

# 2018

## ANNUAL REPORT

### THE BORDER CONSORTIUM





## **The Border Consortium**

Working with displaced people

[www.theborderconsortium.org](http://www.theborderconsortium.org)

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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 Burma/ Myanmar to address humanitarian needs and to support community-driven solutions in pursuit of peace and development.

## VISION

TBC envisions a peaceful Burma/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, 2018

Chairperson:	Alexis Chapman, Independent
Vice-Chair:	Leslie Wilson, Church World Service
Secretary:	James Thomson, Act for Peace
Members:	Eivind Archer <sup>1</sup> , Norwegian Church Aid Leon de Riedmatten, Independent Rajan Khosla, Christian Aid

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1. Please note that in November 2018 Mr. Knut Christiansen replaced Mr. Eivind Archer as a Board and Consortium representative for Norwegian Church Aid.

## 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, Burma/Myanmar and two field offices in south eastern Burma/Myanmar.

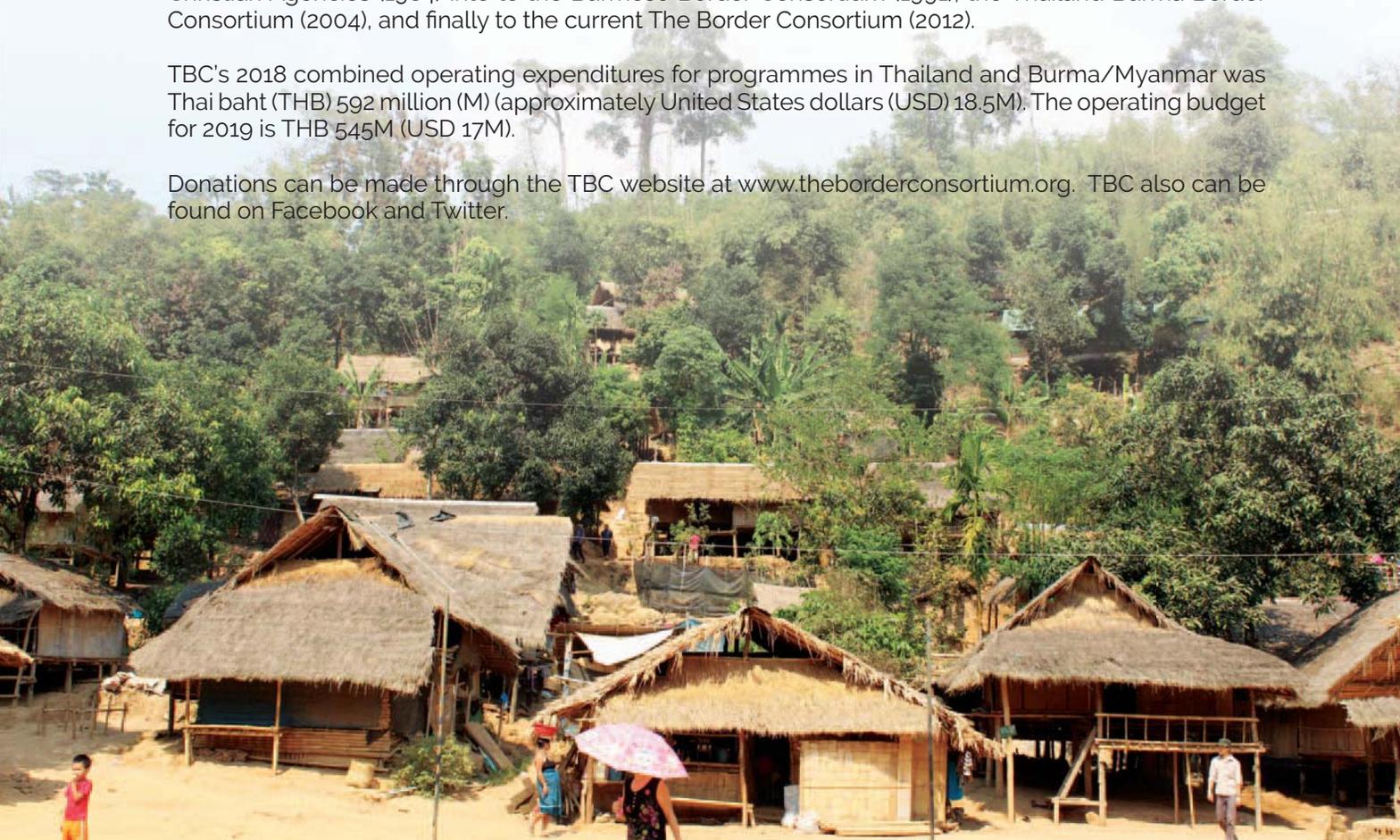
TBC works in cooperation with the Royal Thai Government (RTG), in accordance with regulations of the Ministry of Interior (MoI). TBC is an Executive Committee member of the Committee for Coordination of Services to Displaced Persons in Thailand (CCSDPT), which consists of thirteen INGO members and coordinates 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 Burma/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) into to the Burmese Border Consortium (1991), the Thailand Burma Border Consortium (2004), and finally to the current The Border Consortium (2012).

TBC's 2018 combined operating expenditures for programmes in Thailand and Burma/Myanmar was Thai baht (THB) 592 million (M) (approximately United States dollars (USD) 18.5M). The operating budget for 2019 is THB 545M (USD 17M).

Donations can be made through the TBC website at [www.theborderconsortium.org](http://www.theborderconsortium.org). TBC also can be found on Facebook and Twitter.





## EXECUTIVE SUMMARY

This report covers the period January to December 2018 and outlines TBC's progress based on the organisation's Strategic Directions for Thailand and Burma/Myanmar 2017–2019.<sup>2</sup> TBC's programmes reached more than 138,000 men, women, and children—about 91,000<sup>3</sup> in nine refugee camps in Thailand, and 47,000 in 190 village tracts in south eastern Burma/Myanmar.

With significant impediments to the peace process occurring during the year, the overall situation in Burma/Myanmar continued to be fragile. The Government of Union of Myanmar (GoUM) demonstrated little political will and authority to advance legislative and policy reforms. Myanmar's Armed Forces (the Tatmadaw) asserted wider control, especially in the ethnic armed areas. Clearance operations and artillery attacks in Kachin, Northern Shan, and northern Karen States in 2018 displaced over 34,000 people. In the west, the 2017 Rakhine crisis drove a massive number of refugees to Bangladesh who still were not able to return during 2018.

As a response to the situation in Rakhine State, the international donor community has been revisiting its priorities in engaging with Burma/Myanmar. The Independent International Fact-Finding Mission identified international humanitarian law violations in Rakhine, Kachin, and Shan States and made strong recommendations to hold the country's military to account.

The GoUM continued to restrain the freedom of expression and peaceful assembly, with 33 people serving prison sentences and another 311 awaiting trial for exercising their civil and political rights. These included two Reuters journalists sentenced to seven years in prison for violating a State Secrets Act while investigating atrocities against the Rohingya.

After multiple schedule changes, the third session of the Union Peace Conference took place in early July 2018. Almost all of the non-signatory ethnic armed organisations (EAOs) joined as observers, but the conference resulted in only 14 new principles being added to the 37 already agreed for the Union Accord. The lack of progress is attributed to the Tatmadaw's intention that the EAOs join the National Armed Forces. However, the EAOs seek constitutional amendments for political reform and wider security sector reform prior to any demobilisation.

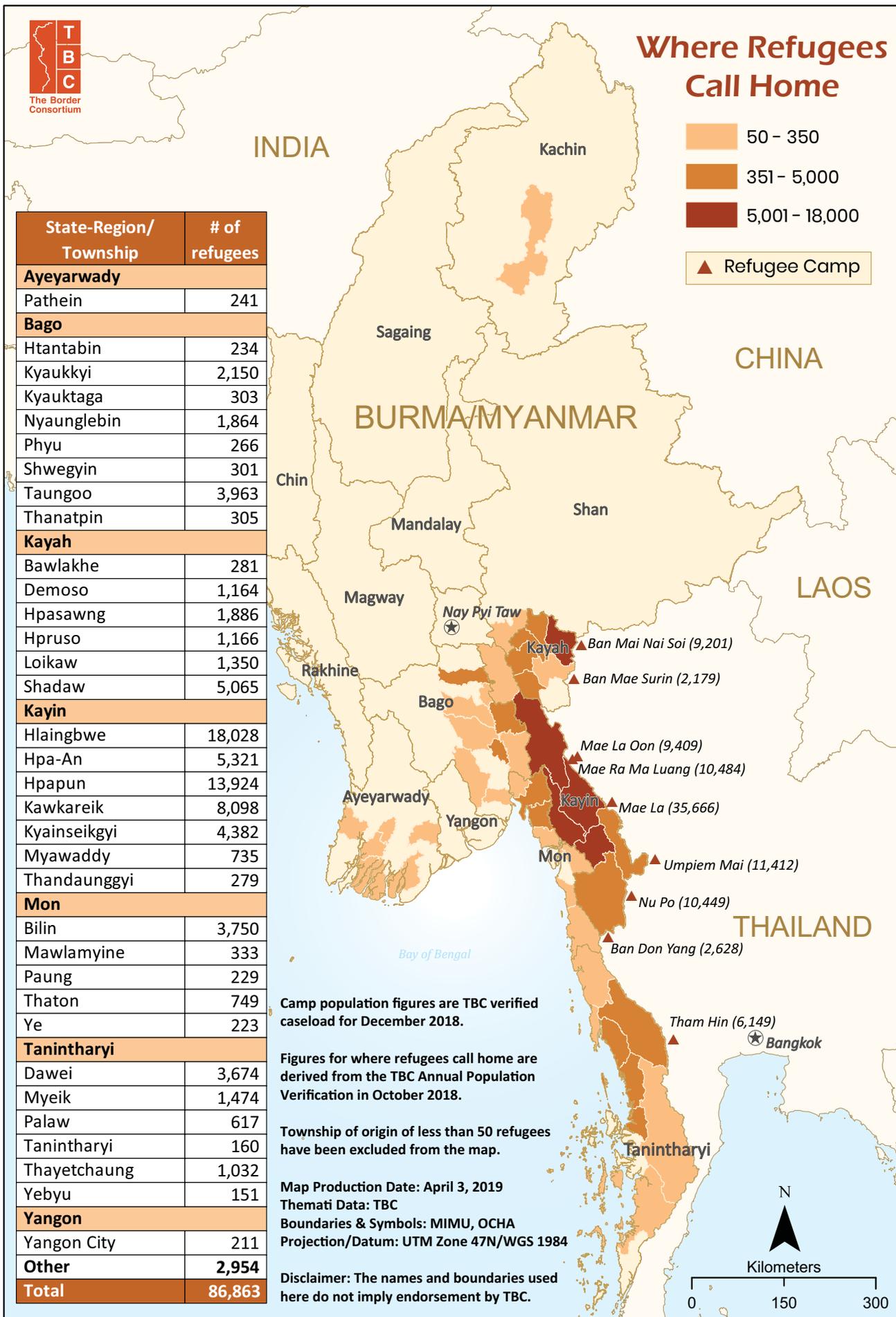
Thailand has remained under military rule since the coup in 2014, with elections postponed until March 2019. Over the past year, however, RTG has initiated discussions regarding asylum seekers, refugees, and stateless persons in Thailand and was considering how to streamline the process to regularise migrant labour in the country.

At the end of December, 86,864 refugees remained in camps. During the year, 3,481 people returned to Burma/Myanmar, 2,354 departed for third country resettlement, and around 2,352 left the camps to seek alternatives in Thailand. There were 1,935 children born in the camps over the year.

Throughout the year, TBC focused on increasing the integration of its programmes for food security, nutrition, shelter, and camp management, with an emphasis on serving the most vulnerable people in the communities. This focus continued in parallel with preparedness initiatives for voluntary return, resettlement, and reintegration in Burma/Myanmar. The Food Card System (FCS) programme, offering essential food support in a more dignified way and giving refugees more control over their resources, was expanded to two additional camps, thus building resilience in preparation for life outside the camps.

Expenses for 2018 were THB 592M (USD 18.5M) against a budget of THB 610M (USD 19M), reflecting various downsizing/cost-cutting measures, as well as lower-than-expected commodity prices for most food supplies. TBC's operating budget for 2019 is THB 545M (USD 17M).

2. The 2017-2019 Strategic Plan is available at <https://www.theborderconsortium.org/media/84542/Strategic-Plan-2017-2019-En.pdf>. TBC's strategic plan will be reviewed in 2019 in order to develop a plan for subsequent years.
3. Estimated average for verified population in the camps during 2018.



# CHAPTER 1: SITUATION UPDATE

*Third Session of the 21st Century Panglong  
in Nay Pyi Taw. Photo MNA*

## BURMA/MYANMAR

Burma/Myanmar's reform process towards democratisation, peace, and economic liberalisation continued to slide backwards during 2018. The national government was slow to deliver legislative and policy reform, in part due to a lack of capacity, but primarily due to a lack of political will brought about by the power sharing arrangements with the Tatmadaw. Meanwhile, the international community has been recalibrating diplomatic relations and foreign aid priorities with Burma/Myanmar, in response to the forced displacement of over 700,000 Rohingya.

The Independent International Fact-Finding Mission on Myanmar<sup>4</sup> reported serious violations of international humanitarian law in Kachin, Rakhine, and Shan States. Recommendations included calls for Burma/Myanmar's top military generals to be investigated for genocide, crimes against humanity, and war crimes. Burma/Myanmar's civilian administration and the international community were also criticised for being complicit in allowing the atrocities to continue with impunity. The UN Human Rights Council subsequently resolved to create a new mechanism to collect and preserve evidence, and to prepare case files on perpetrators of mass atrocities for use in future criminal proceedings.

Democratic space was constrained further across the country, particularly in regard to the

freedoms of expression and peaceful assembly. By the end of 2018 33 people were serving prison sentences, another 311 were await trial for exercising their civil and political rights. Two Reuters journalists were sentenced to seven years in prison for violating a State Secrets Act while investigating a massacre of Rohingya in Inn Din village. Witness accounts indicate that this incident was a police setup.

While poverty alleviation is a national priority, the lack of parliamentary oversight for government regulation of extractive industries is undermining livelihoods and exacerbating inequality. The increased militarisation associated with plans for the construction of hydro-power dams in Shan and Karen States is diminishing hopes for successful return amongst displaced communities. These hopes also are being diminished by the curtailment of local access to forest resources in Karenni/Kayah State because of a logging concession granted to a Border Guard Force that is aligned with the Tatmadaw.

The livelihoods of subsistence farmers also have come under increased threat from the Amendment to Vacant, Fallow, and Virgin Land Law adopted in September 2018. While nominal recognition of customary tenure is provided, there is no legislative framework to protect small scale farmers from being charged with trespass

*Union Peace Dialogue Joint Committee meeting; Photo by NRPC*



4. The text of the report is available from the Office of the United Nations High Commissioner for Human Rights: [https://www.ohchr.org/Documents/HRBodies/HRCouncil/FFM-Myanmar/A\\_HRC\\_39\\_64.pdf](https://www.ohchr.org/Documents/HRBodies/HRCouncil/FFM-Myanmar/A_HRC_39_64.pdf).

if they do not register their land by March 2019. A broad coalition of over 300 civil society and farmers networks are advocating to abolish the law and to replace it with an overarching national land law drafted in line with Myanmar's international commitments.

The national peace process is in disarray. The third session of the Union Peace Conference in July 2018 included almost all of the non-signatory EAOs as observers, but only resulted in an additional 14 principles being added to the 37 previously agreed for the Union Accord. The stalemate reflects the Tatmadaw's desire that the EAOs join the National Armed Forces, while the EAOs want security sector reform and constitutional amendments for political reform prior to demobilising their forces. By October, the Karen National Union (KNU) had suspended involvement in formal dialogue and the Restoration Council of Shan State was publicly voicing frustration at the lack of substantive progress.

A change in the peace and conflict dynamics had been apparent since March 2018, when the Tatmadaw resumed military operations with the road construction along the Yunzalin River in Hpapun Township. Incursions into KNU administered areas and indiscriminate attacks on civilians displaced over 3,000 people. Despite being a violation of the Nationwide Ceasefire Agreement (NCA), the Joint Monitoring

Committees at State and Union levels (JMC-S/U) were unable to respond. A top level bilateral meeting between KNU and the Tatmadaw, as well as the wet season, brought some respite for villagers, but bulldozers remained at military outposts and the incursions began again at the year's end.

As a confidence-building step in Karenni/Kayah State, in April the Karenni National Progressive Party (KNPP) and the Government's Peace Commission agreed to establish a monitoring mechanism for their bilateral ceasefire agreement. However, informal dialogue was frustrated by Tatmadaw clearance operations in Hpasawng Township during October 2018. A subsequent Karenni/Kayah State Government statement that the KNPP had violated the ceasefire agreement also complicated the trust-building process. Tensions were inflamed further in December, when the Tatmadaw began constructing three new garrisons to expand their influence.

While the New Mon State Party (NMSP) became signatory to the NCA, restrictions were imposed on the NMSP's efforts to hold consultations with communities in preparation for the National Dialogue. NMSP has not been able to participate in JMC-S monitoring of the NCA implementation and the Tatmadaw has not withdrawn from seized NMSP outposts.

## THAILAND

Thailand remained under a military junta. National elections were postponed until March 2019 and Coronation events were set for 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. Key issues on asylum seekers, refugees, and migrants were still under discussion. These issues included whether to sign the UN Refugee Convention, the setting up a refugee screening mechanism, and how to streamline the regularisation process for migrant laborers, since only one and a half million of the three million to four million migrant workers in Thailand are currently registered.

GoUM and RTG held two bi-lateral meetings regarding voluntary repatriation. In advance of the first bilateral meeting, UNHCR shared two

papers that advocated for expedited processes for facilitated return to Burma/Myanmar.. UNHCR identified a number of key challenges in facilitated return, including the length of the process; duplication of national verification, since both UNHCR and RTG conducted screening of refugees in the camps; limited border crossing points; and data that shows a significant number of refugees are interested in staying and working in Thailand. Outcomes from the meetings included an agreement that returns would take place twice yearly, although in practice only one round was conducted in 2018. MoI subsequently met with GoUM at Three Pagodas Pass to request consideration of this location as a temporary crossing point for facilitated returnees, but no agreement was reached. The next bilateral meeting was scheduled for March 2019.

# Refugee and IDP Camp Populations: December 2018



Temporary Shelters	TBC Verified Caseload <sup>1</sup>			TBC Assisted Population <sup>2</sup>	MOI/ UNHCR Verified Population <sup>3</sup>
	Province/Camp	Female	Male	Total	Total
<b>MAE HONG SON</b>					
Ban Mai Nai Soi	4,351	4,431	8,782	8,464	9,201
Ban Mae Surin	1,091	1,085	2,176	2,110	2,179
Mae La Oon	4,362	4,209	8,571	8,396	9,409
Mae Ra Ma Luang	4,803	4,657	9,460	9,216	10,484
<b>Subtotal:</b>	<b>14,607</b>	<b>14,382</b>	<b>28,989</b>	<b>28,186</b>	<b>31,273</b>
<b>TAK</b>					
Mae La	16,762	15,800	32,562	32,282	35,666
Umpiem Mai	4,677	4,547	9,224	8,977	11,412
Nu Po	4,408	4,018	8,426	8,303	10,449
<b>Subtotal:</b>	<b>25,847</b>	<b>24,365</b>	<b>50,212</b>	<b>49,562</b>	<b>57,527</b>
<b>KANCHANABURI</b>					
Ban Don Yang	1,193	1,141	2,334	2,312	2,628
<b>RATCHABURI</b>					
Tham Hin	2,829	2,500	5,329	5,278	6,149
<b>Total Refugees</b>	<b>44,476</b>	<b>42,388</b>	<b>86,864</b>	<b>85,338</b>	<b>97,577</b>

**Refugees by Ethnicity**

Karen	80.1%
Karenni	10.0%
Burman	3.2%
Mon	0.6%
Other	6.1%

**Refugees by Age Groups**

New Born < 6 months	0.8%
6 months < 5 years	11.3%
5 years < 18 years	33.8%
>= 18 years	54.1%



**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 2018, 86,864 displaced people (51% women) remained in nine temporary shelters, a net decrease during the year of 7%. In 2018, around 3,390 people spontaneously returned unassisted to Burma/Myanmar, 93 returned through UNHCR led facilitated return, 2,354 departed the camps for third country resettlement, and a further 2,350 people left the camps, reportedly to seek work opportunities in Thailand.

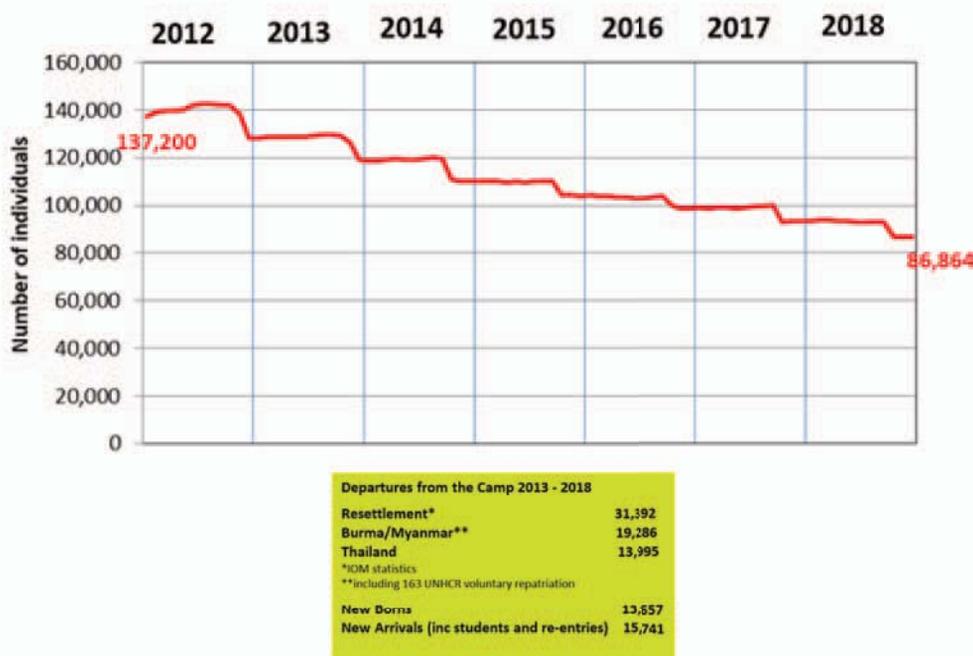
The primary mechanism for refugees to return voluntarily to Burma/Myanmar and to ensure their eligibility for citizenship remains with UNHCR's facilitated voluntary repatriation process. In early May, 93 people returned through this process via the Myawaddy Friendship Bridge (Karen/Kayin State) and BP-13 (Karenni/Kayah State) from a group of 247 individuals originally submitted to the GoUM. This brings the total of facilitated returns to 164 since the process was opened in 2016. UNHCR, along with the International Organisation for Migration and the World Food Program, 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 GoUM remains undefined. Following two more rounds

of pre-nationality verification screening by the GoUM, at the end of the year a further 600 people were awaiting appr to return.

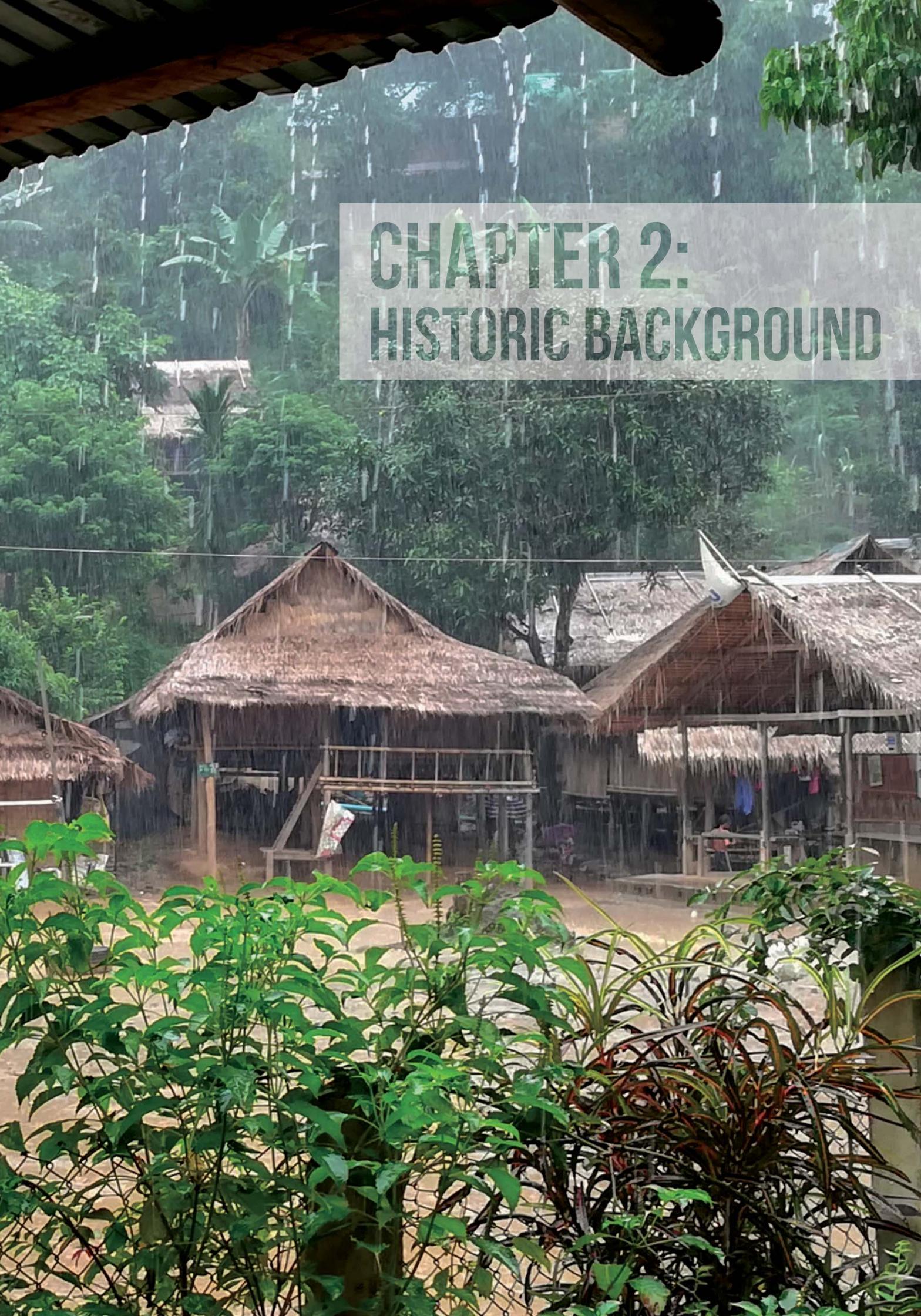
There is no indication that any of the existing obstacles to return that relate to land tenure, livelihoods, mine clearance, and access to services in south eastern Burma/Myanmar will be addressed on a scale necessary to absorb the return of 86,000 refugees in the near future. TBC continued to encourage return both through the formal UNHCR process and through informal channels, although it is evident that many people do not want to return, given the uncertain situation in Burma/Myanmar.

Confinement to camps and limited official means of earning an income have resulted in continued dependency on humanitarian aid for food, shelter, protection, and other essential services. Given that the situation in Burma/Myanmar remains unpredictable and formal returns are limited, TBC, in consultation with donors and partners, has focused on broadening options for return and reintegration. With other CCSDPT agencies, TBC is exploring potential solutions so that refugees who wish to remain in Thailand temporarily can join the legal migrant labour force until such time as they are willing to return and reintegration is feasible.

**Figure 1.1 Camp Population 2012 - 2018**







# CHAPTER 2: HISTORIC BACKGROUND

Refugees from Burma/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.

When people first fled to Thailand from Burma/Myanmar, UNHCR did not have a field presence in these border areas. 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. 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.

Relief programmes were coordinated in partnership with existing administrative and governance structures in the refugee communities. That meant that former village and district leaders from inside Burma/Myanmar helped manage and implement 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.

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 peak bodies for managing camp structures and administration in the camps primarily populated by their respective ethnic groups. 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. The KnRC oversees the two northernmost camps, Ban Mai Nai Soi and Ban Mae Surin. Both are located in Mae Hong Son Province.

All the camps are sizeable communities—from around 2,100<sup>5</sup> people in Ban Mae Surin camp to 32,500<sup>6</sup> 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 distribution, 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 Standards<sup>7</sup> and the Sphere Project.<sup>8</sup> 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 13<sup>9</sup> INGOs that coordinates essential assistance and services to meet the needs of refugees across a range of sectors in the camps. The CCSDPT also is the overall INGO body liaising with the MoI to ensure adequate provision of essential services. The work in each camp is overseen by the local personnel of the MoI.

TBC delivers all basic food and shelter assistance, provides key nutrition support, offers livelihoods opportunities, and supports capacity building and camp management. Other agencies work on health, water and sanitation, education, livelihoods, legal aid, protection, and other issues.<sup>10</sup> TBC also has worked with the camp leadership to develop accountability and

5. The data is based on TBC's verified population data as of December 2018 <https://www.theborderconsortium.org/media/119470/2018-12-december-map-tbc-unhcr.pdf>.

6. Ibid.

7. <https://corehumanitarianstandard.org/files/files/Core%20Humanitarian%20Standard%20-%20English.pdf>.

8. <http://www.spherehandbook.org/>.

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

10. Although TBC works in all nine camps, some agencies only provide services in a limited number of sites. For example, health services are provided by two NGOs. Malterser International covers Mae La Oon and Mae Ra Ma Luang camps in Mae Hong Son province, while International Rescue Committee (IRC) covers the remaining seven camps.

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 also have developed accountability mechanisms for their individual areas of work.

The Mol is charged with the maintenance and security of the perimeters of all nine camps. The temporary shelters are close enough to the border that divides Thailand from Burma/Myanmar to be part of the overall border security remit of the Royal Thai Army. As the camps are often located in environmentally protected areas, the Royal Thai Forestry Department also has jurisdiction regarding the land. The Mol 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. For many years, this was made challenging as a result of numerous attacks on the camps by Tatmadaw-affiliated militias, including the Democratic Karen Benevolent Army (DKBA).

The RTG has never considered the people in the nine camps bordering Burma/Myanmar to be refugees, instead referring to them as 'displaced persons' living in 'temporary shelters'. Thailand has not signed the 1951 UN Refugee Convention,<sup>11</sup> which relates specifically to individuals who became refugees in Europe before 1951, or the 1967 Protocol relating to the Status of Refugees,<sup>12</sup> 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 Viet Nam, Cambodia, and Laos.

*Ban Don Yang camp*

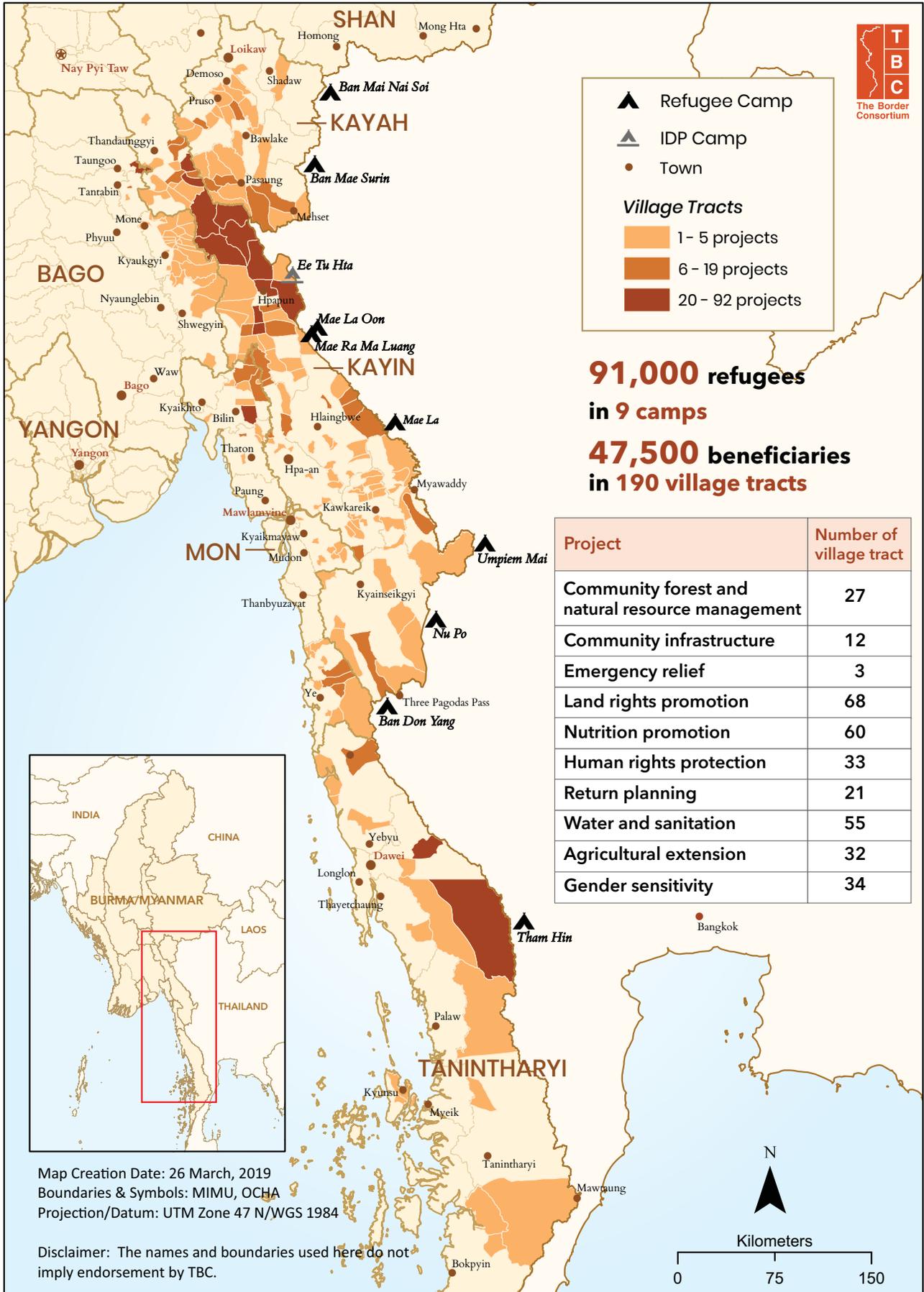


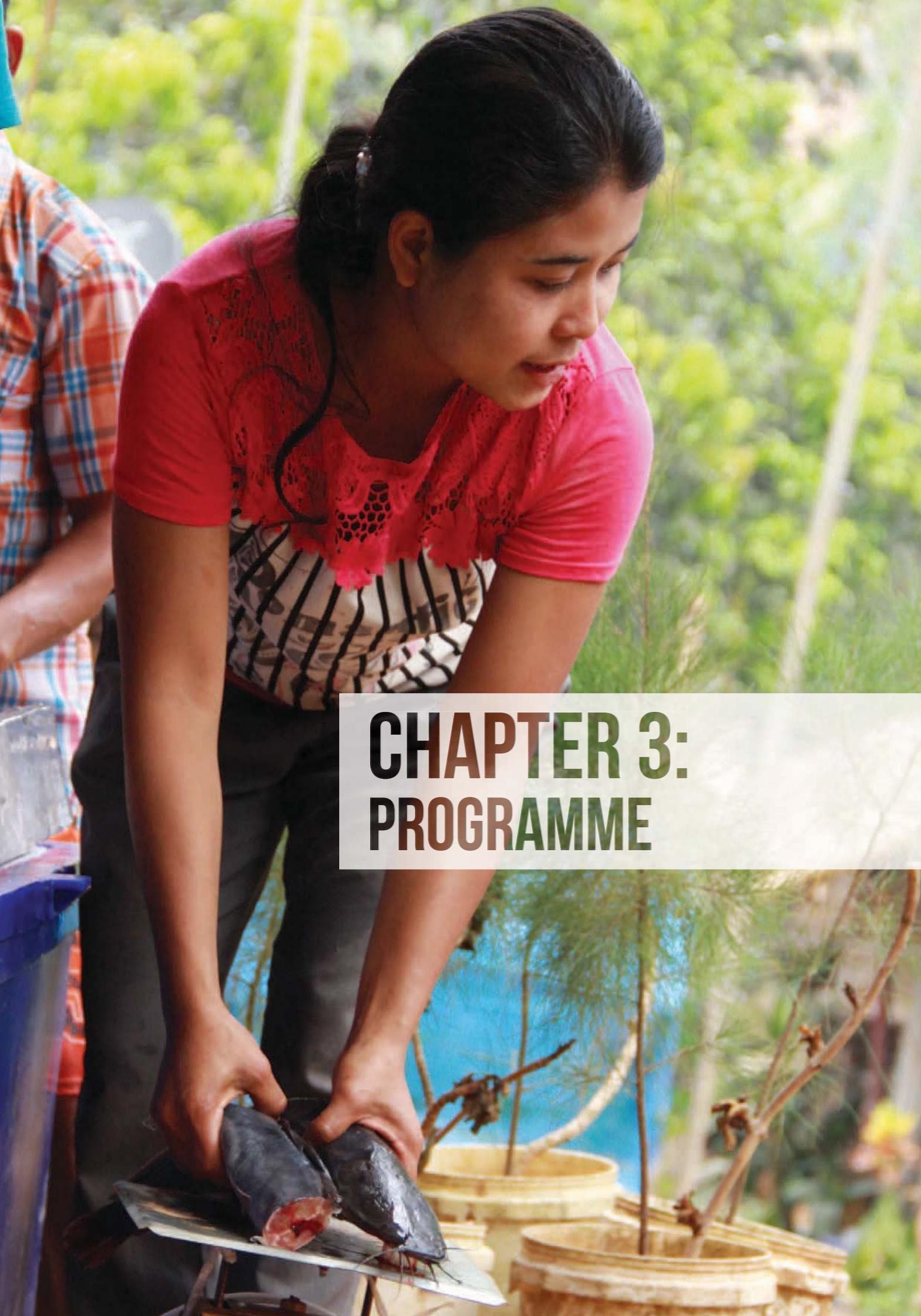
11. Also known as the 1951 UN Convention Relating to the Status of Refugees <http://www.unhcr.org/protect/PROTECTION/3b66c2aa10.pdf>

12. <http://www.ohchr.org/Documents/ProfessionalInterest/protocolrefugees.pdf>.

# TBC PROGRAMME REACH

(January - December 2018)



A woman with dark hair tied back, wearing a red short-sleeved shirt with a lace-like pattern and a black apron, is leaning over a pond. She is holding a large, dark fish on a metal tray. In the background, there are several yellow plastic buckets containing small trees or plants. The setting appears to be an outdoor pond or nursery area with lush greenery.

# **CHAPTER 3: PROGRAMME**

## 2017-2019 STRATEGIC DIRECTIONS

During 2018, TBC's work was guided by its 2017-2019<sup>13</sup> strategic plan, which focuses the organisation's energies on five key areas: **return planning, food security and livelihoods, humanitarian support, protection, and responsible exit.**

TBC sought to align food security, nutrition, shelter, and camp management programmes to support preparedness initiatives for eventual voluntary return, resettlement, and reintegration. To complement this work, TBC continued to strengthen food security and sustainable livelihood activities in communities that were emerging from protracted conflict in south eastern Burma/Myanmar, so that these communities can better support the return, resettlement, and reintegration of displaced people.

*Refugee family in Ban Don Yang camp*



13. TBC's 2017-2019 Strategy is available at <https://www.theborderconsortium.org/media/84542/Strategic-Plan-2017-2019-En.pdf>. TBC's strategic plan will be reviewed in 2019 in order to develop a plan for subsequent years.

# PROGRAMME RESULTS 2018

## STRATEGIC DIRECTION 1: RETURN PLANNING

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

### HIGHLIGHTS

#### THAILAND

- 3,841 individuals (4%) of the refugee population returned to Burma/Myanmar during the year, including 93 individuals who returned through UNHCR-facilitated mechanisms.
- 16 return planning events and meetings were held collaboratively among CSO/CBO partners and refugees.
- Seven joint food security and livelihoods (FSL) assessments were conducted by refugee Livelihoods Committees, Return Committees, and host communities in Burma/Myanmar.
- 53,834 refugees (52% women) sought information from the Camp Information Teams/Information Sharing Centres related to return and wider camp administration matters.
- 27 consultation events (including stakeholder meetings, discussions for joint projects or Return Support Protocols in each camp, and regular meetings with return committees (Karen Committee for Refugee Return (CRR)/ Karenni Refugee Return and Reintegration Working Group (KnRRRWG)) were held.
- Four policies and procedures were developed during the year: the Return Support Protocols, KRC Annual Plan, KnRC Strategic Plan 2017-2019, and KnRRRWG 2018-2020 Strategic Plan.
- 58% of the most vulnerable refugees, including women, persons with disabilities, and members of ethnic and religious minority groups, participated in return consultations.

#### SOUTH EASTERN BURMA/MYANMAR

- Representatives from seven refugee camps visited 12 potential resettlement sites spread across five townships to assess prospects for group return.
- KnRRRWG documented the experiences of and lessons learned from 20 returnees in the Burmese language publication 'Life after Return'.<sup>14</sup>
- CRR documented experiences and lessons learned from 10 returnees in the video<sup>15</sup>

14. The full text of lessons learned is included in TBC's 2018 'Human Security in South Eastern Myanmar' publication: <https://www.theborderconsortium.org/media/114642/TBC-Human-Security-in-South-Eastern-Myanmar-2018.pdf>.

15. The video is available on TBC's YouTube channel: <https://www.youtube.com/watch?v=7dRN0cdSLNc>.

## THAILAND

With the recent escalation of violence in the ethnic armed areas, the peace process remains fragile; communications around return planning continue to increase anxiety among the refugees. Starting in late 2017 and throughout 2018, the CRR and the KnRRRWG conducted return surveys in individual camps so that return planning could be undertaken with an informed understanding about the number of refugees willing to return and their intended return areas. Preliminary results from the surveys have shown many respondents unwilling to return at this point (over 75%).

Given that the situation in Burma/Myanmar remains unpredictable and thus has limited formal returns, TBC's dialogue continued to focus on broadening options for refugee return

and reintegration in Burma/Myanmar. Organisational discussions also covered potential temporary solutions for refugees that would enable them to remain in Thailand and to join the legal migrant labour force until conditions in Burma/Myanmar are conducive for their return and reintegration, especially in ethnic-armed areas.

TBC continued to facilitate regular meetings between the KRC, KnRC, and UNHCR to ensure better coordination of all return activities and plans. There were four meetings in 2018 to facilitate information sharing on the progress of voluntary returns, feedback and concerns about return from communities, and ongoing return preparedness initiatives (return surveys, go-and-see visits, etc.).

## SOUTH EASTERN BURMA/MYANMAR

TBC continued its dialogue and engagement with a number of actors in Burma/Myanmar who are integral to return preparation, including CBOs, CSOs, and local authorities in potential areas of return. The EAOs (such as the KNU and KNPP) have been active partners in identifying return areas/districts to prepare for future returnees. Both the KRC and the KnRC have been engaged with CRR and the KnRRRWG, as well as with CSOs, EAOs, and Camp Committees on return preparedness planning for displaced people.

This engagement included support for seven "go and see" visits so that refugee representatives from seven camps could consult with local authorities and community leaders about the possibility of group resettlement in twelve sites spread across Dawei, Kyainseikkyi, Hlaingbwe, Mese and Shadaw townships. These exposure visits included non-technical surveys that considered the amount of land available for returnees, forest and water resources, potential livelihood sources, access to social services, and protection mechanisms. Findings from participatory mapping activities were disseminated to build awareness amongst the broader refugee community and relevant stakeholders.

These local assessments also informed strategic planning processes by the CRR and KnRRRWG. The CRR was especially active in Dawei, where multi-stakeholder forums were facilitated on a quarterly basis to coordinate plans for group resettlement. KnRRRWG convened a similar forum in Loikaw during September to foster coordination between KNPP, registered political parties, UNHCR, and INGOs.

As documented in TBC's publication, 'Human Security in South Eastern Myanmar'<sup>16</sup>, at least an estimated 162,000 people remain internally displaced in the rural areas of 26 townships. Together with the refugees in Thailand's camps, this amounts to quarter of a million people who still are displaced from protracted conflict, violence, and abuse. While a number of refugees either returned to former villages or resettled in surrounding areas, the sustainability of these movements is challenged by ongoing concerns about security and livelihood opportunities.

The CRR and KnRRRWG interviewed returnee refugees to identify the main challenges to reintegration. These included gaining recognition of educational attainment, securing land tenure, re-establishing livelihoods, and obtaining civil documentation. Interviews with returnees

16. See TBC, 2018. 'Human Security in South Eastern Myanmar', Chapter 4. <https://www.theborderconsortium.org/media/114642/TBC-Human-Security-in-South-Eastern-Myanmar-2018.pdf>.



*KnRRRWG meeting in Loikaw, Karenni/Kayah State*

suggested that the factors pushing refugees to leave the camps were more compelling reasons for return than incentives to attract refugees to Burma/Myanmar. Returnees also shared practical advice for refugees contemplating return: develop transferrable skills, consider potential sites for resettlement, and plan how to become self-reliant. While returnees suggested numerous ways in which government, EAOs, and international donors could support return and reintegration, an effective mechanism for land restitution for both housing and agricultural purposes was the most common request.

To help supplement UNHCR's facilitated return process into government administered areas

with a community-driven process for group return and resettlement into ethnic administered areas, consultations were held with 192 representatives (28% women) from Refugee Committees, CSOs, and political parties to develop protocols to broaden support for refugee return. These protocols provide guidance for community leaders on ensuring informed and voluntary decisions by refugees, securing approval from local authorities, coordinating travel arrangements, distributing initial reintegration assistance, and developing referral mechanisms for longer term rehabilitation.

## Lessons Learned

- With the current low rate of formal returns, it is important to consider broader options for refugees beyond the camps. These options will enable more refugees to make informed decisions about return or other temporary solutions, including integration into migrant communities in Thailand.
- To ensure full ownership of all return related activities, Refugee and Camp Committees should take a lead in identifying priorities, planning, and implementing preparedness initiatives.
- It is important to maintain continued dialogue with the CRR and KnRRRWG on return planning as well as to prioritise support in potential return areas in Burma/Myanmar.

## RETURNEE VOICES

"We came back after the food rations were reduced. It was not enough for us anymore and we were not allowed to leave the camp and work, either. It was gradually becoming more difficult for us. We didn't have money to buy food, so finally we came back here." Karen woman, spontaneous returnee, Ti Hue Than, Kyain Seikgyi Township

"When we stayed in the camp, I felt like we are imprisoned and not allowed to go outside ... and if we go out, we will be arrested. If there is a job in the camp, I can work, but if there is no job, it was very difficult to go and work outside of the camp. But when we came back in Myanmar, we can go anywhere we want. Where we want to work, we can go freely..." Karenni woman, UNHCR facilitated returnee, Kyauk Su village, Mese Township

"While we were leaving from Thailand, we got support in cash from UNHCR and they also gave us mosquito nets and blankets. The government gave us three goats, a pig, and ten chickens to breed after we arrived to our village. They also gave some zinc sheet for roofing and issued us the ID card." Karen woman, UNHCR facilitated returnee, Kasat village, Kyain Seikgyi Township

"Some of my friends and relatives told me to resettle here and build our own place. I had visited here three times in 2011, 2012, and 2014. Then I came with my family and stayed here. We were visiting our friends and ended up looking for land." Karen man, Spontaneous Returnee, Ah Myar, Dawei Township

*Go and See Visit by the Ban Mae Surin community*



## STRATEGIC DIRECTION 2: FOOD SECURITY AND LIVELIHOODS

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

### HIGHLIGHTS

#### THAILAND

- 7,468 (72% women) targeted with livelihoods support that contributes to durable solutions for return.
- 1,715 individuals (53% women) underwent training with the FSL programme.

#### SOUTH EASTERN BURMA/MYANMAR

- Over 9,500 applications for individual land claims were submitted for registration to the KNU and another 450 claim applications were submitted to the Government's land registration process.
- Over 2,100 farmers have either reclaimed their abandoned fields after years of conflict-induced displacement or improved their skills in sustainable agriculture.
- Over 3,600 households benefitted from improved access to domestic water supplies and 2,600 households from improved access to sanitary latrines.
- 162 representatives (28% women) from 39 village development committees (VDCs) and 8 CSOs presented their lessons learned, outstanding needs, and priority concerns to 31 government authorities in three township level development forums.

*Traditional weaving by the community in Shadaw, Karenni/Kayah State*



## THAILAND

The aim of the 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 the TBC food assistance.

In 2018, TBC continued to focus on refugees' right to food by ensuring that refugee communities—particularly the most vulnerable members—have access to nutritious food through rations, food cards, supplementary feeding programs, or self-help initiatives, while building livelihoods skills. The Community Agriculture Programme enabled families to grow and produce food, as well as develop their entrepreneurship skills to gain income and reduce vulnerability in preparation for return. Livelihood activities continued to reach households through a combination of capacity building/training support, small grants, savings and loans schemes to entrepreneur and agricultural clients, kitchen and community gardens, and seed and tool distributions.

The Livelihoods Committees (LLHCs) in each camp led key livelihoods activities, including community loans. As part of TBC's ongoing devolution of activities to Camp Committees, in 2019 the LLHCs will be responsible for

implementation and coordination of livelihoods work in the camps, with targeted support from TBC.

The FCS was fully operational in four camps this year, with over 24,000<sup>17</sup> refugees receiving essential food assistance by using food cards at accredited shops in each camp. At the end of December, there were 47 vendors (64% women) who knew how to use the new system for electronic sales via Android phones and mobile printers. New vendors will continue to be trained and supported in sourcing quality supplies, delivering high levels of customer service, and having transparent and accurate financial management and strong, accurate reporting. 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, and beneficiary feedback collection.

With food assistance transitioning borderwide to the FCS, TBC will assess the impact of the programme on the livelihoods in the camps. As cash-based assistance, FCS broadens economic activity in the camps, offering new opportunities for refugees as vendors or suppliers of fresh produce, as well as providing a more diverse and nutritionally balanced food basket.

### VOICES FROM THE COMMUNITY

"We should know the place before we return. I visited here two or three times to check out education and health care services, as well as the general community. Then I moved here." Karen woman, UNHCR facilitated returnee, Lay Kay Kaw, Myawaddy Township

"There are a lot of problems. We had no money when we returned, so have to work as daily labourer. My husband works for daily wages and we just buy food from whatever he earns. I have a chronic health problem so I can't work. My children also go to school here. The school expenses also cost us. I can't build our own house yet. It will be great if they laid

organisations] plan to help us. I stay with my parents." Karen woman, Spontaneous Returnee, Ti Hue Than, Kyain Seikgyi Township

"Regarding livelihoods, there are no regular job opportunities here. In the raining season we plant corn and in summer we harvest corn. Similarly, with planting bean and harvesting beans, work is only available on a seasonal basis. If there was regular work available, there would be no problem. But we have only work for two or three months and then are unemployed for the rest of the year." Karen woman, UNHCR facilitated returnee, Lay Kay Kaw, Myawaddy Township

17. Based on the TBC data for assisted refugee population in Ban Don Yang, Ban Mai Nai Soi, Nu Po, and Tham Hin as of December 2018.

## SOUTH EASTERN BURMA/MYANMAR

Despite the complex operating environment and a resumption of armed conflict in some target return areas, CSO partners continued to facilitate development initiatives with over 40,900 beneficiaries spread across 604 remote communities in upland areas.

Local partners in areas of potential return have been able to strengthen customary land tenure for communities affected by conflict in Karen/Kayin and Mon States, as well as in Tanintharyi Region. Over 9,500 applications for individual land claims have been submitted for registration to the KNU and another 450 applications were submitted, seeking recognition from the Government's land registration process. More than 2,100 farmers have either reclaimed their abandoned fields after years of conflict-induced displacement or improved their skills in sustainable agriculture.

In 2018, partners integrated water supply, sanitation and nutrition interventions in an unprecedented way in remote communities affected by conflict in Karen/Kayin and Mon states, with over 6,200 households benefitting from improved access to domestic water supplies and/or sanitary latrines. Related to these activities, over 9,400 people reported improved access to and awareness of information about healthy infant and young child feeding (IYCF) behaviours.

In Karenni/Kayah State, TBC supported local CSO partners to facilitate community driven development initiatives in 43 villages. This included strengthening VDCs' management capacities to plan and supervise the construction of water supply and storage systems, access roads, community halls, and child care centres. Representatives from these CSOs and VDCs subsequently presented their experiences and advocated for support to implement follow-up plans in three township level development forums with government authorities from a range of departments.

These practical interventions were complemented by market assessments for small enterprise development in rural areas of Karenni/Kayah State. Desktop research compiled initial value chain assessments for key economic sectors to give women's collectives and prospective entrepreneurs insights for developing business plans. This was complemented by a survey of 161 small business owners (85% women) in 31 villages about the challenges and opportunities for business development by returning refugees. Basic financial literacy and business management workshops have already been facilitated in six village tracts and entrepreneurial support, including start-up capital, will follow for women's collectives in 2019.

### Lessons Learned

- In Thailand, focus continued on increasing ownership of activities by the refugee communities, Camp Committees and CBOs, with TBC staff focusing on facilitation rather than implementation in the camps.
- In Burma/Myanmar, the capacities of local CSOs are driving many initiatives in contested areas, while demonstrating that they are sensitive to protection and gender dynamics at the same time.
- The obstacles to food and livelihood security in upland Karen/Kayin and Mon communities remain systemic. Malnutrition rates are high (acute and chronic). Poor access to safe drinking water and sanitary latrines, combined with little access to agricultural land and kitchen gardens, results in limited opportunities for income generation and diverse diets.
- While participatory wealth ranking activities can be useful tools for identifying vulnerable groups within a community, there is a risk of publicly shaming villagers. Feedback from CSO field staff suggested the risks of marginalising villagers often exceed the potential benefits, particularly for community driven development projects.

## 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 Burma/Myanmar, TBC addressed malnutrition among children in Ee Tu Hta camp for internally displaced persons (IDPs) and coordinated emergency relief in response to conflict and floods.

## HIGHLIGHTS

### THAILAND

- 98% (88,000 people) of the target population received food and cooking fuel assistance in 2018, based on the Community Managed Targeting (CMT) system.
- Over 24,000 (28%) refugees received food assistance through FCS cards.
- On average 96.3% of the surveyed population in camps during the post distribution monitoring (PDM) reported little to no hunger in the household, with 0.46% (18 households) reporting 'severe hunger'.
- 98% of households were reached through energy-saving education campaigns focused on more effective use of existing limited cooking fuel supplies.
- Shelter Working Groups in the camps supported 18 emergencies due to floods, landslides, and fires.

### SOUTH EASTERN BURMA/MYANMAR

- 3,090 people (50.3% women) displaced by military attacks on civilians in Hpapun Township received emergency relief assistance.
- 1,298 people (49.5% women) affected by flooding in Palaw Township received cash equivalent to three months rice supply.
- 386 children (54% girls) from 217 households affected by protracted displacement in Ee Tu Hta IDP camp benefitted from cash transfers.

## THAILAND

TBC remained committed to refugee communities by providing essential food and cooking fuel support pending durable solutions outside the camps. With ongoing reductions in financial support to various programmatic areas borderwide, and to help alleviate the growing

anxiety, TBC continued to work closely with the Refugee and Camp Committees to best manage uncertainties through discussions on longer-term scenarios and proactive planning that go beyond a single operational year.

As of December 2018, TBC's monthly population report shows a verified caseload of 86,864 refugees/ 17,523 households:

CMT categories for households	BMN	BMS	MLO	MRML	ML	UM	NP	BDY	TH	TOTAL	% of Total HH
Self-Reliant (SR)	10	2	13	17	238	25	6	0	15	326	2%
Standard (STD)	1,786	388	1,318	1,507	5,493	1,797	1,438	1	736	14,464	83%
Vulnerable (V)	85	33	141	187	202	217	281	293	169	1,608	9%
Most Vulnerable (MV)	171	31	80	78	265	51	100	185	164	1,125	6%
<b>TOTAL</b>	<b>2,052</b>	<b>454</b>	<b>1,552</b>	<b>1,789</b>	<b>6,198</b>	<b>2,090</b>	<b>1,825</b>	<b>479</b>	<b>1,084</b>	<b>17,523</b>	<b>100%</b>

Camp-based staff continued to take responsibility for the monthly distribution of rations, with support and close monitoring from TBC field staff. With no changes to food ration entitlements since 2015,<sup>18</sup> the in-kind ration basket consists of six food items; rice, cooking oil, fortified flour (AsiaREMix), yellow split peas, fish paste, salt, and cooking fuel (charcoal). Quantities are allocated on the basis of age and other vulnerability categories identified by CMT.

In the four camps using the FCS, refugees can now choose from more than 14 items offered by

the FCS vendors, including fresh vegetables, eggs, fish, and meat. In addition, refugees are now able to purchase food items as they are needed, instead of queuing at a specific time each month for the bulk, in-kind food distributions.

TBC continued to work closely with MoI representatives to ensure information-sharing, as well as transparency and accountability of supply deliveries for FCS vendors. TBC participated in regular MoI meetings and camp visits during the year, including the November visit to Ban Don Yang by the MoI Deputy

Food Item	6 Months to under 5 years		5 Years to 17 years		Adult		
	Self-reliant/ Standard/ Vulnerable	Most vulnerable	Self-reliant/ Standard/ Vulnerable	Most vulnerable	Standard	Vulnerable	Most vulnerable
Total kcal	(1,042 kcal)	(1,161 kcal)	(1,691 kcal)	(2,111 kcal)	(1,319 kcal)	(1,556 kcal)	(1,976 kcal)
Rice	6 kg	7 kg	11 kg	13.5 kg	9 kg	11 kg	13.5 kg
Vegetable Oil	0.5 L		0.5 L	1 L	0.5 L	0.5 L	1 L
Yellow Split Peas	0.5 kg		1 kg		1 kg		
Yellow Split Peas (No Fishpaste)	0.6 kg		1.2 kg		1.2 kg		
Fishpaste	0.5 kg		0.5 kg		0.5 kg		
AsiaREMix	1 kg		1 kg		0 kg		
Iodized Salt	167 g		167 g		167 g		
Charcoal	Standard and Self-Reliance household = 15 kg 1st person/+ 5kg per each additional. Vulnerable and Most vulnerable household = 20 kg 1st person/+5kg per each additional.						

Adults in Self-Reliant households no longer receive food rations, but are entitled to a charcoal ration as part of the household.

18. In April 2017, TBC reinstated in-kind fuel support to Vulnerable and Most Vulnerable groups at 5kg per household.

Permanent Secretary, when TBC had the opportunity to showcase the FCS in action. TBC aims to expand the FCS to the remaining camps in 2019, pending approval from Mol's Operations Centre for Displaced Persons.

TBC continued to provide cooking fuel (charcoal) as an integral part of supporting refugee

communities' access to food and nutrition. TBC continued to focus on enabling communities to manage existing resources more efficiently through education on charcoal-saving and more effective cooking, while preparing them for a future beyond the camps.

## VOICES FROM THE COMMUNITY

“ Now I don't need to wait to get my food and can come when it's best for me and buy as much or as little as I need... ”

Like many fellow camp residents, 76-year old Naw Hter La (Cholla) was very excited to receive her food assistance through a new Food Card System (FCS).

On the day FCS launched in her camp, Cholla shared her plans about the food card: “I will now buy a little bit of better rice and come back if I like it or try another kind later on”. FCS shops offer between 13 and 40 items, a far better selection than TBC's general food ration basket of only six food items. FCS card holders also can shop at times convenient for them, instead of receiving all food items in a once-a-month food ration distribution on a specific day. Like Cholla, many food card users said that they now purchase food items as they are needed.

Cholla has been living in Ban Don Yang camp since 2006, after fleeing with her two children from Hpa An township. While one of her children was able to resettle to Finland, Cholla and her daughter are still in the camp and not eligible for resettlement at this time. As a person living alone, Cholla receives support designed for households that are “most vulnerable”. Cholla has had a chance to go to Burma/Myanmar on a few visits, but she still is not ready to return to her hometown, which is under DKBA control. With nothing to return to, Cholla also worries that she might become a burden to relatives who still live in the village and who are struggling themselves.



## SOUTH EASTERN BURMA/MYANMAR

Military operations, under the guise of road construction, and indiscriminate attacks on civilians displaced over 3,000 people from 17 villages in northern Hpapun Township between March and April 2018. In response, TBC and CSO partners coordinated a multi-sectoral emergency response. This included the distribution of cash transfers equivalent to three months' rice supply, medical supplies to village tract health centers, shelter supplies, and non-food items, in addition to nutrition campaigns promoting IYCF behavioural change.

Close coordination between village tract leaders, local KNU authorities, and CSOs ensured that the timely delivery of cash transfers and material

support did not expose the affected communities to risks of further harm. Given that these villages are in KNU administered areas and beyond the reach of government affiliated agencies, the rapid response of CSOs was essential to reinforce the resilience of displaced communities.

TBC supported a CSO partner to distribute cash transfers as an emergency response for 1,298 civilians from five flooded villages in Palaw Township. One of the strengths of the cash transfer program is that it enables beneficiaries to prioritise their own needs. Although the cash amount is derived by calculating rice prices, villagers are empowered to choose how they will use the assistance.

### EFFECTIVE EMERGENCY RESPONSE FOR SOUTH EASTERN BURMA/MYANMAR

To respond successfully to the protracted emergency situation in south eastern Burma/Myanmar, designing policies and delivering services that are built on local capacities is essential. Relief and development agencies in Yangon struggle to deliver emergency response assistance in ethnic armed areas in an effective way, while local CSOs have provided life-saving support for decades and have the trust of conflict-affected communities.

Recognizing that CSOs are the most appropriate and effective conduits in responses to emergencies, TBC maintains partnerships with ethnic CSOs that support communities in south eastern Burma/Myanmar and provide humanitarian assistance.

In 2018, TBC worked with Karen Department of Health and Welfare (KDHW), KORD, and KWO to support communities from 16 villages spread across Hpapun Township in Karen/Kayin State<sup>19</sup> displaced by conflict.

Partners delivered cash transfers, shelter materials, and non-food items (tarpaulins,



*Cash Transfers for IDPs in Hpapun Township in August 2018 by KORD; Photo by KORD*

blankets, hammocks, mats, and mosquito nets) to over 3,000 displaced individuals. KNU authorities were instrumental in coordinating deliveries to the communities. However, the general situation in the affected areas remained challenging, with heavy rains affecting agricultural activities of the communities amid ongoing tensions with the Tatmadaw.

19. Please note that according to KNU's claims for Kawthoolei these areas are located in Kay Pu, Ler Mu Plaw, and Saw Mu Plaw village tracts, in Luthaw Township of Mutraw District.

## ■ Nutrition Programme

### THAILAND

TBC's nutrition support complemented the provision of food assistance by monitoring the nutritional statuses of refugees, together with partner health agencies. This included 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 blanket and targeted supplementary support to prevent and alleviate malnutrition in the camps. TBC's core nutrition support activities 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);
- Nursery and Special Education School Lunch Programmes to incentivize children to attend school;

- Regular nutrition education campaigns focused on maternal nutrition and the benefits of exclusive breastfeeding until six months of age, when complementary feeding should start while continuing to breastfeed until 24 months, to support long-term behavioural change.

With food items no longer provided through monthly ration distributions in the four camps using the FCS, TBC continued its supplementary nutrition activities (i.e. SFP, Inpatient Department, Patient House, and Nursery and Special Education School Lunch Programmes) to ensure that sufficient supplemental food supplies were provided to target groups with higher nutritional needs.<sup>20</sup> The nutrition team continued to deliver 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.

*IYCF activity in Mae Ra Ma Luang camp*



20. These include blanket and targeted coverage for all pregnant women and nursing mothers and malnourished children, respectively.

Having shared key results of the 2017 Biennial Nutrition Survey,<sup>21</sup> the TBC team also started planning for the 2019 survey cycle due to start in May 2019. The 2017 stunting rates show a significant and consistent downward trend from 40.8% in 2013 to 35.1% in 2015 and, most recently, to 31.8% in 2017. While the 9% reduction in stunting is significant, it remains a top priority for the nutrition team, with TBC aiming for a WHO 'acceptable' rate of less than 20%. 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.

Following the last reduction of the food rations in 2015, TBC has maintained the same level of food assistance for the past three years, determining

that the current ration levels, combined with refugees own complementary strategies, provide the minimum acceptable nutritional values. The Household Hunger Scale<sup>22</sup> in the 2017 Nutrition Survey showed a notable improvement to household level food security. Based on the sample of 3,062 households, the survey showed 97.7% of households reporting little to no hunger, 2.2% reporting moderate hunger, and only 0.1% (two households) reporting severe hunger. Additionally, the 2018 Food Aid PDM data showed that, on average, 96.3% of the surveyed population (an average sample of 1,954 households per cycle) reported little to no hunger in the household, while 4% reported 'moderate hunger', with 0.46% (18 households) reporting 'severe hunger'. TBC will further analyse this data in conjunction with the 2019 Nutrition Survey.

## VOICES FROM THE COMMUNITY

Sagida is a resident of Umpiem Mai camp with three children under the age of five. Similar to many young mothers in the community, she has been using many different child caring practices. Sagida learned these practices from older women, including her mother-in-law, with whom her family has been living.

During her regular prenatal hospital visits, Sagida received key information on maternal nutrition, and on the importance of exclusive breastfeeding for the first six months of a child's life. She also learned the importance of continuing to breastfeed until the child reaches 24 months, but complementing it with appropriate, nutritional food.

Sagida said that, during her pregnancy, her mother-in-law did not support IYCF practices that were different from those the older woman had used to raise her own children. However, seeing the children's growth after Sagida's exclusive breastfeeding, which she had learned to do from IYCF activities, Sagida's mother-in-law now supports this for both Sagida and other members of her extended family.



In addition to monthly in-kind assistance, Sagida's middle child, who is under two years old, receives supplementary BabyBRIGHT every month till two years old.

21. The complete 2017 Biennial Nutrition Survey is available here: <http://www.theborderconsortium.org/resources/programme-related/>.

22. 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.

## SOUTH EASTERN BURMA/MYANMAR

The nutritional status of conflict-affected communities was assessed utilising a multi-stage cluster sampling method to survey 513 households, including 652 children aged between 6 and 59 months, spread across 53 villages in Bilin, Hpapun, and Thandaunggyi Townships. 17% of children were identified with global acute malnutrition (wasting) which is considered a critical public health emergency according to World Health Organisation benchmarks. 44% of children surveyed were identified with stunting, which is considered very high by WHO benchmarks and has long-term negative impacts on cognitive and physical development.<sup>23</sup>

In 2018, TBC targeted assistance for children aged under five years in Ee Tu Hta IDP camp to mitigate the cessation of general food distributions and to address relatively high rates of child malnutrition. This assistance included cash transfers and behavioural change communications that promoted breastfeeding and healthy feeding practices for infants and young children. The injection of cash transfers enabled parents to buy rice and to diversify household diets by purchasing vegetables and sometimes fish. Community interest in awareness raising campaigns that addressed chronic

malnutrition during the first 1,000 days of life was complemented by information about nutrient-rich vegetables that can be readily grown in kitchen gardens.

The emergency response to conflict affected communities in northern Hpapun Township also incorporated nutrition awareness campaigns. Public forums to promote exclusive breastfeeding for at least the first six months of life, after which complementary feeding should start while continuing to breastfeed until the child is two years old, were facilitated in 17 villages with a total of 1,912 villagers (70% women). To promote hygiene and dignity, this was complemented by the distribution of re-usable sanitary pads, underwear, and washing powder to 750 displaced women aged between 11 and 50 years of age.

CSO partners in Karenni/Kayah State also facilitated nutrition awareness workshops with 150 participants (108 women) across six village tracts and three townships. The content identified the elements of nutrition; defined the three main food groups that boost physical growth, energy, and immune systems; and promoted breastfeeding and healthy IYCF behaviours.

*Nutrition awareness raising in Ee Thu Hta IDP camp; Photo by KDHW*



23. Due to local conditions and information available during the surveys, the sampling frame was not fully applied in all village tracts. These results will be re-confirmed with end-line surveys planned for 2019.

## ■ Shelter and Settlement Programme<sup>24</sup>

### THAILAND

TBC's shelter and settlement support continued to build the capacity 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 KRC and KnRC Housing Policies continued to guide management of housing stocks in the camps. The Shelter Working Groups (SWGs) in each camp have taken the main responsibility for day-to-day management of shelter issues. The ultimate goal is complete ownership of all housing responsibilities by the SWGs, with limited and targeted technical support from TBC. As part of the housing stock management in the camps, SWGs, in coordination with the Camp Committees and Thai authorities, ensured the dismantling of shelters upon departure of refugees. A total of 739 shelters were dismantled during 2018, bringing the total number of shelters remaining to 17,729 at the end of December 2018.

As one of the key providers of essential humanitarian assistance, in 2018 TBC supported procurement, delivery, and distribution in the camps of essential shelter materials, which included eucalyptus, bamboo, thatch, plastic, and essential tools. TBC assessed all shelters in all camps, but priority for the limited material and assistance support available was given to the over 900 SSN households, which received all shelter materials necessary to address their individual situations, as well as to providing SWGs with sufficient building supplies to maintain safe shelters and key community building and to respond to emergencies in the camps.

TBC supported the SWGs in responding to eleven emergencies related to heavy rains and adverse weather conditions during 2018. As the result of floods, high winds, and landslides in Mae La, Mae La Oon, Umpiem Mai, and Tham Hin, TBC supported emergency needs assessments and provided necessary material support for shelter repairs.

### EMERGENCY RESPONSE IN THE CAMPS

During the past year, refugee communities, where households live in very basic shelters, had to cope with adverse weather conditions that included heavy rains, strong winds, and land and mud slides. In September 2018, heavy rains caused a fatal landslide in Mae La Oon camp. Four people were killed, four are missing and presumed dead, and twelve people sustained injuries.

More than a dozen temporary shelters and community structures were damaged. Seven refugee shelters and three community buildings were completely destroyed. All of the 73 refugees, who included 33 women, in affected households received replacement food rations and charcoal. Materials were provided to support repairs to damaged shelters, and TBC worked with the camp-based SWG to support repairs and reconstruction of 12 shelters and one boarding house. In close coordination with NGOs and UNHCR, all affected people also received necessary non-food items, which included 54 tents, 90 blankets, and 90 mats, as well as essential healthcare and water, sanitation and hygiene (WASH) support.



24. From July 2018, TBC restructured its programme support, with Food Security and Livelihoods merging with Nutrition into Food Security and Nutrition, which includes nutrition and livelihoods activities. TBC Shelter Programme activities are now carried out under the Camp Management and Preparedness Programme.

## SOUTH EASTERN BURMA/MYANMAR

As part of the rapid response to the conflict and displacement in Hpapun Township, tarpaulins, mats, blankets, mosquito nets, and hammocks were distributed to over 400 households. These shelter and non-food items were distributed in June, prior to the onset of the wet season, in order to provide nominal protection from the elements for villagers hiding in the forests.

### Lessons Learned

- With the transition to the FCS in the camps, camp leadership and the TBC teams will need to monitor nutritional status closely and address any impact as needed.
- Considering the current outlook for return and other options outside the camps, continued support is needed for the most vulnerable camp refugees as they make their decisions about the future.
- It is important to utilize existing capacity and established partnerships with the CSO groups in south eastern Burma/Myanmar to address humanitarian needs of the communities there in the most efficient and cost-effective manner.
- Timely procurement and transportation of medical supplies into conflict-affected areas has become essential, since stockpiles have decreased as a result of reductions in multi-year funding for ethnic health service providers.
- IDP camp management systems are resilient and able to resume efficiently, despite the disruption of funding gaps. Discrepancies in population figures were quickly updated, supply chain and monitoring procedures remained in place, and inter-agency coordination mechanisms continued to be effective.



*KORD distribution of relief to displaced communities affected by conflict, June 2018, Hpapun  
Photo by KORD*

## STRATEGIC DIRECTION 4: PROTECTION

### Protection is promoted in camps and return areas.

This objective highlights TBC's growing work on engaging with partners on protection and empowerment as key drivers in the return process. Protection broadly encompasses activities aimed at obtaining full respect for the rights of all individuals in accordance with international humanitarian human rights and refugee law, regardless of an individual's age, gender, social ethnic, national, religious, or other background.<sup>25</sup>

## HIGHLIGHTS

### THAILAND

- Eight joint meetings were held between KRC/KnRC, TBC, IRC, UNHCR, and Mol that addressed protection issues in potential return sites.
- 27% of women and 16% members of minority ethnic groups were represented and were actively involved in camp management structures.
- Refugee leaders and CBO partners in all the camps maintained functioning codes of conduct, child protection policies, and beneficiary complaints and resolution mechanisms.
- Strategies for prevention of sexual exploitation and abuse and communication efforts to develop awareness on these issues were developed for activities in Thailand.

### SOUTH EASTERN BURMA/MYANMAR

- TBC published 'Human Security in South Eastern Myanmar' to amplify the voices of indigenous communities about and their protection and security concerns.
- 72% of VDC members reported increased knowledge related to gender sensitivity, project cycle management, and protection concerns.
- 104 documents on human rights and protection issues in south eastern Burma/Myanmar were published.

## 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. The main refugee bodies for governance in the camps are the Camp Committees, the CMT Advisory Boards, and the SWGs. TBC continued to focus on capacity building of the members of these bodies on leadership and governance, strategic planning, human resource management and

administration, protection, and accountability. The experience and knowledge acquired in governance standards and procedures, including in relation to the importance of women's representation, are significant achievements that will aid refugees in establishing more effective and representative community governance systems in a return scenario.

TBC continued to raise community awareness about key channels for beneficiary feedback to

25. This is the definition endorsed by the Inter-Agency Standing Committee, the primary mechanism for inter-agency coordination of humanitarian assistance and a unique forum involving the key UN and non-UN humanitarian partners.

TBC and other NGO/CBO groups. Trainings included peace building, Codes of Conduct, child protection, social inclusion and gender equity, and supervision training on performance evaluations.

The Camp Committees and CBOs also were supported in improving responses to and corrective measures on various issues and concerns raised by the community on humanitarian assistance, governance, and other areas of camp life. In one of the camps, these included resolving issues raised about section leadership that required full review and investigation by the Camp Committee, resulting in the dismissal of the section leadership. In cooperation with UNHCR and NGO and CBO partners, Camp Committees are supported in addressing various protection and security issues confronted by refugees in the camps.

TBC continued to support Camp Committees and partners to facilitate timely and effective communication with the refugee community and to provide, generate, and consolidate information to help refugees understand and cope with the current situation in the camps, as well as to make individual and group decisions about return or other durable solutions.

TBC's long-term partnership with the KRC and KnRC is founded on community management and shared ownership in all aspects of its programme. The Refugee Committees continued to lead the Camp Management Working Group and key stakeholders' meetings, in which KRC and KnRC regularly engage with CCSDPT, UNHCR, and other stakeholders. Refugees also are supported in representing their communities in CCSDPT general meetings and other working groups. This facilitates refugee-led advocacy on key camp management and return planning issues.

*Camp Management Working Group and Stakeholder Meeting in Mae La, 2018*



## SOUTH EASTERN BURMA/MYANMAR

TBC's aforementioned publication, 'Human Security in South Eastern Myanmar' documented perspectives from 10 CSOs that represent a cross-section of Karen, Mon, and Karenni communities. Calls to link rights-based humanitarian, development, and peace-building interventions to promote human security are as relevant as ever. The voices and concerns of indigenous communities need to be brought to the forefront of policy-making in order to develop people-centred responses that ensure no one is left behind.

The CSO reflections documented the importance of localizing concepts and practices for civilian ceasefire monitoring and the challenge of building trust when ceasefire agreements are repeatedly violated. The significance of recognising existing customary land management systems is highlighted and suggestions for resolving land disputes are offered. In addition to halting abuses and preventing reoccurrence in the future, the

challenge of addressing human rights violations committed in the past was raised. Threats to sustainable agriculture and food security were analysed and mechanisms by which local communities can promote equitable natural resource management (NRM) were championed.

TBC continued to collaborate with the CSOs and ethnic service providers that are part of a trusted support network for Karen/Kayin and Mon communities emerging from protracted conflict and displacement. Existing capacities of local partners ensured that all activities with the communities were sensitive to protection and gender dynamics. Community leaders in 30 village tracts considered the implications and impacts that gender stereotypes and discrimination have on opportunities for women for the first time. These same community leaders also have been challenged to consider how to develop local protection strategies to address grievances and abuses that remain unchecked by formal judicial procedures.

*WASH training by TBC partner, Back Pack Health Worker Team (BPHWT), in Karen/Kayin State.  
Photo by BPHWT*



Human rights awareness was enhanced amongst conflict-affected villagers and duty bearers alike. Workshops and campaigns strengthened the agency of 1,000 civilians to claim their rights and led to 22 KNU military commanders being more mindful of their respective humanitarian obligations. After receiving human rights information from field researchers, the Karen Human Rights Group (KHRG) translated a total of 76 reports into English and published 55 reports in English online. This documentation provided vital updates and raised awareness amongst both national and international stakeholders about human rights abuses faced by local villagers.

In Karenni/Kayah State, KnRRRWG raised protection awareness with 82 village leaders across six village tracts, with a particular focus on refugee return and reintegration issues. This was complemented by gender based violence prevention and response campaigns, facilitated by the Karenni National Women's Organisation (KNWO), in the same village tracts. These campaigns included challenges to gender stereotypes, identification of different types of gender based violence, immediate response measures, data collection, and case referrals.

"I would like to ask authorities to issue an ID card and provide a piece of land so I can build my house. And it will be also a good example for the ones who want to come back later. Now I don't have any document and no one recognizes me, so I don't know how to ask for support."

Karenni man, Spontaneous Returnee, Daw Leh Khu, Shadaw Township

"Getting the ID card is a success for me. Even though I have to wait a certain period of time, now I can go wherever I want freely. I feel like more secure."

Karenni woman, UNHCR facilitated returnee, Thay Su Leh, Demawso Township

### Lessons Learned

- With the high turnover of camp based staff, it is essential to continue basic training on good governance principles.
- KNU soldiers needed introductory sessions about the concepts of human rights and obligations before the substance of international humanitarian law could be introduced. While there was a general understanding about the rules of war, the link between humanitarian obligations and human rights was unclear for most soldiers.

## STRENGTHENING COMMUNITY CAPACITIES IN SOUTH EASTERN BURMA/MYANMAR

“ I have learned and gained more knowledge about human rights, and how to protect our community. I also learned that we should have our own rights and equality as a human being. This is a good workshop for me to attend because in my village we don't know about human rights and we have weak knowledge...”  
Woman Participant, KHRG Village Agency Workshop, Dawei Township

In 2018, TBC's partners KHRG, Karen Office for Relief and Development (KORD), and Karen Women's Organisation (KWO) organised workshops on human rights, project cycle management, and gender awareness to build capacity in the VDCs.

KHRG conducted 27 Village Agency Workshops to strengthen awareness of human rights protection strategies among 861 community leaders (51% women) involved in managing development initiatives. As a result, villagers have started to use several self-protection strategies such as committee formation, protests, confronting companies that violate their rights, and claiming compensation for their losses.

KWO reached 937 community leaders (including 452 women) to enhance awareness of gender dynamics. For most participants, this was their first gender awareness workshop; only a few had a basic understanding of gender equality concepts. Some participants could not read and write their mother language. Trainers used common examples to explore gender dynamics, but the process of "unlearning" stereotypes and discriminatory attitudes is slow and difficult.

To compliment the work of KHRG and KWO, KORD conducted a series of 27 workshops on project cycle management for 799 community leaders (52% women) who were also part of KHRG's protection awareness workshops and KWO's gender sensitivity workshops. As a result of these trainings, the community leaders felt more confident leading VDCs in responding to community needs and representing local concerns.

*Project Cycle Management workshop for community leaders in Hlaingbwe in Karen/Kayin State. Photo by KORD*



## 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 exit from life in camps. This involves capacity development of CBO and CSO partners, in both Thailand and Burma/Myanmar, to be able to support refugees in decision making. On both sides of the border, TBC works with a variety of CBOs and CSOs, helping these organisations to increase their capacity in organisational planning, management, and development, including financial management and audit preparation. TBC's work includes building and further developing skills in these groups so that they can take on increasing roles and responsibilities, including their own development into NGOs, should any of these groups wish to do so.

## HIGHLIGHTS

### THAILAND

- 16 partners show improvements in organisational management capacities (e.g. human resources, finance, grant administration, etc.), including KWO, KNWO, Karen Youth Organization (KYO), Karenni Youth Organisation (KnYO), KRC, KnRC, Karen Refugee Committee Education Entity and Camp Committees.
- 25 programme sector work plans were developed and implemented by refugee-led working groups, including Collaborative Committee annual plans; Camp Committee annual workplans; Shelter Working Group plans, and Refugee Committee annual workplans.
- TBC collaborated with the CCSDPT agencies/members in the development of the Borderwide Framework for Durable Solution for 2018-2020.

### SOUTH EASTERN BURMA/MYANMAR

- 70% of CSO partners in south eastern Burma/Myanmar report significant learning outcomes from TBC's organisational development trainings.
- 50% of CSO partners demonstrate strong financial, administrative, and programme management capacities.
- The capacity of the KNWO in Burma/Myanmar and the KnRRRWG was further strengthened in areas of protection and gender sensitivity related to refugee return into Karenni/Kayah State.

"As for me, I returned to Burma for my life in the long term. Staying in refugee camp is temporary and people couldn't help us all the time. Here, you can stay until you die. If we try and if we struggle hard this place is ours... There are still places to live but we have to find ways for our income. If someone is determined to stand on their own feet, you can come back..."

Karen woman, UNHCR facilitated returnee, Lay Kay Kaw, Myawaddy Township

## THAILAND

All of TBC's activities are guided by TBC's Strategy for 2017-2019.<sup>26</sup> TBC's ultimate focus is on supporting the voluntary return and reintegration of refugees in Burma/Myanmar. TBC's strategy also addresses the consolidation of services in the refugee camps in Thailand and the eventual closure of TBC itself, which is expected to take place a year or two after most camps close. With support from institutional donors, TBC continues to support initiatives to strengthen further leadership and management capacities among Burma/Myanmar CSOs to facilitate increased community-driven resettlement processes and community-voiced concerns in a variety of fora. TBC also continues to work with CSOs and governance entities in camps and in Burma/Myanmar to better address the rights, concerns, and needs of returnees and potential host communities.

TBC's support in the camps focused on building the capacity of individual refugees and of specific groups (such as SWGs, FCSWGs, LLHCs, and CBO/CSOs). This support aimed to ensure a multiplier effect, both within the camp constraints and ultimately in life beyond the camps. TBC has been working with CBO groups on enhancing programme management, building field assessment and monitoring capacities, developing information management capacities,

and strengthening financial management systems.

Through the FCS, TBC has been building the capacity of refugee vendors (over 60% women), to manage shops and to deal with suppliers in a market environment. These skills will help vendors during their reintegration into communities outside of the camps. FCS further enables refugees to manage their family budgets and make decisions about food needs.

Focusing on long term sustainability, TBC continued to strengthen the capacities needed to be self-sustainable among existing CBOs. These CBOs include the KNWO, KYO, KnYO, CBO Support Centre, Muslim Women's Organisation (MWO), and Muslim Women's Association, among others. In addition to funding CBO partners to deliver core support to the communities in the camps, TBC facilitated skills trainings on leadership, planning, strategy development, finance management, organisational policies, and human resource management. TBC also assisted the development of the KWO, MWO, and Sexual and Gender-Based Violence Team's safe houses for women affected by gender-based violence, and supported weaving, sewing, and baking projects and trainings for women through its livelihoods initiatives.

*Nursery School parent meeting in Mae La camp*



26. The 2017-2019 Strategic Plan is available here: <https://www.theborderconsortium.org/media/84542/Strategic-Plan-2017-2019-En.pdf>. TBC's strategic plan will be reviewed in 2019 in order to develop a plan for subsequent years.

## SOUTH EASTERN BURMA/MYANMAR

While the opportunities for multi-stakeholder governance appear limited given the resumption of hostilities and stalling of the peace process, there remain some opportunities for engagement. KDHW is working collaboratively with the Ministry of Health on immunization campaigns to promote vaccination in Karen communities. The Human Rights Foundation of Monland is engaging with the Department of Agriculture Land Management and Statistics in the Ministry of Agriculture, Livestock, and Irrigation and with the Forestry Department of the Ministry of Natural Resources and Environmental Conservation to promote sustainable agriculture and forest management at the township level. Similarly, the Tenasserim River and Indigenous People Network is a

steering committee member of a multi-stakeholder pilot project, together with the Forestry Department, on community driven conservation and sustainable livelihoods.

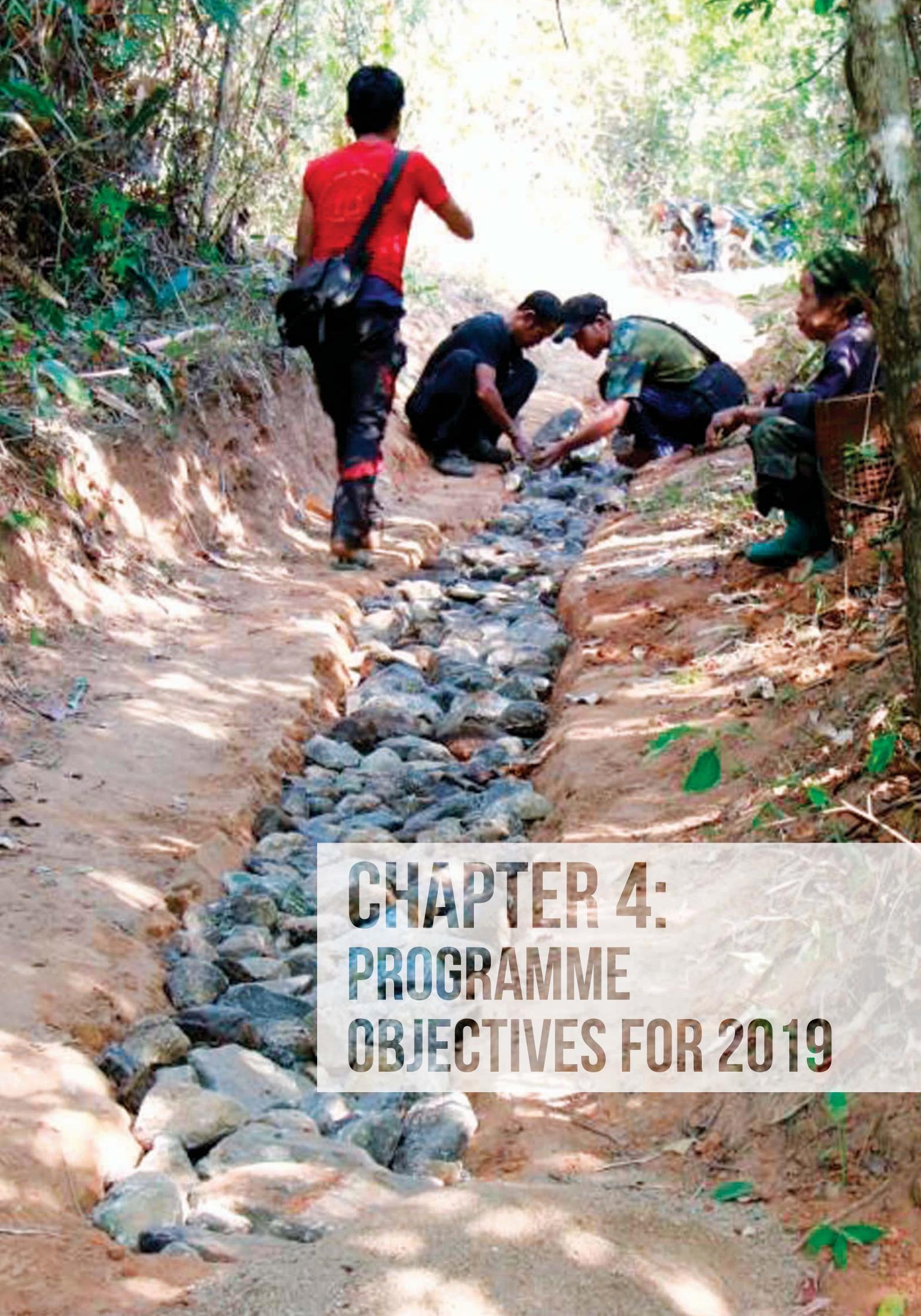
TBC continues to monitor and support the organisational development of CSO partners. This includes annual assessments of four key performance areas: organisational management, project cycle management, financial management, and human resource management. Competencies are assessed for each performance 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.

**“If people in the camps want to come back, learn first where you will settle and consider whether the place is suitable. Can the place get good a product of rice or sesame? I don’t want them to come back like me because I faced a lot of difficulties. If they (refugees) want to return, discuss with UNHCR so that they can provide support. If they don’t have house registration and ID cards, they need to learn first how they can get those documents, and they should come back when these documents are already in their hands.”**

Karenni woman, Spontaneous Returnee, Daw Leh Khu, Shadaw Township

### Lessons Learned

- While supporting refugees towards successful return and reintegration, it is also necessary to address the consolidation of services in the camps as the population decreases.
- With consolidation of services and limited stipend employment, TBC and other NGOs in the camps are facing the challenges of high staff turnover and the need for frequent new staff trainings and regular refresher trainings.
- While the frequent stipend staff turnover poses a challenge to continued capacity building, this also indicates that more skilled refugees are finding opportunities outside the camps in Thailand and in return areas in Burma/Myanmar.



**CHAPTER 4:  
PROGRAMME  
OBJECTIVES FOR 2019**

# PROGRAMME OBJECTIVES FOR 2019

TBC's strategy for 2017–2019<sup>27</sup> is focused on supporting the voluntary return, resettlement, and reintegration of displaced communities from south eastern Burma/Myanmar. International standards for humanitarian action and five strategic directions provide the framework for the organisation's activities. TBC's programme objectives for 2019 cascade from these strategic directions and are informed by the developments and programmatic achievements during 2018.

## Strategic direction 1: RETURN PLANNING

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

### Thailand:

- Provide increased opportunities for cross-border interaction between refugees and receiving communities through targeted visits and associated activities.
- Promote committees for refugee return and CSOs in southeast Burma/Myanmar as lead agencies, through cross-border programme initiatives.
- Ensure the vulnerable and most vulnerable in camps have equal opportunity for involvement in return preparedness activities.
- Deliver clear and accurate messages to partners and refugees on the current situation in southeast Burma/Myanmar and expected future of the camps.

- Pursue temporary legal local solutions for employment as a transitional step for return.

### South eastern Burma/Myanmar:

- Support the CRR and the KnRRRWG in negotiations for access to land and resources to enable group resettlement.
- Offer assistance for spontaneous returnees in areas administered by EAOs by mobilizing refugee and civil society leaders to roll out the protocols for return support.

## Strategic direction 2: FOOD SECURITY AND LIVELIHOODS

*Food security and sustainable livelihoods of displaced and host communities are strengthened.*

### Thailand:

- Utilise the FCS to promote primary and secondary enterprise and self-reliance in camps, including income generation through agriculture and animal raising.
- Promote and monitor good nutritional practice in camps.

access to secure land tenure.

- Increase agricultural productivity of subsistence farmers by improving irrigation systems, landscaping fields, providing inputs of appropriate technology, and sharing skills.
- Complement improved access to clean water supplies and sanitary latrines in remote communities with behavioural change communications to address chronic malnutrition.
- Promote food security and economic empowerment of women from local communities in areas of potential return.

### South eastern Burma/Myanmar:

- Promote rights-based natural resource management by mobilizing communities to manage watershed areas and strengthening

27. The 2017-2019 Strategic Plan is available here: <https://www.theborderconsortium.org/media/84542/Strategic-Plan-2017-2019-En.pdf>. TBC's strategic plan will be reviewed in 2019 in order to develop a plan for subsequent years.

### Strategic direction 3: HUMANITARIAN SUPPORT

#### *Humanitarian needs of displaced communities are met*

##### Thailand:

- Ensure equitable access to food and shelter for refugees through local partnerships.
- Collaborate with CCSDPT and CBOs to ensure the basic needs of refugees are met most efficiently.
- Advocate to donors and the RTG to support funding and alternative systems for food and cooking fuel delivery.
- Conduct robust and streamlined monitoring which informs programme delivery.

##### South eastern Burma/Myanmar::

- Mitigate malnutrition amongst children in IDP camps by targeted distribution of cash transfers and by nutrition awareness campaigns.
- Mobilise humanitarian donors to reinforce the relief capacities of local agencies in response to the needs of communities displaced by armed conflict or natural disaster.

### Strategic direction 4 PROTECTION

#### *Protection is promoted in camps and return areas.*

##### Thailand:

- Support good governance of refugee communities by Refugee and Camp Committees through the promotion of effective leadership and management.
- Intensify efforts to prevent programme-related sexual exploitation and abuse.
- Ensure the Code of Conduct is applied effectively in camps and that all refugees have access to mechanisms for feedback and complaints.
- Work with Refugee/Camp Committees and CBOs to address protection concerns of the community, including those of women, minorities, and other vulnerable groups.

##### South eastern Burma/Myanmar::

- Strengthen accountability to local communities through participatory management processes, enhanced gender sensitivity, and increased awareness of rights and responsibilities in areas emerging from conflict.
- Highlight protection and security concerns of local communities and returnees through field research, documentation, and advocacy.
- Increase the social and political influence of women through leadership and engagement in community-level preparations for refugee return.

### Strategic direction 5: RESPONSIBLE EXIT

#### *Partners develop and sustain programmes for displaced and conflict-affected communities after TBC closes.*

##### Thailand:

- Ensure that refugee community and partners have timely information and are engaged in key programme changes.
- Strengthen core capacities of CBO partners in camps in preparation for their transition to Burma/Myanmar.
- Enhance community self-reliance through increased decision-making about prioritisation of essential support in the camps and issues related to return preparedness.

##### South eastern Burma/Myanmar::

- Strengthen the organisational development of CSO partners through monitoring compliance of programmatic, financial, and administrative procedures against donor regulations.
- Mobilise funds for CSOs to coordinate development and humanitarian responses in a conflict-sensitive manner while peace negotiations continue in the interim.

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# 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 2018 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, and the Audited Financial Statements are presented and filed in Thai baht.

This chapter outlines TBC's financial performance against the operating budget for January to December 2018. All the figures and analysis are denominated in Thai baht.

### 2018 OVERVIEW

**Figure 5.1 - 2018 OVERVIEW AND 2019 BUDGET**

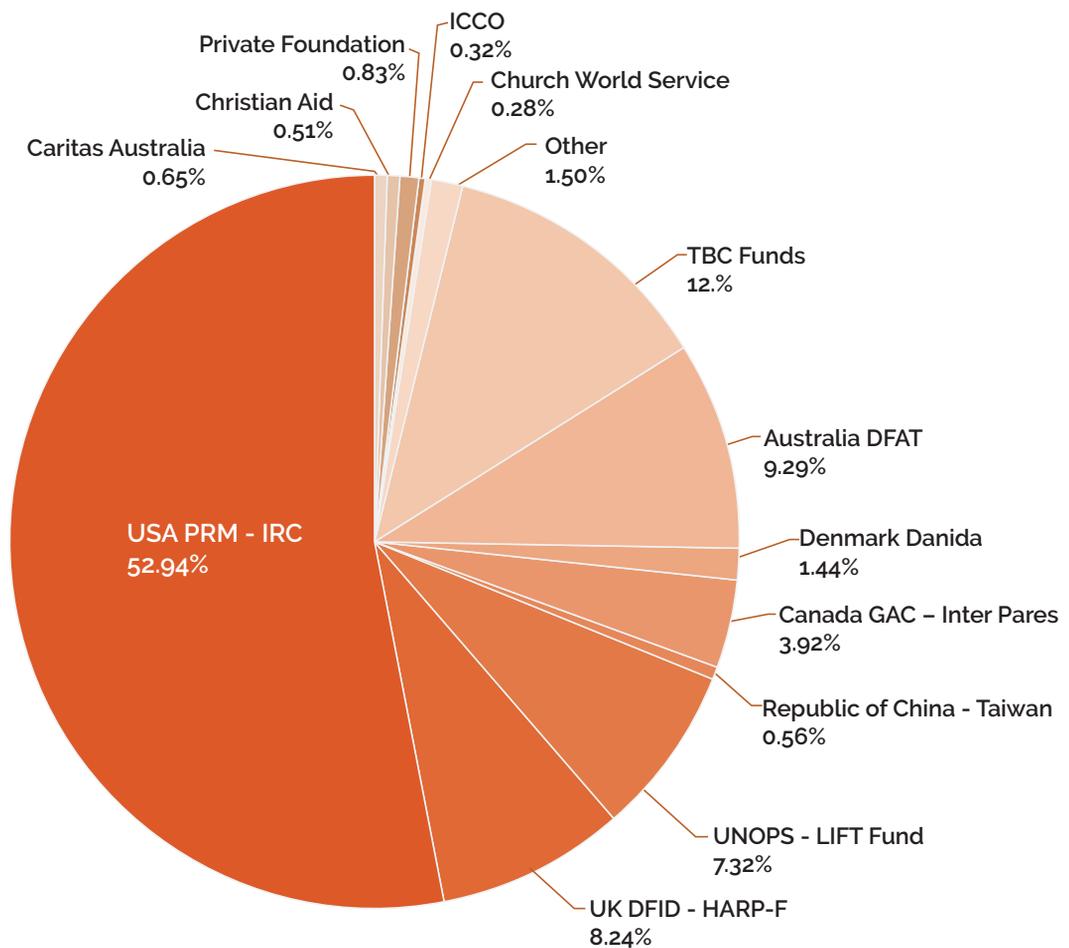
	Budget 2018	Actual 2018	Budget 2019
Income	531	520	519
Expenses	610	592	545
<b>Net Movement in Funds</b>	<b>(79)</b>	<b>(72)</b>	<b>(26)</b>
Opening Fund Balance	244	244	172
<b>Closing Fund Balance</b>	<b>165</b>	<b>172</b>	<b>146</b>
<b>Balance Sheet:</b>			
Net Fixed Assets	2	1	1
Receivable from Donors	78	69	65
(Payable) to Suppliers	(35)	(57)	(50)
Bank Balance	120	157	130
<b>Net Assets</b>	<b>165</b>	<b>172</b>	<b>146</b>
Restricted Funds	70	54	50
Designated Funds	75	73	70
General fund - Net Fixed Assets	2	1	1
General fund - Freely available reserves	18	44	25
<b>Total fund Balance</b>	<b>165</b>	<b>172</b>	<b>146</b>
<b>Liquidity</b>	<b>85</b>	<b>100</b>	<b>80</b>

95% of TBC's income is from government-backed grants. The implementation period varies by grant, and grants often are not agreed until well after the start of the implementation period. Because of this, when the operating budget for 2018 was set, assumptions had to be made about the level of income for the year. The same exercise to calculate assumptions for levels of income was undertaken for 2019.

Two long term donors, the Norwegian and Swedish governments, ceased funding in 2018. This resulted in TBC having to make significant cuts to organisational personnel and some programming throughout the year.

TBC's operation in Thailand accounted for 89% of all income, with the remaining 11% supporting work in south eastern Burma/Myanmar.

**Figure 5.2 2018 FUNDING SOURCES (THB 520M) VS ACTUAL EXPENDITURE (THB 592M)**



The three main drivers of TBC's Thailand operation are the price of food commodities (specifically rice and charcoal), the camp population, and the fluctuations in foreign exchange rates against the Thai baht.

Rice is the biggest food expense for TBC and second largest budget line, representing 17% of all organisation expenditure. Although an 8% increase in commodity prices was budgeted, contracted rice prices remained steady going into 2018, resulting in a small savings overall. The average price paid across all camps during 2018, including transportation costs, was THB 12.8/kg compared to a budget rate of THB 15.20/kg.

TBC's original plan was that the FCS would be implemented in all camps by the end of 2018. This did not happen, and five camps still require direct food inputs from TBC. This continued provision of direct food inputs contributed greatly to the overall savings from commodities on the annual budget. The savings on food, however, was negated by an unexpected higher price of charcoal, TBC's largest single budget line.

Camp population also reduced at a slower rate in 2018 than estimated, resulting in higher costs for commodities and programming in general.

TBC made an exchange rate gain on the USD early in the year but finished the year with only a net gain of THB 6M due to other FX losses at closing. As part of the downsizing process, TBC gained THB 1.3M on the disposal of a few assets.

Due to the unpredictable timing in receiving payment and committed funds from some donors, cash flow management is, and will continue to be, crucial for TBC. Although cash flow was steady in 2018, liquidity to pay creditors will need to be carefully monitored as the budgets become smaller in number and size. TBC's small reserve can buffer any delays in cash receipts, but not for a protracted time.

TBC ended the 2018 year with THB 45M in freely available reserves, which provides a contingency for unexpected price fluctuations, exchange rate loss, emergency programming, and cash-flow shortage.

Figure 5.3 Income 2018 and Projection 2019 in THB (000's)

Funding Source	Currency	2018 Projection		2018 Actual		2019 Projection	
		Foreign Currency	Thai Baht 000	Foreign Currency	Thai Baht 000	Foreign Currency	Thai Baht 000
<b>GOVERNMENT BACKED FUNDING</b>							
Australia - ANCP/DFAT	AUD	2,485,342	62,134	2,245,342	54,962	2,186,942	53,580
<i>Australia ANCP (Act for Peace - NCCA)</i>	AUD	200,000	5,000	260,000	6,116	260,000	6,370
<i>Australia DFAT (IRC)</i>	AUD	2,000,000	50,000	1,700,000	41,311	1,700,000	41,650
<i>Australia DFAT GAP (Act for Peace - NCCA)</i>	AUD	285,342	7,134	285,342	7,536	226,942	5,560
Canada GAC (Inter Pares)	CAD	900,000	23,175	900,000	23,212	700,000	17,500
Denmark DANIDA	DKK	1,740,000	9,135	1,685,000	8,549	1,685,000	8,549
EC (Mercy Corps) Myanmar	EUR		-		(114)		
LIFT Fund (UNOPS) Myanmar	USD	1,383,692	45,316	1,383,692	43,350	731,025	24,130
Republic of China - Taiwan	USD	100,000	3,275	100,000	3,301	100,000	3,301
UK DFID (HARP-F)	GBP	1,000,000	43,500	1,134,906	48,783	1,500,000	61,500
<i>UK DFID (HARP-F) Thailand</i>	GBP	1,000,000	43,500	1,000,000	42,996	1,500,000	61,500
<i>UK DFID (HARP-F) Myanmar</i>	GBP	-	-	134,906	5,787	-	-
USA PRM (IRC)	USD	10,088,000	330,382	10,088,000	313,306	10,500,000	338,520
<b>TOTAL GOVERNMENT BACKED:</b>			<b>516,916</b>		<b>495,350</b>		<b>507,080</b>
<b>OTHER</b>							
Act for Peace - NCCA	AUD	50,000	1,250				
American Baptist Churches	USD	1,500	50				
Caritas Australia	AUD	165,000	4,125	165,000	3,869	165,000	3,869
Christian Aid	GBP	70,000	3,045	70,000	3,035	50,000	2,000
Church World Service	USD			50,000	1,644	100,000	3,288
ICCO	EUR			50,000	1,867	50,000	1,900
Private Foundation	CAD	200,000	4,913	200,000	4,934		
Other Income	THB				8,873		800
Other Donations	THB		150		276		200
Income from Marketing	THB				5		
Interest	THB		215		756		600
Other Income (Gains on Exchange & Asset Disposal)	THB		40		7,836		215
Other Income (Gains on Exchange & Asset Disposal)	THB		500		119		40
<b>TOTAL OTHER:</b>			<b>13,788</b>		<b>24,223</b>		<b>11,857</b>
<b>TOTAL INCOME</b>			<b>530,704</b>		<b>519,573</b>		<b>518,937</b>
Expenses			609,937		591,728		544,391
Net Movement Current Year			-79,233		-72,155		-25,454
Funds Brought Forward			244,167		244,167		172,012
Total Funds carried Forward			164,933		172,012		146,557
Less: Restricted Funds			70,000		54,206		50,000
Designated Funds			75,000		72,564		70,000
Net Fixed Assets			2,000		1,304		1,304
<b>GENERAL FUNDS FREELY AVAILABLE</b>			<b>17,933</b>		<b>43,938</b>		<b>25,253</b>

## INCOME 2018 and PROJECTION 2019

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 2018 totalled THB 520M.** This was THB 10M less than budgeted, namely due to reductions in contributions from both Australia's DFAT and Denmark's DANIDA.

The largest multi-year donor, the United States government's (USG) Bureau of Population, Refugees and Migration (PRM), which provides vital food assistance, was in the last year of a three-year grant ending in February 2019.

Canada GAC (Inter Pares), UK DFID (Humanitarian Assistance and Resilience Programme Facility (HARP-F)), and the Republic of China (Taiwan) all donated as budgeted.

Funding from the Livelihoods and Food Security Trust Fund (LIFT) began in mid-2017 and covers two years of rehabilitation work in south eastern Myanmar, ending mid-2019. TBC also received Emergency Response funding from HARP-F to provide humanitarian assistance, thus increasing expenditure for Myanmar based programmes. Funding from the EC Myanmar project was overstated in 2017 and a correction of THB 114M was made in 2018.

Via TBC partner Act for Peace, funding from the Australian government for Gender Action Platform (GAP) supports programming both in Thailand and Myanmar.

Non-government contributions came from partners Act for Peace, Caritas Australia, Christian Aid, Church World Service, ICCO Cooperation, and an unnamed foundation. TBC also receives regular donations from loyal individuals throughout the year.

*FCS programme launch in Ban Don Yang camp*



Figure 5.4: Programme Expenditure 2018 and Budget 2019 (THB)

	Strategic Objectives and Activities	Budget 2018	Total Actual 2018	% Spent	Budget 2019	% 2019 vs 2018
	Exposure visits	1,000,000	143,029	14%	600,000	419%
	Return Working Groups	500,000	252,332	50%	-	0%
	Cross Border Linkages	400,000	646,718	162%	1,600,000	247%
<b>1</b>	<b>PLANNING FOR VOLUNTARY RETURN</b>	<b>1,900,000</b>	<b>1,042,079</b>	<b>55%</b>	<b>2,700,000</b>	<b>259%</b>
	Food Security & Livelihoods	4,300,000	5,384,917	125%	300,000	6%
	Shelter/NRM	2,650,000	1,202,373	45%	2,100,000	175%
	Job Creation - Stipends	1,100,000	1,114,485	101%	300,000	27%
	Myanmar -CBO/CSO sub Grants	40,129,839	46,959,053	117%	25,100,000	53%
<b>2</b>	<b>FOOD SECURITY &amp; LIVELIHOODS</b>	<b>48,179,839</b>	<b>54,660,829</b>	<b>113%</b>	<b>27,800,000</b>	<b>51%</b>
	Charcoal	93,055,240	106,876,672	115%	103,000,000	96%
	Food supplies	101,090,703	163,412,646	162%	37,000,000	23%
	Food Card System Payments	177,575,867	67,189,567		206,200,000	
	Training FCS / Energy Initiatives	500,000.00	48,990.00	10%	-	0%
	Humanitarian Stipends	7,353,855	6,381,896	87%	4,200,000	66%
	Camp Mgmt. Support-Supplies	3,544,716	2,077,701	59%	3,000,000	144%
	Shelter supplies	14,150,000	15,986,017	113%	15,000,000	94%
	Nutrition	21,733,011	19,774,218		14,400,000	73%
	Other support	9,400,000	10,750,113	114%	7,200,000	67%
	Myanmar	-	9,453,345	-	11,000,000	116%
<b>3</b>	<b>HUMANITARIAN SUPPORT</b>	<b>428,403,392</b>	<b>401,951,165</b>	<b>94%</b>	<b>401,000,000</b>	<b>100%</b>
	Camp Administration (Central & Camp)*	8,252,841	8,789,111	106%	6,700,000	76%
	Stipend Workers (Central, Camp & CMPP)	14,837,067	11,920,042		14,100,000	118%
	Community Empowerment	1,549,006	-	0%	-	
	Peacebuilding	500,000	966,634	193%	1,200,000	124%
	Capacity Building	950,000	1,926,508	203%	1,100,000	57%
	Myanmar	-	200,000		1,900,000	950%
<b>4</b>	<b>PROTECTION</b>	<b>26,088,914</b>	<b>23,802,295</b>	<b>91%</b>	<b>25,000,000</b>	<b>105%</b>
	Responsible exit-Partners	2,837,436	2,246,088	79%	2,300,000	102%
	TBC Organizational Resources**	98,652,097	101,418,768	103%	83,000,000	82%
	Myanmar	-	3,724,295	-	-	
<b>5</b>	<b>RESPONSIBLE EXIT</b>	<b>101,489,533</b>	<b>107,389,152</b>	<b>106%</b>	<b>85,300,000</b>	<b>79%</b>
	Governance	3,075,000	2,414,716	79%	2,200,000	91%
	Costs of generating funds	800,000	467,772	58%	1,000,000	214%
	<b>TOTAL TBC EXPENDITURE</b>	<b>609,936,678</b>	<b>591,728,007</b>	<b>97%</b>	<b>545,000,000</b>	<b>92%</b>

\* Total Actual 2018 expenses include 1,178,520 THB for stipend worker accounted for in Camp Admin KNRC

\*\* Total Actual 2018 expenses include 7,005,083 THB Severance paid out from designated funds

Quantity	Budget 2018	Actual 2018
Rice (MT)	4,321	7,960
Fishpaste (MT)	201	378
Salt (MT)	52	165
Pulses (MT)	421	811
Cooking Oil (000 litres)	232	416
Fortified flour (MT)	204	448
Charcoal (MT)	7619	8352

Unit Cost	Budget 2018	Actual 2018
Rice kg	15.23	12.98
Fishpaste kg	32.64	30.77
Salt kg	7.55	7.26
Pulses kg	24.60	17.82
Cooking Oil litre	43.94	38.31
Fortified flour kg	40.30	37.63
Charcoal kg	10.78	12.80

## Expenses for 2018

Figure 5.4 presents actual expenditure for 2018 and budget projections for 2019 in Thai baht.

Total expenses for 2018 were THB 592M and resulted in TBC being under-budget by almost THB 20M. This was largely due to the expectation that the FCS would be fully rolled out in camps. FCS is significantly more costly than the purchase and distribution of food commodities directly by TBC, but the increased self-management of resources by households that the FCS provides is part of the overall strategy to better prepare refugees for the future.

As previously mentioned, potential savings from lower prices on commodities were offset by the unexpectedly high price paid for charcoal, which is TBC's largest programme cost and 18% of the overall budget.

Downsizing of staff continued into 2018. TBC started the year with 78 staff and ended with 55. TBC believes that this is the minimum number of staff needed to continue to deliver quality support at current programming levels. No additional personnel cuts are expected for 2019.

## 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 2018 totalled THB 69M, including USG/PRM THB 34M and ANCP/DFAT THB 30M. TBC claims instalments from PRM based on a monthly forecast, from DFID one time annually, and from DFAT biannually. IRC administers both DFAT funding and PRM 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 has not yet been paid. The balance owed at the end of December 2018 was THB 57M.

Figure B.1 in the Appendix presents cash and bank balances at year end totalling THB 160M, which was an increase of THB 20M from the start of 2018.

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 54M.
- TBC's designated funds to cover the severance pay liability to all staff, following both Thai and Myanmar law. The total value was THB 22M at the end of December 2018. This fund does not form part of unrestricted general reserves.
- TBC's designated funds to cover costs that in 2017 were associated with eventual closedown. At the end of December 2018 these funds remained at THB 50M, with plans to further detail actual needs in 2019.
- The amount of general funding needed to cover the investment in the net value of fixed assets, valued at THB 1.3M.
- The balance of general funding that is the freely available reserves totalled THB 44M.

Funding reserves at the end of 2018 totalled THB 172M, a negative net movement of THB 72M.

## Cash Flow

Liquidity is a concern throughout the year and must be regularly monitored. In addition to the normal problems of getting funds released as quickly as possible, the problem is intensified because expenses are unequal through the year. Due to the procurement of the annual supply of building materials and the stockpiling of food in some camps prior to the rainy season, 60% of TBC's expenses are budgeted to be incurred in the first half of the year.

Figure B.2 in the Appendix presents, in Thai baht (THB) 000's, the actual monthly cash flows and liquidity surplus/ (shortfall) for 2018.

The net cash flow for the year was a positive THB 18.5M, consisting of cash receipts totalling THB 592M and payments made to suppliers of THB 572M.

## Grant allocations for 2018

Figure B.3 in the Appendix 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 2018

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

- **Planning for Voluntary Return**  
This objective was 45% lower than budgeted as some activities were allocated under livelihoods, even though they were joint projects between camps and host communities in areas of potential return.
- **Food Security and Livelihoods**  
This objective was 13% over budget for the year due to a change in strategy that brought forward the 2019 planned expenditure from a TBC private foundation and phased out the livelihoods budget by end of the year.
- **Humanitarian Support**  
Overall underspend for this objective was THB 26M, or 6%.  
  
**Food and Charcoal Supplies:** THB 76M (37%) over budget, which was caused by three main variables. 1. The population did not decrease as planned. 2. The cost that TBC paid for charcoal was higher than budgeted. 3. The FCS did not roll out in five of the planned camps. Despite the higher costs on these budget lines, however, TBC was able to come in under budget on food because delivering actual commodities is cheaper than the FCS.

**Food Card System:** FCS came in under budget by THB 110M, or 60%, because a lack of formal approval from MoI delayed the roll out in more camps.

**Shelter Supplies:** Shelter expenditure was over budget by almost THB 2M (13%) due to weather-related emergencies causing damage in some camps. TBC will maintain a budget of THB 18M for 2019.

**Nutrition:** Nutrition was underspent by THB 2M (9%) for the year due to reduced caseload enrolment in the SFP/TFP programmes.

- **Protection**  
Protection was under budget by THB 2M, (9%) due to lower donor funding. This required TBC to reduce Camp Committee administration costs.
- **Burma/Myanmar Programme**  
All expenditures for the Burma/Myanmar programme are funded by dedicated funding streams. EU-AUP were contracted to March and extended until August 2018, while the LIFT consortium grant continues into 2019. Christian Aid also supports south eastern Burma/Myanmar programming. Burma/Myanmar programme in total represents 11% of TBC's overall operation. Burma/Myanmar programming shows 20M THB overspent for two main reasons:
  - Delays in implementing activities from 2017 on the LIFT contract, and
  - Emergency response funding coming from HARP-F Myanmar for displacement caused by conflict in the Hpapun region, which was not budgeted.
- **Resource costs**  
Under budget by THB 4M. Total cost of resource/overheads was THB 94M, which reflects a decrease of THB 15M from 2018 and the impact from the organisation's continued downsizing. Staffing was reduced by 26 individuals throughout the year, but no other reductions are anticipated for 2019. Of the THB 101M shown on the figure, THB 7M was paid out in severance to 17 staff who left during 2018.
- **Governance /Other costs**  
An FX gain of THB 6.5 M was realized in 2018, mainly from the USD.

## Summary of financial positions at the end of 2018

Overall costs for TBC in 2018 totalled THB 592M against a budget of THB 609M, resulting in an overall savings of 18M THB (3%).

To put the current position in context, while the verified case load from January 2014 to December 2018 has fallen by 27%, TBC's income from 2014 to 2018 has fallen by 56%. In 2018, TBC had to cover almost 13% of the overall budget from its reserves.

As TBC moves into 2019, it has total reserves of THB 115M (approx. USD 3.6M). THB 44M (approximately USD 1.4M) are general freely available reserves that can be utilised towards the core costs of the organisation.

## Operation budget 2019

### Income

Anticipated income for 2019 relies on existing donors: no new funding sources are expected. Based on the assumption that TBC will not have new funding, the total income has been estimated at THB 519M and reflects a reduction of only THB 1M against 2018 actual income.

Key donors DFID (HARP-F) and PRM have confirmed similar contributions as last year.

As seen in the funding breakdown in Figure 5.3, the five main donors (PRM, DFAT, DFID, GAC, and LIFT) represent 95% of all income coming in to the organisation. PRM alone makes up 66% of the overall portfolio.

### Expenditure

- Camp populations are predicted to gradually decline at a rate of 7% during 2019, starting with a population of 86,000 and ending with 81,000 by the end of the year.

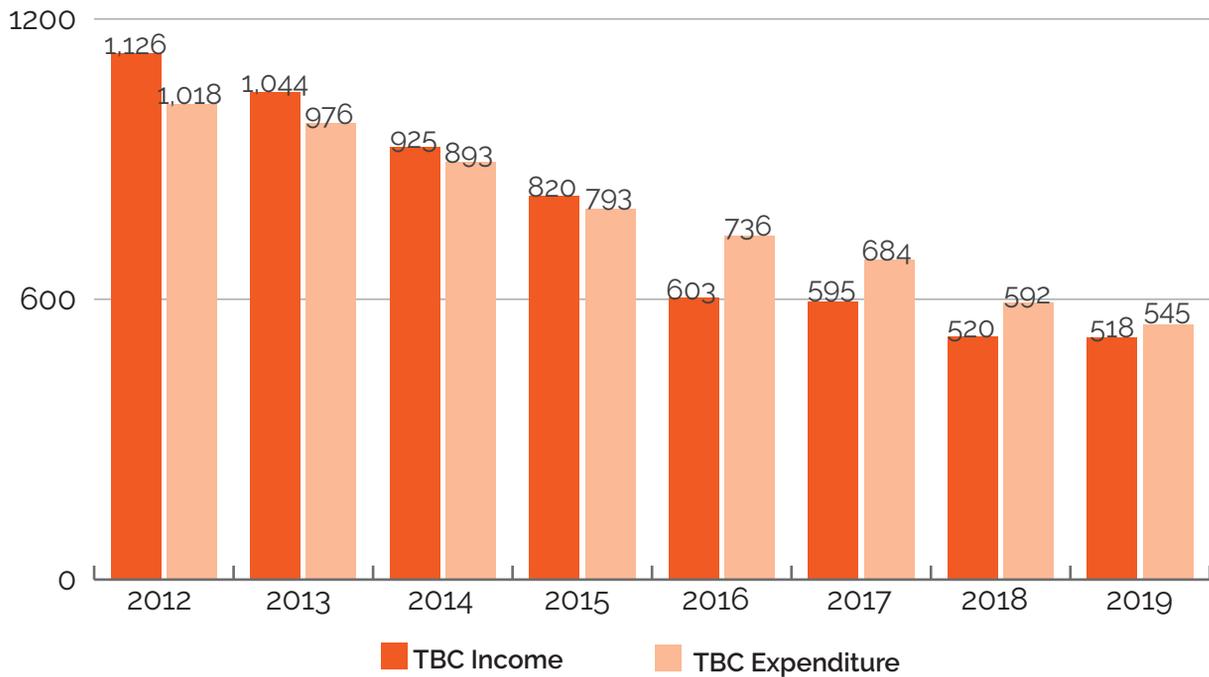
- An annual increase of 6% on all commodity prices has been budgeted. However, with the planned FCS roll-out throughout the year, potential price increases should have little impact on TBC's actual purchase of food items.
- The staggered roll-out of the FCS has been included in expenditure calculations at a budget of 116% more than 2018, assuming permission is received from MoI. With the FCS, the risk of large increases in commodity prices shifts to the refugees. However, as the FCS gains momentum in the camps, it is hoped that familiarity and economies of scale from wholesalers will deliver more competitive prices to camp consumers.
- The Burma/Myanmar programme is calculated to cost 38M THB in 2019 and is funded primarily by LIFT.
- FX rates are as of late November 2018. The GBP rate is potentially the most unpredictable going into 2019 due to uncertainty with Brexit.
- Because of the expected financial commitments from the US and UK governments, rations will remain at current levels.
- There are no plans to reduce staffing levels in the organisation any further in 2019. TBC will continue, however, to monitor income, exchange rates, and population size very actively and adjust when necessary.
- Based on these points, TBC has estimated total expenditures at THB 545M for 2019, which is a reduction of THB 65M from 2018.

### Funding Gap

Despite a more positive financial outlook than predicted, TBC will still realize a planned use of its reserves by THB 25M in 2019.

TBC will continue to assess non-core activities, as defined by both TBC and its beneficiaries, in an effort to reduce costs wherever it is reasonable and practical to do so. Figure 5.5 presents trends of TBC's income and expenditure during 2012-2018.

**Figure 5.5 2012-2018 INCOME AND EXPENDITURE TRENDS (THB MILLION) WITH 2019 PROJECTIONS**



## FINANCIAL OUTLOOK 2019-2020

In 2018, with multiyear funds coming to an end, funding to support the current population levels for 2019 were unknown. TBC started taking serious action to reduce operational costs three years ago. Over the last three years, TBC has downsized in Thailand significantly, to a minimum staffing level for ongoing operations.

With refugee populations elsewhere in the world continuing to rise, it has become increasingly difficult to bring a focus on protracted refugee situations. However, TBC has been able to secure multiyear funding from two key donors: US PRM (three years through 2021) and UK DFID (HARP-F) (two years through 2020). With the loss of contributions from Sweden and Norway end 2017 and with the four-year funding from the Canadian Government ending in 2019, it is essential for donors to renew their commitments to the border programme to maintain stability until durable solutions for all are achieved.

The rate of departures from camps has been lower than anticipated and is projected to remain at similar rates for the next few years; thus, the population could still be around 70,000 in 2021.

TBC intends to maintain ratios at current levels for the foreseeable future. While the Food Card system 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. As long as returns to Myanmar remain low, there are also limited opportunities for attracting significant funds for areas of potential return.

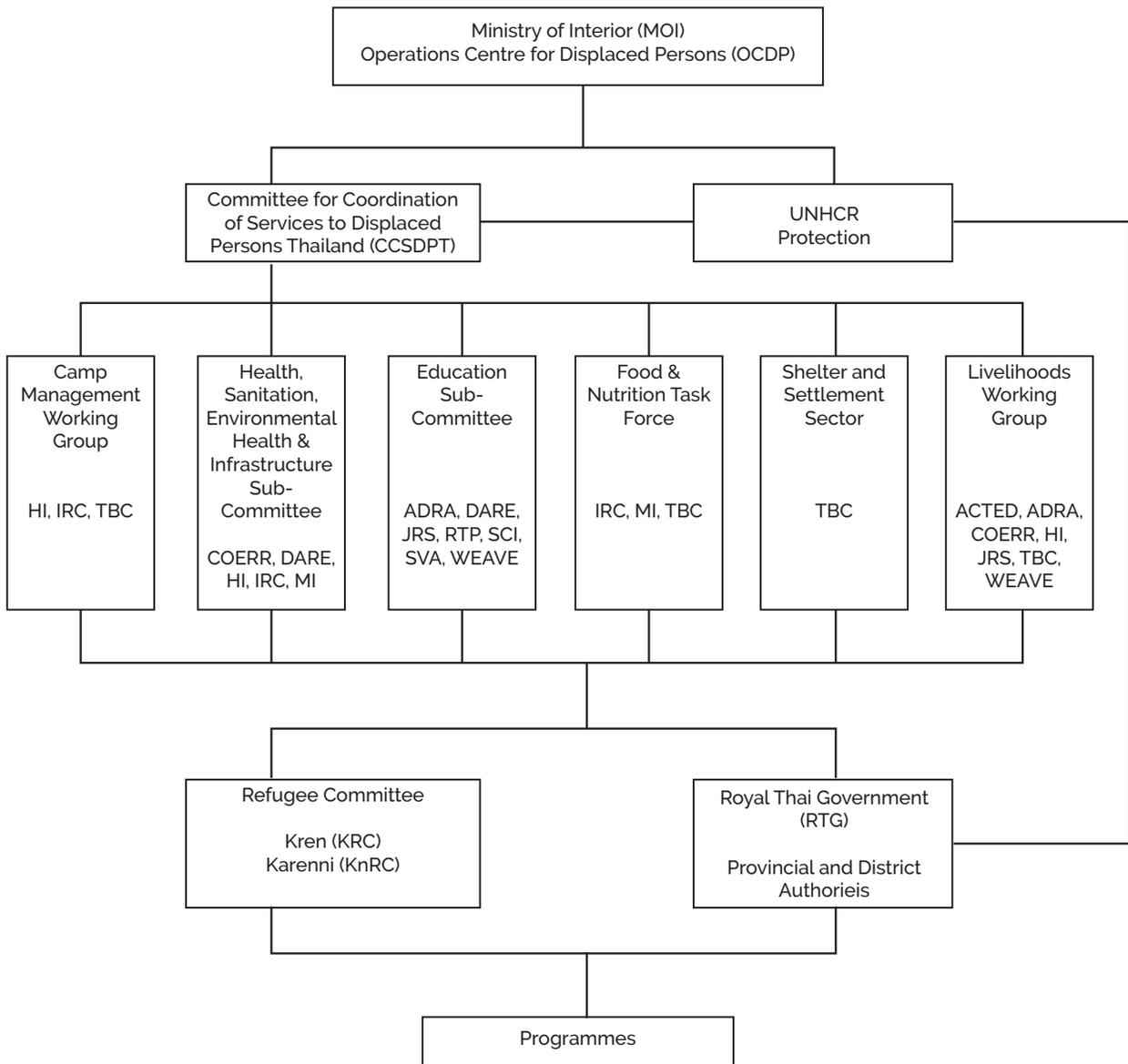
TBC's financial reserves position remains a major cause for concern and will be protected over the next three years, in that that funds are set aside for both staff severance and the phase out period, and field operations will be adjusted accordingly. In the future, TBC will detail a phase out plan of what will be required to wind down the organisation when there is no longer an operational need in Thailand. Until then, THB 50M as the phase out budget, as well as the necessary reserve to cover severance costs of staff, will remain safeguarded.

# APPENDICES



# APPENDIX A

## CCSDPT/UNHCR Coordination Structure



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

# APPENDIX B

Figure B1: Balance Sheet as of December 31, 2017 and December 31, 2018

ASSETS	Thai Baht	
	31 Dec 17	31 Dec 18
<b>Current Assets</b>		
<b>Cash at bank and in hand</b>		
Bank	119,784,202	157,143,605
Cash	333,743	228,116
<b>Total Cash at bank and in hand</b>	<b>120,117,945</b>	<b>157,371,721</b>
Accounts Receivable	129,905,016	66,482,105
<b>Other Current Assets</b>		
Sundry Receivable	320,627	537,118
Advances Expenses	640,000	415,000
Advance Programme Expense to partners	20,714,969 *	2,008,004
Accrued Income & Deferred Expense	846,901	641,581
Deposits	622,500	560,000
<b>Total Other Current Assets</b>	<b>23,144,997</b>	<b>4,161,703</b>
<b>Total Current Assets</b>	<b>273,167,958</b>	<b>228,015,529</b>
<b>Fixed Assets</b>		
Gross Fixed Assets	26,615,516	22,115,196
Acc. Depreciation	(23,627,898)	(20,811,352)
<b>Total Fixed Assets</b>	<b>2,987,618</b>	<b>1,303,844</b>
<b>TOTAL ASSETS:</b>	<b>276,155,576</b>	<b>229,319,373</b>
<b>LIABILITIES</b>		
Accounts Payable	28,674,973	33,718,535
Payable Business Development	189,390	180,085
Deferred Income	0	19,356,430
Payable to Donors/Suppliers	0	308,709
Accrued Expenses	1,186,292	1,542,485
Payroll Suspense Account	1,141,596	1,109,929
Myanmar Provident Fund	796,443	1,091,310
<b>Total Liabilities:</b>	<b>31,988,694</b>	<b>57,307,483</b>
<b>Assets Less Liabilities:</b>	<b>244,166,882</b>	<b>172,011,890</b>
<b>FUND</b>		
Opening Balance Equity	91,755,882	91,755,882
Retained Earnings	241,062,726	152,411,000
Net movement funds	(88,651,726)	(72,154,992)
<b>Fund Balance:</b>	<b>244,166,882</b>	<b>172,011,890</b>
<b>FUND ANALYSIS</b>		
Restricted Fund	119,668,901	54,205,558
Designated Fund- Severance Provision	29,570,000	20,000,000
Designated Fund- Closedown Provision	50,000,000	50,000,000
General Fund	44,927,980	47,806,332
<b>Total Fund:</b>	<b>244,166,881</b>	<b>172,011,889</b>

**Notes** \* 20,714,969 baht was by mistake included in the Bank figure in the prior year table.

**Figure B2: Cash Flow January to December 2018 (THB 000)**

That Baht 000's	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual
<b>Government-backed funding</b>													
Australia ANCP (Act for Peace - NCCA)	-	-	-	-	1,797	1,017	-	-	-	2,011	-	-	4,825
Australia DFAT (IRC)	-	24,343	-	-	-	-	-	19,890	-	-	-	-	44,233
Australia DFAT GAP (Act for Peace - NCCA)	-	1,287	-	-	-	1,613	-	-	-	-	1,830	-	4,729
Canada -GAC (Inter-Paires)	11,606	-	-	-	-	-	11,270	-	-	-	-	-	22,876
Denmark - DANIDA	-	-	-	-	4,240	-	4,338	-	-	-	-	-	8,578
EC (Mercy Corps)	-	-	1,356	-	967	-	-	-	-	-	-	-	2,322
Republic of China - Taiwan	-	-	-	-	-	-	-	2,762	-	-	-	-	2,762
UNOPS - LIFT Fund - Myanmar	-	-	-	-	-	-	46,992	-	-	-	-	-	46,992
UK DFID (HARP-F)- Thailand	-	5,815	-	-	-	-	-	-	-	42,990	-	-	48,805
UK DFID (HARP-F) - Myanmar	-	-	-	-	5,787	-	-	-	-	-	-	-	5,787
USA PRM - IRC	-	28,229	48,606	-	88,739	-	21,055	39,334	46,873	20,288	-	-	369,776
NCA Norwegian Church Aid	7,379	-	-	-	-	-	-	-	-	-	-	-	7,379
<b>Total Government-backed:</b>	<b>18,985</b>	<b>59,674</b>	<b>49,962</b>	<b>-</b>	<b>101,530</b>	<b>2,629</b>	<b>83,655</b>	<b>61,985</b>	<b>46,873</b>	<b>65,288</b>	<b>1,830</b>	<b>76,653</b>	<b>569,065</b>
Other													
Caritas Australia	-	-	-	-	3,914	-	-	-	-	-	-	-	3,914
Christian Aid - Myanmar	-	-	-	3,059	-	-	-	-	-	-	-	-	3,059
Church World Service	-	-	-	-	-	1,644	-	-	-	-	-	-	1,644
ICCO	-	-	-	-	-	-	-	-	-	-	-	-	-
Private Foundation	10	-	-	-	-	4,904	-	-	-	-	-	-	4,914
Other Donations	11	11	19	11	11	48	11	54	11	11	11	28	236
Income from Marketing	-	1	3	-	0	2	-	-	2	6	-	36	49
Interest	32	36	59	49	58	98	43	74	71	89	90	57	756
Other Income (Gains on Exchange & Asset Disposal)	-	-	-	-	-	13,158	-	-	-	-	1,343	(6,664)	7,836
<b>Total other:</b>	<b>53</b>	<b>48</b>	<b>82</b>	<b>3,119</b>	<b>3,982</b>	<b>19,853</b>	<b>54</b>	<b>128</b>	<b>83</b>	<b>106</b>	<b>1,443</b>	<b>(6,543)</b>	<b>22,409</b>
<b>Total receipts:</b>	<b>19,039</b>	<b>59,722</b>	<b>50,043</b>	<b>3,119</b>	<b>105,513</b>	<b>22,483</b>	<b>83,710</b>	<b>62,114</b>	<b>46,956</b>	<b>65,394</b>	<b>3,273</b>	<b>70,109</b>	<b>591,474</b>
Total payments	49,284	44,441	51,083	42,822	53,547	70,078	51,522	41,132	39,720	37,537	40,970	50,790	572,927
Net cash flow	(30,245)	15,281	(1,040)	(39,702)	51,966	(47,595)	32,187	20,981	7,236	27,857	(37,698)	19,319	18,547
Opening bank balance	140,833	110,588	125,868	124,828	85,126	137,092	89,497	121,684	142,665	149,901	177,758	137,260	140,833
<b>Closing bank balance</b>	<b>110,588</b>	<b>125,868</b>	<b>124,828</b>	<b>85,126</b>	<b>137,092</b>	<b>89,497</b>	<b>121,684</b>	<b>142,665</b>	<b>149,901</b>	<b>177,758</b>	<b>140,060</b>	<b>156,580</b>	<b>156,580</b>
Less accounts payable	(28,187)	(64,809)	(54,183)	(57,527)	(50,262)	(62,869)	(46,394)	(41,645)	(35,877)	(45,813)	(57,651)	(56,232)	(56,232)
<b>Liquidity surplus/(shortfall)</b>	<b>82,400</b>	<b>61,059</b>	<b>70,646</b>	<b>27,598</b>	<b>86,830</b>	<b>26,627</b>	<b>75,289</b>	<b>101,020</b>	<b>114,024</b>	<b>131,944</b>	<b>82,409</b>	<b>100,347</b>	<b>100,347</b>

Figure B3: Fund Allocations and Balances 2018 (THB)

Funding Source	31/12/2017 Fund	Income	1.Planning for voluntary return	2. Food Security & Livelihoods	3. Humanitarian Support	4. Protection	5. Responsible Exit	6. Governance	Expenses	31/12/2018 Fund
<b>Australia ANCP (Act for Peace-NCCA) 2018/19</b>	3,048,895	6,115,904	-	-	738,522	3,910,105	1,648,695	-	6,297,322	2,867,477
Australia ANCP GAP (Act for Peace)	3,723,749	7,535,936	2,585	-	1,873,053	895,023	2,794,880	-	5,565,541	5,694,144
Canada GAC (Inter Pares)	-	23,212,170	622,917	72,309	5,987,279	12,501,259	4,028,406	-	23,212,170	-
Christian Aid - Myanmar	-	3,035,088	233,410	11,000	2,553,060	200,000	37,618	-	3,035,088	-
Church World Service	-	1,644,000	-	85,691	248,535	1,309,774	-	-	1,644,000	-
EC (Mercy Corps) - Myanmar	6,602,501	(113,721)	-	2,661,735	-	-	3,452,527	374,518	6,488,780	-
ICCO - KIA 2017/18	1,148,448	-	-	-	1,148,448	-	-	-	1,148,448	-
ICCO - KIA 2018/19	-	1,867,360	-	-	350,675	-	-	-	350,675	1,516,685
LIFT Fund (UNOPS) - Myanmar	18,599,332	43,350,370	-	44,297,319	72,960	-	7,643,208	-	52,013,487	9,936,215
Republic of China (Taiwan)	-	3,300,650	-	-	3,300,650	-	-	-	3,300,650	-
UK DFID (HARP-F) Myanmar	-	5,787,189	-	-	4,979,544	-	807,645	-	5,787,189	-
UK DFID (HARP-F) Thailand	-	42,996,100	96,032	501,049	27,314,187	4,614,461	10,470,372	-	42,996,100	-
USA BPRM (IRC) 2017/18	84,335,589	-	-	-	81,435,537	-1,595,854	4,495,906	-	84,335,589	-
USA BPRM (IRC) 2018/19	-	313,306,042	-	-	258,812,766	-	20,298,654	3,600	279,115,020	34,191,022
Private Foundation	2,210,386	4,933,962	74,063	5,779,311	-	-	1,290,974	-	7,144,348	-
<b>Total Restricted:</b>	<b>119,668,900</b>	<b>456,971,050</b>	<b>1,029,007</b>	<b>53,408,414</b>	<b>388,815,216</b>	<b>21,834,768</b>	<b>56,968,885</b>	<b>378,118</b>	<b>522,434,407</b>	<b>54,205,543</b>
General									Allocation	
Australia AusAID (DFAT) 2017/18 (IRC)	25,925,500	-	11,070	1,004,448	7,934,341	226,406	15,747,131	1,002,104	25,925,500	-
Australia AusAID (DFAT) 2018/2019 (IRC)	-	41,310,510	2,002	247,968	4,695,174	1,741,121	12,466,725	1,502,265	20,655,255	20,655,255
Caritas Australia	-	3,869,366	-	-	-	-	3,869,366	-	3,869,366	-
Denmark DANIDA (DanChurchAid)	-	8,548,679	-	-	506,447	-	8,042,232	-	8,548,679	-
Other Donations	-	280,838	-	-	-	-	280,838	-	280,838	-
Interest received	-	756,138	-	-	-	-	756,138	-	756,138	-
Other Income (Disposal of Assets)	-	1,343,200	-	-	-	-	1,343,200	-	1,343,200	-
FX Gain	-	6,493,234	-	-	-	-	6,493,234	-	6,493,234	-
Transfer to Designated Severance fund	-	-	-	-	-	-	(7,005,783)	-	(7,005,783)	7,005,783
General Reserve	19,002,481	-	-	-	-	-	8,427,173	-	8,427,173	17,581,091
<b>Total General:</b>	<b>44,927,981</b>	<b>62,601,965</b>	<b>13,072</b>	<b>1,252,416</b>	<b>13,135,962</b>	<b>1,967,527</b>	<b>50,420,254</b>	<b>2,504,369</b>	<b>69,293,600</b>	<b>45,242,129</b>
<b>Designated (Severance Fund):</b>	<b>29,570,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>7,005,783</b>	<b>-</b>	<b>7,005,783</b>	<b>22,564,217</b>
<b>Designated (Closedown provision)</b>	<b>50,000,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>50,000,000</b>
<b>Total:</b>	<b>244,166,881</b>	<b>519,573,015</b>	<b>1,042,079</b>	<b>54,660,830</b>	<b>401,951,178</b>	<b>23,802,295</b>	<b>107,389,139</b>	<b>2,882,487</b>	<b>591,728,007</b>	<b>172,011,889</b>

# APPENDIX C

## list of Acronyms

CAP	Community Agriculture Programme	KORD	Karen Office of Relief and Development
CBO	Community Based Organisation	KRC	Karen Refugee Committee
CCA	Consortium of Christian Agencies	KWO	Karen Women's Organisation
CCSDPT	Committee for Coordination of Services to Displaced Persons in Thailand	KYO	Karen Youth Organisation
CMPP	Camp Management and Preparedness Programme	LIFT	Livelihoods and Food Security Trust Fund
CMT	Community Managed Targeting	LLHC	Livelihoods Committee
CRR	Karen Committee for Refugee Return	M	Million
CSO	Civil Society Organisation	Mol	Ministry of Interior (Thailand)
DFAT	Department of Foreign Affairs and Trade of Australia	MT	Metric Tonne
DFID	Department for International Development (UK)	MWO	Muslim Women's Organisation
DKBA	Democratic Karen Benevolent Army	NCA	Nationwide Ceasefire Agreement
EAO	Ethnic Armed Organisation	NCCA	National Council of Churches Australia
EU	European Union	NGO	Non-Governmental Organisation
FCS	Food Card System	NLD	National League for Democracy
FCSWG	Food Card System Working Group	NMSP	New Mon State Party
FRS	Financial Reporting Standard (UK)	NRM	Natural Resource Management
FSL	Food Security and Livelihoods	PDM	Post Distribution Monitoring
FX	Foreign Exchange	PRM	Bureau of Population, Refugees, and Migration
GAC	Global Affairs Canada	PROSPER	Promoting Sustainable Peace and Resiliency in Kayah programme
GBP	British Pound	RTG	Royal Thai Government
GoUM	Government of the Union of Myanmar	SFP	Supplementary Feeding Programme
GSV	Go and See Visit	SIGE	Social Inclusion and Gender Equity
HARP	Humanitarian Assistance and Resilience Programme	SORP	Statement of Recommended Practice (UK)
HHS	Household Hunger Scale	SSN	Shelter Special Needs
HIS	Health Information System	STAND UP	Sustainable Transformation of Agriculture, Nutrition and Development for Uplands programme
IDP	Internally Displaced Person	SWG	Shelter Working Group
INGO	International Non-Governmental Organisations	TBC	The Border Consortium
IRC	International Rescue Committee	TFP	Therapeutic Feeding Programme
IYCF	Infant and Young Child Feeding Programme	THB	Thai Baht
JMC-S/U	Joint Monitoring Committees at State and Union Levels	UK	United Kingdom
KDHW	Karen Department of Health and Welfare	UN	United Nations
KHRG	Karen Human Rights Group	UNHCR	United Nations High Commissioner for Refugees
KNPP	Karenni National Progressive Party	UPC	Union Peace Conference
KnRC	Karenni Refugee Committee	USD	US Dollar
KnRRRWG	Karenni Refugee Return and Reintegration Working Group	USG	United States Government
KNU	Karen National Union	VDC	Village Development Committee
KNWO	Karenni National Women's Organisation	WASH	Water, Sanitation and Hygiene
KnYO	Karenni Youth Organisation	WHO	World Health Organisation

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