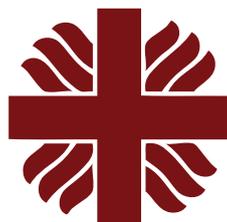


SERVING,
PROTECTING &
DEFENDING
PEOPLE'S RIGHTS



KMSS

Karuna Mission Social Solidarity

STRATEGIC PLAN 2019-23



GREETINGS

Greeting Peace from KMSS Family

The Strategic Plan (2019-2023) of Karuna Mission Social Solidarity is a significant milestone in its endeavour of serving the people of Myanmar. In this making, much contributions were provided by staffs of KMSS and the Caritas partners which not only enriched the quality of this document but also portrayed the collective effort and solidarity spirit.

KMSS has learned and grown from the past two strategic plans experiences and progressively balancing our deliverables to the people of Myanmar and institutional development of KMSS.

We see this strategic plan (2019-2023) as a journey to walk alongside the people we serve; to hold hands with our partners and last but not the least, to trust in God for his guidance in reaching our vision and mission.

We clearly witness the relevance of the goals and objectives of this strategic plan and KMSS family puts strong faith and commitment to realize it.

May God bless our faith in action to serve the poor and needy people of Myanmar

"I planted the seed, Apollos watered it, but God made it grow (1 Corinthians 3:6)"

Win Tun Kyi
KMSS National Director



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EXECUTIVE SUMMARY

The KMSS Strategic Plan 2019 – 2023 commits us to our Catholic identity, intrinsic dignity and equality of every human person and the sacredness of human life, from conception to natural death. We adhere to the principles of inclusion and non-discrimination, and ensure that services are provided equally to all population groups, regardless of ethnicity, language, religion, gender, age and any other vulnerable members of our human family. Guided by values of respect for human dignity, equality, the rule of law, and respect for human rights. Social values of partnership, dialogue and exchange with and between people who live in situations of poverty and exclusion - in order to participate in their development, to conceive together with them solutions and programmes, to advocate together for the respect of their rights.

We are guided by and aligned to the strategic guidance of the Caritas Internationalis (CI), Integral Human Development (IHD) and The Socio-Pastoral Strategic Plan: A Contribution to Nation Building developed by the Catholic Church in Myanmar.

We will use the shared effort and shared resources of KMSS Network to:

- Work for people most vulnerable to natural and man-made disasters, and conflicts
- Consolidate and intensify our work in integral human development, gainful employment, economic development, social protection, land rights, climate change adaptation, justice, peace & reconciliation
- KMSS’s organisational objective is to transform our collective leadership to promote fraternal cooperation
- Diversify and increase our resources to be viable and sustainable

This Strategic Plan will provide guidance to Diocesan offices to develop flexible programs based on available resources and the needs and aspirations of communities in each area where we work.

Myanmar is a transitional democracy with dynamic operating context. This makes our strategy a living document and will be subject to regular review in response to changing global and domestic influences and emerging Caritas strategy.



Chapter 1

VISION, MISSION, GUIDING VALUES AND PRINCIPLES

Pope Benedict XVI: "Charity in Truth, to which Jesus Christ, witnessed by his Life, Death and Resurrection, is the Principal and Extraordinary Driving Force which leads people to opt for courageous and generous engagement in the fields of Justice, Peace and Integral Human Development. Love - Caritas- is the Heart of the Catholic Church's Social Doctrine and intrusted by Gospel, Charity is everything"



1.1. Our Vision

Our people empowered, transformed and integrally developed.

1.2. Our Mission

To serve our people, especially the poor, needy and marginalized by empowering them towards integral human development guided by the Gospel values and the social teachings of the Church.

To serve: means to provide, care for, defend and protect the people. Service includes a wide range of activities depending on the needs and context. For e.g., providing shelter, awareness raising, WASH programs, counselling, behaviour change activities, witnessing, advocating etc.

Our people: are the local communities within Myanmar. Our support will be extended to the minorities, the most vulnerable and those marginalized without any kind of discrimination¹ (gender, race, faith, ethnicity, geographical origin, etc....)

The poor, needy and marginalized: are the excluded and vulnerable groups of our society² Such as people suffering for lack of basic services and rights (physical, mental, psychosocial support, lack of voice, legal support etc.). They include Internally Displaced People, prisoners, disasters' victims, migrants, victims of human trafficking, drug users, street children, landless farmers, etc.

Empowering: means supporting and enabling people to make their own decisions regarding their lives. All KMSS actions will be influenced by the decisions made by the people themselves.

Integrally developed: means the people and their communities are able to fully exercise all their rights and live their lives in dignity (physical and material, spiritual, social, political, cultural, intellectual and emotional dignity). It also means reducing vulnerabilities and strengthening resilience in harmony with nature.

The Social Teachings of the Church: Focus on the dignity of the human person are the basis of the KMSS approach³. Our work on behalf of the poor manifests God's love for all of creation. We believe that the poor, deprived and oppressed are not

objects of pity, but agents of change, leading the struggle to eradicate dehumanizing poverty, unacceptable living and working conditions and unjust social, political, economic and cultural structures.

1.3. Our Core Values

Gospel: As part of the social commitment of the Church, we draw inspiration and *raison d'être* from the Gospel of Jesus Christ, from the living tradition of the Church's social teachings, and from the experiences of and with the poor and socially excluded.

Dignity of the human person⁴: We believe in the intrinsic dignity and equality of every human person and the sacredness of human life, from conception to natural death. We adhere to the principles of inclusion and non-discrimination, and ensure that services are provided equally to all population groups, regardless of ethnicity, language, religion, gender, age and any other vulnerable members of our human family.

Option for the poor: We combat dehumanizing poverty that deprives people of their dignity and promote the rights of poor and vulnerable people. We accompany them in building a better world for all.

Stewardship of God's Creation⁵: We believe the earth and its resources are entrusted to all human kind. As true stewards of creation, KMSS seeks to act and inspire others to act in an environmentally sustainable way, so that nature will be preserved for future generations.

Economic Justice⁶: We work to transform economic, social, political, and cultural structures that are opposed to a just society. We work to change this world into one where all can share in the gifts of creation and enjoy basic rights.

Promotion of Peace⁷: KMSS is working in conflict contexts and is involved with those affected people and actors influencing the conflict. A culture of conflict sensitivity and promoting peace is the basis of the KMSS commitment in its humanitarian assistance, resilience building and advocacy.

Global solidarity and development: We are committed to solidarity among all peoples, seeing the world through the eyes of the poor, and recognizing the interdependence of the human family.

1.4. Our Guiding Principles

Participation of all stakeholders: We endeavour to promote a culture of open dialogue, partnership, mutual respect and support from all stakeholders, and to support and strengthen the structures and sustainability of the network.

Quality (service delivery, impact, professionalism)⁸: KMSS is governed and managed effectively through policies, systems, procedures and decision rights; are equipped with organizational and quality program practices, core competencies, approaches and methodologies for effective mission; engage and employ competent people at all levels.

Principle of Subsidiarity and Common Good⁹: We are committed to the principle of subsidiarity, in line with Catholic Social Teachings¹⁰. Subsidiarity, in turn, demands and leads to grassroots empowerment, popular participation, decentralised decision-making and equal partnership relations.

Partnership: We support partnership within the Caritas confederation and other stakeholders which demonstrates a commitment to social justice and an overriding preferential option for the poor.

Accountability and Transparency: KMSS works to ensure that its resources reach vulnerable people in the most, effective, efficient and transparent

way. We are committed to promoting and adhering to the highest standards of accountability in our work and through our projects. Increased transparency encourages more careful monitoring and leads to higher-quality data, which in turn results in more effective use of resources.

1.5. Our Approaches

Rights based approach: KMSS will look at the poor and the needy as rights bearers. Human beings as God's creatures are entitled to full dignity, which goes beyond covering basic needs, but requiring the fulfilment of their full capacities, potentialities and rights¹¹.

Empowering: Mobilizing and accompanying the poor and the needy so that they can stand on their own feet and defend their rights¹².

Advocating and Influencing: KMSS will break out of the "culture of silence" and will speak out to defend the rights of marginalized people, informing and making KMSS positions clear and visible¹³.

KMSS advocacy work will be evidence based and supported with direct social action, (programmes and accompaniment). Advocacy work will be coordinated with other relevant commissions of the Catholic Church looking for synergies in their work (e.g. Office for Peace building and Justice)¹⁴.





Chapter 2

CONTEXTUAL
ANALYSIS



2.1. Myanmar Overview¹⁵

Emerging from decades of isolation, Myanmar has become one of the fastest growing economies in the region. In 2016-17, Myanmar remained one of the poorest countries in the region, placed at 145 out of 188 countries in the UN Human Development Index in 2017. GDP per capita is the second lowest in South East Asia. Myanmar is a lower-middle income economy with a GNI per capita of \$1,455 in 2017. Economic growth is expected to moderate to 6.2 percent in 2018/19 from 6.8 percent in 2017/18. Industrial growth is expected to moderate to 8.2 percent in 2018/19 from 9.4 percent in 2017/18, on the back of softening consumption, slowing investment including FDI, and rising production cost pressure from fuel price increases and the depreciation of the kyat. Services sector growth is expected to moderate to 7.6 percent in 2018/19 from 8.3 percent in 2017/18. A

slowdown in the tourism and transport sectors is offsetting continued robust growth in telecommunications services and wholesale and retail trade. Despite seasonal floods and landslides, agriculture output is projected to grow at 1.2 percent in 2018/19 with strong external demand driving up paddy prices.

Decentralisation is slowly increasing, but state and region allocations remain low at 8%. Allocations for Health and Education have grown substantially since 2011/12, although per capita spending remains low, at USD 35.60 in 2016. As a share of GDP, spending by the Ministry of Education has stagnated at 1.7 percent of GDP and spending by the Ministry of Health expenditure has declined to 0.8 percent of GDP from 1.0 percent of GDP. Allocations for the Ministry of Social Welfare, Relief and Resettlement have remained very slight and largely static, hovering around 0.03% of GDP.

Myanmar scored 0.47 on the World Bank's Human Capital Index, implying that a girl born today will only be half as productive as she could have been had she enjoyed full education and health. Myanmar's score is close to 20 percent lower than the average for the East Asia and Pacific region. Myanmar is ranked 171 among 190 economies in the ease of doing business, according to the latest World Bank annual ratings. The rank of Myanmar remained unchanged at 171 in 2018 from 171 in 2017.

Livelihoods: Wages in Myanmar remain very low; more than half the population work in the agricultural, forestry and fishery sectors with average earnings 18% lower than the Union average salary. Males are generally paid more than females; male daily wage earners are paid on average 47% more than females. Agricultural household heads earn the least of all sectors and

rural households are twice as likely to be indebted as urban households. Households in rural areas of Rakhine, Chin and Magway are clear outliers in spending around 70% of their monthly budget on food. Food costs dominate household spending, even in the more affluent urban areas, and no area spends less than 55% of its household budget on food.

Agriculture and food security: Agriculture remains the main industry in Myanmar, accounting for about 70 per cent of the labour force and an estimated 66 per cent of women's total employment. Rural development and agriculture are Government development priorities and the NLD's five-pillar economic strategy includes revitalising agriculture. Improving productivity also increases food security, helping to mitigate climate change impacts. However, Myanmar has the lowest agricultural profits and the lowest agricultural wages in the ASEAN region.

Health and nutrition: Myanmar's mortality rate is largely due to communicable diseases and injuries which are both treatable and largely preventable with improved health coverage. Pregnancy and childbirth-related factors remain among the leading causes of mortality and morbidity despite increased health spending and improvements in maternal healthcare. Myanmar's maternal mortality rate and under-5 mortality rate are more than double the ASEAN average, while the infant mortality rate is 2.6 times the ASEAN average. There are wide geographic, ethnic and socio-economic disparities; infant mortality rates are highest in the districts of Labutta in Ayeyarwady and Mindat in Chin, whereas Magway, Sagaing and Tanintharyi have particularly high early years mortality rate. Children in rural areas are more likely to be chronically under-nourished (32% stunting) than those in urban areas (20%). Analysis is, however, limited by the lack of publicly available health and nutrition data at township and lower levels.

Education: 89.5% of people over 15 years of age are literate, but with disparities by age, gender, and geographic locations. Literacy is lower in rural than urban areas, and varies significantly across states and regions. Literacy is particularly low in Shan State which accounts for 18 of the 19 townships countrywide where more than half of children have never attended school; Mongkhet Township is especially prominent with 85% of children never having attended school. Other

townships with particularly high numbers of persons with no education are in Kayin, Magway and Rakhine. Children from rural families, poor or otherwise disadvantaged groups are less likely to transition from primary to secondary education, or to complete their secondary education.

Conflict: Myanmar has the longest-running civil war in the world with widespread displacement, UXO contamination and violence against civilians in conflict areas. According to the vulnerability report, there are 68 townships directly affected by conflict. These conflict affected townships have 23% lower living standards than in non-conflict affected areas. An average of 19.8% children in areas that were directly conflict-affected in 2015-2016 have never attended school, compared to 9.7% of children in townships not affected by conflict in that period. Conflict-affected townships see an average of 34.7% of their population achieving no educational attainment. In non-conflict-affected townships, this is 17.1%. As indicated by the attention to nationwide ceasefire and peace processes, peace and stability have been clearly recognised by Myanmar's previous and current administrations as preconditions for economic development and poverty alleviation.

Peace Process: Early groundwork on the peace process between the government of Myanmar and the country's 21 EAOs began in 2011 as part of a broad programme of reforms towards a democratic transition presided over by the previous government of President Thein Sein. Since coming to power in 2015 following the election victory of her party, the National League of Democracy (NLD), State Counsellor Aung San Suu Kyi has positioned the peace process as a major priority of her administration. Myanmar's peace process is highly complex given the large number of actors involved, lack of transparency and rapid speed of changes. The National Ceasefire Agreement (NCA) was a landmark ceasefire agreement between the government of Myanmar and representatives of various ethnic insurgent groups, officially known as «ethnic armed organisations» (EAOs) by the government. Only eight of 21 EAOs signed the NCA in 2015. While progress has since been made with two additional EAOs signing up to the NCA in January 2018, an important step to moving the dialogue forward will be to bring some of the more powerful EAOs into the process. Without the participation and influence of the major EAOs, the political process is unlikely to

yield substantive and lasting peace. Moreover, women have played only a limited role in the peace process, and there has been little progress in implementing UN Security Council Resolution 1325 (UNSCR 1325) on Women, Peace and Security. Myanmar's peace process with ethnic minority groups appears to be floundering because of a deteriorating relationship between the government and its military.

Natural Disasters: In addition to conflicts, people in Myanmar remain highly vulnerable to natural disasters. Myanmar ranks 12 out of 191 countries in the INFORM Risk Index. Myanmar is prone to hazards including cyclones, storms, floods, landslides, earthquakes, tsunamis, drought, fire and forest fires. Historical data shows that there have been medium to large-scale natural disasters every few years. The social and economic impact of such events tends to affect the most vulnerable. The Ayeyarwady Delta is one of the most populated parts of the country and particularly vulnerable to climate change with the convergence of a number of compounding factors. The central Dry Zone is also particularly vulnerable with lack of capacity to manage variability in water resources as the source of much of the prevailing poverty and food insecurity in this area.

2.2. Issues of Relevance to KMSS

Conflicts: Myanmar's subnational conflicts are widespread and protracted with resolution unlikely in the current political context. KMSS strategy for its work in various conflict regions is to build a nexus of development interventions and humanitarian responses that integrate resilience approaches particularly in protracted crises situations. KMSS has been an active CSO supporting displaced and conflict affected people of Kachin and NSS. In addition, KMSS is an active member of Joint Strategy Team (JST)¹⁶, which is facilitating a process of shared vision and effective coordination among National NGOs, INGOs and UN agencies so that the activities overlapping reduced and gaps minimized as well as ensuring an efficient, impactful and quality humanitarian responses by actors to meet the needs of IDPs. Also, KMSS's five Diocesan offices (DOs) across SE Myanmar border work with many conflict affected people to improve their livelihoods, access to services and land rights. In January 2019, KMSS developed a joint strategy with some of its partners

for *The Southeast Border Return & Reintegration (R&R) Strategy Development Program*. Since 2002, KMSS is active in Rakhine State and is positioned to respond to humanitarian and development requirements. In the conflict areas of Myanmar, KMSS will balance and have convergence of humanitarian and development objectives contributing to shared outcomes of reducing humanitarian need, risk and vulnerability through a range of well-aligned short, medium and longer-term by humanitarian and development actions.

Basic social services: The implementation of the basic education reform (NESP 2016-21) is ongoing with technical and financial supports from international agencies such as UNESCO, UNICEF and World Bank. The involvement of international and national education actors is opened by the Ministry of Education. KMSS was also involved in the education reform processes as one of the service providers especially in ECCD programs. The prioritization of the MoE for NGOs' involvement the services delivery is establishing the Early Childhood Care Programs, TVET programs and the infrastructure development including facilities and equipment. Promotion of ethnic languages which were closed for almost half century is now encouraged by the government. Children living in the remote townships have very limited access to the ECCD programs; preschool and kindergarten education. The basic education is said to be free education however parents have to spend high

percent of their incomes for their children's education.

The Ministry of Health and Sports (MoHS) has recognized the importance of the needs for collaboration with NGOs in health services down to the ward and villages level. The needs for nutrition support is one of the main services prioritized by the government and the Access to Health Fund and LIFT is provided for most needed regions in Myanmar for the Maternal, Newborn and Child Health programs (MNCH), and Maternal and Child Cash Transfer (MCCT). The Myanmar's Multi-sectoral National Plan of Action on Nutrition (MS-NPAN) has been developed and the implementation is opened for collaboration with NGOs and health providers. Myanmar National Action Plan for food and nutrition security (2015) was developed and opened to the non-governmental partners for collaboration for nutrition with proven health-based and agro-based intervention. KMSS is taking part of health and nutrition services and in partnership with other stakeholders including SUN Myanmar (Scaling Up Nutrition).

Social Protection: Social protection in Myanmar has previously been fragmented due to the lack of policy, but in 2014 Myanmar Government made significant progress with the development of a National Social Protection Strategic Plan. The existing interventions that are scattered and fragmented have forced families in Myanmar to rely primarily on



themselves and their informal networks when facing disastrous events or dealing with their multiple vulnerabilities in everyday life. Government-provided interventions that would fall under the broad category of social protection are spread across numerous initiatives in different Ministries, reflecting a lack of coherence, some duplication and, more importantly, inadequate financing. As existing social protection programs are limited in scope and coverage, are mostly focused on limited and ineffective supplies of services and fail to address the wide range. Currently KMSS covers a range of areas and interventions around Child Protection, Safe migration and Anti Human Trafficking, Internally Displaced people and Refugees, People living with special needs and Disability and Non Formal Education. KMSS collaborates primarily with 17 KMSS Networks to advance program for targeted people. It also partners with the related Commissions under umbrella of CBCM, other faiths based organizations and national NGOs, CBOs, and CSOs to implement humanitarian as well as development programs for children, women, families and communities.

Land rights: Myanmar's indigenous land rights, traditional land use practices and land tenure system are not protected by the law. The National Land Use Policy (NLUP) and particularly the Vacant, Fallow and Virgin (VFV) Land Management Law, is posing a great threat to land use and ownership of the ethnic minorities and farmers. The existing land laws are not applicable in many parts of Myanmar where ethnic people have practiced customary land use and management for centuries. Many indigenous people lands that were taken by the military, government and EAOs in the past have not given back to the farmers. Rural and remote communities have not access to land entitlement, land demarcation and land registration services. The people are not aware of NLUP and other land laws. The government has not disclosed to the grassroots people on the land policy, land laws and land acquisition process. These issues lead to conflict between community and government and military. There is limited scope for advocacy on land issues. KMSS is actively engaging with other CSOs on drafting of land laws, facilitating land titles registration through community based land mapping and research for evidence based advocacy.



Civil Society Organizations' Strategic Coordination and Collaboration: At the national level, government is increasingly accepting civil society inputs to policy formation. Civil society groups were consulted on the drafting of the Association Registration Law; National Land Use Policy; Vacant, Fallow and Virgin (VFV) Land Management Law; trade union representatives were informally included in discussions on the Factory Act, the Social Security Act, and the Health and Safety Act; and other low drafting consultations. Other examples of the growing opportunities for civil society in national governance include participation in development sector working groups, the National Strategic Planning of the National AIDS Program, Myanmar Sustainable Development Plan, National Land Use Plan, National Health Plan and in the Extractive Industry Transparency Initiative's Multi-Stakeholder Group. There is growing capacity among the CSOs to be recognized and have access to advocacy

opportunities; for instance, through the members of parliament (both local and national), more horizontal and vertical linkages between CSOs and new platforms for engagement with government and businesses. The government departments are easier to collaborate and coordinate for CSOs and NGOs. Technical supports from the government departments are also more accessible especially for agro-based livelihood activities, health and nutrition and social protection services.

Economic Potential: As per the World Bank labor data for Myanmar, labor force participation was 73.37 percent in 1991 and declined to 18.58 percent in 2017. Data also shows that unemployment rate is increasing over the past five years. The Myanmar's Labour Force Survey in 2015 found that a quarter of persons had changed their place of residence for employment, and an estimated 6% of households had a least one family member living abroad – the vast majority for employment. Myanmar government's 12 point

economic policy released in 2016 addresses human capital and commits to developing a skilled workforce to fill jobs created in the manufacturing and services sectors. The private sector as well as the MSME are encouraged and supported by the government and international development actors such as World Bank, ADB and JICA. SMEs play a significant role in the country's economic, social and political development and also creating a lot of job opportunities for the local population. The sustainable development of the SMEs development will contribute to employment creation, resource utilization, income generation and promotion of investment both from micro- and macro-economic points of view. KMSS will work with youth and women for the skills development / vocational training and support them post-training with job-placement, life-skills, safe migration and linking with micro-finance institutes for potential business development.

Chapter 3

STRATEGIC FRAMEWORK & OBJECTIVES

POPE BENEDICT XVI: Christian charity is first of all the simple response to immediate needs and specific situation: feeding the hungry, clothing the naked, caring for and healing the sick, visiting those in prison, etc. The Church's charitable organizations, beginning with those of Caritas (at diocesan, national and international levels) ought to do everything in their power to provide the resources and above all the personnel needed for this work¹⁷.





3.1. Strategic Objectives Framework

KMSS Strategy is rooted in the Gospel and doctrine of the Catholic Church.

KMSS strongly believes that this strategy needs to be viewed and enacted as a social intervention that restores the dignity of human beings, rather than merely providing humble service to the poor.

KMSS will work with those faced with human indignity or emergency, and provide material support, its human support and its knowledge to their commitment to securing or restoring their dignity and their rights. Under the guidance of Catholic Social Teaching, KMSS will strive to ensure that – as far as possible – those who are the victims can become the actors who determine their own path towards dignity and freedom.

The drivers of this KMSS strategy are - Values of respect for human dignity, freedom, democracy, equality, the rule of law, and respect for human rights; Social values of partnership, dialogue and exchange with and between people who live in situations of poverty and exclusion. These values will help KMSS to participate in their development, to conceive together with them solutions and programmes, to advocate together for the respect of their rights.

Our strategy is also informed by and aligned to the Caritas Internationalis (CI) Strategic Framework¹⁸. Alongside the CI Strategies, Integral Human Development (IHD)¹⁹ is the moral foundation across all of our work as we strive to serve people vulnerable to extreme poverty and marginalisation. IHD is the holistic development of the human person, covering all aspects of life: social, economic, political, cultural, personal and spiritual. It promotes the dignity of the human person, equality between every person and the common good of all people in the community.

The Socio-Pastoral Strategic Plan: A Contribution to Nation Building developed by the Catholic Church in Myanmar has also contributed to strategic approaches of KMSS 2019-2023 Strategic Plan. Participation of KMSS in the development of the CBCM Socio-Pastoral Strategy, similar contextual analysis of Myanmar in socio, political, technological and economic terms and both strategies being guided by IHD has resulted in good overlap between KMSS 2019-2023 Strategic plan and CBCM The Socio-Pastoral Strategic Plan.

CI Strategic Objectives (2015 – 2019):

- Save Lives, rebuild communities: Reduce the impact of humanitarian crises through disaster preparedness and response
- Promote sustainable integral human development: Eradicate poverty by empowering people and changing unjust systems
- Build global solidarity: Address the causes of extreme poverty through education and campaigning and raise the profile of Caritas
- Make the Caritas confederation more effective: Build a stronger confederation and mobilise more resources

CBCM Socio-Pastoral Strategy (2018-2022):

- Ethnic protection
- Education for empowerment
- Social mission to reach out to marginalized
- Women's participation in Church mission
- Inter-religious support for peace
- Enhancing competencies and capacities of CBCM
- Alignment of Church commissions and bodies to serve the strategic objectives

Integral Human Development:

- IHD as a concept helps us to understand the multi-dimensional nature of human development – to look beyond the bounds of 'sectors', to address structural inequalities and see individuals facing extreme poverty in the context of family and community. It also places human development in the wider global context of economic inequalities. Pope Francis helps us to understand IHD as addressing economic inequalities and measuring our outcomes not in the aggregate numeric terms but how they improve human life opportunities, dignity and solidarity for everyone.

The KMSS strategic plan for 2019 to 2023 is based on a strategic framework.

This framework has two broad categories of strategic objectives. First, the External Delivery Objectives describe what KMSS will do to accomplish its mission through direct action and service provision, and what the world will receive and see from KMSS. Second, the Internal Objectives describe how KMSS will equip itself to better meet its Delivery Objectives. These priorities describe the issues and areas of concern that will be of central priority in the work of KMSS during the new strategic period.

Under each of these priorities a number of goals for the period 2019 – 2023 have been established. They describe the overall results that KMSS wishes to accomplish during the strategic period 2019 – 2023 within these priority areas.

3.2. Strategic Delivery Objectives (External)

Strategic Delivery Objectives (DO) are set for the following areas:

1. Humanitarian Action
2. Development
3. Rights & Protection



Strategic Objectives:

SDO 1.1

Integral Humanitarian Response²¹:

Ensure that people affected by natural disasters and conflicts receive comprehensive support and protection that builds their resilience and human dignity.

Result 1

KMSS actively provides immediate quality assistance and service delivery to save lives and reduce loss of people affected by natural disasters and conflicts in Myanmar

Result 2

Affected people by natural disasters and conflicts receive comprehensive locally appropriate supports in line with humanitarian standards that ensure dignity and rights, builds resilience and promote well-being in an accountable, transparent and collaborative approach.

SDO 1.2

Rights in Disasters and Conflicts

Ensure that all persons affected by natural disasters and conflicts enjoy their rights, have access to protection, services and assistance without discrimination, and can participate fully in decisions that affect them and their family members and communities.

Result 1.

KMSS will ensure that people in disasters and conflicts receive their entitled assistance and protection which respects their dignity.

Result 2.

KMSS will actively engage with key humanitarian actors for advocating people-centred approach in humanitarian response.



SDO 2.1

Economic Development

Promote development-oriented programs that support productive activities, decent job creation and entrepreneurship for the marginalized and vulnerable²².

Result 1.

Vulnerable people will have diversified income sources resulting in socioeconomic well-being.

Result 2.

Farmers will adopt sustainable practices to produce economically viable as well as marketable agriculture products.

Result 3.

Women, Youth and Adolescents will have relevant vocational and technical skills for employment, decent job and entrepreneurship.

Result 4.

All KMSS programs will meet minimum gender standards of IASC Gender with Age Marker (GAM)²³.

SOD 2.2.

Climate Change Adaptation

Ensure sustainable food production systems and implement resilient agricultural practices that strengthen capacity for adaptation to climate change and environmental protection²⁴.

Result 1.

KMSS will integrate Climate Change Adaptation (CCA) practices into all livelihoods programs that enables people to cope with uncertain environmental conditions across diverse geographical regions of Myanmar.

GOAL 3

RIGHTS & PROTECTION

People in Myanmar live in harmony, based on common social, economic and environmental justice.

SDO 3.1

Social Protection

Enhance equitable and quality integral social services (education, health and protection) by empowering the vulnerable, particularly women, children and youth.

Result 1.

Improve the health and nutrition status of mother and child (<5)

Result 2.

Reduce the risk and vulnerabilities of women, children and migrants against exploitation and trafficking

Result 3.

Improve access to quality education through teacher trainings, early childhood care and education, parental education, scholarship and facility improvements

SDO 3.2

Land Rights

Ensure that the poor and vulnerable have their land rights protected by relevant rule of law, with particular attention to protecting ethnic minorities and their customary land rights.

Result 1.

Community is aware and take action to legalize and protect their lands.

Result 2.

KMSS will contribute evidence on land rights and collaborate with key actors for policy engagement.

SDO 3.3

Peace and Reconciliation²⁵

Promote peace and social harmony through constructive dialogue and create an environment of fair and peaceful coexistence

Result 1.

KMSS will promote social cohesion and peaceful coexistence through community based peace building that engages leaders and influencers from different ethnicities, religion and political parties.

Result 2.

KMSS to be proactive in peace and reconciliation forums operating at regional and national level

3.3. Strategic Organisational Objectives (Internal)



SOO1.1:

Governance Structure

KMSS Governance structure is strengthened to promote fraternal cooperation and trust building that enables the organization to be professional, effective and sustainable.

Result 1.

Partnership mechanism in KMSS is based on principles of mutual respect, joint decision - making and clarity of roles and responsibility.

Result 2.

Board of Director (BOD) agree and approve job description of key senior staff that will support recruitment of competent people and better job performance.

SOO2.1:

Collective Leadership²⁷

KMSS will practice and adopt collective leadership ensuring responsive behaviour, respect and transparency in decision making

Result 1.

KMSS Leadership will engage relevant people in decision making process and delegate authority

Result 2.

KMSS Leadership motivates and supports staff to uphold gospel values and principles in their work

Result 3.

KMSS will develop leadership plan that creates space for women leaders

SOO3.1:

KMSS's Organizational Sustainability

KMSS will ensure its financial sustainability and viability for its operations

Result 1.

Develop a funding strategy that reduces funding risks, increases funding and more flexible funding coming from accountable, transparent and ethical funding sources.

Result 2.

Increase accountability, transparency, timely reporting, regular auditing and strengthening internal control systems at NO and DO levels.



Chapter 4

STRATEGIC PLAN MONITORING, EVALUATION & LEARNING

The KMSS Board of Directors is ultimately accountable for the delivery of the above Strategic Plan. All actors in the National and Diocesan Offices are responsible for its implementation with the support and collaboration of donors and Caritas Partner Member Organizations. The KMSS Board of Directors will bring key stakeholders together each year to review progress and to propose adjustments to the strategy. After the Operating Plan is in place, we will carry out an annual review of the strategy implementation and contribution from Diocesan Offices. At the end of four years, the National Office will conduct a strategy evaluation focusing on alignment of the KMSS to CI global and CI Regional strategies.

The following framework will be used for the Evaluation:

- Impact and achievements on people's lives
 - Whether KMSS achieved the objectives or not
 - KMSS services really responded (fulfil the needs) and are adapted to the changing environment
- Effectiveness (including Fund raising strategy)
- Efficiency
- Relevance of strategic objectives and tracking on systems
- Ownership of the Strategic Plan
- Professional improvement
- Enhanced synergy (internal and external)
- Partnership building
- Recognition and reputation of KMSS- Strategic positioning
- Articulation among KMSS - relevance and appropriateness of protocol
- Learning and feedback taking
- Accountability
- Sustainability

REFERENCE

¹ Pontifical Council for Justice and Peace: COMPENDIUM OF THE SOCIAL DOCTRINE OF THE CHURCH, Citta' del Vaticano, 2005, #144.

² Pontifical Council for Justice and Peace: COMPENDIUM OF THE SOCIAL DOCTRINE OF THE CHURCH, Citta' del Vaticano, 2005, #18: *The Church journeys along the roads of history together with all of humanity.*

³ ST. POPE JOHN XXIII, Encyclical Letter *Mater et Magistra*: "The whole of the Church's social doctrine, in fact, develops from the principle that affirms the inviolable dignity of the human person." AAS 53 (1961), 453, 459.

⁴ Pontifical Council for Justice and Peace: COMPENDIUM OF THE SOCIAL DOCTRINE OF THE CHURCH, Citta' del Vaticano, 2005, # 131: "Man exists as a unique and unrepeatable being, he exists as an 'I' capable of self-understanding, self-possession and self-determination." "So God created man in His image; in the image of God created him; male and female he created them." [Gen. 1:27]

⁵ POPE FRANCIS, Encyclical Letter *Laudato Si*, Citta' del Vaticano, 24 May 2015.

⁶ POPE FRANCIS, Apostolic Exhortation on the Proclamation of the Gospel in today's world, *Evangelii Gaudium*, Citta' del Vaticano, 24 November 2013, # 52-58.

⁷ Matthew 5:9. Blessed are the peacemakers, for they will be called sons of God

⁸ KMSS Child Protection Policy (June 2014); KMSS Humanitarian Policy (Protocols and Tools), "Protecting Human Dignity", Developed and written on 24th -28th October and 29th -30th November and 1st December 2016, Yangon-Mandalay; KMSS Procurement Policy (2015); KMSS Financial Policies & Procedures (January 2016); KMSS Assets Management Policy (January 2017); Safeguarding Children and Vulnerable Adults Policy - KMSS (January 2019)

⁹ Pontifical Council for Justice and Peace: COMPENDIUM OF THE SOCIAL DOCTRINE OF THE CHURCH, Citta' del Vaticano, 2005, #160

¹⁰ There are key references to subsidiarity in Catholic Social Teaching. One of these references is in *Quadragesimo Anno*, 79. (Pope Pius XI, 1931): "Just as it is wrong to withdraw from the individual and commit to a group what private enterprise and industry can accomplish, so too it is an injustice, a grave evil and a disturbance of right order, for a larger and higher association to arrogate to itself functions which can be performed efficiently by smaller and lower societies. This is a fundamental principle of social philosophy, unshaken and unchangeable. Of its very nature the true aim of all society should be to help members of the social body, but never to destroy or absorb them".

¹¹ ST. JOHN XXIII, Encyclical letter *Pacem in Terris*: "The ultimate source of human rights is not found in the mere will of human beings, in the reality of the State, in public powers, but in man himself and in God his Creator. These rights are 'universal, inviolable, inalienable'." AAS 55 (1963), 278-279, 259.

¹² Pontifical Council for Justice and Peace: COMPENDIUM OF THE SOCIAL DOCTRINE OF THE CHURCH, Citta' del Vaticano, 2005, # 154: "Human rights are to be defended not only individually but also as a whole: protecting them only partially would imply a kind of failure to recognize them."

¹³ KMSS Advocacy Strategy (March 2018)

¹⁴ PONTIFICAL COMMISSION "IUSTITIA ET PAX", *The Church and Human Rights: "This pastoral commitment develops in a twofold direction: in the proclamation of the Christian foundations of human rights and in the denunciation of the violations of these rights."* 70-90, Vatican City 1975, pp. 45-54.

¹⁵ Inputs for this section are drawn from (1) Central Statistical Organization (CSO), UNDP and WB (2018) "Myanmar Living Conditions Survey 2017: Key Indicators Report", Nay Pyi Taw and Yangon, Myanmar: Ministry of Planning and Finance, UNDP and WB; (2) HARP-F and MIMU (2018). "Vulnerability in Myanmar: A Secondary Data Review of Needs, Coverage and Gaps"; and (3). World Bank Group (2018). "Navigating Risks: Myanmar Economic Monitor December 2018"

¹⁶ Joint Strategy Team comprises of – Bridging Rural Integrated Development and Grassroot Empowerment (BRIDGE), Kachin Baptist Convention (KBC), Kachin Relief and Development Committee (KRDC), Kachin Women Association (KWA), Kachin Development Group (KDG), Karuna Mission Social Solidarity (KMSS), Metta Development Foundation (Metta), Nyein (Shalom) Foundation and Wunpawng Ninghtoi (WPN)

¹⁷ POPE BENEDICT XVI, Encyclical Letter on Christian Love, *Deus Caritas Est*, Citta' del Vaticano, 25 December 2005

¹⁸ Caritas Internationalis Summary Strategic Framework 2015–2019. <https://www.caritas.org/wordpress/wp-content/uploads/2017/06/StrategicFramework2015.pdf>

¹⁹ In 1967 encyclical *Populorum Progressio*, Pope Paul VI introduced the concept of integral development: "Development cannot be limited to mere economic growth alone. In order to be authentic, it must be complete: integral, that is, it has to promote the good of every person and of the whole person". www.vatican.va

²⁰ E.g. SPHERE Standards

²¹ KMSS Humanitarian Policy (Protocols & Tools), Mandalay-Yangon, 2016.

²² Pontifical Council for Justice and Peace: COMPENDIUM OF THE SOCIAL DOCTRINE OF THE CHURCH, Citta' del Vaticano, 2005, # 346: "One of the higher priority issues in economics is the utilization of resources, that is, of all those goods and services to which economic subjects- producers and consumers in the private and public spheres- attribute value because of their inherent usefulness in the areas of production and consumption."

²³ <https://iascgenderwithagemarker.com/en/home/>

²⁴ Pope Francis' Encyclical *Laudato Si* ("Praise be to you") is a worldwide wake up call to help humanity understand the destruction that man is rendering to the environment and his fellow man. "I urgently appeal, then, for a new dialogue about how we are shaping the future of our planet. We need a conversation that includes everyone, since the environment challenge we are undergoing, and its human roots, concern and affect us all" (#14).

²⁵ Pontifical Council for Justice and Peace: COMPENDIUM OF THE SOCIAL DOCTRINE OF THE CHURCH, Citta' del Vaticano, 2005, *bid.*, # 492: "Peace is then reconciliation with one's brothers and sisters, for in the prayer that Jesus taught us, the 'Our Father', the forgiveness that we ask of God is linked to the forgiveness that we grant to our brother and sisters- 'Forgive our debts as we also have forgiven our debtors' (Mt. 6:12)"

²⁶ SUSAN STEWART & THANDAR SWE, *Seeing Systems* (A Power + Systems workshop), CBCM, Yangon, 28-29 August 2018; LEADERSHIP DEVELOPMENT PROGRAM, *For the Practicing Manager* (Center for Creative Leadership) written by Kim Kanaga & Sonya Prestridge-North Carolina, USA, 2002

²⁷ Goal and Key Result Areas of LDP Trainings and Workshops, KMSS-NO & DOs (2017-2019): Collective Leadership [Goal] which will practice and adopt Collective Leadership ensuring responsive behavior, respect and transparency in decision making.

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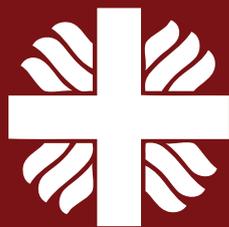
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