

**External Evaluation**  
**of the**  
**The Karenni Refugee Camp Management Project on the Thai-Myanmar Border (KCMP)**  
**supported by the Camp Management and Preparedness Program (CMPP)**  
**January 2022 - December 2024**  
**For Act for Peace (AfP) and The Border Consortium (TBC)**  
**Assessment undertaken between March and June 2025**



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# Executive Summary

## Purpose and Approach

This report provides an evaluation of the relevance, impact, effectiveness, and coherence, of the **Karenni Refugee Camp Management Project** on the Thai-Myanmar Border.

The evaluation covers the time period of January 2022 to December 2024 and two refugee camps – Ban Mae Nai Soi and Ban Mae Surin.

The evaluation focused on a desk-assessment, triangulated by key informant interviews and focus group discussions:

- Focus group discussions were undertaken with camp leaders, camp residents, KnRC, KNWO, and KNYO.
- Key informant interviews were undertaken with UNHCR, the International Rescue Committee (IRC), ACTED, Jesuit Refugee Services (JRS), and TBC staff including CMPP Program Manager and TBC Thailand Project Director.

Focus Groups participants were nominated by camp/organisation leaders. Focus Groups included representatives of the most vulnerable households, ethnic and religious minorities, persons with disabilities, and other self-identified minority groups.

## Context Summary

Four years after Myanmar's 2021 military coup, the country faces deepening conflict and an escalating humanitarian crisis. As of February 2025, internal displacement has surged to over 3.5 million people—a 72% increase from the previous year—while more than 15 million people are acutely food insecure. Armed conflict has intensified, with Ayeyarwady joining the list of affected regions, bringing the total to 13 of Myanmar's 15 states and regions. Civilians continue to suffer disproportionately from airstrikes, drone attacks, and restricted humanitarian access. Repatriation remains unlikely due to ongoing violence, destruction of agricultural infrastructure, and the use of landmines.

In Thailand, which as of December 2024 hosted over 106,000 refugees across nine camps along the Thai-Myanmar border, refugee protection remains constrained by the absence of formal refugee legislation. Refugees have limited access to education, healthcare, and employment, and remain dependent on humanitarian aid—an increasingly uncertain resource amid declining international funding. The policy environment continues to restrict mobility and self-reliance opportunities, making sustainable solutions challenging.

Ban Mae Surin and Ban Mai Nai Soi camps in Mae Hong Son Province exemplify these challenges. Ban Mae Surin, in a remote mountainous region, faces severe logistical and infrastructure limitations. Ban Mai Nai Soi, while more accessible, still struggles with isolation, lack of connectivity, and limited access to national services. As of December 2024, BMS hosts approximately 3,110 refugees (predominantly Karen), and BMN hosts about 9,275 refugees (predominantly Karenni). Both camps have seen significant demographic shifts: Ban Mae Surin grew by over 57% and Ban Mai Nai Soi by over 18% since 2021. Vulnerability rates have also risen sharply, with Ban Mae Surin experiencing a 148.3% increase in the most vulnerable population and Ban Mai Nai Soi a 23.8% increase.

Third-country resettlement efforts resumed in 2024 but remain extremely limited. Despite 60,000 refugees being assessed as eligible for resettlement to the US, less than 2,000 were resettled between mid-2024 and early 2025, none from Ban Mae Surin and Ban Mai Nai Soi. Smaller numbers of resettlements occurred to

other third countries over the same period, including 921 in total from Ban Mae Surin and Ban Mai Nai Soi. The recent suspension of the U.S. Refugee Admissions Program further diminishes durable solutions for these populations.

The **Karenni Refugee Camp Management Project** operating in Ban Mae Surin and Ban Mai Nai Soi with approximately USD \$140,000 annually, emphasises safety, dignity, rights, and access to multiple futures for refugees. Between 2023–2025, the project seeks to:

1. Enhance refugee leadership and participatory camp management.
2. Improve camp safety and well-being.
3. Support dignified alternatives to protracted displacement.

## Major findings

The Karenni Refugee Camp Management Project has been recognised as the driver behind the improved camp management structures, including the clear roles and responsibilities across various leadership levels – KnRC, Camp Committees, section leadership. Underpinning the functioning of the Camp Committee system were the stipends paid to committee members. These stipends appeared necessary to sustaining participation, recognising the value of leadership, and injecting income into the camp economy, promoting some self-reliance.

Partners utilised the improved functioning of camp leadership and committees to support their own programming and assistance. A well-functioning camp management structure was found to underpin all other elements of programming, including understanding the demographics and influx of refugees to camps, improving safety and security, building camp capacity, distributing humanitarian assistance, and facilitating planning for the future.

Camp leaders and committees were found to be highly engaged in camp management activities, coordination with delivery partners, and planning for future solutions, including self-reliance and local integration strategies. KCMP was recognised by partners and camp residents as facilitating camp leaders and committees, and not leading decision making.

Four issues require attention in future phases of KCMP. Security teams appear to receive a lower stipend than other committee members. This has led to greater turnover in staff and low numbers of individuals volunteering for security work. There were insufficient numbers of security personnel in camps to manage a perceived increase in crime.

Youth appear to be considerably less engaged in camp activities than other demographics. Considering youth account for up to 60 per cent of residents, this is of concern. Future phases of KCMP will need to assess how to improve youth engagement by better understanding what youth need from the project. In building this understanding, KCMP should determine whether there is a disconnect between young people living in camp and KNYO.

The project's strengths include the ability to understand issues of gender and those affecting minorities and PwDs. Considerable work has gone into ensuring data is disaggregated, and surveys have provided insight into PwDs and LGBTIQ+ communities. The ongoing barriers to certain population groups fully participating in camp issues are a result of an inability for a relatively small project to cover the entire field. The project needs to evaluate which issues are most important and systematically focus on these, increasing depth of engagement. These cross-cutting issues should also be elevated to project outcome level to better focus project delivery and evaluate change.

Finally, the changing economic and political context will force the project to redesign the way it seeks to engage on durable solutions to long-term displacement. With activities to facilitate returns to Myanmar suspended, increasing numbers of refugees entering camps, and reduced funding available for assistance, project focus will need to turn towards facilitating opportunity for livelihoods and self-reliance. This is already happening in practise, and TBC is seen as a lead organisation in advocacy with the Thai Government.

## Priority recommendations

1. **Maintain Support to Camp Management:** Continue prioritising support to facilitate the functioning of Camp Committees and building the capacity of camp leadership, to ensure long-term sustainable results. Well-functioning, refugee-led, camp management underpins all other services in the camps.
2. **Maintain project implementation methodology:** Sustain the approach of working through and supporting camp leaders and Camp Committees to implement activities. This methodology has delivered significant impact and has built strong trust with the refugee community and delivery partners.
3. **Strengthen Camp Security Structures:** Increase stipends for security team members to address high staff turnover and attract sufficient personnel. Ensure that security teams are adequately staffed and resourced to meet the current level of need and enhance overall safety in the camps.
4. **Maintain real value of stipends for all Camp Committee members:** Stipends underpin the functioning of the Camp Committee structure. Annual assessments and adjustments should be made to maintain their real value, allowing members to commit time to Camp Committee work while receiving modest compensation for other lost income opportunities.
5. **Reassess Project's Assistance to Facilitating Alternatives to Long-Term Displacement:** Consider reducing project emphasis on preparedness for returns to Myanmar, and shifting focus toward preparing refugees to take maximum advantage of any advances in localisation, particularly any changes that allow refugees a legal ability to work or otherwise earn a livelihood.

# Introduction

## Purpose of Evaluation

This report provides an evaluation of the relevance, impact, effectiveness, and coherence, of the **Karenni Refugee Camp Management Project on the Thai-Myanmar Border** (hereafter, KCMP), supported by the *Camp Management and Preparedness Program* (hereafter, CMPP).

An external evaluation is commissioned by Act for Peace (hereafter, AfP) every three years with findings and recommendations applied to the design and implementation of subsequent phases of the project.

This evaluation was intended to inform the design of the next phase of KCMP, however midway through the evaluation it was decided not to continue with a new phase of KCMP. This evaluation will therefore, by default, be a final evaluation of the project.

## Scope of Evaluation

The evaluation covers the time period of January 2022 to December 2024 and two refugee camps – Ban Mae Nai Soi and Ban Mae Surin.

AfP and The Border Consortium (hereafter, TBC) are the primary stakeholders for this evaluation. Additional stakeholders are the partners of CMPP who are active in Ban Mae Nai Soi and Ban Mae Surin, and thereby directly or indirectly support, and are supported by, KCMP. These are: The Karenni National Refugee Committee (KnRC); the Karenni National Women's Organisation (KNWO); the Karenni Youth Organisation (KNYO); and the various Camp Committees.

The refugee communities in the two camps are the core beneficiaries of the project.

Other NGOs and agencies, working with refugees in these two camps, also have an interest in this evaluation, in particular the United Nations High Commissioner for Refugees.

## Evaluation Methodology and Approach

The evaluation methodology is designed to facilitate comparisons between previous evaluations, maximise stakeholder participation, be appropriate to current context, and fit available timeframe and budget.

The evaluation is proportionate to the relatively small project size (approx. \$140,000 per annum), project risk profile, and developments in the external context. Specifically, the evaluation focused on a desk-assessment, triangulated by field interviews with focal groups.

Three main sources of input were used:

- A desk review of relevant documentation was undertaken prior to field visits.
- Focus group discussions were undertaken with camp leaders, camp residents, KnRC, KNWO, and KNYO.
- Key informant interviews were undertaken with UNHCR, the International Rescue Committee (IRC), the Agency for Technical Cooperation and Development (ACTED), Jesuit Refugee Services (JRS), and TBC staff including CMPP Program Manager and TBC Thailand Project Director.

Focus Groups participants were nominated by camp leaders. Focus Groups included representatives of the most vulnerable households, ethnic and religious minorities, persons with disabilities, and other self-identified minority groups.

AfP requested the use of similar Key Evaluation Questions (KEQ) used for the project evaluation undertaken in 2021. Due to the constrained budget for this evaluation, the report consolidates responses to each KEQ into a summary narrative. This report did not have the resources to examine issues in depth.

## Context

### Operational Context

#### Myanmar situational update

The United Nations Office for the Coordination of Humanitarian Affairs (OCHA) provided a Myanmar Humanitarian Update on 19 February 2025<sup>1</sup>. Four years after the military coup, Myanmar continues to experience ongoing and widespread conflict, and increasing humanitarian need. Internal displacement is estimated to have reached more than 3.5 million people, an increase of 72 per cent since 2024, with increasing outflow across the international borders. Over 15 million people face acute food insecurity. The United Nations High Commissioner for Refugees (UNHCR) states ‘the outlook for 2025 appears increasingly bleak and likely to worsen’.

The conflict between the Myanmar Armed Forces (MAF) and various non-state armed groups expanded in early 2025 to encompass Ayeyarwady for the first time. Armed conflict is now present in 13 of Myanmar’s 15 states and regions.

OCHA reports that civilians continue to bear the heaviest brunt of the conflict, including recurring casualties from airstrikes, shelling and drone attacks. Scarce humanitarian supplies are facing restricted movements due to the ongoing conflict, roadblocks and military checkpoints, exacerbating the vulnerabilities of people in need.

The coup and ongoing militarisation in southeastern Myanmar have made it impossible for refugees to return safely. Further, the United Nations Human Rights Council reports that Myanmar’s military have destroyed production infrastructure and equipment, including agricultural equipment, and have contaminated farmlands with landmines. Repatriation remains an unlikely prospect in the near future.

#### Thailand situational update

Thailand is not a signatory to the 1951 Refugee Convention and its 1967 Protocol. Thailand has a series of policies, many informal, that address the challenges faced by displaced persons. The lack of comprehensive refugee laws creates uncertainty for the legal standing of individuals, and also impact on their abilities to access government services such as education and healthcare.

Since 1984, when the Royal Thai Government first requested international assistance for refugees fleeing conflict in Myanmar, Thailand has hosted an increasing number of refugee camps providing temporary protection to refugees escaping the decades-long cycles of coups, economic crises, political upheavals, and military conflict. As at December 2024, there are nine camps along the Thai-Myanmar border hosting 106,447 refugees.

Over this same time period, international donors have responded generously to fund the increasing humanitarian assistance. Unfortunately, at the time of writing, it is unclear whether the same level of resourcing will continue to be provided for the refugee camps in Thailand, or for humanitarian and emergency responses in Myanmar, including for food and shelter. In the context of the significantly reduced United States programming, and reductions in other bilateral and multilateral funding, it is likely that funding will be significantly lower in 2025 and beyond.

Under Thailand’s national legal framework, refugees are generally not permitted to access national health and education services, or to move outside the camps, including for the purpose of work. However, in a context of increasing demand for humanitarian assistance, and the reduced focus (funding) by large donors,

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<sup>1</sup> [https://www.unocha.org/publications/report/myanmar/myanmar-hu\(funding\)](https://www.unocha.org/publications/report/myanmar/myanmar-hu(funding)) manitarian-update-no-44-19-february-2025

the ability for refugees to partly support themselves is becoming an increasingly necessary element to the response mix.

Services to camps continue to be largely provided by NGOs and international organisations, tailored to the number of camp residents and therefore delivered at sub-optimal scale. This has three key impacts - services are dependent on international funding, services are of lower quality, and services are not delivered as efficiently and cost effectively as possible.

The refugee camps are no longer subject to Covid-19 restrictions or significant impacts. Over the period since 2021, cases of COVID-19 in the camps, and in Thailand more broadly, gradually subsided and camp residents in both BMN and BMS participated in a successful COVID-19 vaccination drive.

### Ban Mae Surin and Ban Mai Nai Soi Context

Established in 1992 in the Khun Yuam District of Mae Hing Son Province in Thailand, **Ban Mae Surin** is located in a remote mountainous region of northwestern Thailand approximately 90km from the provincial capital (approximately 3-hours' drive if roads and weather is good). Ban Mae Surin is surrounded by national park, and agricultural lands. There are a few small villages but no large settlements in the immediate vicinity.

Access to the camp is challenging due to rugged terrain, limited infrastructure, and seasonal weather conditions that can make roads impassable, particularly during the rainy season. This isolation complicates the delivery of essential services and restricts the movement of people and supplies. Isolation is heightened by restricted access to information brought about by limited internet connections and mobile phone coverage. The camp is not connected to the national electricity grid, although electricity is available in selected buildings from alternative electricity generation. All structures remain temporary in nature, by Thai Government policy, and are exposed to elements.

As at December 2024, Ban Mae Surin had an estimated population of 3,110 individuals – 1,582 female, 1,528 male. The ethnic composition is predominantly Karen, comprising about 86 per cent of the population. The remaining population are primarily Karenni (13 per cent), with “other” ethnic groups comprise approximately 0.3 per cent.<sup>2</sup>

Christianity (97.5 per cent) is the dominant religious group in camp, however there are small groups of Buddhists (2.4 per cent) and Animists (0.1 per cent) represented.

Established in 1989, **Ban Mai Nai Soi** has undergone several relocations, finally settling in its current location of Mae Hong Son Province in 1996. The camp is approximately 26km from the provincial capital and accessible all year round by a partly paved road. In addition to being reasonably close the Mae Hong Son city, Ban Mai Nai Soi is also surrounded by agricultural lands and smaller villages.

Like Ban Mae Surin, there is very limited mobile phone coverage in camp and the camp is not connected to the national electricity grid, although electricity is available in selected buildings from alternative electricity generation. As for all camps in Thailand, structures remain temporary in nature and are exposed to elements.

As at December 2024, Ban Mai Nai Soi had grown to accommodate approximately 9,275 residents – 4,758 female, 4,517 male. The ethnic composition is predominantly Karenni, comprising about 96.5 per cent of the population. The remaining population are Karen (0.6 per cent), Burman (0.2 per cent), and “other” (2.7 per cent).<sup>3</sup> The Ethnic Minority in Ban Mai Nai Soi (April 2025) is Mon with 1 resident only, followed by Burman with 15 residents.

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<sup>2</sup> Ethnic composition data as of April 2025, data provided by TBC

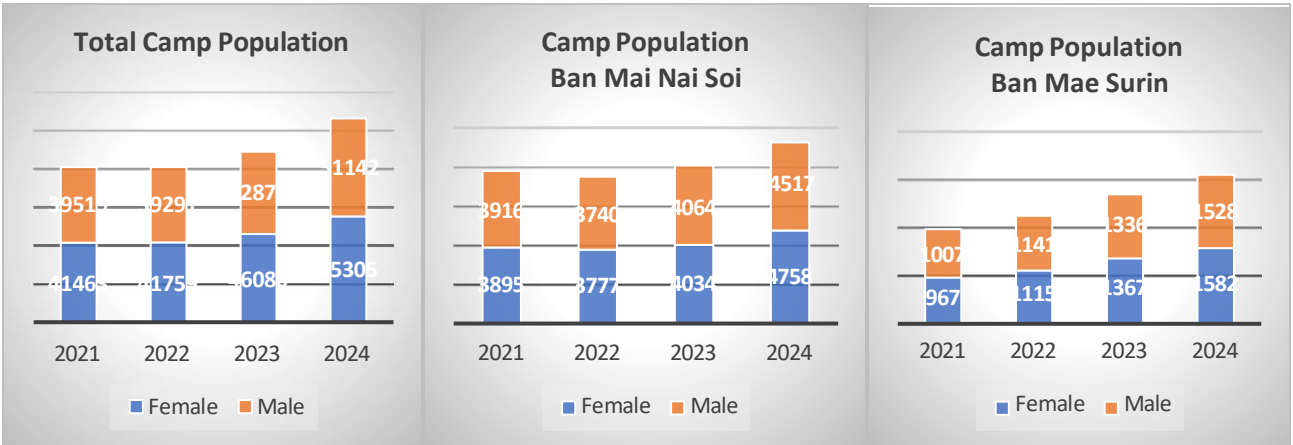
<sup>3</sup> Ethnic composition data as of April 2025, data provided by TBC



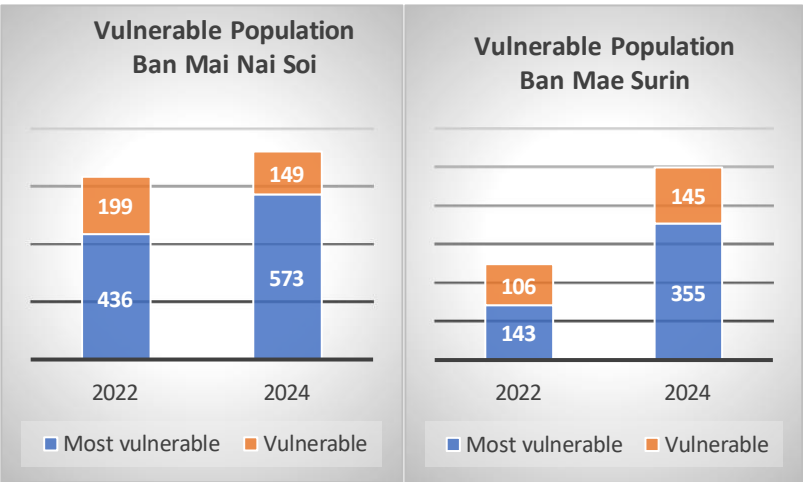
Animists (43.5 per cent), Christians (38.5 per cent) and Buddhists (18.0 per cent) are the largest religious groups represented in camp, however in May 2025 there was also one resident identifying as Muslim.

Key camp demographic changes

The number of Myanmar refugees residing in the nine temporary shelters in Thailand has increased by more than 31 per cent since December 2021 (see Tables 3-6, Annex I). The majority of the increase being in 2024. Ban Mae Surin has experienced a significantly above average surge in population, increasing by more than 57 per cent over the same period (increase in female population of over 63 per cent), with Ban Mai Nai Soi increasing more than 18 per cent.

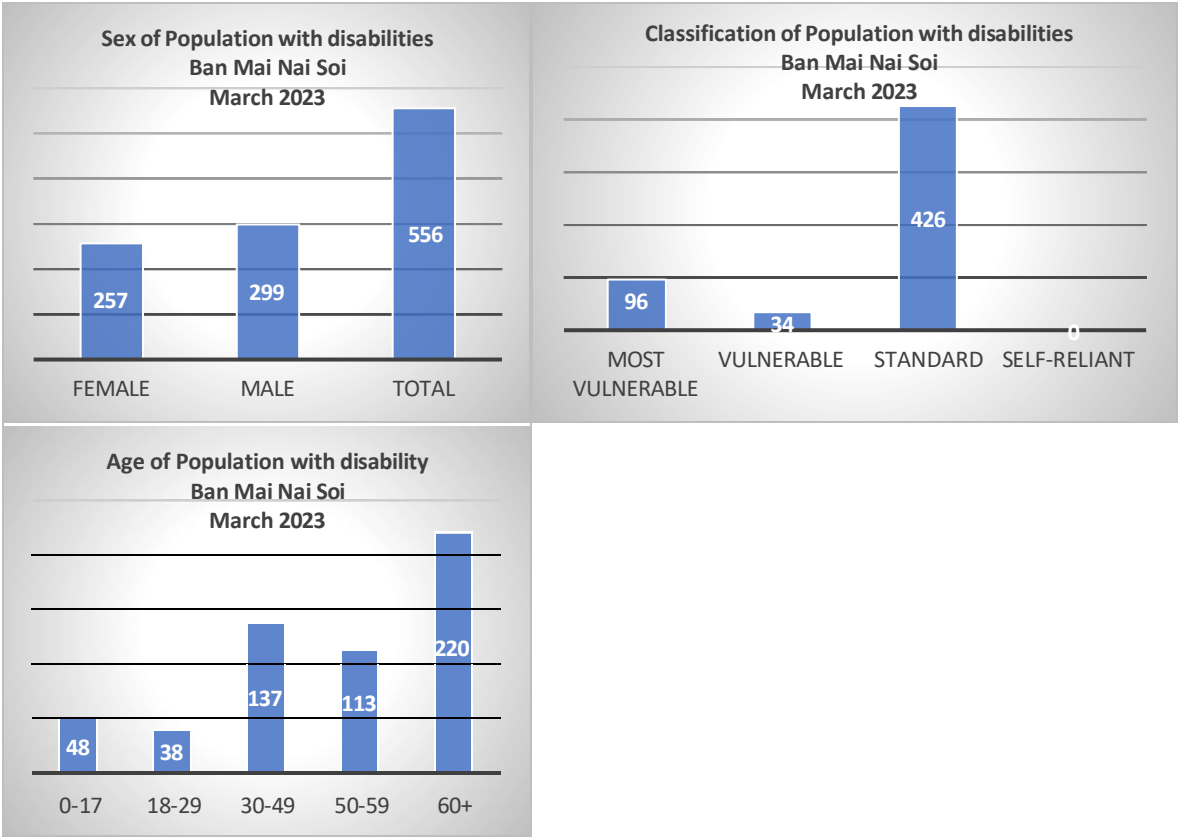


The average vulnerability of camp residents also experienced considerable change over this period. The number of camp residents assessed as most vulnerable increased considerably from 2022 to 2024 in both Ban Mae Surin and Ban Mai Nai Soi, by 148.3 per cent and 23.8 per cent respectively (see Table 7, Annex I). This trend was reinforced with a fall in the proportion of camp residents assessed as self-reliant.



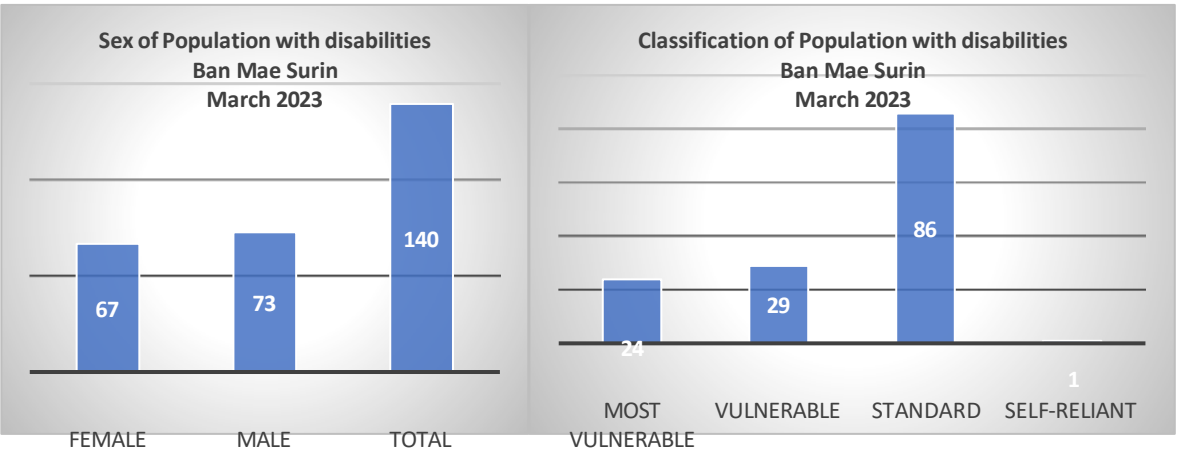
TBC undertook a census in March 2023 to assess the number of people with disabilities resident in Ban Mae Surin and Ban Mai Nai Soi (and other camps). This survey is a useful snapshot at a point in time that provides important contextual information for future project services.

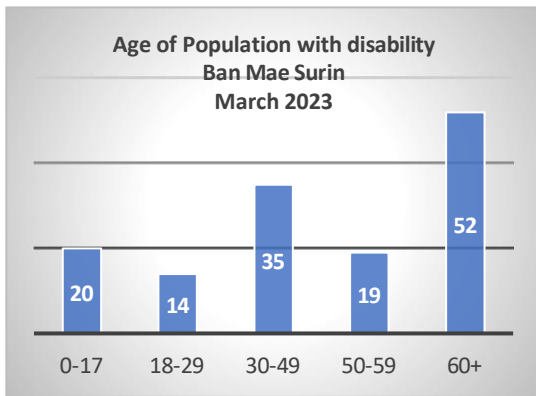
In Ban Mai Nai Soi, 341 residents, or 4.5 per cent of the camp population, had one disability, and a further 215 residents, or 2.8 per cent of population, had 2 or more disabilities. Of these, 23.4 per cent were assessed as being in the most need - classified as belonging to the most vulnerable (17.3 per cent) and vulnerable (6.1 per cent) households. The largest age grouping of residents with a disability were over the age of 60 (39.6 per cent).



Source: TBC conducted census, March 2023

In Ban Mae Surin, 69 residents, or 3 per cent of the camp population, was found to have one disability, and a further 71 residents, or 3.1 per cent of the population, had two or more disabilities. Of these 37.8 per cent were assessed as being in the most need - classified as belonging to the most vulnerable (17.1 per cent) and vulnerable (20.7 per cent) households. The largest age grouping of residents with a disability were over the age of 60 (37.1 per cent), with infants and children, 0-17 years, accounting for 14.3 per cent.





Source: TBC conducted census, March 2023

## Resettlement

In May 2023, the UNHCR, the US government, and the Thai Ministry of Interior (MOI) reached an agreement to reopen resettlement opportunities for refugees in the camps. In 2024, UNHCR completed a population verification process. Following this, and after being paused for a decade, UNHCR and Thai authorities commenced a program facilitating group resettlement of Myanmar refugees.

Although 60,000 refugees were eligible for the resettlement process, the United States was the sole nation extending offers to accept refugees, and less than 2,000 refugees were resettled between June 2024 and early 2025. No refugees from Ban Mai Nai Soi and Ban Mae Surin camps were resettled under this program. In early 2025, the United States reviewed its global policy regarding the settlement of refugees, and subsequently suspended the US Refugee Admissions Program.

Small numbers of refugees approved for resettlement under previous resettlement schemes continue to depart camps. Between 2022 and 2024, 921 Ban Mai Nai Soi and Ban Mae Surin camp residents were resettled in third countries (836 from Ban Mai Nai Soi, and 85 from Ban Mae Surin, respectively). Other than resettlements, between 2022 and 2024 the second most common reason to leave the camps was to work in Thailand (499 persons), and to return to Myanmar (401 persons). See Table 11, Annex I.

## Project Context

KCMP is a multi-phase, multi-year, targeted project of approximately \$140,000 per annum. It is a flexible project and is able to nimbly respond to changing operating environments. Reflecting this, the project goals have been updated to reflect significant external contextual changes:

Table 1: Changes to KCMP Program Logic since 2019

Year	Project Goal	Project Outcomes
2019	Building capacity and preparedness towards future voluntary returns or durable solution through equity, diversity, and gender balance, and through strengthening management systems within camps.	Outcome 1: Camp management's capacity to practice good governance principles and provide effective camp administration and camp services in Ban Mai Nai Soi and Man Mae Surin enhanced
		Outcome 2: Burmese refugees enabled to obtain and/or maintain the highest level of self-reliance possible within the camp environment and refugee context.
		Outcome 3: Camp communities and Community-based Organisations (CBOs) in the camps access and disseminate information on voluntary return and are able to have their views and recommendations heard and taken into account in the development of return plans and policies for return.
		Outcome 4: Information sharing (including knowledge storage) and cross-collaboration among TBC staff, the refugee community and other stakeholders, strengthened.
2020 – 2022	To strengthen equal numbers of male and female refugee leadership to promote more meaningful participation and supporting self-reliance	Outcome 1: Community-led camp governance structures and participatory mechanisms ensure that women, men, boys and girls of all ages and diverse backgrounds can be self-reliant
		Outcome 2: Women, girls, boys and men refugees benefit from adequate basic services by camp administration.
		Outcome 3: Camp coordination promotes full and equal respect for the rights of everyone by supporting refugees to make informed decisions.
		Outcome 4: Coordinate and monitor service provision, including identifying gaps and duplications to encourage sectors to work together.
2023 - 2025	Refugees living in Ban Mai Nao Soi and Ban Mae Surin camps experience safety, dignity and rights and access to multiple futures.	Multiyear Outcome 1: Refugee leadership and meaningful participation in camp management.
		Multiyear Outcome 2: Refugees experience enhanced safety and well-being in the camp.
		Multiyear Outcome 3: Refugees experience greater safety and dignity through alternatives to protracted displacement.

The CMPP is a project working across all nine temporary shelters in Thailand. KCMP provides funding to deliver CMPP activities to BMS and BMN. CMPP thereby directly contributes to the achievement of KCMP Objectives and multiyear outcomes. CMPP activities include:

1. Strengthening refugee leadership and meaningful participation through:
  - a. The provision of stipends to Camp Committee members, camp office staff, Program Management staff, Camp Section Committees, Warehouse staff, Child minder and disability carers, security staff, advisors and judicial staff, shelter staff, nutrition staff, and Information Sharing Centre staff.
  - b. Facilitating camp leaders to conduct population assessments
  - c. Facilitating camp leaders to assess new arrivals and returnees
  - d. Facilitating mechanisms for feedback and complaints to camp leaders
  - e. Facilitating a range of consultation mechanisms between camp residents, camp leaders, TBC, UN, and other stakeholders
  - f. Building the capacity of individuals and community groups relevant to camp leadership and management
  - g. Providing grants to support community group activities, such as the Karenni Youth Organisation.
  - h. Facilitating inclusive approaches to camp management and leadership
2. Enhancing safety and well being
  - a. Facilitating a formalised security group in each camp, and providing stipends to security staff
  - b. Facilitating a range of consultation mechanisms between camp residents, camp leaders, TBC, UN, and other stakeholders
  - c. Providing capacity building to individuals and community groups relevant to camp safety
  - d. Facilitate the dissemination of accessible and relevant information to all residents
  - e. Providing mental health and psychosocial support
3. Facilitating alternatives to long-term displacement
  - a. Facilitating a range of consultation mechanisms between camp residents, camp leaders, TBC, UN, and other stakeholders
  - b. Providing capacity building to individuals and community groups relevant to building longer-term opportunities outside camps.
  - c. Facilitating resettlement opportunities in third countries
  - d. Facilitating opportunities for return to Myanmar (not currently active given operating environment).
  - e. Advocacy with Thai Government, UN, donors, and other stakeholders to support refugee self-reliance.

## Findings

### Status of Previous Evaluation Recommendations

The project evaluation completed in 2021 contained 61 recommendations, five of which were identified by the report authors as “key recommendations”.

Table 2: Five Key Recommendations from 2021 Evaluation and corresponding 2025 status

2021 External Evaluation Recommendation	2025 Evaluation finding
Refugee leaders must remain central to CMPP and inter-agency co-ordination with junior staff of all agencies working in the camps fully aware of all services available in the camps.	<p>Camp leaders were actively engaged in making the key decisions relevant to the implementation of KCMP, facilitated by TBC.</p> <p>KnRC, KNWO, and all Camp Committees were aware of the branding of CMPP and its activities. Camp leaders, committees, and community groups were central to activity planning and delivery.</p> <p>Camp residents were generally not aware of the CMPP branding but were mostly aware of CMPP activities. It should not be expected that residents are aware of project branding. In fact, it is a demonstration that Camp Committees are central to coordination and implementation that the project branding is not known beyond the committees.</p> <p>Partner agencies were all fully aware of CMPP, its activities and implementing methodology.</p>
Information-sharing systems should be improved by ensuring relevant material is disseminated through genuinely accessible channels and residents’ comprehension of information is established to enable diverse constituents to make more informed decisions.	<p>Information channels in both camps seem to consist of limited internet and mobile phone services, KnRC, KNWO, and KNYO channels, and project information. Dissemination is by camp announcement, meetings with Section Leaders, and organisation meetings (KNWO and KNYO).</p> <p>Minorities in camp are sometimes excluded from information due to language barriers. These residents rely on neighbours to translate information.</p> <p>TBC has established Information Sharing Centres which appear to be widely used by camp residents – in the 6-months to December 2024, 470 camp residents attended public fora, 71 residents visited the Information Sharing Centre office, 2472</p>

	<p>residents attended film screenings, and there were visits to 1545 residents' homes.</p>
<p>People with Disabilities must be prioritised to assess needs and accessibility challenges with inter-agency training and support mechanisms established to ensure PwDs' rights are being met to aim towards mainstreamed PwD participation in future CMPP activities.</p>	<p>In 2023 TBC undertook a census of all camps to better understand the prevalence, and nature, of disability amongst camp residents, by age, gender, ethnicity, and type of disability. This survey has provided a good baseline to better understand needs and engagement with camp activities.</p> <p>There is no evidence of inter-agency training and support prioritising PwDs, or a systematic focus on mainstreaming PwD's in camp activities.</p>
<p>Young people's participation in CMPP activities should be researched to ascertain whether they are being excluded, perhaps by cultural norms prioritising elders, or by lack of relevance of activities to their needs leading to them engaging in risky behaviours, dropping out of school, or under-age marriages.</p>	<p>There is no evidence that research has been undertaken into young people's participation in CMPP activities. However, youth from both BMN and BMS have regularly participated in KCMP-facilitated activities including KNYO active engagement in the regularly held border-wide and collaboration meetings. The KNYO camp director in BMN stated that the border-wide meetings were one of the highlights of his role.</p>
<p>Sexual and Gender-Based Violence risks, mitigating factors and responses must be included in CMPP risk matrix and programme planning with referral and reporting mechanisms strengthened so that incidents of GBV noticed by CMPP or TBC staff at camp level are handled as sensitively and as quickly as possible.</p>	<p>TBC use the organisation risk management matrix for the CMPP project. This risk management matrix identifies the risk of gender-based violence in the camps. TBCs controls and mitigations include the linking of camp residents with health professionals and skilled partners to access psychosocial and protection services.</p> <p>Training in relevant policies – GBV, PSEAH, Code-of-Conduct – are conducted in each camp at least once per year. This training includes ensuring residents and leadership understand the relevant policy, and are aware of reporting mechanisms and processes.</p> <p>Code of Conduct issues are discussed at monthly project meetings with camp leaders and relevant stakeholders.</p>

## Evaluation Findings (2022-2024)

A list of key evaluation questions (KEQs) is provided in Annex G. This section presents a holistic narrative guided by these evaluation questions, but it does not seek to directly address each key evaluation question individually. All quantitative data is provided in Annex I and summary records of focus group discussions and interviews are provided in Annex H to this report.

This evaluation reflects issues raised during focus group discussions and interviews conducted in May 2025. Unfortunately, the timing of the research had a significant and negative impact on the findings. Had the evaluation been conducted in the fourth quarter of 2024, the results might have differed substantially. Two key factors strongly influenced the responses from camp residents, and to a lesser extent from KnRC.

Firstly, TBC reduced food rations for “standard households” in April 2025. Although support for food rations is not provided under KCMP, this issue dominated focus group discussions and shaped perceptions in relation to topics such as safety, well-being and durable solutions.

Secondly, the arrival of new residents in the camp generated strong negative sentiment across all focus groups. The exact reason for this sentiment was unclear but may have related to the perception that new arrivals were not following camp rules and putting other residents at greater risk of attracting negative attention from Thai authorities. This sentiment also influenced responses on issues such as safety, well-being, durable solutions, and participation in camp management.

## Impact (KEQ 1 – 5)

This evaluation will assess the impact of KCMP from multiple perspectives: the extent to which it has strengthened camp management; whether improvements in camp management systems have contributed to durable solutions; and whether the project has enhanced residents' sense of safety and well-being. It will also examine whether camp leadership has been strengthened and, if so, whether this has fostered more meaningful participation and supported self-reliance. Additionally, the evaluation will consider any broader impacts—positive or negative, intended or unintended.

## Camp Management and Leadership

The project has played a significant role in shaping the model of camp management and supporting camp leaders and committees in fulfilling their respective roles. The KnRC attributed the project with successfully establishing and enabling camp residents to lead and manage camp affairs:

*“Camp management has significantly improved. There is now a strong and balanced [management] structure across the KnRC, camp-level committees, and [camp] section-level leadership. Roles and responsibilities [for committee and leadership positions] are now clearly defined.”*

KCMP's approach of providing a stipend to camp residents who serve on committees or take on leadership roles appears to have underpinned the functioning of camp management. The stipend has achieved two main outcomes: it has signalled the value of the roles performed by Camp Committees and camp leaders; and it has enabled residents to dedicate time to committee work by providing modest compensation for lost income opportunities elsewhere. A third, higher-level outcome has been the injection of small amounts of cash into the camp economy, offering a marginal boost to individual self-reliance by contributing to household budgeting, supporting camp-based trade, and reducing the vulnerability of some residents.

The importance of the stipend in enabling participation is underscored by a counterfactual example: the case of the security teams. It was reported that the relatively low stipend provided to security team members contributes to high turnover, as individuals seek alternative income sources. This issue was not observed in



other stipend-supported roles. High turnover in the security teams also had knock-on effects (see "Safety and Well-being" below).

In the context of increasing food insecurity within the camps, the leadership group expressed concern that staff have become increasingly reliant on their stipends to supplement food rations. Camp leadership warned that, over time, stipend-supported staff might be forced to resign in search of better-paid work outside the camps. Should this occur, the Camp Committee structure could be undermined, and valuable human resources lost from camp management teams.

Other development partners acknowledged the project's success in strengthening camp leadership. They reported relying on the strong relationships that TBC has built with camp leaders under KCMP to implement their own programs. For instance, ACTED depends on TBC's engagement with Camp Committees to coordinate its vocational training programs. Similarly, JRS relies on strengthened camp governance and decision-making systems to ensure children are integrated into camp-managed population databases, placed on ration books, and provided with appropriate shelter—measures that are essential for delivering education services.

The sustainability of camp management capacity was raised as a potential concern by one donor partner, who commented:

*"Camp leadership could continue without TBC, but it would be very difficult and quality would decline."*

This concern was not attributed to shortcomings in the KCMP's capacity-building efforts, but rather to the three-year election cycle for leadership roles, which requires rebuilding institutional knowledge periodically.

The project's methodology was also highlighted as particularly impactful. UNHCR noted:

*"TBC has earned the trust of refugee leadership as well as KNU and KnRC. TBC is able to obtain and share information that is not otherwise shared with UN agencies."*

Camp leaders emphasised the value of KCMP's empowering approach, which avoids imposing activities:

*"TBC is different from other organisations that work with Camp Committees. TBC's approach is to support the Camp Committees to solve problems and make decisions..."*

Over time, Camp Committees have evolved and now demonstrate growing capacity to actively engage in planning for the future—both within and beyond the camps. While current conditions in Myanmar mean that return is not being pursued, camp leadership is actively engaging in advocacy, discussion, and planning for alternative durable solutions.

Leadership groups described their role as including the responsibility to *"seek information [on opportunities outside the camp] and share it within camp"*. In support of this, the camps have established Preparedness Committees. These committees are reportedly active and, in the case of BMS camp, have a structured agenda focused on enhancing resident livelihoods as a first priority. Return remains on the agenda but is currently "not active".

An example of the proactive nature of camp leadership, the BNM Preparedness Committee has conducted a survey of the local job market in the vicinity of camp, and is using the findings to identify the skill sets camp residents need to access future employment opportunities. These insights will inform donor-supported capacity-building efforts. The camp-led preparedness agenda also includes establishing businesses inside the camp—particularly to support single mothers and people with disabilities to work from home—and obtaining access to agricultural land for farming.

Camp leadership appears to have a clear understanding of the support they require from external organisations in relation to future solutions. In focus groups, camp leadership consistently emphasised the need for external advocacy for the right to work outside the camps, and for the right to produce and sell goods beyond camp boundaries.

### Impact of Capacity Building on Camp Management and Leadership

The impact of capacity building under KCMP appears to have been mixed. Training that directly targeted specific skill gaps or job-related functions was generally successful in strengthening camp management. For example, Microsoft Excel training for staff involved in population data collection has directly supported Camp Committee functions such as recording demographics—including new arrivals, births, departures, and other disaggregated population data. Similarly, office management training for camp secretaries contributed to more effective and efficient administrative processes, while writing skills training enabled camp leaders to prepare funding proposals for donor submission.

The project's methodology for identifying training needs also contributed significantly to its impact. Needs assessments were carried out by Camp Committee members, supported by KCMP, ensuring that training was aligned with practical challenges and tailored to make committee members' work easier—thereby increasing its relevance and effectiveness.

The benefits of targeted capacity building were acknowledged by the leadership focus group, who noted that the experience and training had helped them prepare for the future. Some leaders mentioned they would not stand for re-election, preferring to give other residents the opportunity to gain experience and develop skills. It is worth noting that the focus of training was determined by the Camp Committees themselves.

However, more general training courses that were not tied to a particular need did not appear to yield concrete outcomes during the review period. While such training was welcomed by residents, not all were in a position to apply the skills acquired. In addition, general courses were often perceived as too shallow to be useful. For example, KNYO commented,

*“The training offered is not a course, it is just a one-day information session.”*

To enhance the impact of general training, it was suggested that future courses focus on a single topic, delivered over a longer timeframe, and include practical mentoring to support participants in applying the skills learned.

Although not offered under KCMP, focus groups also discussed broader training opportunities available to camp residents. Residents observed that general training was not always accessed by all, as many individuals effectively “self-vetted,” excluding themselves due to perceived ineligibility. This self-assessment process disproportionately affected minorities and the most vulnerable, who assumed they would not qualify.

If KCMP were to expand training opportunities more broadly across camp populations, care should be taken to prevent the spread of misinformation regarding eligibility. Targeted communication and inclusive outreach will be essential to ensure that training opportunities reach all residents, particularly those who are most marginalised.

### KCMP Impact on Inclusion and Participation in Camp Management and Leadership

Inclusion in this context has two dimensions:

1. The overall engagement of camp residents in camp management and KCMP activities; and
2. The participation of different genders, minority groups, and people with disabilities (PWDs) in camp leadership and decision-making.

## General Engagement

Camp leadership positions are filled through elections, and the majority of focus group participants reported having voted in the last election and intending to do so again. This indicates strong community engagement in governance and a sense of ownership in the selection of camp representatives. KCMP supports this democratic process by funding the elections.

Focus groups—including those involving minority and vulnerable residents—confirmed that the KCMP-supported structures provide all residents with a platform to participate in camp governance. Residents felt comfortable with their current level of engagement. The existing system places emphasis on Section Leaders as the primary point of contact for residents wishing to raise issues or provide suggestions. Section Leaders then bring these matters to the appropriate committee or leadership group. This process was widely described as functioning effectively.

## Youth Participation

Despite these strengths, KNYO expressed a desire for greater youth influence in camp management. While youth have representation on Camp Committees, the KNYO focus group noted that its members are volunteers who receive no stipends. Their ability to contribute is constrained by school, family, and work commitments. A proposed solution was the appointment of a full-time, stipend-supported KNYO secretary, which would increase the organisation's capacity to advocate for youth, while enabling young people to continue fulfilling their other responsibilities.

The discussions during the youth focus groups highlighted a potential disconnect between the broader youth population – who felt they did not have adequate engagement in camp leadership – and those KNYO members who represented them in cross-border and inter-camp consultative meetings held with external partners at least four times per year. KCMP should assess the extent of this disconnect and consider whether youth engagement needs to extend beyond the current KNYO structure.

## Women's Participation

KNWO expressed satisfaction with women's representation in camp leadership. Women's voices were reportedly heard, and appropriate services were delivered. Regular meetings between KNWO and Camp Committees ensured that issues affecting women in the camps were consistently raised and addressed. KNWO was notably one of the most active groups in the camps, with well-established communication lines linking KNWO chapters, KnRC, and other partners.

## Inclusion of LGBTIQ+ Communities and PwDs

During the review period, TBC conducted two surveys to better understand disability and LGBTIQ+ issues in the camps. These surveys successfully established data sets now used by camp leaders and donors. The LGBTIQ+ survey also produced broader benefits: a representative from BMN was invited to Camp Committee meetings to ensure the community's voice was included in management decisions. Additionally, 12 LGBTIQ+ community members established social connections, where none had existed previously.

In contrast, KCMP's impact on people with disabilities was less evident. Only three PwDs participated in the focus groups, despite efforts to organise separate meetings at both camps. Most insights into PwD issues were provided by able-bodied individuals, such as a representative from the "Mobility Group", indicating a lower level of engagement.

Whether due to physical access barriers, lack of outreach, or other reasons, PwD involvement appeared minimal. KCMP did not appear to have a structured approach to identifying and responding to the specific needs of PwDs in relation to camp leadership and governance. Furthermore, the PwDs who did engage in the

evaluation seemed unaware of available support systems. Given these limitations, this evaluation cannot draw definitive conclusions on KCMP's performance in this area. Unfortunately, the evaluation did not have the opportunity to talk with Handicap International who are primarily responsible for PwD engagement in the camps.

### Barriers Faced by Carers

Another challenge identified was the lack of support for carers, particularly single mothers. Reduced donor funding for health and education services has increased the cost of accessing essential services. As a result, some children have dropped out of school or remain at home due to health needs, placing greater caregiving burdens on mothers. This has limited carers' ability to participate in camp governance or engage in livelihood activities.

### KCMP Impact on Safety and Wellbeing

During interviews, UNHCR emphasised its role as the agency responsible for refugee protection, while IRC outlined its responsibilities for legal mediation, capacity building of camp justice committees and security teams, and providing protection for women and girls.

However, both UNHCR and IRC's ability to fulfil their mandates is underpinned by KCMP's role in maintaining the functionality of camp governance structures. KCMP ensures that Camp Committees are in place and operational, that residents have been recruited to justice and security teams and are receiving stipends for their work, and that communication and coordination between committees is effective. KCMP also delivers general safety training, such as fire prevention for camps built predominantly with wood and thatch materials.

Although the most recent quarterly survey conducted by TBC found that 96.2 per cent of refugees across the nine camps reported an improved sense of safety and wellbeing, focus groups painted a picture more influenced by the recent reduction in support for rations. Participants generally felt that their overall safety and wellbeing had remained unchanged or declined slightly since 2022, although the nature of the concerns had shifted. While COVID-19 was no longer a dominant issue, ongoing insecurity stemming from the coup and military operations in Myanmar continued to impact general sentiment. However, the immediate concerns were focused on food insecurity and rising crime within the camps.

The reduction in support for rations dominated discussions, with responses to questions on safety and wellbeing consistently framed through the lens of food insecurity. Four broad themes emerged, though only the final one directly related to KCMP's scope:

1. **Increased risk of arrests by Thai authorities:** Food insecurity has driven more residents to seek work outside the camps, resulting in increased risk of arrests by Thai police. Some residents reported paying fines, exacerbating financial pressures.
2. **School dropouts among working-age children:** In response to financial strain, many families have withdrawn children from school to contribute to household income. Work outside camp increases the risk of arrest and undermines education and skill development.
3. **Child neglect and rising social issues:** Parents seeking work outside the camps often leave children unsupervised or in informal care, which may be contributing to a rise in theft and drug use among youth.
4. **Reduced security staffing:** Food insecurity and relatively low stipends have prompted some security staff to resign in search of better-paying work outside camps. This has led to reduced security coverage and a corresponding increase in theft and related concerns.

KNYO and KNWO in BMS both reported a rise in thefts. KCMP provides stipend-supported security staff, but focus groups suggested that current staffing levels are inadequate to address theft effectively—BMS reportedly had only 16 active security personnel. Youth representatives said they routinely carried valuables with them due to the risk of theft. Both KNYO and KNWO recommended that KCMP prioritise increasing the number of security staff, raise stipend levels, and expand the frequency of camp patrols.

All focus groups expressed concern about a perceived increase in drug use within camps. Although no statistical data was available to verify this, it was universally viewed as a growing issue.

Despite these challenges, all focus groups—including women, youth, and minorities—stated that the security teams were approachable and trustworthy. There was no reported hesitation in reporting incidents or concerns to them.

KCMP conducted a number of training sessions related to safety and security during the reporting period (see Table 12, Annex I), including training on fire prevention and child protection. However, these trainings were not specifically discussed in the focus groups, and as such, no conclusions can be drawn about their impact—except to note that there were no reported fires in the camps during the period under review.

### Gender-based Violence Prevention and Response

The project delivers several activities aimed at preventing gender-based violence (GBV), including most recently a 16-day awareness and information-sharing campaign held in both BMN and BMS between November and December 2024. These activities focused on preventing and reporting GBV and were part of ongoing efforts to raise community awareness.

According to KNWO, there has been an increase in GBV cases following the recent reductions in support for food rations. They reported that GBV cases had previously averaged around two per month, but this figure doubled to four in May 2025.

The rise in incidents was attributed to the heightened stress placed on families due to food insecurity and the actions some residents have taken to generate income. For example, KNWO reported that some residents had started producing and selling home-brewed whisky outside the camp. Consumption of this alcohol within the camp was linked to increased instances of violence, including GBV. A lack of sufficient security personnel was seen as a contributing factor, as the camp's current security team is unable to adequately address this emerging issue.

Challenges also exist in holding perpetrators accountable. The camp leadership indicated that perpetrators are either dealt with internally through mediation or referred to the Thai courts. However, KNWO highlighted that internal disciplinary measures are increasingly ineffective. Previously, KNWO supported the security team by providing food rations for use when perpetrators were held in camp detention cells. Due to the reduced support for food, perpetrators are now often released after only a few hours, undermining the effect of detention.

On a more positive note, safe houses for women remain available, and women still have the option to relocate there if needed. However, as with the detention cells, it has become increasingly difficult to ensure sufficient food supply for women residing in safe houses, potentially discouraging use of these facilities.

### KCMP Impact on Facilitating Alternatives to Long-Term Displacement

With opportunities for third-country resettlement considerably diminished, and conditions in Myanmar preventing safe returns – KCMP preparedness to return activities remain suspended – the search for alternatives to long-term displacement has become increasingly complex. A shift towards a longer-term strategy that facilitates self-reliance is required.

In this context, KCMP has assisted camp leaders identify opportunities to increase self-reliance and integrate into local communities. While such opportunities remain highly constrained, KCMP has worked to build the capacity of camp leaders to plan for future solutions, facilitate information sharing and coordination with external actors (including UN agencies and the Thai Government), and advocate for camp residents to engage in work opportunities outside the camp.

Donors, including JRS, noted that coordination mechanisms facilitated by TBC had been effective in creating camp-leader-led forums for information exchange.

In both camps, leadership teams articulated realistic and well-informed strategies for increasing self-reliance, clearly reflecting the impact of KCMP's capacity-building efforts and ongoing facilitation of information. At the core, both camps shared a common objective: to enhance income-generating opportunities for camp residents in order to reduce dependence on humanitarian aid.

Their proposed approaches were also similar:

- Identifying arable land along the Thai–Myanmar border to allow residents to farm, while retaining the flexibility to return to camp during off-seasons;
- Requesting external actors to advocate for legal rights to work outside the camps; and
- Supporting small business development within camps, particularly for residents unable to leave the camp for work, such as single mothers and persons with disabilities (PwDs).

Further demonstrating both capacity and initiative — and reflecting KCMP's influence — the leadership team in BMS conducted a local labour market survey of surrounding villages and farms. This exercise identified potential employment opportunities for camp residents and the skills required to access them.

## Effectiveness (KEQ 6- 12)

This section examines the extent to which the project's intended outcomes were achieved, and the factors that influenced these results. It outlines the project's governance arrangements, assesses camp residents' access to information, and evaluates their ability to express opinions and have their voices heard by decision-makers. Finally, the section explores camp residents' perceptions of whether their capacity has increased — particularly in relation to decision-making and self-reliance — and considers how these perceptions vary across different groups, including men, women, youth, and persons with disabilities (PwDs).

### Measuring Extent of Impact Against Project MEL

The Key Evaluation Questions require an assessment of the extent to which the project has achieved its intended impact. The primary reference point is the KCMP Monitoring and Evaluation Plan, which includes targets for each of the project's three multiyear outcomes.

Table 3: Achievement of targets set for Multiyear Outcomes

Multiyear Outcome	Indicator	Target set	Actual Impact (as at January 2025)
Refugee leadership and meaningful participation in camp management.	# Refugees in leadership roles	Target: 237	246 refugees are employed in leadership roles in BMN and BMS
	# Women supported to assume leadership roles	Target: 90	97 women are currently engaged in leadership roles in BMN & BMS (36.5 per

			cent of total leadership positions).
	Leadership roles are held by people with a disability, or members of ethnic and religious minority groups.	Target: 10% PwD Target: 100% ethnic minority No target set for religious minority	<p><u>PwD</u>: In March 2025, no PwD was in a leadership position or a member of a Camp Committee (source: TBC provided stipend data).</p> <p><u>Ethnic Minority</u>: From data available it appears that all stipend staff in BMN are Karenni (majority of population) and Shan, and in BMS are all Karen (majority of population).</p> <p><u>Religious minorities</u>: In BMN, religious minorities, Muslims and Buddhists, were under-represented among stipend staff – accounting for 0 per cent and 3.5 per cent of stipend positions respectively.</p> <p>In BMS, no religious minorities, Animists or Buddhists. were represented among stipend staff – all stipend staff were Christians.</p>
Refugees experience enhanced safety and well-being in the camp.	# of refugees who report experience of safety and well-being in the camp.	Target: 75%	No data for BMN and BMS; across all nine camps, 96.2% of refugees reported improved safety and wellbeing (latest quarterly survey).
	In what ways do refugees report increased experience of safety and well-being in the camp?	NA	See narrative under “Impact”
	In what ways do refugees report that they are better informed regarding issues that affect their well-being and safety?	NA	See narrative below
Refugees experience greater safety and dignity through	None set	None set	836 BMN and 85 BMS camp residents were resettled in



alternatives to protracted displacement.			<p>third countries between 2022 and 2024.</p> <p>Activities facilitating returns to Myanmar remain suspended.</p> <p>Increased effort has been placed on advocating for integration into Thai society, such as the legal right to work as a first step.</p>
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The extent of refugee leadership and meaningful participation in camp management stands out as a major success of the KCMP. Not only were the targets for supported leadership roles surpassed, but the number of women in leadership also exceeded expectations. Focus group discussions and donor interviews highlighted active engagement between residents and camp committees — usually through Section Leaders — including among minorities (though no clear conclusion could be drawn about PwD participation due to limited data).

Donors noted the strength of Camp Committee-led coordination, which underpins genuine leadership and the ability to set strategic directions. Camp residents, including women and vulnerable groups, reported understanding camp governance structures and felt these structures were effective and “worked well”.

Nonetheless, youth and PwD engagement in decision-making remains an area for improvement. While insufficient data was available for firm conclusions, focus groups indicated that these groups felt excluded. This is despite KNYO participating in border-wide and in-camp meetings and the KCMP supporting their inclusion in Camp Committees and providing capacity-building and awareness-raising activities.

Participation by ethnic minorities was also hampered by language barriers. Some minorities struggled to engage with the camp community or access information, relying on neighbours for translation.

Key factors underpinning these achievements, according to focus groups, include:

- The inclusive methodology used by KCMP, empowering leaders and residents to define needs and solutions;
- The payment of stipends to committee members, recognising their contributions and enabling sustained engagement;
- The strong focus on camp-led coordination and genuine ownership by Camp Committees;
- The trust developed between TBC and camp leadership over many years, consistently highlighted by all donors. As UNHCR stated:

*“TBC has earned the trust of refugee leadership as well as KNU and KnRC”.*

### **Safety and Wellbeing:**

The IRC second quarterly report on the Nutritional Assistance for Burmese/Myanmar Refugees in Thailand Project, cites a December 2024 survey that finds 96.30% of households reported that the TBC food card program significantly supported their safety and mental well-being. Possible due to the timing of interviews, focus group feedback painted a more nuanced picture. Many participants felt safety was about the same as



in 2022 or had marginally deteriorated, largely due to recent (April 2025) cuts in food rations and the need to seek work outside camps.

Despite this, refugees felt better informed about both external developments and project-specific information. Increased use of the internet and KNWO's effective networks helped improve access to timely updates. KNYO noted that youth were less connected and more vulnerable to rumours and misinformation.

Interestingly, KCMP's Information Sharing Centres were not named as key sources of information by focus groups, though project data (see Table 10, Annex I) shows that between January and December 2024:

- 917 residents attended public fora
- 323 visited the centre office
- 4,146 attended film screenings
- 2,669 home visits were conducted

Coordination meetings were also not directly cited by participants, but leadership groups and donors referenced improved access to project information — and the benefits this had brought at a time of aid reductions.

At the strategic level, the project facilitated leadership access to broader contextual information, helping shape unified leadership strategies. Two border-wide stakeholder meetings and three information sessions on durable solutions were held with UNHCR and other stakeholders, supported by regular bi-monthly coordination meetings. These meetings included durable solutions as a key agenda topic and appear to have helped shape camp leaders' views and provided sufficient information to develop realistic plans for the future.

#### **Governance and Voice:**

Focus group participants expressed strong satisfaction with camp governance and leadership. Most had voted in leadership elections and intended to vote again. Except for youth in BMS, all groups felt heard by camp leadership and that their needs were addressed. Youth in BMS felt they lacked influence and that opportunities for young people were limited.

#### **Capacity Building:**

Committee members reported that KCMP provided training significantly enhanced their ability to perform leadership roles. In addition, training in fraud prevention and codes of conduct was valued, with one leadership group, working with KnRC, identifying and resolving a fraud issue as a direct result.

Livelihood training was viewed less favourably. Focus groups across all demographics noted that short courses were inadequate and recommended longer-term mentoring approaches for more meaningful skill development. It is possible that focus groups were referring to training provided by other projects given that KCMP training was largely targeted at Camp Committee members.

#### **Advocacy for Legal Work Rights:**

TBC's coordinated advocacy was highlighted as a key success. UNHCR reported that

*"local authorities already support refugee access to employment, education, and health services outside camps. TBC advocacy has helped make this possible".*

Advocacy at the national level continues, and there are promising signs — including recent visits by Thai authorities to discuss work arrangements.

## Relevance (KEQ 13 to 20)

This evaluation examines the relevance of the project from three core perspectives: (1) needs identified through UN protection assessments and situation analyses; (2) the needs expressed by camp residents; and (3) the views of partner organisations.

This section makes findings on whether the project's goals and objectives remain relevant to beneficiary needs and to the prevailing social, economic and political context. It also assesses whether the activities delivered support these goals and objectives. The role of the partnership model is discussed in the Coherence section.

Although protection analyses were published annually from 2019 to 2022, the most recent publicly available analysis conducted by the Protection Working Group for refugees in Thailand was the *Thailand: Protection Analysis on Myanmar Refugee Influxes Situation*, published on 16 February 2022. Since then, there have been no publicly available updates or new protection analyses. Additionally, the UNHCR's Global Protection Cluster has not released any Thailand-specific Protection Analysis Updates in recent years.

At the time, the 2022 protection analysis was highly relevant to the design of KCMP, providing a robust foundation for the project—despite COVID-19 adding an additional layer of complexity that has since receded. The analysis served as a strong basis for identifying needs and establishing a coordination framework. However, going forward, alternative analysis will need to be sourced or commissioned for future project design.

KCMP's program logic aligns well with the 2022 protection analysis. Key issues identified included: insufficient assistance and services for a dignified stay; neglect of individuals with specific needs; heightened risk of gender-based violence and domestic abuse; limited freedom of movement in Thailand, including restrictions on income-generating activities; a lack of timely, accurate and relevant information (including on the situation in Myanmar, access to services in Thailand, and demographic data on the refugee population); and operational constraints on traditional humanitarian agencies.

Partner agencies strongly endorsed the relevance of KCMP's multiyear outcomes. One partner stated that:

*"camp management is the most important focus... Camp management links to all other project areas [for all donors] ... [by enhancing the refugee community's capacity to engage with donor activities, experience safe and dignified lives, and plan for durable futures]."*

The UNHCR noted that through a sustained and supportive relationship with camp leaders and committees,

*"TBC has earned the trust of refugee leadership" and "their services have been essential to the safety of refugees in camps, outside camps and in Myanmar."*

Camp communities also confirmed the relevance of KCMP's multiyear outcomes. A continued need for support to Camp Committees and leadership was highlighted, especially due to turnover caused by factors such as elections. During the assessment, security and the impact of reduced support for food rations were major concerns for camp residents. Camp leaders also emphasised the importance of durable solutions, with increasing focus on integration into Thai systems and institutions—particularly the ability to earn a livelihood.

The ongoing conflict in Myanmar, rising numbers of internally displaced persons, decreasing humanitarian and refugee-related funding, and limited third-country resettlement options have significantly changed the economic and political context for refugees. There is now a stronger emphasis on localisation. As UNHCR notes,

*TBC is rightly shifting focus from food rations to community integration, and ... is playing a vital role in advocating for legal employment for refugees.”*

KCMP activities are closely linked to the multiyear outcomes and project objectives. From 2022 to 2024, activities aimed to support Camp Committees, and increase safety and wellbeing in camps (see Table 12, Annex I for capacity building activities linked to multiyear outcomes). Although activities supporting returns to Myanmar remained suspended — and were therefore not relevant during the review period — facilitating alternatives to protracted displacement remained relevant, including third-country resettlement (especially to the US, until recently).

Future activities will need to reflect the evolving political landscape and continue the gradual shift towards localisation and away from traditional support models that perpetuate the camp system. With reduced funding for food, shelter and other essentials; increasing numbers of refugees seeking protection in Thailand; and fewer resettlement opportunities, promoting self-reliance among camp residents is now essential. Future project designs will need to define what self-reliance looks like in practice, identify the support needed to achieve it, and design interventions accordingly.

### Inclusion

Inclusion is not well articulated in the multiyear outcomes and project objectives, although the MEL framework does contain some inclusion indicators. Without a clear articulation of inclusion outcomes, KCMP managers may struggle to determine which activities are most relevant. This risks reducing the alignment between project activities and the needs identified by protection analyses, donors and refugee communities. Given the small project size and the need to maintain focus, the project should identify the most critical inclusion elements and explore them in greater depth. The objective and outcome statements should be revised using inclusive language.

That said, the project appears to perform strongly in disaggregating data and addressing gender equality, amplifying women’s voices, and responding to gender-based violence. A census on persons with disabilities has been conducted, helping to improve understanding and targeting of service delivery. A separate survey on LGBTIQ+ issues has also been completed, and its results are available to inform future project design.

### Coherence (KEQ 21-25)

This section examines how effectively partners work together; how KCMP’s implementation approach has supported achievement of objectives; and the extent to which partners, including refugee communities themselves, have assumed greater leadership and responsibility.

At the broader policy level, UNHCR highlighted the importance of the Committee for Coordination for Services for Displaced People in Thailand. This committee plays a vital role in assigning responsibilities among NGO partners working with refugees, avoiding duplication, and appointing sector-specific focal points. UNHCR implied that the committee continues to operate effectively.

Within this framework, TBC leads the Camp Management Working Group and is responsible for camp management, food, shelter, and nutrition. Camp management is closely interlinked with other sectors, establishing the foundation for safety and security in camps and enabling leadership in planning durable alternatives to long-term displacement.

At the policy level, this evaluation finds programming coherence to be effective. Partner interviews confirmed that the division of responsibilities between donors and implementing agencies is well understood. Coordination between different programs is active and effective. For example, UNHCR, ACTED, JRS and IRC acknowledged TBC's role in strengthening camp management capacity, which in turn supported their own operational effectiveness.

Joint and consistent advocacy for refugee rights in Thailand was also evident. TBC's leadership in advocating for legal work rights for refugees was acknowledged by both UNHCR and other partners.

At the field level, delivery partner coherence was generally strong, with some limited but increasingly significant overlap—particularly in livelihood support. Despite multiple implementing agencies working on livelihoods, coordination appears effective. For example, ACTED, which provides similar training to TBC in areas such as food preparation, stated they:

*“rely on TBC to implement its vocational education program by leveraging TBC staff expertise and their relationship with camp management and residents”.*

TBC's coordination role was consistently described as essential. JRS noted that:

*“TBC supports coordination across all nine camps and provides essential logistical and planning support”*

ACTED remarked that

*“without TBC, coordination would be messy”.*

Through KCMP, TBC has ensured that Camp Committees play a central role in field-level coordination. As JRS noted,

*“Camp Committees [now] lead coordination...”.*

This is a significant achievement of KCMP, further enhancing partner coherence by ensuring that delivery is responsive to camp-level priorities.

At the project level, KCMP's role in promoting coherence should not be understated. The program has made notable progress in building the capacity of camp leadership and management (see Impact section). The KCMP model is highly regarded by camp leaders and community groups, as discussed throughout this report.

Over time, and with KCMP support, Camp Committees have assumed responsibility for nearly all services delivered to camp residents, including administration, food and shelter, security and justice, livelihoods, education, health, and preparedness for life beyond the camps. KCMP supports these committees through stipends that allow members to dedicate time to their roles and through targeted capacity-building activities that enhance their effectiveness.

ACTED acknowledged the increasing role of Camp Committees in camp administration and KCMP's role in facilitating this. They noted,

*“Camp Committees play an important role in vetting new residents and collecting demographic data such as arrival date, age, religion, ethnicity, disability status... this work would be too difficult without TBC support.”*

KCMP's facilitation—rather than direct implementation—was recognised across all focus groups. Camp leaders stated that

*“TBC is different to other organisations... TBC's approach of supporting the Camp Committee to solve problems and make decisions is a key strength.”*

Camp leaders in both BMS and BMN camps expressed forward-looking visions that include elements of integration into Thai society, resettlement, and — though limited and not currently feasible — voluntary return. These visions were underpinned by a stable, well-managed camp environment providing safety and protection.

Leaders demonstrated proactive planning, including conducting market surveys of job opportunities near the camps. They credited TBC (through KCMP) with playing a crucial role in supporting them to problem-solve and make informed decisions.

### Partnership and Funding Arrangements

AfP remains a key funding partner and has provided a stable foundation for KCMP's success, supporting the program through consistent funding since 1989. AfP actively engages with project outcomes and has supported TBC and other implementing partners with capacity building when needed — for example, delivering safeguarding training to TBC and KnRC staff in 2023.

That said, the partnership between AfP and TBC could be further strengthened by reducing administrative burdens on project implementation, beneficiaries, and stakeholders. Given the relatively small scale of the project, consideration should be given to adopting five-year funding envelopes, which would allow for longer-term planning and reduce the frequency of external evaluations.

In addition, the project should review the value and cost of reporting requirements. AfP and TBC should collaborate to determine minimum reporting standards and agree on streamlined processes wherever possible.

## Recommendations

1. **Maintain Support to Camp Management:** Continue prioritising support to facilitate the functioning of Camp Committees and building the capacity of camp leadership, to ensure long-term sustainable results. Well-functioning, refugee-led, camp management underpins all other services in the camps.
2. **Maintain project implementation methodology:** Sustain the approach of working through and supporting camp leaders and Camp Committees to implement activities. This methodology has delivered significant impact and has built strong trust with the refugee community and delivery partners.
3. **Strengthen Camp Security Structures:** Increase stipends for security team members to address high staff turnover and attract sufficient personnel. Ensure that security teams are adequately staffed and resourced to meet the current level of need and enhance overall safety in the camps.
4. **Maintain real value of stipends for all Camp Committee members:** Stipends underpin the functioning of the Camp Committee structure. Annual assessments and adjustments should be made to maintain their real value, allowing members to commit time to Camp Committee work while receiving modest compensation for other lost income opportunities.

5. **Reassess Project's Assistance to Facilitating Alternatives to Long-term Displacement:** Consider reducing project emphasis on preparedness for returns to Myanmar, and shifting focus toward preparing refugees to take maximum advantage of any advances in localisation, particularly any changes that allow refugees a legal ability to work or otherwise earn a livelihood.
6. **Conduct a Study of Local Integration:** Undertake a comprehensive analysis of local integration as a durable solution. In the absence of large-scale resettlement or safe returns, local integration remains one of the few viable long-term pathways for refugees and should be explored and mapped in detail.
7. **Prioritise capacity building:** Work collaboratively with camp leadership to identify core capacity-building priorities aligned with KCMP's outcomes. Develop a long-term, structured plan that moves beyond short-term training. Other training areas should be delivered by partner organisations.
8. **Focus on specific inclusion opportunities:** While disaggregated data collection, promotion of gender equality, and inclusion of persons with disabilities and minorities should continue, KCMP should identify and invest in specific inclusion issues where it can have a transformative impact with limited resources.
9. **Strengthen engagement with camp youth:** Consider conducting a needs analysis to better understand the priorities of youth in camps, distinguishing between the needs of the KNYO and individual youth residing in the camps. Based on this analysis, consider providing a stipend for a KNYO secretariat position in each camp to enhance capacity for youth engagement in camp activities.
10. **Reduce project administration costs:** AfP and TBC need to consider the frequency and scope of external evaluations. Evaluations need to be proportionate to size of project. A five-year evaluation cycle, with a maximum of four to five Key Evaluation Questions, would better align with the principle of proportionality.
11. **Revise project-specific MEL plan:** To further streamline project administration, a minimally-sufficient MEL plan should be developed. The MEL plan should be simple, proportionate to the small value of the project, and based on readily obtainable indicators to assess higher-level impact.