



THE BORDER CONSORTIUM

ANNUAL REPORT 2020



WORKING WITH DISPLACED PEOPLE



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

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

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

Sally Thompson: Executive Director

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THE BORDER CONSORTIUM (TBC)

MISSION

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

VISION

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

VALUES

Dignity and Respect
Partnership
Empowerment
Reliability
Justice and Equity

MEMBER ORGANISATIONS

Christian Aid, United Kingdom (UK) and Ireland; Church World Service, USA; Dan Church Aid, 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

2020 Chairperson:	Ms. Alexis Chapman- Independent
Vice-Chair:	Ms. Leslie Wilson - Church World Service ¹
Secretary:	Mr. James Thomson- Act for Peace
	Mr. Knut Christiansen- Norwegian Church Aid ²
	Mr. Leon de Riedmatten- Independent
	Ms. Samantha McGavin- Inter Pares
	Andreas Kiaby – Dan Church Aid ³
	Marvin Pannell- Church World Service ⁴

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¹ Ms. Leslie Wilson resigned in November 2020

² Mr. Knut Christiansen resigned in November 2020

³ Ms. Andreas Kiaby was elected to the board in November 2020

⁴ Mr. Marvin Pannell was elected to the board in November 2020

ABOUT TBC

TBC is an association of nine international non-governmental organisations (INGOs) from nine countries. It is governed by a six-member Board of Directors and led by an Executive Director who reports to the Board. Membership is open to INGOs with similar interests and objectives. TBC's head office is in Bangkok, with two field offices in Thailand. It has an office in Yangon, Myanmar and two field offices in south eastern Myanmar. TBC works in cooperation with the Royal Thai Government (RTG), in accordance with regulations of the Ministry of Interior (Mol). TBC is an Executive Committee member of the Committee for Coordination of Services to Displaced Persons in Thailand (CCSDPT), which consists of thirteen INGO members and coordinates with the United Nations High Commissioner for Refugees (UNHCR). TBC's programmes are consistent with the CCSDPT/UNHCR Strategic Framework for Durable Solutions and are implemented through partnerships with Refugee Committees, community-based organisations (CBOs), and civil society organisations (CSOs).

TBC is registered as an INGO under the Association Registration Law with the Ministry of Home Affairs of the Republic of the Union of Myanmar and is a member of the Myanmar INGO Forum and the South East Working Group. TBC is a signatory to the Code of Conduct for The International Red Cross and Red Crescent Movement and NGOs in Disaster Relief. As such, it aims to be impartial and independent in relation to any political viewpoint. TBC and its member organisations are not affiliated with the political aspirations or foreign policies of any government, group, or movement. TBC's advocacy work is based on the principles of international humanitarian and human rights law and is aimed at ensuring that the rights of all TBC's target groups and stakeholders are fulfilled, regardless of race, creed, or political affiliation. TBC has a strong commitment to the protection of children who fall under its mandate. TBC's Code of Conduct and Child Protection Policy bind all staff members, board members, partners, contractors, and visitors. TBC strives to deliver timely, quality services to the refugees in Thailand and to conflict-affected communities in south eastern Myanmar. The overriding working philosophy is to maximise participation of the community in programme design, implementation, monitoring, and feedback.

TBC is a company limited by guarantee in England and Wales (Company Number 05255598). It is also registered with the Charity Commission for England and Wales (Number 1109476). TBC's registered office is at 35 Lower Marsh, London SE1 7RL.

As an organisation, TBC evolved from the Consortium of Christian Agencies (1984) to the Burmese Border Consortium (1991), the Thailand Burma Border Consortium (2004), and finally to its current identity as, The Border Consortium (2012).

TBC's 2020 combined operating expenditures for programmes in Thailand and Myanmar was Thai baht (THB) 567 million (M) (approximately United States dollars (USD) 18.6M). The operating budget for 2021 is THB 544M (USD 17.2M). Donations can be made through the TBC website at www.theborderconsortium.org. TBC also can be found on Facebook and Twitter.



EXECUTIVE SUMMARY

This report covers the period January to December 2020 and outlines TBC's progress based on the organisation's Strategic Directions for Thailand and Myanmar 2020–2022. TBC's programmes reached more than 140,000 men, women, and children—about 80,000 in nine refugee camps in Thailand, and over 60,000 in 14 townships in south eastern Myanmar.

In Myanmar the role of ethnic service providers in combatting COVID-19 was considerable, manning screening checkpoints and enforcing community based quarantines. Through quick adjustment with local partners and a transition to online meetings and trainings, programmes managed to stay broadly on track. In elections held on 8 November the National League for Democracy won over 82% of the total vote. 2020 saw continued militarisation and conflict throughout ethnic areas of the country and COVID-19 saw a large return of roughly 100,000 Thailand based migrant workers

In Thailand, COVID-19 saw the government declare a state of emergency. The enforcement of restrictions on refugees being allowed in and out of camp negatively impacted their ability to generate income outside of camps. In 2020 one case of COVID-19 was detected in Umpiem Mai, brought into the camp from a migrant worker visiting relatives. UNHCR facilitated voluntary repatriation scheduled for February was postponed with no-one returning to Myanmar through the formal process during the year. Restrictions in camp access saw TBC pivot to remote communications with camp based staff.

At the end of December, 79,463 people remained in nine camps in Thailand ⁵, 982 people had departed for third country resettlement, and 1,362 people left the camps to seek alternatives in Thailand ⁶. There were 1,594 children born in the camps over the year.

Expenses for 2020 totalled THB 567M (USD 18M) against the adjusted budget of THB 586M (USD 18.6M) in income. The operational budget for 2021 is THB 544M (USD 17.2M). With a constant population during 2020 due to COVID-19 and the added potential for increased needs on the border given the February 2021 Military coup in Myanmar, TBC plans to maintain current reserves.

⁵ <https://www.theborderconsortium.org/wp-content/uploads/2021/01/2020-12-December-map-tbc-unhcr.pdf>

⁶ IOM Thailand departure statistics as of December 2020



CHAPTER 1: SITUATION UPDATE



MYANMAR

The first case of COVID-19 in Myanmar was confirmed in March. As tourism, hospitality and entertainment sectors in Thailand were hit hard by restrictions, migrants in Thailand rushed to return to Myanmar to avoid the travel restrictions and closing of the border. By the end of June approximately 100,000 migrant workers returned to Myanmar through formal crossing points, and many people also returning through unofficial crossings. Despite this large movement of people, no community transmissions were recorded in association with this return of migrant labourers.

Ethnic Armed Organisations played a large role in COVID-19 prevention and the enforcement of community based quarantines. EAOs also undertook large scale screening at checkpoints and highways. Despite such efforts, government and EAO co-ordination was undermined by militarisation. COVID-19 lockdowns and travel restrictions, combined with a lack of adequate government support placed an added burden on already vulnerable communities. By 31st December, Myanmar had a total of 124,630 confirmed COVID-19 cases with 2,682 deaths.

Further complicating the situation for civilians was ongoing conflict in ethnic areas, including militarisation in south eastern Myanmar. Indiscriminate heavy artillery attacks displaced over 4,000 civilians in northern Karen State and armed hostilities resumed between the Tatmadaw and Karenni National Progressive Party (KNPP) in Kayah State.

In August the 4th Union Peace Conference, was held in Naypyidaw with representations from 10 NCA signatories in attendance. During this conference, 20 principles for Union Peace Accords were adopted, and an agreement on continuing the formal peace talks after the general elections with government was reached. However, scepticism remained high over their effectiveness in achieving a lasting and sustainable peace agreement.

In November the ruling National League for Democracy (NLD) won a resounding victory in the general elections, while ethnic political parties failed to make significant gains and the military-backed Union Solidarity and Development Party (USDP) fared poorly.

While the elections went off without any major incidents, concerns were raised that certain townships in Rakhine State and parts of Shan and Kachin States were barred from voting, allegedly due to security concerns, and that some minority ethnic groups, such as Rohingya, were excluded from the electoral process altogether. While the Union Election Commission and independent observers concluded the elections were conducted fairly and freely, the opposition USDP accused the government of irregularities, but offered no evidence. The military subsequently used electoral fraud as a pretext to stage a military coup in February 2021 in an attempt to seize power.

THAILAND

The first case of COVID-19 in Thailand was reported in January. A State of Emergency was declared in March which was repeatedly extended and continued into 2021. This declaration introduced several restrictions including on inter-provincial travel, large gatherings and introduced a general curfew. Shops and entertainment venues were closed, alcohol was banned throughout April to reduce social gatherings, Songkran was postponed, and people were told to wear masks. The closure of national borders for civilians and quarantines on international arrivals into Thailand managed to contain the number of COVID cases and throughout most of the year COVID-19 cases, and local transmissions, were very low and gradually restrictions eased. However, December saw a rise in COVID cases, which quickly

escalated, peaking at over 800 cases in one day. The majority of these cases were focused in migrant worker communities in the outskirts of Bangkok. This rise in cases was accompanied by a return of restrictions on gatherings, and on entertainment venues. By the end of the year Thailand had 6,884 cases and 61 deaths.

Thailand saw sustained protests throughout the latter half of 2020 in defiance of the emergency decrees as flash-mobs gathered through social media at different venues, but while protests took place across the country, they were most concentrated in Bangkok. Protestors focused on three key demands, the drafting of a new constitution, the resignation of Prime Minister Prayuth Chan-ocha and reform of the monarchy.

REFUGEES

In November there was a single case of COVID-19 detected in the refugee camps. The affected person had been working in Thailand and travelled to meet family in Umpiem Mai where he was found to have COVID-19. The camp was immediately locked down and the patient was transferred to local Thai hospital. Through the effective protection measures initiated by camp committees and health workers, a mass outbreak in camp was alleviated. The man was later deported to Myanmar after being discharged from hospital. COVID-19 pandemic has nonetheless had a great impact on the activities and the working procedures in the camps. Tightening restrictions on entry and exit of the camps had negative effects on livelihoods as refugees were unable to leave the camps in search of income opportunities.

With restrictions on border crossings, UNHCR facilitated voluntary repatriation scheduled for February was postponed with no-one returning to Myanmar through the formal process during the year. There was no progress made on the proposed U-turn for refugees to go back to Myanmar to apply for citizenship documentation and return to Thailand to join the migrant labour force. The government completed their population verification programme in the camps, but the data was not finalised. However, 982 people departed for third country resettlement, 1,362 people left reportedly to seek work opportunities in Thailand and 1,594 children were born in the camps.⁷ At the end of December 79,463 people (51% women) remained in nine camps, a net decrease during the year of 2%.⁸

MIGRANTS

Since the outbreak of COVID-19, migrant workers, predominately from Myanmar, have found themselves at the forefront of the crisis, as the spread of COVID-19 through migrant communities, exacerbated by cramped and crowded housing, has led them to be disproportionately affected, with some migrant communities barracked into their accommodation

and others expelled from worksites. Given thousands returned to Myanmar, there is now a lack of migrant labour in Thailand. Thus, combined with border closures and an inability of migrant labour to return to Thailand, there is the potential opportunity to allow refugees to temporarily work in Thailand to fill this labour shortage.

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⁷ IOM Thailand departure statistics as of December 2020

⁸ <https://www.theborderconsortium.org/wp-content/uploads/2021/01/2020-12-December-map-tbc-unhcr.pdf>



Refugee Camp Population: December 2020



Temporary Shelters	TBC Verified Caseload ¹			TBC Assisted Population ²	MOI/ UNHCR Verified Population ³
Province/Camp	Female	Male	Total	Total	Total
MAE HONG SON					
Ban Mai Nai Soi	3,887	3,918	7,805	7,499	8,202
Ban Mae Surin	947	986	1,933	1,907	1,948
Mae La Oon	4,124	3,970	8,094	7,876	9,019
Mae Ra Ma Luang	4,382	4,195	8,577	8,264	9,902
Subtotal:	13,340	13,069	26,409	25,546	29,071
TAK					
Mae La	15,231	14,274	29,505	28,640	34,320
Umptiem Mai	4,451	4,346	8,797	8,566	10,766
Nu Po	3,911	3,624	7,535	7,408	9,472
Subtotal:	23,593	22,244	45,837	44,614	54,558
KANCHANABURI					
Ban Don Yang	1,094	1,065	2,159	2,142	2,442
RATCHABURI					
Tham Hin	2,685	2,373	5,058	4,935	5,732
Total Refugees	40,712	38,751	79,463	77,237	91,803

Refugees by Ethnicity

Karen	80.40%
Karenni	9.70%
Burman	3.30%
Mon	0.60%
Other	6.10%

Refugees by Age Groups

New Born < 6 months	0.8%
6 months < 5 years	10.4%
5 years < 18 years	33.6%
>= 18 years	55.2%



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.

CHAPTER 2:

HISTORIC BACKGROUND



Refugees from Myanmar first began arriving in Thailand in 1975 due to Burma army counter-insurgency offensives that targeted civilians in the southeast of the country. In 1984, refugee camps were established that the RTG recognized as temporary shelters. Today, there are nine official camps along the border, from Mae Hong Son Province in the north to Ratchaburi Province, southwest of the Thai capital of Bangkok. Not wanting to replicate the large international presence that had evolved on the Cambodian border, RTG did not invite UNHCR to coordinate delivery of humanitarian assistance, thus limiting UNHCR's field presence when people first fled to Thailand from Myanmar. Instead, at the request of the RTG in 1984, a group of voluntary agencies provided refugees with basic humanitarian

assistance. These agencies formed the Consortium of Christian Agencies to coordinate food assistance and essential non-food items. This consortium has evolved through a few iterations into the secular agency known today as The Border Consortium. Relief programmes were coordinated in partnership with existing administrative and governance structures in the refugee communities. Former village and district leaders from inside Myanmar managed implementation of relief programmes. Over time, those initial administrative and governance structures were subsumed into the current camp management systems, which are guided by international principles and standards for humanitarian assistance. All key leadership roles in the camps are now elected positions.

CAMP OVERVIEW

Approximately 90% of the population in the nine camps belong to the Karen and Karenni ethnic groups, with approximately 10% of the total population currently identifying as other ethnicities. The Karen Refugee Committee (KRC) and the Karenni Refugee Committee (KnRC) are the lead bodies for managing camp structures and administration in the camps primarily populated by their respective ethnic groups. The KnRC oversees the two northernmost camps, Ban Mai Nai Soi and Ban Mae Surin located in Mae Hong Son Province. The KRC manages seven camps: Mae La Oon and Mae Ra Ma Luang in Mae Hong Son Province; Mae La, Umpiem Mai, and Nu Po in Tak Province; Ban Don Yang in Kanchanaburi Province; and Tham Hin in Ratchaburi Province. All the camps are sizeable communities—from around 1,930 people in Ban Mae Surin camp to 29,505 people in Mae La camp.⁹ Within a camp's perimeter, an elected Camp Committee governs the population, overseeing work via committees and working groups on food assistance, livelihoods, shelter, social affairs, and community regulation. Camps are divided into sections, and each section elects two leaders to run its affairs. Elections in the 8 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 Standards¹⁰ and the Sphere Project.¹¹ 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 INGOs that coordinates essential assistance and services to meet the needs of refugees across a range of sectors in the camps.¹² The CCSDPT is also the overall INGO body liaising with the Mol Operations Centre for Displaced Persons (OCDP) to ensure adequate provision of essential services. The work in each camp is overseen by the local personnel of the Mol Department of Public Administration (DoPA). TBC delivers all basic food (via Smart card) and shelter assistance, provides key nutrition support, offers livelihoods opportunities, and supports capacity building and camp management. Other agencies support health, water and sanitation, education, livelihoods, legal aid, protection, and community services. TBC has also worked with the camp leadership to develop accountability

9 <https://www.theborderconsortium.org/wp-content/uploads/2021/01/2020-12-December-map-tbc-unhcr.pdf>

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

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

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

and feedback mechanisms, which ensure that individual voices are heard, and problems dealt with in a cohesive and transparent manner. Other service providers in the camps have also developed accountability mechanisms for their individual areas of work.

The Mol is charged with the maintenance and security of the perimeters of all nine camps. The temporary shelters are close enough to the border of Thailand with Myanmar to be part of the overall border security remit of the Royal Thai Army. As some of the camps are in environmentally protected areas, the Royal Thai Forestry Department also has jurisdiction regarding the land. The 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 the Aw Saw, a paramilitary group of volunteers from nearby communities who are hired as

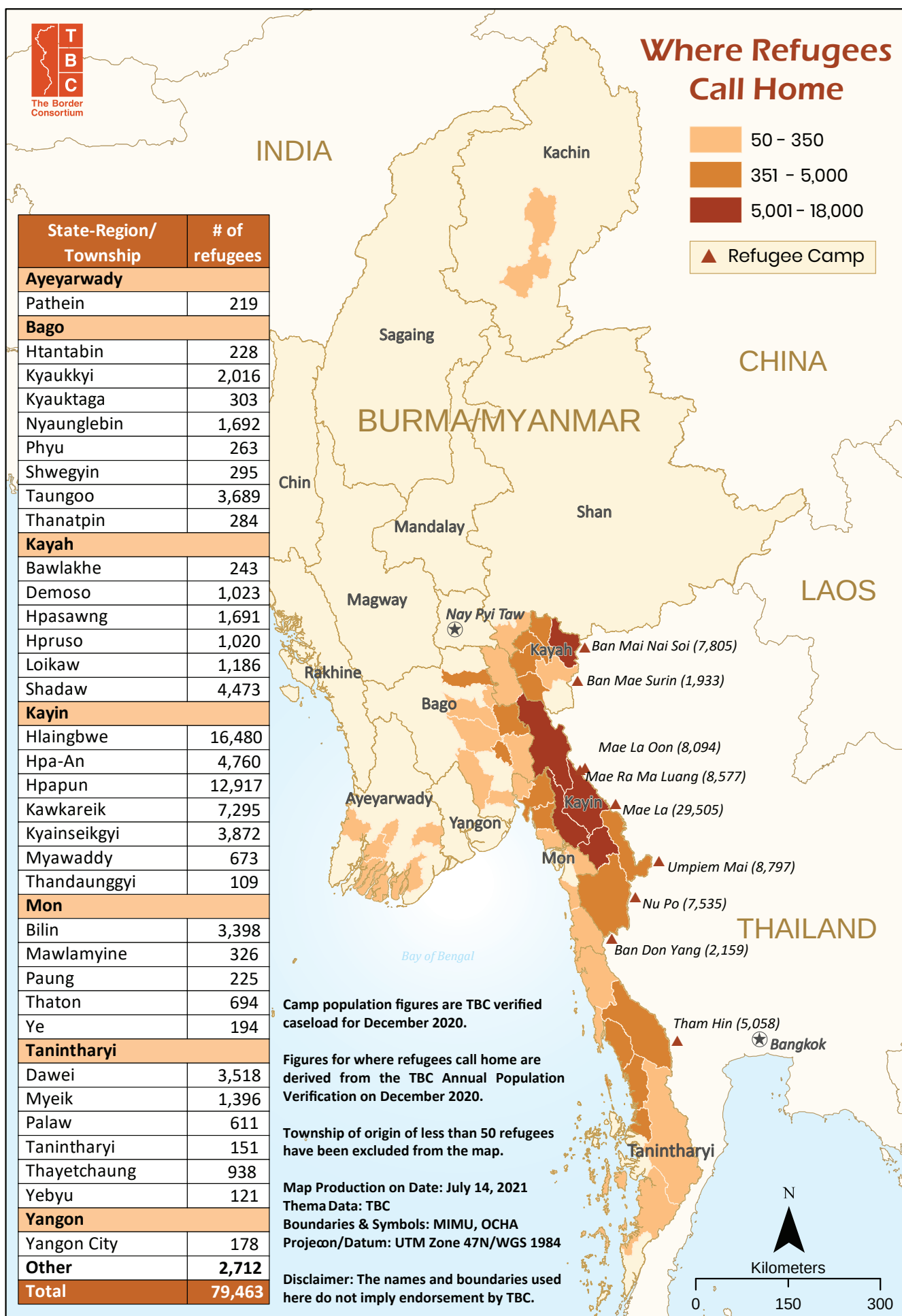
security personnel by local authorities. Often, the members of the Aw Saw are from the same ethnic group as people inside the camp. After UNHCR was permitted by the RTG to establish a formal field presence in 1998, the agency was tasked with fulfilling its core mandate of providing protection services to the population. The RTG has never considered the people in the nine camps bordering Myanmar to be refugees, instead referring to them as 'displaced persons' living in 'temporary shelters'. Thailand has not signed the 1951 UN Refugee Convention¹³, which relates specifically to individuals who became refugees in Europe before 1951, or the 1967 Protocol relating to the Status of Refugees,¹⁴ which expanded the protections outlined in the 1951 Convention to individuals fleeing either fighting or persecution at any point in time, anywhere in the world. Nevertheless, over the past forty years the RTG has received and supported large numbers of refugees, including some two million from Vietnam, Cambodia, and Laos.

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

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



Photo by: Saw Mort



CHAPTER 3: PROGRAMME



Throughout 2020, TBC has worked towards the fulfilment of the 4 strategic directions; meeting humanitarian needs, providing food security, ensuring dignified futures and reinforcing local ownership. Despite the challenges we have faced, we made substantial contributions towards improving the lives of refugees in Thailand and conflict affected communities in SE Myanmar.

STRATEGIC DIRECTION 1

HUMANITARIAN NEEDS

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

HIGHLIGHTS

THAILAND

- Rapid adoption of COVID-19 prevention measures in camp prevented major outbreak.
- Increase in Food Card value alleviated refugee food anxiety driven by refugees being unable to leave camp in search of work due to COVID-19 related travel restrictions.
- Camp meetings and trainings successfully pivoted to being held remotely despite limited communication infrastructure.

MYANMAR

- Helped establish quarantine centres, mobilise public awareness campaign and distribute PPE (Personal Protective Equipment) to community health workers.
- Delivered cash transfers to 11,500 people to help alleviate food insecurity.



Naw Wee Poe, Mae Ra Ma Luang

During COVID-19 food price has been increasing quite a lot. Fortunately, TBC increases top-up amount in our Food Card, so, we are able to buy foods even the price is increased. Normally, our food card has credit to buy a sack of rice, salt and some noodles, but when TBC increases the food card value, we are able to buy 2 bottles of cooking oils too.

For me, I do not go to work outside the camp because my wrists are misshaped. I had broken my wrists a few years ago because I fell down and did not get the treatment. When I went to work in a nearby villages, the employers did not want to accept me to work for them. Now I do weaving Karen women dress at my house. Each dress I could sell at 600 baht. I can make 1 – 2 dresses each month. The income I spend for other foods for my family. When my son graduates grade 10, he might be able to work for more income.

THAILAND

The spread of COVID-19 meant TBC initiated several measures to avoid a humanitarian emergency or mass spread of COVID-19 in camps. All mass gatherings were suspended, non-essential travel to camps was halted, Personal Protective Equipment was distributed, hand washing and hygiene stations were established in all camps, food reserves were created to insulate the camps from any potential food scarcity and no touch distribution measures were implemented. TBC and local partners shared information on the COVID-19 pandemic and best practices to keep refugees updated on the pandemic and to help prevent infections. Quarantine facilities were established, along with temperature checks being regularly conducted, while camp health teams prepared for the potential spread of COVID-19 in camp. All of these measures combined to ensure camps were adequately prepared and equipped to deal with such an outbreak. Despite these stringent measures, COVID-19 travel restrictions did not impact on the deliverance of core humanitarian assistance, which continued throughout.

As COVID-19 related travel restrictions negatively impacted refugees' ability to secure livelihoods outside of camps, food anxiety amongst refugees increased. In response, during April to July, TBC raised the value of the food card for all households, to the same level as the Most Vulnerable households, to ensure at least minimum nutritional requirements were met for all refugees. In addition, at the end of April the food card value was further increased by 5% to account for food price increases in Thailand due to national supply chain impacts caused by the pandemic. It was subsequently announced that this higher level of food card value would remain throughout the year, although most Self-Reliant Households were no longer receiving additional assistance. This increase in support was instrumental in helping refugees maintain their livelihoods while also alleviating any anxiety.

Despite COVID-19 related restrictions, most scheduled humanitarian activities took place as planned throughout 2020. These included the distribution of new ration books and delivery of shelter materials which was conducted in April. These materials, which included bamboo and eucalyptus poles and leaf thatches enabled the Shelter team and Shelter Working Group to finish all building repairs and renovations by June. Repairs and maintenance to the stockpiles of key materials and fire alarm towers was also completed. The Shelter post distribution monitoring (PDM) was also completed which generated key data for the shelter teams on the current condition of camp buildings and a vital needs assessment for shelter stockpiles. The FCS provider transition from CompuLynx to RedRose, which started in February 2019, was completed in February 2020 in all camps.

While most trainings were moved to take place online, regular trainings for camp staff on topics including Code of Conduct (CoC), Child Protection and Protection from Sexual Exploitation and Abuse and Sexual Harassment (PSEAH) in a socially distanced manner. In many instances the camp staff also successfully shifted communication methods from face to face to virtual, enabling daily communication between the camps and TBC.



Lu Reh, Ban Mai Nai Soi

I live with my wife and our 10-year-old son. I heard the announcement about Covid-19 from the loudspeaker of the camps and from other sources. We were quite worried and tried not to go out from our house. I wash my hands frequently to protect myself. My wife and I have health problems, my left leg is swollen and I cannot move well, my wife also has a problem with her legs from when she gave birth to our son. Before Covid-19 we did not have enough card value to buy food because we needed to feed our pig and chickens too. When Covid-19 was announced, I observed that the food price increased quite a lot. So, with the amount that we have [due to price inflation], we could buy less food. Fortunately, sometimes we got eggs from

our chicken to eat and we ate some chickens too. I received a pig from KNWO and I hope it will give us some income because my son always asks me when I will buy new shoes and a bicycle for him.



Sae Reh, Ban Mai Nai Soi

I have been a FCS vendor in Ban Mai Nai Soi since 2018. In March this year the RTG announced the Covid-19 pandemic and the restriction of movement to the camp started. The dry food could be delivered to my shop, but I needed to offload and transport fresh food to my shop by myself. The food price increased dramatically. People complained about the food price but still bought food from my shops because the food price increased in every shop, not only my shop. At the same time, TBC has increased the card value for every household. People in the camp started to stock the rice and cooking oil during April to June. Fortunately, the

wholesalers have enough foods to supply to us as much as we ordered. TBC trained all vendors on infection prevention and control procedures and I have practiced them strictly. Now, myself and my family are still safe and will continue to practice the infection prevention procedures.

In regards to shelter, there were 21 emergencies reported in 2020. These were mostly related to fire, landslides and storm damage. In total, 51 houses were damaged beyond repair, 36 houses were partly damaged, and 18 houses were demolished to create fire breaks, making an annual total of 105 houses affected.

MYANMAR

TBC partners reinforced the resilience of over 30,000 people from conflict-affected communities in south eastern Myanmar despite significant disruptions induced by COVID-19 restrictions. Disaster risk reduction initiatives included the pre-positioning of medical supplies for ethnic health organisations.

Quarantine centres were established, public awareness campaigns mobilised and PPE distributed to community health workers in response to COVID-19. TBC partners quickly recalibrated plans and budgets to mitigate the impacts of Covid-19 in four main ways:

- The initial responses focused on risk communications and community engagement (RCCE) to raise awareness and promote behavioural change in regard to social distancing, regular hand washing and wearing face masks.
- This was complemented by the distribution of PPE including face masks, infra-red thermometers, and hand-wash basins to community health workers.
- The physical presence of ethnic service providers (ESPs) and CSOs at screening posts and quarantine centres was also essential to the management of returning migrants and population movement as restrictions became more prevalent.
- As restrictions on access to markets and fields exacerbated food insecurity in conflict affected communities, the targeted distribution of food assistance and cash transfers also became more prominent.

While the reach of public awareness raising campaigns is difficult to quantify, partners indicate that 200,000 people were informed about preventative measures and/or provided with protective equipment to reduce exposure to Covid-19 during this time.

These measures were complemented by the distribution of cash transfers equivalent to three months rice supply. Partners delivered emergency cash assistance to a total of 11,500 people in response to food insecurity. The causes of this food insecurity included militarisation and indiscriminate attacks against civilians; confiscation of agricultural fields; a plague of rats and COVID-19-related restrictions on movement and access to markets

TBC partners interviewed over 50 returning migrants and found the majority (90%) had come back through official channels. Those who crossed the border informally all reported that they had to stay in community-based quarantine (not necessarily a pre-positioned centre, but also farm huts on the outskirts of villages) upon arriving at the intended destination. In those cases, family members had prepared and delivered meals and water to the returnees on a daily basis and it appears they were effectively isolated.

LESSONS LEARNED

- COVID-19 related travel restrictions led to an increase in food anxiety amongst refugees. Regular communication around increase in food card value is needed to reduce these anxieties.
- Camp-based Information Sharing Centres could be successfully refocused on sharing COVID-19 related best practises.
- The role of EAO screening points and quarantine centres was particularly important in monitoring returning migrants who crossed the Thailand border informally.
- Impacts from increased Tatmadaw militarisation and indiscriminate artillery attacks have been mitigated by TBC partners' ongoing networks and interventions in these areas.

STRATEGIC DIRECTION 2

FOOD SECURITY

Reinforce food security through improved nutrition and productive livelihoods.

HIGHLIGHTS

THAILAND

- Despite COVID-19 restrictions, households continued to manage their food purchases using the Food Card System so that their diets remained acceptably diverse (94%) with 'little to no' household hunger reported (98%).
- Implemented poultry-raising in MSR and BMS camps, providing poultry and poultry-breeding training to over 500 Vulnerable (V) and Most Vulnerable (MV) households, even more important during this time with COVID-19 restrictions negatively impacting livelihoods.
- Conducted World Breastfeeding Week activities following COVID-19 Infection prevention and control (IPC) protocols, using small group sessions and role models, as well as social media platforms.

MYANMAR

- Increased nutrition awareness amongst health workers and a deeper understanding of nutrition-sensitive agriculture led to improved infant and young child feeding (IYCF) behaviours.
- 40,000 people benefitted from increased productivity of upland farming practices.
- 10,000 land titles were issued by the Karen Agriculture Department.



Naw Gaw, Nu Po

Naw Gaw lives in a household with six other family members. She has three children, two boys and one girl. The youngest is her 20 month old son, none are malnourished. While she was pregnant, she received education on how to care for herself and her child. Now, when she comes to receive BabyBRIGHT complementary food for her son, she learns more about the importance of the three food groups and how to feed her baby properly. By participating in IYCF activities, Naw Gaw said it helped

her with the challenge of limited resources. She learned that feeding her child BabyBRIGHT is nutritious and helped her to better manage the household budget – her child was full after eating BabyBRIGHT and was not hungry for another snack.

THAILAND

TBC successfully ensured food security of displaced communities during the reporting period was maintained despite the COVID-19 crisis. As access to the camps was severely limited, the priority was to maintain food security whilst ensuring minimal risk of transmission. This was done using no-touch methods for infection prevention and control (IPC), of deliveries and distributions of vital supplies for refugees, throughout the supply chain. Staff worked with our partners to ensure vulnerable communities in camps remained as safe as possible. FCS vendors, warehouse staff and FCSWG members received training and relevant PPE to adhere to COVID-19 best practices.

The Mol conducted screening measures including temperatures checks and hand washing at the camp entry points. Despite restricted access to camps, TBC maintained continued deliveries of supplies such that food card shops were well stocked throughout the reporting period. TBC established three to six months' stock of key commodities in camps through coordination with wholesalers and vendors and the utilisation of warehouse space. Through these efforts we directly were able to allay fears in relation to food security and ensure refugees' food security was protected despite volatile markets and logistical challenges.

Aside from the emergency contingency measures introduced in relation to the challenges posed by COVID-19, TBC was engaged in a number of long-term nutrition projects. TBC's "Healthy Babies, Bright



Women's Savings and Loans Group in Shadaw Township, Karenni State, Myanmar

TBC has been supporting Karenni CSOs to engage with a Women's Empowerment Group in Shadaw Township since 2017. This engagement has focused on management of a savings and loans group, but also included trainings on related issues such as organic fertilizer production, land tenure rights, returnee resettlement and reintegration, nutrition, small business planning, protection, and gender issues. Discussions

about sexual and gender based violence (SGBV) has not only raised awareness amongst the wider community but also empowered community leaders to advocate in support of SGBV survivors. The savings and loans services now available in their village have enabled the community members to gain access to credit for their families' health and livelihoods needs.

Futures" Infant and Young Child Feeding (IYCF) initiative continued during the year. Since 2014, through this initiative, TBC has worked closely with pregnant women, breastfeeding mothers, children and extended family members who have influence on infant feeding practices in the home. The emphasis is on exclusive breastfeeding for the first six months of age with continued breastfeeding until 24 months, appropriate complementary feeding between the ages of six to 24 months and good maternal nutrition. The programme involves the distribution of BabyBRIGHT, a complementary fortified baby food provided in all nine camps as participation incentive to address stunting (chronic malnutrition). Approximately 2,000 children were enrolled in the IYCF "Healthy Babies, Bright Futures" Programme monthly.

The results of the 2019 Biennial Nutrition Survey, released in July 2020, demonstrate and confirm the favourable nutritional status of children brought about by the positive impact of the FCS and the effective implementation of the TBC Food Security and Nutrition Programme. The Survey was conducted in all nine refugee camps from May to November 2019 and included 3,780 children between 6-59 months of age. Wasting remains very low while stunting continues to significantly decline.

Livelihood programmes continued throughout the year with trainings including applied activities, such as community gardens, which have been a success and have taken on an increased importance during COVID-19.

MYANMAR

In south eastern Myanmar over 40,000 people benefitted from interventions promoting agricultural productivity and nutrition promotion. Partners focused on increasing upland farming productivity using skills gained during intensive sustainable agriculture trainings, the extending and repairing of irrigation canals and improving motorbike roads in order to increase access to markets. Two mini-hydropower turbines were constructed in remote villages, which provide electricity for 61 households, who otherwise would not have any access to electricity.

Four rice mills were invested in so that villagers can process rice more quickly and therefore have more time to devote to other livelihood activities. The mills are managed and maintained by the Rice Bank committees and have also been important for networking and community strengthening. Farmers groups were supported and strengthened in a number of village tracts to enable communities to purchase threshing machines to expedite harvesting.

TBC continued to support the Karen Agriculture Department to demarcate and issue more than 10,000 household land titles in conflict affected areas. This has provided farmers with greater long-term security for their livelihoods as well as clarifying land claims.

Partners provided a number of trainings, including nutrition-sensitive agriculture trainings and trainings on compost making, natural pest control, plant propagation, fruit preservation, and irrigation techniques. These trainings have emphasized the importance of maintaining indigenous knowledge about practices such as mixed cropping and planting a wide variety of indigenous seeds. 16 gravity flow water systems were also constructed helping communities increase water supplies for domestic and agricultural use.

Women's leadership in Demoso Township, Karenni State, Myanmar

Four women live in Daw Tadar village have provided strengthened social safety nets in their community over the course of the last year. They initiated health and nutrition awareness raising campaigns for mothers and children in the village, as well as providing information about gender-based violence to other peers. They are also involved in a savings and loans group and during this last year they have stepped up to take increased responsibility as committee members. Their combined team leadership is key to the success and sustainability of the group.

Promotion of nutrition awareness amongst health workers enabled expansive outreach to encourage nutritious IYCF. The health of target community members was also improved through trainings about sanitation and environmental hygiene, as well as the installation of 888 latrines.

A major baseline survey of agricultural productivity, nutrition and social protection in conflict-affected and displaced communities across south eastern Myanmar was conducted in January. The findings highlight a high level of chronic vulnerability associated with protracted conflict. Despite the disruption caused by Covid-19 pandemic and associated restrictions, a significant contribution has already been made towards mitigating this lack of food security.

LESSONS LEARNED

- Biennial Nutrition Surveys provide critical data to prioritise programme direction, but results communicated back to the camps takes at least six months post-survey completion. To share results timelier to the stakeholders/community, the next survey is being digitised and will be administered via handheld Android devices.
- In the restrictive COVID-19 environment, innovative nutrition messaging can reach refugee communities in camps broadly. Local bands wrote and produced music videos in local languages with messages about importance of continued IYCF recommended practices. Similarly, staff developed nutrition videos posted on Facebook and TBC's website, shared in the camps.
- Integrating COVID-19 key prevention messages and actions, in every step of delivery of humanitarian assistance in refugee camps, is an effective way of reinforcing effective and safe partner and community practices.
- The concept of farmers' collectives charging rental fees to cover management and maintenance costs of mechanised farm equipment has been gaining greater acceptance and allowed these important machines to be kept running in better condition.
- For irrigation canals and micro-dams, consultations with engineers and access to capital have improved structural integrity.



Ju La, Mae La

Ju La is the mother of a child enrolled in the Healthy Babies, Bright Futures programme. In addition, there are four other children living in her household. Ju La attends the IYCF promotion every month in camp, where she also receives BabyBRIGHT complementary food for her young child. She stated that her child likes to eat BabyBRIGHT.

Ju La appreciates the benefits of BabyBRIGHT, stating that in her experience, it has been useful for her

child's good growth and has helped to save the family money. This is important to Ju La's family as there are many children living in her household and they are challenged with limited income.



Klaw Meh, Ban Mai Nai Soi

I live with my husband and 3 children aged 7, 4, and 2 years 2 years of age. My husband and I always go outside of the camp to find work in nearby villages. Each time I go out I will work for around 1 week. With this and the income from my husband, we can cover the needs of foods and other things in my family. When the camp announced the outbreak of Covid-19 pandemic and that refugees were not allowed to go outside the camp, we were worried that we will not have enough food to eat as the food card value for our family is only enough for rice and cooking oil and we need to buy other

food with cash. Since the camp locked down, the food price increased significantly. Fortunately, TBC increased the card value, so we can cover the food needs for our family. But the card value is still not enough, so during the camp lockdown, we ate some of our chickens. I got a loan from JRS and bought a pig to raise.

STRATEGIC DIRECTION 3

DIGNIFIED FUTURES

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

HIGHLIGHTS

THAILAND

- Four Go-and-See visits took place enabling refugees to travel to south eastern Myanmar and see potential return sites first hand.
- Despite borders closing due to COVID-19, preparation for return has continued with some return proposals for camps being finalised and consolidated.

MYANMAR

- Numerous seed and rice banks established across south eastern Myanmar by our partners KORD, KAD, KNWO, MWO & KESAN.
- KHRG released over 40 reports regarding human rights abuses and the concerns of Karen communities.
- HURFOM compiled a narrative report and video documentary on the food security challenges facing Mon IDPs as a result of Covid-19 control measures.
- Ethnic women's organisations were supported to expand the reach of campaigns to eliminate Sexual and Gender-based Violence.



Thi Thi San, Nu Po

There are four family members living in Thi Thi San's household. She has one daughter who is seven months old. Her daughter is not malnourished. She said that for those in the community with young children, receiving the BabyBRIGHT complementary baby food is good for the households. While she was pregnant, she received education on how to take care of herself and child. She understands that she should eat nutritious foods for her and her baby's good health. She did face a challenge and although she tried to apply the recommended IYCF practices, she was unable to practice exclusive breastfeeding due to the influence and traditional beliefs of her in-laws and surrounding

older neighbors who said the young baby needed water not just breastmilk. Healthy Babies, Bright Futures continues to work on changing this belief in some of the older camp residents.

THAILAND

With the onset of the COVID-19 pandemic, the fifth facilitated voluntary return 'batch' scheduled for the end of February was postponed indefinitely. In the initial planning for 2020, it was assumed that the population would decrease by 7% during the year. However, for the first six months of 2020, the camp population instead increased due to newborns and people returning from working outside. While by the end of 2020 camp populations had in the end reduced, these rates were at 2%, a lower rate than had initially been predicted. Preparations for safe and informed returns continued throughout the first half of the year. Prior to the pandemic, four go-and-see (GSV) visits took place in early 2020. The visits paid close attention to key factors including: suitability and availability of land for livelihoods; accessibility and availability of water year-round for consumption and farming including animal husbandry; soil fertility for agricultural production; year-round accessibility and road condition; and cooperation from host communities and local authorities. However, due to the COVID-19 pandemic, crossing of the Thailand-Myanmar border became only permitted for nationals returning to their own country. This meant GSV visits, as well as relevant planning meetings or consultations, were indefinitely postponed. These activities are expected to resume once the border is reopened and restrictions are lifted.

It is important to note that while GSV visits were postponed, other return activities were not completely stalled. Preparation for return continued and camp arrangements and some return proposals for camps were finalised and consolidated. This means camps and some refugees are ready for return once travel restrictions are lifted.

MYANMAR

In Myanmar the responsiveness of social protection mechanisms in ethnic communities was highlighted by the capacity of partners to reallocate funds and revise plans to focus on COVID-19 infection prevention and control mechanisms. However, the scale and distribution of these emergency responses has not been at the expense of the social protection mechanisms originally envisioned. To the contrary, seed and rice banks have been mobilised, support for early childhood development sustained, protection monitoring scaled up and responses to sexual and gender-based violence diversified.

Multiple seed and rice banks have been established across south eastern Myanmar by our partners KORD, KAD, KnWO, MWO & KESAN. Rice banks are key sources of social protection in response to food shortages due to droughts, pests, or man-made causes. Rice bank committees are usually formed to oversee the operations, and these committees often are instrumental in addressing a wide range of socio-economic issues in communities. Seed banks, meanwhile, serve to help members tackle the challenges of managing stock in a sustainable and revolving manner. The seeds banks also help to conserve genetic diversity by ensuring a variety of crops in one's community through the conservation of indigenous seeds for cultivation, which can improve resistance to current emerging and unexpected plant diseases and insects.

Protection monitoring scaled up during this period and KHRG published 43 reports about human rights abuses and concerns in Karen communities during 2020 including situation updates, incident reports, field reports and news bulletins¹⁵. These public reports addressed a range of protection and security concerns such as militarisation, artillery attacks on civilians, sexual violence, torture, landmines, arbitrary taxation, land confiscation, arson targeting farmlands, forced labour, desecration of cultural symbols and restrictions on access to livelihoods and health care. In addition, KHRG released a longer thematic report on the situation for refugees and IDPs who return and/or resettled in Myanmar¹⁶. Key challenges highlighted included access to citizenship, physical safety, legal security, obstacles to reintegration and unsustainable livelihoods. This was complemented by a Commentary on discrimination against ethnic minorities in south eastern Myanmar.¹⁷ Topics addressed included citizenship, Burmanization, and the recognition of ethnic minorities.

HURFOM's narrative report and video documentary on the food security challenges facing Mon IDPs during Covid-19 was complemented by broader monitoring of human rights challenges including an analysis of the NMSP's ceasefire agreement commemorating its 25th anniversary¹⁸ and almost daily news reports about local affairs in Mon communities.¹⁹

KHRG also conducted eight workshops to strengthen the knowledge, capacities and self-protection strategies of local villagers to claim and protect their human rights. 219 persons were able to enhance their awareness of rights, responsibilities and complaint mechanisms, and different kinds of self-protection strategies. KnHRG conducted four workshops to promote human rights awareness, at which 141 attendees gained an increased awareness of human rights concepts and complaint mechanisms.

Responses to sexual and gender-based violence diversified. Partners also provided legal, health care and case management support for 18 survivors of SGBV during 2020 as well as convening introductory workshops on Sexual and Gender-based Violence. These workshops aim to inform and help attendees tackle traditional stereotypes, habits and cultural implications that may impact the pursuit of justice. MWO, KWO and KnWO were all actively involved in the '16 days of activism against sexual and gender-based violence' campaign. They contributed to the campaign by disseminating information in local language on campaign materials; panel discussions; public forums; and advocacy with parliamentarians about legal reforms amongst other activities.

LESSONS LEARNED

- COVID-19 related uncertainty impacted the demand for immediate return.
- A focus on COVID-19 infection prevention did not lead to a reduction in social protection, instead this infection prevention worked alongside social protection measures such as the mobilisation of rice banks, early childhood development support and protection monitoring.
- For rice banks management, principles such as utilising social capital as a collateral substitute and charging interest rates to cover losses have been well received.

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¹⁵ These reports are available from www.khrg.org

¹⁶ <https://khrg.org/2020/09/stepping-uncertainty-refugee-and-idp-experiences-return-southeast-myanmar>

¹⁷ <https://khrg.org/2020/11/minorities-under-threat-diversity-danger-patterns-systemic-discrimination-southeast-myanmar>

¹⁸ <http://rehmonnya.org/archives/5987#more-5987>

¹⁹ <http://rehmonnya.org/archives/category/news>

STRATEGIC DIRECTION 4

LOCAL OWNERSHIP

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

HIGHLIGHTS

THAILAND

- Local ownership was significantly increased during 2020 due to COVID-19 related travel restrictions.
- Adoption of remote communication has notably increased the regularity of communication between staff and facilitated faster information sharing.
- FCS working group taking on new monitoring and administrative responsibilities.

MYANMAR

- A pivot to virtual communication saw an increased participation in events as attendees could attend at home and did not have to travel long distances to participate.
- 18 virtual trainings held on nutrition, rice/seed bank management, climate smart agriculture, project cycle management, conflict sensitivity, gender analysis and financial management.
- Gender Analysis Trainings with representatives from 18 TBC partners provided a strong foundation for inter-sectional analysis from a grass roots perspective moving forward.



Saw Htay Aye:

Assistant Camp Leader Mae Ra Ma Luang

COVID-19 has affected quite many works in our camp. At the beginning, we needed to stop all activities e.g., our meetings, trainings, working with NGOs, and our work that need to travel to other places outside the camp. Our security staff have been working hard to ensure that there is no one come to the camp without informing us. We need to coordinate and work with Thai authorities both Mol and military to ensure that the foods can be delivered to the camp. We coordinate and

work with other organizations to help them during this hard time. We help UNHCR to manage for face mask distribution, and ADRA for hygiene kit distribution. We disseminate COVID-19 information received from organizations through different channels. We announced the information through the loudspeaker system every day. During this time, we work closer with the health agency (Malteser International) to set up a quarantine place and to ensure that the people return from outside the camp are quarantined. We communicate with NGOs through email and Facebook messenger using wi-fi from private service provider.

THAILAND

The introduction of COVID-19 related travel restrictions necessitated the adoption and promotion of new communication types, which has meant accountability and local ownership of programmes has increased, as physical external monitoring was unable to take place.

Local ownership was proved by the capacity of Camp Committees and refugee working groups to step up and provide key humanitarian aid despite the travel restrictions. These restrictions meant while programme directors often were unable to travel to camps to oversee project activities and monitoring, local refugee partners were instrumental in holding themselves accountable and conducting monitoring and evaluation themselves. This more remote role of TBC and other international partners emphasised the ownership of existing projects, while demonstrating the strength and effectiveness of new communication techniques introduced in response to COVID-19 travel restrictions.

Whereas previously a high percentage of communication with camp staff was done face-to-face, COVID-19 necessitated a pivot towards online communication. This online communication, which was daily with camps, was able to facilitate a large amount of high-quality information flows between camps and TBC and enabled all involved to make decisions on programmes while in possession of recent accurate data.

One project which benefitted from this was the FCS. The FCSWG had to take on a number of new responsibilities at camp level, such as processing of payment documents and the intensification of monitoring of FCS users. These new responsibilities, which the FCSWG took in their stride, enabled TBC to remotely monitor the FCS system, and thus avoid the risk of COVID-19 transmission that frequent staff visits to camps might have entailed. The move towards digitising of our monitoring work under the RedRose system, and the adoption of more qualitative monitoring techniques, is another effective step to enhance local ownership and accountability.

In 2020 TBC received a total of 17 complaints through the Beneficiary Complaints and Response Mechanism (BCRM). Complaints related to lost ration books, rising food prices due to disrupted supply chains, the misconduct of a warehouse manager and refugees being absent for the annual population verification survey.



Day Lay Htoo, Mother: Mae La Oon

There are five members in Day Lay Htoo's family, of which three are children. One of her children receives BabyBRIGHT. Day Lay Htoo is currently pregnant. She says that she learned from IYCF education that pregnant women and breastfeeding, as well as young children, should eat nutritious foods for good health and growth. Day Lay Htoo mentioned that the challenges she faces living in camp are limited income and providing a variety of foods to her children. However, she says that she found that by following the recommendations she learned about during IYCF educational sessions she attended, her youngest child, who is enrolled in Healthy Babies, Bright Futures, was healthier than her older children.

MYANMAR

The value of local ownership was critical to an effective response to COVID-19. Travel restrictions severely limited contact and for much of the year TBC was communicating remotely with partners via online platforms. IT resources for partners were strengthened both in refugee camps and in Myanmar to increase connectivity. This facilitated online meetings, monitoring of programmes, protection reporting, trainings, surveys and consultations. It also broadened diversity with increased participation of CSOs as people did not have to travel long distances or pay for transport and accommodation.

While TBC had previously consulted 18 partners about capacity constraints and customised organisational development plans for year 2020 accordingly, due to COVID-19 many of these activities were either delayed, modified or took place virtually. During the consultations that were able to be conducted, the most common need in terms of organisational management was for a review and update of mission and strategy documents as well as generic management policies and procedures. Virtually all partners requested support in staff development of technical skills in their respective areas of expertise while mapping skills, conflict sensitivity and gender mainstreaming were identified as common cross-cutting programme needs. Given restrictions on travel and public gatherings, TBC staff drafted Guidance Notes for partner agencies to inform project-specific and cross-cutting interventions. TBC staff have also drafted checklists for field monitoring to strengthen quality controls related to the respective activities, rather than solely focusing on data entry for beneficiary numbers.

Due to continuation of restrictions related to COVID-19 in 2020, capacity building trainings were virtually conducted. These trainings were focused around nutrition-sensitive and nutrition-specific content, rice/seed bank management, climate smart agriculture, project cycle management, conflict sensitivity, gender analysis and financial management. TBC's Capacity building team organized a total of 18 trainings. This high number is due to small group or bilateral trainings being held rather than the usual face-to-face big group training.

TBC and the Mon Women's Organisation (MWO) contracted the Gender Equality Network's experts to facilitate two separate trainings on Gender Analysis. 18 ethnic service providers and civil society organisations participated in at least one of these workshops amongst a combined total of 45 participants (34 Female and 11 Male). Participants were introduced to gender concepts and gender analysis frameworks for project design, monitoring and evaluation. A participatory approach was adopted with MWO's training facilitated over 4 days and TBC's condensed into 3 days.

LESSONS LEARNED

- Need to ensure all staff are up to date on remote communication systems and the relevant infrastructure is installed and maintained.
- Move towards digital methods of data collection is of increased importance given COVID has meant more forms of remote communication are adopted.

Entrepreneurial development in Demoso Township, Karenni State, Myanmar

With start up capital and new skills, one woman has been able to set up and successfully manage a small soap making business of her own. As a small family business owner, she has made progress by expanding market access through her door to door delivery service. In the past, she wasn't able to rent a motorbike to use for delivering her soap, but after earning some profits, she was able to purchase a motorbike to use for her delivery service. Her soap making business has helped increase her family's financial security. Due to the success of her business, she has also been able to donate 20% of her profits to support returnees in her area.

CHAPTER 4:

PROGRAMME DIRECTION 2021



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

The strategy is built upon TBC's commitment to a rights-based approach by taking responsibility through community empowerment and partnership with national and local authorities to ensure principles of accountability, equity and inclusion, environmental protection/awareness and "Do No Harm" are actively upheld. Programme Objectives for 2021 cascade from the strategic directions as follows:

STRATEGIC DIRECTION 1

CONTRIBUTE TO MEETING THE HUMANITARIAN NEEDS OF DISPLACED COMMUNITIES, WITH A FOCUS ON WOMEN, CHILDREN, OLDER PERSONS, AND PEOPLE WITH ILLNESS OR DISABILITIES

THAILAND

- Ensure equitable access for refugees to food, cooking fuel and shelter, of good standard, through effective organisational approaches and increased empowerment of refugee committees and groups in programme delivery.
- Ensure the food card system is robust, supporting TBC systems and processes, is providing good value to refugee households and is utilised to its full extent.
- Collaborate with NGOs and refugee partners to ensure the basic needs of refugees are met most efficiently.
- Advocate to donors and the RTG to support funding and systems for food and shelter delivery.
- Conduct robust and streamlined monitoring, with transition to a digital platform, which informs improved programme delivery and community engagement.
- To be flexible and adaptive in programme delivery, to manage issues related to COVID-19, to ensure uninterrupted humanitarian assistance for refugees.
- Evidence based innovation improves the delivery of shelter, food and nutrition, and cooking fuel in the refugee camps.
- Displaced and conflict-affected communities, in camps in Thailand, can access emergency assistance in response to manmade and natural disasters.

MYANMAR

- Strengthen access to basic health care services.
- Reinforce local emergency relief mechanisms and ensure they are responsive to food security shocks.
- Expand access to mother-tongue based, multi-lingual education (MTB-MLE) to home-based learning.

STRATEGIC DIRECTION 2

REINFORCE FOOD SECURITY THROUGH IMPROVED NUTRITION AND PRODUCTIVE LIVELIHOODS

THAILAND.

- Promote good nutritional practice in camps, with an emphasis on pregnant and lactating women, and children during to first 1,000 days from conception.
- Work collaboratively with health agencies to implement supplementary and therapeutic feeding as required.
- Monitor nutrition in the camps, to a level of statistical significance, and by employing digital platforms.
- Utilise the Food Card System and community initiatives to promote primary and secondary enterprise and self-reliance in camps, including income generation through agriculture and animal raising.
- Provide technical and administrative support to the Livelihoods Committees and community groups.
- Further integrate livelihoods-related activities across different TBC programmes, with a focus on promoting livelihoods through “real work”.
- Equitable and sustainable natural resource management practices are promoted for refugees preparing to return to south eastern Myanmar.

MYANMAR

- Promote equitable and sustainable natural resource management practices.
- Improve agricultural productivity and market access.
- Increase adoption of nutrition-sensitive agricultural practices.
- Improve household access to safe water and environmental hygiene.
- Mitigate malnutrition by ethnic health service providers in conflict-affected communities.
- Reinforce Food Security for children aged under 5 years, the elderly and disabled persons in Ee Tu Hta camp for internally displaced persons.



STRATEGIC DIRECTION 3

PROMOTE PROTECTIVE ENVIRONMENTS AND SAFE AND DIGNIFIED FUTURES FOR DISPLACED AND CONFLICT-AFFECTED COMMUNITIES.

THAILAND

- Intensify efforts to prevent programme-related sexual exploitation, abuse and harassment and well as fraud and corruption mitigation.
- Work with Refugee/Camp Committees and community Based organisations to ensure the protection interests of the whole of the community are recognised and voiced, including by the inclusion of women, minority and vulnerable groups in key leadership roles, for meetings and or programme activities.
- Enhance community-driven dignity, self-reliance and sustainable solutions at every opportunity.
- Provide productive opportunities for cross-border interaction for refugees and receiving communities, through targeted visits and associated activities (depending on COVID-19 restrictions.)
- 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.
- Further pursue legal local solutions for employment as a transitional step for refugee futures including return.
- Provide humanitarian assistance and protection to new arrivals fleeing conflict or persecution and re-entry people.

MYANMAR

- Promote human rights awareness and community-based protection mechanisms.
- Reinforce social protection through community rice banks, early childhood development initiatives and support for survivors of sexual & gender based violence.

STRATEGIC DIRECTION 4

REINFORCE ACCOUNTABILITY, PARTNERSHIP AND LOCAL OWNERSHIP TO ENSURE RESPONSIBLE TRANSITIONS

THAILAND

- Support good governance of refugee communities by Refugee and Camp Committees, with an emphasis on social inclusion and accountability, and through the promotion of effective leadership and management.

- Promote committees for refugee return and CSOs in southeast Burma/Myanmar, as lead agencies, through cross-border programme initiatives.
- Keep partners and communities informed of pending TBC programme changes or discontinuances as early as possible.
- Ensure the code of conduct is applied effectively in camps and all refugees have access to mechanisms of feedback and complaint, with special reference to fraud and corruption mitigation and to PSEAH.
- Integrate refugee partners more fully into organisational monitoring and evaluation systems.

MYANMAR

- Enhanced responsiveness of civil society networks & ethnic service providers.
- Coordinate effective organisational & technical capacity development of implementing partners.
- TBC field staff solicit feedback and complaints from partners and communities regarding sexual exploitation, abuse and harassment, child protection, fraud and corruption issues.
- TBC's financial management systems are user-friendly and accountable with reports are validated at multiple levels.
- TBC's administrative and human resource management systems are responsive to headquarters and supportive of local staff.
- TBC partners in south eastern Myanmar have the capacity and resources to prepare for, and potentially support, refugee group returns.
- TBC publishes a report on localisation drawing on the achievements and plans of CSOs and ESPs.





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 accrual basis, and there is clear separation of restricted and general funding. The Trustees report and audited financial statements for 2020 were audited by KPMG UK LLP and have been filed with the UK Charity Commission and Companies House. The TBC accounting records are maintained in Thai Baht (THB), and the Audited Financial Statements are presented and filed in Thai baht.

This chapter outlines TBC's financial performance against the operating budget for January to December 2020. All the figures and analysis are denominated in Thai Baht (THB) unless otherwise stipulated.

OVERVIEW

Figure 5.1 2020 OVERVIEW AND 2021 BUDGET

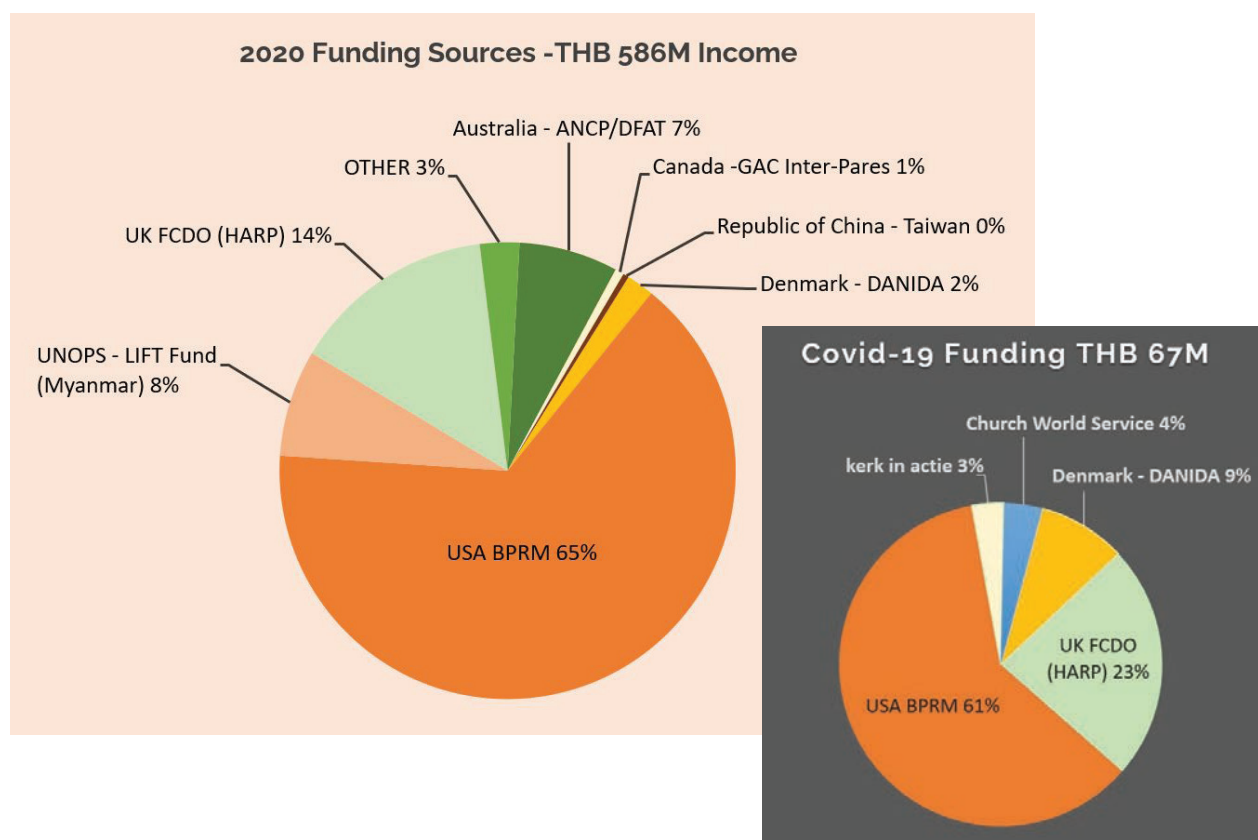
Item in THB (Millions)	Budget 2020	Actual 2020	Budget 2021
Income	482	586	643
Expenses	519	567	544
Net Movement in Funds	-37	19	99
Opening Fund Balance	173	173	192
Closing Fund Balance	136	192	291
Restricted Funds	51	107	202
Designated Funds	60	58	60
General fund - Net Fixed Assets	1	1	1
General fund - Freely available reserves	24	26	28
Total fund Balance	136	192	291
Balance Sheet:			
Net Fixed Assets	1	1	1
Receivable from Donors	60	102	150
(Payable) to Suppliers	-50	-49	-50
Bank Balance	125	138	190
Net Assets	136	192	291
Liquidity	75	89	140

Summary of financial position at the end of 2020

Overall costs for TBC in 2020 totalled THB 567M against the adjusted budget of THB 586M in income. A net increase of THB 19M, resulted in an ending fund balance of THB 192M and consists of THB 107 in donor restricted funds, THB 23M in designated funds for staff severance, THB 35M restricted for winding-down costs, and THB 26M in general freely available reserves.

TBC reviews the use of the freely available funds annually in light of an eventual closure but at the time of writing, the Myanmar context has drastically changed with a future return looking less hopeful in the near future. With a constant population during 2020 due to COVID -19 and the added potential for increased needs on the border, TBC plans to maintain current level of reserves.

It is noteworthy that a change in the population of only a few hundred people has significant budget impact. The cost of supporting one refugee in the camps for 2020 year was approximately Thai baht 6,256 (GBP 160), an increase from THB 5,318 (GBP 136) in 2019.

Figure 5.2 2020 FUNDING SOURCES (THB 586M)

Total government contributions make up for 98% of TBCs income, similar to 2019. The US government Bureau of Population, Refugees and Migration (BPRM) continued its support in 2020 and is TBC's largest donor, making up 65% of the overall portfolio. These funds solely support the provision of cooking fuel and food commodities, the latter of which was fully replaced by the Food Card System (FCS) by the end of 2019.

The UK-FCDO, is the second largest donor and 2020 completed two-year agreement, which supported programs in both Thailand and Myanmar. Other financial support came from Australia DFAT, Canada (GAC), Denmark (DANIDA), LIFT (UNOPS), and The Republic of China-Taiwan (TECO). Non-government funding came from Caritas Australia, Christian Aid, Church World Service, Global Ministry, ICCO, and Save-the-Children.

In addition to TBC's funding of regular programmes, it raised THB 67M (11%) in response to the Covid-19 pandemic. The main contributors consisted of US BPRM, DANIDA, UK FCDO via HARP Facility, UNOPS/LIFT, and Kerk-in-Actie.

See Table 5.3 Income Table for Income details by donor and Fund Balance.

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 2020 totalled THB 586M, which was THB 104M more than budgeted. Main causes for the increase were the THB 67M in fundraising for Covid-19 in addition to the US-BPRM grant of USD 10.5M accruing when the USD/THB foreign exchange rate reached its highest peak of the year. Unfortunately, the high rate was short-lived and rapidly depreciated 10% by the end of the year causing TBC to incur THB 15M loss on the BPRM grant alone.

Figure 5.3 INCOME 2020

Funding Source	Currency	2020 actual		2021 Projection	
		Foreign Currency	Thai Baht 000	Foreign Currency	Thai Baht 000
GOVERNMENT BACKED FUNDING					
Australia - ANCP/DFAT	AUD	1,837,406	41,205	1,650,000	34,980
Australia ANCP (Act for Peace)	AUD	229,000	5,115	150,000	3,180
Australia DFAT GAP (Act for Peace)	AUD	8,406	173		
Australia DFAT Thailand (IRC)	AUD	1,600,000	35,917	1,500,000	31,800
Canada -GAC Inter-Pares	CAD	159,000	3,636		
Republic of China - Taiwan	USD	80,000	2,482	80,000	2,446
Denmark - DANIDA	DKK	1,180,150	5,441	1,225,840	5,652
USA BPRM - IRC Feb 2020-July 2021	USD	10,500,000	341,462	5,064,227	151,255
USA BPRM - IRC July 2021-July 2022				10,500,000	313,608
UNOPS - LIFT Fund (Myanmar)	USD	1,478,950	44,267	1,499,813	44,796
UK FCDO (HARP- Thailand)	GBP	1,500,000	59,201	1,641,492	65,994
UK FCDO (HARP- Myanmar)	GBP	250,000	9,646	311,658	12,530
UNOCHA- MHF	USD			206,388	6,164
Covid Funding			62,477		
Denmark - DANIDA	DKK	1,267,290	5,929		
UK FCDO (HARP)	GBP	400,000	15,787		
USA BPRM	USD	1,256,165	40,761		
TOTAL GOVERNMENT BACKED:			569,817		637,424
OTHER					
Caritas Australia	AUD	165,000	3,499	110,000	2,332
Christian Aid	GBP	35,000	1,421		
Church World Service	USD	119,500	5,693	50,000	1,493
Global Ministry	USD	5,000	152		
ICCO	EUR	50,000	1,792	50,000	1,792
Save the Children	USD	8,500	255		
kerk in actie - Covid	EUR	60,000	2,166		
Other Income	THB		1,375		1,200
Other Donations	THB		129		200
Interest	THB		646		1,000
Other Income			600		
(Gains on Exchange & Asset Disposal)	THB				
TOTAL OTHER:		-	16,353		6,817
TOTAL INCOME			586,170		644,242
Expenses			567,048		544,462
Net Movement Current Year			19,122		99,780
Funds Brought Forward			173,021		192,143
Total Funds carried Forward			192,143		291,923
Less: Restricted Funds			106,724		200,523
Designated Funds			58,487		59,389
Net Fixed Assets			1,113		1,113
General Funds Freely Available			25,819		30,898

BPRM is in its second year of a three-year agreement and provides vital food and cooking fuel assistance to the refugee population. The UK (FCDO) managed by HARP Facility completed a two-year agreement that supported Thailand programmes including shelter, food assistance, nutrition, and camp management. Support from the Government of Canada (GAC) channelled through TBC partner, Inter-Pares, ended in November and supported nutrition and camp management activities. The Republic of China-Taiwan continued its financial support of nutrition and IYCF but with a 20% reduction in contribution. The Danish Government via DanChurch Aid (DCA) contributed similar levels to previous years and was used to supplement all of TBC key programmes. The Australian Government (DFAT) grants via both Act For Peace and IRC, is a major donor who largely supports camp management, humanitarian needs, food security, and return related activities.

TBC entered its first full year of a three-years agreement with UNOPS to fund Phase II of its LIFT programmes. This was further complemented by funding from UK-FCDO/HARP Facility for delivering emergency response to conflict affected communities in south eastern Myanmar until the end of 2020.

TBC consistently receives from non-government entities such as Caritas Australia, Christian Aid, Church World Service, Global Ministries and ICCO to support its various programs. Finally, it also receives regular donations from loyal individuals throughout the year.

Expenditure 2020 (THB)

TBC initiated its three-year-strategy for 2020-2022, which created a need to regroup its chart of accounts to align with the new strategic objectives. Total programme expenditure for the year was THB 558M plus THB 9M in net foreign exchange loss. The additional expenditure was due to Covid related emergency response in the camps.

Expenditure is analysed by the strategic objectives, with costs related to ensuring continued access to adequate nutritious food and appropriate shelter split between the refugee camps (humanitarian assistance) and internally displaced persons (emergency relief). Resource costs consist of salaries, benefits and other indirect costs related to program implementation. Some resource costs are directly attributable to an activity; others are allocated according to a management estimate of the amount of time staff spend on different activities. See Highlights of actual expenditure by strategic objective section on page 38 for more details.

TBC entered 2020 with the expectation that it will no longer purchase food in-kind, except for use in the nutrition programme via SFP and IYCF activities, because the Food Card System would be in full implementation in all camps. TBC also purchased biometric equipment, such as finger-print scanners, to increase efficiency while reducing the potential for fraud. Similar to 2019, TBC estimated the camp population rate to gradually reduce by 7%, or from 81,000 to 76,000.

The Covid-19 pandemic, however, diverted the strategies and assumptions, which heavily impacted the budget. A few of the main variables include:

1. Border wide travel restrictions that caused the refugee population to remain at average 79,000 throughout the year.
2. Vulnerability in supply chains required TBC to stockpile rice and cooking oil in the camps.
3. Enforcement of entry/exit restrictions in the camps limited refugees' ability to supplement the basic assistance, thus TBC management decided to increase rations to all households from April until December.
4. TBC management made several key decisions during the pandemic in order to fulfil its commitment to the refugee population. Some decisions required that TBC use its own general funds to cover any financial gap to ensure basic needs were met.

All these variables required an additional minimum need of THB 70M, of which TBC raised THB 67M.

Figure 5.4

Strategic Objectives 2020-2022	Budget	Actual Direct	Resources	Total Actual
Humanitarian Need	384,706,078	398,262,061	927,403	399,189,464
Food Security and Nutrition	8,157,399	29,002,662	240,438	29,243,100
Protective Environment & Safe Futures	27,905,950	33,506,771	171,742	33,678,513
Accountability & Partnership	81,873,330	95,120,854	652,618	95,773,471
sub-total Activity Cost	502,642,757	555,892,348	1,992,201	557,884,548
Cost of Generating Funds	950,000		-	-
Foreign Exchange Loss	1,000,000		9,163,991	9,163,991
Total Expenditure	504,592,757	555,892,348	11,156,192	567,048,539

Highlights of Actual Expenses by Strategic objective 2020

- **Humanitarian Need**

The Food Card System remains TBC largest budget line and with the additional rations provided, it went over the 2020 projected budget by 11%, totalling THB 253M compared to THB 210M in 2019. Due to the initial uncertainty of supply chain at the onset of the pandemic, rice (THB 15M) was stockpiled and subsequently provided as in-kind to supplement the remaining two months of the year. Supply and demand issues caused costs of urgently procuring rice to be slightly higher, around THB 18/kg (including shipping and handling), than it would be in a normal situation.

Charcoal is TBC's second largest budget line and in 2020, TBC extended the rations to all households. The result was an additional THB 7M (9%) over budget, for a total of THB 83M. Well negotiated prices, on average of THB 11-12/kg, and stockpiling early in the year allowed TBC to keep this cost down. Shelter supplies remained within its budget of THB 16M although this amount is insufficient to cover the needs of all households.

- **Food Security & Nutrition**

Nutrition went over budget by THB 2.8M due to forward purchasing for the camps. The majority of the Myanmar funding aligns with this objective, which can cause expenditure to vary depending on spending rate of partners and newly acquired grants throughout the year.

- **Protective Environment & Safe Futures**

Camp management costs increased slightly for additional security measures within the camps, including security stipends, and the new requirement to provide Personal Protective Equipment (PPE) with established hygiene stations located throughout the camps and with vendors. The additional costs of around THB 14M, were financed by the extra funding raised.

- **Accountability & Partnerships**

Protection expenditure went as planned and covered Camp Committee administration costs.

Organizational costs were THB 77M, or THB 4M less than in 2019. Savings were made in several travel related accounts, including all of the costs around workshops, meetings, running vehicles, and Cost-of-Generating Funds related to fundraising. The more significant increased costs related to communications, office equipment and supplies, as well as extra measure taken to keep TBC office safe with PPE.

- **Myanmar Programme**

All expenditures for the Myanmar programme are funded by dedicated funding sources, from UNOPS/LIFT, UK/FCDO, partially from AfP Gap, and Christian Aid. LIFT Phase II is a multi-year project that began in October 2019 and will extend until 2022. UK/FCDO programme ended its second year of a two year-grant. Christian Aid continue support in south eastern Myanmar. Myanmar programme in total represents 11% of TBC's overall operation.

- **Organisation costs**

TBC maintains a minimum level of staff, totalling 58 persons across both Myanmar and Thailand, to continue delivering quality support at current programming levels. Although TBC only employed two more staff for Myanmar program, health insurance was significantly costlier than in 2019. The cost of annual audit also increased due to additional risk measures and processes required from the auditing firm by the UK Charities Commission.

• Governance /Other costs

TBC experienced another year of net foreign exchange loss, THB 9M, on all currencies but namely from the USD funds it receives for the US BPRM grant. TBC disposed some of its fixed assets for THB 600,000 and procured one new vehicle so that it could retire three unreliable vehicles in the Mae Sot office.

Fundraising budget was not used in 2020, due to travel restrictions. All of TBC's Trustee meetings, EGM, and AGM, were held as virtual meetings, thus resource and governance costs amounted to less than 1% of the total expenses.

Grant Allocations For 2020

Figure B.3 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 off-line to strategic objectives in the bottom half of the table. Balances carried forward represent income recognized for which expenses have not yet been incurred.

Balance Sheet Figure B.1

When income is recognised before cash is received, it is accrued as a receivable. 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 from donors at the end of December 2020 totalled THB 93M, including UNOPS-LIFT Phase THB 4.1M, USG/BPRM THB 67M, ANCP/DFAT THB 22.5M, and Others THB 2M. TBC claims instalments from BPRM based on a monthly forecast and quarterly from FCDO and DFAT. IRC administers both DFAT funding and BPRM funding.

TBC's normal term of payment to suppliers for deliveries to camp is 30 days from completion of delivery. Accounts payable represents the value of expenses incurred where the supplier and vendors have not yet been paid. The balance owed at the end of December 2020 was THB 47M.

Figure B.1 Appendix presents cash and bank balances at year end totalling THB 137M, which is a decrease of THB 35M from the start of the year.

Funding reserves at the end of 2020 totalled THB 192M, causing a positive net movement of THB 19M.

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 107M.
- TBC's designated funds totalled THB 23M and are used to cover the severance to pay all staff liability at the end of 2020. The fund is managed in accordance with both Thai and Myanmar law, and does not form part of unrestricted general reserves.
- In 2017, TBC Board of Directors (BOD) earmarked THB 50M as designated funds to cover estimated costs associated to an eventual closedown of operations. In September 2019, the TBC Board of Directors ratified the recommendation to reduce it by THB 15M to THB 35M after a more detailed analysis and budget for relevant costs was presented.
- The net amount of general funding of fixed assets, valued at THB 1,113,747.
- The balance of general funding that is the freely available reserves totalled THB 25M.

Cash Flow

Liquidity is closely monitored however TBC did not experience cash-flow issues in 2020. When TBC decided to urgently stockpile rice at the beginning of the pandemic, BPRM agreed to advance four months of costs when TBC was not sure if vendors would shorten payment terms from the usual 30 days.

Due to the procurement of the annual supply of building materials and the stockpiling of commodities in some camps prior to the rainy season, more than 60% of TBC's expenses are budgeted to incur in the first half of the year, thus Quarter 2 tends to be the period when cash flow is most crucial.

TBC is still waiting for final payment of USD 139,427 from LIFT-UNOPS for a project that ended in 2019. Typically, such payments should be received within six months after the closure of the financial audit, but the pandemic caused delays by more than a year. Final payment is expected by mid-2021.

Figure B.2 Appendix presents, in Thai baht (THB) 000's, the actual monthly cash flows and liquidity surplus/ (shortfall) for 2020. The net cash flow for the year was a negative THB 35M, consisting of cash receipts totalling THB 562M and payments made to suppliers of THB 597M.

FORECAST AND OPERATING BUDGET 2021

Income

Anticipated income for 2021 relies heavily on existing donors, despite the shrinking donor base. Total estimated income is THB 644M (THB 63M for Myanmar) and reflects an increase of THB 58M from 2020. The increase is namely due to the US BPRM changing their funding cycle, which will cause TBC to accrue income of USD 15.5M, for both a four-month costs extension and a 12-month grant in the same year.

TBC signed a new 1.5-year grant with UK-FCDO for GBP 1.9M in the first year, and GBP 1.3M slated for 2022. The DFAT IRC grant will accrue AUD 1.5M for its second year, LIFT Phase II year two for USD 1.5M, and a grant from MHF-UNOCHA for USD 206,000 was acquired late in December 2020. DANIDA slightly increased its contribution at DKK 1.2M, and Taiwan is expected to also stay minimally engaged at USD 80,000. This will be the first year in several years that Canada (GAC) will not support TBC's work.

Figure 3 shows a funding breakdown by individual donors. Government funding still makes up 98% of all income of which US BPRM alone fills 72% of the overall portfolio. With these funding levels, TBC still expects that all of its immediate programming needs should be covered.

Expenditure Assumptions

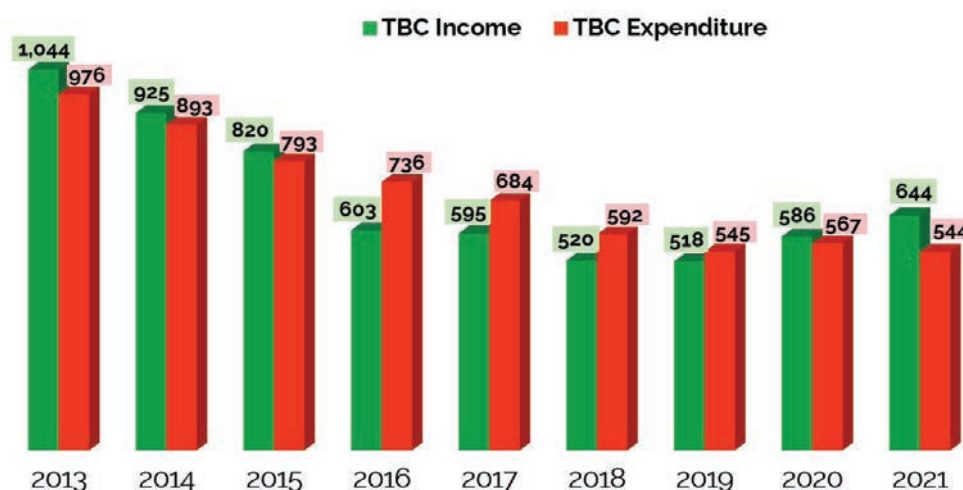
- Similar to 2020, TBC has budgeted for a camp population starting point of 79,000 with a gradual 7% decline to 76,000.
- The FCS makes up 47% of overall budgeted expenditure. With the FCS, the risk of large increases in commodity prices shifts to the refugees. TBC will, however, monitor that prices of commodities sold by vendors in the camps stay within reasonable market rates to ensure stable buying power of the food card.
- Because of the expected financial commitments from the US and UK governments, rations will continue at last year's increased levels until June, when it's expected to return to pre-pandemic values. TBC has budgeted for a 3% inflation and charcoal prices are expected to increase later in the year and likely a ripple-affect from the pandemic.
- The Myanmar programme is calculated to cost THB 67M in 2021 and is self-funded primarily by UNOPS-LIFT, UNOCHA-MHF, and FCDO.

- FX rates remain a crucial variable in monitoring the budget, particularly since TBC has experienced large losses in four out of the past five years.
- There are no plans to reduce staffing levels of 58 people.
- Based on these points, TBC has estimated total expenditures at THB 544M, which is an increase of THB 40M from 2020's original budget.

Funding

TBC's donor base continues to reduce, however it still expects to cover all of its critical programmes. TBC continues to seek additional funds to supplement organizational costs as well as contribute to the increasing demand for shelter.

Figure 5.5 2013-2020 Actual Income & Expenditure with 2021 projections (THB million)



FINANCIAL OUTLOOK 2022-2023

By the end of 2020, TBC's outlook for the next few years continued to be one of hope for the refugees to return home or find a way to integrate into Thai society. With the violent upheaval in the Myanmar context at the start of February 2021, the future has become more of an unknown and TBC's vital role on the border and work with partners in south eastern Myanmar remains as relevant as ever.

Even though TBC is confident that income expectations are steady until mid-2022, it is barely enough to support a declining population at minimal humanitarian levels. TBC typically maintains rations at current levels with a 5% increase budgeted at some point when funds are available. If there is no reduction in population size by the start of 2022, or worse yet the population increases, additional funding will be necessary.

TBC's work in south-eastern Myanmar to assist with potential return has secured funds to remain 100% self-sustainable through 2021. With the LIFT three-year commitment and the FCDO 1.5-year agreement, only a small portion of the operating costs beyond 2021 still needs funding coverage for which TBC will pursue opportunities as they arise.

TBC's financial reserves position continues to be a cause for concern and will be protected in the foreseeable future. This includes funds for both staff severance and an eventual phase out period. As a measure to safeguard the general freely available reserves beyond 2021, TBC will replace its previous donor reporting procedure, which was based on an accrued foreign exchange rate, to one that reports expenditure using a monthly average. The financial gaps that are caused by fluctuating foreign exchange rates will be managed by adjustments in spending rather than TBC's need to supplement a loss in buying power of the foreign currency.



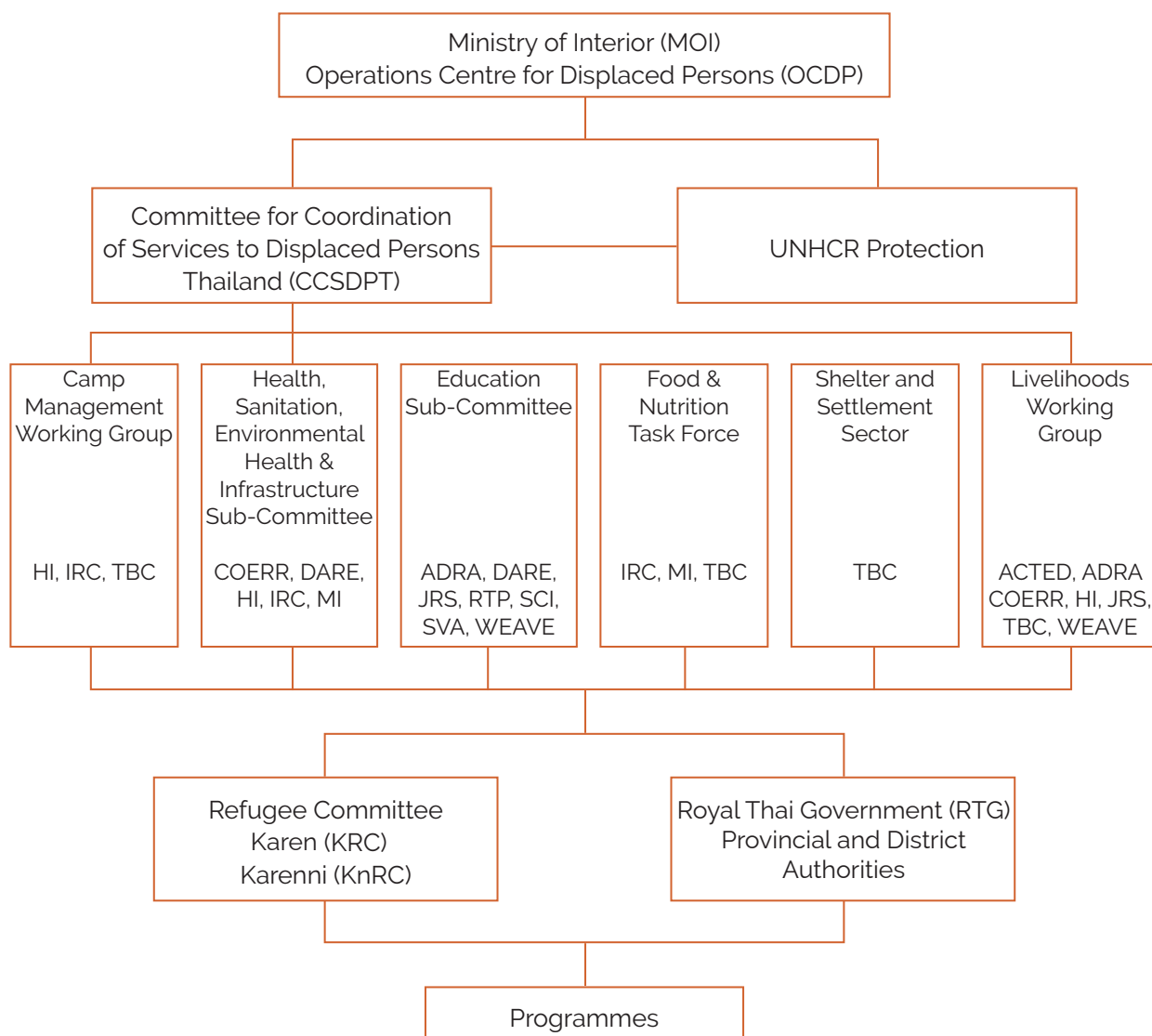
APPENDICES



Photo by: Saw Mort

APPENDIX A

CCSDPT/UNHCR Coordination Structure



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

APPENDIX B FINANCIAL CHART

Figure B1 Balance Sheet as of December 31, 2020 and December 31, 2020

ASSETS	Thai Baht	
	31 Dec 19	31 Dec 20
Current Assets		
Cash at bank and in hand		
Bank	172,998,825	137,580,188
Cash	209,405	203,579
Total Cash at bank and in hand	173,208,230	137,783,767
Accounts Receivable	75,052,316	93,581,577
Other Current Assets		
Sundry Receivable	47,497	294,766
Advance Programme Expense to partners	8,621,657	7,943,363
Advance Expenses	420,000	400,000
Accrued Expenses	334,398	321,927
Deposits	642,000	362,000
Total Other Current Assets	10,065,552	9,322,056
Total Current Assets	258,326,098	240,687,400
Fixed Assets		
Gross Fixed Assets	22,251,146	20,612,501
Accumulated Depreciation	(21,598,028)	(19,498,754)
Total Fixed Assets	653,118	1,113,747
TOTAL ASSETS:	258,979,216	241,801,147
LIABILITIES		
Current Liabilities		
Accounts Payable	32,792,622	10,761,615
Deferred Income	48,915,893	33,901,114
Accrued Expenses	1,551,256	1,606,173
Payroll Suspense Account	1,034,480	992,978
Total Current Liabilities	84,294,256	47,261,885
Long Term Liabilities		
Myanmar Provident Fund	1,663,307	2,396,288
TOTAL LIABILITIES:	85,957,563	49,658,173
ASSET LESS LIABILITIES:	173,021,653	192,142,974
FUND		
Opening Balance Equity	91,755,882	91,755,882
Retained Earnings	80,256,007	81,265,776
Net movement funds	1,009,768	19,121,316
FUND BALANCE:	173,021,657	192,142,974
FUND ANALYSIS		
Restricted Fund	90,033,043	106,724,659
Designated Fund - Severance Provision	22,970,850	23,486,904
Designated Fund - Closedown Provision	35,000,000	35,000,000
General Fund	25,017,764	26,931,411
TOTAL FUND:	173,021,657	192,142,974

Figure B2 Cash Flow: January to December 2020 (THB 000)

Thai Baht 000's	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Government-backed funding													
EC - Mercy Corps	-	-	-	-	1,059	-	-	-	-	-	-	-	1,059
Australia ANCP (Act for Peace - NCCA)	-	-	-	808	-	867	-	556	-	445	-	2,420	5,096
Australia DFAT GAP (Act for Peace - NCCA)	-	-	-	-	-	1,005	-	-	-	-	-	1,045	2,050
Australia DFAT Thailand (IRC)	-	-	6,832	-	9,955	-	-	-	8,775	-	6,799	-	32,361
Canada - GAC Inter-Pares	-	-	-	-	-	3,723	-	-	-	-	-	-	3,723
Republic of China - Taiwan	-	-	-	-	641	-	-	-	-	-	2,122	-	2,763
Denmark - DANIDA	-	-	2,789	-	-	-	-	-	3,953	2,869	-	-	9,610
UNOPS - LIFT Fund	9,825	-	-	34,074	8,641	-	2,193	-	-	-	-	-	54,733
UK FCDO (HARP- Thailand)	39,091	-	-	-	15,532	-	-	20,620	-	-	-	-	75,243
UK FCDO (HARP-MYM)	-	1,678	1,865	2,526	-	-	-	5,684	2,566	-	-	-	14,319
USA PRM - IRC	-	30,188	15,830	133,159	14,973	-	31,337	14,706	22,911	25,001	23,269	33,625	344,999
kerk in actie	-	-	-	-	-	-	2,166	-	-	-	-	-	2,166
Total Government-backed:	48,916	31,866	27,316	170,566	50,801	5,595	35,696	41,565	38,204	28,315	32,190	37,090	548,120
Other													
Caritas Australia	-	-	-	-	-	3,498	-	-	-	-	-	-	3,498
Christian Aid	-	-	1,421	-	-	-	-	-	-	-	-	-	1,421
Church World Service	-	-	1,568	2,281	-	-	-	-	-	293	1,552	0	5,693
ICCO	-	-	-	-	-	-	-	-	-	-	-	1,816	1,816
Global Ministries	152	-	-	-	-	-	-	-	-	-	-	-	152
Save the Children	-	-	-	-	-	-	-	-	-	-	255	-	255
Other Donations	4	5	44	4	4	42	4	4	4	4	6	4	129
Income from Marketing	-	-	-	-	-	-	-	-	-	-	-	-	-
Interest	(50)	60	36	80	3	172	20	3	63	23	2	234	646
Other Income (Gains on Exchange & Asset Disposal)	-	600	1	-	-	-	-	-	-	-	-	-	601
Total other:	106	665	3,070	2,364	7	3,712	24	7	67	320	1,816	2,054	14,211
Total receipts:	49,022	32,532	30,386	172,930	50,807	9,307	35,719	41,572	38,272	28,634	34,006	39,144	562,331
Total payments	9,264	118,362	69,774	37,513	68,093	82,128	46,714	42,916	39,604	29,332	36,458	17,412	597,569
Net cash flow	39,758	(85,830)	(39,388)	135,418	(17,286)	(72,821)	(10,995)	(1,344)	(1,332)	(697)	(2,452)	21,732	(35,238)
Opening bank balance	173,021	177,600	129,182	89,606	222,498	200,962	128,141	117,146	115,802	114,471	115,581	113,560	173,021
Closing bank balance	212,779	91,770	89,794	225,024	205,212	128,141	117,146	115,802	114,471	113,773	113,129	135,291	137,793
Less accounts payable	(70,161)	(40,299)	(26,128)	(51,710)	(50,225)	(24,678)	(16,073)	(17,026)	(19,687)	(21,239)	(17,272)	(47,262)	(47,262)
Liquidity surplus/(shortfall)	142,618	51,471	63,666	173,313	154,987	103,463	101,072	98,776	95,793	92,534	95,857	88,030	90,521

Figure B3 Grant Allocation January –December 2020

Funding sources	2019 Fund balance	Income 2020	1 Humanitarian Need	2 Food Security & Nutrition	3 Protective Environment & safe futures	4 Accountability & Partnership	Organizational Costs	Total expenses December 2020	Fund Balance
Restricted									
Act for Peace -AncP	2,216,149	5,115,032	-	-	3,714,776	1,000	1,027,541	4,743,317	2,587,864
Act for Peace GAP	2,658,863	173,898	-	364,119	487,190	405,935	1,575,517	2,832,761	-
Christian Aid	-	1,420,900	1,304,000	-	-	25,440	91,460	1,420,900	-
Church World Service		2,573,268	-	2,239,264	309,000	-	1,279	2,549,543	23,725
DFAT (IRC) 2019-2020	19,752,306	-	5,669,372	810,275	3,666,111	1,320,325	8,286,223	19,752,306	-
DFAT (IRC) 2020-2021		35,916,960	1,038,680	12,910	3,764,941	1,303,846	8,440,386	14,560,763	21,356,197
HARP/FCDO 19/20 Thailand	3,605,652	74,988,060	45,792,683	1,763,550	10,685,109	4,374,357	15,978,012	78,593,711	-
HARP/FCDO 19/20 Myanmar	6,966,107	9,645,500	10,025,678	532,884	1,796,696	1,810,996	2,445,352	16,611,607	-
ICCO KIA 2019/20	951,567	-	-	945,067	-	-	6,500	951,567	-
ICCO KIA 2020/21	-	1,792,480	-	812,615	-	-	2,700	815,315	977,165
Inter Pares GAC 20	-	3,636,940	1,241,862	143,800	2,039,982	115,580	95,715	3,636,939	-
LIFT - UNOPS Myanmar II	1,618,780	44,267,193	5,368,623	18,751,790	6,402,968	6,929,749	7,147,719	44,600,849	1,285,124
US BPRM-19	52,263,620	-	46,825,453	-	-	110,153	5,328,013	52,263,619	-
US BPRM 20	-	382,222,314	272,819,910	586,040	-	858,697	27,463,082	301,727,729	80,494,585
KIA (Kerk in Actie)- Covid-19	-	2,166,000	2,015,154	-	39,397	10,809	100,640	2,166,000	-
DANIDA-DCA Covid-19	-	5,928,445	5,928,445	-	-	-	-	5,928,445	-
Republic of China (Taiwan)	-	2,481,976	-	2,040,346	410,110	15,520	16,000	2,481,976	-
Save the Children	-	255,000	232,200	-	-	22,800	-	255,000	-
Total Restricted	90,033,044	572,583,966	398,262,060	29,002,661	33,316,280	17,305,208	78,006,139	555,892,348	106,724,660
General Unrestricted									
Caritas Australia	-	3,498,000	394,140	-	1,066,379	112,481	1,925,000	3,498,000	-
Church World Service	-	3,120,085	-	202,156	85,145	74,073	1,704,268	2,065,642	1,054,443
DANIDA- DCA	-	5,440,964	-	-	-	-	5,440,964	5,440,964	-
Global Ministries USA	-	151,585	-	-	-	-	151,585	151,585	-
Web donations	-	129,359	-	-	-	-	129,359	129,359	-
Interest Income	-	645,900	-	-	-	-	386,695	386,695	259,205
Disposal of Assets	-	600,000	-	-	-	-	-	-	600,000
General Reserve	25,017,763	-	-	-	-	-	-	-	25,017,763
Total Unrestricted	25,017,763	13,585,893	394,140	202,156	1,151,524	186,554	9,737,871	11,672,245	26,931,411
Designated fund	57,970,850	-	-	-	-	-	-516,054	-516,054	58,486,904
Total Fund	173,021,657	586,169,858	398,656,200	29,204,817	34,467,804	17,491,762	87,227,956	567,048,539	192,142,976

APPENDIX C

LIST OF ACRONYMS

AF	Accountability Framework	KRC	Karen Refugee Committee
APV	Annual Population Verification	KSWDC	Karenni Social Welfare and Development Center
BCRM	Beneficiary Complaints Response Mechanism	KWO	Karen Women's Organisation
BDY	Ban Don Yang	KYO	Karen Youth Organisation
BMN	Ban Mai Nai Soi	LIFT	Livelihoods and Food Security Trust Fund
BMS	Ban Mae Surin	Moi	Ministry of Interior
BPHWT	Backpack Health Worker Team	ML	Mae La
CBO	Community Based Organisation	MLO	Mae La Oon
CCSDPT	Committee for the Coordination of Services to Displaced Persons in Thailand	MoHS	Ministry of Health and Sports
CDNRM	Community Driven Natural Resource Management	MPR	Monthly Population Report
CIT	Camp Information Team	MRML	Mae Ra Ma Luang
CMPP	Camp Management and Preparedness Programme	MUAC	Mid Upper Arm Circumference
CMT	Community Managed Targeting	MWA	Muslim Women's Association
CMWG	Camp Management Working Group	MWO	Muslim Women's Organisation
CNPA	Community Nutrition Programme Assistants	NGO	Non-Governmental Organisation
CRR	Karen Committee for Refugee Return	NLD	National League for Democracy
CSO	Civil Society Organisation	NMSP	New Mon State Party
DRR	Disaster Risk Reduction	NP	Nu Po
EAO	Ethnic Armed Organisation	NWG	Nutrition Working Group
ESP	Ethnic Service Provider	OHSS	Occupational Health and Safety/Security
FCDO	Foreign, Commonwealth and Development Office	PAA	Pre-Award Assessment
FSN	Food Security and Nutrition	PAR	Participatory Action Research
FSNO	Food Security and Nutrition Officer	PDM	Post-Distribution Monitoring
FCS	Food Card System	PSEAH	Prevention of Sexual Exploitation, Abuse and Harassment
FCSWG	Food Card System Working Group	QA	Quality Assurance
GM&P	Growth Monitoring and Promotion	RTG	Royal Thai Government
GoUM	Government of Union of Myanmar	SFP	Supplementary Feeding Programme
HEM	High Energy Milk	SGBV	Sexual and Gender-Based Violence
HI	Humanity and Inclusion	SME	Small and Medium Enterprise
HIS	Health Information System	SoP	Standard Operating Procedure
INGO	International Non-Governmental Organization	SSN	Shelter Special Needs
IOM	International Organization for Migration	SWG	Shelter Working Group
IYCF	Infant and Young Child Feeding	TBC	The Border Consortium
KHRG	Karen Human Rights Group	TFP	Therapeutic Feeding Programme
KnHRG	Karenni Human Rights Group	TH	Tham Hin
KnMHC	Karenni Mobile Health Committee	ToT	Training of Trainers
KNOW	Karenni National Women's Organisation	UM	Umpiem Mai
KNPP	Karenni National Progressive Party	UNCRC	UN Convention on the Rights of the Child
KnRC	Karenni Refugee Committee	UNHCR	United Nations High Commissioner for Refugees
KnRRRWG	Karenni Refugee Repatriation and Reconstruction Working Group	UNOPS	United Nations Office for Project Services
KNU	Karen National Union	VRC	Voluntary Repatriation Centres
KnYO	Karenni Youth Organisation	WASH	Water, Sanitation and Hygiene
KORD	Karen Office of Relief and Development	WFP	World Food Programme
		WHO	World Health Organization

TBC would like to thank its Donors and Members for their generous contributions and support

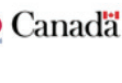


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