



# BAAN DEK FOUNDATION

BUILDING BETTER LIVES, TOGETHER.

Strategic Plan (2022 - 2025)

Updated October 2023



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# BAAN DEK FOUNDATION

## VISION & MISSION

The vision of Baan Dek Foundation (BDF) is that vulnerable children living in Thailand, particularly children and their families connected to the construction sector, enjoy their fundamental rights and have sustainable access to education, health, and child protection services.

BDF's mission is to improve the fundamental well-being of vulnerable children and their families living in construction site camps and urban slums by **supporting** their immediate needs, **empowering** their communities and leaders through a peer-to-peer approach, and creating **sustainable change** in the Thai construction sector.



## SUMMARY OF WORK

For over 20 years, BDF has been working to support the well-being of vulnerable children living in Thailand. BDF began its work in 2002 by providing direct support to marginalized children living in urban slums in Chiang Mai, to address their critical needs. By 2012, BDF had expanded its reach to multiple communities in the Chiang Mai metropolitan area, and started focusing on children living in construction site camp communities. These communities were identified via convenience sampling, and the children living there exhibited severe needs related to education, health, and child protection. From 2012 to 2018, BDF continuously assessed needs and piloted solutions to support these children and

communities, while conducting research to examine the root causes of the issues faced by the migrant workers and their children living in construction site camps.

In order to better understand the challenges commonly faced by these populations, in 2018 BDF partnered with UNICEF Thailand to leverage BDF's knowledge of these issues and create a unique and scalable strategy of support. BDF and UNICEF Thailand developed the Framework for Action after a rigorous grounded theory research study ("Building Futures in Thailand: Support to Children Living in Construction Site Camps"). The Framework has 12 key recommendations for companies and workers, in order to empower workers and their

children with access to public services, information, and relevant local life skills. The Framework recommendations have four focus areas - infrastructure, health, rights and safety, and education - based on the needs commonly identified across camps and regulations in Thailand.

In order to support the adoption of these 12 recommendations and push long-term social change, from 2019-2021 BDF invested resources and developed an ecosystem to power the creation of an innovative toolkit to enable the practical adoption of the recommendations. The Tools were developed in collaboration with companies and piloted in demonstration site camps in Bangkok. Companies can use these Tools to improve camp living conditions and ensure children can access basic public services; with technical assistance from BDF or other Civil Society Organizations (CSOs). In February 2022, in collaboration with UNICEF Thailand, pioneer companies, and the European Union, BDF launched the Building

Social Impact online platform, which offers public access to the Framework and its Tools.

For the 2022-2025 period, BDF aims to scale the adoption of the Framework recommendations through its new Building Social Impact (BSI) Initiative. Through the Initiative, BDF will work with companies in the construction sector and other key stakeholders to support a wide adoption of the Framework recommendations and a change of business practices that impact children living in construction site camps. Simultaneously, BDF will continue providing direct support in camps to address immediate needs, empower communities, and identify solutions that can act as examples for construction companies. BDF will implement an inclusive approach involving multiple stakeholders to ensure children in construction site camps are able to access education, health, and child protection services, in line with UN Sustainable Development Goals (SDGs) 1, 3, 4, 5, 6, 10, 11, and 16.



## VALUES



BDF adheres to four key values:

- **Impact** - BDF is focused on defining, delivering, and measuring our direct impact and systemic impact.
- **Collaboration** - BDF believes in collaboration with both beneficiaries and partners, based on trust and mutual respect.
- **Transparency** - BDF is transparent in its utilization of funds, and applies the most rigorous tools for internal and external audit of its accounts.
- **Innovation** - BDF commits to identify, pilot, and share innovative solutions to the social challenges it addresses.

# CONTEXT

Thailand is a country of origin, transit and destination for a significant majority of migrant workers from neighboring countries like Myanmar, Laos, Cambodia and Malaysia.<sup>1</sup> Migrant workers in Thailand predominantly seek employment in low-paid jobs, which include but are not limited to fishing, agriculture, construction, manufacturing, domestic work, and other services.<sup>2</sup> Particularly in the construction sector, a 2023 press release by the International Labour Organization (ILO) indicates that out of the 2.3 million migrant workers in Thailand, about 600,000 are working in this sector.<sup>3</sup> In addition to migrant adults, BDF's evidence-based study published in collaboration with UNICEF Thailand found that tens of thousands of migrant children and youth live in construction site camps in slumlike conditions.<sup>4</sup> They face multiple hardships, including but not limited to poor and

unhygienic living conditions, lack of social integration, and difficulties in accessing public healthcare and education upon arrival in Thailand.

As a result of a lack of support from companies, inability or unawareness on the part of public service providers to support migrant populations, a lack of documentation, a lack of information, cultural differences, language barriers, and other challenges, migrant workers and their children lack access to essential public services. Many children struggle with challenges related to education, health, living conditions, and neglect, abuse, social exclusion, and exploitation. Without access to their fundamental rights, migrant workers and their children are unable to break from cycles of poverty and improve their quality of life.

## CHILDREN AND FAMILIES

### Education

To aid the implementation of Education for All, in 2018 the Government issued a Ministerial Proclamation to remove existing barriers to education, including allowing schools to generate a 13-digit identification number for children without one. Despite this, it is estimated that of the 350,000 migrant children in Thailand, 200,000 are out of school.<sup>5</sup>

Migrant children face many challenges during preparation for and integration into schools,<sup>6</sup> including

language and literacy barriers, frequent migration, the inability to start school with peers of the same age due to a lack of education, the cost of attending public schools, and discrimination from school staff and/or other students. Some public schools refuse to enroll migrant children due to a lack of awareness of a child's eligibility or an unwillingness to accommodate migrant children either due to discrimination, lack of budget or lack of capacity to teach Thai as a foreign language.<sup>7</sup>

<sup>1</sup> IOM (n.d.). *Migration Context*

<sup>2</sup> ILO (2023). *Triangle in ASEAN - Quarterly Briefing Note Thailand (January - March 2023)*

<sup>3</sup> ILO (2023, February). *How service delivery for women migrant workers and their families in construction sector are strengthened in Thailand*

<sup>4</sup> Baan Dek Foundation and UNICEF Thailand (2018). *Building Futures in Thailand: Support to Children Living in Construction Site Camps*

<sup>5</sup> IOM, 2019

<sup>6</sup> Save the Children and World Education (2014). *Pathways to a Better Future: A Review of Education for Migrant Children in Thailand*

<sup>7</sup> Baan Dek Foundation and UNICEF Thailand (2018). *Building Futures in Thailand: Support to Children Living in Construction Site Camps*

The invisibility of unregistered migrant children also poses a barrier to government implementation as school budgets are allocated according to the number of children registered within a district area. Part of these

budgets goes to the subsidies for uniform and lunch, without which school resources are strained to accept undocumented migrant children.

## Health

While Thailand's policy of Universal Healthcare is very progressive on paper, and there are several overlapping schemes intended to cover even irregular workers and children, a combination of complex factors prevent effective implementation.

The healthcare of fully regular workers (in the formal sector) is covered under the national Social Security Scheme, which is a legal obligation of the employer. However, for subcontracted migrant workers, the responsibility to enroll workers falls to subcontractors, which usually operate under small, often unregistered enterprises and lack incentives to enroll their workers. Employers have no responsibility to assist in the procurement of health insurance for the children of migrant workers.

Migrant children themselves can be enrolled in Thailand's Migrant Health Insurance Scheme (MHIS) to obtain a health card. However, many migrant parents are unable to obtain cards for their children due to a lack

of understanding of how to do so, a lack of required documentation (birth certificates, passports, proof of employment or residency), a lack of finances to pay the annual fees, or lack of awareness on the part of the clinic or hospital administration on the rights of migrants access to healthcare.

Recent research has also found that employers recruit and register their workers using the cheapest route, such as the Border Pass scheme or illegal channels, thereby excluding the workers from Social Security Fund (SSF) eligibility.<sup>8</sup> The availability of healthcare for migrants is closely tied to their migration channel and therefore the recruitment practices of the subcontractors and by extension the procurement practices of the construction company itself. There is very little information available in the language of migrants about the availability and coverage of the different healthcare systems and even less incentive from employers to assist.

## Social Exclusion and Abuse

Many migrant children are exposed to instances of discrimination and social exclusion due to xenophobia and language or cultural differences, leading to negative impacts on their development, relationships with others, integration into schools, future employment, and overall well-being.<sup>9</sup> Children in construction site camps are also often exposed to domestic violence

and abuse; according to a publication from BDF and UNICEF Thailand, 90% of children surveyed had been a victim of violence, and 93% had witnessed violence.<sup>10</sup> In addition, these children are at-risk of child labor. Many children under the legal working age of 15 have been paid to watch other children, work in agriculture, clean, work in a restaurant, or sell items.

## Living Conditions

Workers and their families are provided with temporary housing, referred to as construction site camps, adjacent to or near each construction project. These construction site camps do not fall under the main piece of legislation regulating buildings, but are provided guidance by the Welfare Committee under the Ministry of Labor; whose guidelines fall short of even international humanitarian standards. Living areas are generally extremely limited in space and do not meet international accommodation standards<sup>11</sup> of 3.5 meters of space per person. The living conditions in construction site camps are extremely poor, there are numerous hazards in the communities such as abandoned construction materials and unreliable

electricity, and the communities lack safe spaces for children to learn or play.

In addition, these communities lack clean water, hygiene, and sanitation (WASH) facilities, which critically impedes proper hygiene and sanitation practices. In addition, a lack of privacy in existing WASH facilities exposes children and adults in these communities to harassment, gender-based violence, and abuse. Around 89.7% of children and parent participants interviewed in construction site camp and slums around Chiang Mai report that they need showers separated by gender, 65.1% reported that toilets do not function properly or are dirty, and 92.7% felt unsafe using the toilets provided by construction companies.<sup>12</sup>

## COMMUNITIES

Construction site camp communities consist of migrant workers and their children, and are often physically isolated from other communities. As mentioned above, camps are constructed near construction sites, which are sometimes in remote locations, and have physical barriers that hide and separate these communities from outside. Once construction projects are completed, workers migrate to work at another location and often move to different construction site camps with their families, which continuously disrupts any connections that have been made with nearby services. The isolated nature of these communities and workers' repeated migration prevents workers and their families from easily integrating into Thai society.

Although employers have a responsibility to provide workers with essential information after a move to a new location, many fail to adequately support workers

and families in accessing services. Due to the layered supply chain in the sector and low level of power and/or education of migrant workers, workers are often not informed of their rights and exploited in terms of working or living conditions. 12% of community members do not learn about services, while 78% of community members learn about services from community members or relatives, nonprofits, or others.<sup>13</sup> Many migrants lack strong Thai language skills and confidence in general, and so face many challenges in claiming their rights or improving their own well-being.

Workers and their children also lose the social capital they had in their countries of origin upon moving to Thailand. They become disconnected from their communities, and often do not have close friends or family members in Thailand that they can rely on for support. In addition, families in camps face difficulties in connecting with their

<sup>8</sup> IOM (2022). *Thailand Social Protection Diagnostic Review: Social Protection for Migrant Workers and Their Families in Thailand*

<sup>9</sup> Baan Dek Foundation and UNICEF Thailand (2018). *Building Futures in Thailand: Support to Children Living in Construction Site Camps*

<sup>10</sup> *Ibid.*

<sup>11</sup> Tilleke & Gibbins (2017). Thailand: *Legal Basics*

<sup>12</sup> Baan Dek Foundation and UNICEF Thailand (2018). *Building Futures in Thailand: Support to Children Living in Construction Site Camps*

<sup>13</sup> *Ibid.*



community members. Migrant workers and their children move to Thailand from different countries or areas within the same country, which leads to vast differences in ethnicity, status, languages, and cultural practices among community members. The absence of support and cohesiveness in communities prevents families

from sharing information and supporting each other in navigating life in Thailand. This overall lack of social capital leads to a shortage of community safeguards and the inability for workers and their children to obtain essential life skills and knowledge. The lack of connection to public services increases this gap.

## CONSTRUCTION SECTOR

Construction is a key sector of the Thai economy, representing 8.1% of the Gross Domestic Product (GDP).<sup>14</sup> The sector is driven by infrastructure projects, comprising 82.3% of public-sector construction spending, while residential projects make up 53.1% of private construction spending.<sup>15</sup> Due to the development of the Eastern Economic Corridor and Thailand's aim to be a major regional economy, the construction sector is forecast to be one of the country's main economic drivers, and will continue to rely heavily on migrant labor.

With the exception of a small group of companies in the sector, the construction sector does not assume responsibility for the well-being of workers, especially not for children living in construction site camps, and provides low-cost, temporary accommodation for workers and their families. The sector is mainly driven by profit, and the cost of labor is purposefully kept low to increase profit margins. In addition, construction companies rely heavily on subcontractors to source workers, which causes significant dilution of responsibility

and accountability of companies towards the well-being of workers.

Despite the burgeoning field of business and human rights and social sustainability being driven forward by the government in Thailand, there is a lack of awareness and lack of understanding of the advantages on the part of the companies such as branding identity, legal risk reduction, contract awards, and investments by adopting better standards for workers and their families. Companies that are interested in supporting the well-being of workers and their families to meet their rights do not have the knowledge, experience, or tools required to identify community needs and provide solutions.

However, there are many companies interested in changing their practices to benefit workers and their families, and this interest has grown as more companies become aware of their responsibility towards workers, the advantages of assuming this responsibility, and the potential solutions they can implement.

<sup>14</sup> Krungsri (2021). *Industry Outlook 2021-2023: Construction Contractor*

<sup>15</sup> *Ibid.*

# GOVERNMENT AND PUBLIC SERVICE PROVIDERS

As mentioned above, Thailand has developed several policies to ensure the well-being of migrants and their children. In 2005, Thailand instituted an Education for All policy, which allows all children regardless of legal status to enroll in the compulsory 15 years of education. For healthcare, migrant children, both documented and undocumented can enroll in the MHIS at their own cost. Similarly, all children, regardless of status, are protected under the Child Protection Act 2003.

In terms of effective implementation of these progressive policies, several barriers exist to prevent children from accessing public services, including those described above. One of the primary barriers cited in the 2019 IOM Thailand Migration Report, is the lack of documentation, not only does this lead to lack of adequate budgeting for relevant departments due to the children not existing on paper, but it also creates practical obstacles at the micro level. Migrant parents may be afraid of making contact with government service providers due either to their own lack of documentation or their children's or may lack awareness of their children's rights to those services.

Thailand has also been working to ensure corporate accountability for the well-being of workers. Thailand is

the first country in the Asia Pacific region that developed a National Action Plan (NAP) on Business and Human Rights (BHR). The current NAP is due to expire in 2022, and as such, the UNDP Thailand Business and Human Rights unit will work with the Ministry of Justice, Royal Thai Government, and civil society to develop the second NAP.

Thailand's Ministry of Finance works to support these efforts, and the Securities and Exchange Commission (SEC) has made Environmental Social Governance (ESG) disclosure mandatory for companies listed in the Stock Exchange of Thailand (SET). In 2015, the SET launched the Thai Sustainability Index, which provides information on the best sustainable companies to investors. Since then, the SET has shown continuous commitment to encouraging sustainable business practices. The SEC has also committed to collaborating with the UNDP and UN Global Compact to support Thailand's private sector in moving towards compliance with the UN SDGs. The Secretary-General of the SEC has publicly expressed interest in adapting Thailand's regulatory framework to incorporate Human Rights Due Diligence.

# STRATEGIC GOALS AND OBJECTIVES (2022 - 2025)

BDF's strategic goals and objectives for the 2022-2025 period, as outlined below, are informed by the progress achieved in the past several years. BDF will continue to work across the two dimensions of direct support and

systemic change, while targeting the key groups of children and families, communities, and companies in the Thai property and construction sector.

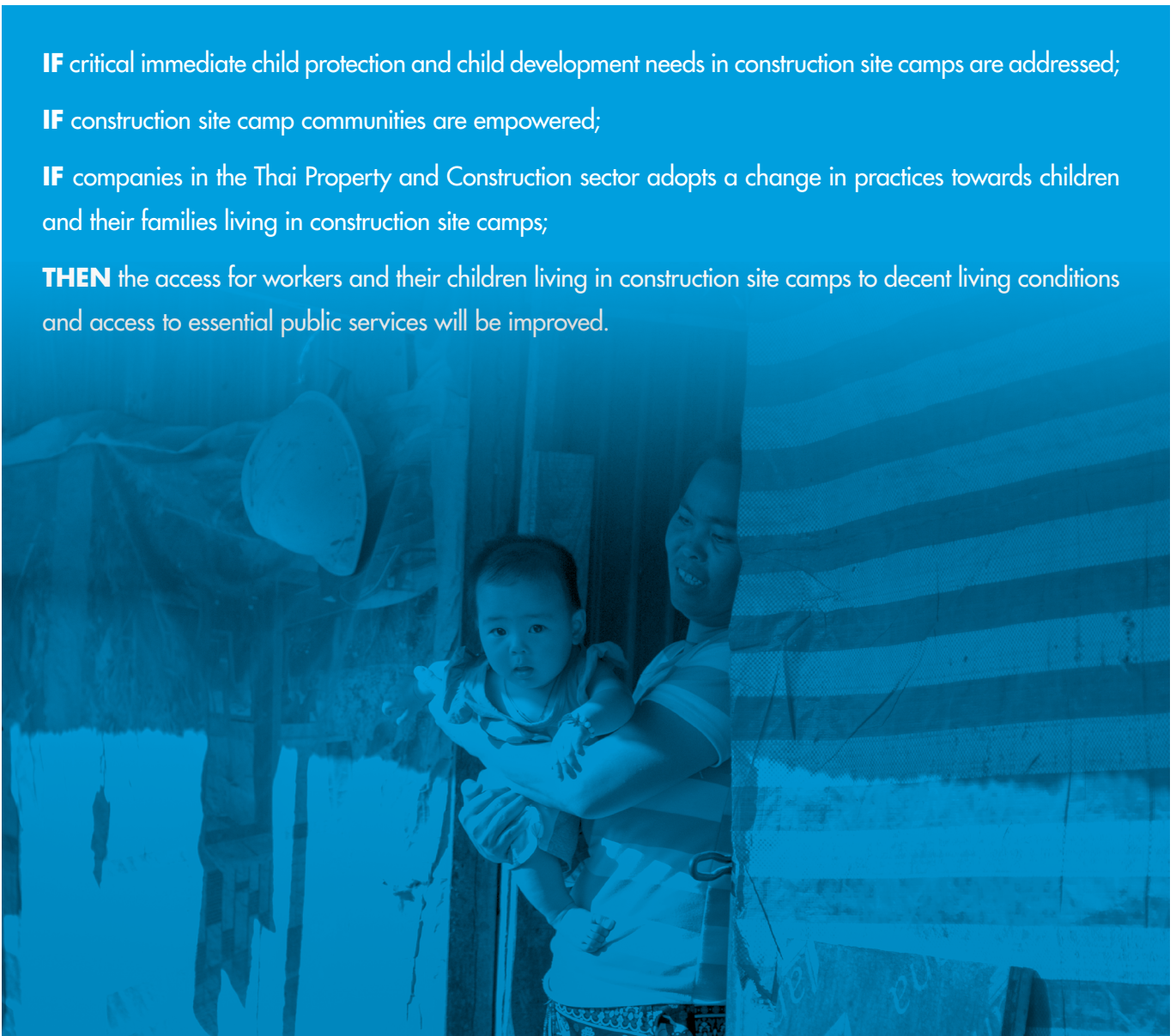
## THEORY OF CHANGE

**IF** critical immediate child protection and child development needs in construction site camps are addressed;

**IF** construction site camp communities are empowered;

**IF** companies in the Thai Property and Construction sector adopts a change in practices towards children and their families living in construction site camps;

**THEN** the access for workers and their children living in construction site camps to decent living conditions and access to essential public services will be improved.



# THEORY OF CHANGE DIAGRAM

<b>Overall Objective (Impact)</b>	Vulnerable children, including children within the construction sector, have sustainable access to education, health, and child protection services; and have improved development, well-being and opportunities			
<b>Dimension</b>	Direct support			Systemic change
<b>Target Group</b>	Individuals		Communities	Sectorial (construction sector)
<b>Strategic Programmatic Pillars</b>	Respond to immediate child protection and child development needs		Empower communities and their leaders	Change practices of companies in the construction sector
<b>Core Programs</b>	Child Protection	Child Development	Community Empowerment	Systemic Impact
<b>Outcomes</b>	Children's immediate and urgent needs are addressed and families are accompanied towards sustainability	Children have enhanced educational attainment and improve their cognitive, language, social, emotional, and physical development	Community members are able to autonomously support children and families in their own communities to access education, health, and child protection services	Companies from the property and construction (PropCon) sector change their practices towards workers and their children living in construction site camps, in line with the core principles of Business and Human Rights (BHR) and Environment, Social and Governance (ESG) principles
<b>Influencing for Change Strategies</b>	<ul style="list-style-type: none"> <li>• Scaling the Systemic Impact Strategy</li> <li>• Supporting companies to make improvements</li> <li>• Research and network building</li> <li>• Collaborating and advocating with government and public service providers</li> <li>• Amplifying the voices and perspectives of migrant workers and their children</li> </ul>			
<b>Organizational Enablers</b>	<ul style="list-style-type: none"> <li>• People</li> <li>• Processes and systems</li> <li>• Financial sustainability</li> <li>• Monitoring and evaluation</li> </ul>			



# STRATEGIC PROGRAMMATIC PILLARS



## SUPPORT

Responding to children's immediate needs

Through its child protection and child development activities, BDF provides temporary social and economic support to children and families to address critical, immediate needs. Addressing these needs is an essential step in generating long-term change and ending cycles of poverty for children and their families.



## EMPOWER

Empowering communities and their leaders

Through its community empowerment activities, BDF addresses the issues migrant communities commonly face, described above, by empowering these communities. BDF provides communities with essential information related to their rights, life skills, and access to public services, and supports individuals to act as leaders of their communities.



## CHANGE

Creating sustainable change in the construction sector

To reach a change of practices in the construction sector, BDF adopts a solution-oriented and positive approach based on partnerships with property developers and construction companies. BDF develops practical tools and training sessions for companies to support them in adopting improved practices toward migrant workers and their children.

# MEASURING IMPACT

Measuring the organization's outputs, outcomes and impact is essential to power BDF's strategy. BDF has implemented a centralized digital system that monitors data in long and short-term intervals in order to assess the social impact of its work. BDF currently uses cloud-based technology for most data storage and analysis, where data is directly sent from the field through a tablet to BDF's central database system (Salesforce CRM software).

In addition to this, BDF conducts on a yearly basis a participatory workshop to capture the feedback and inputs of BDF's beneficiaries. The workshop gathers beneficiaries representatives, including women leaders and youth peers, to brainstorm and discuss project areas of improvement, analyze the impact of activities delivered and collect recommendations for the year to come. The participatory approach and tools allow to capture and process inputs from representatives of various ages, origins and gender. This is a key moment for the BDF team to identify women's needs, jointly design future activities and feed in BDF next programmatic cycle.

To ensure a long-lasting sustainable impact, BDF launched in February 2022 the Building Social Impact (BSI) Initiative, aiming at changing the practices of companies from the Property and Construction sectors and fostering a sector-wide behavioral change to improve the well-being of migrant children, women and men. Following this launch, BDF developed additional Monitoring and Evaluation (M&E) processes to monitor and evaluate systemic change. Baseline data are collected for each new company joining the initiative. Data on company policies and training attendance are collected to ensure real uptake of the partnering companies and commitment toward improving social practices. Regular spot checks are conducted in the companies' construction camps to measure real progress and change of practices. Taking into account the success of the Initiative in 2022 and anticipating a growth in BSI partners for the following years, BDF is working on further improving its systemic impact M&E tools. Consequently, BDF is currently working with external consultants to design a robust M&E framework using key SMART indicators to continue monitoring and assessing in an efficient way the BSI initiative outputs, outcome and impacts.

## OUTCOME 1: CHILD PROTECTION

**Outcome:** Children's immediate and urgent needs are addressed and families are accompanied towards sustainability

### Measures of Success and Indicators

- # of children under individual case management
- % of cases where families are able to independently support their children following BDF support

## OUTCOME 2: CHILD DEVELOPMENT

**Outcome:** Children have enhanced educational attainment and improve their cognitive, language, social, emotional, and physical development

### Measures of Success and Indicators

- % of school-aged children that are enrolled into school
- # children who have been supported with school equipment and/or school fees
- # of hours of child development activities delivered to vulnerable children

## OUTCOME 3: COMMUNITY EMPOWERMENT

**Outcome:** Community members are able to autonomously support children and families in their own communities to access education, health, and child protection services

### Measures of Success and Indicators

- % of communities targeted in the ongoing year with improved score across the four dimensions of the Framework for Action (Infrastructure, Welfare and services, Education and Health)
- % of children who have been vaccinated according to Thai standards
- # of community members who have benefited from community improvement
- # of vulnerable women engaged in upskilling training
- % of supported women who feel more confident to reach their goals

## OUTCOME 4: SYSTEMIC IMPACT

**Outcome:** Companies from the property and construction (PropCon) sector change their practices towards workers and their children living in construction site camps, in line with the core principles of Business and Human Rights (BHR) and Environment, Social and Governance (ESG) principles

### Measures of Success and Indicators

- # of BSI Ambassadors (incl. Real Estate developers, construction service providers)
- # of BSI Practitioners (Construction companies)
- % of BSI Practitioners that have improved the assessment score in targeted camps following BSI training completion
- # workers who have benefited from the BSI Framework being implemented in the camp
- # children who have benefited from the BSI Framework being implemented in the camp

# INFLUENCING FOR CHANGE STRATEGIES

## SCALING THE SYSTEMIC IMPACT STRATEGY

As mentioned above, in the 2022-2025 period BDF aims to significantly scale its Systemic Impact Strategy through the BSI Initiative, Phase 3 of the Strategy. BDF's Strategy has already been successfully piloted with construction sector leaders, indirectly reaching over 10,000 workers, and has the potential to be scaled nationwide. Through the BSI Initiative, BDF will invite the actors of the construction sector to take a leading role in the scaling up of the adoption of the Framework and its recommendations.

BDF has designed a stakeholder engagement plan, based on micro and macro system mappings, to guide its efforts to form a strong network of key organizations in the construction sector ecosystem. BDF will increase its focus on outreach activities and continuously develop or improve awareness materials related to the BSI Initiative, in addition to the BSI website. BDF has also created a BSI membership plan, which outlines the roles partner stakeholders may play in promoting the BSI Initiative.

Within the membership structure, BSI Ambassadors (real estate developers, industry associations, construction service providers, sustainability consultants, investors, real estate sale platforms) are invited to engage additional construction companies in the adoption of the Framework. These construction companies, or BSI Practitioners, would commit to being trained on the

Framework and its Tools and to progressively implement improvements in camps. BDF is also looking to onboard BSI Financial Partners to progressively develop the financial sustainability of the BSI Initiative, and increase the funding share coming from the construction sector itself. To inform BDF's work to recruit members, BDF has identified the mandates and key interests of relevant stakeholders, in addition to potential incentives for them to participate in the BSI Initiative.

BDF's primary target is implementing companies (BSI Practitioners), and BDF will focus heavily on leveraging incentives for companies to encourage adoption. BDF aims to generate mutually beneficial situations, whereby companies invest in improved social practices and receive a return on their investment, such as an improved social sustainability performance rating, improved brand image, or improved labor retention. BDF will work to engage companies in a journey to create social impact, in the best interests of workers, their children, and the company.

BDF will predominantly focus on large property developers and construction companies, which generate increased interest in adopting improved practices due to their visibility. BDF will focus on a trickle-down approach, whereby changes in practices will be progressively reflected at lower levels of the value chain as new standards are set in the sector.



While the cost of implementation of the Framework for Action for large companies is low, with an expected high return on investment, this may not be the case for smaller subcontractors. Those who are further down the value chain may have less interest in adopting changes in practices, as their profit margins are limited and any cost increase can be seen as a risk.

In order to ensure sector-wide adoption and sustainable systemic change, BDF will work with large companies to ensure fair repartition of the BSI implementation cost along the value chain. Through this approach, BDF will mitigate resistance from actors further down in the value chain, limiting the potential burden placed on smaller subcontractors on adopting higher social standards.

## SUPPORTING COMPANIES TO MAKE IMPROVEMENTS

Under the BSI Initiative, BDF will not offer to conduct direct support activities in camps, and will instead position itself as a trainer and enabler of companies, capitalizing on its strong social expertise from its direct support programs. BDF will increase the capacity of construction companies and provide them with the tools required to improve access to services and living conditions in camps.

BDF will train company leaders from BSI Practitioner companies on the Framework and its Tools through workshops and on-the-job training. Interested companies first participate in the two-day Social Impact Tools Workshop, in which they learn about the Self-Assessment Tool and how to use it to assess camps and make improvements. Afterwards, leaders participate in a two-day Reference Pack Workshop, in which they learn about the Reference Pack for company representatives. The workshop includes 12 modules, each focused on a specific Framework recommendation. Following the workshops, BDF will provide on-the-job training and activities to construction company leaders, to ensure full understanding and adoption of the 12 recommendations.

The Framework Tools recommend that construction companies play a bridging role between camp

communities and local public services (public schools, healthcare services, etc.) or a qualified, registered agency who can play this bridging role. In addition, the Tools recommend that construction companies partner with qualified local agencies to provide direct support, depending on the specific needs of families within each construction site camp. The selected local authority or agency could provide services such as case management, food and hygiene set donations to alleviate financial stressors, life skill education, or non-formal education sessions to support child development. BDF will be available to support as a consultant to companies and agencies alike.

This model provides a sustainable, long-term safety net for migrant families through a top-down and bottom-up approach, working hand-in-hand with construction leaders to affect changes at the policy level, while closely partnering with local authorities or relevant qualified agencies to provide direct support and technical input where needed. BDF acts as the choreographer and aims to scale this system through a network of construction sector and public sector champions and advocates, to a national scale.

# RESEARCH AND NETWORK BUILDING

BDF will continue to conduct research on the root causes of the issues affecting migrant workers and their children, and on best practices related to encouraging corporate social responsibility. As mentioned above, BDF has already published a research report with UNICEF Thailand and is currently working on research related to family separation amongst families connected to the construction sector. These findings have already been used to inform BDF's direct support activities and systemic change efforts. In addition, BDF has researched ways to incentivize companies to adopt the Framework, including calculating a value on the social return of investment (SROI) for camp communities. Looking ahead, BDF plans to conduct a research study on the interrelation of the migration of children accompanying workers and the recruitment / migration of workers, and their challenges related to documentation (expected to take place from 2023 onwards).

BDF will leverage research findings and its field expertise to continue to build a network for advocacy purposes

and to affect changes at the policy level. BDF will engage with CSOs around Thailand to share knowledge about the challenges faced by children and workers in the construction sector, learn and share best practices, raise awareness of the BSI Initiative, and explore opportunities for coalition building, which can contribute towards an enabling policy environment for child rights and business principles of migrant children. These actors include but are not limited to Plan International Thailand, the Labor Promotion Network, Raks Thai Foundation, Issara Institute, ASEAN CSR Network, World Vision Thailand, the Center for Child Rights and Business, Save the Children Thailand, and the Human Rights and Development Foundation. In addition, BDF staff hold meetings to explore pathways either for greater collaboration or for an entry to government advocacy with UNICEF Thailand, Global Compact Network Thailand, IOM Thailand, ILO (specifically the TRIANGLE in ASEAN project), and UNDP (specifically the Business and Human Rights Unit).

# COLLABORATING AND ADVOCATING WITH GOVERNMENT AND PUBLIC SERVICE PROVIDERS

Across all activities under BDF's strategic programmatic pillars, BDF will continue to work closely with government agencies and public service providers. BDF will connect with these agencies and service providers for referrals or technical support, and will support them in providing an enabling environment for migrants and their children to access basic services. BDF will also maintain efforts to help establish relationships between communities or companies and public service providers.

BDF currently has active collaborations with over 75+ schools, health centers, and other public service providers. BDF also has formal agreements with several local schools (Wat Jed Yod school, Wat DonChan school, Wat Pa Pao school, Chum Chon Ban Buak Krok Noi School), government services (Chiang Mai Shelter for Children and Families), and government offices (Chiang Mai Provincial Social Development and Human Security Office) in Chiang Mai. In addition, BDF

has recently formed an agreement with a consortium of local organizations and governmental institutions in Chiang Mai, including Nakoreping Hospital, the Ministry of Social Development and Human Security, and the Chiang Mai Police Department.

BDF also plans to conduct advocacy work with Thailand's Ministry of Education, Ministry of Labor, Ministry of Public Health, and Ministry of Justice. BDF's primary target is the Ministry of Justice, as BDF will contribute

to the new NAP on BHR. BDF is one of the five CSOs included in the consultative round for the development of the second NAP, beginning in July 2022. This will be the starting point of presenting the BSI Initiative as a concrete operationalization of practices related to business and human rights in the construction sector, and will advocate for the development of relevant incentives to encourage the adoption of better practices.

## AMPLIFYING THE VOICES AND PERSPECTIVES OF MIGRANT WORKERS AND THEIR CHILDREN

BDF aims to continuously involve children and families in the design, planning and monitoring of activities under BDF's three strategic programmatic pillars. BDF conducts annual participation workshops and uses body mapping and other methods to collect feedback and allow beneficiaries to be involved in designing projects and action plans for their communities. This is done for all BDF projects, and workshop activities are designed to elicit input and perspectives of workers and their children across each program. In addition to these activities, program staff employ questionnaires or focus group discussions based on BDF's program evaluation matrix to assess BDF's impact from the beneficiaries' voices and perspectives. After participation workshops are held, BDF conducts workshops with staff to discuss the results of the participation workshops. These results are analyzed and summarized, then used by the staff to make project adjustments.

BDF also works to involve beneficiaries in project implementation, where possible. In terms of child

beneficiaries, some youth in communities have been trained as Youth Peer Educators and are currently supporting efforts in communities through activities such as leading child development activities; sharing essential information on access to services acquired through training sessions, meetings, and visits with service providers; actively participating community assessments; and working on the design and implementation of community action plans.

Adult beneficiaries in communities, including Peer Educators, Dao women, and other community members and leaders, also work to disseminate information, provide donations, and assess the situation in communities. These individuals support the organization of donations from within communities when BDF cannot enter communities, and help monitor levels of violence and identify children and families in need, support access to services, and support the implementation of child development activities.

# ORGANIZATIONAL ENABLERS

## PEOPLE

This Strategic Plan builds on decades of experience and impact-driven commitment from BDF's network, partners, and people. This has been key to BDF's success, resilience and commitment over the years. BDF's four core values of Impact, Collaboration, Transparency and Innovation are integral to the organization's culture and inspiring leadership within the organization. The diversity of the Board, Advisory Panel, staff, and volunteers is an important organizational priority.

To continue to empower and inspire leadership in the organization, BDF will continue supporting and

nurturing the development of staff with the view of ensuring the emergence and growth of new leadership to fulfill the organization's mission and long-term vision. BDF commits to investing in staff and volunteers, at all levels, including focusing on areas such as employment growth, development, financial, administrative and human resources systems and processes, the nurturing of talent and ensuring safety, and well-being for staff. BDF has already begun institutionalizing cross-departmental training opportunities for all staff and individuals.

## PROCESSES AND SYSTEMS

BDF commits to allocating financial and human resources toward developing actions to fulfill the objectives of the Strategic Plan outlined above. BDF will – through its fundraising target and budget allocations – give priority to sufficiently support its two-fold approach: direct support and systemic change. The organization's direct support work provides practical, field evidence with voices from children and workers to feed into its Systemic Impact Strategy and advocacy work with the private and public sectors.

BDF acknowledges that in order to fulfill its targets, it needs to have processes and systems in place that enable its staff and volunteers to effectively carry out their day-to-day mission. Over the years, BDF prioritized strengthening its internal processes and systems such

as policies, standard operating procedures, and other relevant protocols across all teams. Entire teams have also taken part in specific thematic training sessions or in-depth review processes delivered/ guided by external experts. Some examples of this include detailed review of the organization's financial health and relevant recommendations with leading financial institutions like Mazars Thailand, strengthening the organization's due diligence processes with TrustLaw, and training the frontline team on key child protection topics such as the prevention of child sexual exploitation and abuse with UNICEF to name a few.

The organization has also allocated resources in CRM softwares such as Salesforce and Xero as tools to effectively streamline its monitoring and evaluation,



fundraising, and financial processes, respectively. Looking ahead, BDF will continue to improve its internal processes and invest in systems to reach the highest

standards of financial, fundraising, human resources, and program management practices.

## FINANCIAL SUSTAINABILITY

Addressing the issue of construction workers' and their children's lack of access to basic services is a unique challenge. Not only is this issue widely unrecognized by the general public, but the current COVID-19 pandemic and political instability both inside Thailand and in neighboring countries like Myanmar, has resulted in funds being diverted to other priority areas such as the economic recovery of the country and responding to the neighboring refugee crisis. Budget allocation towards vulnerable populations within a middle income country like Thailand is also another barrier to acquiring funding to provide direct support for beneficiaries and push systemic change in the construction sector. This is especially true when looking at international donors, whose priorities tend to shift based on emerging global crises, with the most recent example being the war in Ukraine.

BDF aims to navigate this complex and sometimes challenging funding environment by continuing its partnership with existing donors – many of whom remained steadfast in their commitment during the COVID-19 pandemic – and work towards diversifying its funding sources through individuals, institutions, and the corporate sector. BDF will also explore how the BSI Initiative can serve as another income source through corporate sector funding to support the organization's Systemic Impact Strategy.

The Partnerships Team is responsible for raising the funding needed to reach BDF's annual fundraising target, and has strengthened its Fundraising Strategy that outlines its plan to mobilize new resources in the coming years. BDF will continue investing in its staff's capacity and processes, external networking, and tapping into external knowledge and philanthropic trends to help grow its income base.

## MONITORING AND EVALUATION (M&E)

As mentioned above, one of BDF's core values is impact. Over the last four years, the organization has strategically developed robust M&E processes to allow it to measure its success in its direct support work and bring reliable data to leverage its Systemic Impact Strategy. Measuring BDF's achievement and outcomes is essential to power BDF's strategy, as it allows the organization to evaluate and improve its effectiveness and program quality, and use this information to develop or improve effective needs-based interventions for beneficiaries and generate evidence to support the wider adoption of the 12 recommendations from the Framework for Action.

BDF has implemented a centralized digital system that monitors data in long and short-term intervals in order to assess the social impact of its work. BDF currently uses cloud-based technology for most data storage and analysis, where data is directly sent from the field through a tablet to BDF's central database system (Salesforce CRM software).

BDF will continue to allocate time and resources to further develop and improve the effectiveness and efficiency of its M&E framework. The improvement of tools and the digitalization of M&E processes will complement and support continuous knowledge development to further qualitative programmatic intervention and strategy.

# ANNEX: ORGANIZATIONAL-WIDE TARGETS (2022-2025)

In alignment with this Strategic Plan, presented below are the measures for the entire organization, corresponding to each strategic programmatic pillar.

All figures presented below are cumulative. The figures presented in the 2025 column indicate the total number of beneficiaries reached over the course of the four-year period (2022-2025).

TOTAL BENEFICIARIES				
	2022	2023	2024	2025
# of children who benefited from BDF intervention	1,600	2,000	2,500	3,000
# of workers positively impacted by BDF	6,400	10,200	17,900	25,700
# of construction sites, urban slums or vulnerable communities supported	60	90	120	150

## Pillar 1: Responding to children's immediate needs

### Outcome 1: Child Protection

Outcome: Children's immediate and urgent needs are addressed and families are accompanied towards sustainability

CHILD PROTECTION				
	2022	2023	2024	2025
# of children under individual case management	200	290	370	450
% of cases where families are able to independently support their children following BDF support	40%	40%	40%	40%

## Outcome 2: Child Development

Outcome: Children have enhanced educational attainment and improve their cognitive, language, social, emotional, and physical development

CHILD DEVELOPMENT				
	2022	2023	2024	2025
% of school-aged children that are enrolled into school	90%	90%	90%	90%
# children who have been supported with school equipment and/or school fees	1,200	1,300	1,400	1,500
# of hours of child development activities delivered to vulnerable children	750	1,500	2,250	3,000

## Pillar 2: Empowering communities and their leaders

### Outcome 3: Community Empowerment

Outcome: Community members are able to autonomously support children and families in their own communities to access education, health, and child protection services

COMMUNITY EMPOWERMENT				
	2022	2023	2024	2025
% of communities targeted in the ongoing year with improved score across the four dimensions of the Framework for Action (Infrastructure, Welfare and services, Education and Health)	50%	55%	60%	60%
% of children who have been vaccinated according to Thai standards	90%	90%	90%	90%
# of community members who have benefited from community improvement	2,400	2,700	2,900	3,100
# of vulnerable women engaged in upskilling training	150	225	300	375
% of supported women who feel more confident to reach their goals	60%	65%	65%	65%

## Pillar 3: Creating sustainable change in the construction sector

### Outcome 4: Systemic Impact

Outcome: Companies from the property and construction (PropCon) sector change their practices towards workers and their children living in construction site camps, in line with the core principles of Business and Human Rights (BHR) and Environment, Social and Governance (ESG) frameworks

% OF BSI PRACTITIONERS THAT HAVE IMPROVED THE ASSESSMENT SCORE IN TARGETED CAMPS FOLLOWING BSI TRAINING COMPLETION				
	2022	2023	2024	2025
% of communities targeted in the ongoing year with improved scores across the four dimensions of the Framework for Action (Infrastructure, Welfare and Services, Education and Health)	80%	80%	80%	80%

#### A. Systemic Change: Number of Companies joining the BSI Initiative

With a similar and stable budget for core activities, the next four-year period should allow for progressive engagement of 40 companies from the property and construction sector by 2025.

TARGET OF BSI MEMBERS DESEGREGATED BY COMPANY TYPE				
	2022	2023	2024	2025
Total Number of companies who have joined the Building Social Impact initiative	10	19	27	37
Number BSI ambassadors (incl. Real Estate developers, construction service providers...)	5	9	12	17
Number of BSI Practitioners (Construction companies)	5	10	15	20

With the scaling up of the Building Social Impact (BSI) Initiative, BDF aims to primarily target real estate developers and large construction companies who are publicly listed. As the Royal Thai Government continues to lead the region on incorporating the UN Guiding Principles on Business and Human Rights into their policy framework, businesses face greater expectations to align

their business practices with human rights and common sustainability frameworks such as the Global Reporting Initiative (GRI) or Dow Jones Sustainability Indices (DJSI). In 2022, the Ministry of Justice is exploring the feasibility of mandatory human rights due diligence, meaning the private sector may soon have a legal need to identify and address human rights risks in their supply chains.



In addition, 2022 marks the introduction of mandatory Environmental Social Governance (ESG) reporting for all publicly-listed companies in Thailand and the development of the second National Action Plan (NAP) on Business and Human Rights. Recently, the BSI team was invited by UNDP to provide consultation on the NAP, where BDF raised the agenda of migrant children accompanying workers and the potential of private sector collaboration in facilitating access to services and improving living conditions. Since the beginning of 2022, eight major companies have joined the Initiative, one of

which has already been featured as a case study of social sustainability excellence in the Thai Sustainability Index. This momentum on responsible business, from both government and private sectors, provides the perfect catalyst for impact.

By responding to this rapidly evolving landscape and targeting early adopters, the BSI Initiative is uniquely positioned to spark a systemic change throughout the value chain of real estate and construction, from large developers down to small subcontractors, towards more responsible business practices.

## B. Social Impact on Construction Workers

Based on the figures of sectoral uptake mentioned in the table above, BDF expects to have a direct impact on a cumulative number of 22,500 construction workers by 2025.

<b>TOTAL NUMBER OF WORKERS POSITIVELY BENEFITED BY THE BSI INITIATIVE</b>				
	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
Total number of workers positively benefited by the BSI Initiative	<b>4,000</b>	<b>7,500</b>	<b>15,000</b>	<b>22,500</b>
Female migrant workers	1,600	3,000	6,000	9,000
Male migrant workers	2,400	4,500	9,000	13,500
Total number of construction workers living in BSI practitioners' construction camps	20,000	Figure under development	Figure under development	Figure under development

## C. Impact on Children

<b>TOTAL NUMBER OF CHILDREN POSITIVELY BENEFITED BY THE BSI INITIATIVE</b>				
	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
Number of children positively benefited by the BSI Initiative	250	600	900	1,200

The figure for 2022 is a conservative estimate based on data analyzed from two construction companies. Based on BDF's field experience in construction camps, BDF believes that the number of children that could be positively benefited by BSI Initiative implementation may be higher. However, BDF will work to develop a deeper understanding of the Initiative's impact on children before providing more ambitious figures.

Understanding the true scale of potential impact on children is extremely difficult due to lack of data on migrant children, which is a result of their invisibility in the policy framework. Drawing on estimates from the last decade which attempt to pinpoint what percentage of the total migrant population is made up of children, BDF estimates that more than 60,000 children are living in the construction camps throughout Thailand. As is typical with irregular migrants, it is extremely difficult to produce accurate data on this population. The highly mobile and transient nature of construction work further compounds this.

To address this data gap, and to better understand the exact impact of the BSI Initiative on children, BDF plans to build an evidence base on the situation and number of children who can be reached through BDF's collaboration with targeted construction companies. To that end, in the last quarter of 2022, BDF plans to hire an M&E consultant to develop a robust approach to measure BDF's impact on children and provide realistic and measurable figures in relation to the number, location and profile of construction companies reached through the BSI Initiative. In 2023, BDF also plans to continue building its research portfolio by exploring the linkages between the recruitment processes and child-parent migration into the construction sector. This knowledge building will support evidence-based advocacy efforts to raise the agenda of children accompanying workers and their inclusion in Thailand's migration governance framework. Further building BDF's knowledge and improving its data analysis capacity will allow the organization to adjust targets related to the number of children positively benefited by the BSI Initiative.



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