



2019

**ANNUAL
REPORT**



THE BORDER CONSORTIUM



TBC commemorated 35 years working with displaced people from Myanmar.

TBC is privileged to have established long-term relationships with local partners in Myanmar and Thailand. All this has been possible because of a dedicated and creative team of staff and the unfailing support of a solid base of donors, members, and TBC Board of Directors throughout the years.

Our thanks to the Royal Thai Government for their support and cooperation in coordination with CCSDPT member agencies throughout this period.

Heartfelt thanks to you all for your continued commitment to displaced and conflict affected communities from Myanmar.

Sally Thompson: Executive Director

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THE BORDER CONSORTIUM (TBC)

MISSION

The Border Consortium (TBC), a non-profit, non-governmental organisation (NGO), is an alliance of partners working together with displaced and conflict-affected people of Myanmar to address humanitarian needs and to support rights-based community-driven approaches in pursuit of peace and development.

VISION

TBC envisions a peaceful Myanmar where there is full respect for human rights, diversity is embraced, and communities are able to prosper.

VALUES

Dignity and Respect
Partnership
Empowerment
Reliability
Justice and Equity

MEMBER ORGANISATIONS

Christian Aid, United Kingdom (UK) and Ireland; Church World Service, USA; DanChurchAid, Denmark; Diakonia, Sweden; ICCO Cooperation, Netherlands; Inter Pares, Canada; International Rescue Committee (IRC), USA; the National Council of Churches Australia (NCCA)-Act for Peace, Australia; and Norwegian Church Aid, Norway.

TBC BOARD OF DIRECTORS, 2019

Chairperson: Ms. Alexis Chapman, Independent
Vice-Chair: Ms. Leslie Wilson, Church World Service
Secretary: Mr. James Thomson, Act for Peace
Members: Mr. Knut Christiansen, Norwegian Church Aid
Mr. Leon de Riedmatten, Independent
Mr. Rajan Khosla, Christian Aid¹
Ms. Samantha McGavin, Inter Pares²

1 Mr. Rajan Khosla stepped down as a Board Member from October 2019

2 Ms. Samantha McGavin was elected to the Board from October 2019

ABOUT TBC

TBC is an association of nine international non-governmental organisations (INGOs) from nine countries. It is governed by a six-member Board of Directors and led by an Executive Director who reports to the Board. Membership is open to INGOs with similar interests and objectives. TBC's head office is in Bangkok, with two field offices in Thailand. It has an office in Yangon, Myanmar and two field offices in south eastern Myanmar.

TBC works in cooperation with the Royal Thai Government (RTG), in accordance with regulations of the Ministry of Interior (MoI). TBC is an Executive Committee member of the Committee for Coordination of Services to Displaced Persons in Thailand (CCSDPT), which consists of thirteen INGO members and coordinates with the United Nations High Commissioner for Refugees (UNHCR). TBC's programmes are consistent with the CCSDPT/UNHCR Strategic Framework for Durable Solutions and are implemented through partnerships with Refugee Committees, community-based organisations (CBOs), and civil society organisations (CSOs). TBC is registered as an INGO under the Association Registration Law with the Ministry of Home Affairs of the Republic of the Union of Myanmar and is a member of the Myanmar INGO Forum and the South East Working Group.

TBC is a signatory to the Code of Conduct for The International Red Cross and Red Crescent Movement and NGOs in Disaster Relief. As such, it aims to be impartial and independent in relation to any political viewpoint. TBC and its member organisations are not affiliated with the political aspirations or foreign policies of any government, group, or movement. TBC's advocacy work is based on the principles of international humanitarian and human rights law and is aimed at ensuring that the rights of all TBC's target groups and stakeholders are fulfilled, regardless of race, creed, or political affiliation. TBC has a strong commitment to the protection of children who fall under its mandate. TBC's Code of Conduct and Child Protection Policy bind all staff members, board members, partners, contractors, and visitors.

TBC strives to deliver timely, quality services to the refugees in Thailand and to conflict-affected communities in south eastern Myanmar. The overriding working philosophy is to maximise participation of the community in programme design, implementation, monitoring, and feedback.

TBC is a company limited by guarantee in England and Wales (Company Number 05255598). It is also registered with the Charity Commission for England and Wales (Number 1109476). TBC's registered office is at 35 Lower Marsh, London SE1 7RL. As an organisation, TBC evolved from the Consortium of Christian Agencies (1984) to the Burmese Border Consortium (1991), the Thailand Burma Border Consortium (2004), and finally to its current identity as, The Border Consortium (2012).

TBC's 2019 combined operating expenditures for programmes in Thailand and Myanmar was Thai baht (THB) 510 million (M) (approximately United States dollars (USD) 16M). The operating budget for 2020 is THB 519M (USD 16.2M).

Donations can be made through the TBC website at www.theborderconsortium.org. TBC also can be found on Facebook.



Mae La Camp
Photo credit: TBC

EXECUTIVE SUMMARY

This report covers the period January to December 2019 and outlines TBC's progress based on the organisation's Strategic Directions for Thailand and Myanmar 2017–2019.³ TBC's programmes reached more than 135,000 men, women, and children—about 85,000⁴ in nine refugee camps in Thailand, and over 50,000 in 14 townships in south eastern Myanmar. 2019 marked 35 years working with displaced people from Myanmar.

In Myanmar relations between the civilian and military wings of government deteriorated during 2019 in a prelude of political campaigning leading up to elections at the end of 2020. Formal peace negotiations stalled with the Fourth Session of the Union Peace Conference indefinitely postponed. Armed conflict escalated in Rakhine State and northern Shan State between the Tatmadaw and ethnic armed organisations (EAOs) that were excluded from the Nationwide Ceasefire Agreement (NCA). In south eastern Myanmar, Tatmadaw militarisation and road construction intensified in northern Karen State and villagers fled into Thailand due to clashes near Three Pagodas Pass all which highlighted the insecurity of areas of potential refugee return.

The situation in Thailand remained relatively stable over the course of the year. The much-awaited election took place in March with the pro-military party forming Thailand's new government despite numerous allegations about lack of transparency and irregularities of the election process. RTG initiated several bilateral and multi-lateral discussions regarding asylum seekers, refugees, and stateless persons in Thailand and displayed increased willingness to streamline and regularize the migrant labour force in the country including discussing options for refugees to become migrant workers in the future.

At the end of December, 81,274 refugees remained in camps. During the year, 2,575 people returned to Myanmar, 2,999 departed for third country resettlement, and around 1,555 people left the camps to seek alternatives in Thailand. There were 1,828 children born in the camps over the year.

Food assistance was enhanced with the full rollout of the cash-based Food Card System (FCS) in the camps, providing more choice and dignity for refugees. Preliminary results from the Biennial Nutrition Survey were encouraging and indicated a further reduction in stunting by 6%, while wasting remained low at 2.2%. Food security initiatives in Myanmar strengthened the resilience of conflict affected communities. TBC upheld principles of protection, and supported local partners to provide humanitarian support in emergencies due to fire, flood and landslides in camps and displacement by conflict and flooding in Myanmar, while Camp Committees (CCs) and local CSO/CBO partners in Thailand and Myanmar strengthened capabilities for good governance and organisational development. The aim of these activities was not only for refugees' future life outside of camp but also for conflict-affected communities in Myanmar.

Expenses for 2019 were THB 510M (USD 16M) against a budget of THB 545M (USD 17M), reflecting various cost-cutting measures, as well as lower-than-expected commodity prices. TBC's operating budget for 2020 is THB 519M (USD 16.2M).



TO KAW THOO LEI

CHAPTER

1

SITUATION
UPDATE

Karen people come together to mark 70 years of Karen Revolution in January 2019
Photo credit: TBC

MYANMAR

Relations between the civilian and military wings of government deteriorated during 2019 in a prelude of political campaigning leading up to elections at the end of 2020. The National League for Democracy (NLD) and the National Armed Forces (the Tatmadaw) pursued separate processes for amending the constitution which resulted in a stalemate. Opinions on China's Belt and Road Initiative also appeared to diverge with the NLD prioritising economic interests while the Tatmadaw was more concerned about sovereignty issues.

Formal peace negotiations stalled with the Fourth Session of the Union Peace Conference indefinitely postponed. Indeed, armed conflict escalated in Rakhine State and northern Shan State between the Tatmadaw and ethnic armed organisations (EAOs) that were excluded from the Nationwide Ceasefire Agreement (NCA). In south eastern Myanmar, Tatmadaw militarisation and road construction intensified in Kyaukkyi and Papun Townships which exacerbated insecurity for over

5,000 people governed by the Karen National Union (KNU). Joint Tatmadaw and Border Guard Force (BGF) troops also clashed with New Mon State Party (NMSP) troops which displaced 1,000 civilians near Three Pagodas Pass.

Different interpretations of the NCA's Article 25 about socio-economic development in conflict-affected areas continued to frustrate coordination between the government and EAOs. While the Tatmadaw insisted that ceasefire areas need to be demarcated prior to the implementation of interim arrangements, the KNU and other EAOs proposed an issue-based approach to build confidence and experience in democratic federalism. Tensions increased when the Myanmar Peace Commission instructed all NCA signatories to request approval prior to submitting funding proposals to international agencies. Given that EAO signatories were removed from the blacklist related to the Illegal Associations Act, the legal basis of this order appears dubious.



Myanmar and KNU Forestry Departments Exchange facilitated by TRIPNET in August 2019

Photo credit: TBC

Efforts to investigate allegations of widespread and systematic human rights violations committed against the Rohingya community made progress towards promoting accountability. The International Criminal Court announced that crimes against humanity would be investigated while the International Court of Justice convened a public hearing which led to the imposition of provisional

measures to protect the Rohingya. The government-appointed Independent Commission of Enquiry (ICOE) subsequently acknowledged that members of the national security services had indeed committed war crimes. While a lack of transparency undermined the ICOE's credibility, the findings still present a historic opportunity to end the impunity with which Tatmadaw troops have targeted civilians over decades.

THAILAND

The situation in Thailand remained relatively stable over the course of the year. The much-awaited elections took place in March 2019 with the pro-military party forming Thailand's new government after the coronation of the new King of Thailand, H.M. King Maha Vajiralongkorn Phra Vajiraklaochaoyuhua, which was held in May 2019. Restrictions on freedom of expression and freedom of assembly continued, while widespread control and censorship of media, seminars, and public discussions was observed.

The third bilateral meeting of the Myanmar Thailand Joint Working Group was held in Chiang Rai which included dialogue on sufficiency economy philosophy learning centres, and community development projects, for returnees.

Senior officials from the Royal Thai Government (RTG) Ministry of Interior (MoI) made several visits to the camps and met with Myanmar border officials to discuss the possibility of opening temporary border crossing points for returnees. The opening of a new second Thai-Myanmar Friendship Bridge further signalled strengthening ties between the two countries with the aim of ensuring streamlining and efficient movement of people and trade across the border.

The Thai Cabinet approved a screening mechanism⁵ to distinguish people who need international protection from economic migrants. This followed a pledge made by the RTG to strengthen the capacity and skills of its officers to effectively implement the screening mechanism, during the first-ever Global Refugee Forum convened by UNHCR in Geneva in December 2019.

Given decreasing humanitarian funds and the relatively low rate of formal returns, discussions with multiple stakeholders explored pathways for return, reintegration, and/or local solutions within Thailand, to unlock this protracted situation. Solutions are currently dependent on a cumbersome nationality verification and documentation process. Meetings with the RTG have indicated its support towards expediting the process of civil documentation thereby enabling displaced persons to work legally as migrants in Thailand in a transition phase until they are willing to return to Myanmar.

⁵ <https://reliefweb.int/report/thailand/unhcr-welcomes-thai-cabinet-approval-national-screening-mechanism>

Refugee Camp Population: December 2019



Temporary Shelters	TBC Verified Caseload ¹			TBC Assisted Population ²	MOI/ UNHCR Verified Population ³
	Female	Male	Total	Total	Total
MAE HONG SON					
Ban Mai Nai Soi	3,931	3,972	7,903	7,535	8,356
Ban Mae Surin	977	993	1,970	1,896	1,993
Mae La Oon	4,215	4,088	8,303	8,039	9,190
Mae Ra Ma Luang	4,530	4,374	8,904	8,555	10,208
Subtotal:	13,653	13,427	27,080	26,025	29,747
TAK					
Mae La	15,899	14,827	30,726	29,797	34,718
Umpiem Mai	4,405	4,283	8,688	8,449	10,855
Nu Po	3,950	3,600	7,550	7,393	9,662
Subtotal:	24,254	22,710	46,964	45,639	55,235
KANCHANABURI					
Ban Don Yang	1,112	1,047	2,159	2,132	2,511
RATCHABURI					
Tham Hin	2,704	2,367	5,071	4,946	5,840
Total Refugees	41,723	39,551	81,274	78,742	93,333

Refugees by Ethnicity

Karen	80.58%
Karenni	9.60%
Burman	3.20%
Mon	0.61%
Other	6.01%

Refugees by Age Groups

New Born < 6 months	0.78%
6 months < 5 years	10.95%
5 years < 18 years	33.72%
>= 18 years	54.54%



Notes

1. The verified caseload includes all persons, registered or not, confirmed living in camp & eligible for rations.
2. The TBC Assisted Population is the number of beneficiaries who collected rations during the previous month. Rations are only provided to those who are physically present at distributions.
3. The Royal Thai Government and UNHCR conducted a verification exercise of registered and unregistered refugees from January to April 2015. This is updated on a monthly basis.

REFUGEES

At the end of December 2019, 81,274⁶ displaced people (51% women) remained in nine temporary shelters, a net decrease during the year of 6.5%. In 2019, around 1,700 people spontaneously returned unassisted to Myanmar, 875 returned through UNHCR facilitated voluntary return, 2,999⁷ departed the camps for third country resettlement, and a further 1,555 people left the camps, reportedly to seek work opportunities in Thailand. There were 1,828 children born in the camps during the year

The primary mechanism for return is the UNHCR facilitated voluntary return process, whereby individuals undergo a pre-nationality verification screening in the camps by Government of Myanmar representatives. Details are then submitted for approval to the President's office in Nay Pyi Taw to ensure their eligibility for citizenship. Once they are approved, they are issued temporary travel documents to return to Myanmar through the formal facilitated voluntary return process. However, there is no specified timeframe and refugees do not know how long it may take to gain approval. In February, 565 people returned, and 310 people returned in July bringing the total returning through the formal process to 1,039 since its inception in 2016, with an estimated 12,500 returning unassisted in the same period. There were a further 200 people waiting approval at the end of the year. UNHCR, along with the International

Organisation for Migration (IOM) and the World Food Programme (WFP), provides returnees with the cash-equivalent of six months of food assistance and start-up supplies, as well as transportation support. UNHCR continues to advocate for one year of support, while the extent of support to returnees by the Government of the Union of Myanmar (GoUM) has not been standardised.

UNHCR has expressed the need to separate the dialogue between preparedness for future and the return to Myanmar, such that pre-nationality verification is de-linked from return. The pre-nationality verification mechanism is a necessary step towards civil documentation regardless of whether refugees return or not. UNHCR has proposed a 'multi -solutions strategy' to the governments of Thailand and Myanmar to unlock the protracted situation and has solicited views of the refugee community on its viability. The EU conducted a feasibility study for a possible safe and sustainable repatriation of Myanmar Refugees, but has yet to finalise the conclusions.

Feedback from returnees (both facilitated and spontaneous) continues to reiterate issues related to lack of access to livelihoods, difficulty in recognition and accessibility to land tenure and civil documentation as key obstacles that hinder reintegration in south eastern Myanmar. Given the different constraints in south eastern Myanmar, from areas under government control, mixed administration or ethnic armed control, ongoing militarisation and skirmishes in some areas, there is a need for multiple, small-scale local solutions which will require donor flexibility.

⁶ TBC Verified Caseload December 2019 <https://www.theborderconsortium.org/media/2019-12-December-map-tbc-unhcr.pdf>

⁷ IOM Thailand departure statistics as of December 2019

CAMP Population 2016-2019 Chart and Figures on departures





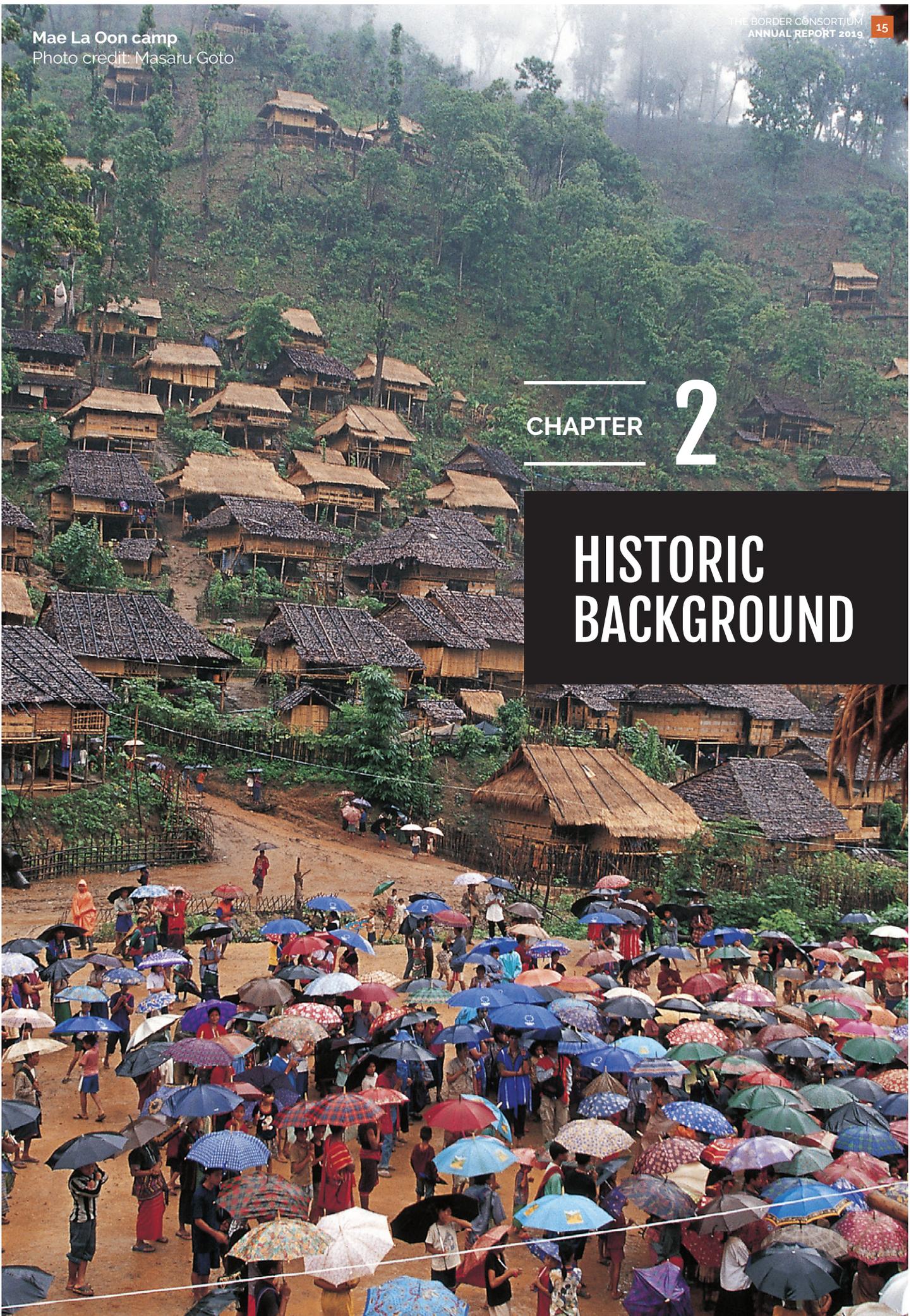
Reduce, reuse, recycle.
Photo credit: TBC

Mae La Oon camp
Photo credit: Masaru Goto

CHAPTER

2

HISTORIC BACKGROUND



Refugees from Myanmar first began arriving in Thailand in 1975 due to Burma army counter-insurgency offensives that targeted civilians in the southeast of the country. In 1984, refugee camps were established that the RTG recognized as temporary shelters. Today, there are nine official camps along the border, from Mae Hong Son Province in the north to Ratchaburi Province, southwest of the Thai capital of Bangkok.

Not wanting to replicate the large international presence that had evolved on the Cambodian border, RTG did not invite UNHCR to coordinate delivery of humanitarian assistance, thus limiting UNHCR's field presence when people first fled to Thailand from Myanmar. Instead, at the request of the RTG in 1984, a group of voluntary agencies provided refugees with basic humanitarian assistance. These agencies formed the Consortium of Christian Agencies to coordinate food assistance and essential non-food items. This consortium has evolved through a few iterations into the secular agency known as The Border Consortium today.

Relief programmes were coordinated in partnership with existing administrative and governance structures in the refugee communities. Former village and district leaders from inside Myanmar managed implementation of relief programmes. Over time, those initial administrative and governance structures were subsumed into the current camp management systems, which are guided by international principles and standards for humanitarian assistance. All key leadership roles in the camps are now elected positions.

CAMP OVERVIEW

Approximately 90% of the population in the nine camps belong to the Karen and Karenni ethnic groups, with approximately 10% of the total population currently identifying as other ethnicities. The Karen Refugee Committee (KRC) and the Karenni Refugee Committee (KnRC) are the lead bodies for managing camp structures and administration in the camps primarily populated by their respective ethnic groups. The KnRC oversees the two northernmost camps, Ban Mai Nai Soi and Ban Mae Surin located in Mae Hong Son Province. The KRC manages seven camps: Mae La Oon and Mae Ra Ma Luang in Mae Hong Son Province; Mae La, Umpiem Mai, and Nu Po in Tak Province; Ban Don Yang in Kanchanaburi Province; and Tham Hin in Ratchaburi Province.

All the camps are sizeable communities—from around 1,970 people in Ban Mae Surin camp to 30,726⁸ people in Mae La camp. Within a camp's perimeter, an elected Camp Committee governs the population, overseeing work via committees and working groups on food assistance, livelihoods, shelter, social affairs, and community regulation. Camps are divided into sections, and each section elects two leaders to run its affairs. Elections in the

camps are conducted in line with the agreed KRC and KnRC election guidelines. Both Refugee Committees seek to ensure that women comprise at least 30 percent of the candidates running for leadership roles.

TBC focuses its work on strengthening and supporting all camp governance structures and mechanisms, striving to align them with international standards such as the Core Humanitarian Standards⁹ and the Sphere Project.¹⁰ Training is provided on financial management, communications, gender equity, social inclusion, codes of conduct, child protection, strategic planning, sexual and gender-based violence, staff management, and other issues.

The CCSDPT is a network of 13¹¹ INGOs that coordinates essential assistance and services to meet the needs of refugees across a range of sectors in the camps. The CCSDPT is also the overall INGO body liaising with the Mol Operations Centre for Displaced Persons (OCDP) to ensure adequate provision of essential services. The work in each camp is overseen by the local personnel of the Mol Department of Public Administration (DoPA).

⁸ <https://www.theborderconsortium.org/media/2019-12-December-map-tbc-unhcr.pdf>

⁹ https://corehumanitarianstandard.org/files/files/CHS_Plain_Language_English.pdf

¹⁰ <http://www.spherehandbook.org/>.

¹¹ For more information about CCSDPT please refer to <http://www.ccsdpt.org/>.

TBC delivers all basic food and shelter assistance, provides key nutrition support, offers livelihoods opportunities, and supports capacity building and camp management. Other agencies support health, water and sanitation, education, livelihoods, legal aid, protection, and community services. TBC has also worked with the camp leadership to develop accountability and feedback mechanisms, which ensure that individual voices are heard, and problems dealt with in a cohesive and transparent manner. Other service providers in the camps have also developed accountability mechanisms for their individual areas of work.

The MoI is charged with the maintenance and security of the perimeters of all nine camps. The temporary shelters are close enough to the border of Thailand with Myanmar to be part of the overall border security remit of the Royal Thai Army. As some of the camps are in environmentally protected areas, the Royal Thai Forestry Department also has jurisdiction regarding the land. The MoI reports to the National Security Council on all matters.

In each camp, the Camp Commander is a local Thai government official, known as the *palad*, who is responsible for the running of the site. He coordinates with *aw saw*, a paramilitary group of volunteers from nearby communities who are hired as security personnel by local authorities. Often, the members of *aw saw* are from the same ethnic group as people inside the camp.

After UNHCR was permitted by the RTG to establish a formal field presence in 1998, the agency was tasked with fulfilling its core mandate of providing protection services to the population. The RTG has never considered the people in the nine camps bordering Myanmar to be refugees, instead referring to them as 'displaced persons' living in 'temporary shelters'. Thailand has not signed the 1951 UN Refugee Convention,¹² which relates specifically to individuals who became refugees in Europe before 1951, or the 1967 Protocol relating to the Status of Refugees,¹³ which expanded the protections outlined in the 1951 Convention to individuals fleeing either fighting or persecution at any point in time, anywhere in the world. Nevertheless, over the past forty years the RTG has received and supported large numbers of refugees, including some two million from Vietnam, Cambodia, and Laos.

Mae la Oon camp

Photo credit: Masaru Goto

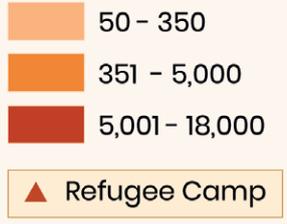


¹² Also known as the 1951 UN Convention Relating to the Status of Refugees <http://www.unhcr.org/protect/PROTECTION/3b66c2aa10.pdf>

¹³ http://www.ohchr.org/Documents/ProfessionalInterest/protocol_refugees.pdf.



Where Refugees Call Home



State-Region/ Township	Number of refugees
Ayeyarwady	
Pathein	223
Bago	
Htantabin	224
Kyaukkyi	2,031
Kyauktaga	290
Nyaunglebin	1,745
Phyu	265
Shwegyin	294
Taungoo	3,782
Thanatpin	286
Kayah	
Bawlakhe	261
Demoso	1,025
Hpasawng	1,708
Hpruso	1,040
Loikaw	1,210
Shadaw	4,540
Kayin	
Hlaingbwe	17,134
Hpa-An	4,901
Hpapun	13,382
Kawkareik	7,435
Kyainseikgyi	3,894
Myawaddy	689
Thandaunggyi	111
Mon	
Bilin	3,494
Mawlamyine	322
Paung	215
Thaton	697
Ye	203
Tanintharyi	
Dawei	3,487
Myeik	1,401
Palaw	600
Tanintharyi	156
Thayetchaung	964
Yebyu	129
Yangon	
Yangon City	174
Other	2,962
Total	81,274



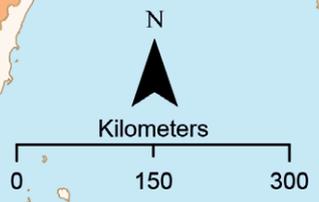
Camp population figures are TBC verified caseload for December 2019.

Figures for where refugees call home are derived from the TBC Annual Population Verification on December 2019.

Township of origin of less than 50 refugees have been excluded from the map.

Map Production on Date: June 1, 2020
 Theme Data: TBC
 Boundaries & Symbols: MIMU, OCHA
 Projection/Datum: UTM Zone 47N/WGS 1984

Disclaimer: The names and boundaries used here do not imply endorsement by TBC.



CHAPTER

3

PROGRAMME

Mid-Upper Arm Circumference (MUAC)
Photo credit: TBC

2017-2019

STRATEGIC DIRECTIONS

TBC came to the end of its current strategy period, during which the hopes of a climate that would enable refugee return to Myanmar have diminished. The 2017-2019 strategy was drafted in a period of optimism regarding the possibility of return and reintegration. The assumption that large numbers of refugees would return to Myanmar has not materialised, and this had an impact on the realization of TBC's strategic directions for 2017-2019.

Programme interventions during 2019 were guided by the strategic plan, which focused on five key areas: return planning, food security and livelihoods, humanitarian support, protection, and responsible exit. Interventions aimed at building capabilities for futures beyond camps in Thailand while also strengthening communities that were emerging from protracted conflicts in the south eastern parts of Myanmar.

STRATEGIC DIRECTION 1

RETURN PLANNING

Displaced communities and civil society organisations are engaged in planning voluntary return, resettlement, and reintegration processes.

HIGHLIGHTS

THAILAND

- Estimated 2,580 people (3%) returned to Myanmar during the year, including 875 individuals who returned through UNHCR-facilitated Voluntary Return
- Camp and Return Committees led Go and See Visits to 22 potential return sites
- Over 53,000 people (52% women) sought information from the Camp Information Teams/ Information Sharing Centres related to return and wider camp administration matters
- Kick-started multi-stakeholder dialogue on alternative solutions for refugees beyond camps
- 46% of the most vulnerable refugees, including women, persons with disabilities, and members of ethnic and religious minority groups, participated in return consultations

SOUTH EASTERN MYANMAR

- Field research compared internal displacement, cross-border and return movements and the implications for protection and solutions

THAILAND

Field visits to returnee sites and potential return sites highlighted many issues. Borderwide Stakeholder Meetings were convened three times during the year, for refugees to present their findings from Go and See Visits to a broad range of community representatives.

Preparedness in areas of potential return is seen as a key contributing factor with some household members returning 1-4 years before the final decision to move is made. People need to find and prepare land. Having been absent for many years, they must re-establish local relationships, build trust with village communities and build their own confidence in the relative security conditions. Livelihoods is also a challenge as people are mostly dependent on access to day labour and for those within proximity of Thailand that means crossing back into Thailand for work. In areas under ethnic armed groups, there is little evidence of local authorities developing long term livelihoods for the community. While TBC has protocols to support returnees, refugees need assistance prior to return and therefore after further consultations this has been extended to include preparedness activities to support access to productive assets and construction materials in areas of identified group return.

TBC facilitated regular meetings between the KRC, KnRC, and UNHCR to ensure better coordination of all return activities and plans and to facilitate information sharing on the progress of voluntary returns, feedback and concerns about return from communities, and ongoing return preparedness initiatives.

TBC's own initiatives included a scoping study in collaboration with Bloomberg/ McKinsey's initiative of Supporting Refugees in the New Economy whereby from multi-stakeholder dialogue, consultations with the private sector and global consulting companies, they identified themes embracing the digital economy to support refugees. These included edu-tech startups to upskill the refugee community with necessary skills pre-identified by private sector companies, digital learning, and peer learning through digital communities to a digital job marketplace platform, with communities evaluating employers. Nonetheless, this potential option again requires legal documentation to ensure migrant protection and workers' rights are upheld.

The TBC annual donors meeting provided an opportunity for donors to visit migrant workers and learn of current demands and working conditions from the perspective of the Federation of Thai Industries. It left no doubt on the need for information on safe migration and the protection gap once refugees leave the confines of a camp.

SOUTH EASTERN MYANMAR

Refugee representatives from seven camps, including women and minority ethnic/religious groups, participated in "go and see" visits to 22 potential return sites across the border. These visits provided an opportunity for the refugee community to evaluate potential areas of return against criteria such as access to land, livelihood options, education/health and other social services, safety and protection mechanisms in place, etc. Refugee representatives met with local authorities and community leaders about the possibility for group return in Dawei, Kyainseikkyi, Hlaingbwe, Mese and Shadaw townships.

TBC collaborated with the Internal Displacement Monitoring Centre (IDMC) to release a publication entitled *"Before You Were Born, Your Mother Ran" - Displacement and disillusion in south-east Myanmar*¹⁴. Based on 163 interviews conducted by TBC with internally displaced people (IDPs), returning refugees and refugees, the report examines drivers of displacement, priorities and preconditions for voluntary return, and obstacles and opportunities for durable solutions.

¹⁴ <https://www.internal-displacement.org/sites/default/files/publications/documents/201912-myanmar-cross-border-report.pdf>



Go-and-see visit to Hpa An District Photo credit: TBC

The research highlighted how multiple episodes of localized displacement commonly precedes flight into Thailand, with a third of respondents displaced at least five times. It was noted that cuts in foreign aid have not induced return or resettlement nor addressed barriers to solutions, with the socio-economic conditions for IDPs in EeTuHta camp found to be worse than those for refugees and returnees alike. The study concluded that donor expectations regarding refugee return have not been met and recommended adjustments in strategic thinking to strengthen responses along the entire displacement continuum.

LESSONS LEARNED

- Involvement of non-traditional actors such as private sector is vital when considering broader options for refugees beyond the camps that enable refugees to make informed decisions about return or other temporary solutions, including integration into migrant communities in Thailand.
- Refugee communities along with Refugee and Camp Committees should play a lead role and their feedback thoroughly integrated when considering multiple return solutions and implementing preparedness initiatives.
- As donor expectations regarding refugee return have not been met, adjustments in strategic thinking are required to strengthen responses along the entire displacement continuum.

STRATEGIC DIRECTION 2

FOOD SECURITY AND LIVELIHOODS

Food Security and sustainable livelihoods of displaced and host communities are strengthened.

HIGHLIGHTS

THAILAND

- 96,000 sq.m of land leased and repurposed for cultivation of community gardens
- Independent evaluation concluded that the Food Card System (FCS) diversified options for livelihoods, improved diet diversity and supported agriculture productivity
- 126 (81 female) vendors enhanced business skills with technical support under the FCS
- 1,023 adults (38% women) developed new skills under FSN Programme Livelihoods

SOUTH EASTERN MYANMAR

- KNU's Land Committee issued 7,500 land use certificates, strengthened 100 community forest management committees, and recognised customary land tenure.
- Agricultural productivity increased or abandoned fields were reclaimed by over 2,900 farmers.
- Maternal, infant and young child feeding (IYCF) behaviours improved in over 3,400 households.
- Access to domestic water supply and sanitary latrines improved for over 3,100 households.

THAILAND

The aim of TBC's livelihoods support is to contribute to household food security and nutrition outcomes and to strengthen family and community livelihood and resilience skills, both in the camps and upon return. This promotes overall self-reliance as refugees gain options to complement TBC food assistance.

Livelihoods Committees (LLHCs) in each camp focused on reaching households through a combination of programmatic interventions with targeted support from TBC. Community Loans Programmes and the Savings and Loans Groups received technical support regarding selection of recipients, management of loans and repayments, and the development and implementation of bylaws. TBC also supplemented community support to lease land for community gardens thereby increasing self-sufficiency and providing opportunities for refugees to implement skills learned through workshops and trainings, such as growing vegetables and raising livestock. Community-driven natural resource management (CDNRM) activities included bamboo furniture making, concrete block making and maintenance of fish sanctuaries, alongside campaigns and awareness raising measures on environmental education.

Refugee vendors (126: 64% women) were trained with necessary skills related to shop management, stock-keeping, hygiene/quality assurance and nutrition to ensure that the establishment of the FCS within the camp setting contributed towards increased diet diversity as well as skills required in preparation for futures beyond camps.

An independent evaluation commissioned by TBC to study the impact of the FCS in relation to food security and livelihoods concluded several positive findings. The study identified that the FCS had an overall positive impact on livelihood options for refugees within the camps and focused on developing skills related to budgeting, placing decision-making in the hands of the refugee families. Furthermore, the increased access to commodities such as eggs, meat and fresh fruits/vegetables contributed towards heightened diet diversity, contributing to healthier diets. It further stipulated that the FCS had a deep impact in promoting agricultural livelihoods and productivity within the camps. For example, Tham Hin camp reported increased agricultural productivity of 30% as a result of the rollout of the FCS¹⁵.

SOUTH EASTERN MYANMAR

Phase One of the LIFT-funded Sustainable Transformation for Agriculture, Nutrition and Development in Uplands (STAND UP) project made a significant contribution towards strengthening the food security and of Karen and Mon communities affected by conflict. Over 71,000 individuals spread across 641 villages directly benefitted the development initiatives coordinated through ethnic service providers (ESPs) and civil society organisations (CSOs) since the project's inception in 2017.

The promotion of rights-based approaches to natural resource management has been one of the pillars of the project. Land tenure security has been strengthened for over 19,000 households throughout this project and 7,500 households in 2019 alone. This has primarily been through land use certificates issued by the KNU and supplemented by recognition from the Government's farmland registration process. Similarly, over 2,900 farmers have either reclaimed their abandoned agricultural fields, improved farming skills or re-established access to productive assets in 2019 after years of conflict-induced displacement.

Water supply, sanitation and nutrition interventions have been integrated in a way that is unprecedented in Karen and Mon communities affected by conflict. This is reflected in 2019 by public awareness campaigns reaching over 3,400 households to promote behavioural changes to improve infant and young child feeding (IYCF) practices. Similarly, over 3,100 households have benefitted from improved access to domestic water supply and improved access to sanitary latrines.

The capacities of local civil society agencies are driving these initiatives in contested areas and demonstrating that they are sensitive to protection and gender dynamics at the same time. By building on the existing programme reach of ESPs and CSOs, TBC has invested in promoting federalism from below.

An independent evaluation commissioned by LIFT in March 2019 reflected positively on the approach and achievements of STAND UP. The project's performance was ranked as "very high" for relevance; "good" in terms of gender equality and value for money; and reasonable regarding effectiveness and efficiency. A "low" ranking in terms of sustainability reflects how the systems and capacities developed during the initial two-year project require ongoing support to alleviate the chronic vulnerability of conflict-affected and displaced communities.

Consultations about the project design for STAND UP Phase Two were conducted with 17 ESPs and CSOs prior to successfully negotiating an additional multi-year funding commitment from LIFT. An ongoing programmatic focus on nutrition promotion and agricultural development will be complemented by an increased focus on social protection amongst conflict affected and displaced communities for the coming years.

¹⁵ https://www.theborderconsortium.org/wp-content/uploads/2020/06/FCS-Livelihoods-Impact-Evaluation_Final_June2019.pdf

LESSONS LEARNED

- In Thailand, TBC had to step back and focus on maintenance of support through facilitation while shifting the ownership of project decision making and implementation to refugee communities, CCs and CBOs.
- In Myanmar, TBC was reminded about the significance of diversifying partners in order to leave no one behind. In response, TBC is dispersing smaller amounts of funding across a broader range of implementing partners including more Mon and Karenni agencies during STAND UP Phase Two.
- Operationalizing the nexus between humanitarian, development and peacebuilding is a key challenge in Myanmar. TBC secured additional humanitarian funding from DfID/HARP to complement LIFT's investment in poverty reduction by reinforcing preparedness and community-driven responses to natural disasters and conflict.



KDHW and villagers installing gravity flow water supply system in 2019
Photo credit: TBC

STRATEGIC DIRECTION 3

HUMANITARIAN SUPPORT

Humanitarian needs of displaced communities are met.

Humanitarian support, with a focus on the most vulnerable in the communities, is at the heart of TBC's work. As the primary agency for food and shelter in the refugee camps, this support makes up almost 70 percent of TBC's total programme costs.

In Thailand, humanitarian support comprises food and cooking fuel assistance, nutrition support, and shelter to all nine camps. In south eastern Myanmar, TBC coordinated emergency relief in response to conflict and floods and addressed malnutrition among children in Ee Tu Hta camp for IDPs.

HIGHLIGHTS

THAILAND

- Food assistance fully transitioned to cash-based system (FCS) positively affecting around 17,000 households.
- >7,000 metric tonnes of sustainably sourced charcoal distributed in all nine camps.
- On average 96% of the surveyed population in camps during the post distribution monitoring (PDM) reported little to no hunger in the household, with 0.3% (10 households) reporting 'severe hunger'.
- Shelter Working Groups in the camps responded to emergencies due to floods and landslides, and supported 128 households affected by fires.

SOUTH EASTERN MYANMAR

- Food security reinforced for 200 internally displaced households in Ee Tu Hta camp
- Emergency relief aid mobilised and distributed to over 2,800 people affected by conflict and floods in remote areas.

THAILAND

In the refugee camps, food-assistance fully transitioned to the cash-based Food Card System (FCS), which has been welcomed, providing more choice and dignity for refugees who used their cards in 130 refugee managed shops. The value of the food card is based on the price of rice and cooking oil in each camp and the category of the household as determined by the Community Managed targeting (CMT) committees.

Total Number of households by category December 2019

CMT Categories (for households)	BMNS	BMS	MLO	MRML	ML	UM	NP	BDY	TH	TOTAL	% of Total Households
Self-Reliant (SR)	11	1	13	15	254	19	6	0	12	331	2%
Standard (STD)	1636	353	1260	1427	5226	1658	1274	31	698	13563	82%
Vulnerable (V)	75	38	135	175	197	240	231	330	160	1581	10%
Most Vulnerable (MV)	148	20	75	74	293	47	136	81	140	1014	6%
TOTAL	1870	412	1483	1691	5970	1964	1647	442	1010	16489	100%

Refugee households can now expand their selections and improve "diet diversity" with a choice of more than 14 items offered by FCS vendors, including fresh vegetables, eggs, fish and meat. The FCS has given refugees options to purchase food at their convenience as opposed to queuing at a specific time each month for bulk, in-kind food distributions. The rollout of the FCS has contributed towards good nutrition practices besides livelihoods development and increased agricultural productivity.

The Food Card System Working Group (FCSWG) in each camp played a key role in managing activities, such as trainings, public information campaigns, vendor monitoring, beneficiary feedback collection and grievance handling. FCS workshops were also conducted to discuss and reflect on operational modalities, potential improvements, standardisation of procedures, capacity building, and further development of monitoring and evaluation mechanisms.

By the end of 2019, TBC revamped its FCS operations by selecting a new technical service provider to strengthen the impact of the FCS through enhanced data/information collections aimed at meeting the needs of the refugee communities and robust fiscal management. Protocols related to data security and information confidentiality are currently underway. The overall process will extend into 2020 allowing all camps to transition to the new and improved system with additional security measures such as fingerprint scanners to mitigate against fraud and other irregularities. TBC worked closely with MoI representatives to ensure information-sharing, as well as transparency and accountability of supply deliveries to the camps for FCS vendors.

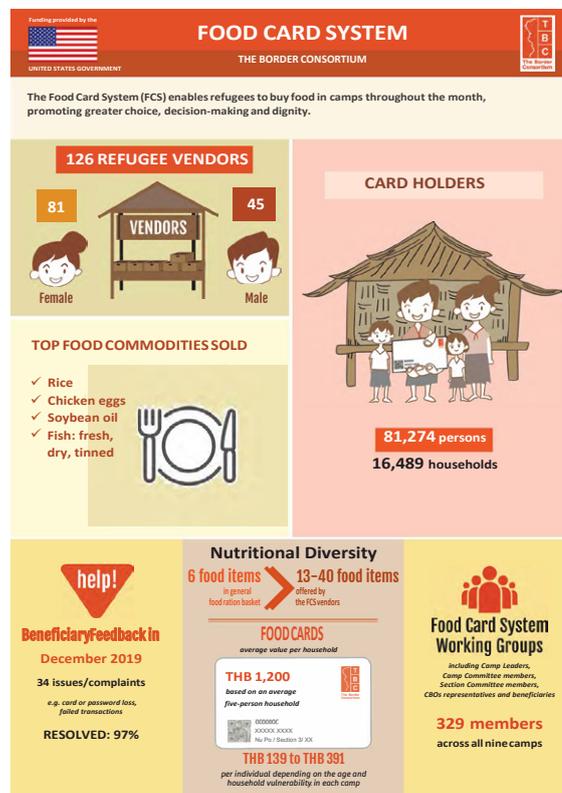


Photo credit: TBC

Zin Zin Wai : Food Card Vendor, Mae La camp

Zin Zin Wai, 38 years old, from Hlaing Bwe Township in Karen State Myanmar / Burma arrived in Mae La in 2006.

I have been running a grocery shop since 2007 but as a Food Card System vendor I have learnt more about how to manage the shop better, after receiving trainings from TBC such as hygiene, stock management, price, quality and know how to do basic quality control before purchase from wholesalers.

I now have more contact with other people in camp because they have money in their food card and able to buy food through shops. They said they like my service and the variety of food which is much better compared to food assistance from the warehouse. I have more cash flow and see livelihood opportunity in the community because some fresh foods were produced by camp community. I refill food items twice a week by ordering them from my friends who are wholesalers in Maesot with affordable price.

I will take the knowledge, skills I received from vendor training with me when I leave the camp to my homeland, I will continue to have a shop because this is part of livelihood to support my family.

I would like to take this opportunity to thank TBC and donors who support refugees for a long time.
Thank you very much.

As an integral part of supporting refugee communities' access to food and nutrition, households received cooking fuel (charcoal) along with educational campaigns to manage existing resources more efficiently through charcoal-saving and more effective cooking methods.

TBC extended emergency food assistance at the request of Thai authorities in Sanghklaburi District following an influx into Thailand of more than 900 ethnic Mon villagers after armed clashes between the Tatmadaw with Border Guard Forces and the Mon National Liberation Army (MNLA) in November-December. In cooperation with other CBOs Thai Red Cross, Private Sector, UNHCR, and INGOs, villagers affected by the conflict received rice, blankets, mosquito nets, mats, clothes, and mobile latrines.

Nutrition Programme

TBC's nutrition support complemented the provision of food assistance, through nutritional surveillance of refugees, together with partner health agencies. Following the last reduction of the food rations in 2015, TBC has maintained the same level of food assistance for the past four years, determining that the current assistance levels, combined with refugees own complementary strategies, provide the minimum necessary for adequate nutrition.

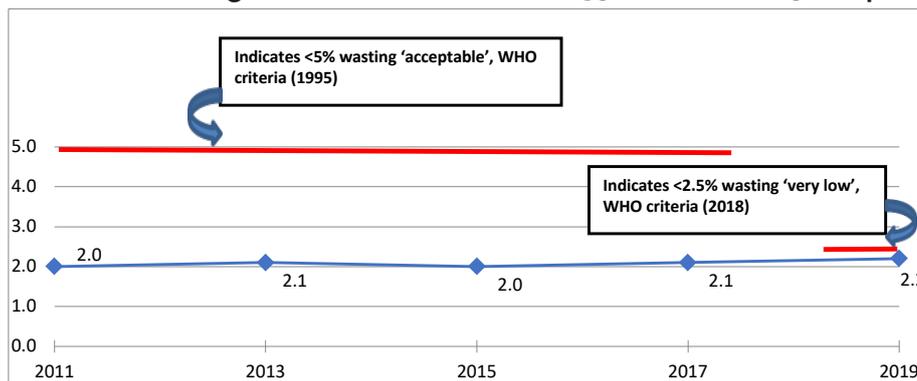
Nutrition surveillance include monitoring mortality and morbidity rates by age group, biennial nutrition surveys of children of six to 59 months of age, monthly Growth Monitoring and Promotion, and providing supplementary support to prevent and alleviate malnutrition in the camps. TBC's core Nutrition Programme included:

- 'Healthy Babies, Bright Futures'- Infant and Young Child Feeding (IYCF) to address the challenge of stunting (chronic malnutrition);
- Supplementary and Therapeutic Feeding Programmes (SFP/TFP) to strengthen the health status in the most nutritionally vulnerable (young children, pregnant women, and nursing mothers);
- Nutrition education campaigns focused on maternal nutrition, the benefits of exclusive breastfeeding until six months of age, when complementary feeding should be initiated while continuing to breastfeed until 24 months, to support long-term behavioural change.

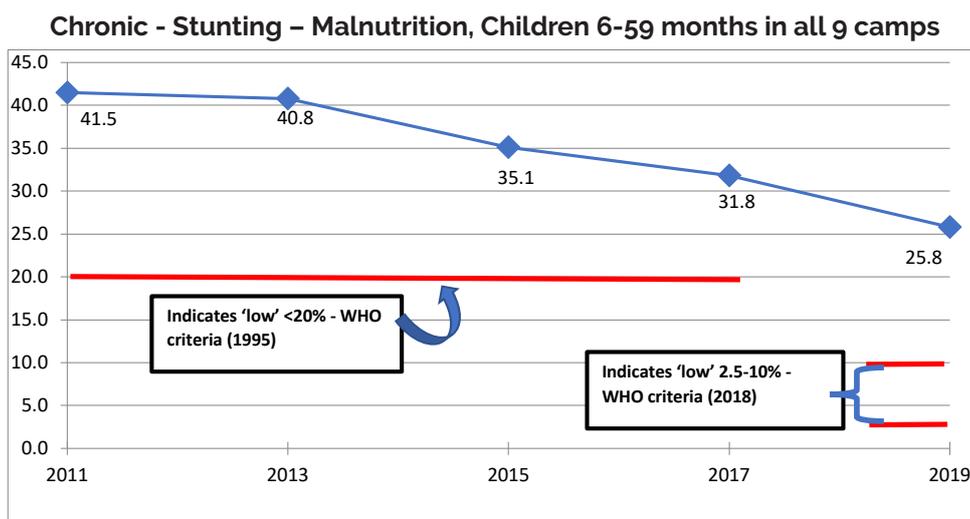
TBC's support to Nursery School lunches ceased in March 2019 following reduction in funding. However, TBC continued to provide technical support and advice on meal plans and other related elements. Other supplementary nutrition activities (i.e. SFP / TFP, Inpatient Department and Patient House support) were ongoing to ensure that the needs of nutritionally vulnerable target groups were met. The nutrition team delivered targeted nutrition education, campaigns, and trainings and worked closely with the health agencies to monitor and report on nutritional indicators in the camps through the Health Information System (HIS).

The 2019 Biennial Nutrition Survey in cooperation with the Institute of Nutrition, Mahidol University, Thailand was completed across all nine camps with a participation rate of 89% (2,937 Households and 3,780 children between 6 – 59 months). Preliminary results were encouraging and indicated a further reduction in stunting by 6%, while wasting remained low at 2.2%.

Acute - Wasting - Malnutrition, Children 6-59 months in all 9 camps



Chronic malnutrition (stunting) continues to decline (25.8%, CI 24.5-27.2) and is less than that reported in Myanmar (29.1%). All nine camps had a decrease in stunting, ranging from 3.6% (MLA) up to 9.5% (BMS), with an overall reduction of 6.0% since the 2017 survey. Furthermore, the age group with the highest rates of stunting was 36-47 months of age. In 2017, it was highest at 24-35 months. The results show that for each successive survey, the higher rates of stunting are in the older children. These children were likely already stunted at 24 months of age, when it becomes almost impossible to correct thereafter. If the current level of progress continues in camps with Infant and Young Child Feeding (IYCF) behavior change, it is likely that as these older children 'age out' of the study (>59 months of age), the stunting rate will continue to fall, assuming behavior change continues to be supported.



Note – With 1995 WHO criteria, stunting would be classified as 'medium (20-29.9%)'. With updated criteria from 2018, the category is now classified as 'high'.

96% of households surveyed reported little to no hunger, with only 0.3% (10 households) reporting severe hunger according to the Household Hunger Scale¹⁶. Full results of the survey are expected during Q1 2020.

Stunting, or chronic malnutrition, will continue to be the primary focus in TBC's nutrition support, and TBC will work collaboratively with all partners and donors on its ongoing efforts to reduce stunting malnutrition.

Shelter and Settlement

TBC's Shelter and Settlement Programme enhanced the skills of community leaders in settlement planning for return and in community space management to improve overall living conditions, with a focus on the most vulnerable Shelter Special Needs (SSN) households.

The Shelter Working Groups (SWGs) in each camp follow the KRC and KnRC Housing Policies in the management of housing stocks and distribution of limited construction materials. A community assessment led by the SWGs to prioritise distribution of limited construction materials, identified 1,386 SSN households which then received all necessary construction materials and/or assistance with their house repairs. The conditions of SSN households has notably improved over the last few years as a result of support from SWGs.

¹⁶ TBC uses World Health Organization (WHO) Growth Standards (weight-for-height and height-for-age) as a benchmark to report principal anthropometry results. Additionally, TBC uses the Household Hunger Scale (HHS), a simple indicator to measure household hunger in the refugee camps, to inform TBC and partners on the impact of ration changes.

The SWGs received sufficient construction materials to maintain safe shelters and key community building and to respond to emergencies in the camps as follows:

Eucalyptus	9,500 poles
Bamboo	92,500 poles
Leaf and Grass thatch	955,000 pieces
Plastic Sheets	1,000 pieces

SWGs, in coordination with the CCs and Thai authorities, ensured that shelters were either reallocated or dismantled upon departure of refugees. 891 shelters were dismantled during 2019, bringing the total number of shelters remaining to 17,174 at the end of December.

SWGs across all camps also coordinated emergency responses to incidents attributable to heavy rains, fires and other adverse weather conditions during 2019 including two fire outbreaks in Nu Po and Mae Ra Ma Luang that affected 128 households. The SWGs organised fire break activities sensitising communities about preventive actions in case of fire outbreaks.

SOUTH EASTERN MYANMAR

TBC's 2018 report on "*Human Security in South Eastern Myanmar*" highlighted protracted displacement, malnutrition, insecure land tenure, unequal access to justice, unsustainable natural resource management, the denial of access to basic services and refugee return as persistent key challenges for communities affected by protracted conflict in south eastern Myanmar.¹⁷ Large areas of south eastern Myanmar are primarily governed by EAOs and are beyond the Government of Myanmar's administrative reach. These isolated communities are vulnerable to violence and abuse and have limited access to basic services while the upland topography leaves them susceptible to natural disasters.

Building on local capacities to deliver critical services has been a hallmark of humanitarian aid in conflict-affected areas of south eastern Myanmar since the late 1990's. However, key government donors re-allocated humanitarian aid funding away from local partners in favour of national and international counterparts in 2017. This undermined capacities to respond to militarisation and a counter-insurgency strategy that targets civilians and exacerbates vulnerability.

In this context, TBC and local partners had qualified success in mitigating malnutrition in EeTuHta camp IDPs with support from private donors. Access to food was reinforced through cash transfers to 200 households with children under five years of age. Feedback after awareness raising campaigns about IYCF indicates improved knowledge about maternal nutrition and exclusive breastfeeding for children aged under six months. However, the resilience of these IDPs is increasingly under strain as assistance to meet basic needs has decreased by 90% since 2017 while the camp population has only decreased by 30%.

TBC successfully negotiated for the resumption of DfID/HARP funding for local partners to promote preparedness and community-driven responses to humanitarian emergencies in 2019. Emergency relief protocols were reactivated to mitigate the impact of militarization and an infestation of rats in Hpapun and Kyaukkyi Townships. 2,363 people from 347 households spread across 14 villages and two village tracts received the cash assistance equivalent to three months of rice supply. Medical supplies were also restocked by ethnic health service providers and delivered to community health clinics in conflict affected areas of Karen and Kayah State.

¹⁷ <https://www.theborderconsortium.org/media/TBC-Human-Security-in-South-Eastern-Myanmar-2018.pdf>

In response to seasonal floods, the reach of national and international responders was focused on government-administered areas. However, TBC's local partners were able to re-allocate development assistance to respond to the flooding of conflict-affected communities in Ye and Tanintharyi Townships. Over 500 people were assisted with cash transfers equivalent to three months' rice supply as a result of these local networks.

LESSONS LEARNED

- Disseminating and acknowledging positive results from nutrition surveys, among community leaders and TBC teams, keeps momentum strong for continued close monitoring and responses for food security in camps.
- In Myanmar, reductions in humanitarian funding have increased the challenge of targeting the most vulnerable individuals within villages and the subsequent risk of inducing jealousies and social discord. Recent experience has reinforced the importance of cross-referencing the opinions of leaders with participatory assessment techniques to broaden consultation processes.



STRATEGIC DIRECTION 4

PROTECTION

Protection is promoted in camps and return areas.

TBC endeavours to ensure a protective environment and promotes safety, individual and collective rights and access to justice

HIGHLIGHTS

THAILAND

- Strong support and response from Refugee and Camp Committees for Code of Conduct compliance
- Enhanced awareness of TBC staff and refugee partners of Prevention of Sexual Exploitation, Abuse and Harassment (PSEAH) and the Beneficiary Complaints Response Mechanism (BCRM)
- Strong representation and participation of community diaspora in formal meetings and forums, including women, people with disabilities, ethnic and religious groups

SOUTH EASTERN MYANMAR

- Networks between human rights defenders strengthened to promote community-based protection strategies
- Gender responsive programming enhanced to ensure inequality is not perpetuated

THAILAND

TBC, through its Camp Management and Preparedness Programme (CMPP), supported the refugee leadership in governance and promoted more meaningful refugee participation in return planning processes.

KRC¹⁸ held elections for Camp Administration Structures, including CCs and elected seven representatives to ensure overall governance of the institution. TBC extended technical support to ensure that principles of fair and democratic elections were upheld and focused its efforts on the capacity development of the new members of main refugee bodies for governance in the camps which included Camp Committees, the CMT Advisory Boards, and the SWGs. Members were able to access trainings and sessions on leadership and governance, strategic planning, human resource management and administration, protection, and accountability. 1,464 stipend staff¹⁹ (27% women) played a leading role in ensuring overall governance and administration across all nine camps.

Camp staff participated in several trainings and campaigns on Prevention of Sexual Exploitation, Abuse and Harassment (PSEAH). The PSEAH trainings provided the necessary skills and knowledge to uphold principles of protection while simultaneously addressing issues related to sexual exploitation, abuse

18 KRC are the representative organization that holds responsibility for overall camp administration and governance for the seven camps with predominant Karen ethnic presence – Ban Don Yang, Tham Hin, Mae Ra Ma Luang, Mae La Oon, Mae La, Nu Po, and Umpiem Mai

19 Total number of stipend staff engaged in camp management as of December 2019 across all nine camps

and harassment according to humanitarian principles. TBC raised community awareness about key channels for beneficiary feedback to TBC and other NGO/CBO groups through the reinforcement of the Beneficiary Complaint Response Mechanism (BCRM). A specific email address was created to complement existing complaint boxes across camps to increase transparency and accountability of TBC and its partners.

Over 3,000 individuals participated in trainings that included peace building, Codes of Conduct (CoC), child protection, social inclusion and gender equity, leadership, performance evaluations, fire prevention and other security related measures.

TBC supported CCs and partners to facilitate timely and effective communication with the refugee community and to consolidate information to help refugees understand and cope with the current situation in the camps, and to guide individual and group decisions about return or other durable solutions. Information and other communication messages were disseminated to 53,800 community members through a wide variety of channels including film screenings, households visits (especially to households with special needs), by the Camp Information Teams (CITs) and visits to Information Sharing Centres (ISCs) across all nine camps.

The Camp Management Working Group (CMWG) and Stakeholders' Meetings led by the Refugee Committees, with representation from CCs, CBOs, NGOs and UNHCR, provided opportunities for refugee-led advocacy on key camp management and return planning issues. This enhanced skills in decision-making and negotiation among the refugee community in preparation for future beyond camps that will require community-led governance at the local levels.

SOUTH EASTERN MYANMAR

Despite a common misperception that south eastern Myanmar is a "development challenge", the underlying causes of chronic poverty and vulnerability are fundamentally due to militarisation, associated human rights abuses and an institutionalised protection deficit. TBC responded in 2019 by broadening support and strengthening networks between human rights defenders. In addition to promoting human rights awareness of more than 2,000 community leaders and strengthening local agency in over 60 villages, Karen, Mon and Karenni partners exchanged their curricula and training methods. Similarly, apart from researching and publishing over 200 reports detailing protection concerns, local partners also compared their respective guidelines for documenting human rights abuses.

TBC also strengthened gender responsive programming during 2019, most notably by committing 20% of all budgets to be allocated for promoting gender equality and women's empowerment. Awareness of gender dynamics was raised directly through the workshops facilitated with community leaders, CSOs and ESPs. Women's access to and control over resources in communities was strengthened through targeting nutrition-sensitive agriculture initiatives through schools and health clinics as well as support for early childhood development. Implementing partners have already committed to establishing quotas to ensure women's participation in decision making across all components of the project. Finally, nutrition awareness campaigns primarily target community health workers who are overwhelmingly women.

LESSONS LEARNED

- Conducting regular trainings on principles of good governance and accountability for camp-based staff contributes towards overall accountability within the camp setting as a preparation for futures beyond camps.
- Tailoring concepts such as gender equality, human rights and protection mechanisms for an audience to affect social and behavioural change requires communications and creative concepts portrayed in a language understood by the target community.

STRATEGIC DIRECTION 5

RESPONSIBLE EXIT

Guided by principles of sustainability and within the context of a future that is decided by refugees themselves, TBC works to promote return with dignity and a responsible transition from aid dependency in camps. This involves capacity development of CBO and CSO partners, in both Thailand and Myanmar, and core support for their organisations as they navigate the long-term transition from refugees to self-sustaining civil society organisations.

HIGHLIGHTS

THAILAND

- Reinforcement of the governance role of Refugee Committees and community leaders, alongside continued capacity building in contemporary leadership and humanitarian approaches.
- Multi-sector collaborative efforts by NGOs, UNHCR, Embassies, Donors, RTG, and private sector to identify alternative solutions for refugees on the border.

SOUTH EASTERN MYANMAR

- Multi-year funding commitments secured for TBC Myanmar and 17 civil society agencies.
- Social protection mechanisms reinforced to address gaps in the relief to development continuum.

THAILAND

As services in the camps are consolidated, TBC has ensured community organisations have sufficient resources for governance and to lead the implementation of programmes in the camps enhancing programme management, building field assessment and monitoring capacities, developing information management, and strengthening financial management systems.

Focusing on long term sustainability, capacities needed to be self-sustainable among existing CBOs were strengthened. These CBOs include the Karenni Women's Organization (KNWO), Karen Youth Organization (KYO), Karenni Youth Organization (KnYO), Muslim Women's Organisation (MWO), and Muslim Women's Association (MWA), who participated in trainings on leadership, planning, strategy development, finance management, organisational policies, and human resource management.

Core support for community organisations that have a long term commitment to their communities in south eastern Myanmar was prioritised, specifically for the KNWO and Karen Women Organisation (KWO) whose members play an active protection role in both Thailand and Myanmar and are well placed to support reintegration and social cohesion of communities in the future.

TBC worked with CSOs and governance entities in camps and in Myanmar to better address the rights, concerns, and needs of returnees and potential host communities. However, given the decreasing funding and the slow rate of departures from camps, TBC along with other key stakeholders, and the RTG, are exploring additional pathways that can provide opportunity for the refugee community to source legal local work options in Thailand.

SOUTH EASTERN MYANMAR

TBC continues to monitor and support the organisational development of CSO partners. This includes annual assessments of four key performance areas: organisational management, project cycle management, financial management, and human resource management. Competencies are assessed for each performance area to identify the current stage of growth—basic, emergent, functional, or mature. Plans then are customised to expedite organisational growth by building capacity and sustainability.

Modest gains were achieved in regard to strengthening local implementing partners during the STAND UP project. The administrative, financial and programme management capacities of two agencies improved noticeably, with half of STAND UP project partners assessed as having developed almost fully functioning governance systems by the end of the project in 2019. The relevance and effectiveness of TBC's organisational and technical development schedule was further reflected by at least 75% of participants reporting significant learning outcomes in post-workshop evaluation forms throughout the project.

LESSONS LEARNED

- Continual discussion of alternative pathways reiterates the need for TBC to work with key stakeholders (including the private sector) towards a future beyond camps while simultaneously addressing challenges in service consolidation and population reduction in camps.



CHAPTER 4

TBC STRATEGY
2020 – 2022



Mae La Oon camp
Photo credit: Masaru Goto

With the current TBC Strategy 2017-2019 coming to an end, TBC undertook an evaluation exercise to revise the strategy with inputs from a variety of stakeholders including TBC Board and Members, TBC's partners (in Thailand and Myanmar) as well as TBC staff.

Given the improbability of imminent large-scale return, and the time it might take for alternative pathways to materialise, TBC and its partners do not envisage a significant reduction in the population over the next two to three years. Key touch points from the various consultations included the uncertain and fragile nature of security, the lack of access to essential services in potential areas of return in south eastern Myanmar, the continued need for migrant workers in Thailand along with a change of discourse from the RTG around refugees as well as the uncertain funding situation for TBC as an organisation.

The TBC strategy 2020-2022 aims at ensuring protection, accountability, and adaptability to account for changing scenarios in Thailand and Myanmar. The strategy also places a focus on advocacy and stakeholder engagement to enjoin duty bearers and decision makers to listen to refugees about their futures, and to contribute to finding alternative pathways for refugees, for example through temporary labour migration into Thailand.

The strategy is built upon TBC's commitment to a rights-based approach by taking responsibility through community empowerment and partnership with national and local authorities to ensure principles of accountability, equity and inclusion, environmental protection/awareness and "Do No Harm" are actively upheld.

TBC Four Strategic Directions:

1

Contribute to upholding the rights and meeting the humanitarian needs of displaced communities, with a focus on women, children, older persons, and people with illness or disabilities.

- TBC fulfils its core mandate of providing equitable humanitarian assistance to displaced communities in the form of food, cooking fuel and shelter.

2

Reinforce food security through improved nutrition and productive livelihoods.

- Displaced and conflict-affected communities benefit from the adoption of improved nutrition, environmental hygiene, agricultural and small business practices.

3

Promote protective environments and safe and dignified futures for displaced and conflict-affected communities.

- Human rights, including the right to seek asylum and not be forcibly returned to Myanmar, are promoted. The right to voluntary return for refugees is promoted alongside alternative solutions.

4

Reinforce accountability, partnership and local ownership to ensure responsible transitions.

- TBC and its partners responsibly and transparently manage change with refugee communities, donors and other stakeholders.

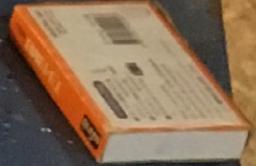


Food card vendor making a price list
Photo credit: TBC

စဉ်	ပစ္စည်းအမျိုးအမည်	Unit	ရောင်းဖွယ်
1	ဆန်မွှေး		
2	ယက်ဆန်	1kg	
3	ဆန်ရိုးရိုး	1kg	
4	ဆား	1kg	
5	သကြား		
6	ဆီ	1kg	30 ဗ
	ငါးသေတ္တာ	1l	50 ဗ
	ကြက်သွန်ခါ	1ကွပ်	
	ကြက်သွန်ဖြူ		
	ကလေး		
	မုန့်		
	ကြက်ညှင်းမုန့်		
	သီးခြောက်		

CHAPTER 5

FINANCE



GENERAL

TBC is registered in the United Kingdom and conforms to the UK Statement of Recommended Practice for Charities. TBC has adopted the legislated FRS 102 SORP in its financial reporting since 2015. Both income and expenses are reported on an accruals basis, and there is clear separation of restricted and general funding. The Trustees report and audited financial statements for 2019 were audited by KPMG UK LLP and have been filed with the UK Charity Commission and Companies House. The TBC accounting records are maintained in Thai baht (THB), and the Audited Financial Statements are presented and filed in THB.

This chapter outlines TBC's financial performance against the operating budget for January to December 2019. All the figures and analysis are denominated in THB unless otherwise stipulated.

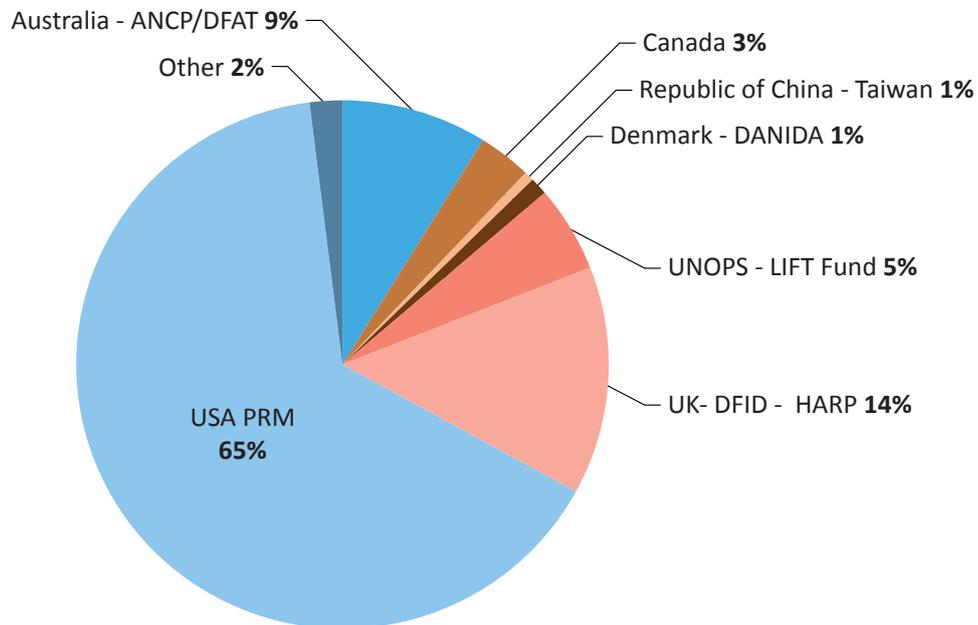
2019 OVERVIEW

Government contributions made up for 98% of TBC's income in 2019, increasing slightly from 96% in 2018. The US government increased its support in 2019 and continues to be TBC's largest donor, making up 65% of the overall income. This financial support is solely focused on providing cooking fuel and food commodities, the latter of which was fully replaced by the Food Card System (FCS) by the end of 2019.

The UK (DFID) government, and the second largest donor, agreed to a two-year extension until 2020, with other financial support from Australia (ANCP/DFAT), Canada (GAC), Denmark (DANIDA), LIFT (UNOPS), and The Republic of China-Taiwan. TBC did not gain any new donors in 2019.

Figure 5.1: 2019 Overview and 2020 Budget

Item in THB (Millions)	Budget 2019	Actual 2019	Budget 2020
Income	519	511	482
Expenses	544	510	519
Net Movement in Funds	-25	1	-37
Opening Fund Balance	172	172	173
Closing Fund Balance	147	173	136
Balance Sheet:			
Net Fixed Assets	1	1	1
Receivable from Donors	66	85	60
(Payable) to Suppliers	-50	-84	-50
Bank Balance	130	171	125
Net Assets	147	173	136
Restricted Funds	50	90	51
Designated Funds	70	58	60
General fund - Net Fixed Assets	1	1	1
General fund - Freely available reserves	26	24	24
Total fund Balance	147	173	136
Liquidity	80	87	75

Figure 5.2: 2019 Funding Sources for THB 510 M

The three main variables of TBC's Thailand operation are usually the price of food commodities, specifically rice and charcoal, the camp population, and the fluctuations in foreign exchange rates against the THB. With the completion of the FCS roll out in all camps by October 2019, however, actual food prices only had slight impact compared to previous years.

Camp population reduced by 7% in 2019, similar to 2018. The slow rate emphasizes TBC's obligation to continue allocating a bulk of the costs for basic humanitarian needs, such as sustainable cooking fuel, food, and shelter.



Figure 5.3. Income 2019 (in thousands)

Funding Source	Currency	2019 Budget		2019 Actual		2020 Projection	
		Foreign Currency	Thai Baht 000	Foreign Currency	Thai Baht 000	Foreign Currency	Thai Baht 000
GOVERNMENT BACKED FUNDING							
Australia - ANCP/DFAT	AUD	2,186,942	53,580	2,178,231	45,284	1,540,000	31,909
Australia ANCP (Act for Peace - NCCA)	AUD	260,000	6,370	240,000	4,989	240,000	4,909
Australia DFAT GAP (Act for Peace - NCCA)	AUD	226,942	5,560	238,231	4,953	-	-
Australia DFAT Thailand (IRC)	AUD	1,700,000	41,650	1,700,000	35,342	1,300,000	27,000
Canada -GAC Inter-Pares	CAD	700,000	17,500	700,000	16,497	115,834	2,652
Republic of China - Taiwan	USD	100,000	3,301	100,000	3,001	100,000	3,042
Denmark - DANIDA	DKK	1,685,000	8,549	1,155,000	5,474	1,180,150	5,271
UNOPS - LIFT Fund	USD	731,025	24,130	942,133	27,033	1,383,974	42,097
UK- DFID - HARP	GBP	1,500,000	61,500	1,750,000	71,437	1,610,000	62,449
UK DFID (HARP- Thailand)	GBP			1,500,000	61,792	1,500,000	58,049
UK DFID (HARP-MYM)	GBP			250,000	9,645	110,000	4,400
USA PRM - IRC	USD	10,500,000	338,520	10,500,000	332,641	10,500,000	319,385
EC - Mercy Corps (AUP)	EUR			(15,847)	(548)		
TOTAL GOVERNMENT BACKED:			507,080		500,819		466,805
OTHER							
Caritas Australia	AUD	165,000	3,869	165,000	3,477	165,000	3,375
Christian Aid	GBP	50,000	2,000	50,000	2,073	50,000	1,935
Church World Service	USD	100,000	3,288	55,000	1,741	50,000	1,521
ICCO	EUR	50,000	1,900	50,000	1,675	50,000	1,666
Other Income	THB		800		-		1,200
Other Donations	THB		200		127		200
TOTAL OTHER:			11,857		10,123		9,697
TOTAL INCOME			518,937		510,942		476,502
Expenses			545,491		509,932		519,007
Net Movement Current Year			-26,554		1,010		-42,505
Funds Brought Forward			173,110		172,011		173,021
Total Funds carried Forward			146,555		173,021		130,515
Less: Restricted Funds			57,000		90,033		50,500
Designated Funds			70,000		57,970		60,000
Net Fixed Assets			1,000		1		1
General Funds Freely Available			18,555		25,017		20,014

Income 2019 and Projection 2020

TBC follows the UK accounting standard (FRS 102 SORP) for recognising income, which occurs when the rights to a grant are acquired and there is reasonable certainty that it will be received and sufficiently measured at the monetary value. Income is recognised before cash is received, usually when a contract is signed, and accrued as a receivable until payment is made.

Income for 2019 totalled THB 511M, which was THB 8M less than budgeted. Main causes for the reduction was an unexpected 30% decrease in contributions from Denmark coupled with declining foreign exchange rates throughout the year.

The largest multi-year donor, the United States Government's (USG) Bureau of Population, Refugees and Migration (BPRM), which provides vital food and cooking fuel assistance renewed their commitment for another three years until February 2022 along with the UK (DFID) government who has agreed to a two-year commitment until 2020. Support from the Canadian government channelled through TBC's partner, Inter Pares, ended in 2019 with discussions for a potential new phase, which would likely not happen until 2021. The Republic of China-Taiwan continued its financial support during 2019.

UNOPS/LIFT Myanmar committed funding to another multi-year project through until 2022.

This was further complemented by additional funding from the HARP Facility (UK funding) for delivering emergency response to conflict affected communities in south eastern Myanmar until the end of 2020.

TBC continues to receive financial support from other institutional donors and partners including Act for Peace (with funding from the Australian government), Caritas Australia, Christian Aid, Church World Service and ICCO Cooperation. TBC also receives regular donations from loyal individuals throughout the year.

Figure 5.4 Programme Expenditure 2019 and Budget 2020 (THB)

	Strategic Objectives and Activities	Budget 2019	Total Actual 2019	2019 % Spent	Budget 2020	% change 2019 vs 2020
	Exposure visits	600,000	310,765	52%	600,000	193%
	Return Working Groups	-	82,222	-	-	0%
	Cross Border Linkages	1,736,400	2,322,140	134%	1,740,000	75%
	Myanmar	470,000	-	0%	-	
1	PLANNING FOR VOLUNTARY RETURN	2,806,400	2,715,127	97%	2,340,000	86%
	Food Security/Livelihoods	225,600	216,000	96%	540,000	250%
	Shelter/NRM	2,011,200	1,620,772	81%	1,950,000	120%
	Job Creation - Stipends	249,600	259,200	104%	250,000	96%
	Myanmar CBO/CSO sub Grants	25,117,000	32,884,204	131%	37,170,000	113%
2	FOOD SECURITY & LIVELIHOODS	27,603,400	34,980,176	127%	39,910,000	114%
	Charcoal	103,587,774	86,539,230	84%	75,730,000	88%
	Food supplies	36,149,858	36,380,012	101%	-	0%
	Food Card System Payments	203,113,101	178,134,435	88%	230,980,000	130%
	Humanitarian Stipends	4,118,967	4,176,798	101%	4,710,000	113%
	Camp Mgmt Support-Supplies	2,763,000	612,783	22%	2,350,000	383%
	Shelter supplies	16,050,000	12,876,898	80%	12,950,000	101%
	Nutrition	14,413,000	13,077,695	91%	13,940,000	107%
	Other support	10,309,500	10,327,929	100%	8,080,000	78%
	Myanmar	12,846,258	4,716,560	37%	12,570,000	267%
3	HUMANITARIAN SUPPORT	403,351,458	346,842,340	86%	361,310,000	104%
	Camp Administration (Central & Camp)	6,659,864	7,489,056	112%	6,660,000	89%
	Stipend Workers (Central, Camp & CMPP)	14,090,720	13,351,525	95%	14,090,000	106%
	Peacebuilding	1,194,715	1,136,314	95%	1,060,000	93%
	Capacity Building	1,030,000	811,320	79%	1,030,000	127%
4	PROTECTION	22,975,299	22,788,215	99%	22,840,000	100%
	Responsible exit-Partners	2,322,400	2,791,731	120%	2,690,000	96%
	TBC Organizational Resources	83,356,910	80,486,138	97%	85,720,000	107%
5	RESPONSIBLE EXIT	85,679,310	83,277,869	97%	88,410,000	106%
	Governance	2,250,000	2,138,896	95%	2,250,000	105%
	Foreign Exchange Rate Loss	800,000	17,190,034	2149%	1,000,000	6%
	TOTAL TBC EXPENDITURE	545,465,866	509,932,657	93%	518,060,000	102%

Total expenses for 2019 were THB 509M (THB 592M in 2018) and resulted in TBC coming in under-budget by almost THB 35M. A major cause for the savings is attributed to a more gradual roll-out of the FCS into the remaining five camps, namely the largest camp, Mae La.

The FCS is about 15% more costly than the direct purchase and distribution of food commodities by TBC in comparison. Despite the higher cost, the increased self-management of resources by households that the FCS provides is part of the overall strategy and helps to better prepare refugees for their future. Another key factor in budget savings is from TBC obtaining more favourable prices for charcoal, especially compared to 2018.

Following significant downsizing from 2017-2018, TBC continues to maintain the minimum level of staff required in order to continue delivering quality support at current programming levels. By comparison, TBC organizational costs in 2019 were THB 20M less than 2018. TBC ended the year with 56 staff spread across both Thailand and Myanmar.

Balance Sheet

When income is recognised before cash is received, it is accrued as a receivable until payment is made. Some funding is remitted in instalments and some only on receipt of a report and certification of expenditure receipts. The level of funds receivable can vary greatly during the year, depending on when agreements are signed and remittances made. The receivables at the end of December 2019 totalled THB 75M, including USG/PRM THB 44M, ANCP/DFAT THB 20M, and UK/DFID THB 4M. TBC claims instalments from BPRM based on a monthly forecast and quarterly from DFID and DFAT. IRC administers both DFAT and BPRM funding.

TBC's normal term of payment to suppliers for deliveries to camp is 30 days from completion of delivery. Accounts payable represents the value of expenses incurred where the supplier and vendors have not yet been paid. The balance owed at the end of December 2019 was THB 84M.

Appendix B1 presents cash and bank balances at year end totalling THB 173M, which was an increase of THB 15M from the start of 2019.

The Fund Balance is split into five categories:

- Restricted funds are those that the donor stipulates are for a particular purpose or activities. Total value THB 90M.
- TBC's designated funds to cover the severance pay liability to all staff totalled THB 23M at the end of 2019. The fund is managed in accordance with both Thai and Myanmar law, and does not form part of unrestricted general reserves.
- **In 2017, TBC Board of Directors (BoD) earmarked THB 50M as designated funds to cover estimated costs associated to an eventual closedown of operations. In September 2019, the TBC Board of Directors ratified the recommendation to reduce it by THB 15M to THB 35M after a more detailed analysis and budget for relevant costs was presented. Consequently, THB 15M was rolled into the general fund to be used for programme expenses at managements discretion.**
- The net amount of general funding of fixed assets is valued at THB 653,118.
- The balance of general funding that is the freely available reserves totalled THB 25M.

Funding reserves at the end of 2019 totalled THB 173M, causing a positive net movement of THB 1M.

Cash Flow

Liquidity is a concern and will remain something to be closely monitored in upcoming years. In addition to the normal problem of getting funds released from donors as quickly as possible, the problem is intensified because of inconsistent cash needs through the year. Due to the procurement of the annual supply of building materials and the stockpiling of commodities in some camps prior to the rainy season, more than 60% of TBC's expenses are budgeted to be incurred in the first half of the year.

Appendix B2 presents, in THB in thousands, the actual monthly cash flows and liquidity surplus/ (shortfall) for 2019.

The net cash flow for the year was a positive THB 17M, consisting of cash receipts totalling THB 470M and payments made to suppliers of THB 454M.

Grant Allocations for 2019

Appendix B3 displays individual donor expenditure allocations within TBC's overall strategy by objective.

Restricted fund allocations are separated from designated and general funds. Income and expense transactions of restricted funds are directly allocated to objectives within TBC accounting records. For donors who do not require specific allocations for contributions, funds are allocated to strategic objectives off-line in the table to show coverage. Balances carried forward represent income recognized for which expenses have not yet been incurred.

Key differences by budget category for actual expenses in 2019

The key differences between actual and operating budget expenses by strategic category (Figure 5.4) are:

Planning for Voluntary Return

This objective was only 3% lower than budgeted and generally on target with planned activities.

Food Security and Livelihoods

This objective was 27% over budget for the year namely due to unanticipated additional funding from UNOPS to continue Phase II of its LIFT project, starting in October 2019.

Humanitarian Support

Overall underspend for this objective was THB 26M, or 6%.

- **Food and Charcoal Supplies:** THB 17M (14%) net less than budget was caused by two main variables, 1. TBC negotiated a better price for charcoal than the previous year, and 2. The FCS rolled out was more gradual in the largest camp of Mae La, causing TBC to purchase food commodities for a longer period than planned.
- **Food Card System:** FCS came in under budget by THB 24M, spending only 88% of the budget, and in correlation to the same reason noted in Food and Charcoal Supplies, food was purchased for a longer period than planned.
- **Shelter Supplies:** Shelter expenditure was slightly under budget by almost THB 3M (20%) despite several emergencies that required additional supplies. TBC will maintain a combined shelter budget of around THB 16M for 2020. NB some shelter costs are within other activities.
- **Nutrition:** Nutrition was underspent by THB 1M (9%) for the year due to reduced caseload enrolment in the SFP/TFP programmes.
- **Other Support:** was spent as budgeted.
- **Protection:** Protection expenditure went as planned and covers Camp Committee administration costs.

Myanmar Programme

All expenditures for the Myanmar programme are funded by dedicated funding sources, primarily from UNOPS/LIFT, UK/HARP. LIFT Phase II is a multi-year project beginning in October 2019 extending until 2022. UK/HARP programme began in September 2019 and is slated to end in December 2020. DFAT/Act for Peace and Christian Aid also support south eastern Myanmar programming. Myanmar programme in total represents 9% of TBC's overall operation.

Resource costs

Under budget by THB 2.9M. Total cost of resource/overheads was THB 80M and reflects a decrease of THB 20M from 2018, showing the continued impact from the organisation's downsizing efforts. Staffing was stable throughout the year at 56 people and no reductions are planned for 2020.

Governance /Other costs

TBC experienced an FX loss of THB 17M due to a devaluation of all foreign currencies throughout the year, namely the USD, AUD and GBP.

Summary of financial position at the end of 2019

Overall costs for TBC in 2019 totalled THB 509M against a budget of THB 545M, resulting in an overall budget savings of 35M THB (7%).

To put the current position in context, while the verified population caseload from January 2015 to December 2019 has fallen by 26%, TBC's income for the same years has fallen by 38% , requiring TBC to cover 12% of the overall budget from its dwindling reserves. Meanwhile the cost per refugee rises with inflation and the higher priced FCS.

As TBC moves into 2020, it has total reserves of THB 82M (approx. USD 2.7M). THB 25M (approximately USD 780,000) are general freely available reserves that can be utilised towards the general needs of the organisation.

Operating budget 2020

Income

Anticipated income for 2020 relies on existing donors with no new funding sources expected. Based on the assumption that TBC has a shrinking donor base, the total income has been estimated at THB 476M (THB 45M for MYM) and reflects a reduction of THB 35M against 2019 actual income.

Key donors DFID (HARP-F) and BPRM will enter their second-year commitments. Funding from GAC and DFAT will largely reduce by a total of THB 22M.

Figure 5.3 Funding breakdown show the four main donors (PRM, DFAT, DFID, and LIFT) represent 96% of all income coming into the organisation. BPRM alone makes up 66% of the overall portfolio and covers 62% of expenditure need.

TBC may have to use another 8.2% of its general funds to finance the balance of the overall programme need.

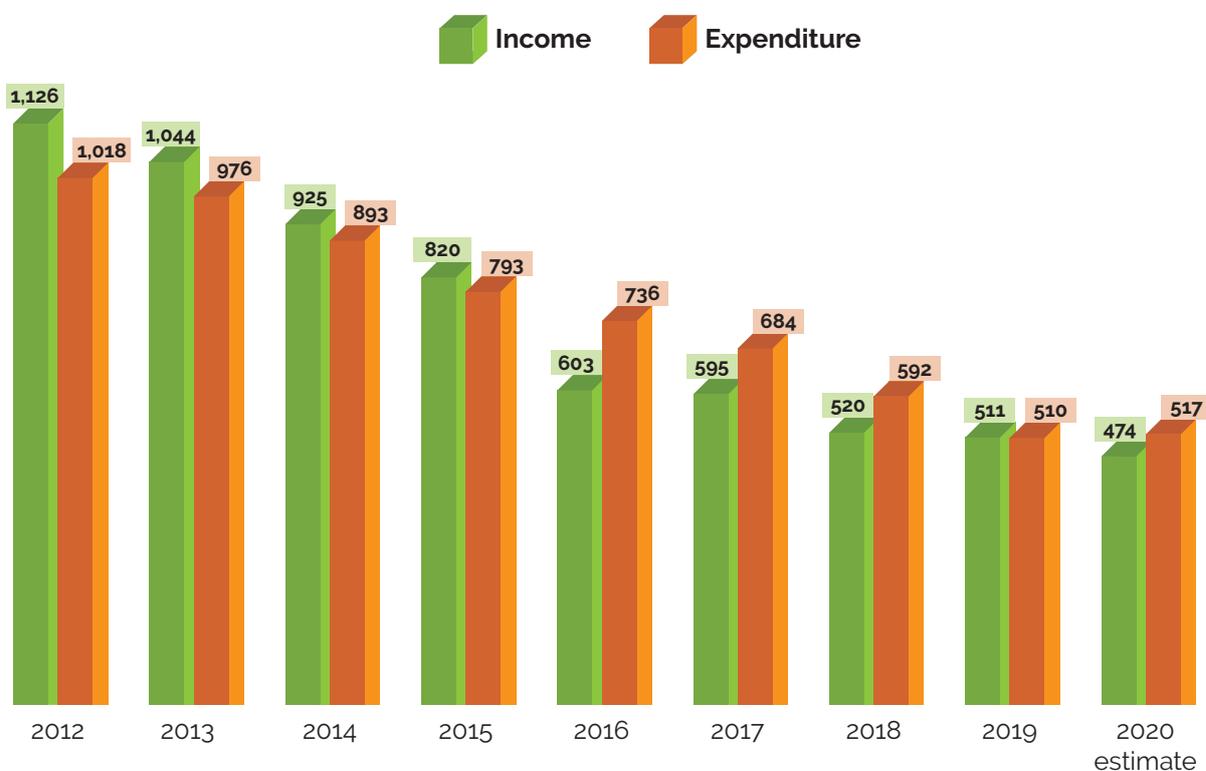
Expenditure Assumptions

- Camp populations are predicted to gradually decline at a rate of 7% during 2019, starting with a population of 81,000 and ending with 76,000.
- The FCS makes up 45% of overall budgeted expenditure. With the FCS, the risk of large increases in commodity prices shifts to the refugees. TBC will, however, monitor that prices of commodities sold by vendors in the camps stay within reasonable market rates to ensure stable buying power of the food card.
- The Myanmar programme is calculated to cost THB 45M in 2020 and is self-funded primarily by LIFT and DFID/HARP-F.
- FX rates are at all-time lows in more than two years, causing TBC to budget at lower income level. If the rates drop more than what it accrues income, it will face further FX loss.
- Because of the expected financial commitments from the US and UK governments, rations will remain at current food card values. If budget allows, TBC plans to increase its value by 5% toward the end of the year.
- There are no plans to reduce staffing levels in the organisation any further.
- Based on these points, TBC has estimated total expenditures at THB 519M for 2020, which is an increase of THB 10M from 2019, namely due to increased budget for Myanmar.

Funding Gap

TBC will seek additional funds in 2020 to support organizational costs and protect dwindling reserves.

Figure 5.5 2012-2020 Income and Expenditure Trends (THB Million)



Financial outlook 2021-2022

With Income declining at a faster rate than the 7% reduction trend in departures from the camps, available funds are still barely enough to support the current population at minimal programme levels. TBC will review programme delivery, operational and organisational resources to outline a plan to ensure TBC Strategy 2020-2022 can be optimised.

TBC intends to maintain rations at current levels and will include a 5% increase as budget is available. While the FCS is held at a fixed rate, this passes the risk of significant commodity price increases on to the refugees, which is unacceptable in the longer term.

TBC's work in south eastern Myanmar to assist with potential return has secured funds to remain 100% self-sustainable through 2020. With the LIFT three-year commitment, only a portion of the operating costs beyond 2020 still needs funding coverage for which TBC will pursue opportunities as they arise.

TBC's financial reserves position continues to be a major cause for concern and will be protected over the next two years. Funds are safeguarded for both staff severance and the phase out period for which TBC has prepared a detailed budget of close out costs. However, it will be difficult to maintain any freely available reserves beyond 2021.



အစားအစာ အုပ်စုများ

စွမ်းအင်အုပ်စု

ကာဘိုဟိုက်ဒရိတ်နှင့် အဆီတို့က လှုပ်ရှားမှုအားလုံး လုပ်နိုင်ရေးအတွက် စွမ်းအင်ပေးသည်။ ၎င်းတို့သည် ဆန်၊ ခေါက်ဆွဲ၊ ပေါင်မုန့်၊ စားသီး၊ သကြားတို့အပြင်၊ အာလူးနှင့် ပြောင်း ကဲ့သို့သော ဟင်းသီးဟင်းရွက်အမျိုးအစားတွင် ကြွယ်ဝစွာပါဝင်သည်။



ခန္ဓာကိုယ်တည်ဆောက်ရေး အုပ်စု

ပါသော အစားအစာများကို ခန္ဓာကိုယ်တည်ဆောက်ရေး အစားအစာများ ခေါ်ပါသည်။ ဤအစားအစာများက ခြောက်သားများ ဖြစ်ပြီးနောက်တွင် ပရိုတိန်းရရှိသော မျိုးမျိုး၊ ဝါ၊ နို့နှင့် နို့ထွက် ပစ္စည်းများဖြစ်သည်။



ကာကွယ်စောင့်ရှောက်ရေး အုပ်စု

ဗီတာမင်နှင့် သတ္တုဓါတ် ကြွယ်ဝသော အစားအစာများကို "ကာကွယ်စောင့်ရှောက်ရေး (သက်စောင့်)" အစားအစာများ ဟုလည်းခေါ်ပါသည်။ ၎င်းတို့သည် ခန္ဓာကိုယ် လှုပ်လှုပ်နိုင်အောင် အထောက်အကူပြုပေးသော အစားအစာများဖြစ်ပြီး၊ ခန္ဓာကိုယ်အား ရောဂါ ကာကွယ်စောင့်ရှောက်ပေးသည်။ သက်စောင့် ဖိတ်ခေါ်အမျိုးမျိုးတွင် ပါဝင်ပါသည်။

FOOD GROUPS



Energy Group:

Carbohydrates and Fat which give energy to do all activities, these are rich in rice, noodle, bread, oil, sugar and some vegetable such as potatoes and corns.

Body Building Group:

Protein foods can also be called "body-building" foods. These foods make bodies Grow, help develop strong muscles, help repair the body after illness Source of proteins are all kind of meat, beans, milk and milk products.



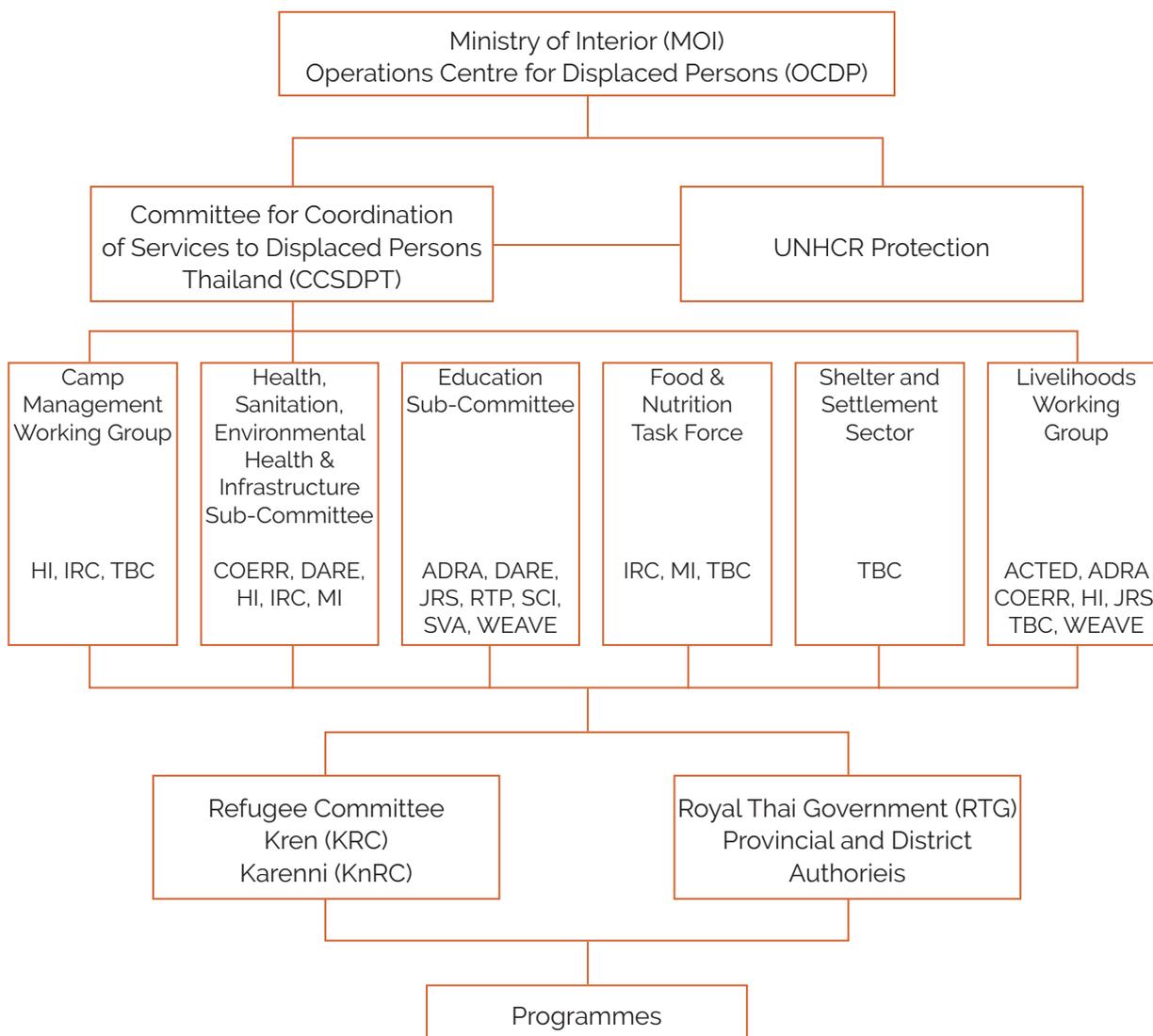
CHAPTER 5 APPENDICES



Nutrition information Photo credit: TBC

APPENDIX A

CCSDPT/UNHCR Coordination Structure



ACTED	Agency for Technical Cooperation and Development	MI	Malteser International
ADRA	Adventist Development and Relief Agency	RTP	Right to Play
COERR	Catholic Office for Emergency Relief and Refugees	SCI	Save the Children International
DARE	DARE Network	SVA	Shanti Volunteer Association
HI	Humanity and Inclusion	TBC	The Border Consortium
IRC	International Rescue Committee	WEAVE	Women's Education for Advancement and Empowerment
JRS	Jesuit Refugee Service		

APPENDIX B FINANCIAL CHARTS

Figure B1: Balance Sheet as of 31 December 2018 and 31 December 2019

ASSETS	Thai Baht	
	31 Dec 18	31 Dec 19
Current Assets		
Cash at bank and in hand		
Bank	157,143,605	172,998,825
Cash	228,116	209,405
Total Cash at bank and in hand	157,371,721	173,208,230
Accounts Receivable	66,482,105	75,052,316
Other Current Assets		
Sundry Receivable	537,118	47,497
Advance Expenses	415,000	420,000
Advance Programme Expense to partners	2,008,004	8,621,657
Accrued Income & Deferred Expense	641,581	334,398
Deposits	560,000	642,000
Total Other Current Assets	4,161,703	10,065,552
Total Current Assets	228,015,529	258,326,098
Fixed Assets		
Gross Fixed Assets	22,115,196	22,251,146
Accumulated Depreciation	(20,811,352)	(21,598,028)
Total Fixed Assets	1,303,844	653,118
TOTAL ASSETS:	229,319,373	258,979,216
LIABILITIES		
Current Liabilities		
Accounts Payable	33,718,535	32,792,623
Payable Business Development	180,085	0
Deferred Income	19,356,430	48,915,893
Payable to Donors/Suppliers	308,709	0
Accrued Expenses	1,542,485	1,551,256
Payroll Suspense Account	1,109,929	1,034,480
Total Current Liabilities	56,216,173	84,294,252
Long Term Liabilities		
Myanmar Provident Fund	1,091,310	1,663,307
TOTAL LIABILITIES:	57,307,483	85,957,559
ASSETS LESS LIABILITIES:	172,011,890	173,021,657
FUND		
Opening Balance Equity	91,755,882	91,755,882
Retained Earnings	152,411,000	80,256,007
Net movement funds	(72,154,992)	1,009,768
FUND BALANCE:	172,011,890	173,021,657
FUND ANALYSIS		
Restricted Fund	54,205,543	90,033,043
Designated Fund - Severance Provision	22,564,217	22,970,850
Designated Fund - Closedown Provision	50,000,000	35,000,000
General Fund	45,242,129	25,017,764
TOTAL FUND:	172,011,889	173,021,657

Figure B2 Cash Flow: January to December 2019 (THB in thousands)

Thai Baht 000's	Jan	Feb	Mar	Apr	May	Jun
Australia ANCP (Act for Peace - NCCA)	1,929	-	-	-	-	1,826
Australia DFAT GAP (Act for Peace - NCCA)	2,801	-	-	-	-	1,325
Australia DFAT Thailand (IRC)	-	19,399	-	-	-	-
Canada -GAC Inter-Pares	-	9,898	-	-	-	6,520
Republic of China - Taiwan	-	-	-	-	-	-
Denmark - DANIDA	-	-	-	2,746	-	2,644
UNOPS - LIFT Fund	-	-	-	-	-	-
UK DFID (HARP- Thailand)	-	-	-	29,755	-	29,452
UK DFID (HARP-MYM)	-	-	-	-	-	-
USA PRM - IRC	-	31,376	1,608	36,114	53,460	24,862
Total Government-backed:	4,730	60,673	1,608	68,615	53,460	66,629
Caritas Australia						3,477
Christian Aid			2,063			
Church World Service					1,741	
ICCO	1,783					
Other Donations	25	3	4	-	-	34
Investment Income	141	62	72	55	33	125
Other Income						
Total other:	1,949	65	2,139	55	1,774	3,636
Total receipts:	6,679	60,738	3,747	68,670	55,234	70,265
Total payments	22,954	37,752	64,833	40,564	39,883	57,947
Net cash flow	(16,275)	22,986	(61,086)	28,106	15,351	12,318
Opening bank balance	157,371	141,096	164,082	102,997	131,103	146,454
Closing bank balance	141,096	164,082	102,997	131,103	146,454	158,772
Less accounts payable	(47,486)	(42,283)	(33,082)	(29,934)	(33,007)	(34,665)
Liquidity surplus/(shortfall)	93,610	121,799	69,915	101,169	113,447	124,107

Figure B3 Grant Allocation January-December 2019

Funding Sources	31 December 2018 Fund	Income 2019	Readiness	Economic Development	Food & Charcoal
Restricted					
Australia ANCP (Act for Peace-NCCA)	2,867,477	4,989,480	138,859	1,748,600	-
Australia ANCP GAP (Act for Peace)	5,694,144	4,952,703	34,500	177,499	-
Australia AusAID (DFAT) 2019/2020 (IRC)		35,342,150	125,680	399,583	-
Canada GAC (Inter Pares)		16,497,390	198,861	7,199,703	-
Christian Aid		2,072,540	-	-	-
ICCO -KIA 2018/19	1,516,685			76,572	-
ICCO -KIA2019/20		1,675,085	-	87,372	-
LIFT - UNOPS Myanmar	9,936,214	20,707,799	-	-	-
LIFT - UNOPS Myanmar II		6,324,790	-	-	-
Republic of China - Taiwan		3,000,930	-	1,910,228	-
UK DFID - HARP Thailand		61,791,600	1,034,439	3,653,306	10,733,610
UK DFID - HARP Myanmar		9,645,500	-	-	-
USA PRM (IRC) 18/19	34,191,022	369,768	-	4,800	29,929,895
USA PRM (IRC) 19/20		332,271,450	-	2,095,808	250,359,374
EC (Mercy Corps)		(548,172)			
Total Restricted	54,205,543	499,093,014	1,532,339	17,353,471	291,022,879
General Unrestricted					
Australia AusAID (DFAT) 2018/2019 (IRC)	20,655,255		-	1,465,681	
Caritas Australia		3,476,550	-	-	1,849,458
Church World Service		1,740,750	-	-	1,721,850
Bank Interest		996,663	-	-	996,663
Denmark DANIDA (DanChurchAid)		5,473,661	128	253,647	5,137,595
Disposal of Assets		34,886	-	-	34,886
Other Donations		47,098	-	-	46,598
Other Miscellaneous Income		9,649	-	-	9,649
Web donations		70,153	-	-	70,153
General Reserve	24,586,874				163,947
Transfer to Severance Fund					-
Transfer to General Reserve					-
Total General Unrestricted	45,242,129	11,849,410	128	1,719,328	10,030,799
Designated (Severance Fund):	22,564,217				
Designated (Closedown provision)	50,000,000				
TOTAL FUND	172,011,889	510,942,424	1,532,467	19,072,799	301,053,678

Jul	Aug	Sep	Oct	Nov	Dec	Total
	1,314	326	-	-	1,624	7,019
	2,521	-	-	-	1,918	8,565
	8,760	-	-	9,109	-	37,268
	-	-	-	-	-	16,418
463	-	-	-	2,410	-	2,873
	-	-	-	-	-	5,390
	-	-	-	6,371	-	6,371
	-	-	-	-	-	59,207
					5,435	5,435
	36,064	21,054	25,149	-	80,522	310,209
463	48,659	21,380	25,149	17,890	89,499	458,755
						3,477
						2,063
						1,741
	1,668					3,451
-	1	2	8	-	48	125
67	79	107	58	31	167	997
					35	35
67	1,748	109	66	31	250	11,889
530	50,407	21,489	25,215	17,921	89,749	470,644
33,975	42,038	41,688	31,836	40,609	(40)	454,037
(33,445)	8,369	(20,199)	(6,621)	(22,688)	89,789	16,607
158,772	125,327	133,696	113,497	106,876	84,189	157,371
125,327	133,696	113,497	106,876	84,189	173,978	173,978
(21,047)	(12,204)	(11,497)	(34,945)	(38,128)	(85,958)	
104,280	121,492	102,000	71,931	46,061	88,020	

Shelter Supplies	Nutrition & Other Support	Governance & Participation	S E Myanmar Programme	Resource Costs	Total Expenses Dec 2019	31 Dec 2019 Fund Balance
-	-	2,176,547	-	1,576,802	5,640,808	2,216,149
-	6,000	956,860	2,661,004	4,152,121	7,987,984	2,658,863
-	1,465,609	727,780	-	12,871,192	15,589,844	19,752,306
-	4,557,513	2,447,692	-	2,093,620	16,497,390	
-	-	-	1,964,000	108,540	2,072,540	
-	1,393,737	-	-	46,376	1,516,685	
-	620,034	-	-	16,112	723,518	951,567
-	-	-	26,111,689	4,532,325	30,644,014	
-	13,600	-	2,941,396	1,751,014	4,706,010	1,618,780
7,115	598,427	-	-	485,160	3,000,930	
12,869,783	8,181,251	7,977,060	-	13,736,500	58,185,948	3,605,652
-	-	-	2,212,792	466,601	2,679,393	6,966,107
-	876,669	-	-	3,749,426	34,560,790	
-	3,084,166	-	-	24,468,482	280,007,830	52,263,620
			(548,172)		(548,172)	
12,876,898	20,797,008	14,285,939	35,342,709	70,054,270	463,265,513	90,033,044
-	2,589,717	1,931,156	-	14,668,701	20,655,255	
-	-	-	1,627,092	-	3,476,550	
-	18,900	-	-	-	1,740,750	
-	-	-	-	-	996,663	
-	-	-	82,291	-	5,473,661	
-	-	-	-	-	34,886	
-	-	-	500	-	47,098	
-	-	-	-	-	9,649	
-	-	-	-	-	70,153	
-	-	-	548,172	13,450,361	14,162,478	25,017,763
				406,633	406,633	
				(15,000,000)	(15,000,000)	
-	2,608,617	1,931,156	2,258,055	13,525,695	32,073,776	25,017,763
				(406,633)	-406,633	22,970,850
				15,000,000	15,000,000	35,000,000
12,876,898	23,405,625	16,217,095	37,600,764	98,173,333	509,932,656	173,021,657

APPENDIX C

LIST OF ACRONYMS

AUSD	Australian Dollar	KnRC	Karenni Refugee Committee
BCRM	Beneficiary Complaints and Response Mechanism	KNU	Karen National Union
BGF	Border Guard Force	KnWO	Karenni National Women's Organisation
BPRM	Bureau of Population, Refugees and Migration	KnYO	Karenni Youth Organisation
CC	Camp Committee	KRC	Karen Refugee Committee
CBO	Community Based Organisation	KWO	Karen Women's Organisation
CCSDPT	Committee for Coordination of Services to Displaced Persons in Thailand	KYO	Karen Youth Organisation
CDNRM	Community Driven Natural Resource Management	LIFT	Livelihoods and Food Security Trust Fund
CIT	Community Information Team	LLHC	Livelihoods Committee
CMPP	Camp Management and Preparedness Programme	M	Million
CMT	Community Managed Targeting	Mol	Ministry of Interior (Thailand)
CSO	Civil Society Organisation	MT	Metric Tonne
DFAT	Department of Foreign Affairs and Trade of Australia	MWA	Muslim Womens Association
DFID	Department for International Development (UK)	MWO	Muslim Women's Organisation
DKBA	Democratic Karen Benevolent Army	NCA	Nationwide Ceasefire Agreement
DOPA	Department of Public Administration	NCCA	National Council of Churches Australia
EAO	Ethnic Armed Organisation	NGO	Non-Governmental Organisation
ESP	Ethnic Service Provider	NLD	National League for Democracy
EU	European Union	NMSP	New Mon State Party
FCS	Food Card System	OCDP	Operations Centre for Displaced Persons (Thailand)
FCSWG	Food Card System Working Group	PDM	Post Distribution Monitoring
FRS	Financial Reporting Standard (UK)	PSEAH	Prevention of Sexual Exploitation, Abuse and Harassment
FSN	Food Security and Nutrition programme	RTG	Royal Thai Government
FX	Foreign Exchange	SFP/TFP	Supplementary or Therapeutic Feeding Programme
GAC	Global Affairs Canada	SORP	Statement of Recommended Practice (UK)
GBP	British Pound	SSN	Shelter Special Needs
HARP	Humanitarian Assistance and Resilience Programme	STAND UP	Sustainable Transformation of Agriculture, Nutrition and Development for Uplands programme
HHS	Household Hunger Scale	SWG	Shelter Working Group
ICCO	Inter-church Organization for Development Cooperation	TBC	The Border Consortium
ICOE	Independent Commission of Enquiry	THB	Thai Baht
IDP	Internally Displaced Person	UK	United Kingdom
INGO	International Non-Governmental Organisations	UN	United Nations
IOM	International Organisation for Migration	UNHCR	United Nations High Commissioner for Refugees
IRC	International Rescue Committee	UNOPS	United Nations Office for Project Services
IYCF	Infant and Young Child Feeding Programme	USD	US Dollar
		USG	United States Government
		WFP	World Food Programme
		WHO	World Health Organisation

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