nationality Verification Scheme. Many workers have found this difficult and expensive and so have dropped out of the scheme. They are considered ‘illegal’ and subject to exploitation and abuse by employers and state officials. Migrant workers have not seen the benefit of the ASEAN community with increased costs of living leading to greater financial hardships.

Thai health insurance is poorly understood by migrant workers and difficult to access due to language, documents and financial barriers.

In 2011-2012 the health sector accounted for only 1.3 percent of total government expenditure (about US$ 2 per person per year) but by 2013-14 it has increased to almost 4%. Out-of-pocket (OOP) spending accounted for almost 80 percent of total health spending in 2010 and, as share of total household spending, it is greatest for the poorest. However, resource allocation does not seem to be closely aligned with the goal of reducing health disparities. Conventional budget allocation, tied to population and infrastructure, gives disproportionately more resources to regions with better health, and fewer resources to several states with high health needs.

Centralisation of health and education decision making continues to make effective change and service delivery difficult.

The Burmese government has set a goal of 2030 for Universal Health Coverage. EHOs and CBOs have been given the opportunity to participate in this discussion as well as discussion on the National Health Plan 2017-2021. The tiered roll out of health services packages will commence in 2017. The EHO and CBO communities are engaged in dialogue for health system strengthening particularly in ethnic areas.

Main Strategic Areas of the National Health Plan (2017-2021)
1. Towards Universal Health Coverage in Myanmar
2. Strengthen Human Resources for Health
3. Improve Quality of Care and Services
4. Promotion of Public Health
5. Improvement of availability and validity of health information and research
6. Improvement in Health Related SDG

The new parliament came into power in March 2016, and the election of an NLD led government has given everyone hope for the future. However, while conflict continues, and with the recent fighting in Karen State and (ongoing fighting in Kachin and Shan state), everyone has genuine concerns about the peace process.
Enrolment of migrant children in Thai schools has increased significantly since the 1999 adoption of the Education for All (EFA) policy and a 2005 cabinet resolution. Thai law stipulates that all children, regardless of their nationality or legal status, have the right to 15 years of free basic education. The Thai policy of Education for all has been revised. Families need to pay for their children’s uniforms and extra curricular activities. There is an urgent need to address the lack of quality, accredited education available to the hundreds of thousands of children of migrant workers who live in Thailand. The failure to provide education to these children robs them of both their basic right to go to school, but also of the opportunities that education affords. The RTG’s existing EFA policy provides a sound basis for action, but is not sufficiently well understood by education officials, schools, migrant families or the non-government sector. Greater awareness of the policy framework, together with a commitment to its implementation is crucial. Recognition that flexible and non-formal learning models are also needed to increase migrant childrens’ access and opportunity to education, especially working and over-age children. A limited understanding
of opportunities and policies such as EFA amongst migrant communities and schools.

Barriers to migrant children accessing education include:
- Language barriers
- Family economics and the cost of education
- Security concerns for undocumented students

Despite the existing EFA policy and cabinet’s resolution, many children in Thailand still do not have the chance to attend school. Children who do not have Thai citizenship or birth records, including hill tribe children and children of migrant workers, often have difficulty getting accepted into Thai schools.

Funding for migrant learning centers is decreasing forcing the closures of these schools.

There is greater collaboration with international and regional educational institutions. This is providing our staff and partners with opportunities to gain accredited qualifications. Students must hold the correct documentation and have proficient language skills to attend these institutions.

References
1. Tangseefa D.et al Mae Sot SEZ 2015

Organizational Context in 2016

- MTC will continue to be accessed, trusted and respected by the community and partners
- There will be increased opportunity for collaborative health programs with Thai and Burmese ministries of health, CBOs and Ethnic Health Organizations (EHOs)
- MTC will continue to engage with new partners on the Thai-Burma border and within Burma
- MTC will continue to face funding challenges due to the shift in international attention to programs inside Burma
- MTC will continue to experience staff turnover due to resettlement and return to Burma
- MTC’s will need to adapt to the changing health caseload in line with the changing environment on the Thai Burma border
- MTC is a core member of Health System Strengthening steering committee
- MTC will continue to be learning and skills performance center for Health worker for Thai-Burma border and Eastern Burma.
Current challenges and opportunities

Mae Tao Clinic’s revised Strategic plan is strongly aligned to the new Sustainable Millenium Goals. We see our goals as multi sectoral and moving towards greater sustainability as well as reducing our carbon footprint. Mae Tao Clinic continues to participate in the socio-political dialogue both in Burma and Thailand.

Accessing funding in Burma for border and ethnic based organisations continues to be a challenge. The supply chain for basic medical supplies continues to be difficult in some areas with other areas showing improvement. Through the health system strengthening project, we will continue to seek new partnerships and mechanisms for channeling funding to essential primary health care services in the ethnic areas of Burma.

The Health System Strengthening Project has a clearly defined Strategic Plan for 2016–2019. This plan encompasses 5 goals:

- To define the organizational structures of the HSS
- To ensure consultative procedures and mechanisms are in place at all levels of the project
- All health policies will be equitable and in line with the HSS values with special consideration given to human rights and gender awareness.
• All CBO and EHO leaders will be accountable and responsible at each level of administration.
• To formulate a transition plan toward area delivery as part of a Federal Health System health service delivery instead of organization service

Mae Tao Clinic remains concerned about the growing threat of refugee repatriation from the camps. As we go to print (October 2016) the first voluntary refugees have returned to Eastern Burma. They have expressed concerns about their livelihood as has the UNHCR. MTC stands by the refugee communities and refugee community organizations who are saying that any return process must fully involve the host communities as well as the refugees themselves. Without community participation the repatriation process will not be equitable, sustainable or adhering to basic human rights principles. Refugees from multiple camps are voicing their concerns on the lack of information, reductions in rations and services leading them to feel pushed out of the camps. It is highly likely that refugees will choose to become economic migrants rather than settling in Burma. This could have an impact on Mae Tao Clinic.

References
STRATEGIC GOALS

Health Access

Provide marginalized people from Burma with options to access a quality and affordable healthcare, through provision of services and participation with other service providers to improve their capacity.

- Advocate with the Thai and Burmese Ministries of Health for both curative and preventative health services
- Collaborate with local level government hospitals to deliver the Thai Border Master Health Plan
- Partner with CBOs and EHOs for provision of services in Eastern Burma
- Work in schools and communities to provide health promotion and prevention
STRATEGIC GOALS

Children and Youth opportunities in Thailand and Burma

Ensure that students studying at the Children’s Development Centre are able to exit school with recognized qualifications and are well prepared for the workforce or further education options.

- Advocate with Thai and Burmese ministries of education
- Partner with CBOs and education working groups on improved access and provision of education for all children both in Eastern Burma and Thailand.
- Work with local partners on providing opportunities for life skills and vocational training as well as encouraging children to stay in school.
- Develop clear pathways for students to be able to access recognized and officially accredited education standards and qualifications so that they can access further education or employment opportunities after school
- Strengthen the quality of education provided for students at CDC using World Education quality education framework
- Strengthen school management through greater participation from the community in their childrens’ activities
- Continue to advocate for education policy reform within Burma through the education network
- Continue to advocate for children to access appropriate identification documentation
- Mae Tao Clinic will provide more opportunities for young people to access health and welfare and provide an opportunity to increase their human rights awareness
STRATEGIC GOALS

Burma Based Health Services

• Develop a transition and integration plan for Pha Hite clinic to be part of an area health service delivery
• Provide training to staff and partner organizations for health workers, leaders and managers for the Eastern Burma health System
• Provide practical opportunities for health workers to be supervised in their internship
• Continue to provide supervision training for health workers from Eastern Burma and Mae Tao Clinic
• Mae Tao Clinic continues to provide a leading role and technical assistance for health system strengthening in Eastern Burma
• Develop a Health System Strengthening funding strategy for coordination and access to resources
STRATEGIC GOALS

Organizational Development

MTC evolves as an organisation, to take on the changing expectations and challenging environment.

- Improve governance through improved management systems which include policy development and implementation, monitoring and review with strong overall consultation with staff
- Continue to readjust organisational structure to meet changing needs
- Increase capacity of potential future leaders and managers
- Develop new programs for emerging needs, while handing over some programs to appropriate partners
- Continue to invest in staff training and development across all sectors
- Develop more robust and proactive data and communication systems

Mae Tao Clinic continues to adhere to humanitarian protection principles by promoting meaningful access as well as safety and dignity into all activities and advocate for this with our partners

- Ensure the four key elements of protection mainstreaming are enshrined in our activities. These include; to prioritise safety and dignity and avoid causing harm, meaningful access, accountability and participation and empowerment
STRATEGIC GOALS

Adult Training and Education

Continue to provide well trained and qualified health workers who are able to deliver primary and advanced health services throughout Eastern Burma and MTC.

- Ensure MTC staff and partner organizations have access to recognised qualifications, which both reinforce their status and offer them greater opportunities.
- Ensure that health workers can access accreditation through trainings such as Public Health and midwife training
- Provide a clinical environment for practical skills training for health workers who receive training both in MTC and in ethnic areas
- Provide training for health worker trainers
- Provision of continuing medical education for all health workers
- Strengthen collaboration with Burmese, Thai and international training facilities.
- Provide strong input into curriculum development such as environmental and public health curriculums
• Continue to provide coordination and collaboration for improving quality of training in ethnic areas
• Continue to advocate for accreditation and registration by the Burmese Ministry of Health for all health workers in ethnic areas
• Continue to provide a training site and facility with appropriate equipment for health workers in ethnic areas
• Continue to provide technical assistance for training curriculums at all levels of health worker training
• Continue to provide supervisor training and support for health workers in ethnic areas
• Continue to provide standardized guidance and technical assistance for continuing professional development for all health workers in ethnic areas

Continue to provide opportunities for all staff and partner organizations to access regional and international educational institutions
STRATEGIC GOALS

Community Protection

- Improve access to birth registration and documentation for children by providing birth documentation services at Mae Tao clinic in collaboration with local authorities
- Continue to raise awareness among border communities about the benefits of birth documents and advocating for recognition of birth documents in Thailand and Burma so that children can access health and education services and ultimately full citizen rights
- Continue to partner with women and child protection agencies and community organizations to improve access to health welfare and legal services for vulnerable women children on both sides of the border
- Continue to advocate to strengthen the referral network on both sides of the border
- Continue to advocate for women and child rights and protection on both sides of the border
- Continue to advocate for staff and partners to access appropriate forms of identity documentation
- Mae Tao Clinic has a functioning Occupational Health and Safety Committee
- Mae Tao Clinic continues to participate in environmental protection including waste management and reducing our carbon footprint
- Mae Tao Clinic continues to strengthen and participate in the Sexual and Gender Based Violence referral protocol
STRATEGIC GOALS

Strengthening collaboration in the region

- Mae Tao Clinic continues to participate in socio-political dialogue in the region
- Continue to advocate for health as a basic human right
- Continue to advocate for environmental protection as a basic human right
- Continue to participate in dialogue and advocate for labour protection including occupational health and safety for our staff and clients
- Provide technical assistance for health system reform and strengthening throughout Burma
- Provide technical assistance for and advocate for Universal Health Coverage in Burma
- Continue to advocate for greater community participation through village health committees in Burma
- Continue to advocate and participate in dialogue on provision for livelihoods for returning migrant and refugees
- Continue to advocate for greater participation by woman in the political dialogue
- Continue to be part of the broader network of ethnic organizations and community based organizations
- Provide access for our staff and partners to higher education in the region
- Continue to participate in cross border collaboration with the Thai and Burmese Ministries within the social sector as well as international organizations
- Continue to advocate for access to employment opportunities within the region
STRATEGIC GOALS

Quality assurance

- Improve the quality of service through the development of a nursing care training
- Continue to provide training and management of the Community Ethics Advisory Board
- Continue to review and upgrade our standard operating procedures for health, finance, logistics and procurement
- Continue to review and upgrade our policies and procedures for inter-organizational and inter-departmental referrals
- Continue to ensure good quality affordable patient centred care is our focus through surveys and audits
- Ensure our services are culturally appropriate with good communication
- Continue to empower the clients to make informed decisions about their health care and education
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