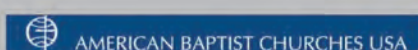
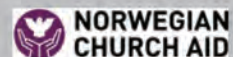
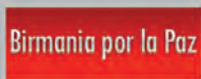
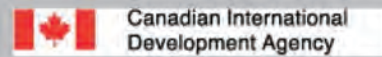




Thailand
Burma
Border
Consortium

2009
PROGRAMME REPORT
JULY TO DECEMBER

TBBC would like to thank its Donors and Members
for their generous contributions and support in 2009



Friends and
Families of TBBC





Introduction

This six-month report describes the programme and activities of the Thailand Burma Border Consortium (TBBC) during the period July to December 2009.

TBBC is a consortium of currently twelve NGOs from ten countries working to provide food, shelter, non-food items and capacity-building support to Burmese refugees and displaced persons. It also engages in research into the root causes of displacement and refugee outflows. Membership is open to other NGOs with similar interests. TBBC's head office is in Bangkok, with field offices in the border towns of Mae Hong Son, Mae Sariang, Mae Sot and Sangklaburi.

TBBC works in cooperation with the Royal Thai Government and in accordance with regulations of the Ministry of Interior. It is an active member of the Committee for Coordination of Services to Displaced Persons in Thailand, committed to coordination of all humanitarian service and protection activities with the other 17 NGO members of CCSDPT and the United Nations High Commissioner for Refugees. TBBC's programmes are implemented through partnerships with refugee committees, community-based organisations and local groups.

TBBC's programme is evolving as circumstances change, seeking to promote the self-reliance of displaced people through the utilisation and development of their own resources in preparation for long-term solutions. TBBC will be willing to support voluntary repatriation of the refugees when the situation allows safe and dignified return to Burma, and to assist, as appropriate, in their subsequent rehabilitation.

TBBC is a company limited by guarantee in England and Wales, Company number 05255598, Charity Commission number 1109476. TBBC's registered office is at 35 Lower Marsh, London SE1 7RL.

Donations can be made through the TBBC website www.tbbsc.org

TBBC's Strategic Plan Objectives, 2009-2013

- Pursue change leading to durable solutions while ensuring a protective environment for displaced people of Burma
- Increase self-reliance and reduce aid dependency by promoting and supporting livelihood opportunities
- Ensure continued access to adequate and appropriate food, shelter and non-food items prioritising support for the most vulnerable
- Support mutually accountable community-based management which ensures equity, diversity and gender balance
- Develop TBBC organizational structure and resources to anticipate and respond to changes, challenges and opportunities

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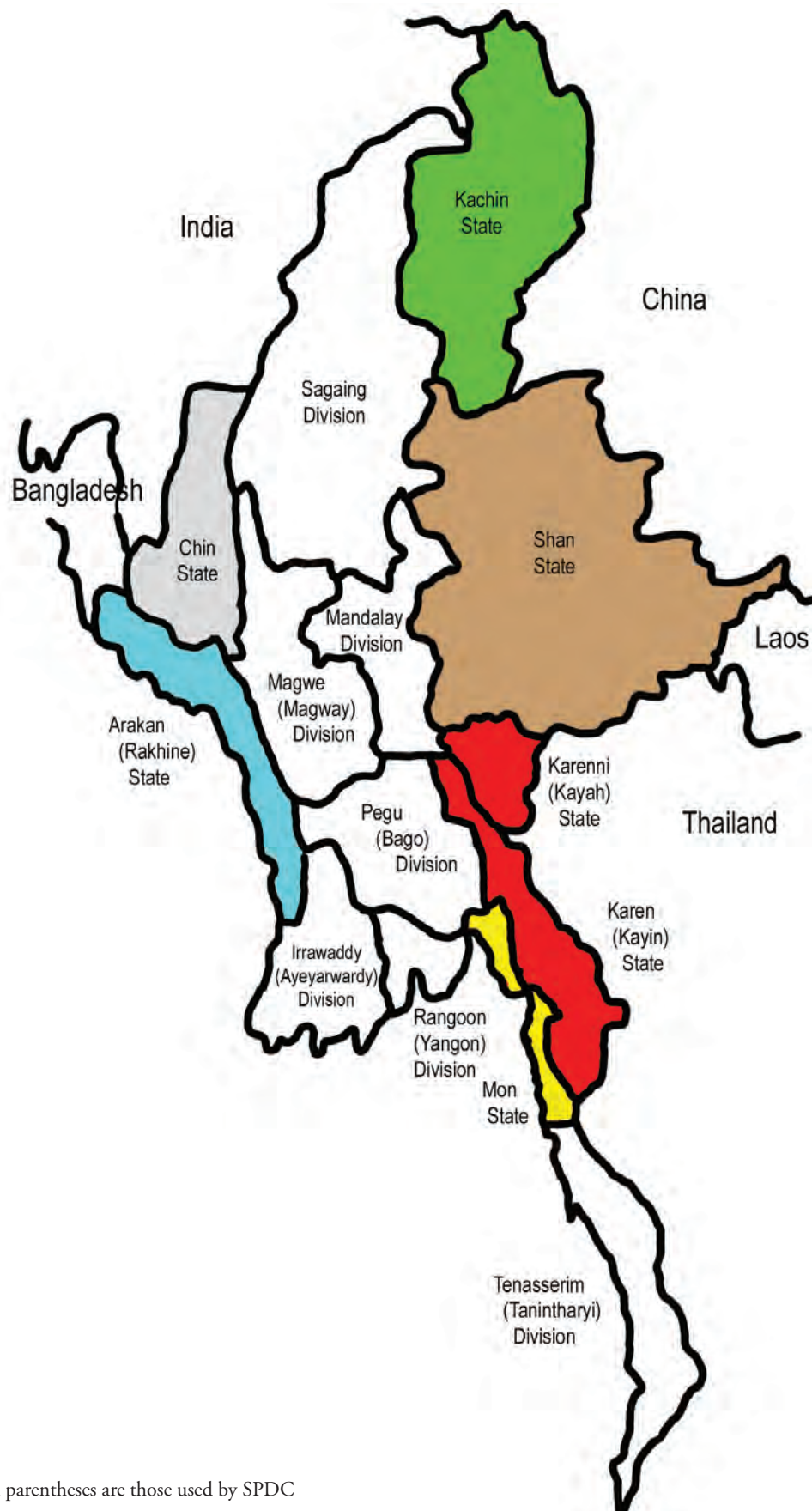
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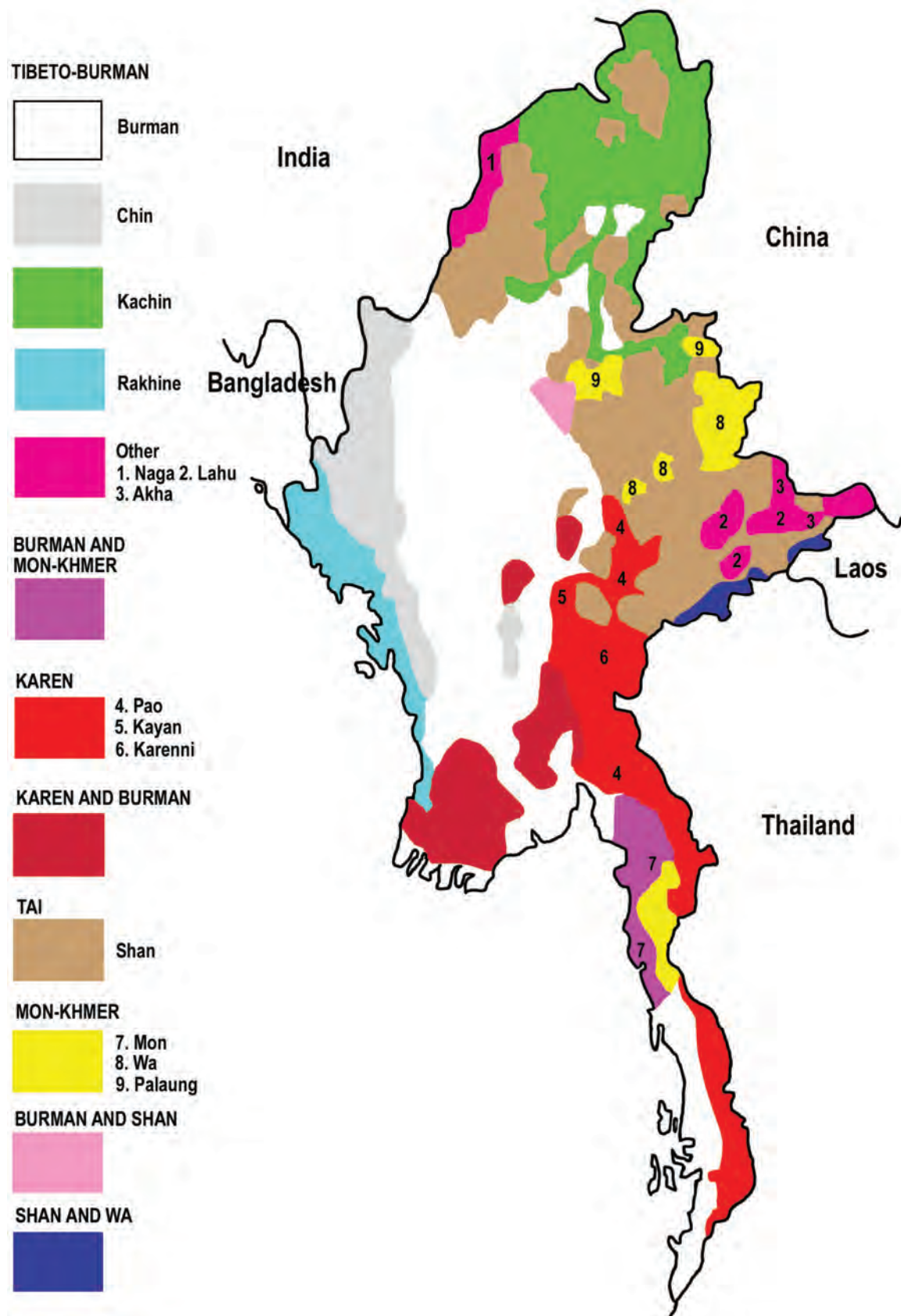
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Burma States and Divisions



Note: Names in parentheses are those used by SPDC
TBBC: March 2010

Major ethnic groups of Burma



Based on: Martin Smith: Burma - Insurgency and the Politics of Ethnicity

Displaced Burmese December 2009



Eastern Burma:

IDPs 500,000

Thailand:

Refugees in camps 150,000

Refugees outside camps (including Shan) 200,000+

Migrant workers 2,000,000+

Executive Summary

July to December 2009



Weaving Project, Nu Po Camp

With funding becoming increasingly difficult to sustain, 2009 never promised to be an easy year for the Thailand Burma Border Consortium (TBBC) or for the hundreds of thousands of refugees and internally displaced people either side of the Thailand Burma border. Humanitarian actors were increasingly becoming operational inside the country to seize whatever new opportunities might emerge after the 2010 General Election and there was a danger that ethnic conflict in the border areas, remote from Rangoon, might increasingly become the 'side-show'.

But the ethnic issue is unfinished business. Armed ethnic conflict has dragged on for more than 60 years and, although both cease-fire and non-ceasefire ethnic groups have limited resources, they remain major obstacles to the State Peace and Development Council's (SPDC) aim for complete control. Whilst everyone hopes that the General Election will indeed lead to meaningful change, the new constitution does not address ethnic aspirations and conflict could go on for many more years to come. There remains the possibility of a major emergency should SPDC decide to push for an early military solution.

Against this backdrop of uncertainty, 2009 in fact turned out in many ways to be a good year for TBBC. Donor interest remained high: twelve governments were represented at TBBC's annual meetings in Chiang Mai and funding needs were met. TBBC was able to sustain all of its regular activities, supplying 22,130 MT of rice, 5,454 MT of other food and 12,894 MT of charcoal to an average 138,000 refugees, but also was able to invest time and resources in strengthening its programme and planning new initiatives whilst playing a leading role in putting forward strategic options for change to the Royal Thai Government (RTG).

TBBC is grateful to all of its Donors, large and small for the support and encouragement it received. This report provides details of the programme during the second half of 2009, and presents an operating budget of baht 1,230 million (USD 37 million or EUR 27 million) for 2010¹. Whilst primarily targeted at Donors, this report also aims to provide information and analysis useful to other concerned observers and practitioners interested and involved in the situation in Burma and along the Thailand Burma border.

Refugee situation

TBBC's 2009 annual report on displacement in eastern Burma showed how threats to civilian safety and livelihoods have grown even worse during the past five years as the Burmese army has gradually increased its presence and control in the border areas. At least 75,000 people were displaced from their homes between August 2008 and July 2009 and although many of these remain inside Burma, others joined the steady flow of new refugees into Thailand.

The attack by the Democratic Karen Buddhist Army (DKBA) and SPDC against the Karen National Liberation Army (KNLA) opposite Tha Song Yang District in June reported last time, was seen as a likely prelude to an ongoing offensive in Karen State. It also illustrated the way similar emergencies might develop on other parts of the border if other cease-fire groups acceded to SPDC's orders to form border guard forces (BGFs) and joined offensives against the remaining non-ceasefire groups. Some 4,000 refugees fled into Thailand.

But so far there have been no major new military operations along the border and, although several deadlines have passed, the other main cease-fire groups have still refused to form BGFs. It remains to be seen whether SPDC will attempt to force the issue before the General Election, which could still precipitate a major emergency, or whether it will back away from direct confrontation, settling instead to break down ethnic resistance over the longer run. Either way, it is far more likely that there will be more refugees coming into Thailand in 2010 than any of them going home.

As this report is being finalised there is much speculation about the 3,000 refugees still living in very temporary shelters in Tha Song Yang District following the June offensive. Whilst most of them express a desire to go back, the threat of landmines and ongoing conflict make this a very dangerous proposition at the present time. The Thai authorities insist that they will not send anyone back against their will, but reports of intimidation persist. Since services are difficult to sustain in the temporary locations, the United Nations High Commissioner for Refugees (UNHCR) and the Committee for Coordination of Services to Displaced Persons in Thailand (CCSDPT) have recommended that the refugees should be offered the option of moving to Mae La camp.

TBBC's new population database and ration book system which has gradually been introduced since 2007 is now fully functional, providing accurate information on refugee numbers and tight control of ration distributions. TBBC has been able to physically verify and photograph everyone eligible for assistance and the requirement for every individual to personally collect his/her ration against a photo ID has led to greatly improved efficiencies. Apart from an estimated 7,600 in Mae La, all unregistered people in the camps have now been through the verification process and the verified caseload at 31st December was 139,366 comprising 94,298 registered refugees and 45,038 unregistered people. Since

¹ The budget is very sensitive to commodity prices, exchange rates and feeding figures. A combination of increases or decreases of 20%, 10% and 10% in these variables respectively, would increase/ decrease funding needs by EUR 7.9 million or USD 10.8 million.

some people work for short periods outside the camps, on average about 96% of the verified caseload actually show up to collect their rations, meaning that the current actual feeding figure is about 133,500.

Results of the Royal RTG pilot pre-screening process in four camps have yet to be finalised and no announcement has yet been made whether, how or when this will be extended to the other camps. Hopefully this will occur during the first half of 2010 and, if successful, would mean that TBBC could then exclude “screened out” persons from ration distributions. TBBC’s verification process has in fact already excluded some who have been pre-screened.

Almost 17,000 refugees left for resettlement to third countries in 2009 bringing the total to over 53,000 since 2005. Numbers leaving are expected to start declining in 2010 and so, allowing for babies born in the camps and a ‘normal’ influx of new arrivals, TBBC is basing its budget for 2010 on an end of year case load of 136,000.

Funding situation

2009 was a satisfactory year financially. Expenses totalled baht 1,108 million and income was baht 1,137 million giving a small surplus of baht 29 million. This small reserve will be important in 2010 since the budget of baht 1,230 million, is 11% higher than last year, mainly due to higher commodity prices, but also because of planned new initiatives. Although some Donors have yet to confirm their funding intentions, the projected income for 2010 is baht 1,083 million, 5% lower than 2009 and this would result in a shortfall of baht 149 million for the year.

TBBC’s funding position is very sensitive to exchange rates and commodity price fluctuations, both of which are going the wrong way at present. The Thai baht has strengthened 20% against Donor currencies over the last 5 years and commodity prices are rising. It is essential therefore that additional funds are raised. The TBBC programme is still remarkably efficient with the cost of supporting one refugee for a whole year just baht 8,500 (USD 250, EUR 185) and all staff, management and governance costs amount to less than 9% of the budget.

Strategic planning

The struggle to sustain adequate funding for refugee support after 25 years has added pressure for a change in the current model of encampment, with refugees almost entirely aid-dependent. Following up on advocacy initiatives launched in 2005, CCSDPT and UNHCR drew up a draft five-year Strategic Plan during 2009 to promote the ideas of increasing refugee self-reliance and bringing refugee services under the RTG system where possible, with greater freedom for refugees to move outside the camps being an important requirement. It was presented to RTG representatives and Donors at a seminar in Chiang Mai in November.

Whilst the RTG is sympathetic to refugees having more productive lives, concerns about national security, the impact on Thai communities and the fear of creating a pull factor for new refugees, have so far weighed against any change in the policy of encampment. This means that although progress can be made in certain areas, the strategy as whole is currently unattainable.

The directions of the Strategic Plan remain valid and although the scope for creating sustainable livelihoods within camps is very limited, TBBC is pursuing new initiatives. For 2010, new and expanded livelihood opportunities are planned in agriculture, weaving, shelter construction and small business enterprises such as sewing, carpentry and shops. These projects will equip refugees to take advantage of new economic opportunities as they arise but they are likely to create only limited opportunities for reducing basic humanitarian support under current conditions.

Even though large numbers of small businesses are common in long-term refugee camps, sometimes visitors to the camps (usually Mae La) are surprised at the number of shops, concluding that the refugees must be relatively ‘well-off’. A survey conducted by consultants commissioned and funded by the European Commission (DG ECHO) during the period found that one third of the population are ‘poor’ or ‘very poor’ with an average household (5.7 people) income less than baht 500 per month (USD 15, EUR 11), whilst ‘better-off’ households earning more than 2,200 baht per month (USD 66, EUR 48) were no more than 9% of the population. Their conclusion was that this provided little scope for reducing assistance and demonstrated the need to encourage and expand entrepreneurial activity in the camps. Support for livelihood activities will encourage self-reliance but all stakeholders must remain committed to finding ways of improving refugee mobility if assistance needs are to be reduced significantly.

TBBC

TBBC has been developing many critical areas of its programme during the last year. Besides the new population database and ration book system and livelihoods programmes already mentioned, other important developments have

included the strengthening of camp management, focusing on equitable representation by gender, religion and ethnicity, and strengthening all aspects of supply chain management including warehousing and monitoring.

Consultants have also reviewed TBBC's management structure suggesting revisions to the operational structure and the recruitment of new expertise. Some key recruitment is already underway and the final structure will be approved after consultations with board members and staff during the first half of 2010. TBBC has invested much in human resource development over the last few years and the positive benefits of this are manifest in the description of activities set out in Section 3 of this report. TBBC is fortunate in having very dedicated, professional and creative staff who work alongside almost 2,000 refugees involved in delivering the programme and who also are growing in experience and expertise. Everyone expects 2010 to be a crucial year for Burma and another challenging year for TBBC. One event that we can look forward to is the publication in March of "Nine Thousand Nights", a border 'scrapbook' to mark 25 years on the border which we believe will be a fitting testimony to the drama, suffering and the triumph of the human spirit over adversity that is the story of this border.



Refugee Situation

July to December 2009

2



Mae La Oon camp

A brief history of the Burmese border situation is presented in *Appendix F*.

2.1 Refugee populations

2.1.1 Camp population

The first formal registration of the border population was undertaken by the Ministry of Interior (MOI) and the United Nations High Commissioner for Refugees (UNHCR) in 1999. A new mechanism was set up to determine the status of any subsequent new arrivals, the Provincial Admissions Boards (PABs). The PABs were not able to fully deliver their mandate and by 2004 there were large numbers of unprocessed new arrivals as well as many people rejected by the PABs but still living in the camps. In 2004/5 MOI with support from UNHCR carried out a new registration of the entire population, re-registering 101,992 persons from the 1999 exercise and identifying 34,061 others who had arrived since that time, a total of 136,053 (excluding students in the camps for education purposes). With UNHCR's encouragement, the RTG resumed PAB screening and expanded the status determination criteria. Since then the PABs have been considering the cases of the 2005 unregistered caseload and between October 2005 and 31 December 2009, the PABs regularised the status of some 36,840 persons including approximately 6,809 who were screened in 2009.

Since 2005, there has been an ongoing influx of newcomers, most of whom are thought to be genuine asylum seekers fleeing fighting and human rights abuses in Burma (see *Section 2.6 Internally displaced: the situation in eastern Burma*). Others may have entered the camps, either from within Thailand or direct from Burma, hoping to gain access to resettlement to third countries. As a result, there are at least 50,000 unregistered people in the camps.

In 2009, MOI launched a pilot 'pre-screening' process to address the unregistered population issue, as provided for in the original PAB framework. The sites chosen were Tham Hin, Ban Don Yang, Nu Po and Site 1 (one in each Province), the plan being to screen out those people without just claims to asylum before presenting those 'screened in' for interview by the PABs.

In March/ April the pilot involved wrist-banding all unregistered people in the four sites and then entering them in a database. Between July and September, interviews were then conducted by officers recruited and trained by MOI, with UNHCR acting as observers. Altogether 11,107 interviews were carried out with 745 'no shows': Tham Hin: 2,729 (no shows 86); Ban Don Yang, 856 (56); Nu Po, 6,563 (541); and Site 1, 959 (62).

At the conclusion of the interviews District Working Groups were to submit their conclusions on the process to MOI for evaluation and in turn MOI would present its observations to the National Security Council for a policy decision on the next steps. The expectation is that after review the pilot will be extended to the other camps subject to any modifications deemed necessary. No decisions will be announced from the pilot exercise until the process is complete in the remaining five camps to avoid people screened-out moving to another camp to try again. It is still hoped that the whole process will be completed early in 2010.

Meanwhile though, TBBC has established its own database for the purpose of determining ration needs and all camp residents have been verified by TBBC staff. Registered refugees have been checked against UNHCR's database and photographs have been taken of all unregistered refugees. Rations are issued only to ration card holders included in the database and who personally show up to receive their supplies (see *Sections 3.3.3 c) Distribution/ Ration Books and 3.3.3 d) Verified Caseload and Feeding figures*).

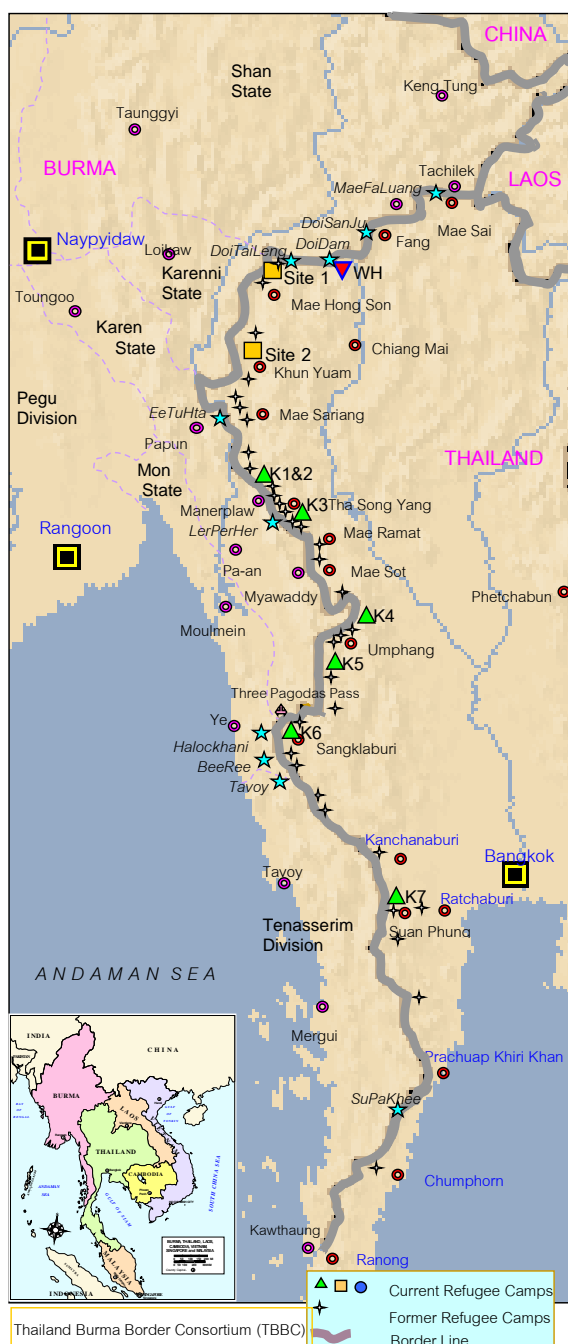
The results of the MOI's pilot pre-screening process to assess the asylum claims of unregistered people living in 4 camps are still under review.

TBBC has verified 139,366 refugees eligible for feeding including unregistered people. Around 7,600 new arrivals in Mae La have yet to be included in this process.

The adjoining map shows the TBBC verified caseload at 31st December, compared with the UNHCR/ MOI registered population figures. The total TBBC verified caseload eligible for rations was 139,366 comprising 94,298 registered refugees and 45,038 unregistered people. UNHCR's registered population was 107,028. UNHCR figures generally do not acknowledge new camp entries since 2005 although they include 243 persons presented for PAB consideration and 3,069 students who reside in the camps for education purposes. The TBBC figure also includes 656 refugees in Wieng Heng not included in the UNHCR caseload.

The establishment of the database and verification process has been a huge task but the TBBC feeding caseload figures now include all verified

Figure 2.1 Burmese border refugee sites with population figures: December 2009



	TBBC Verified Caseload ¹ 31-Dec-09	UNHCR Population ² 31-Dec-09		
		Female	Male	Total
Chiangmai Province				
WH Wieng Heng (Shan Refugees)	656			
Mae Hong Son Province				
Site 1 Ban Kwai/Nai Soi ³	14,505	6,626	6,873	13,499
Site 2 Ban Mae Surin	3,713	1,536	1,597	3,133
K1 Mae La Oon (Site 3)	16,092	6,923	7,477	14,400
K2 Mae Ra Ma Luang (Site 4)	17,642	6,834	7,076	13,910
Subtotal:	51,952	21,919	23,023	44,942
Tak Province				
K3 Mae La	40,009	15,637	15,536	31,173
K4 Umpiemi Mai	18,180	6,377	6,571	12,948
K5 Nu Po	16,129	5,022	5,180	10,202
Subtotal:	74,318	27,036	27,287	54,323
Kanchanaburi Province				
K6 Ban Don Yang	4,397	1,615	1,543	3,158
Ratchaburi Province				
K7 Tham Hin	8,013	2,363	2,242	4,605
Total:	139,336	52,933	54,095	107,028

State of Origin of Registered Population

61% Karen	6% Pegu
17% Karenni	1% Irrawaddy
7% Tenasserim	1% Rangoon
5% Mon	2% Other (Chin, Kachin, Magwe, Mandalay, Rakhine, Sagaing, Shan, Unknown)

- ★ IDP Site
- ▼ Wieng Heng: Camp Committee
- Sites 1 & 2: Karenni Refugee Committee (KnRC)
- ▲ Camps K1-K7: Karen Refugee Committee (KRC)

Notes:

1. The TBBC verified caseload includes all persons verified as living in the camps and eligible for rations, registered or not (including students). It excludes all permanently or temporarily out of camp. Mae La figures exclude significant numbers on camp lists but yet to be verified. Rations are provided only to those personally attending distributions and actual feeding figures are typically 4% lower than the caseload.

2. UNHCR figure includes registered, pending PAB and some students but excludes new arrivals.

3. Includes Kayan.

unregistered people except in Mae La camp where around 7,600 on camp lists have yet to go through the final verification process, although the most vulnerable of recent new arrivals have been added to the feeding list.

Since rations are now only given to refugees who show up at distributions personally, each month some people are temporarily out of camp and, on average, rations are only distributed to about 96% of the feeding caseload figure. The actual feeding figure at the end of 2009 was therefore about 133,500. If the pre-screening process is satisfactorily completed, TBBC in the future will be able to issue rations only to screened in persons.

The TBBC verified caseload at the end of June was 134,401, meaning that there was an increase of 4,765 during this reporting period. Between July and December there were 7,018 departures for resettlement to third countries with 2,957 births and 231 deaths. This means that approximately 9,257 new names have been added to the feeding figures through the verification process, including new arrivals.

2.1.2 Tha Song Yang emergency

The above figures do not include the now approximately 3,000 people displaced into Tha Song Yang District by the Democratic Karen Buddhist Army (DKBA)/ State Peace and Development Council (SPDC) offensive in June (see *Section 2.7 Political developments*). Currently it is not clear how long they will be housed in the temporary shelters but if they are relocated to Mae La camp they would be added to the TBBC population database.

2.1.3 Resettlement to third countries

Since 2005 all refugees officially registered during the 2004/5 re-registration process and those subsequently approved by the PABs, have been eligible for resettlement to third countries. Altogether 16,685 Burmese refugees left Thailand for resettlement in 2009, bringing the total from 2006 to 53,406¹.

Over 53,000 refugees have left the border to be resettled in eleven countries since 2006.

Mae La camp



¹ Resettlement figures quoted in this report are from International Organisation for Migration (IOM). These figures include small numbers of family reunion and national migration cases that are not registered by UNHCR. These numbers are therefore slightly higher than published UNHCR resettlement data but represent actual total departures from the camps.

The majority of the departures (74%) have been to the United States where opportunities for resettlement have been offered on a camp by camp basis: Tham Hin in 2006; Mae La in the first half of 2007; Umpiem Mai and Nu Po during the second half of 2007; Ban Don Yang and Karenni Camp Site 1 in 2008; and Site 2 in 2009. Resettlement is now open to the remaining two camps at Mae Ra Ma Luang and Mae La Oon and departures are scheduled to begin in 2010. Refugee departures for 2009, with totals by country since 2005 are given in *Figure 2.1*:

Figure 2.1 Refugee Departures in 2009: Totals from 2006

Location	Australia	Canada	Denmark	Finland	Netherlands	Ireland	Norway	NZ	Sweden	UK	USA	Other	Total
Former urban	44		11		4		21				14	4	98
Site 1	117			181			2	38			6,475		6,813
Site 2	500	1		1							16		518
Mae La Oon	192	400			3		10						605
Mae Ra Ma Luang	221	394					60		4				679
Mae la	511	12					24	12	12		2,816		3,387
Umpiem Mai	349	21					1	7	4	5	1,455		1,842
Nu Po	240			1	2		75	1	13		1,104		1,436
Ban Don Yang	132			1				21	32		468		654
Tham Hin	17			18			87		53		478		653
Total 2009	2,323	828	11	202	5	0	280	79	118	5	12,825	4	16,685
2008	1,562	637	1	283	144	97	70	24	141	29	14,280	1	17,172
2007	1,516	1,574	5	350	62	0	414	148	178	111	10,181	0	14,636
2006	734	756	5	208	115	0	324	176	348	81	2,164	2	4,913
Grand Total	6,135	3,795	22	1,043	330	97	1,088	427	785	226	39,451	7	53,406

Source: International Organisation for Migration (IOM). Figures include family reunion and national migration

Total resettlement numbers in 2010 are expected to be a little lower than the last two years at around 15,000. The future is unclear. By the end of 2010 most of the registered caseload interested in resettlement will have departed. (Between 1 Jan 2005 and 31 December 2009, UNHCR had submitted approximately 100,000 Burmese refugees for resettlement consideration). However, if resettlement is offered to newly registered refugees that might be determined by the pre-screening/ PAB process, there could be an ongoing caseload.

Impact

Previous reports have documented the fact that whilst resettlement has been welcomed as the only durable solution currently available for Burmese refugees, a disproportionate number of the most educated and skilled refugees leaving² has posed a serious challenge to the strong community-based service delivery model prevalent on this border. The peak in resettlement departures has possibly passed in most camps and the fact that services have not collapsed is due in combination to the resilience of the strong community structures and the use of the skills of unregistered new arrivals. However, this has meant that much of the current training activities are addressing basic skills replacement rather than strengthening service delivery. The thrust of the Committee for Coordination of Services to Displaced Persons in Thailand (CCSDPT)/ UNHCR draft five year Strategic Plan (see *Section 3.1.1 Planning initiatives and RTG policy*) is to promote and implement a more sustainable service delivery model for the future, with camp services increasingly integrated into RTG programmes and community self-reliance further strengthened, reducing dependency on Non-Governmental Organisation (NGO) support. For this to be achieved, further investment in community capacity building will be required.

Fraud

UNHCR's official position on fraud in resettlement is one of 'zero tolerance' and in 2008 new guidelines were introduced for investigating reported cases including tough penalties for those involved. UNHCR, OPE and IOM have worked closely together on information campaigns to help raise awareness about what constitutes fraud and the consequences of committing it.

In 2009, UNHCR began investigations of some 300 fraud allegations received over the past two years. Nearly 80% of the allegations involved refugees from Mae La refugee camp. In October, UNHCR, in coordination with the US

² CCSDPT surveys in 2007/8 indicated that the health, education and camp administration sectors were losing as many as 75% of their skilled staff.

Government, suspended the submission of new resettlement cases to the US resettlement program to provide the opportunity to complete investigations and enhance anti-fraud controls. Submission will resume in early 2010.

Combating fraud in the resettlement process remains a top priority for UNHCR in 2010.

2.2 Shan refugees

During the second half of 2009, the number of Shan refugees recorded as arriving in Fang district of Thailand averaged about 320 per month. Most of these refugees continue to be from areas of central and southern Shan State forcibly relocated since 1996, where the Shan State Army – South (SSA-S) is active, and where torture, killing and rape of local civilians by the SPDC troops continue as part of ongoing anti-insurgency tactics (see *Section 2.6 Internally displaced: the situation in eastern Burma* for details of the current situation in Shan State). Well over 200,000 Shan refugees are believed to have arrived in Thailand from the areas of forced relocation since 1996. They are mostly living in farms, orchards and construction sites throughout northern Thailand.

There are also five Shan camps for Internally Displaced Persons (IDPs) along the northern Thai border, housing over 6,000 IDPs. These IDP camps mostly house refugees who have been pushed back from Thailand, or people who are too afraid to venture into Thailand in case of arrest. The security of these IDPs remains precarious, as there is a constant threat of attack by SPDC troops against the nearby SSA-S bases.

Shan refugees are not generally acknowledged as such by the Thai authorities but TBBC continues to supply food and shelter items to over 600 refugees in one small camp in Wieng Heng district of Chiang Mai province, most of whom fled fighting in May 2002.

Shan IDP camp, Mae Fa Luang



2.3 Rohingya boat people

During the last three dry seasons there was an escalating problem of Rohingya people arriving by boat in southern Thailand. Most were young men escaping abject poverty in Arakan state where they were effectively stateless under the Burmese Citizenship Law, denied even the most basic rights to travel, work or study, marry and have children. They paid brokers in the belief that they would be taken to jobs in Malaysia or Thailand. Smuggling patterns and the treatment of the boat people in Thailand changed each year as the authorities attempted to stem the flow.

The problem reached a crisis at the end of 2008 when Thai security officials were accused of pushing Rohingyas back to sea in boats without engines and without adequate food and drink. Hundreds were reported missing, although Thai security officials denied the allegations.

With several Asian countries now affected, the Rohingya issue became one of regional concern and was discussed at various ASEAN meetings including the “Bali Process”. Recipient countries urged the Burmese Government to accept their citizens back in return for helping to reduce the poverty which contributed to the root causes for their flight. The regime, however, has denied their right to live in Burma agreeing to take back only those whose residence in Burma is verified, an improbable proposition and a dangerous one unless protection can be guaranteed.

At the end of 2009, it appeared that after all the international attention received, boat departures had stopped, but as this report was being finalised there was news of one boat carrying 80 people off the coast of Ranong province. There are also reports that new overland and air routes are now being used by smugglers.

There remain 83 boat people who arrived in 2008/9 in detention in Thailand awaiting solutions and 224 in India.

2.4 RTG refugee policy

Thailand remains committed to a policy of providing temporary asylum to Burmese refugees and has reiterated on many occasions that they will only be sent back to Burma if they volunteer to do so. This policy is currently being challenged by the situation in temporary settlements in Tha Song Yang District where refugees displaced by fighting in June 2009 have so far not been offered access to the established refugee camps and are reportedly under pressure to return across the border. Whilst many if not all of them would be happy to return if it were safe to do so, threats due to ongoing conflict and the widespread use of landmines currently make this a very dangerous proposition.

Given the large unregistered population in the camps and the potential for ongoing conflict, the need remains for a transparent and consistent refugee determination process. The results of the pilot pre-screening process will be crucial in establishing the principles.

Meanwhile the international community continues to challenge the policy of the confinement of refugees to camps, convinced that allowing refugees more freedom would provide them with a better quality of life and better prospects

Thai refugee policy offering refugees temporary asylum in confined camps remains unchanged.

for the future, as well as allowing them to be more self-reliant, contributing to the Thai economy. During the second half of 2009 CCSDPT/UNHCR presented a draft strategic plan to both the RTG and Donors promoting strategies that would reduce refugee aid-dependency and integrate refugee camp services within the RTG system. (See Section 3.1.1 Planning initiatives and RTG policy). Whilst the RTG is sympathetic to refugees having more productive lives, concerns about national security, the impact on Thai communities and the fear of creating a pull factor for new refugees, mean that the policy of encampment remains in place, severely limiting possibilities for creating sustainable livelihood opportunities.

2.5 Migrant workers

Since 2004 Thailand has been registering migrant workers and issuing work permits on an annual basis, sometimes only offering renewal to existing holders, sometimes opening the process to new applicants. However, the relatively high fees involved and uncertainties surrounding the process will have deterred many migrants from applying and it has generally been estimated that Thailand has been host to well over two million migrants/ migrant workers, of whom at least 80% are from Burma.

During 2009 the RTG allowed the 501,570 existing work permit holders to apply for extensions until 28th February 2010, announcing that by that date all migrant workers would have to have their nationality verified by their home Governments. Some 382,541 renewed their work permits, of which 370,711 were Burmese.

In July 2009, RTG also opened registration to migrant workers who had never been registered previously and there were 789,399 new applicants from Burma, of whom 709,280 also applied for and received work permits, bringing the total number of Burmese migrants with work permits to a population of 1,079,991.

The national verification process which all registered migrant workers were supposed to complete by 28th February is extremely complex and time-consuming with

1,079,991 Burmese migrant workers received work permits in 2009 but they must all now go through a National Verification process.

only 12,470 Burmese having completed the process by 27th January 2010. Recognising the impossibility of completing the process in time for over a million people, a Cabinet resolution on 19th January extended the period for National Verification by two years to 28th February 2012, granting an amnesty for migrant workers to remain in the country. This, however, was subject to the condition that the workers must fill in the nationality verification form prior to 28th February 2010.

Whilst the opening up and regularisation of the registration of migrant workers is an important development in improving migrant rights and security, the requirement of National Verification will likely be a major deterrent for many Burmese who would fear persecution by their government, and particularly for the many who are de facto refugees, having left their homes due to the same human rights abuses as those experienced by people living in the camps.

Displaced father and son, Thandaung, June 2009 (CIDKP).



2.6 Internally displaced: the situation in eastern Burma

Most new refugees arriving in Thailand have previously been internally displaced in Burma. While the total number of IDPs in eastern Burma is likely to be well over half a million people, TBBC and its community-based partner agencies estimated at the end of 2009 that there were at least 470,000 IDPs in the rural areas alone³. The population includes approximately 231,000 people in ethnic ceasefire areas, which became more unstable due to SPDC plans to transform ceasefire groups into Border Guard Forces (See 2.7 *Political Developments*). A further 111,000 civilians are estimated to be hiding from the SPDC in remote areas that are most affected by military skirmishes. Approximately 128,000 other villagers have followed SPDC eviction orders and moved into designated relocation sites. *Figure 2.2* summarises the distribution of IDPs in 2009, while *Appendix G* provides an overview of the characteristics of internal displacement.

There are probably well over 500,000 internally displaced persons in eastern Burma.

³ "Protracted Displacement and Militarisation in Eastern Burma" TBBC November 2009, <http://www.tbtc.org/resources/resources.htm>

Figure 2.2: Internally Displaced Population Estimates for Eastern Burma in 2009

States and Divisions	IDPs in Hiding sites	IDPs in Relocation Sites	IDPs in Ceasefire Areas	Total IDPs
Shan State	22,000	27,700	85,700	135,400
Karenni State	8,250	4,600	45,300	58,150
Pegu Division	21,100	15,700	0	36,800
Karen State	54,300	18,500	52,300	125,100
Mon State	800	5,000	41,000	46,800
Tenasserim Division	4,550	56,500	6,700	67,750
Totals	111,000	128,000	231,000	470,000

Trend analysis, based on interviews with over 3,100 households, indicates that threats to civilian safety and livelihoods have increased during the past five years. Military patrols and landmines are the most significant, and fastest growing, threats to civilian safety and security, while forced labour and restrictions on movement have consistently been the most pervasive threats to livelihoods. The findings reflect how widespread and systematic violence and abuse continues to be committed by the Burmese Army in eastern Burma.

A summary of the situation in each of the border States and Divisions during the second half of 2009 follows:

■ Southern Shan State

At the end of July, 2009, the SPDC began a new scorched earth campaign in Laikha and Murng Kerng, central Shan State, burning down over 500 houses, and uprooting an estimated 10,000 villagers. However, in mid-August, the campaign was halted, following widespread international media coverage, and the villagers ordered back to their homes. Since April 2009, the SPDC has been pressuring the ceasefire armies in Shan State to become Border Guard Forces (BGFs), but several major groups have defied this order (See *Section 2.7 Political developments*). In August a Burmese Army offensive against a Kokang ceasefire group in eastern Shan State forced 37,000 refugees into China. There is now a threat of armed force against the United Wa State Army (UWSA) and the SSA-S, with SPDC deploying heavy artillery and providing training for Lahu militia groups along the Thailand border.

■ Karenni State

Since the PaO National Liberation Army (PNLA) resumed armed resistance in 2008, SPDC patrols have intensified along the border between Shan and Karenni States. This has resulted in more frequent skirmishes between the Burmese Army and PNLA or Karenni National Progressive Party (KNPP) forces, with a corresponding increase in arbitrary arrests, extortion and restrictions on travel for civilians. Village leaders are particularly vulnerable to allegations of assisting the armed opposition groups' movements, and this pattern has also been reported in areas of ongoing conflict in southern Karenni State. After a skirmish in Pruso township during September, SPDC's LIB #576 held eight local village leaders hostage for a 3 million kyat ransom and subsequently executed two of them.

■ Karen (Kayin) State and Eastern Pegu Division

The Burmese Army's joint offensive with the Democratic Karen Buddhist Army (DKBA) overtook the armed opposition's last remaining fixed positions in central Karen State during the first half of 2009. Sabotage tactics by the Karen National Liberation Army (KNLA) have thwarted further territorial losses since, although DKBA's commission of forced conscription and extortion against civilians has increased in northern Karen areas. As the dry season approached, these abuses were over-shadowed by Burmese Army patrols searching for and destroying civilian settlements in upland areas while deploying supplies to outposts in the dry season. Artillery attacks on civilian settlements have been particularly severe in Kyaukgyi township, while forced labour to carry military supplies has been most prevalent in the Taungoo hills.

■ Mon State

The New Mon State Party (NMSP) refused to comply with SPDC's proposed Border Guard Force order in early August, which heightened concerns the ceasefire agreement may collapse and villagers in the resettlement sites may flee back into Thailand. The Burmese Army's counter-insurgency activities increased during the following months against the KNLA in the Three Pagodas Pass area and a Mon splinter group in Ye Township. While these attacks were not specifically targeted against the NMSP, the proximity of attacks has been perceived as a threat against NMSP resuming armed resistance. The attacks on Mon communities resulted in civilian deaths in Bee Ree resettlement site, displacement for villages surrounding Halockhani resettlement site, and 30 village leaders being held as hostages for ransom in Khaw Zar sub-township.

■ Tenasserim Division

The imposition of extortion and forced labour upon villagers in relocation sites to carry military supplies has been particularly severe during the current dry season. This has been associated with an increased deployment of SPDC troops during the last half of 2009 to border areas opposite Kanchanaburi, Ratchaburi and Petchaburi provinces in Thailand. In the meantime, the Burmese Army has continued to harass villagers in hiding areas with artillery attacks and the destruction of civilian settlements reported across the eastern watersheds of Tavoy and Tenasserim townships.

2.7 Political developments

Speculation about the General Election promised for 2010 continues to dominate debate about future prospects for Burma. There is wide speculation that the election will be held late in the year, prior to Aung San Suu Kyi's release from house arrest. However, SPDC has yet to announce the election date or publish the election law, meaning that regulations governing the establishment and participation of political parties and the election process are still unknown. SPDC claims that the election will be free and fair, yet the delay in laying down the rules clearly works in the regime's favour, reducing the time available for other parties to register and campaign. Many opposition groups have yet to decide whether to participate, including the National League for Democracy which overwhelmingly won the 1990 election. Following a visit of UN Secretary General Ban Ki-moon to Burma on 4th/5th June during which he was unable to meet with Aung San Suu Kyi or obtain any firm commitments either for the release of political prisoners or clarification of the election process, the United States assumed the political initiative by announcing a new policy of combining high-level dialogue with long-standing sanctions. Assistant Secretary of State, Kurt Campbell conducted an "exploratory" mission to Burma on 3rd/4th November during which he met with Aung San Suu Kyi.

Although many have interpreted this as a "softening" of the US position on Burma, State officials have repeatedly confirmed that sanctions will only be lifted if the regime makes meaningful changes on core democracy and human rights issues first, with the release of Aung San Suu Kyi and other political prisoners and the cessation of attacks on ethnic nationalities being priorities. The USA retains the option of further tightening sanctions if the situation worsens. Meanwhile the UN has announced the end of Ibrahim Gambari's term as special envoy to Burma. No decision has yet been made on a successor.

SPDC's plan to create Border Guard Forces remains a threat to border stability.

As far as the border is concerned, by far the most significant concern is SPDC's ongoing attempt to persuade the armed ethnic ceasefire troops to establish BGFs in advance of the election. Most continue to oppose the idea, including strategically important groups such as the UWSP, the Kachin Independence Organisation (KIO) and the NMSP. Deadlines set for the end of June, October and December have all passed and although negotiations continue, the situation remains tense with all sides reportedly preparing for possible conflict.

The Democratic Karen Buddhist Army/ SPDC attack on the 7th Brigade headquarters of the Karen National liberation Army (KNLA) in June and a Burmese Army offensive against a Kokang ceasefire group in eastern Shan State

which forced 37,000 refugees into China in August led to speculation of the ceasefires collapsing with widespread conflict and displacement. However, this has yet to happen. Hostilities have not spread to other areas and it remains to be seen how far SPDC is willing to push the ethnic issue before the election.

As this report is being finalised there is much speculation about the 3,000 refugees still living in very temporary shelters in Tha Song Yang District following the June offensive. Whilst most of them express a desire to go back, the threat of landmines and ongoing conflict make this a very dangerous proposition at the present time. The Thai authorities insist that they will not send anyone back against their will, but reports of intimidation persist. Since services are difficult to sustain in the temporary locations, the UNHCR and the CCSDPT have recommended that the refugees should be given the option of moving to Mae La camp.

It is even more difficult than usual to make predictions for the coming year. Optimistically the General Election might bring positive changes that bring an end to conflict and allow the refugees to prepare to go home, whilst pessimistically one could predict widespread conflict in the ethnic areas with large numbers of new refugees. Probably a more realistic forecast is that the situation will gradually deteriorate as in previous years with SPDC pushing for further control of ethnic areas without launching a major offensive. The bottom line is that refugee numbers are more likely to increase than decrease and there is very little possibility of those already in Thailand being able to return home.

Programme

July to December 2009

3



Family gardening at Umpiem Mai Camp

This section describes the main programmatic and administrative developments during the last six months, including lessons learnt by staff and activities planned for the first half of 2010.

Further details are set out in the Appendices: *Appendix A* provides background information on TBBC; *Appendix D* more information on the relief programme; and *Appendix E* provides an update on TBBC's Programme Performance against its established Performance Indicators.

The programme information in this section is presented under the five core objectives defined in TBBC's Strategic Plan for 2009 to 2013, which are to:

- Pursue change leading to durable solutions while ensuring a protective environment for displaced people of Burma
- Increase self-reliance and reduce aid dependency by promoting and supporting livelihood opportunities
- Ensure continued access to adequate and appropriate food, shelter and non-food items prioritising support for the most vulnerable
- Support mutually accountable community-based management which ensures equity, diversity and gender balance
- Develop TBBC organisational structure and resources to anticipate and respond to changes, challenges and opportunities

Committed to following international humanitarian best practice (See A.2 f) *Code of Conduct, Compliance with RTG regulations*), TBBC strives to deliver timely, quality services to the Burmese refugees. The overriding working philosophy is to maximise refugee participation in programme design, implementation, monitoring and feedback. As a result, many programme activities described in the separate sections are also linked to the fourth core objective of community-based management, or are otherwise intertwined and related to several of the objectives.

3.1. Pursuing change leading to durable solutions while ensuring a protective environment for displaced people of Burma

Throughout its history TBBC has played an advocacy role on behalf of displaced Burmese both with the Royal Thai Government (RTG) and the international community. All advocacy initiatives have been aimed at improving refugee protection, ensuring that essential humanitarian services are maintained, working towards an end to the ethnic conflict in Burma and finding durable solutions in which refugees can lead normal, fulfilling lives.

Thailand maintains a generous humanitarian policy of providing temporary asylum for refugees but, after 25 years, the long term confinement of refugees to camps has become increasingly undesirable and unsustainable. There needs to be change which recognises Thailand's national security, social and economic concerns but, without compromising the need for protection of the refugees, at the same time allows them to more fully realise their human potential and reduce their aid-dependency.

Advocacy for change is the leading core objective in TBBC's Strategic Plan for 2009 to 2013. TBBC is committed wherever possible to enabling refugees to live more dignified and productive lives and become increasingly self-reliant and less aid dependent.

TBBC's strategic directive is to promote change leading to durable solutions.

3.1.1 Planning initiatives and RTG policy

Much of TBBC's advocacy is accomplished by assuming leadership roles in the Committee for Coordination of Services to Displaced Persons in Thailand (CCSDPT), the coordinating body for the eighteen NGOs providing humanitarian assistance under the mandate with the Ministry of Interior. Since 2005 UNHCR and CCSDPT have been advocating with the Thai authorities for a change in the policy of confinement to camps in order to promote self-reliance and address growing problems of depression and hopelessness amongst the refugees. They have argued that this is a win-win situation in which refugees could contribute to the Thai economy whilst in exile and be more useful citizens wherever their future might be.

Plans to offer refugees better education and skills training with the opportunity to work and earn income were incorporated in CCSDPT/ UNHCR Comprehensive Plans in 2005, 2006 and 2007. The immediate response from the RTG was encouraging with an opening up of opportunities for training and income generation, but progress since then has been very slow because the policy of confinement to camps has been maintained. Life for most refugees has not changed. As a result, some Donors have expressed frustration and exerted pressure by not increasing funding to meet growing needs, or even cutting funds.

A Bangkok-based Donor Working Group was set up in 2007 and, in 2008, assessments commissioned by the European Commission (EC) and by the UK Department for International Development (DFID) supported the view that in order



to reduce aid-dependency, livelihood opportunities must be promoted and the camps gradually opened to afford refugees employment opportunities. Recommendations were also made to integrate refugee health and education services more within the Thai systems.

Whilst the two-year CCSDPT/ UNHCR Comprehensive Plans already incorporated these programme directions the problem was in implementation and timing. The Donor Working Group suggested that UNHCR/ CCSDPT should work on a medium-term plan which would set specific timeline targets. The Donors also suggested that a way forward would be to hold an all-stakeholder Workshop with the RTG to achieve consensus.

To advance this concept CCSDPT and UNHCR drafted a five year CCSDPT/ UNHCR Strategic Plan in which all programme priorities and directions for each of the humanitarian service sectors were consistent and complementary with the goal of increasing self-reliance and gradually integrating refugee services within the Thai system. This draft plan was presented to the RTG and Donor representatives for consideration at a CCSDPT/ UNHCR Seminar in Chiang Mai on 4th November.

So far the debate has not resulted in any major changes of policy. Whilst the RTG is sympathetic to refugees having more productive lives, concerns about national security, the impact on Thai communities and the fear of creating a pull factor for new refugees, mean that the policy of encampment remains in place. Whilst the scope for creating sustainable livelihoods opportunities within camps is very limited, the directions of the Strategic Plan remain valid and TBBC together with other NGOs will continue to conduct research and pursue new initiatives. Meanwhile, in the short term, there is little realistic possibility of reducing basic humanitarian support.

3.1.2 Protection activities

Prolonged encampment has created a broad range of protection and security problems and any increased interactions outside the camps as promoted in the draft CCSDPT/ UNHCR Strategic Plan would bring new challenges. Borderwide protection activities are currently coordinated through the CCSDPT/ UNHCR Protection Working Group (PWG) which meets at both the Bangkok and province level. However, UNHCR has proposed establishing a Protection Coordinating body at the border in line with the decentralisation of its own protection activities to the field. The existing coordination mechanism of PWG will be reviewed to take this into account in 2010.

NGOs have identified the need for a protection capacity building plan within their organisations and although this has yet to be established, the skills base for the Prevention of Sexual Abuse and Exploitation (PSAE) continues to be strengthened as the International Rescue Committee based PSAE project enters the third and final phase. This focuses on

extending the application of Codes of Conduct with investigation trainings for NGOs, community based organisations and the wider community. The PSAE steering committee met one time during the period.

While new arrivals continued to enter camps, there were no reported cases of refolement during the period. Camp Committee data collected from new arrivals entering Mae Ra Ma Luang and Mae La Oon camps indicated that most were coming as a result of conflict induced displacement in Northern Karen State.

There was a major breakthrough in establishing birth registration for refugees during the period when Camp Commanders were authorised to deputise as district registrars, eliminating the need for residents to leave the camps to register births at district offices. Birth registration does not give rights to citizenship in Thailand, but it does provide legal identity for the person.

Boarding Houses continue to be a concern in the camps with more than 4,000 students living in 95 boarding houses under the care of different CBOs including women and youth organisations, religious groups and individuals. TBBC maintains a register of all boarding house children, most of who are monitored under the EVI (extremely vulnerable individuals) programme run by COERR and supported by UNHCR. A plan of action was developed to advance minimum standards of care for all boarding houses based on a manual produced by KWO. This will be taken up by the Child Protection Network as a priority in 2010.

Next six months

- Finalise guidelines on reporting and referral of deportation and related incidents to UNHCR
- Review protection coordinating mechanisms of CCSDPT / UNHCR Protection Working Group
- Develop protection capacity building plan for NGOs

3.1.3 Other TBBC advocacy activities

In their day to day work, TBBC Staff are involved in advocacy at many different levels, ranging from interventions with local authorities when problems arise affecting refugee protection or services at the border to engagement with national Thai authorities and the international community regarding root causes and durable solutions. The TBBC member agencies also advocate with their own constituencies, raising awareness and encouraging supportive action whilst also trying to effect policy shifts within their respective governments as appropriate.

Welcome dance for EU Heads of Mission, Mae La camp, November 2009



There are a multitude of stakeholders who might eventually contribute solutions for displaced Burmese but accurate information is essential for informed decision making. A priority for TBBC is therefore to make optimum use of its presence and networks along the border by researching and documenting the situation as accurately as possible affording, where possible, the displaced communities themselves the opportunity to voice their concerns. Regular documentation includes these six-month reports and annual reports on the IDP situation which are widely distributed to all stakeholders. The TBBC website is also being constantly developed as a resource tool and a bi-monthly e-Letter is produced.

Notable advocacy activities during this period included:

Participation in conferences/ planning meetings

- CCSDPT / UNHCR working group to “finalise” the draft five year Strategic Plan.
- Negotiated and participated in CCSDPT/ UNHCR Seminar with RTG and Donors, Chiang Mai, 4th November
- TBBC Donors Meeting, Chiang Mai, 5th November
- Briefings to the Bangkok Donors Working Group
- Participation in Annual NGO/ RTG Workshop in Chiang Mai in December
- Facilitated EU Heads of Mission visit to Mae La camp

Advocacy trips

- The Executive Director visited Geneva and Brussels with the International Rescue Committee Executive Director in October, meeting with UNHCR, Donors, politicians, and NGOs providing updates on current developments in Thailand and discussing future programming and funding

Publications

- Ongoing editing and design of “Nine Thousand Nights” a scrapbook to mark 25 years of working on the Thailand Burma border. This became a bigger task than anticipated due to the large number and high quality of submissions received from refugees and people all over the world
- TBBC’s Annual Survey on displacement and human rights abuses in eastern Burma was published in November. “Protracted Displacement and Militarisation in Eastern Burma” is available at: www.tbbc.org/resources/resources.htm

Next six months

- The “Nine Thousand Nights” is now scheduled for publication in March 2010. It is planned to make this available for sale in Thailand and in Member countries.
- The TBBC EGM will be held in Thailand in March. A Donor Forum is planned for 11th March between TBBC members, staff and Bangkok-based Donors to discuss ongoing challenges.
- The Executive Director will make a trip to USA and Europe to pursue funding and related issues.

3.2. Increasing self-reliance and reducing aid dependency by promoting and supporting livelihood opportunities

TBBC remains committed to reversing the trend of aid dependency by supporting livelihood initiatives in accordance with the objectives of the draft CCSDPT/ UNHCR 5 year Strategic Plan (*see Section 3.1.1 Planning initiatives and RTG policy*). TBBC will help promote greater self reliance by supporting income generating activities that maximise existing expertise within the communities, through agricultural extension, shelter construction, and enhancing livelihood opportunities through vocational training and micro enterprise development.

TBBC will expand livelihood activities to encourage refugee self-reliance.

3.2.1. Livelihood vulnerability analysis

Whilst some small-scale income generation projects have been implemented by various CCSDPT members, normal prerequisites for sustainable livelihoods remain absent within the confines of a camp, severely restricting the potential for viable new initiatives. There is, however, a wide range of informal economic activities and coping strategies in and around the refugee camps and to gain a better understanding of these, a Livelihood Vulnerability Analysis was undertaken in four camps (Mae La, Nu Po, Site 1 and Tham Hin) during September and October, 2009. This was commissioned and funded by the European Community Humanitarian Office (ECHO) in close cooperation with TBBC.

The study was undertaken mainly to help determine the levels of income earned in camp households, current levels of self-reliance and the minimum amount required to sustain basic needs, but also looked at other areas that related to TBBC’s food assistance activities, including the Supplementary Feeding Programmes. The Final Report was received by

TBBC in early 2010 and the findings and recommendations are currently being reviewed internally. Some main findings relating to camp populations, income levels and coping strategies, were as follows:

- Some 14% of the population is below five years of age. The average household size is 5.7 persons and average family size 4.2 persons. The population growth rate of 2.6% per year is not unusually high.
- There is a significant cash economy in the camps but the overall amount is small. Livelihood opportunities are severely restricted under the current constraints of RTG policy and opportunities for earning income vary significantly between the camps.
- Results from the household survey indicate that 9% of the households in the camps are 'very poor' earning less than 100 baht (USD 3, EUR 2) per month. Overall, 25% of all households earn between 100 and 500 baht (USD 15, EUR 11) and are labelled as 'poor' (thus, together, these two groups make up one-third of the population in all four camps). 'Better-off' households earning more than 2,200 baht (USD 66, EUR 48) per month (equivalent to the monthly local cost of food and charcoal provided in the TBBC ration) were found to form about 9% of the camp population. In the sample, only 1.4% of households were found to earn more than 5,000 baht per month (USD 151, EUR 111). For all wealth groups together, the average amount of cash earned per household was 960 baht per month.
- More than 60% of the households spend over 50% of their money on food which is by far the biggest part of the average household budget. Nearly 25% of the households spend money on loan repayments.
- Possession of productive assets (for skilled labour and for renting out in the case of means of transport) is limited to a small part of the camp population, 5% on average (with some variation between camps).
- Skilled labour as a source of income was mentioned by 7% of the households interviewed. In all camps, casual labour was found to be the most important source of income while fixed employment (stipend workers) was the second-most important source of income. Remittances were the third most frequently mentioned source of income received, by one out of four families.
- Other sources of income were: sales from own production and sale of the food ration were mentioned by 15% of the households; selling handicrafts and running a shop or being involved in petty trade was mentioned by around 10% of the refugee households.
- In the surveyed camps very few households (average of 2% for all camps together) were found to consume a poor diet. The group of people having a border-line diet averaged around 16% and was more common among the Karen and households without relatives in the camps. It was postulated that the general food distribution cushions the access to food as no relation was found between a poor or borderline diet and the lowest income level. Rather, the results suggested that consumption of a poor or borderline diet was more likely related to social-cultural factors (religion, habits, having relatives) than to lack of money.

One third of households are 'poor' or 'very poor' with an income less than baht 500 per month (USD 15, EUR 11) for an average of 5.7 persons.

The Study concluded that the most suitable options for scaling up livelihood support in the camps include:

- Stimulation of further agricultural production.
- Increase labour market opportunities: this includes stipend work as well as casual labour in agriculture (including options to link up with agriculturalists in nearby villages) and skilled labour (including more skills training including Thai language skills and provision of a start-up capital). The latter two would require careful liaison with Camp Commanders and RTG authorities at the provincial level, and may not be realistic options in all camps.
- Support other sources of income, including establishment of shops; engagement in petty trade; stimulate handicraft production and sales; provide/expand credit schemes. The Study also mentioned the possibility of establishing voucher-schemes, targeted at supporting the most vulnerable/ poorest in the camps (e.g. vouchers that can be spent on a limited number of goods made available in special ration shops).

3.2.2. Expansion of TBBC income generating initiatives

TBBC recruited an Income Generation Coordinator (IGC) in October 2009 and after visiting all of the camps and field offices and discussing viable options with camp committees, CBO's and TBBC field staff, his conclusions were very much in line with those of the Livelihood Vulnerability study above, and plans were agreed to expand two existing programmes and start two new initiatives, each falling within the scope of the study recommendations.

TBBC will commit additional resources to expand two ongoing projects: the Community Agriculture and Nutrition

(CAN) Project and the Longyi Weaving Project, described in coming sections (3.2.3 and 3.2.4) in coordination with other NGOs involved in agriculture and weaving. The two new initiatives TBBC is planning to commence during 2010 are:

Entrepreneur Development, Grants and Savings:

The main objective of this new programme will be to provide skills in entrepreneurship development and small grants for people to start micro enterprises in the camps. The aim of the programme is to build the capacity of camp people for reintegration into their communities in Burma or for their integration into third countries if they go for resettlement whilst also helping them live a better quality of life while living in the camps.

Grocery shop at Umpiem Mai camp



TBBC is planning to support refugees to start small businesses and to create new livelihood activities in the shelter sector.

The programme also aims at sustaining the entrepreneurs by helping them address their financial needs by themselves through group savings and loan methodology since RTG restrictions and the very low level of cash circulating in the camps makes it difficult for the refugees to invest in and start a business. Specific Activities under the Pilot Entrepreneurship Development, Grant and Savings Program will be:

- **Entrepreneurship Development and Management Training:** A five days training course will be conducted on topics relating to business selection; business management; market surveying; costing and pricing. This training will be provided for people who already possess technical skills in carpentry, masonry works, sewing etc. but priority will also be given to economically active women, poor entrepreneurs and households with comparatively lower income. Some places will also be reserved for disabled and highly vulnerable people in the camps. It is planned to offer 500 places for this initial training.
- **Small Grants for starting or expanding an enterprise:** People who complete the training will receive a small amount of money (levels yet to be determined) to start or expand an enterprise. The trainees decide on the type of enterprise during the training and prepare a short business plan, which forms the basis for the grant.
- **Business Advisory and Mentoring Services:** The trainees who start or expand a business will get regular advisory and mentoring services from trained TBBC staff. This, after a few months, will be followed by an assessment of business status in order to ascertain the needs for further support. Those found to be successful and who have a plan of expansion may get an additional round of training and support. However the advisory services and mentoring will continue for at least a year for all trainees, and may extend even longer depending on the needs.
- **Savings Mobilisation for future Financial Needs:** In later stages of the project, the entrepreneurs will receive training in group formation, savings mobilization and accounts keeping, in order for them to start mobilising savings for their future financial needs. TBBC staff will facilitate the group formation and provide regular technical inputs to the groups on savings mobilisations and lending methodologies. The TBBC staff will continuously assess the performance of each group in order to develop a plan for the arranging of seed-money, which the groups will need for continuous operation. TBBC aims at converting these groups into cooperatives inside the camp, at the later stage.

Mae La Oon, Mae Ra Ma Luang and Tham Hin have been selected as pilot Camps for the project. Based on the lessons learnt (and if proven successful), the programme will later be refined/ modified and replicated in other camps. To support the new livelihood initiatives TBBC will recruit two Business Development Field Officers who are expected to start in April/May 2010.

Shelter Construction:

The Swiss Agency for Development and Cooperation (SDC), has recruited a shelter expert who will be seconded to TBBC from February 2010. The expert will help explore and implement some of the suggestions made by the Shelter Consultancy (carried out in the first half of 2009) in relation to developing livelihoods opportunities in the making of construction materials (concrete posts, bamboo treatment, roofing thatch etc) and in construction projects.

To help encourage, improve and support income generating activities implemented in the camps, TBBC's Camp Management Support Project, has also been working with the Refugee Committees on restructuring their organisation as well as the Camp Structures – and specific Livelihood Coordinator Positions are now in place in all camps. These camp-based coordinators will help better facilitate livelihood activities undertaken by organisations.

3.2.3 Community Agriculture and Nutrition (CAN) Project

The Community Driven 'seed' is sprouting. The camp based teams have begun developing action plans for their areas

Twenty six participants, including leading CAN staff from seven camps, and representatives from local NGOs and CBOs took part in a three-day 'Community Management' workshop in Mae La refugee camp. This work-shop has planted the seeds for CAN staff and partners to see their roles as facilitators for Community Driven Development. A number of key concepts were explored, some of these included:



- Building and sharing existing knowledge
- Developing creative ways and structures to increase voluntary community mobilisation
- Developing linkages with community groups and other organisations
- Inclusive participation in planning and design of activities
- Capitalising on social diversification within the community

The CAN project's goal is to build community self-reliance in agriculture and nutrition to improve access and availability to nutritious foods in refugee communities along the Thailand/ Burma border. The goal recognises that access and availability of distributed inputs (seeds, seedlings, trees, tools and fencing) and associated knowledge and skills ("know how") go hand in hand in building greater community self-reliance in agriculture and nutrition. It also recognises that community participation and ownership in planning decisions and allocation of resources is the key to strengthening self-reliance. To this effect, CAN has begun to 'plant the seeds' for Community Driven Development (see box).

Although current limitations on space within camps and restrictions on movement and access to land outside of camps are significant barriers to the expansion of CAN activities, TBBC is committed to enable refugee communities to grow food to the extent possible for both home consumption and income generation purposes. Currently the CAN project is operational in all camps except Tham Hin.

The CAN project falls under the TBBC Food Security Programme (FSP) which is co-managed by the Agriculture and Nutrition Managers with Food Security Officers (FSO's) working under the supervision of the respective Field Coordinators. In the past six months an additional FSO was recruited for the Mae Sot field site and in total, five FSO's work in the FSP programme across four field sites. Nutrition activities are described in *Section 3.3.2 Nutrition*.

Highlights of the CAN programme in the second half of 2009 were as follows:

- Leading CAN staff from seven camps and representatives from the Karen Organisation for Relief and Development (KORD), Karen Environmental Social Action Network (KESAN) and Karen Agricultural Department (KAD) participated in a 3-day Community Management Workshop at Mae La camp, designed to “plant the seeds” for Community Driven Development.
- An organic strawberry pilot project has been initiated in Umpiem Mai’s demonstration garden. The strawberries are growing well and are showing potential as a profitable cropping option for the local area.
- Two TBBC Food Security Officers attended a three week ‘Innovations in Farmer-led Extension’ training course conducted by the International Institute for Rural Reconstruction (IIRR) in the Philippines.
- TBBC Food Security Officers and camp based CAN staff participated in a number of agricultural exposure trips, which proved a good way to get first-hand exposure to acquire new agricultural ideas and techniques, as well as a way to widen networks.
- All 73 camp based CAN staff took part in the development of 2010 annual work plans for their respective camps. The staff are now familiar with the concept of planning, requiring less support from the TBBC teams.
- The camp based CAN team of Mae Ra Ma Luang and Mae La Oon conducted an evaluation of the CAN project for their respective camps, prioritising future activities.
- A new CAN Centre was opened in Section 1 of Site 1. This centre is in addition to the CAN demonstration garden located in Section 18. The central location of this new centre will allow people greater access to seeds.
- Fruit tree nurseries have been established in the Umpiem Mai and Nu Po CAN Centres. This initiative is providing trees for the camps, as well as providing the associated skills and opportunities to expand and develop.

CAN project, Umpiem Mai camp



Sweet Strawberries:

The Umpiem Mai CAN team has begun to pilot organic strawberry growing in the CAN demonstration garden, and is also distributing strawberry plants to households. The cool climate of the local area is ideal with the sweet delicious fruits proving popular amongst the locals. The CAN team believe strawberries have the potential to be a profitable cropping alternative in the local area, and have plans to work with local farmers, outside experts and the Royal Thai Forestry Department to develop and promote the organic production of strawberries.

Other CAN activities in line with the three project objectives during the period were as follows:

3.2.3 a) CAN Objective 1: Provide opportunities for the mobilisation of local agricultural and nutritional skills, wisdom and knowledge

CAN trainers in seven camps continued to provide training for residents. Training did not occur in Site 1 due to a high proportion of people’s attention being focussed on resettlement. Trainings are three to five days in duration, with an emphasis of teaching hands-on practical skills and knowledge in agriculture and nutrition. That is, learning by doing.

An important component of the training allows for participants to apply their learning and to share their knowledge and experience with fellow participants at the household level. This is effectively moving CAN beyond the demonstration gardens, and mobilising individuals and households to lead by example, demonstrating the applicability and value of kitchen gardens and associated limited space techniques to the surrounding community.

In the past six months, CAN has provided training for a total of 390 people (171 female and 219 males) in 18 separate trainings as shown in *Figure 3.1*. Based on an average household size of 5 people, approximately 2,100 households benefited from this training. 25 of the participants came from schools and boarding houses and a further 14 were representatives of camp based CBOs meaning that the overall number of people to have indirectly benefited from this

training was higher than the 2,100 households.

After training, follow-up visits, revealed that, in the vast majority of cases, the people who attended have subsequently planted vegetables in their home gardens, boarding houses and schools (see box case studies).

Figure 3.1: Number of trainings/ people trained (July-Dec, 2009)

Camp	Number of trainings	Total number of people trained	Females	Males
Site 1	0	0	0	0
Site 2	5	83	47	36
MRML	3	90	37	53
MLO	2	60	37	23
ML	1	19	8	11
UM	2	53	9	44
NP2	2	50	12	38
BDY	3	35	21	14
Total	18	390	171	219

In the last six months 390 people or approximately 2,100 households were trained in small scale agriculture.

Many of the households know him, have been to CAN trainings, and often ask him for seeds...



Saw Loir and Naw Klerpaw's garden is one of many households in Section 12 of Mae La Oon camp that grow vegetables. When asked why there were so many gardens in the area, CAN supervisor and trainer, Saw Klo, smiled ... and said that he lived next door! Saw Klo is Ma La Oon's longest serving CAN staff member, having been with CAN since it began in 2001. He said many of the households in the area know him, had attended CAN trainings, and often asked him for seeds.

Saw Loir and Naw Klerpaw went to CAN training in 2004. Their 70m² garden supports their household of six as well as provides vegetables to help support their extended family. They grow a mixture of vegetables, and estimate they make a saving of 100 baht a week from not having to buy vegetables.

■ Seeds

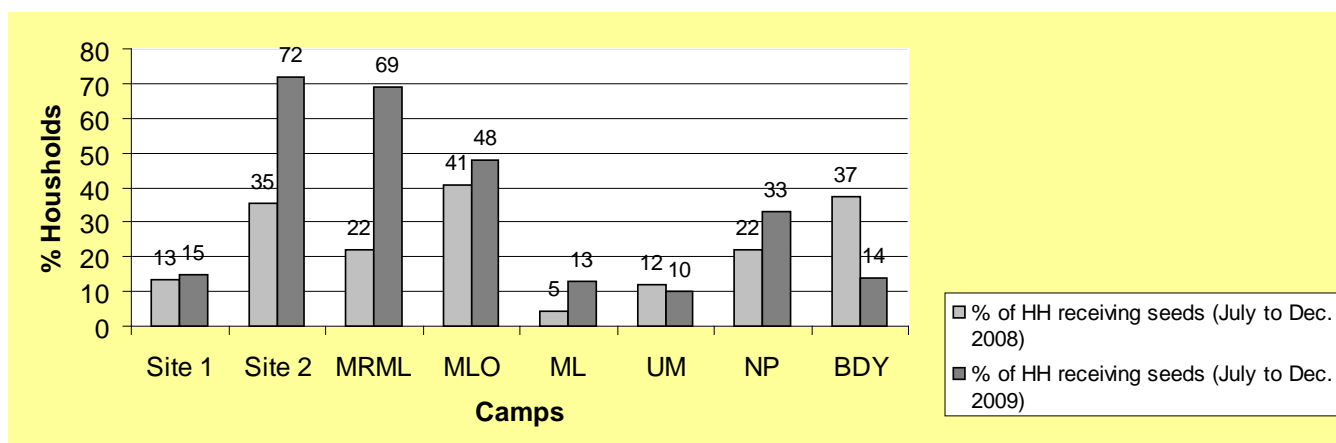
During the second half of 2009, 3,573kg of 26 species of vegetables seeds were distributed to 7,668 households, 37 boarding houses and schools (representing 6,087 individuals) and 18 CBOs during the cool season. Residents planted seeds in their home gardens within the camps where space permitted, while in some camps residents chose to plant outside the camps. Distribution rates are illustrated in *Figure 3.2*.

■ Seed saving

The Nu Po Camp Leader is continuing to successfully save seed on a small scale in the grounds of two boarding houses. Six species of seed (bottle gourd, french bean, coriander, casim flower, kale and onion) were saved and distributed to households in the community. The project continues to provide boarding house students and community members with valuable knowledge and skills and individuals in the community are also being encouraged to save seed where possible.

In the last six months 7,668 households in eight camps and 37 boarding houses and schools received seeds to grow vegetables.

Figure 3.2: Seed distribution: Percentage of households receiving cool season seeds by camp: July to December 2008 and 2009



■ Vegetable seedlings – chillies, cabbages and eggplant

Small-scale seedling nurseries located in the CAN demonstration gardens in four camps (Mae La Oon, Mae Ra Ma Luang, Nu Po and Umpiem Mai) continue to distribute seedlings, numbering in the thousands, mainly to households in the camps. Chilli seedlings are grown in all of these camps, with eggplants grown in Mae La Oon and Mae Ra Ma Luang and cabbage in Nu Po and Umpiem Mai. In Nu Po, close to 5,000 cabbage seedlings have been distributed to households, boarding houses and schools. Cabbages are mainly grown for self-consumption, but are also a good source of income as they sell for 10 Baht a kilogram or equivalent to about 10 Baht a cabbage.

CAN Project at Umpiem Mai camp



■ Trees

During the second half of 2009, a total of 4,441 saplings of 16 different species were distributed in Ban Don Yang, Nu Po and Umpiem Mai as shown in **Figure 3.3**. Two nurseries were established in the CAN centres of Umpiem Mai and Nu Po. These nurseries are designed to raise saplings, providing the camps with the skills and resources to propagate edible tree species. The larger and previously existing tree nursery in Nu Po is orientated predominately at raising saplings with cash-cropping potential (e.g. coffee and durian) to distribute to local villages in collaboration with the Royal Thai Forestry Department.

The majority of trees were distributed under the guidance of the Camp Committees on 5th December in honour of the H.M. King's Birthday.

Figure 3.3: Tree Distribution for Ban Don Yang, Nu Po and Umpiem Mai Camps

Distributor	Beneficiaries	Tree Species	Total
CAN	Ban Don Yang Camp households	Acacia pennata / chaom (300), Moringa (300), Sesbania (300), Star gooseberry (300)	1,200
CAN	Nu Po Camp households, 1 school and 2 Thai villages	Coconut (350), Coffee (250), Dog fruit (424), Durian (397), Jack fruit (340), Mango (100), Rambutan (210)	2,071
CAN	Umpiem Mai Camp households	Avocado (200), Coconut (50), Acacia pennata / Chaom (430), Dog fruit (35), Durian (75), Jack fruit (60), Leuceana / Kathin (25), Betal Nut (150), Rambutan (145)	1,170
Total			4,441

■ Fencing

Fencing helps prevent loss of crops by poultry and other livestock, as well as demarcating home gardens. In the second half of 2009, 14.6 km of fencing was distributed in seven camps. This equals the amount of fencing needed to fence the perimeter of 36 football fields! Fencing was provided for 555 households, 18 boarding houses and schools and 28 CBOs.

Planting trees to form a living or "live fence" continues to be trialled in Mae Ra Ma Luang and Mae La Oon as a more sustainable way to decrease the use of plastic fencing. Different tree species are being planted to test effectiveness.

In the last six months, the equivalent of fencing the perimeter of 36 football fields have been provided to households, boarding houses, schools and CBOs.

■ Tools

Community members who participate in CAN training are given basic tool kits including one hoe, a small spade, bucket and a watering can. Tool kits are also provided to residents who demonstrate a genuine interest in planting vegetables. This is assessed by camp based CAN staff on a case by case basis. During the second half of 2009, 819 tool kits were distributed to 561 households, 24 boarding houses and schools and 20 CBOs in seven camps.

■ Mungbean sprouts

A total of 460 high school aged students (213 female; 247 male) from eight boarding houses in Nu Po continue to benefit from the additional Vitamin C they receive from mungbeans. Typically, 1 kg of mungbean seed produces 10 kg of mungbean sprouts.

3.2.1 c) CAN Objective 3: Strengthening the capacity of CAN staff in project management

The capacity of TBBC Food Security Officers as well as CAN based camp staff was strengthened during the reporting period, through their involvement in the following activities:

■ Professional Training and Development

Two Food Security Officers attended a three-week 'Innovations in Farmer Led Extension' course in the Philippines provided by the International Institute for Rural Reconstruction – where they learned the importance of community involvement.

■ Agricultural exposure trips

Mae Sot Food Security Officers and the Agriculture Manager were exposed to cool climate crop diversification options and techniques when they visited Doi Ang Khang Royal Agricultural Project and an organic strawberry farm. Given similarity in climate, it was found that some options were applicable for Umpiem Mai camp.

The Mae Sariang Food Security Officer and 15 camp-based CAN staff from Mae Ra Ma Luang and Mae La Oon visited farms in the Mae Sariang area, where they learned new composting techniques and low cost organic farming methods.

■ Mae La Community Management workshop

Twenty six people, including Food Security Officers from four field sites and camp-based CAN staff were exposed to the principles of Community Driven Development and were involved in practical activities such as community mapping to demonstrate its applicability.

■ Work Planning

Work planning occurred in all eight camps with camp-based CAN staff. This continues to provide a foundation for operational planning and coordination of activities at the camp level. Camp based staff are increasingly adopting planning approaches to better coordinate their day to day activities.

Lessons Learnt

- Increase the number of staff in the CAN camp-based teams before experienced staff leave for resettlement in order to benefit from the existing capacity within teams

Next Six Months

- A Farmer Field School (FFS) workshop (for CAN staff border-wide) will take place to obtain a greater understanding of the FFS approach and to test and adapt it to the context and needs of refugee communities
- A workshop will take place, bringing together people from the Umpiem Refugee Community and persons from outside camps with the objective of exchanging information on their experiences in strawberry production, and so developing an environment conducive for future joint collaboration
- Delivery of rainy season seeds

3.2.4 Weaving project

TBBC has supported a longyi-weaving project through the Karen and Karenni Women's Organisations (KWO and KnWO) since 2002 (see *Appendix D.2 b Weaving project*). Longyis are traditional clothing items worn by men and women. TBBC procures thread which is then woven into longyis by weavers in the camps. Finished items are purchased by TBBC for distribution to refugees, at a price of 27 baht per unit, the total cost per piece averaging 130 baht. The objective is to provide one longyi for each man and woman over 12 years old in alternate years.

Figure 3.4 provides an overview of the total Longyi production in 2009:

Figure 3.4: Longyi production, 2009

Camp	Looms	Weavers	For '09 distribution	Longyis made	Still to produce
S1	11	40	7,439	7,439	0
S2	4	9	1,569	1,569	0
MLO	14	26	5,739	6,418	679
MRML	14	28	5,739	6,739	1,000
ML	18	31	14,140	14,140	0
UM	6	14	6,881	6,881	0
NP	10	20	5,252	5,452	0
BDY	2	7	1,631	1,100	-531
TH	4	12	2,336	2,200	-136
Total	83	187	50,726	51,738	1,012

There are currently 83 looms in use in the camps and 187 trained refugee staff. During the year, more than 50,000 Longyis were produced and distributed to camp residents (26,258 were completed from July-December).

The surplus produced in Mae Ra Ma Luang and Mae La Oon camps are kept at the TBBC Mae Sariang office and will be used for distribution to new arrivals in 2010. The weavers in Ban Dong Yang and Tham Hin are running slightly behind schedule but it is expected that targets will be met by February and the longyis distributed to the persons remaining in the 2009 caseload.

*"Go to the people. Live among them.
Learn from them. Plan with them.
Work with them. Start with what they
know. Build on what they have. Teach
by showing. Learn by doing. Not a
showcase. But a pattern. Not odds and
ends but a system. Not to conform but
to transform. Not relief but release"*
IIRR founding father, Dr. YC. James Yen.

Next six months

- As part of TBBC's efforts to expand income generating initiatives, a marketing consultant will be engaged for a six-month period to undertake desktop research and identify market opportunities in rural and urban Thai markets for traditional Burmese refugee longyi as well as other hand woven products and handicrafts produced inside the camps. Key deliverables will include: Carrying out of market research questionnaire with identified stakeholders and submission of a Final Market Assessment report to include an overall evaluation of current products and their suitability for wider markets in Thailand; recommendations in terms of product development to suit the potential markets (i.e. colours, product sizes, types of products, etc...); recommendations on product pricing for wholesale and retail markets; identification of longyi weaving and hand loom textile production trainers outside the camps; and a list of buyers/wholesalers that would/could be interested in this product line.

3.3. Ensuring continued access to adequate and appropriate food, shelter and non-food items, prioritising support for the most vulnerable

The provision of food, shelter and non-food items is the core of TBBC's programme representing more than two thirds of expenditures. Accordingly, a large proportion of TBBC's staff are devoted to "supply chain management", the whole process from procurement, delivery, storage and distribution of supplies as well as the subsequent monitoring of use. Best practice is demanded by Donors to ensure efficient use of resources and considerable organisational resources are devoted to constantly strengthening procedures.

Aspects relating to provision of food, shelter and non-food items are described below, followed by information on supportive interventions in nutrition. Details are then given on supply chain management followed finally by a description of other programme components.

3.3.1 Camp supplies

3.3.1 a) Food

TBBC aims to provide a nutritionally balanced food basket which meets the World Health Organisation (WHO)/ United Nations High Commissioner for Refugees (UNHCR) planning figure of 2,100 kcal/ person/ day.

No adjustments were made to the food ration during the reporting period. The current, standard food ration consists of rice, beans, fish-paste, fortified flour (Asia-Mix), oil, chilly, sugar and salt providing an average of 2,102 calories / per person / per day. Current rations are as set out in *Appendix D.3.a) Food and cooking fuel*.

3.3.1 b) Cooking fuel

TBBC provides charcoal in all nine camps to ensure the refugees have sufficient cooking fuel for all of their cooking and water heating needs.

In conjunction with external consultants, TBBC has undertaken comprehensive research to determine optimum household energy needs within the camps (currently 190 MJ/ person/month). All charcoal supplied by TBBC undergoes laboratory tests to determine its exact energy content or 'Heating Value' (HV) and TBBC considers the current ration of about 7.9kg per person per month to be adequate in meeting people's energy needs for food preparation and boiling of water. TBBC now systematically monitors the consumption of charcoal and other commodities provided through household level interviews with beneficiaries (beneficiary contact monitoring).

As a result of changes in demographics relating to family sizes, and to ensure a more accurate supply and distribution

Charcoal distribution at Mae Ra Ma Luang camp



of charcoal, the previously used “multiplier” was revised at the start of 2009. Family size data is now being continually monitored and the charcoal multiplier adjusted every six months according to changes in household size data.

Melbourne University – Advanced Medical Studies Placement: TBBC is facilitating an advanced medical studies placement by Melbourne University. The study, which commenced in January 2010, conducts research into the health effects of solid fuel use in the refugee camps, focusing specifically on different types of respiratory disease and charcoal fuel usage. The research focuses primarily on women and children under five years of age as these groups have the most frequent exposure to indoor air pollution through proximity to stoves during food preparation. The research will be conducted in both Mae La and Nu Po camps during February 2010, with a target size of 220 households in total. Information collected during the survey, will be used to inform recommendations to the refugee community and TBBC on fuel supply, practices surrounding its use, and associated public health programmes.

3.3.1 c) Shelter

TBBC aims to provide refugees with shelter that meets the Sphere Project minimum standard of at least 3.5 square metres of floor area per person. Current standard rations are set out in *Appendix D.3 b) Figure D3*.

During 2009 TBBC engaged external consultants, Benchmark Consulting, to conduct a thorough assessment of TBBC’s shelter programme. The final report was received in October 2009, setting out recommendations for immediate, medium and long-term response. TBBC has already taken onboard some of the immediate and mid-term suggestions as follows:

TBBC is experimenting with different kinds of bamboo for shelter and different procurement times to better match harvest cycles.

Mae Sariang Camps: An important recommendation in the Report was to revise the timing of procuring and delivering of building materials in order to bring this process more in line with natural growth cycles. This is now being trialled in Mae La Oon and Mae La Ra Ma Luang camps, where bamboo and eucalyptus poles were delivered in November/ December 2009 (i.e. earlier than usual) to better align procurement with bamboo natural growth cycles enabling greater longevity of the material. Whilst this is welcomed by camps it remains to be seen whether the quality and longevity of the bamboo has actually improved and this will be monitored in the coming year with guidance from an SDC seconded Shelter Expert.

Currently distribution of these materials is ongoing without incident, however a remaining concern from the camp is the fact that whilst the bamboo and Eucalyptus can be delivered early, the roofing cannot (as the leaves naturally fall from the trees between January and March) thereby making it difficult for households to repair and build houses with materials arriving at different times.

Similarly, following recommendations of Benchmark Consulting to diversify the materials used, in particular bamboo, the Mae Sariang camps have begun to pilot the use of a second species and size of bamboo in consultation with camp committee representatives. The species

Roofing thatch distribution at Mae La camp



Bamboo delivery at Mae La Oon camp



elected for trial was 'Pai Toeng' (*Dendrocalamus asper*), to supplement the standard species of bamboo 'Pai Saang' (*Dendrocalamus strictus*). Pai Toeng is significantly more expensive, costing 130 baht compared with 30 baht, and it remains unclear how these new quality and costs issues will impact the quantity of materials to be provided. This 'pilot' is ongoing and Mae Sariang staff will provide more informed documentation in the coming months. Initial information suggests that the quality of the bamboo is better, allowing greater flexibility in building housing. However significant procurement issues exist, specifically in the location and exact identification of bamboo species.

Cement posts could prolong the life of refugee shelters.

Another issue, which the Consultants' report addressed, was the introduction of cement posts, again to achieve better quality and longevity of housing. This recommendation is also being trialled in Mae Sariang. Permission was sought from local Thai authorities who seemed very interested in understanding how cement posts would improve shelter and therefore immediately gave permission. However, once discussions with camp representatives began, several issues arose: in Mae Ra Ma Luang, a long standing camp of 15 years, although there were many new arrivals in the last four years, the majority of the population live in houses using structural hardwood timbers from the forest, cut prior to stricter forestry regulations being imposed. It was decided that cement posts were not a priority and would not be

trialled here after all. In Mae La Oon camp, which has the steepest location on the border, there are ongoing concerns regarding landslides threatening houses located along the upper slopes of the hills. It was therefore decided to only trial the use of cement posts for some planned new housing. Details on the number of houses; which ones will receive cement posts; the size of the ration, and how this will affect the wood and bamboo rations will be decided in early 2010.

Tak Camps: With a total of 14,752 houses in Mae La, Umpiem Mai and Nu Po camps, Tak Province accounts for around 50% of the building materials supplied border-wide. Over the last two years, TBBC has introduced various trials to improve delivery, storage and distribution of materials. Such trials have included camp-based counting teams for truck deliveries and making purchase orders for specific zones, sections and community buildings, all with varying degrees of success. At this point, TBBC was still providing a standard ration to all camp dwellings. It was, however, recognised that this system had problems due to some residents selling or exchanging their allocated materials while some more vulnerable persons acquired debt in order to purchase additional materials if the annual ration proved inadequate to sufficiently repair their buildings.

Following another Benchmark Consulting recommendation, TBBC, in collaboration with the Karen Refugee Committee (KRC), trialled a needs-based housing assessment in late 2009. Teams assessed each house to determine an accurate building material ration, based on the following categories of need: No ration needed; post ration; roof ration; general repair and general rebuild (see *section D.3.b* for more information). A map was established of housing across each section; the size and condition of each house, and the building material ration each house is to receive in 2010 (meanwhile, TBBC also worked on linking building materials/housing information to the population database). It was soon realized that the human resources and logistics for this process were challenging as well as the tight timeframe required for conducting needs-assessment at the end of the year, in time for building material deliveries, scheduled to commence in January. But many valuable lessons were learned and the process will be continued with an extended timeframe and human resources next year. TBBC is also currently cooperating with KRC and Camp Committees on measures to improve distribution of building materials once they arrive.

Mae Hong Song Province: Due to requirements of the US Resettlement Programme, a number of families had to be relocated from Site 2 to Site 1 in Mae Hong Song Province prior to departure from Thailand. TBBC supported this relocation by providing small quantities of building materials to 25 houses in August that had been vacated by people leaving for resettlement.

Refugee numbers involved in the relocation in the first half of 2010 will be larger and so to enable better monitoring and ensure the provision of appropriate housing, TBBC has engaged a temporary Shelter Field Officer to help facilitate the process. Although this position was established in response to this specific exercise, it is also in line with the Shelter Report recommendation of designating specific field staff to the Shelter Program.

Plastic Sheeting in Tham Hin: Negotiations with the RTG and Military authorities concerning the use of thatch or light-coloured plastic sheeting in Tham Hin camp as recommended by Benchmark Consulting did not bring the desired results. Although the authorities agree that dark plastic sheeting is very uncomfortable for the camps residents, as it draws heat, they would not allow the use of thatch for fear of fire due to limited spacing, or light coloured plastic sheets for security reasons. Finally, it was agreed that a slightly lighter shade of green may be used in 2010.

The Swiss Government will second a shelter expert to TBBC in 2010.

SDC secondment of a shelter expert: Benchmark Consulting made many other recommendations, suggesting that shelter should be considered a specialised sector of TBBC's programme and that TBBC should recruit a shelter expert who could train staff and develop appropriate responses. As mentioned in 3.2.2 the Swiss Agency for Development and Cooperation (SDC) has recruited such an expert who will commence a 12 month secondment in February.

Lessons learnt

- A more systematic approach is required for the needs-based housing assessment in Tak. This will require greater human resources, even permanent positions, and a broader timeframe. TBBC also needs to examine vulnerability access to housing and draft a policy for moving people with disabilities closer to distribution points.
- Early procurement of some building materials, as is being trialled in Mae Sariang camps, may lead to some repair/building problems for camp residents if other materials arrive at different times of the year

Next six months

- Build shelter expertise within TBBC, led by a specialist seconded by the SDC in February
- Establish effective house mapping and assessment teams with adequate training, and extend the assessment period. TBBC will also look at developing better strategies for equitable and efficient distribution of building materials. Broader housing/settlement planning will be conducted and linked to the TBBC database
- Undertake pilot mapping and settlement planning for Site 1 in Mae Hong Son province
- Pilot concrete posts for shelter foundations in Mae Sariang camps
- Conduct comprehensive trainings for new Supplies Officers in relation to shelter related skills and tools
- Document lessons learned from piloting early procurement and diversification of building materials in Mae Sariang camps, for informing future practices and border-wide policy on building material rations

3.3.1 d) Non-food Items

■ Chimneys

Issues of indoor air pollution associated with food preparation in refugee households, remains an area of concern. In terms of combustible fuels, charcoal is considered a 'medium pollution' fuel and the type of charcoal supplied by TBBC is of high quality, producing only low levels of smoke emissions. In reality, though, charcoal is commonly supplemented by firewood gathered by refugees around the camps. Installing simple chimneys in refugee houses was initially viewed as a simple and effective method to reduce indoor air pollution. However, during the second half of 2009, further research was conducted which revealed that in other humanitarian settings, chimneys installed in existing and newly constructed shelters achieved only limited success in reducing the negative health effects of indoor air pollution. Simpler, more effective methods include improved shelter design and information campaigns with beneficiaries teaching the safest way to prepare food using charcoal.

■ Cooking stoves

In order to maximise the use of the charcoal provided, TBBC aims to ensure that all households have access to at least one fuel-efficient cooking stove. These commercially manufactured stoves are inexpensive and readily available throughout Thailand, and were last purchased in 2006 to cover the 10% of households who did not possess them. At the end of 2009 a stove survey was conducted in all camps, assessing the numbers and quality of stoves in each household. The information from this survey will inform stove replacement needs in 2010.

TBBC also supports small community stove-making projects in Mae Ra Ma Luang and Mae La Oon, which are part of the ZOA vocational training programme. TBBC purchases stoves for families of new arrivals. During the second half of 2009, 100 bucket stoves were purchased for new arrivals in Mae La Oon, with 1 large drum stove provided to KWO. In Mae Rama Luang 40 bucket stoves were supplied to new arrivals.

Next six months

- Use the stove survey information conducted in 2009 to inform stove replacement needs in 2010.
- Analyse data collected during the January/ February 2010 survey on indoor air pollution and plan for appropriate interventions within the cooking fuel programme.

■ Utensils

TBBC supplies pots or woks, every two years, the last distribution being carried out in the first half of 2007. Due to other work demands, no distribution took place during the first half of 2009. An assessment planned for end 2009 was not yet conducted but will take place in 2010. Other cooking utensils such as plates, bowls and spoons are supplied to new arrivals, according to needs assessments carried out by staff. During the second half of the year, recorded distributions of these items was as listed in *Figure 3.5*.

Figure 3.5 Cooking Utensils distributed during the second half of 2009

Item	MHS ⁽¹⁾	MSR ⁽²⁾	MST	SKB ⁽³⁾	Total
Plates	348	929	311	0	1,588
Bowls	252	397	0	0	649
Spoons	360	1,348	311	0	2,019
Pots - Large	0	142	41	1	184
Pots - Small	184	218	54	0	456
Woks	0	0	0	0	0

1. These supplies go to Site 2 only as they are not allowed in Site 1 (restriction from Amphur for No New Arrivals Policy).

2. Most items are for new arrivals and new students in both MLO and MRML, with additional support going to CBOs in camp and in MSR town.

3. All new arrivals in TH and BDY normally stay with their relatives so TBBC did not support any cooking utensils to new arrivals. Number above was supported to the groups outside the camp.

Cooking pots, plates, bowls, cutlery, and stoves produced in camps are provided for all verified new arrivals on an ongoing basis as needed.

■ Clothing

No distribution of TBBC-purchased children's clothing took place during the reporting period. A set of clothes, consisting of a t-shirt and a pair of shorts, is distributed on an annual basis - and took place in April, where nearly 18,000 children under-five years, received the items.

The Wakachiai project: has become a regular source of used clothing and their generous support continued in 2009 with a third consignment, sufficient to provide each refugee with at least one item in all nine camps. The shipment arrived during July and clothes were distributed during the period August to December. The distribution details are shown in *Figure 3.6*. There are approximately 20 pieces of clothing in a carton meaning that some 118,000 items were distributed.

Fig: 3.6. Distribution of Wakachiai-donated clothing

Camp	Quantity (cartons)
Site 1	800
Site 2	150
Mae La Oon	700
Mae Ra Ma Luang	750
Mae La	1,650
Umpien Mai	650
Nu Po	588
Don Yang	175
Tham Hin	342
Affected Thai villagers	132
Total	5,937

Lutheran World Relief (LWR): another long-term donor of second-hand clothing and new quilts has also generously supported the refugees in 2009. LWR's shipments were received in September, with distributions undertaken in camps and Thai villages in the last quarter of 2009. The distribution details are shown in *Figure 3.7*.

Fig: 3.7. Distribution of LWR-donated clothing and quilts

Camp	Quilts (pcs)	Men's clothing (pcs.)	Children's clothing (pcs)	Sweaters (pcs)	Layettes (sets)
Site 1	9,900				800
Site 2	1,800				200
Mae La Oon	7,890				600
Mae Ra Ma Luang	8,190				600
Mae La	18,480				1,200
Umpien Mai	7,260	7,140	2,400		700
Nu Po	6,990		2,400	12,870	600
Don Yang	2,250	2,040	960	3,960	200
Tham Hin	3,990	2,550	1,440		300
Affected Thai villagers	4,950				
Total	71,700	11,730	7,200	16,830	5,400

■ Blankets, mosquito nets and sleeping mats

TBBC previously purchased blankets annually for all camps before the cool season but now receives quilts from LWR. Nearly 75,000 quilts were received in the 2009 consignment, enough for a border-wide distribution at a rate of one for two persons. The quilts were distributed in the second half of 2009 as above.

TBBC also used to make annual distributions of mosquito nets and sleeping mats before the rainy season, but in 2009 handed this responsibility to the International Rescue Committee who is now supplying these items through the health agencies. TBBC, however, still provides blankets, nets and mats to newly arrived refugees as needed. A summary of items distributed during the reporting period is provided in *Figure 3.8*.

Figure 3.8: Blankets, nets, mats distribution; July to December 2009

Item	MHS	MSR	MST	SKB	Total
Blankets	80	1,638	711	806	3,235
Nets	270	703	474	5	1,452
Mats	210	517	66	10	803

3.3.2 Nutrition

The TBBC Food Security Programme (FSP) is co-managed by the Agriculture and Nutrition Managers with Food Security Officers working alongside the Field Officers in each site under the supervision of the respective Field Coordinators. It complements the main camp supply programme by informing decisions about food rations as well as encouraging and supporting camp residents to supplement their food basket with nutritionally beneficial supplements. Agriculture activities have been described under section 3.2. *Increasing self-reliance and reducing aid dependency by promoting and supporting livelihood opportunities* since it is currently one of TBBC's main livelihoods initiatives but they are closely coordinated with the nutrition activities described here which prioritise interventions for the most vulnerable.

3.3.2 a) Nutrition surveys

In order to assess ration adequacy and the need for supplementary feeding programmes, standardised nutrition surveys of refugee children from six months to five years of age are conducted annually in all camps in coordination with CCSDPT health agencies. Survey results are produced annually and the preliminary 2009 results, based on WHO z-scores, are presented in this report (See *Appendix E.3.* for survey details). During the second half of 2009, a total of 12 trainings were held in the camps to support the annual survey, training 249 people in survey sampling procedures and other related issues.

Nutrition surveys help TBBC monitor the effectiveness of the programme.

Weighing baby for Nutrition Survey at Mae La camp



Results indicate a border-wide slightly increased prevalence of global acute malnutrition (GAM) from 2008 (2.7%) to 2009 (3.1%) whilst border-wide global chronic malnutrition (GCM) rates remained fairly stable from 2008 (36.2%) to 2009 (36.5%). These results include eight of the nine camps. Site 2 was excluded due to scheduling changes making it difficult to complete by the end of the year. Due to consistent trends in malnutrition rates and acceptable levels of acute malnutrition it was decided that surveying this camp could be postponed to 2010. Given other priorities and the fact that the border-wide GAM rates all remain in the 'acceptable' range (per WHO classification of less than 5%), TBBC, at the

Nutrition training at Mae La camp



Supplementary feeding at Mae La camp



suggestion of the Livelihoods Vulnerability consultants and with the consent of CCSDPT health agencies, has decided to only survey two of the nine camps in 2010. The surveys for 2010 will be in Mae La and Site 2, as the GAM rate in Mae La camp was 5.5% in 2008 (even though the 2009 rate indicates a reduction to 3.2%) whilst Site 2 was excluded in 2009.

3.3.2 b) Nutrition education

Cooking demonstrations: In six of the nine refugee camps (Ban Dong Yang Umpiem Mai, Nu Po, Mae La, Mae Ra Ma Luang and Mae La Oon), TBBC has been supporting health agency staff in leading regular cooking demonstrations for caregivers of young children. Each health agency targets these demonstrations towards either caregivers of acutely malnourished children that are enrolled in a Supplementary Feeding Programme (SFP) or to all caregivers with young children during monthly growth monitoring sessions.

Ongoing or planned activities include:

- Ban Dong Yang Community Health Educators (CHE) conduct demonstrations for all caregivers with children under-three years of age during monthly growth monitoring visits
- Umpiem Mai and Nu Po camps CHEs continue weekly demonstrations for caregivers of children enrolled in SFP on how to prepare foods from the food basket and foods provided as part of SFP
- Health staff in Mae La camp continue to screen children enrolled in SFP for severe stunting (chronic malnutrition) and also conduct nutrition support groups that include nutrition topics and cooking demonstrations for caregivers of these children. Due to Mae La's size and constant training of new staff to replace those who have left for resettlement they have chosen to focus their cooking demonstrations on a smaller target group of caregivers with malnourished children
- Health agency staff in Mae Ra Ma Luang and Mae La Oon camps conduct monthly TBBC-supported cooking demonstrations targeting caregivers with acutely malnourished children enrolled in SFP

Priority for these activities is emphasized for parents of malnourished children so they are aware of how to use the AsiaMIX premix and exposed to new ways of using it, in addition to receiving general nutrition and health information to help their child recover.

3.3.2 c) Supplementary/ therapeutic feeding (SFP/ TFP)

TBBC supports Supplementary and Therapeutic Feeding Programmes (TFP), implemented by health agencies in all camps. Target groups include malnourished children and adults; pregnant and lactating women; TB, HIV and chronically ill patients; infants unable to breastfeed; and patients with chewing or swallowing problems. Malnourished children are predominately identified through growth monitoring and promotion activities held in the camps (see *Appendix D.3.d* for more information).

Health agencies conducting growth monitoring and promotion activities and implementing SFP/ TFP programmes continue to face challenges of high staff turnover due to resettlement and competing priorities. The impact of resettlement varies by camp due both to the stage of the resettlement process in the camp and the ability of the health agency to adapt. Health agencies have been conducting more frequent trainings for new health staff in advance of resettlement departures to better ensure handover of jobs and skills. Health agencies also regularly discuss these challenges and share experiences at the monthly CCSDPT health subcommittee meetings to help lessen the impact on health services.

During the reporting period, two one-day Nutrition Task Force meetings were held, in August and November. These meetings provided an opportunity to review and discuss growth monitoring and ways to better promote/ encourage attendance for under five year olds, which is key to the identification of malnourished children and one way of addressing the poor coverage of malnourished children being enrolled into SFP. Since this meeting, the preliminary results from the 2009 nutrition survey have indicated an overall improvement in SFP coverage, now standing at 75% of malnourished children (as shown in *section D.3.E*), which is the minimum acceptable coverage rate per TBBC contracts with health agencies, but still short of the 90% WHO coverage target.

In addition, initial discussions were held regarding the SFP related recommendations made by the recent Livelihoods Vulnerability Consultancy. Further discussions on these issues are planned for the coming months.

3.3.2 d) Nursery school lunches

In the second half of 2009, TBBC supported daily lunches for more than 8,000 children attending nursery schools in the nine camps. A rate of five baht per child per day is provided to implementing agencies and used to purchase fruits and

vegetables and good quality protein, such as meat, fish, eggs, soymilk, and beans, to supplement the rice that children bring from home. Some camps have also begun to request the available AsiaMIX and charcoal to provide a morning snack for children in addition to their lunch. However, the capacity of each nursery school agency varies and therefore not all schools have been able to do this. TBBC will continue to encourage and support each agency to explore more creative ways to include a morning snack.

One of the major challenges in supporting nursery school lunches is standardizing the support, the monitoring and the reporting across nine camps with several different implementing agencies and four TBBC field offices. Standardized guidelines and reporting forms were developed and distributed to all field offices and implementing partners in May. However, reporting over the past six months has not been consistent and it will take time to integrate border-wide. Feedback from some of the nursery schools regarding the reporting process and forms has been received and will be discussed at the first border-wide nursery school lunch support meeting to be held in February 2010. Support for Nursery School lunches for the remainder of the school year (January through March 2010) is shown in *Figure 3.9*:

Figure 3.9: TBBC Nursery School Lunch Support in the coming school year

Camp	Implementing organisation	Number of schools	Expected number of children	Number of school days for 2009/10 school year
S1	KnWO	18	2,000	185
S2	KnWO	4	~360	185
MLO	EWOB	7	557	185
MRML	KWO	11	1,460	185
ML	TOPS/ KWO	22	2,100	185
UM	TOPS/ KWO	11	1,150	185
NP	TOPS/ KWO	6	750	185
DY	Ed Com	1	180	185
TH	Ed Com	3	361	185
Total		83	8,918	

Lesson learnt

- Better integration of field site supply chain/procurement and nutrition programs is needed to address supply chain inefficiencies for nutrition supported programs

Next six month

Cooking demonstrations

- Due to limited resources and competing priorities the health agency in Tham Hin plans to begin quarterly SFP cooking demonstrations at the beginning of 2010
- The health agency in Site 1 and Site 2 will strive to conduct monthly SFP cooking demonstrations but is also struggling with limited resources, resettlement impact and competing priorities

Nutrition surveys

- Begin nutrition surveys in Site 2 and Mae La camps. FSP will team-up with the KWO or other CBOs to produce AsiaMix snacks for children attending nutrition surveys in participating camps

Nutrition Program training for FSO's

- FSO's will participate in a 2-day training regarding their increased role in monitoring and reporting of SFP/TFP programs and Nursery School lunch support

Supplementary/ therapeutic feeding

- Continue to support health agencies in the monitoring and reporting of SFP/ TFP programmes utilising the revised reporting forms in conjunction with HIS data collection
- Consider options and determine next steps for how TBBC and implementing partners can better assess and address SFP/TFP programme challenges and recommended changes to foods provided
- Nutrition Task Force meeting will be held to review the 2009 nutrition survey results

Nursery Schools

- Coordinate and lead a border-wide Nursery School lunch support meeting
- Continue to support nursery school agencies in the monitoring and reporting of nursery school lunch support utilising the improved reporting forms



3.3.3 Supply chain management

3.3.3 a) Procurement

Details of TBBC's tendering and procurement procedures are outlined in *Appendix D.3 e) Supply Chain*. The tendering and contract award process is normally carried out twice a year, with contracts containing only estimated quantities, stipulating that actual quantities will depend on monthly requirements. However, the extreme volatility of the rice price in 2008 caused TBBC to change to monthly tendering and contract awards for this commodity. This remained the practice during 2009 as the market price was falling, and there remained the possibility of a contribution of subsidised rice from the RTG at some stage.

The ongoing effectiveness of competitive tendering depends on TBBC being able to maintain the interest of potential suppliers and receive an adequate number of bids. The average number of bids received in the second half of 2009 decreased slightly for most commodities (compared with the first half of 2009): Rice 3 (the 1st half of year 2009: 4) Mung Beans 5 (7), Soya-bean Cooking Oil 6 (5), Charcoal 3 (6), Salt 4 (4), Dried Chillies 4 (8), Fish-paste 1 (2), Sugar 2 (3) and Fortified blended food 3 (there was no AsiaMIX tender during the first half of the year).

3.3.3 b) Warehousing

Warehouses continued to be assessed for structural problems during 2009 and many have been improved or are currently undergoing necessary repairs and modifications. In 2007 camp committees agreed to 'phase-out' all rice silos used in the

Mobile Storage Unit (MSU) at Mae La camp



Mae Hong Son Province camps and this will be complete within the next two years. To date, six silos have been replaced with “conventional” warehouses (two in Mae Ra Ma Luang and four in Mae La Oon). During the first quarter of 2010, four ‘mud-brick’ warehouses will also be completed to replace rice silos, two in each camp. A further six silos remain in Mae Ra Ma Luang and nine in Mae La Oon, which will be replaced in the coming years.

The warehouses in Tham Hin camp were built over seven years ago and need substantial annual repairs. They will be renovated completely in 2010 at a cost of about baht 1.2 million, including the enlargement of distribution points and waiting areas for people during the distribution times.

In Tak Province, refurbishing warehouses normally cost about baht 1 million each. Recently it was decided to focus on building better structures in each camp on a rotational basis, rather than doing “patch” repairs on an annual basis. 2008/09 saw a general reconstruction and expansion of warehouses in Mae La camp, while in 2009/10 all warehouses in Nu Po are being rebuilt and expanded to ensure improved stock management. The cost per warehouse is about the same but TBBC has been able to provide a fixed labour rate for carpenters and labourers and produced much better, more durable buildings.

A mud-brick warehouse is currently under construction in Nu Po camp, as an expansion of the successful pilot project in the two Mae Sariang camps. Trainers from the Mae Sariang camps, travelled to Nu Po to support the process and about 30 labourers have been employed to construct a 25m x 15m warehouse, larger than anything built in Mae Sariang. The project, which is expected to finish in the first quarter of 2010, has gained a lot of attention particularly in demonstrating alternative construction approaches and new training techniques. This has generated interest in building mud-brick warehouses in other Tak camps, as well as using mud-bricks for other community buildings. The building has so far cost around 750,000 Baht with a significant percentage going towards local wages.

During the second half of 2009, TBBC also installed two hard-walled Mobile Storage Units (MSUs) of the type commonly used elsewhere in food aid programmes. These were installed in Mae La and Umpiem Mai Camps, while additional MSUs are planned for Nu Po and Site 1 in 2010, if funding is secured from Poland.

3.3.3 c) Distribution/ ration books

The Refugee Camp Committees remain responsible for the receipt and distribution of supplies, with guidance and monitoring by TBBC. Each family has a ration book stating their entitlement, and they are called to the delivery point for distribution.

The ration book system, introduced in 2009, which assigns ration books to families according to their status in the camp, has worked well and will be used again for 2010. The ration-book distribution process (for 2010 assistance) has already been completed in most camps, employing the following system:

- **Blue** ration books are given to registered refugees
- **Orange** ration books are issued for persons who have been verified as eligible for assistance but are yet to undergo any official process (Pre-screening, Provincial Admission Boards (PAB))
- **Pink** ration books will be issued to those persons who are “screened in” during the pre-screening process i.e. have been identified/ approved for interviewing by PABs. People will then change from orange to pink books. However, since no results have yet been announced from the pre-screening process only a few pink ration-books have been issued for a small number of persons who are currently in the PAB process (approximately 700 persons in the Mae Sariang camps). Screened-in persons who later pass the PABs and become recognised refugees will then again change books from pink to blue.

Different coloured ration books are given to registered and unregistered refugees and to boarding house students.

In addition, in 2010 TBBC is introducing a two-coloured-ration-book system for the camp boarding houses in order to better distinguish between registered and unregistered students. Each boarding house will be issued two books, listing all their residents according to registration status:

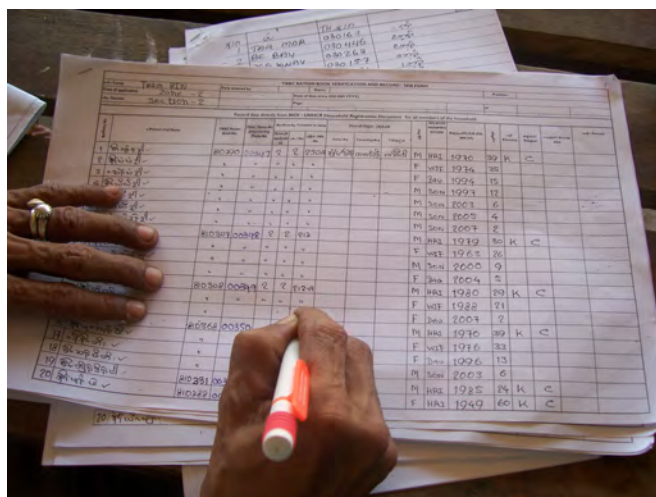
- All registered students will be included in **Green** ration-books
- All non-registered students will be included in **White** ration-books

However, in order to complete the 2010 ration-book distributions on time in the 3 Tak Province Camps (e.g. prior to the first scheduled distributions), TBBC did not yet focus on assessing/ verifying the status of boarding house residents in these camps. So far, all students present have been included in green ration-books and are, based on these, able to receive their rations when turning up for distributions. In Tak Province, TBBC will initiate the green/white ration-book split in the first quarter of the year.



TBBC continues implementing the policy, established during 2009, whereby all adult refugees have to be personally present at distributions in order to collect their rations. A list of exemptions is used to allow for those with genuine reason not to attend a distribution (e.g. camp committee members, teachers, medics, elderly and disabled). Those people require verification letters (e.g. education NGOs provide lists of all education stipend staff) and complete a Request for Exemption Form verified by TBBC staff, camp management and CBOs. All persons collecting rations must produce photo identification, either a UNHCR 'Household Registration Document' or a TBBC photo page. Failure to comply with the requirements renders individuals ineligible to collect rations for that month.

No significant problems have yet been encountered but it has proved quite time consuming to check all persons against their ration-books/photos, exemption lists and record commodity amounts in both the ration-books and the Ration Distribution Registers, causing some delays/ prolonging of distributions. To improve the process, TBBC has hired additional camp-based stipend staff: Monitoring Distribution Officers, who assist warehouse managers in organising the households during distributions; monitoring that correct quantities are distributed (according to household size, persons present and TBBC ration levels); and compiling distribution records and checking population changes. A total of 128 MDOs now work in the camps and all have been trained by TBBC field staff in warehouse management/ procedures/ forms.



3.3.3 d) Verified Caseload and Feeding figures

To control budgets and ensure accurate commodity distributions it is important for TBBC to be able to establish accurate numbers of refugees eligible to receive rations. As previously reported, this has been a major challenge in recent

TBBC has created a database of all registered and unregistered refugees.

years due to the absence of official refugee registration procedures in the camps. As a consequence, TBBC, at the end of 2008, began the huge task of verifying all refugees, registered and unregistered, while simultaneously establishing its own Population Database. The process of entering information on all registered and unregistered persons into the database proved both very time and labour consuming and while data in other provinces was completed by May 2009, the data recorded for the Tak Province camps is only now being finalised, in conjunction with the 2010 ration-book distributions.

The second annual baseline population survey was conducted border-wide during November and December of 2009, during the distribution of ration-books for 2010.

All data entry is expected to be completed by February and then, in 2010, verification and database updating is planned to occur on an ongoing basis through Monthly Updates of Population Figures (MUPF), which will record all permanent movements in the camp population e.g. arrivals, departures, births, deaths and transfers between sections or camps. It will remain TBBC's policy that all new arrivals should be verified, photographed and issued a ration book prior receiving rations.

The database now includes both the registered refugees and all unregistered persons who have been verified as being eligible for ration support under TBBC's Eligibility Criteria (please refer to *Figure 3.10.*) except for approximately 8,000 people residing in Mae La camp, who arrived during 2008/2009. The total is now referred to as the "Verified Caseload".

The process of verifying the "backlog" of new arrivals in Mae La, Umpiem Mai and Nu Po camps (who entered camps in 2008-2009) was carried out by New Arrival committees in September and October. Those verified as eligible were photographed and in Umpiem Mai and Nu Po they were added to the Total Population Database and given ration books during the December ration book distribution. Some of the most vulnerable new arrivals in Mae La have also been fast-tracked through the TBBC MUPF system, but 7,618 have not yet been given ration books and will be reviewed using TBBC's "Additional Guidelines to the Eligibility Criteria for New Arrivals".

At the end of December 2009, TBBC's total Verified Caseload stood at 139,336 persons, comprising 94,298 registered refugees and 45,038 unregistered people. The total Feeding Figure (the verified caseload who showed up to receive their rations) was 134,296 in December (i.e. some 3.7% of the caseload did not attend the December distributions).

Towards the end of 2008, TBBC negotiated with UNHCR to share their database of registered refugees to ensure compatibility and now receives monthly updates of births, deaths, refugees permanently departed from camp and newly registered refugees. Basic cross-references between data sets have since been conducted by field site but only to the extent

TBBC Field Officer Pachon entertains with some magic



of comparing total camp-based figures. Comparisons focusing on specific household data inconsistencies between TBBC and UNHCR were conducted for Tham Hin and Mae La Oon Camps during the reporting period. In both cases only minor inconsistencies were noted between the two data sets. It is envisaged that with further development of TBBC's population database, such comparisons can be conducted on a more regular basis.

- **Eligibility criteria**

The Eligibility Criteria applied by TBBC in 2009, when assessing people's entitlements to support in the camps is shown in *Figure 3.10* below:

Figure 3.10: TBBC Eligibility Criteria for Food Rations (2009)

Registered Refugee with UNHCR Household Registration or UNHCR ID Card & Ration Book	TBBC provides the full ration to refugee/ asylum seekers acknowledged and approved by the camp committee as continuously residing in the camp. In order to be able to receive the food ration, each adult refugee must come in person to the food distribution point with his/ her UN Identification Card and Ration Book.
Unregistered Asylum Seeker With Ration Book	An asylum seeker who is acknowledged and approved by the camp committee as continuously residing in the camp is eligible to receive food ration after being issued a Ration Book by TBBC. In order to be able to receive the food ration, each adult must come in person to the food distribution point with his/ her Ration Book.
New Unregistered Asylum Seeker Without Ration Book	An asylum seeker who has just arrived to the camp and is acknowledged and approved by the camp committee will be added the Monthly Update of Population Figures (MUPF) after continuously residing in the camp for a period of at least one month. After receiving notification by camp committee of being recorded in the MUPF, each new arrival will be issued a Ration Book by TBBC. As of following month new arrival will be able to receive the food ration, by coming in person to the food distribution point with his/ her Ration Book.
Special Categories: The Eligibility Criteria also address the special categories of population such as new born babies <6 months, child-headed households, permanent transfers between the camps and students from boarding houses.	

3.3.3 e) Quality control

TBBC continues to employ professional inspection companies to carry out independent checks on both quality and quantity of supplies (see *Appendix D.3 e*) Supply Chain). From July to December 2009, 80% to 100% by quantity of supply inspections took place in camp warehouses. Due to the ex-factory terms where the seller's responsibility ends at the source, all inspections of AsiaMix are carried out at the factory.

A summary of the results of the quality control checks undertaken during the second half of 2009 and action taken where supplies failed to meet specifications are set out in *Appendix E Indicator 3f*. The most problematic commodities regarding Quality during this period were:

- **Rice:** The percentage of rice that passed quality inspections (79%) was lower than in the first half of 2009 (92%), once again falling short of meeting TBBC's targets (95%). Failures were primarily due to 'whole grain' being lower than specification (5 incidents), broken grains exceeding specifications (3), very small 'C1' grains exceeding specifications (6), and the presence of both insects and worm nests (3). Financial penalties and warning letters were imposed in response to these infringements.
- **Charcoal:** Overall charcoal quality improved again in this reporting period, with all supplies meeting the Heating Value (HV) specification, the key indicator of charcoal quality. A small percentage (7.4%) of tests failed due to high moisture content.
- **Dried chillies:** Overall quality improved since the first half of 2009, however there were still some failed tests based on mouldy chillies and unripe/ damaged berries. For the specification on unripe/ damaged berries, there is some tolerance but mouldy chillies are categorically rejected.

Results of the inspections regarding Quantity are given in *Appendix E, Indicator 3f*. Delivery weights are checked during the inspection and top-up penalties imposed whenever possible. During the second half of the year, there were no reported weight problems.

A complete revision of TBBC testing parameters and corresponding penalties was implemented during the second half of 2009. A TBBC sampling plan has also been devised, which is based on international standards of commodity testing; the Acceptable Quality Level (AQL). This new plan is considered more appropriate than the standard sampling rate of 10% especially for inspecting supplies in larger camps.

3.3.3 f) Monitoring

TBBC produces Monthly Monitoring Reports, summarising main findings of the programme monitoring system. Details on all monitoring tools and processes currently used by TBBC are given in *Appendix D3 e) Supply Chain*.

A complete revision of monitoring and reporting tools took place during the first half of 2009 and implementation commenced in all camps in June. This revised system has been successful in providing monitoring data in a simpler and timelier manner. It has, however, also highlighted the need for additional specialist HR support at the field level in order to achieve more effective monitoring of the supply chain. The main results of staff monitoring visits during the second half of 2009 are discussed in *Appendix E, Indicator 3f* and summarised in *Figures E12 and E13*.

The timeliness of commodity delivery rose to 97.5%, an 11.4% improvement over the previous period. A time buffer is built into the process which recognises the difficulties suppliers often confront in attempting to keep strict delivery deadlines. Delivery periods are set at least several days prior to planned distributions and in nearly all cases late deliveries were in time for scheduled distributions. There were four reported incidents of stock outs of salt and oil at Mae Ra Ma Luang and Mae La Oon Camps during the second half of 2009, due to a newly contracted supplier delivering after the scheduled distribution date. These were the only delays that directly affected the beneficiaries (and fortunately did not involve delays of a primary/ essential commodity such as rice). The supplier received a warning in response to the late delivery.

Distribution monitoring demonstrated an increase in the average distribution efficiency from 85.7% to 92.5% (range 88.3% to 97.5%). This monitoring measure takes into account 10 parameters including ration calculation, measurement and delivery; usage of ration books; and the presence of ration posters, monitoring feedback information and comments post-boxes. It looks not only at the ration received, but also at possible causes of why a ration may not be received as planned. This includes identifying any systematic errors in weighing, calculation mistakes, non-use of ration books, recipients being uninformed of the correct ration, and recipients having no means to voice distribution problems or injustices.

Beneficiary Contact Monitoring (BCM) was trialled in camps during the second half of 2009. BCM consists of both structured, focus groups discussions, which elicit beneficiary perceptions of the programme and household interviews, focusing on commodity consumption at the household level. The BCM tools used for (1) Household Interviews and (2) Focus-group interviews, were introduced to key field staff in March 2009, as part of a training focusing specifically on BCM. Staff trialled the tools during the workshop and offered feedback on possible refinements. The final versions of the tools were then introduced to all field staff as part of a broader training focusing on the revised supply-chain management system. July-December 2009, was designated as a trial period, allowing time to determine appropriate sample sizes in each camp and for staff to become more accustomed with the tools and processes.

For 2010, the aim is for field staff to complete two household interviews and two focus-group interviews per month, per camp. Ideally, TBBC would like to eventually increase this sample size, however, it requires a significant amount of staff time. Staff will be asked to select households by way of random sampling from camp population lists (no specific sampling method was stipulated during the trial period, with staff employing varying techniques from cluster sampling and random selection of households in each camp). Summary reports using data collected during BCM will be published twice a year and the findings will subsequently be discussed/ analysed at Programme/ management meetings.

3.3.3 g) Supply chain management review

Based on the recommendations of the Swiss Agency for Development and Cooperation (SDC) seconded logistics expert in 2008/ 09, TBBC's supply, storage, distribution and monitoring procedures have all now been greatly improved. Responses have included hiring additional field staff, developing new stock-management tools, supply and monitoring forms and improving warehousing facilities (described in 3.3.3.b). Oil is now purchased in metal tins instead of 200 litre drums in all camps.

Although the SDC expert concluded that whilst logistics capacity needed to be strengthened in the field a Bangkok-based Logistics Department was not strictly necessary a subsequent consultancy to review the TBBC management organisation during the second half of 2009 (see 3.5.3 b) Human Resource strategic planning) recommended a revised structure to include a Supply Chain Director responsible for both Bangkok Procurement and the supply chain processes in the field. TBBC has now commenced the recruitment process for such a position. Once this expertise has been hired TBBC will be in a better position to revisit the recommendations made by the SDC expert as well as responding to suggestions made in the recent Livelihoods Vulnerability Analysis (LVA).

TBBC has also recruited new Supplies Officers, for each field office, to focus specifically on delivery, storage and distribution issues in the camps. A total of 128 additional camp-based stipend staff (Monitoring Distribution Officers)

have also been recruited to support the new supply, distribution and monitoring procedures.

TBBC revised all existing documents and developed new standardised forms across the entire supply chain, including Population Update; Supply Calculation; Distribution Monitoring; and Stock Cards. All field staff were trained in using these new forms which were introduced to all camps in mid-2009. The revised system itself has proven appropriate for managing the supply chain, but it has also highlighted the fact that there are still HR gaps at the camp level. Ideally, TBBC staff should be present in camps for all deliveries and distributions, in order to fully support the supply chain management system.

The Calculation Multiplier System (using an annual border wide average % of children to calculate quantities) was replaced, in the first half of 2009, with a more accurate system where purchase orders are based on actual numbers of children and adults in each camp each month. The revised form has since proven quite effective in calculating purchase orders in an accurate and timely manner.

Lessons learnt

Warehouses

- Increased storage capacity can greatly enhance best practices in supply chain management

Next Six Months

Supply Chain

- Recruitment of a Supply Chain Director and review of recommendations made by the SDC Logistics Expert and in the Livelihood Vulnerability Analysis

Warehouses

- Expand the use of mud-bricks for warehouse in Mae Ra Ma Luang and Mae La Oon camps to replace silos
- Complete mud-brick warehouse under construction in Nu Po
- Plan to install Mobile Storage Units in other camps

Distribution

- Explore the expansion of the model of distributing all commodities to a section in one day

Population Figures

- Collaborate with TBBC's new Information System's Coordinator, to commence the establishment of a centralised database system.
- Strengthen cooperation with UNHCR's Information Systems Department, as part of the revised data sharing agreement for 2010

Quality Control

- More regular professional inspections, coinciding with delivery periods as much as possible
- Further develop TBBC staff capacity in quality control procedures

TBBC has recruited extra staff and camp workers to monitor camp supplies.

3.3.4 Preparedness, new arrivals and vulnerable groups

TBBC maintains preparedness to respond to influxes of new arrivals and other emergencies at all times. The situation in Eastern Burma is monitored through TBBC partners, information networks and field staff so that the organisation is usually aware of impending refugee arrivals in advance. Each field site holds emergency stocks of basic ration items and generally can deliver these to groups of new arrivals within 24 hours of being alerted to their presence (see *Appendix D.3f) Preparedness*).

As previously reported, TBBC's preparedness was tested in early June when about 4,000 people were displaced from the Karen State into Tha Song Yang district. TBBC provided emergency food rations, plastic sheeting and other non-food items, and initiated coordination with UNHCR and other agencies in the setting up of temporary displacement sites.

The initial expectation was that these displaced persons would return home within a short period of time, but the situation has extended beyond six months with the displaced persons continuing to receive food support from TBBC. The coordination of NGOs proved somewhat problematic, as, even though weekly situation reports were provided and NGO sector teams (representing CCSDPT camp-based sectors) were initiated, some NGOs operated outside this coordination network, supplying goods and services that duplicated the efforts of other agencies, as well as collecting their own population figures, which lead to further confusion, particularly for the Nai Amphur (local authority) who was responsible for granting access to the area. It

Emergency assistance has been provided to displaced persons in Tha Song Yang district since June 2009.

Temporary Shelter for new arrivals at Tha Song Yang



Supplies for temporary shelter at Umphang, Tak Province



became apparent that NGO coordination was weak when cross-sectoral service provision issues emerged, exacerbated by sometimes contradictory interests of different Thai authorities.

Since similar emergencies could become reality elsewhere on the border and perhaps on a larger scale, CCSDPT began a contingency planning process in which all member NGOs were asked to map their capacity and potential responses border-wide. This matrix will be shared with other stakeholders to develop Emergency Response Guidelines to facilitate a coordinated response to future emergencies. It will be important to involve the Thai authorities in this process.

As of December, it seemed unlikely that the refugees in Tha Song Yang would be able to return home soon and CCSDPT wrote to the Ministry of Interior expressing concerns that support in the temporary sites was unsustainable and that a preferred solution would be to move the caseload to Mae La camp. Preliminary arrangements were made by NGOs and the Camp Committee to accommodate these people but the Thai authorities yet to agree to this arrangement.

Next six months

- Finalise Emergency Preparedness Guidelines, using the lessons learned from Tha Song Yang displacement.
- Continue support to the displacement sites as appropriate and support acceptable solutions.

TBBC pandemic preparedness plan (PPP): Since the onset of pandemic influenza concerns, TBBC has developed preparedness plans for H5N1 (Avian Influenza) and H1N1 (Swine Influenza) in consultation with CCSDPT members, WHO, UNHCR, WFP and the various RTG agencies. The timing of TBBC's response to pandemic influenza will be based on pandemic programme responses launched by the RTG and CCSDPT Directors. WHO has developed a new phasing system in response to pandemic preparedness and at the current Phase 6 in pandemic preparedness, TBBC has an emergency plan in place at all border sites for when and if needed.

The TBBC plan comprises a three-month stockpile of supplies for all nine camps with a 15% contingency to allow for population increases from inside Burma. TBBC will work in conjunction with refugee committees, health agencies and water/ sanitation specialists to ensure that any required new inpatient health care facilities, food distribution points and new arrival's shelter needs are properly located and coordinated. The plan also includes food support for local Thai villages and Influenza patients in camp clinics. The plan includes provision for:

- 15% increase in food and non-food items on top of current feeding figures to support new arrivals
- Rice for 17,400 local Thai villagers near the camps and along supply roads
- A 30% increase in current health agency support including food to all inpatient departments for 3,690 people
- Additional pre-fabricated warehouses and worker stipends

The total cost would be approximately baht 200 million of which less than baht 50 million would be additional to current programme needs since the majority would simply be bringing forward programmed commodity deliveries. Specific reserves have not been set aside for such an eventuality and emergency funds would need to be sought. This would be a fairly moderate addition to TBBC's overall budget, but could have major cash-flow implications.

In terms of HR Preparedness, TBBC will continue to deliver basic health and safety training to its staff to ensure that they are aware of best practises if and when a pandemic situation becomes apparent. Basic health supplies and equipment have been purchased for all offices and Low and High Risk Personal Protective Equipment (PPE) has been supplied to all field sites and staff have been trained in proper usage. TBBC is also providing basic protective gear (masks & gloves) to all camp warehouse staff.

3.3.5 Support to Mon resettlement sites

TBBC has been supporting the Mon Resettlement Sites since 1996, and over the years has attempted to reduce relief aid and increase development aid to mitigate against dependency. However, there are limited livelihood opportunities in the Mon ceasefire areas, and aid agencies based in Rangoon have not been able to establish a presence either. TBBC's relief assistance in 2009 was scaled back to three months' rice supply for Halochanee and Bee Ree sites, but higher levels of vulnerability and isolation in Tavoy site justified maintaining the provision of four months rice aid. These supplies were distributed through the Mon Relief and Development Committee (MRDC) prior to the wet season during the first half of 2009 to the combined population of 9,387 villagers.

This relief aid was supplemented by over 30 small-scale community development projects. These projects were coordinated by MRDC in consultation with local villagers and focused on the repair of community buildings and bridges, water supply and sanitation projects. In terms of agricultural extension support, over 220 kilograms of 20 species of vegetable seeds were distributed to the resettlement sites for home gardens during the second half of 2009. Organisational capacities within MRDC were challenged by staff changes in key positions, to which TBBC responded with refresher trainings in project management.

Lessons Learnt

- The benefits to community based organisations of providing skills training for staff will remain limited unless organisational plans and staffing roles are clearly stated and understood

Next six months

- Refresher trainings in supply chain management will be conducted with camp committees in all Mon sites
- TBBC and MRDC will conduct a joint assessment of the procedures and medium-term impact of the Mon development projects

3.3.6 Safe House

Background information on the Sangklaburi Safe House is set out in *Appendix D.3.g. Sangklaburi Safe House*. The Safe House provides care for adults and the elderly. The patients being referred to the Safe House are generally deportees or undocumented people who have a chronic physical or mental illnesses including people from abusive work environments. Current patients include Mon, Shan, Karen, Arakan, Akha, Thai, Malaysian, Cambodian and Indian people. In the last six months there were five new admissions, two deaths (including a new born baby of a patient) and three were discharged.

CAN Project at the Safe House in Sangklaburi



At present, 38 people live in the adult section (18 female, 20 male) with an average age of 37 years. Patients suffer from a variety of chronic mental and physical illnesses such as post traumatic stress, schizophrenia, mania, psychosis, HIV, TB, paralysis, cerebral ischemia (stroke), epilepsy and intellectual disability. Some of the patients have children who reside in the children's home located near the Safe House, where they are provided food, shelter and education. The elderly section has 10 residents (3 female, 7 male) with an average age of 73 years. They are residing in the Safe House due to chronic mental illness, dementia, fragility, cerebral ischemia [stroke] and for the daily assistance required with their self care. Most people living at the Safe House are isolated from all natural supports (this is investigated by staff prior to admission), and have limited ability to generate income to assist with their medical/ nursing needs.

The passion and sense of purpose within the staff are key ingredients as to why the Safe House succeeds. Staff work long hours and build their work hours around the specific needs of the patients. They facilitate the recovery journey with the residents through the provision of support, food and medical care whilst empowering through information, education

and providing opportunities for self sustainment and income provision. TBBC continues to provide financial assistance for food, staffing, medical expenses and maintenance costs, whilst TEAR Australia (Vocational Training) provide the funding for trainers associated with income generation projects.

A Volunteer recruited by Australian Volunteer's International commenced work at the Safe House in October 2009, bringing specialist skills in the area of Mental Health and Community Health development and design. The aim of his work relates to TBBC's plan of reducing or ceasing support to programmes and organisations not directly involved in TBBC's core activities and to help them find alternative sources of funding where possible.

An AVI volunteer is helping TBBC work with communities to determine a sustainable future for the Sangkhlaburi Safe House.

The volunteer has been exploring the Safe House's context, both historical and current, within the community to inform the development of strategic and operational plans focusing on future sustainability issues. The desired outcome would be for the Safe House to achieve full financial and operational self sustainment encompassing all governance, capital and operational aspects, not merely based on the costs of food and fuel. Consultations conducted by the TBBC/AVI volunteer and the manager of the Safe House with over 40 staff, patients, community members and community leaders are forming the basis for a draft five year strategic plan incorporating options and recommendations for future governance of the Safe House – and this also provides the foundation and focus for the next six months of work. TBBC is committed to ensuring the Safe House has an alternative governance structure and associated funding before support is withdrawn.

Next six months

Strategic:

- 1st Draft of a Strategic Plan 2010-2015
- Initiate research for a "Governance Paper" to present to TBBC Management team.
- Formulate a draft of a Safe House history book
- Facilitate a filmed documentary of the Safe House depicting the history, current care/support, ethos and future directions
- Review historical budgets and provide recommendations for an indicative budget to better reflect the Safe House's current running costs
- Draft a formal Safe House (adult and elderly) service eligibility criteria

Operational:

- Explore alternative services for some patients of the Safe House
- Conduct assessments for some of the most complex and acute patients
- Establish client files and a system for reviewing patients
- Research and establish links with other services that may be able to help the patients of the Safe House (informal and formal)

3.3.7 Assistance to Thai communities

TBBC supports requests for assistance to Thai communities in recognition of the fact that there are poor communities which do not have access to any other assistance and which may feel neglected when support is given to refugees in their area. (see *Appendix D.3 h) Assistance to Thai communities*, for background).

During this last six-month period, a total of baht 5,469,039 was spent on this support. Baht 2,974,771 was provided for local Thai authorities, mainly in the form of rice, other food items and building materials to border personnel. Baht 2,433,383 was provided for support to Thai communities. This support consisted of educational support, non-food items and school lunches to schools, village communities, temples, boarding houses and Thai NGOs, in the form of food and charcoal. Baht 60,885 was provided in response to local emergencies during the rainy season.

3.3.8 Coordination of assistance

TBBC remains an active member of the CCSDPT and it is mainly through CCSDPT that activities are coordinated with other NGOs, UNHCR, other international organisations, the RTG and Donors. Considerable institutional resources are committed to these relationships including TBBC taking leadership roles in the CCSDPT (see *Appendix A*), and attending a plethora of fora including monthly coordination meetings, workshops and retreats. These activities are described elsewhere in this report.

3.4 Support mutually accountable community-based management which ensures equity, diversity and gender balance

TBBC's model of community based camp management is quite unique and enables the refugees to participate in decision making, programme design and implementation and contributes to the longer term vision of self reliance. These aspects are strengthened through the TBBC Camp Management Support Project (CMSP) and its dedicated staff. *Appendix D.4a* provides more background information.

3.4.1 Camp management

The TBBC CMSP has been working in partnership with the Karen Refugee Committee (KRC) and Karenni Refugee Committee (KnRC) since 2004, supporting camp administration costs; stipends for camp committee members and staff involved in the delivery, storage and distribution of TBBC supplies, and providing capacity building assistance.

The organisational structures of the different Refugee and Camp Committees varied significantly in the past, causing difficulties in streamlining the CMSP. Consequently, during the first half of 2009, TBBC's Programme Manager, together with CMSP refugee staff and the refugee committees, started work on reviewing and revising all structures. This process was finalised during the latter part of the year and the new standard Camp Structures (based on the size of camp populations) are now ready for implementation following the camp elections in February.

The recently introduced CMSP staff filing system is now being used in all nine camps. Since July, standard data updating, which was originally planned to take place every six months, has been done on a monthly basis due to a high staff turnover resulting from resettlement.

By the end of December, the CMSP supported a total of 1,879 stipend staff in the nine camps. A total of 343 women (27%, excluding security staff, representing a 4.5% increase since the last report) were involved in camp management activities. Out of these women, 55% were part of camp committees or held functions such as section and household leaders; 34% worked with food and non food distribution, and 10% were engaged in other areas of camp management such as justice, health, education and GBV.

TBBC supports 1,879 community workers in the camps

Camp administration costs, staff stipends and "extra needs" distributions (budgeted supplies distributed for activities other than regular refugee feeding) have been monitored regularly by CMSP staff. Monthly reports are now used as a key tool for monitoring implementation, efficiency and transparency of the Programme. Camp administration costs reported in the nine camps from July to December, 2009 are summarised in *Figure 3.11*:

Figure 3.11: Administration expenses reported in nine camps July to December 2009

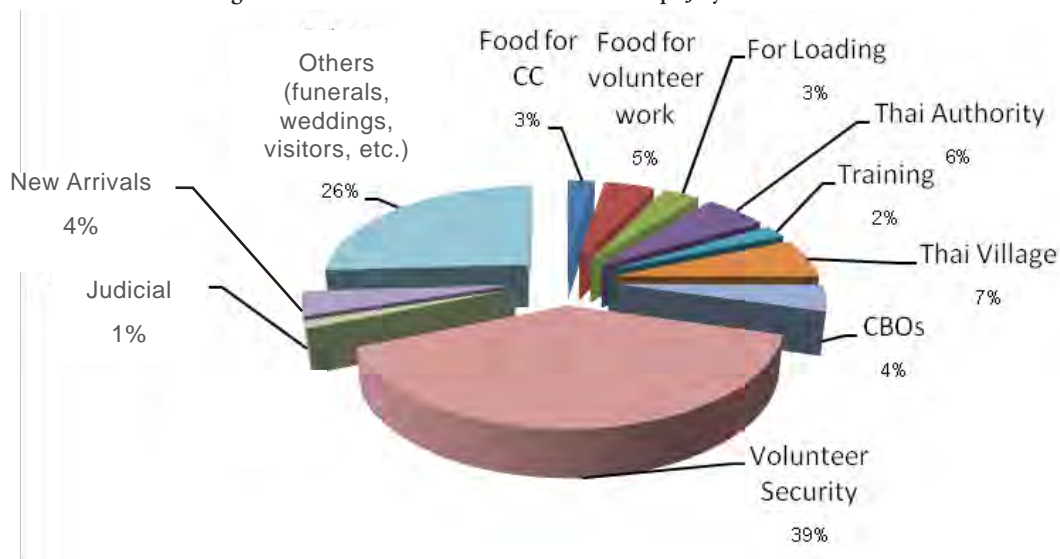


The highest expense (17%) was relationship costs associated with Thai authorities and Thai villages. The cost of Camp Security again reduced in the administration budget from 16% (reported last time) to 12% as a result of section security staff being included in staff stipend lists, rather than gaining food for work.



The use of rice under the “extra needs” budget is summarised in *Figure 3.12*: Security Volunteers continued to receive the most support in the form of rice, due to their stipends being at the lowest grade level. This support remained at 39% (the same level reported for the first half of the year).

Figure 3.12: Extra rice distribution in nine camps July to December 2009



Resettlement to third countries continues to have a big impact on the CMSP. In 2007, 22% of all CMSP staff resettled, increasing to 36% in 2008 and by the end of December 2009 it stood at over 40% (highest in Site 1 and Site 2 where over 70% of CMSP staff have left). In year 2010, it is expected that the Mae Ra Ma Luang and Mae La Oon camps, where the US resettlement programme has now started, will be heavily affected as at least 40% of CMSP staff have applied and are planning to leave. Such losses of experienced, trained staff are inevitably going to affect the management

and provision of camp services. Recruitment and training of replacement staff remains one of the biggest challenges for the CMSP.

A workshop was held with KRC and KnRC CMSP staff, in which the 2009 work plans and budgets were reviewed, and plans and budgets for 2010 were projected in accordance with the new camp structures. Plans and budgets were submitted to TBBC management for review and approval in December. During the workshop, the KRC and KnRC visions and missions were also reviewed and the Refugee Committee and Camp Committee election procedures were discussed, with particular emphasis on making the process equitable and all-inclusive in terms of gender, religion and ethnicity. By the end of the year, KRC had finalised their election guidelines (to be used in February's camp elections) and distributed to all agencies. The KnRC election guidelines are still being developed and are scheduled for completion in the first quarter of 2010.

New refugee camp election guidelines will be used in new elections in February.

TBBC together with the IRC/Legal Assistance Centres (LAC) have been working closely with KRC and KnRC on reviewing the CoC and establishing corresponding reporting, investigation, and disciplinary action procedures. Several meetings and two workshops were conducted in the second half of 2009, ultimately resulting in KRC and KnRC now having finalized their CoC, and standardized procedures for follow up on breaches. In December, the IRC-LAC conducted a three day TOT course for KnRC, focusing on these issues and the same training is planned for KRC in March 2010. CMSP staff, TBBC's Capacity Building officers and the Community Outreach Officer also attended the training.

After the KRC camp elections all new camp staff related to the TBBC Programme will sign a CoC and a contract with their respective refugee committee. KnRC have also developed their job descriptions and CoC, to be signed by all new staff. The new letter of agreement (LoA) to cover KRC and KnRC funding for year 2010 will be developed and signed by both parties in February.

The TBBC CMSP manager conducted the 2nd TOT training for year 2009, covering various management and administration related topics for 20 participating KnRC, CMSP and TBBC staff who subsequently proceeded to train a total of 374 camp-based staff. Details of camps and number of attendees are given in *Figure 3.13*.

Figure 3.13: Number of Camp Management staff receiving training (July - December 2010)

Camp	Number of participants	Gender	
		Male	Female
Site 1	50	33	17
Site 2	28	16	12
MRML	25	19	6
MLO	40	30	10
ML	78	66	12
UPM	51	41	10
NP	39	33	6
TH	38	32	6
BDY	25	18	7
Total	374	288	86

Some 23% of participants were female. In 2010, the CMSP aims to have at least 80% of the female camp management staff attend the Camp Management training.

Due to a change in TBBC funding sources for KnRC administration and camp management activities undertaken in Site 1 and Site 2, a new LoA was developed and signed by both parties in July. The TBBC Financial Controller also conducted a visit to both KnRC and KRC (their CMSP sections) to assess and monitor the financial control systems. Findings were mainly satisfactory although a few recommendations were made for improvements. To meet the requirements of the new donor (Act For Peace/ -ANCP), a new format for monthly financial reporting was developed for KnRC, which has been used since July 2009.

In October, the Mae Sot Capacity Building Officer and the AVI volunteer were assigned oversight of the Umpiem Mai Community Centre. The centre, which was constructed with support from TBBC's Mae Sot field office, has been used predominantly for CBO and Camp Management trainings. Monthly meetings with centre staff were held, during which the community centre structure, work plan and budget for 2010 were developed.

Trainings for CBOs continued throughout the 2nd half of the year, in Umpiem Mai and Nu Po camps, in collaboration with KRC. An evaluation of the CBO trainings will be conducted in early 2010.

Lessons learnt

- Working in partnership with the refugee committees presents big challenges and strong two-way communication is essential. Complicated and unclear structures on both sides have caused some obstructions in programme implementation in the past. It is important to establish common goals and to ensure mutual understanding when addressing concerns and problems.
- When attempting to introduce new “western/ modern” concepts and ideas in the camps it is important to first gain the acceptance of the refugee communities. This is best accomplished by recognizing and incorporating the thoughts and ideas of the refugees from the outset and then subsequently providing guidance and suggestions for improvements.

Next six months

- Conduct Training Needs Assessment for CMSP and CMP for year 2010
- Support KnRC in completing their election guidelines
- Provide support for KRC in relation to Refugee Committee and Camp elections
- Conduct integrated ToT training for KnRC CMSP staff, TBBC field staff and refugee committee staff
- Conduct governance and management training in all nine camps
- Undertake evaluation of CBO trainings conducted in Umpiem Mai and Nu Po camps
- Introduce HR focal points within the CMSP structure and amongst camp stipend workers

3.4.2 Community outreach

The Community Outreach Officer (COO) works to ensure that diverse sectors of the refugee camps have equitable opportunity to be involved in the evaluation and planning of TBBC’s programme as well as equal access to its outputs; to ensure that TBBC staff are sensitised to these diversities, and to implement initiatives which expand the capacity of community groups in order to strengthen civil society in the camps.

The main channel to accomplish this has typically been through ongoing roundtable meetings with CBOs in each camp. During the last six months, this approach was expanded to include regular focus group consultations with members of diverse sectors within the communities, focusing on under-represented and vulnerable persons. The reason for initiating this is due to the increase in diversity of many of the camp populations over the past few years; the need for TBBC to keep abreast of the corresponding varying needs and utilisations of its programme within the communities; and to ensure these diverse sectors are included in its community partnership activities.

The specific groups targeted are identified, and the meetings facilitated by the camp CBOs. Summaries of findings, together with recommendations for operational responses will be submitted on a regular basis to help inform TBBC programme planning, with the first report being produced in January 2010. This will be an ongoing and central facet of Community Outreach work, as TBBC moves towards prioritisation of beneficiary access to programme outputs in response to greater livelihoods activities and refugee self-reliance over the medium/ long term.

TBBC is assessing the needs and representation of Muslim communities in the camps.

In 2009 TBBC started development of a Muslim Profile to better assess their particular utilisation and needs in relation to TBBC operations, and to recommend areas where equity and inclusion may be improved. The study will be finalised in the first quarter of 2010.

■ CBO meetings / Community consultations

TBBC continues to consult CBOs on programme-related and general camp issues. During the period, meetings were held on the implementation of TBBC’s revised distribution guidelines and its eligibility and ration collection exemption criteria, and on issues surrounding the draft CCSDPT/ UNHCR Strategy Plan, in addition to ongoing monitoring of impacts from ration changes made in 2007-8. These discussions were regularly attended by TBBC staff from other operational areas to enhance the continued integration of Community Outreach work into the broader TBBC programme.

TBBC also continued to develop its partnerships with CBO staff and other residents in relation to population verification, CAN, and nutrition activities, and expanded them into ration and ration-book distribution. CBOs also assisted with a survey of homes in Tak camps to inform the pilot project on needs-based distribution of building materials.

Due to impacts of resettlement, all CBOs in the camps continued to face challenges in maintaining their capacities. Despite several success stories, substantial staff losses continued (with the Old Age Care Committee in Site 1, the

Karenni Students Unions in Sites 1 and 2 and the Muslim Women's Organisation in Mae La unfortunately succumbing to their challenges). TBBC's granting of support for the Karen Women's Organisation's (KWO's) border-wide organisational capacity-building programme is seen as having significantly contributed to strengthening its human resource security.

During the reporting period, it was decided that CBO capacity building, including support for the Umpiem Mai Community Centre and the supervision of the AVI-seconded Capacity-Building Facilitator working in the Tak camps should be moved from CMSP oversight to instead fall under Community Outreach, and this change will take place in early 2010.

■ Community centre, Umpiem Mai

The Umpiem Mai Community Centre has been operational since late 2008. Established as a pilot project, its purpose is to:

- Facilitate information sharing within the community;
- Provide social organisations in the camp communal access to organisational and operational resources;
- Function as a training centre for organisational capacity-building of the member CBOs;
- Act as a meeting/ co-ordination centre between CBOs, and with NGOs, visitors, etc;

The Centre's Management Committee recruited a Manager and Assistant earlier in the year to help conduct its activities, and this has proved to be a valuable development. A camp-wide survey was initiated to gather residents' opinions on what services the Centre should provide, and this will help to further define and develop its activities.

A 2010 work-plan and budget was also drafted and submitted internally for approval. A planned CBO capacity-building programme also started during the second half of the year, with trainings on leadership and report writing being provided as well as ongoing computer courses.

■ Beneficiary Communication

Last year, an internal Beneficiary Communications Group (BCG) was established within TBBC in order to formalise written communications between TBBC and camp communities. Despite the group not convening on a regular basis, the Community Outreach Officer continued to support TBBC's Communications Officer in beneficiary communication activities. A review of comments box and notice board locations in all camps was conducted, and recommendations for these to be amalgamated as "Communication Points" with additional locations to ensure more equitable coverage were adopted. Ensuring that a basic set of information notices and announcements are displayed at all communication points will be conducted in early 2010.

Access to communication technology in various camps has increased substantially in the last year. In recognition of this and in order to strengthen direct communication with beneficiaries, the concept of establishing a "Complaints Hotline", along the lines of standard practice in other service industries, was proposed in order to provide beneficiaries with a direct phone number to field offices to lodge comments and complaints. However, it was recognised that field offices already have established phone numbers and e-mail addresses, and it would be better to promote TBBC's existing channels of communication rather than setting up new structures which would involve a significant increase in workload for field administration staff without significantly improving beneficiaries' opportunities for communication with the programme.

■ Policy, Guidelines and Code Formulation

Results from the review of relevant sectors of the IASC's GBV Guidelines which took place earlier in the year were considered during TBBC's annual work-planning exercise. The main outcome from the review was a plan to initiate child-minding services for staff in camps who receive stipends directly or indirectly from TBBC (See 3.4.3 *Gender*).

In support of potential moves towards prioritising beneficiary access to programme outputs, a draft paper on vulnerabilities was developed and circulated internally for discussion. The paper incorporated the Extremely Vulnerable Individuals (EVI) categories used by COERR as well as other at-risk groups related to the TBBC programme. There is a need for CCSDPT agencies to agree on a set of vulnerability categories.

A position paper on resettlement fraud was developed and circulated to all staff in English and Thai languages. In order to ensure that staff understand their responsibilities and obligations, workshops on the topic will be held in early 2010.

Lessons learned

- There are substantial "silent minorities" who, due to their circumstances and protracted gaps in care provided, are somehow resigned to the state of affairs
- Despite the many commonalities in the utilisation of TBBC programme outputs by diverse sectors of the camp

populations, both in terms of ethnicity and vulnerability, there are a number of significant and unique needs of specific groups which require consideration in planning

Next six months

- Complete Muslim community profile in order to inform programme planning
- Recruit and orientate camp-based Community Outreach and Development Assistants in each camp
- Supervise and support CBO Capacity Building Facilitators in establishing work-plan objectives
- Conduct Training Needs Assessments with CBOs in Mae La Oon, Mae Ra Ma Luang, Tham Hin and Ban Don Yang camps, and work with CMSP to integrate their specific needs into its capacity-building programme
- Ensure GBV guidelines and relevant issues identified through any AGDM process continue to be integrated into the programme
- Develop a monthly Communications Point checklist, including a basic set of information notices and announcements to be displayed

3.4.3 Gender

TBBC's gender policy is set out in *Appendix D.4 c) Gender*. Responses addressing the three defined programmatic objectives during the period were as follows:

■ To support women's initiatives to identify their needs as prioritised by them

TBBC strengthened its support of women's activities with a new KWO camp support project launched in seven camps in August. This project provides monthly stipends for KWO committee members and staff who work full time but previously received no stipend; basic funds for KWO in each camp to cover administrative costs; and KWO capacity building training, at the camp level and for staff managing the project.

575 KWO staff and 13 baby sitters (child care support for staff with very young children) received monthly stipends and ten camp-based offices were provided with administration funds to support: safe houses; family crisis counselling; community and elderly care giving; supervision of separated children; hospitality at community events; KWO hosted trainings and meetings; judicial processes, training and meetings; and educating community members about current issues of concern including resettlement. Workshops were held to upgrade the skills of some 100 KWO staff in project management with topics including reporting formats, developing job descriptions and financial accounting.

KnWO has submitted a similar project for consideration.

TBBC also continues to support two other important programmes run by the KWO and the KnWO: the longyi weaving project (see *Section 3.2.4 Weaving project*) and camp nursery school lunches (see *Section 3.3.2.d) Nursery school lunches*).

■ To participate in initiatives by NGOs to improve gender equity in the humanitarian aid and refugee community

TBBC is developing a child care policy for stipend staff supported by TBBC in all nine camps (CMSP, CAN, Nutrition, etc). The idea is to enable female stipend workers with small children to have access to adequate child care service support during work hours, so that they can fully focus on their tasks. It is expected that this would encourage more women to become engaged in camp management and other community activities in the future.

Initially it was hoped that KWO would administer the project, but they currently do not have the capacity and implementation will instead be considered through the CMSP programme. CMSP conducted a basic assessment in the nine camps to determine the number of female staff being paid stipends through the CMSP and CAN projects and the number of children aged 3 months to 2 years/ 8 months (nursery school start age) who would be covered. There are currently 62 women (<5% of total staff) with very young children.

Each woman would be able to choose a suitable child care worker who would then be paid a stipend of 300 Baht per month through CMSP. Details of the selection process for carers and child care for more than 1 child are under discussion. CMSP staff are planning to conduct in-camp surveys by the end of March and look at the existing ways of child care provision, in order to determine appropriate mechanisms of implementation. For example, some camps may opt to choose home-based child care, whereas in some camps child care centres near to distribution points may be more appropriate.

TBBC is helping to strengthen the work of women's organisations by providing stipends for workers, office support, training and child care support.

KWO provided significant feedback on the CCSDPT/UNHCR Strategic plan including issues relevant to TBBC relating to strengthening information sharing and communication flows.

TBBC continues to play an active role in the Prevention of Sexual Abuse and Exploitation (PSAE initiative, with designated focal points in each field office.

■ **To encourage TBBC staff to raise gender issues and gender awareness with men in the camp communities**

TBBC continues to work with the camp committees to ensure that positions that become vacant due to resettlement are made available to qualified women in camp management and food distributions. In 2006 the proportion of women involved in food distribution was only around 11%. At present the border-wide average stands at 34% (highest in Nu Po at 54.5% and lowest in Tham Hin at 12%), which represents an 8% increase on the first half of 2009.

The average percentage of women engaged in camp management work was 27% (highest: Ban Don Yang 34%; lowest Site #1 17.3%), up from 22.5% in the first half of the year.

TBBC also strives for gender-balance in its internal staff recruitment (see *section 3.5.3a* for details).

3.4.4 Conflict sensitivity

A conflict analysis conducted in Mae Ra Ma Luang camp in early 2009 resulted in a request for assistance from camp committees in developing negotiation and mediation skills. The analysis will be extended to one or two camps in Tak province in 2010 before deciding on any follow up activities.

Next six months

Conflict analysis in two camps in Tak province.

3.5. Developing TBBC organisational structure and resources to anticipate and respond to changes, challenges and opportunities

As TBBC continues to grow and take on new challenges there is a need to constantly review and strengthen its governance, management and human resources. Whilst TBBC has always been proud of its low management/administration costs, ensuring the ongoing integrity of its work, the efficient use of resources and maintaining the ability to respond to new opportunities all require careful investment in the organisation itself.

3.5.1 Governance

The TBBC Board met electronically on 18th August and in Chiang Mai on 6th November and Members convened for the Annual General Meeting in Chiang Mai 6th / 7th November. At the AGM eight member representatives were elected as Directors and Trustees as listed at the beginning of this report.

Consultants recommended changes in the TBBC organisational structure, the recruitment of additional senior staff and a Governance review.

Consultants were appointed by the Board to review TBBC's management structure. They carried out their assessment between August and November and presented their conclusions and recommendations at the AGM. They recommended a number of important changes in the organisational structure included strengthening TBBC at the senior management level with the recruitment of additional experienced staff. The consultants also recommended an immediate review of TBBC's governance structure. These were deemed necessary not only to strengthen the current management and governance structures, but also to address the challenge of the advancing age of TBBC's Executive Director.

The consultants also reviewed TBBC's budgeting procedures and essentially endorsed current practice although suggesting alternative presentational options. The Board agreed to recruit consultants to undertake a Governance review and for Management to report back on practicalities relating to management restructuring.

Next six months

- At an electronic Board Meeting on 12th January progress on recruiting consultants for the governance review was reviewed. It is hoped this will be undertaken early in 2010
- At the same meeting Management reported its response to the management review and set out plans for consultations with all staff. Progress will be reviewed at the TBBC EGM in March and a final implementation plan rolled out with staff at a workshop in May

- After the EGM, a Donor Forum will be held on 11th March for TBBC members and staff to discuss ongoing issues with Bangkok-based Donors
- The Board will meet electronically on 18th February to approve this 6 month report and the operational budget set out in *Section 4. Finance*

3.5.2 Strategic plan

TBBC's revised Strategic Plan for 2009 to 2013 developed last year sets out a change in approach from one of care and maintenance and aid-dependency towards self reliance which will require new skills and new initiatives with major implications for TBBC's organisational structure and human resources.

The Management consultancy described above took this into account and recommended senior staff additions will increase TBBC's capacity to respond.

3.5.3 Management

3.5.3 a) Staff numbers

As of 4th January TBBC had 75 staff (36 female/ 39 male, 20 international/ 55 national) including 3 volunteers as shown in *Figure 3.14*. Two volunteers are Australian supported by AVI and one Canadian volunteering through CUSO.

Figure 3.14: Number of staff as of 4th January 2010

Location	International	Male	Female	National	Male	Female	TOTAL	Male	Female
BKK (incl 2 CCSDPT)	9	5	4	11	2	9	20	7	13
CM	2	1	1	3	1	2	5	2	3
MHS	-	-	-	11	5	6	11	6	6
MSR	1	1	-	8	3	5	9	4	5
MST	6	3	3	14	8	6	20	11	9
SKB	2	1	1	8	5	3	10	6	4
Total:	20	11	9	55	24	31	75	35	40

Gender balance has been maintained at all levels of the organisation as shown in *Figure 3.15*:

Figure 3.15: Gender balance by Job Grade

Positions	Men	Women
Management (7)	4	3
Middle Management & Specialists (22)	10	12
Field Officers-Assistants-Administrators (38)	19	19
Support Staff – Drivers, Office Assistants (8)	2	6
Total:	35	40

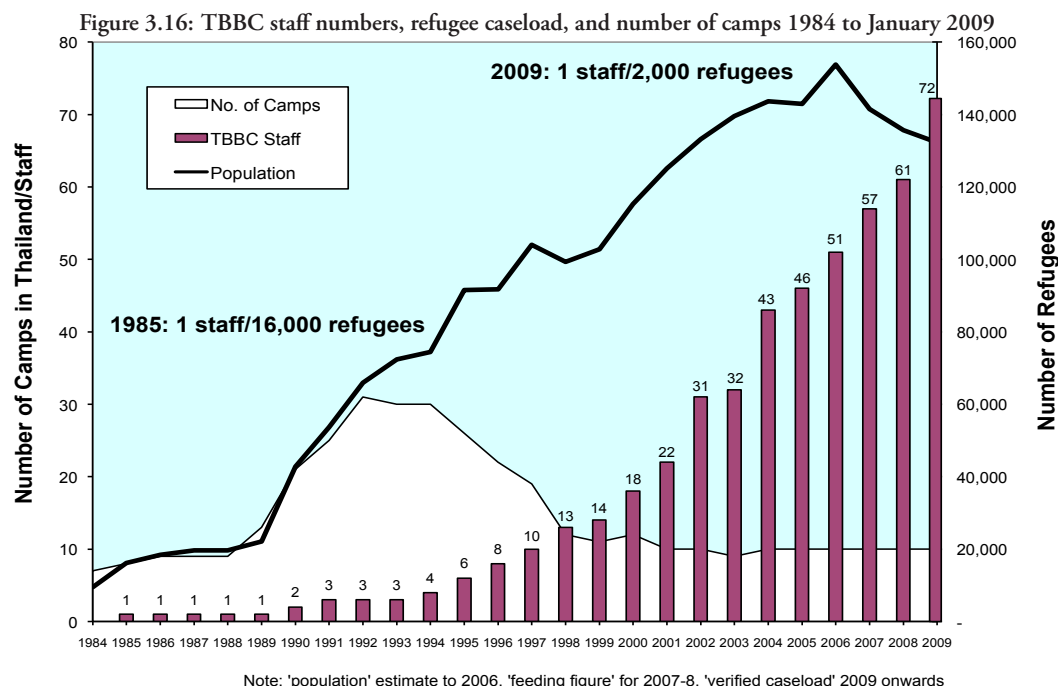
TBBC currently employs 75 staff with a good gender balance at all levels.

The refugee camp residents are predominantly Karen or Karenni and these groups are strongly represented amongst TBBC staff. TBBC also has Mon and Shan staff in Sangklaburi and Chiang Mai respectively. However, the Tak camps are becoming increasingly diverse with 18 different ethnic groups now represented and close to 20% Muslim faith-based. National staff in the Mae Sot office have been predominantly ethnic Karen with limited language proficiency in Burmese but newly recruited field staff with additional Burmese language skills should help start addressing the need for more diversity.

As an equal-opportunity employer, TBBC offers the same salary and employment terms to national and international staff. Historically, however, this has not attracted national staff to senior management and specialist positions. Over the last six months, a conscious effort has been made to attract more national staff to more senior decision-making positions either through more aggressive recruitment within Thai-based networks or through a more pro-active internal staff advancement process. One of TBBC's long-term Thai Field Officers has been promoted to the position of Field Coordinator and the new position of Information Systems Coordinator attracted an increased number of professional Thai nationals. Two private Thai-based recruitment firms were consulted to provide assistance in this local recruitment process.

Ethnic and nationality balance is being addressed through more pro-active external recruitment and internal staff advancement.

The following figure shows the number of TBBC staff in relation to the number of camps and number of refugees from 1984 to 2009:



3.5.3 b) Human Resource strategic planning

TBBC's ongoing Human Resource strategy will be based on the 2009 consultancy commissioned by the TBBC Board described above in 3.5.1 which incorporated earlier recommendations of the 2008 **EC Assessment** (relating to Supply Chain management), and the 2009 **Shelter** and **Data Management Consultancies**. Some key positions have already been/ are in the process of being recruited which will be an essential part of the restructuring process. These are the advertising for a Supply Chain Director, the recruitment of an Information Systems Coordinator and the secondment of a Shelter expert by the Swiss Agency for Development and Cooperation (SDC).

A draft revised organisational structure has been presented to the TBBC Board and will be discussed in a series of consultations with all staff. This will be adjusted as necessary with staff/ Board input and finalised at a staff workshop in May. By the middle of 2010, therefore, TBBC's management structure and organisational chart will be changed significantly to reflect the new strategy. The current TBBC Organisational Chart is presented in *Figure 3.17*.

3.5.3 c) Staff development

Staff learning and development plans continue to be delivered through individual skills development and coordinated group training linked to TBBC's strategic objectives. Staff training activities between July and December 2009 are listed in *Appendix D.5 e) Staff training*. Highlights were:

- PSAE trainings delivered jointly with the IRC PSAE Coordinator to provide field managers with the necessary skill base to monitor and refer PSAE cases to focal points along the border
- Agricultural extension training for two Food Supply Officers delivered by the International Institute of Rural Reconstruction (IIRR) in the Philippines. This very successful T.O.T. was also a precursor to ongoing Farmer Field School training to be delivered to all TBBC Food Security Workers and CAN stipend workers in 2010.
- Training in Essentials of Humanitarian Practice delivered through the UN eCentre workshops in Thailand
- Rice Inspection Training for 30 field staff
- Livelihoods-Income Generation Workshop delivered by the World Refugee Commission was attended by TBBC's Agricultural Specialist and a Food Security Field Officer
- Programme & Project Management Training for some field staff, managers and specialists
- TBBC's Mae Sariang Field Coordinator participated in the World Bamboo Congress workshop in Bangkok
- Participation in the 19th Annual Congress of Nutrition
- Ongoing language training for both international staff (Thai) and national staff (English/ Burmese). Continued focus on Burmese language training in Tak province to better serve minority groups

The organizational chart for the Emergency Relief Coordinator is structured as follows:

- Executive Director** (SDC Secondment)
 - Deputy Executive Director**
 - Financial Controller**
 - Finance Manager
 - Grants Compliance Manager
 - Accounting Officer
 - Finance Officer
 - Supply Chain Director**
 - Procurement Manager
 - Procurement Officer
 - Administration Manager**
 - CCSDPT Administrator
 - Administrative Officer
 - Office Assistant (2)
 - Human Resources Manager**
 - Information Systems Coordinator
 - Information Technology Manager
 - Communications Information Officer
 - Programme Coordinator**
 - Field Coordinator (4)
 - Agricultural Specialist
 - Nutrition Specialist
 - Camp Management Programme Manager
 - Community Outreach Officer
 - Emergency Relief Coordinator**
 - Income – Generation Coordinator
 - Field Administrator (4)
 - Administrative Assistant
 - Driver/Logistician (2)
 - Office Assistant (4)
 - Shelter Asst. MHS
 - Business Development Field Officers (MSR & TH)
 - Field Officer (9)
 - Food Security Officer (5)
 - Supplies Officer (4)
 - Field Data Assistant (5)
 - MON Field Officer – SKB
 - Community Health Advisor – SKB (AVI volunteer)
 - Capacity Building Officer (MHS & MST)
 - Capacity Building Facilitators MHS & MST (AVI volunteer)
 - Information Systems Officer
 - ERA Field Officer
 - Shan Field Officer
 - Field Administrator

NOTES

- Staff based in Bangkok or in field sites. ERA staff based in Chiang Mai
- Staff based in Bangkok or in field sites. ERA staff based in Chiang Mai

NOTES

1. Staff based in Bangkok or in field sites. ERA staff based in Chiang Mai

- Start based in Bangkok or in field sites. EKA staff based in Chiang Mai
1. Financial Controller reports directly to Executive Director. During interim period Supply Chain Deputy Director reports to Financial Controller
2. Programme Support Manager and Procurement Manager report directly under Supply Chain Deputy Director
3. Executive Director, Deputy Executive Director, Financial Controller, Supply Chain Deputy Director, Administration MGR, HR Manager, Emergency Relief Coordinator and Programme Coordinator are the management team.
4. Administration MGR – HR Manager relates directly with all staff on matters of administration, human resources, staff policy clarification and professional development.
5. **One Field Coordinator based in each field site. Three Field Officers in MST and SKB, two Field Officers in MHS and MSR. One Food Security Officer in each field site and two in MST. One Supplies Officer in each field site and two in MSR and MST. Driver in MSR and MST. One Shelter Assistant in MHS volunteers in MHS, MST and SKB.**
6. Field Administrators report directly to Finance Manager on particular matters of finance.
7. Camp Management Programme MGR and two Capacity Building Officers based in MHS and MST.
8. The Programme Coordinator, Community Outreach Officer, Agricultural Specialist, Nutritionist Specialist, Agricultural Officer and Nutrition Officer based in MST.
9. CCSDPT Administrator liaises with MOI or behalf of TBBC; CCSDPT duties are supervised by the CCSDPT chair.
10. Income Generation Coordinator and Shelter Expert (SDC) reports directly to the Deputy Executive Director.
11. Communications Information Officer, Information Systems Coordinator and Information Technology Manager report directly to HR Manager.

Revised: November 30, 2009

- Ongoing field staff meetings incorporating group training modules on soft management skills and technical trainings related to their area of work
- Advanced Excel training for field staff and managers. Excel 2007 is now being used to analyse population data
- The Field Coordinators, Specialists and Bangkok-based managers continue to receive group trainings in Human Resource management/ appraisals, Time management and Delegation skills

3.5.3 d) Other HR activities

■ Staff retreat

The annual staff retreat was held in August, 2009 where the new Strategic Plan was discussed and reviewed. Considerable time was devoted to teambuilding as many new staff joined TBBC during the past year.

■ Exchange programme

In October, 2009, five field staff visited the Rohingya refugee camps in Bangladesh, managed by WFP, meeting with WFP and partner Bangladeshi organisations as well as refugee camp CBOs. One week was spent looking in particular at programmes and projects relating to livelihoods, income-generation, nutrition, therapeutic feeding and supply chain logistics. Part of the follow-up to this visit will be for TBBC and camp-based staff to make presentations to other staff and refugee camp committees on how refugee camps function under different conditions. Exposure visits are an important way for staff to develop their professional skills and these follow-up activities are seen as part of their personal responsibilities.

■ Code of Conduct

TBBC's Code of Conduct has been signed by all TBBC staff, Contractors and Sub-Contractors and applies to all consultants, interns, and volunteers in the camps. There is also an investigations process to receive and review complaints for violations of the CoC. PSAE training is an ongoing component of staff development.

All staff, suppliers, partners and consultants are required to sign TBBC's code of conduct.

Lessons learnt

- Management training is still seen as a key component of professional development for managers and specialists. This is especially important as TBBC develops integrated management models for each field site
- The involvement of experienced, technically-skilled volunteers through partnerships with AVI and CUSO has been a great benefit to TBBC. The need to balance volunteer assignment with proper terms of reference and clear reporting lines is key

Next six months

- Complete staff and Board organisational and management review process to finalise the new structure
- Based on this new structure, develop a draft 3-year Human Resource Management Plan (2010-2013)
- Continue a more comprehensive local recruitment process to attract more Thai nationals to newly created key decision-making and management positions
- Develop a clearer and more structured internal staff advancement policy

3.5.4 Communications

At the end of 2009, the Communications Officer completed two years of secondment to TBBC through the Swedish International Development Cooperation Agency (SIDA)/ Diakonia. Her contributions to TBBC confirmed the need for an ongoing full-time position to maintain effective communication and information activities and in December, TBBC recruited a Thai national to take on the position of Communications-Information Officer (CIO). The CIO will continue to work on internal and external communication activities, as well as on communications with beneficiaries.

A global Communication Strategy has been developed whereby the objectives for TBBC's communication were adjusted to reflect TBBC's new overall strategy. These objectives are:

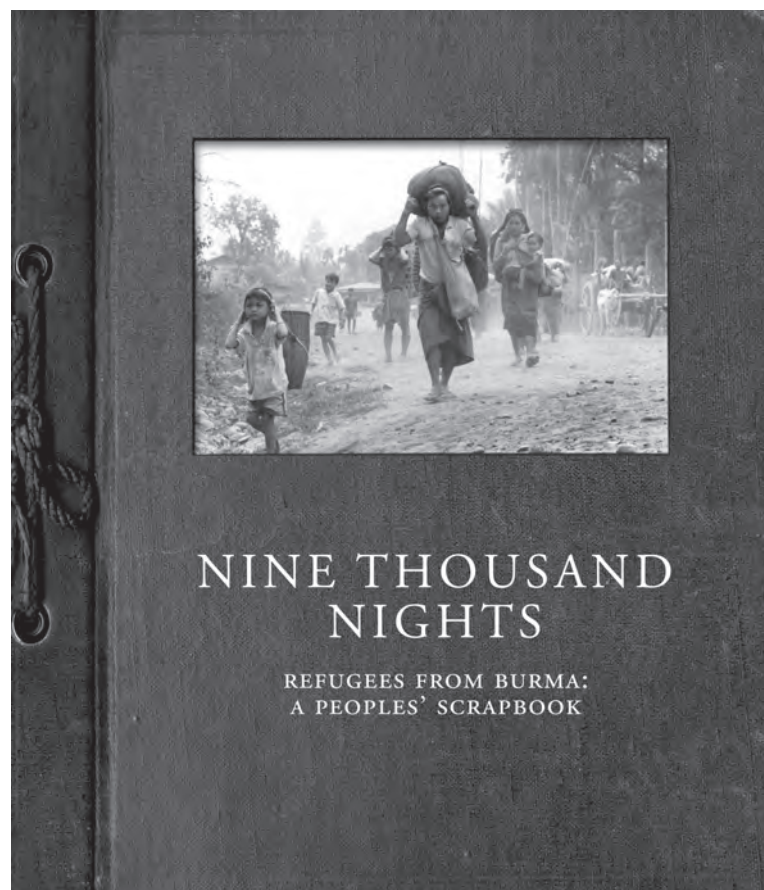
1. To share information with beneficiaries, internal and external audiences in a timely, accurate and professional manner.
2. Build organisational communication capacity while ensuring technical support is in place.
3. Build capacity among stakeholders to facilitate their initiatives to advocate for the displaced people of Burma.
4. Develop existing communication tools and seek new opportunities for information sharing and collaboration with stakeholders.
5. Communicate change processes and highlight successes.

As a general principle, in all its communication, TBBC aims to be impartial and inclusive of the diversities of the communities, taking into account ethnicity, gender, age and religion.

Other specific activities carried out from July to December 2009 included:

3.5.4 a) External communications

- The Communications Officer spent most of her time coordinating activities relating to the “Nine Thousand Nights”, a scrapbook now due to be launched in spring 2010. The original deadline was November 2009, but the huge volume and high quality of contributions demanded additional time
- Due to the extra workload imposed by “Nine Thousand Nights”, TBBC only circulated one e-Letter during this period (normally bi-monthly)



- The TBBC brochure was updated, as well as all Camp Profile leaflets used for visitors to the camps
- Information/ advocacy materials were produced and disseminated to members upon request
- A photo slideshow was produced with the support of Christian Aid to mark 25 years of work on the border. The slideshow is available at TBBC's website and was also distributed to members. Christian Aid placed the slide-show on YouTube
- TBBC was mentioned regularly in the media, especially due to the marking of 25 years on the border; the launch of the IDP report; and in June due to the sudden influx of new refugees in Tak province
- An exhibition of art from young people in the camps was displayed during the Donors Meeting in Chiang Mai in November

3.5.4 b) Internal communications

- Job description was developed for the position of Communications-Information Officer
- The roles of the CIO and the Community Outreach Officer were reviewed to avoid overlap of work and to search for the complementary and mutual-support of these two positions

3.5.4 c) Communication with beneficiaries (see also *Section 3.4.2. Community outreach*)

- One news-sheet was circulated in camps during the period
- A specific strategy for communication with beneficiaries was produced for 2009-2013. The goal for TBBC's communication with beneficiaries is to: "Support TBBC's programme activities through efficient information-sharing with the refugee communities in the camps, strengthen relationships and empower the refugees through a participatory communication approach".

The main objectives for beneficiary communications will be to:

1. Strengthen existing tools for beneficiary communication
 2. Explore and develop new tools for greater information outreach, including dissemination to illiterate people and minority groups
 3. Monitor and Evaluate the effectiveness of tools used for communication with beneficiaries
 4. Ensure timely and consistent messages are conveyed to the refugee communities
 5. Motivate refugees to give feedback to TBBC's programme
 6. Empower communities by giving refugees a voice externally
- An initiative was started to set up "Communication Points" in the camps as a development on the previous system of comment boxes. The purpose of this is to have a more integrated approach to information-sharing and feedback in the field. Communication points will have an announcement board with questions and answers and a comments box. For more information see *3.4.2. Community Outreach*.
 - New posters explaining the purpose of the comments boxes were displayed at communication points in all camps
 - Many refugees contributed with personal stories to the border scrapbook as a result of initiatives and discussions in camps

Lessons learnt

- More emphasis needs to be put on monitoring and integrating information at field level in order for new initiatives to be functional and efficient
- Technical support needs to be in place before TBBC takes on any major communication initiatives

Next six months

- Launch the Border Scrapbook
- Initiate a Member Forum for information-sharing for members (e.g. intranet) if software allows
- Improve web site functionality – if software allows
- Develop the gift catalogue and Improve donation pages

3.5.5 Resource Centre

The Resource Centre Coordinator who was placed as a CUSO volunteer finished her assignment during the reporting period, leaving the Centre fully functioning as a space for sharing and accessing information. The Centre is regularly utilised by NGOs, researchers, donors, TBBC members, overseas agencies, volunteers, consultants, students and staff.

Responsibility for the resource centre was handed over to the new Communications Officer, who will manage day-to-day activities with support from an intern.

3.5.6 Visibility

As described in *D.5 h) Visibility*, TBBC has a standard policy not to display any publicity in the refugee camps. Its vehicles and property are generally unmarked and a bare minimum of Donor publicity, such as stickers or signs are posted. This policy has been observed since the beginning, the rationale being to show mutuality and promote the dignity of the refugees, and because it is considered inequitable to display publicity for one- or a few individual donors only and impractical to publicise all.

The vast majority of TBBC's donors have so far respected this policy, except a few who require logo-signs to be displayed at project sites. However, for ECHO contributions a visibility component has been incorporated into the programme since 2001. It was agreed that visibility budgets should, as far as possible, be spent on activities that benefit the refugees. Visibility activities include the displaying of ECHO logo stickers at distribution points in the three Tak camps, as well as the distribution of items such as t-shirts, raincoats, notebooks, cups, umbrellas and soccer and volley balls to camp staff and other residents. 2009 visibility items were produced, procured and distributed in camps at the end of the year. In Mae La, Umptiem Mai and Nu Po camps, these items all displayed the ECHO logo, whilst TBBC provided identical items (but without donor visibility) in the remaining six camps to ensure equal treatment of the camps and camp staff border-wide.

3.5.7 Cost effectiveness

Although the TBBC programme has grown enormously in the last few years, TBBC continues to implement its programme as much as possible through refugee CBOs. It still employed only 75 staff, with one staff person per 2,000 refugees in 2009. Management and governance expenses including all staff, office and vehicle expenses are projected to be only 8.9% of expenditures in 2010. The total cost of the programme in 2009 will be baht 8,000 per refugee per year, or around 22 baht per refugee per day (US 65 cents per day at an exchange rate of baht 34/ USD).

It costs baht 22 (USD 65 cents or EUR 47 cents) to provide a refugee with food, shelter and non-food items each day.

3.5.8 Funding strategy

For over 25 years TBBC has taken on an open commitment to meet the basic food, shelter and non-food item needs of the entire refugee population along the border and, until 2006, never failed to do so. TBBC faced its first serious funding crisis in 2006 and since then the problem has become chronic. Budget cuts have had to be made although so far it has been possible to sustain the basic food ration at the minimum international standard of 2,100 kcals/ person/ day.

TBBC's funding strategy was always based on the underlying assumption that, as elsewhere in the world, governments should accept the principal responsibility for funding basic refugee 'maintenance' costs, TBBC's core activity. This has largely been accepted by the international community as witnessed by the fact that, in 2009, 15 governments, plus the EC, covered around 93% of TBBC's budget. Even during the various funding crises experienced over the last three years, governments responded with enough funds to avoid any serious deficiencies.

TBBC has depended on member and partner agencies in donor countries to negotiate grants from their governments as well as contribute their own counterpart and other private funding. This whole process has been loosely coordinated through an annual Donors Meeting held in member agency countries around the world, usually in October: in Amsterdam (1996), Stockholm (1997), London (1998), New York (1999), Oslo (2000), Chiang Mai (2001), Ottawa (2002), Brussels (2003), Chiang Mai (2004), Washington DC (2005), Bangkok (2006), Copenhagen (2007), Brussels (2008), and Chiang Mai (2009). The 2010 Donors Meeting will be held in London in November.

Whilst the Donors' meetings have been invaluable in terms of focussing donor attention on TBBC funding needs, they have never actually raised all the funding required. Fund-raising has always been an ongoing process with TBBC attempting to address shortfalls throughout the year.

Since 2006 TBBC has been forced to review funding options, but due to the scale and 'maintenance' nature of the programme, the unavoidable conclusion has been that it will remain largely dependent on Government sources. However, for this to be sustainable, governments need to be engaged more strategically and their responses better coordinated, and every effort must be made to pursue other funding sources.

- **Government funding**

Since 2004 TBBC's challenge to its Governmental Donors has been in the context of the Good Humanitarian Donor Initiative (GHDI), seeking to get firmer and longer term commitments on a needs basis. However, grants from individual Governments are still generally negotiated separately. Only four governments are currently committed to multi-year funding and at the beginning of 2010 several governments had yet to confirm their contributions for the year. As a result of the CCSDPT/ UNHCR Strategic Planning exercise there has been some discussion about setting up a pooled fund for new initiatives aimed at moving the plan forward. This promises to be a positive development provided that procedures for access to the funds are not unduly demanding and that the creation of such a fund does not reduce funding available for ongoing basic assistance needs.

- **Other funding sources**

Whilst recognising that due to the scale and basic "maintenance" nature of TBBC's programme, it will always be largely dependent on Government funding, TBBC remains committed to pursuing other non-traditional sources of funding such as corporations, foundations and other private and individual donors.

TBBC is looking at ways to obtain the services of a fundraising expert to review current fundraising materials and to work alongside TBBC staff to recommend a private fund-raising strategy including the identification of potential donors and the development of promotional materials. A position for ongoing private fund-raising responsibilities will be incorporated in the revised organisational structure.

Next six months

- TBBC will continue to engage Donors in developing a medium term strategy that might form the basis for longer term financial planning based on GHD principles

3.5.9 Programme studies and evaluations

TBBC has for years been committed to periodic programme evaluations as a tool for improving its effectiveness. Besides external evaluations required by Donors, consultants have increasingly been commissioned to review particular programme or management activities. Some 37 evaluations and reviews have been carried out since 1994 and most of the recommendations of the evaluations and reviews undertaken to date have now been implemented or are currently being addressed. These are listed in *Appendix D.5 b) Programme evaluation and review*, and evaluations undertaken in 2009 are listed in *Figure 3.18*:

There have been 37 studies and evaluations of TBBC's programme since 1994.

Figure 3.18: Evaluations and studies undertaken in 2009

Evaluation/ Study Topic	Comment
DANIDA Monitoring Study	This was a review conducted in January of all of the Thailand border refugee programmes supported by DANIDA. It recommended ongoing, increased support for TBBC's activities.
Shelter	During the first half of 2009, TBBC hired Benchmark Consulting to review all aspects of its shelter programme. On the basis of recommendations from this study SDC will second a shelter expert to TBBC in 2010.
TBBC Management Structure and Budgeting Procedures	The TBBC Board appointed Pyramid ODI to carry out this consultancy as a follow up to the 2008 Risk Assessment. The consultants presented their recommendations for consideration to the TBBC Members at the AGM in November. Implementation plans will be finalised in the first half of 2010.
Livelihoods vulnerability Analysis	This consultancy was funded by ECHO starting in September to review economic coping strategies in the camps. The final report was released in January 2010.
Data Management	TBBC recruited Red Centre Inc to review its Data Management systems in August. An Information Systems manager has been recruited to implement the recommendations
Conflict Sensitivity Assessment	This assessment is supported by Caritas Switzerland/ SDC: Phase 1: Do No Harm training was carried out with TBBC staff in 2007. Phase 2: In June 2008 a workshop on conflict analysis was carried out with TBBC. Phase 3: In January 2009 a conflict analysis workshop was conducted in MRML camp.
ECHO Audit	ECHO carried out an audit of its support to TBBC in October which raised no major concerns.

There is now a large backlog of recommendations which TBBC is following up on and which have been built into the work plan for 2010. The organisation will be fully challenged carrying these out and the only new evaluation planned so far for 2010 is the Governance Review mentioned in 3.5.1. Besides this it is planned to conduct further conflict analyses in camps in Tak Province.

Finance

July to December 2009

4



Grocery shop at Umpiem Mai Camp

TBBC is registered in the UK and conforms to the UK Statement of Recommended Practice for Charities (SORP 2005), with both Income and Expenses reported on an accruals basis, and separation of restricted and general funding. The TBBC accounting records are maintained in Thai baht. The Trustees report and financial statements for 2008, presented in UK pounds, were audited by Grant Thornton UK LLP and were filed with UK Companies House and Charity Commission in May 2008. A change in the UK Companies Act allows the 2009 Financial Statements, currently being audited, to be presented in Thai baht. The detailed Statement of Financial Activities and the Balance Sheet for 2009, extracted from the accounting software, are shown as *Appendix C*.

The remainder of this section analyses the current and projected TBBC financial situation, primarily using Thai baht, but *Table 4.3* shows the key financial data converted to US dollars, Euro, and UK pounds.

4.1. Expenses

TBBC expenses depend largely upon feeding figures, rations and commodity prices.

Feeding figures have historically increased year on year, due to births, recently averaging over 4,000 per annum, outweighing deaths, recently averaging about 500 per annum, and to new arrivals fleeing Burma. However significant resettlement began in 2006, reducing feeding figures in 2007 and 2008. This was budgeted to continue in 2009 but an increase has occurred due to the adding to feeding lists of a number of unregistered refugees who arrived since 2005 following a comprehensive verification process carried out by TBBC. TBBC now has a population database of a “verified caseload” of people living in camps who are eligible for rations, which is updated monthly. However, only approximately 96% of the verified caseload receives rations, as at any time a small number are outside camp and therefore unable to fulfil the requirement of turning up in person for the distributions.

Rations are calculated to provide at least the minimum international standard. Commodities are tendered for, normally twice per year. Budgets assume commodity costs at the most recent contract prices, with a 2.5% increase at each following tender, i.e., 5% per annum. In reality and as recently occurred in 2008 with Rice and Oil and in 2009 with Beans, the costs of food items delivered to the camps can be volatile, rising steeply in times of market shortages and are sensitive to the oil price due to long transport distances to camp.

Budgets for expenses are reviewed every six months. A preliminary budget is prepared in August of the previous year presenting the estimated cost of the expected needs of the target population, and is used to raise funds. An operating budget prepared in January incorporates the latest information on feeding figures, commodity costs and funding expectations. A revised projection is then prepared in August of the current year.

Table 4.1a explains the content of each budget line. *Table 4.1b* compares the actual expenses with the budgets for 2009. *Table 4.1c* presents an operating budget for 2010 comparing it with the preliminary budget prepared six months ago and with actual expenses for 2008 and 2009.

4.1.1 Actual expenses 2009

Overall TBBC expenses incurred during January to December 2009 totalled baht 1,108 million, baht 22 million (2%) lower than the operating budget and 45 million (4%) below the revised projection.

The actual price of rice stabilised in 2009 after the major fluctuations in 2008, at an average of 13,570 baht/ MT compared with the budget of 12,850 baht/ MT (6% higher) and the 2008 average of 16,210 baht/MT (16% lower). The prices of cooking oil, chillies and, rice based, fortified flour were all below budget but fish-paste and beans were higher.

The feeding caseload at the end of the year was some 139,000, although the number of people receiving rations in December was approximately 134,000, compared with 135,000 at the beginning of the year, and a budget for the end of the year of 127,000 people. There were 4,384 births, 560 deaths, 16,587 resettled, implying some 16,000 unregistered were added to the feeding lists, largely as a result of the comprehensive verification process carried out by TBBC in Tak Province. However the higher numbers did not result in costs being over budget because a large number of the verifications were added to feeding lists late in the year.

TBBC spent baht 1,108m in 2009, which is only a 13% increase over the last 4 years.

Key differences (<or> 10%) between actual and operating budget expenses were:

■ Food items

Overall 2% higher than the operating budget. Chillies were 10% below budget entirely due to price; fortified flour was 11% lower than budget (5% due to price and 6% due to reduced volume); sugar 10% lower (3% price and 7% volume), as some deliveries planned for December were delayed until January. Costs claimed by health agencies for reimbursement of additional foods supplied under the supplementary and therapeutic feeding programmes was 16% higher than budgeted. School lunch support was 14% lower than budgeted due to a delay in increasing assistance from the previous 3 baht to the current 5 baht per child per day. Other food costs at Wieng Heng camp were 11% higher than the budget.

■ Non-food items

Overall 3% lower than the operating budget. Permission was finally received in 2009 to replace the firewood being supplied to one camp, Tham Hin, with charcoal. The budgeted general distribution of blankets was not needed because all camps received donated quilts from Lutheran World Relief. Responsibility for the general distribution of mosquito nets and sleeping mats has been passed to another agency and so the actual costs are only for emergency stocks to distribute to new arrivals. The allowance within the clothing budget for 6-12 year olds was not utilised.

■ Other assistance

Overall 10% higher than the operating budget. Medical costs were over budget as support to the Mae Tao clinic, budgeted to be phased out, was continued to the end of the year, whilst preparations were made for another agency to take over the funding in 2010. The Emergencies expenses relate to a caseload of around 3,000 people who fled fighting to Tha Song Yang in June and currently reside in temporary accommodation outside the main camps. Cooking utensils, pots and stoves, and food containers have been given to new arrivals as needed.

■ Programme support

Overall 24% lower than the operating budget. Transport costs were lower than usual because there were no general distributions of bedding, clothing or cooking items. Quality control costs were lower than budgeted as the budgeted allowance to fumigate stockpiled rice supplies was not needed. It was decided not to proceed with the proposal included in the budget to establish an extended delivery point warehouse. Visibility was credited with an overcharge from 2008. Consultancy costs in the period relate to a shelter consultancy and an information systems consultancy. The budgeted increase in refugee stipends was both delayed and not fully implemented during the reporting period. The budget for CBO Management is for capacity building, and there was a delay in commencing support to KWO. Refugee committee admin has been changed from an annual to a monthly basis, and with KRC's financial year ending in April only eight months support was charged in 2009.

■ Emergency relief

Overall 9% lower than the operating budget. Only 90% of the budget for emergency rice based assistance was utilised. Camp population costs are a little higher than budgeted due to additional rice costs, but the rations for some other food items were withdrawn. "Other support" is lower because the budget for development projects was not fully utilised.

■ Administration

Overall 3% lower than the operating budget. Vehicle costs were lower due to lower fuel costs. Staff has increased in 2009 from 59 to 71 with the recruitment of two Field Data Assistants, four Supplies Officers, three Capacity Building Officers, a Food Security Officer, a Vehicle logistician, an Income Generation Coordinator and a Safe House Manager. Also a Field Officer was promoted to replace a Field Coordinator who left. Depreciation is lower because a number of assets have become fully depreciated.

■ Governance and costs of generating funds

Overall 60% higher than budgeted. Actual Governance costs were higher than the budget due to the unbudgeted cost of a Management Consultancy and costs incurred in drafting a revised strategic plan. Costs of generating funds is higher than budgeted due to costs of producing the "Border Scrapbook", which marks 25 years of refugees on the Thailand Burma border.

4.1.2 Operating Budget, 2010

TBBC's budget for 2010 is 11% higher than last year mainly because of rising commodity prices.

Table 4.1c presents the operating budget for 2010 with expenses baht 1,230 million, baht 122 million (11%) higher than actual 2009, and baht 17 million (1%) higher than the preliminary budget.

The price of rice has risen slightly in December and January, the average price for 2010 is budgeted to be 15,220 baht/ MT compared with the 2009 average of 13,570 baht/ MT (12% higher), and preliminary budget of 13,950 baht/ MT (9% higher). The budget also reflects the substantial increase in beans prices (from 35 baht/kg to 56 baht/kg) in late 2009.

The feeding caseload is expected to fall from 139,000 at December 2009 to 136,000 at December 2010, assuming 4,000 births, 500 deaths, 15,000 leaving for resettlement, 3000 transferred into camp from the Tha Song Yang emergency and another 5,500 new arrivals. However, the average feeding figure is 4% higher than in 2009. Unchanged rations are assumed for budgeting purposes although these are subject to review and might subsequently be adjusted.

Key differences (<or> 10%) between operating budget 2010 and actual 2009 expenses are:

■ Food items

Overall 13% higher than actual 2009 (3% due to volume and 8% due to price). Rice rations are budgeted to be 17% higher (12% price and 4% volume due to an increase in the average feeding figure as noted above). Admin rice 2% lower (12% price but 17% volume reduction as the extra needs requirements have been reviewed and will be reduced from March). The average beans price has risen from 35 baht/kg in 2009 to 56 baht/kg, due to an increase in export demand from India. Cooking oil and Sardines prices though have fallen. Sugar volume is 6% higher than 2009 due to delay in receipt of December orders to January. School lunch support is 16% higher due to 2010 being a full year of support at 5 baht/ child / day.

■ Non-food items

Overall 5% higher than in 2009. Firewood which used to be supplied to Tham Hin camps has been replaced by charcoal. Blankets, mosquito nets and sleeping mats are supplied only in emergency situations to new arrivals. The budget for Clothing allows for an increase in the cost of thread for longyi weaving. The building supplies budget provides to bring forward approximately 20 million baht of purchases from the historical purchasing period of January-March to October-December, in line with the Shelter consultancy recommendations to purchase during the harvest season.

■ Other assistance

Overall 5% lower than in 2009. The 2010 budget assumes that TBBC will withdraw support to the Mae Tao Clinic. The budget includes the 3,000 persons (emergency caseload) at Tha Song Yang in the general feeding caseload, thus the "Emergencies and cooking utensils" budgets are only contingencies. TBBC normally provides a general distribution of cooking pots every three years and such a distribution is budgeted in 2010. The Cooking stoves and Food Container budgets are to ensure that all households have fuel efficient stoves and plastic containers to collect cooking oil rations. The food security line for distribution of seeds and training in agricultural activities is increased as TBBC encourages greater self reliance.

■ Programme support

Overall 37% higher than in 2009. The majority of transport costs are included in commodity prices as contracts require suppliers to take responsibility for delivery to camps. The transport budget is a nominal amount for miscellaneous transport between Field offices and camps. The Quality control budget is increased to allow more inspections and for possible fumigation of stockpiled rice. Visibility is higher than in 2009 because the 2009 figure included a one-off credit. Consultancy includes ongoing data management costs plus an evaluation of the camp management support programme. Camp Administration includes baht 2 million to provide IT to camp committees to enhance feeding figure and warehouse controls. Refugee incentives include a full year at the revised levels implemented in mid 2009. CBO Management represents a full year of the support to KWO and KnWO which commenced in the second half of 2009. Refugee Committee Admin includes 12 months support for KRC where in 2009 only 8 months was needed, due to changing from annual to monthly payments. Income Generation is a new budget line, providing for the expansion of income generation activities

■ Emergency relief

Overall 6% higher than in 2009. The Emergency rice and development (other support) programmes did not fully utilise the budget in 2009, the budget has been maintained for 2010.

■ Administration

Overall 20% higher than in 2009. Vehicle costs are higher due to two additional vehicles and increased fuel costs. Salaries and Benefits are budgeted to be 22% higher due to full year costs of the 12 additional staff recruited during, and therefore only part year costs incurred in, 2009; plus a provision to recruit a further 9 staff in 2010. Three positions have already been recruited; a Field Officer to replace the one who was promoted to Field Coordinator in late 2009, an additional Supplies Officer, and an Information Systems Coordinator. Recruitment is in hand for an additional Field Data Assistant, two Income Generation Trainers and a Supply Chain Director. The remaining two positions have not yet been defined but will be in response to the Management Consultancy undertaken in 2009 and possibly to a Governance consultancy to take place in the first half of 2010. A Shelter consultant is also being seconded to TBBC by SDC but is not included in the headcount. Office and Administration includes Baht 2 million to respond to the recommendations of the Data Management consultancy regarding information systems. Depreciation is higher due to additional vehicles and a large photocopier.

■ Governance and costs of generating funds

Overall 20% lower than in 2009, as 2009 included one-off costs of production of the 25 Year Scrapbook. Total Administration and Governance costs are 8.9% of 2010 budget, compared with 8.4% for 2009.

4.2. Income

Income is recognised when the rights to a grant are acquired, it is virtually certain that it will be received and the monetary value can be sufficiently reliably measured. This means that in some cases income is recognised before cash is received, usually when a contract is signed, in which case it is accrued as a receivable until payment is made. Over 90% of TBBC funding is currently backed by 15 foreign governments and the European Union, with the remainder coming from members and other partners' own resources. Exchange rates can have a significant impact on income received as virtually all funding is denominated in foreign currencies.

Table 4.2 shows the Actual Income recognised by donor in 2009, compared with actual 2008 and a projection for 2010.

4.2.1. Income 2009

The actual income for 2009 of baht 1,137 million, is baht 120 million (10%) lower than in 2008, baht 95 million of the reduction is due to less favourable exchange rates and baht 25 million due to a net reduction in grants in donor currencies. Some donors reduced funding but thankfully others increased grants. Even so, 2009 income was baht 177 million (18%) higher than projected a year ago (February 2009 6-month report) largely due to higher grants from USA, Sweden and Ireland plus some benefit from exchange rates not deteriorating as much as expected.

4.2.2 Income 2010

The projected income for 2010 of baht 1,083 million is baht 54 million (5%) lower than 2009, baht 8 million of the shortfall due to less favourable exchange rates and baht 46 million due to a net reduction in grants in donor currencies. The major reductions are ECHO (EUR 500,000/ baht 23 million), Canada (CAD 769,795, baht 23 million, as 2009 included a supplementary amount in response to the rice price crisis in 2008) and Spain (EUR 281,550, baht 13 million), partially offset by projected but not confirmed increases from Denmark and Australia. Only three government donors, Sweden, the Netherlands and Taipei Economic & Cultural Office have so far formally committed to grant amounts for 2010, although some others (ECHO, PRM, DFID, Canada and Poland) have given strong indications.

TBBC made a small surplus in 2009 but faces a deficit in 2010 with projected income down 5%.

4.3. Reserves and balance sheet

In 2009 income of baht 1,137 million exceeded expenses of baht 1,108 million by baht 29 million (USD 0.9 M, Euro 0.6 M).

The income projection for 2010 of baht 1,083 million is lower than the budgeted expenses of baht 1,230 million by baht 147 million (USD 4.5 M, EUR 3.3 M).

The difference between income and expenses is added to or subtracted from the cumulative reserves at the beginning of the period. Changes in Reserves are shown below:

*At least an additional
baht 47million is needed
to avoid a liquidity
shortfall in 2010.*

Figure 4.1: Change in Reserves 2008 to 2010

Baht Millions	Actual 2008	Budget 2009	Projection 2009	Actual 2009	Budget 2010
Income	1,257	960	1,143	1,137	1,083
Expenses	1,137	1,130	1,153	1,108	1,230
Net Movement in Funds	120	(170)	(10)	29	(147)
Opening Reserve	81	201	201	201	230
Closing Reserve	201	31	191	230	83

The reserves form part of the balance sheet of the organisation:

Figure 4.2: TBBC Balance Sheet 2008 to 2010

Baht millions	Actual Dec 2008	Budget Dec 2009	Projection Dec 2009	Actual Dec 2009	Budget Dec 2010
Net fixed assets (NFA)	8	9	8	9	10
Inventory		25			
Receivables from donors	154	97	154	170	120
Payables to suppliers	(104)	(130)	(100)	(99)	(100)
Others	2			(3)	
Bank balance	141	30	129	153	53
Net assets:	201	31	191	230	83
Restricted funds	53	20	30	61	50
Designated funds	10	15	15	13	18
General funds - NFA & Inventory	8	34	8	9	10
General funds - Freely available	130	(38)	138	147	5
Total reserves:	201	31	191	230	83
Liquidity Surplus/(Shortfall): (Bank balance less Payables)	37	(100)	29	54	(47)

Net fixed assets represent the total cost of motor vehicles and other capitalised equipment less their accumulated depreciation. Only equipment with an original cost higher than baht 60,000 is capitalised. Computers are depreciated over three years, other equipment and motor vehicles over five years. It was decided not to proceed with a proposal to contract an extended delivery point warehouse and therefore the 2009 budgeted investment in inventory was not required.

As described above, income can be recognised before cash is received in which case it is accrued as a receivable until payment is made. Some funding is remitted in instalments and some only on receipt of a report and certification of expenditure receipts. The level of funds receivable can vary enormously during the year depending on when agreements are signed and remittances made. Funding receivable at the end of 2009 of baht 170 million is higher than anticipated by the budget, as much additional income was received from USA which was either expended late in the year or into 2010 and therefore not reimbursed to TBBC by the end of December, and the funding agreement with Trocaire was signed late in the year.

Reserves are necessary so that TBBC is able to control the commitments it makes to future expenses against the commitments received from donors, and a certain level of reserves will ensure there is adequate liquidity to pay suppliers on time. Reserves consist of unspent restricted, designated and unrestricted (or general) funding, but only unrestricted reserves less the investment in fixed assets and inventory is freely available for future expenses. Whilst reserves just above

zero are sufficient to cover expenses, the avoidance of cash shortages requires a higher level. Adequate liquidity is where there is enough money in the bank to pay the suppliers, i.e., where the Bank balance equals Accounts payable. This occurs when the Reserves cover the fixed assets and funds receivable.

TBBC's normal terms of payment to suppliers for deliveries to camp is 30 days from completion of delivery. Accounts Payable represents the value of expenses incurred where the supplier has not yet been paid. Since TBBC has no facility to borrow money, if there is a cash shortage then payments to suppliers have to be delayed. Such occurrences can severely strain relationships with suppliers, putting future deliveries at risk and compromising TBBC's ability to impose quality standards. As at the end of both December 2008 and December 2009 and most of the intervening months there was a liquidity surplus, demonstrating an adequate level of reserves to cover working capital needs.

The 2009 budget had anticipated a liquidity shortfall of baht 100 million and a negative level of freely available general funding at the end of December 2009 which would have put TBBC in breach of its legal responsibilities. Fortunately this was avoided due to the additional income of baht 177 million mentioned above. However the projected income for 2010 is baht 147 million less than the expenses, which will reduce the reserves from baht 230 million at the beginning of the year to baht 83 million at the end of December 2010, of which only baht 5 million is freely available, and there will be a liquidity shortfall of baht 47 million. This is the very minimum level that TBBC can legally allow its Reserves to fall.

Table 4.3 shows the key financial data converted to US dollars, Euro and UK pounds. Projections assume that exchange rates will remain at the end of January 2010 levels, with the US dollar worth 33 baht, Euro 45 baht and UK Pound 53 baht.

4.4. Monthly cash flow

Liquidity is a concern throughout the year, not just at the year end. Besides the normal challenge of getting donors to transfer funds early in the calendar year, the problem is exacerbated because expenses are unequal through the year largely as a result of the need to send in annual supplies of building materials and stockpile food supplies prior to the rainy season. *Table 4.4a* shows the actual monthly cash flows and liquidity surplus/ (shortfall) for 2009, which shows that the improvements made last year were maintained. Liquidity was tight at the end of April, but the situation was resolved once the Swedish grant was approved and remitted. *Table 4.4b* projects the monthly cash flows for 2010. Although the funding shortfall for the year impacts liquidity in December 2010, liquidity is expected to be positive throughout the year until December, once large grants from Diakonia/SIDA and ICCO/ECHO are received in February and March. However any delay in grant receipts compared with the schedule could cause liquidity problems.

4.5. 2009 Grant allocations

Table 4.5 presents the allocation of individual donor contributions to the main expense categories for January to December 2009.

Restricted Funds are separated from Designated and General Funds. Income and expense transactions of restricted funds are specifically allocated within the accounting records. Where donors do not require such detailed allocations the funds have been classified as General, even though there may be agreements with some that the allocation by expense group will be done in a certain way. The General Fund allocations to expense categories follow such agreements or in the absence of any allocation agreements donors are assumed to carry a proportionate share of the remaining expenses incurred in each category. Balances carried forward represent income recognised for which expenses have not been incurred.

The Designated Fund represents funds set aside to meet staff severance pay liabilities if TBBC were to cease to exist. It does not cover the total liability of immediate closure because this is considered to be unlikely in the short term. The Fund covered 65% of the total liability at December 2009 and will be reviewed by the trustees again as at December 2010.

4.6. Sensitivity of assumptions

The budget presented for 2010 is extremely sensitive to the main assumptions and in particular to the rice price, feeding caseload, and foreign currency exchange rates, all factors beyond TBBC's control. *Table 4.6* shows how TBBC costs have risen over the years but also how annual expenditures have jumped or stabilised when prices and exchange rates have changed or stabilised. The increase for 2010 is projected to be 11% but the cost of the programme will have only increased by 26% in five years.

Movements in the Thai baht exchange rate generally favoured TBBC's fund raising from 1997 until 2005 when the USD was equal to 41 baht, EUR 50 baht and UKP 74 baht; but seriously reduced Thai baht income from 2006 to 2009, when the USD fell to 33 baht, EUR to 45 baht and UKP to 53 baht, an average deterioration of some 20%. Thus, although the cost of the programme is budgeted to rise by only 26% in five years in Thai baht, it will have risen by over 40% in USD. The average price of rice has risen by approx 40% over the last five years, but has been volatile, with a massive spike in the first half of 2008. The average population had been rising by approx 4%/ annum, then the feeding figures were reduced in 2007 and 2008 due to resettlement, but had a levelling off in 2009 which is projected to continue in 2010 as a backlog of unregistered refugees were verified by TBBC during 2009.

Foreign currencies used by TBBC Donors have weakened by 20% over the last 5 years.

Table 4.6 shows how the 2010 budget needs would change according to variations in each of exchange rate, rice price and camp population. A combination of rice prices rising by 20% above budget in 2010, of the donor currencies weakening by 10% against the baht, and a further 10% increase in the feeding caseload would increase TBBC funding needs by EUR 7.9 million from the projected EUR 27.3 million to EUR 35.2 million, or by USD 10.8 million from USD 37.3 million to USD 48.1million. If all sensitivities were to move in the opposite direction with rice prices falling 20%, the donor currencies strengthening by 10% against the baht, and camp population falling 10% then the TBBC funding needs would fall to EUR 19.4 million, or USD 26.5 million.

The difficulty of accurately projecting TBBC expenditures is emphasised by comparing budget expenditure forecasts in previous years with actual expenditures as shown below:

Figure 4.3: TBBC expenditure forecasts compared with actual expenditures

Year	Preliminary Budget (previous Aug)		Operating Budget (Feb)		Revised Projection (Aug)		Actual Expenditures
	THB (m)	% actual	THB (m)	% actual	THB (m)	% Actual	THB (m)
2010	1,213		1,230				
2009	1,321	119	1,130	102	1,153	104	1,108
2008	1,141	100	1,018	89	1,195	105	1,137
2007	1,204	105	1,202	105	1,201	105	1,144
2006	976	92	946	90	1,011	96	1,056
2005	862	88	913	94	947	97	975
2004	813	107	805	106	794	104	763
2003	727	109	707	106	699	104	670
2002	565	97	562	97	561	97	581
2001	535	109	535	109	522	106	493
2000	524	115	515	113	465	102	457
1999	542	113	522	109	476	99	481
1998	330	72	494	107	470	102	461
1997	225	77	238	82	269	92	292
1996	170	83	213	104	213	104	204
1995	96	54	124	69	161	90	179
1994	85	87	93	95	91	93	98
1993	80	93	90	105	75	87	86
1992			75	99			76
1991			50	81			62
1990			24	71			34
Average difference since 1998		9%		7%		4%	

It can be seen that in some years expenditures were seriously miscalculated because of unforeseen events, although, since 2000, on average by only 7%. The accuracy of the revised forecasts obviously improves as events unfold with final revised projections being on average within 4% of actual expenditures.

Table 4.1.a: Definitions of Expense categories

1.	Rice: Rice is supplied for the feeding figure of refugees in camps in Thailand, with a ration of 15 kgs per adult and 7.5 kgs per child under 5. Admin Rice is supplied for extra needs, such as security staff, IDP patients, visiting CBO workers, ceremonies and festivals, at quantities agreed annually as part of the Camp Management Support Programme (CMSP).
2.	Other Food: In addition to rice the standard monthly ration contains Fishpaste, Salt, Beans, Cooking Oil, Chillies, Fortified Flour and Sugar (see <i>Section 3.3.1 a</i>) for details). Sardines are supplied for the last few months of stock-piles instead of Beans which have a limited storage life. Fermented Bean Cake was an alternative to fishpaste in two camps but was discontinued at the April 2008 ration adjustment. Admin Other Food is supplied with Admin Rice for extra needs at quantities agreed annually as part of the CMSP. Supplementary Feeding costs are items purchased for or reimbursements to health agencies for additional foods supplied to vulnerable groups in line with agreed protocols. School lunch support is cash supplied to KWO & KnWO for nursery schools. Other Food is supplied to Wieng Heng camp.
3.	Other Supplies: Charcoal is provided monthly to the feeding figure at approx 8 kgs per person (ration varies according to household size). Admin Charcoal is supplied with Admin Rice and Admin Other Food for extra needs at quantities agreed annually as part of the CMSP. Firewood used to be supplied, until mid 2009, instead of half the charcoal ration at Tham Hin. Blankets (annually), Mosquito Nets (annually) and Sleeping Mats (every third year) used to be distributed to the total camp population, but responsibility for general distributions has been passed to health agencies, only emergency supplies of these items are now made to new arrivals. Clothing consists of purchases for under 5's, costs of thread and stipends for longyi weaving, and the donation and distribution costs of clothing from Wakachai project. Building Materials consists of bamboo, eucalyptus poles and roofing materials, generally thatch and leaf for house repairs, new houses, warehouses and community buildings. Historically they are supplied at the beginning of the year, but deliveries will be gradually brought forward, as funding permits, to the last quarter of the previous year which is the optimum time for procurement of bamboo and roofing materials.
4.	Medical: TBBC supports food costs at Mae Tao Clinic (MTC), food and medical referrals at Kwai River Christian hospital and staff and food costs at Huay Malai Safe House. An alternative donor has been found for MTC from 2010.
5.	Other Assistance: Emergency is a contingency for exceptional situations that require urgent support. Cooking Utensils and Cooking Pots are supplied to new arrivals, there is also a general distribution of pots every third year. Food Security expenses consist of training and tools for home gardens plus distributions of seeds and fences. Fuel efficient Cooking Stoves are supplied to those households which periodic surveys show do not have them. Food Containers are supplied for domestic storage of cooking oil and fortified flour. Miscellaneous Assistance represents food supplied to NGOs and CBOs working with the displaced people. Thai Support consists mainly of food supplied to Thai schools within a 30 km radius of the camps and Thai authorities working in and around the camps, as well as materials for Thai authority buildings.
6.	Programme Support: Generally Transport costs are included within the budget line of the commodity they relate to, but it is impracticable to allocate specifically to budget lines for miscellaneous transport between border towns and camps. Quality Control consists of the costs of independent inspections and laboratory tests of samples tendered and commodities procured. Warehouse costs in 2009 Budget related to a proposal for an extended delivery point warehouse in Mae Sot which did not proceed. Visibility represents the costs of providing notice boards, umbrellas, raincoats, footballs, T-shirts etc. to all camps. Consultants costs are those for evaluations, surveys etc. Data Studies costs are those of carrying out surveys of and producing annual reports on internal displacement. Camp Administration is support for camp committee expenses agreed annually as part of the CMSP. Refugee Incentives are monthly stipends paid to camp committee, section leaders, and warehouse staff who take responsibility for feeding figures, storage and distribution of supplies. CBO Management supports community liaison and capacity building. Refugee Committee Admin supports the administration costs of the KRC and KnRC refugee committees. Income Generation costs are for research, promotion and training for livelihood opportunities. Other Support is miscellaneous training for refugees and non-food support.
7.	Emergency Relief: Emergency Rice is rice based support given via partner organisations to IDPs. Camp Rice and Other Food is provided to Mon resettlement sites, and various Shan and Karen camps close to the border. Other Support consists of non-food items, food security training, rehabilitation projects, education and admin support in and outside camps.
8.	Management: Vehicles costs are fuel, maintenance, insurance and registration costs. Salaries/ Benefits are the total costs for all TBBC staff, both field and support staff. Office and Administration costs consist of rents, utilities, computers, travel, staff training etc. Depreciation represents the writing off of motor vehicles and expensive office equipment over three to five years.
9.	Governance: The annual statutory audit fee and the cost of Member meetings.
10.	Costs of generating funds: The cost of the annual donors meeting and other fund raising efforts, such as the production of a "Scrapbook" to commemorate 25 years of refugees from Burma in Thailand.
11.	Other Expenses: Losses on disposal of assets and exchange rates. Gains are shown as Other Income .

Table 4.1b: Expenses 2009

Item	Preliminary Budget (Aug 2008)		Operating Budget (Feb 2009)		Revised Projection (Aug 2009)		Actual 2009						
	Baht	Quantity	Baht	Quantity	Baht	Quantity	Jan-Jun		Jul-Dec		12 months		
							Baht	Quantity	Baht	Quantity	Baht	Quantity	% OpBud
Rice (100kg)	440,834,601	223,835	290,055,557	225,651	307,547,344	229,851	180,065,917	135,814	120,332,507	85,483	300,398,424	221,297	104%
Admin Rice (100kg)	32,061,635	16,374	19,334,824	15,210	21,312,575	15,968	11,614,617	8,793	8,441,010	6,522	20,055,627	15,315	104%
1. Rice	472,896,236	240,209	309,390,381	240,861	328,859,919	245,819	191,680,534	144,607	128,773,517	92,005	320,454,051	236,612	104%
Fish Paste (kg)	27,075,745	953,855	23,445,614	850,450	25,546,874	931,040	15,731,210	566,225	9,821,237	366,785	25,552,447	933,010	109%
Salt (kg)	3,237,003	555,954	3,354,518	551,697	3,356,095	570,593	2,007,198	330,275	1,327,907	244,500	3,335,105	574,775	99%
Beans (kg)	52,859,950	1,443,716	47,935,447	1,463,693	47,994,115	1,465,673	27,278,045	838,020	25,028,036	617,700	52,306,081	1,455,720	109%
Fermented Bean Cake (kg)													
Cooking Oil (litr)	95,127,120	1,485,868	80,917,869	1,509,377	77,496,866	1,512,492	49,374,665	912,676	26,529,935	570,972	75,904,600	1,483,648	94%
Chillies (kg)	8,104,829	98,272	6,688,514	89,812	6,233,218	92,198	3,601,201	51,679	2,396,416	38,176	5,997,617	89,855	90%
Sardines (kg)	7,373,947	107,979	7,925,764	115,659	8,078,440	117,537	8,078,440	117,537	0		8,078,440	117,537	102%
Fortified Flour (kg)	25,932,223	632,284	23,375,642	626,322	20,834,569	572,973	11,367,517	310,975	9,323,033	269,450	20,690,550	580,425	89%
Sugar (kg)	6,496,709	230,263	5,870,649	234,335	5,679,782	230,596	2,431,775	98,800	2,864,914	119,475	5,296,689	218,275	90%
Admin Other Food	10,137,105		8,231,883		8,810,139		5,363,727		3,633,049		8,996,776		109%
Supplementary Feeding	15,000,000		16,000,000		17,000,000		8,672,201		9,826,727		18,498,928		116%
School lunch support	8,000,000		7,000,000		7,000,000		1,945,738		4,107,638		6,053,376		86%
Other Food	800,000		700,000		800,000		353,736		422,222		775,958		111%
2. Other Food	260,144,631		231,445,900		228,830,099		136,205,453		95,281,114		231,486,567		100%
Charcoal (kg)	108,791,356	12,329,383	109,526,030	12,453,139	109,070,801	13,028,717	67,402,624	7,936,940	40,625,326	5,046,620	108,027,950	12,983,560	99%
Admin Charcoal	3,738,512		3,600,035		3,543,883		2,058,832		1,329,996		3,388,828		94%
Firewood (m ³)	3,472,232	4,213	2,707,122	3,780	1,862,450	3,092	828,660	1,246	116,480	208	945,140	1,454	35%
Blankets	9,000,000	90,000	7,500,000	90,000	250,000	2,500	119,788	1,300	65,873	720	185,661	2,020	2%
Mosquito Nets	500,000	5,000	300,000	2,500	300,000	2,500	85,380	1,000	88,410	950	173,790	1,950	58%
Sleeping Mats	600,000	5,000	375,000	2,500	375,000	2,500	121,440	800	169,260	1,120	290,700	1,920	78%
Clothing	9,000,000		12,000,000		12,000,000		3,189,586		5,740,496		8,930,082		74%
Building Supplies	94,000,000		92,000,000		110,000,000		80,122,460		18,655,621		98,778,081		107%
3. Other Supplies	229,102,100		228,008,188		237,402,134		153,928,770		66,791,462		220,720,232		97%
Medical	5,100,000		6,450,000		7,450,000		3,595,989		3,675,996		7,271,985		113%
4. Medical	5,100,000		6,450,000		7,450,000		3,595,989		3,675,996		7,271,985		113%
Emergencies	5,000,000		5,000,000		10,000,000		752,881		9,392,800		10,145,681		203%
Cooking Utensils	400,000		400,000		400,000		121,824		51,440		173,264		43%
Cooking Pots	500,000		500,000		500,000		177,745		37,200		214,945		43%
Food Security	6,000,000		4,500,000		4,500,000		1,932,050		2,306,711		4,238,761		94%
Cooking Stoves	1,000,000		500,000		500,000		14,050		20,485		34,535		7%
Food Containers	500,000		500,000		500,000		58,946		0		58,946		12%
Miscellaneous Assistance	9,000,000		10,000,000		10,000,000		5,321,330		4,388,447		9,709,777		97%
Thai Support	12,400,000		12,400,000		12,400,000		7,131,366		5,469,039		12,600,405		102%
5. Other Assistance	34,800,000		33,800,000		38,800,000		15,510,192		21,666,122		37,176,314		110%
Transport	2,000,000		2,000,000		1,000,000		257,477		525,780		783,257		39%
Quality Control	4,000,000		4,000,000		4,000,000		1,171,074		1,429,337		2,600,411		65%
Warehouse			4,350,000										
Visibility	1,200,000		1,200,000		1,200,000		273,318		341,684		615,002		51%
Consultants	1,000,000		1,500,000		2,100,000		1,159,904		1,098,848		2,258,752		151%
Data/ Studies	1,000,000		1,000,000		1,000,000		694,880		285,813		980,693		98%
Camp Administration	15,000,000		15,000,000		15,000,000		7,478,874		7,548,673		15,027,547		100%
Refugee Incentives	15,000,000		22,000,000		18,000,000		7,227,440		8,838,060		16,065,500		73%
CBO Management	3,000,000		3,000,000		3,000,000		392,334		2,277,262		2,669,596		89%
Refugee Committee Admin	6,000,000		5,200,000		4,200,000		1,530,500		2,561,700		4,092,200		79%
Other Support	1,000,000		1,100,000		1,100,000		518,967		400,151		919,118		84%
6. Programme support	49,200,000		60,350,000		50,600,000		20,704,768		25,307,308		46,012,076		76%
Emergency Rice (100kg)	100,000,000		100,000,000		100,000,000		35,921,000		53,968,000		89,889,000		90%
Camp Rice (100kg)	51,619,661		37,644,344		43,068,000		27,605,483		15,415,760		43,021,243		114%
Other Food	8,500,000		8,500,000		6,390,000		3,516,161		1,839,186		5,355,347		63%
Other Support	17,300,000		20,800,000		16,900,000		7,393,114		6,128,730		13,521,844		65%
7. Emergency Relief	177,419,661		166,944,344		166,358,000		74,435,758		77,351,676		151,787,434		91%
Vehicles	5,300,004	27 vehicles	4,300,000	26 vehicles	3,610,000	26 vehicles	1,568,459	25 vehicles	2,045,705		3,614,164	26 vehicles	84%
Salaries/ Benefits	63,966,660	66 staff	66,195,218	72 staff	65,563,730	72 staff	29,835,365	66 staff	34,835,067		64,670,432	71 staff	98%
Office and Administration	14,940,000		15,370,000		16,207,000		8,013,189		7,621,999		15,635,188		102%
Depreciation	3,699,996		3,660,000		3,244,000		1,458,862		1,633,584		3,092,446		84%
8. Management	87,906,660		89,525,218		88,624,730		40,875,875		46,136,355		87,012,230		97%
9. Governance	2,100,000		1,800,000		2,100,000		1,101,844		2,236,561		3,338,405		185%
10. Costs of generating funds	2,000,000		2,200,000		3,700,000		266,532		2,806,797		3,073,329		140%
11. Other Expenses	0		0		0		0		0		0		
Total	1,320,669,288		1,129,914,031		1,152,724,881		638,305,715		470,026,908		1,108,332,623		98%

Table 4.1c: Annual Expenses 2008 - 2010

Item	Actual 2008		Actual 2009		Preliminary Budget 2010 (August 2009)		Operating Budget 2010 (February 2010)		
	Baht	Quantity	Baht	Quantity	Baht	Quantity	Baht	Quantity	% Exp 2009
Rice (100kg)	379,985,837	234,338	300,398,424	221,297	330,771,189	237,128	350,267,058	230,257	117%
Admin Rice (100kg)	24,347,366	15,107	20,055,627	15,315	23,024,003	16,458	19,606,839	12,708	98%
1. Rice	404,333,203	249,445	320,454,051	236,612	353,795,191	253,586	369,873,897	242,965	115%
Fish Paste (kg)	20,523,402	936,981	25,552,447	933,010	29,519,425	1,048,923	27,492,159	1,007,147	108%
Salt (kg)	3,158,917	607,463	3,335,105	574,775	3,423,582	586,762	3,062,679	550,683	92%
Beans (kg)	52,158,807	1,501,338	52,306,081	1,455,720	52,900,810	1,531,917	81,498,571	1,443,858	156%
Fermented Bean Cake (kg)	139,552	4,361							
Cooking Oil (ltr)	77,721,775	1,552,732	75,904,600	1,483,648	77,660,974	1,577,475	63,829,191	1,495,032	84%
Chillies (kg)	6,808,006	91,960	5,997,617	89,855	6,974,380	100,214	6,390,684	93,119	107%
Sardines (kg)	7,418,658	115,057	8,078,440	117,537	7,643,388	105,828	6,956,388	105,625	86%
Fortified Flour (kg)	30,660,044	969,650	20,690,550	580,425	25,045,938	671,266	21,785,917	636,184	105%
Sugar (kg)	7,018,385	337,825	5,296,689	218,275	6,321,542	247,159	5,812,112	232,184	110%
Admin Other Food	7,955,874		8,996,776		8,819,279		8,439,778		94%
Supplementary Feeding	15,077,469		18,498,928		18,000,000		20,000,000		108%
School lunch support	4,455,420		6,053,376		7,000,000		7,000,000		116%
Other Food	699,668		775,958		800,000		800,000		103%
2. Other Food	233,795,977		231,486,567		244,109,319		253,067,478		109%
Charcoal (kg)	103,071,839	12,591,233	108,027,950	12,983,560	116,340,052	13,713,253	104,135,885	12,988,661	96%
Admin Charcoal	3,070,404		3,388,828		3,702,541		3,407,957		101%
Firewood (m³)	2,784,920	3,908	945,140	1,454					
Blankets	2,076,684	21,600	185,661	2,020	300,000	3,000	200,000	2,000	108%
Mosquito Nets	149,592	1,208	173,790	1,950	360,000	3,000	200,000	2,000	115%
Sleeping Mats	170,266	1,100	290,700	1,920	450,000	3,000	300,000	2,000	103%
Clothing	11,444,546		8,930,082		12,000,000		10,000,000		112%
Building Supplies	78,568,446		98,778,081		113,000,000		113,000,000		114%
3. Other Supplies	201,336,697		220,720,232		246,152,593.1		231,243,842.1		1.04768
Medical	7,457,720		7,271,985		2,400,000		2,000,000		28%
4. Medical	7,457,720		7,271,985		2,400,000		2,000,000		0.27503
Emergencies	208,900		10,145,681		5,000,000		5,000,000		49%
Cooking Utensils	60,385		173,264		400,000		400,000		231%
Cooking Pots	214,706		214,945		5,000,000		5,000,000		2326%
Food Security	3,943,251		4,238,761		6,000,000		6,000,000		142%
Cooking Stoves	39,735		34,535		500,000		500,000		1448%
Food Containers	155,632		58,946		500,000		500,000		848%
Miscellaneous Assistance	10,364,311		9,709,777		10,000,000		10,000,000		103%
Thai Support	11,649,536		12,600,405		12,400,000		13,000,000		103%
5. Other Assistance	266,364,56		371,763,14		398,000,000		404,000,000		1.08671
Transport	1,360,210		783,257		1,000,000		1,000,000		128%
Quality Control	2,263,821		2,600,411		4,000,000		4,000,000		154%
Visibility	1,223,451		615,002		1,200,000		1,000,000		163%
Consultants	894,377		2,258,752		3,000,000		3,000,000		133%
Data/ Studies	612,494		980,693		1,000,000		1,000,000		102%
Camp Administration	14,699,100		15,027,547		17,000,000		17,000,000		113%
Refugee Incentives	13,922,500		16,065,500		20,000,000		18,000,000		112%
CBO Management	588,993		2,669,596		5,000,000		6,000,000		225%
Refugee Committee Admin	5,108,000		4,092,200		5,200,000		5,200,000		127%
Income Generation							6,000,000		
Other Support	983,405		919,118		1,100,000		1,000,000		109%
6. Programme support	416,563,51		460,120,76		585,000,000		632,000,000		1.37355
Emergency Rice (100kg)	70,082,000		89,889,000		100,000,000		100,000,000		111%
Camp Rice (100kg)	51,149,029		43,021,243		43,184,208		42,350,651		98%
Other Food	8,214,658		5,355,347		3,200,000		3,200,000		60%
Other Support	14,160,262		13,521,844		15,000,000		15,000,000		111%
7. Emergency Relief	14,360,594.9		15,178,743.4		16,138,420.7		16,055,065.1		1.05773
Vehicles	3,937,414	24 vehicles	3,614,164	26 vehicles	3,920,004	28 vehicles	4,140,000	28 vehicles	115%
Salaries/ Benefits	54,129,481	59 staff	64,670,432	71 staff	79,948,356	80 staff	78,944,527	80 staff	122%
Office and Administration	13,924,392		15,635,188		15,745,000		17,825,000		114%
Depreciation	2,817,683		3,092,446		3,684,000		3,684,000		119%
8. Management	74,808,970		87,012,230		103,297,360		104,593,527		1.20206
9. Governance	152,788.1		333,840.5		220,000.0		365,000.0		1.09334
10. Costs of generating funds	223,455.9		307,332.9		870,000.0		150,000.0		0.48807
11. Other Expenses	0		0		0		0		
Total	1,137,393,763		1,108,332,623		1,212,508,671		1,230,079,395		111%

Table 4.2: Income: 2008 - 2010

Funding Source	Currency	Actual 2008		Jan-June 2009 Actual		July-Dec 2009 Actual		Actual 2009		Projection 2010	
		Foreign Currency	Thai Baht 000	Foreign Currency	Thai Baht 000	Foreign Currency	Thai Baht 000	Foreign Currency	Thai Baht 000	Foreign Currency	Thai Baht 000
EC and Government Backed Funding											
EC Aid to Uprooted People Fund	EUR	(3,808)	(186)			-	-				
ECHO (ICCO)	EUR	5,840,000	282,110	5,350,000	238,715	(6,000)	(267)	5,344,000	238,448	4,860,000	218,700
USA PRM (IRC)	USD	6,547,487	220,082	4,828,692	163,885	1,876,003	63,170	6,704,695	227,055	6,690,000	220,770
USA USAID IDP (IRC)	USD	1,763,687	60,665			2,000,000	66,421	2,000,000	66,421	2,000,000	66,000
Sweden SIDA (Diakonia)	SEK	37,600,000	194,110	44,000,000	189,406	-	-	44,000,000	189,406	44,000,000	193,600
Netherlands MOFA (ZOA Refugee Care)	EUR	1,941,981	97,172			1,456,311	70,223	1,456,311	70,223	1,456,311	65,534
UK DFID (Christian Aid)	GBP	988,000	64,319	1,185,000	66,650	(100,000)	(5,624)	1,085,000	61,026	1,085,000	57,505
Denmark DANIDA (DanChurchAid)	DKK	6,319,037	42,323	4,810,506	30,146	-	-	4,810,506	30,146	6,000,000	36,600
Norway MOFA (Norwegian Church Aid)	NOK	9,708,738	63,874			9,228,570	53,882	9,228,570	53,882	9,228,570	50,757
Australia AusAID (Act for Peace-NCCA)	AUD	660,000	20,624	970,000	26,190	-	-	970,000	26,190	1,620,000	46,980
Australia ANCP (Act for Peace-NCCA)	AUD					186,660	5,448	186,660	5,448	186,660	5,413
Canada CIDA (Inter-Pares)	CAD	1,729,304	54,801	1,769,795	51,662	-	-	1,769,795	51,662	1,000,000	30,000
Switzerland SDC (Caritas)	CHF	300,000	9,622	300,000	9,223	-	-	300,000	9,223	300,000	9,300
Ireland Irish Aid (Trocaire)	EUR	580,000	28,350			25,000	1,187	25,000	1,187	325,000	14,625
New Zealand (Caritas)	NZD	225,000	5,603	200,000	4,306	-	-	200,000	4,306	200,000	4,600
Czech Republic PNIF	CZK					1,000,000	1,803	1,000,000	1,803	1,000,000	1,800
Poland	EUR	42,000	1,973			48,680	2,379	48,680	2,379	48,680	2,191
Spain (Ghanhiji Cultural)	EUR	210,000	10,174			-	-				-
Spain (DCA)	EUR			268,974	12,850	12,576	601	281,550	13,451		-
Taipei Economic & Cultural Office	USD					50,000	1,666	50,000	1,666	50,000	1,650
Total EC and Government Backed			1,155,616		793,033		260,889		1,053,922		1,026,025
Other											
Australian Church of Christ	AUD			5,000	115	-	-	5,000	115	5,000	145
AFSC Cambodia			682								
American Baptist Churches	USD	62,950	2,012	1,388	61	11,394	366	12,782	427	10,000	330
BMS World Mission	USD	2,500	78			-	-				-
Ghanhiji Cultural (Birmanian por la paz)	EUR	58,000	2,796			50,000	2,475	50,000	2,475	50,000	2,250
CAFOD	GBP	40,000	2,629	25,000	1,254	-	-	25,000	1,254	25,000	1,325
Caritas Australia	AUD	400,000	12,291	150,000	3,537	-	-	150,000	3,537	130,000	3,770
Caritas New Zealand	NZD			25,000	538	-	-	25,000	538	25,000	575
Caritas Switzerland	CHF	206,900	6,386	105,000	3,228	-	-	105,000	3,228	105,000	3,255
Christian Aid	GBP	175,000	11,445	175,000	9,216	-	-	175,000	9,216	190,000	10,060
Church World Service	USD	125,000	4,351			-	-				-
Church World Service - UCC	USD	10,000	331	10,000	347	10,000	332	20,000	679	10,000	330
DanChurchAid	DKK	530,787	3,589			-	-				-
Episcopal Relief & Development	USD	339,695	10,677	247,500	8,388	(79,500)	(2,695)	168,000	5,693	100,000	3,300
ICCO	EUR	265,000	13,260	265,000	12,372	-	-	265,000	12,372	265,000	11,925
Act for Peace - NCCA	AUD	128,800	3,599	6,200	139	75,000	2,136	81,200	2,275	116,340	3,374
Open Society Institute	USD	20,000	696			-	-			20,000	660
Swedish Baptist Union	SEK	64,606	334	181,752	732	-	-	181,752	732	100,000	440
Swedish Postcode Foundation/Diakonia	SEK									2,000,000	9,180
The Giles Family foundation	GBP	2,500	163			-	-				-
Trocaire Global Gift Fund	EUR	7,488	366			325,509	15,447	325,509	15,447		-
UMCOR	USD	75,000	2,610	75,000	2,542	-	-	75,000	2,542		-
ZOA	EUR			6,170	295	-	-	6,170	295		-
TBBC, Family & Friends Appeal			2,933			-	-				-
Other Donations			1,479		471	-	958		1,429		2,000
Income from Marketing			44		15	-	20		35		-
Gifts in Kind			6,209			-	7,280		7,280		4,000
Interest			2,490		428	-	277		705		-
Other Income (Gains on Exchange & Asset Disposal)			10,401		9,093	-	3,948		13,041		-
Total Other			101,851		52,771		30,544		83,315		56,919
Total Income			1,257,467		845,804		291,433		1,137,237		1,082,944
Expenses			1,137,394		638,306				1,108,333		1,230,079
Net Movement Current Year			120,073		207,498				28,904		-147,136
Funds Brought Forward			80,597		200,670				200,670		229,575
Total Funds carried Forward			200,670		408,169				229,575		82,439
Less: Restricted Funds			55,637		155,621				60,515		50,000
Designated Funds			10,000		10,000				13,500		18,000
Net Fixed Assets			7,755		7,252				8,729		10,000
Freely available General Funds			127,278		235,296				146,831		4,439

Table 4.3: TBBC Financial Summary - Major Currencies

	Thai Baht 000		US Dollars 000		EURO 000		UK Pounds 000	
	2009 Actual	2010 Budget	2009 Actual	2010 Budget	2009 Actual	2010 Budget	2009 Actual	2010 Budget
Exchange rates								
Opening			34.81	33.22	48.88	47.46	50.33	52.66
Closing			33.22	33.00	47.46	45.00	52.66	53.00
Average			34.23	33.00	47.62	45.00	53.11	53.00
Income								
ECHO (ICCO)	238,448	218,700	6,966	6,627	5,007	4,860	4,490	4,126
USA PRM (IRC)	227,055	220,770	6,633	6,690	4,768	4,906	4,275	4,165
USA USAID (IRC)	66,421	66,000	1,940	2,000	1,395	1,467	1,251	1,245
Sweden SIDA (Diakonia)	189,406	193,600	5,533	5,867	3,977	4,302	3,566	3,653
Netherlands MFA (ZOA Refugee Care)	70,223	65,534	2,052	1,986	1,475	1,456	1,322	1,236
UK DFID (Christian Aid)	61,026	57,505	1,783	1,743	1,281	1,278	1,149	1,085
Denmark (DANIDA (DanChurchAid)	30,146	36,600	881	1,109	633	813	568	691
Norway MFA (Norwegian Church Aid)	53,882	50,757	1,574	1,538	1,131	1,128	1,015	958
Australia AusAID & ANCP (Act for Peace)	31,638	52,393	924	1,588	664	1,164	596	989
Canada CIDA (Inter-Pares)	51,662	30,000	1,509	909	1,085	667	973	566
Switzerland SDC (Caritas)	9,223	9,300	269	282	194	207	174	175
Ireland Irish Aid (Trocaire)	1,187	14,625	35	443	25	325	22	276
Other Government Backed funds	23,605	10,241	690	310	496	228	444	193
Total EC & Government-backed:	1,053,922	1,026,025	30,790	31,092	22,131	22,801	19,845	19,359
Other Income	83,315	56,919	2,434	1,725	1,750	1,265	1,569	1,074
Total Income	1,137,237	1,082,944	33,224	32,816	23,880	24,065	21,414	20,433
Expenses								
Rice	320,454	369,874	9,362	11,208	6,729	8,219	6,034	6,979
Other Food	231,487	253,067	6,763	7,669	4,861	5,624	4,359	4,775
Other Supplies	220,720	231,244	6,448	7,007	4,635	5,139	4,156	4,363
Other Assistance	44,448	42,400	1,299	1,285	933	942	837	800
Programme Support	46,012	63,200	1,344	1,915	966	1,404	866	1,192
Emergency Relief	151,787	160,551	4,434	4,865	3,187	3,568	2,858	3,029
Management & Governance	93,424	109,744	2,729	3,326	1,962	2,439	1,759	2,071
Total Expenses	1,108,333	1,230,079	32,380	37,275	23,273	27,335	20,869	23,209
Reserves								
Net Movement Current Year	28,904	(147,136)	844	(4,459)	607	(3,270)	544	(2,776)
Funds Brought forward	200,670	229,575	5,766	6,911	4,105	4,837	3,987	4,360
Change in currency translation			301	46	125	264	(172)	(28)
Funds Carried Forward	229,575	82,439	6,911	2,498	4,837	1,832	4,360	1,555
Net assets - 31 Dec								
Net Fixed Assets	8,729	10,000	263	303	184	222	166	189
Inventory			-	-	-	-	-	-
Funding Receivable	170,283	120,000	5,126	3,636	3,588	2,667	3,234	2,264
Bank & Cash	153,250	52,439	4,613	1,589	3,229	1,165	2,910	989
Accounts Payable	(99,516)	(100,000)	(2,996)	(3,030)	(2,097)	(2,222)	(1,890)	(1,887)
Other	(3,171)		(95)	-	(67)	-	(60)	-
Net Assets	229,575	82,439	6,911	2,498	4,837	1,832	4,360	1,555
Funds - 31 Dec								
Restricted Funds	60,515	50,000	1,822	1,515	1,275	1,111	1,149	943
Designated Funds	13,500	18,000	406	545	284	400	256	340
General Funds - Net Fixed assets	8,729	10,000	263	303	184	222	166	189
General Funds - Freely available	146,831	4,439	4,420	135	3,094	99	2,788	84
Total Funds	229,575	82,439	6,911	2,498	4,837	1,832	4,360	1,555
Liquidity Surplus / (Shortfall) - 31 Dec								
(= Bank & Cash less Accounts Payable)	53,734	(47,561)	1,617	(1,441)	1,132	(1,057)	1,020	(897)

Table 4.4a: Cash Flow for 1 January to 31 December 2009

Thai Baht '000's	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
EC and Government Backed Funding													
ECHO (ICCO) 2008									57,441				57,441
ECHO (ICCO) 2009		66,930	124,224										191,154
USA PRM (IRC) 2008		19,937	24,864										44,801
USA PRM (IRC) 2009						88,448	28,827	20,506	5,313	16,582	7,394	25,359	192,429
USA USAID (IRC)-IDP 2008/09	13,861	8,719	9,048	10,470		3,164					18,237		45,262
USA USAID (IRC)-IDP 2009/10													18,237
Sweden SIDA (Diakonia)					94,703			103,613					198,316
Netherlands MOFA (ZOA Refugee Care)								70,223					70,223
UK DFID (Christian Aid)							24,858					21,855	46,713
Denmark DANIDA (DanChurchAid)					30,287								30,287
Norway MOFA (Norwegian Church Aid)												52,509	52,509
Australia AusAID (Act for Peace - NCCA)						26,190							26,190
Australia ANCP (Act for Peace - NCCA)										4,452			4,452
Canada CIDA (Inter Pares)					22,973				30,650				53,623
Switzerland SDC (Caritas)				9,223									9,223
Ireland Irish aid (Trocaine)													-
New Zealand nzaid (Caritas)						4,306							4,306
Czech Republic PNIF							1,803						1,803
Poland										2,379			2,379
Spain (DanChurchAid)						12,747					1,667		12,747
Taipei Economic and Cultural Office													1,667
Total EC and Government backed	13,861	95,586	158,136	19,693	147,963	134,855	55,488	194,342	93,404	23,413	27,298	99,723	1,063,762
OTHER													
Australian Church of Christ		115											115
American Baptist Churches	53	8							251		34	82	428
BMS World Mission													-
Gnanihji Cultural (Birmanian por la paz)											2,475		2,475
CAFOD			1,254										1,254
Caritas Australia	3,537												3,537
Caritas New Zealand						538							538
Caritas Switzerland				3,228									3,228
Christian Aid	9,216												9,216
Church World Service													-
Church World Service - UCC	347										332		679
DanChurchAid													-
Episcopal Relief & Development									2,512			1,544	4,056
ICCO		139			12,310				2,136				12,310
Act for Peace NCCA													2,275
Open Society Institute	697												697
Swedish Baptist Union		732											732
Trocaine Global Fund													-
UMCOR			1,783								2,497		4,280
ZOA						295							295
Other Donations	26	103	67	2	170	77	619	27	47	78	82	139	1,437
Income from Marketing	11		1	3									15
Interest received	115	86	91	53	24	59	19	16	49	72	45	75	704
Other Income													-
Total other	14,002	1,183	3,196	3,286	12,504	969	638	43	4,995	150	5,465	1,840	48,271
Total receipts	27,863	96,769	161,332	22,979	160,467	135,824	56,126	194,385	98,399	23,563	32,763	101,563	1,112,033
Total payments	75,882	96,342	79,360	140,194	64,425	154,149	138,189	69,990	69,708	77,509	72,004	62,495	1,100,047
Net cash flow	(47,819)	427	81,972	(117,215)	96,042	(18,325)	(82,063)	124,395	28,691	(53,946)	(39,241)	39,068	11,986
Opening Bank Balance	141,263	93,444	93,871	175,843	58,628	154,670	136,345	54,282	178,677	207,368	153,422	114,181	141,263
Closing Bank Balance	93,444	93,871	175,843	58,628	154,670	136,345	54,282	178,677	207,368	153,422	114,181	153,249	153,249
Less Accounts Payable	94,077	61,281	130,633	142,623	174,083	123,763	53,362	45,049	57,836	35,300	44,519	99,516	
Liquidity Surplus/(Shortfall)	(633)	32,590	45,210	(83,995)	(19,413)	12,582	920	133,628	149,532	118,122	69,662	53,733	
USD Exchange rate	34.79	35.91	35.39	35.18	34.24	33.89	33.90	33.88	33.42	33.28	33.07	33.22	
EUR Exchange rate	49.34	45.53	46.69	46.69	47.74	47.72	47.71	48.29	48.72	49.27	49.63	47.46	

Table 4.4b: Cash Flow for 1 January to 31 December 2010

Thait Baht 000's	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
EC and GOVERNMENT BACKED FUNDING													
ECHO (ICCO) 2009							52,204						52,204
ECHO (ICCO) 2010			174,960										174,960
USA PRM (IRC) 2009	20,304	13,078											33,382
USA PRM (IRC) 2010					60,000	30,000	30,000	20,000	10,000	10,000	10,000	20,770	190,770
USA USAID (IRC) HDP 2009/10	7,056	9,900	8,000	8,000							22,000	11,000	48,136
USA USAID (IRC) HDP 2010/11								96,800					33,000
Sweden SIDA (Diakonia)		96,800											193,600
Netherlands MOFA (ZOA Refugee Care)				65,634									65,634
UK DFID (Christian Aid)			12,639				22,623			22,623			57,884
Denmark DANIDA (DanChurchAid)					36,600								36,600
Norway MOFA (Norwegian Church Aid)							50,757						50,757
Australia AusAID (Act for Peace - NCCA)			46,980										46,980
Australia ANCP (Act for Peace - NCCA)			992							4,413			5,405
Canada CIDA (Inter Pares)				9,300	30,000								30,000
Switzerland SDC (Caritas)													9,300
Ireland Irish aid (Trocaire)		1,187				4,600	1,800		14,625				15,812
New Zealand nzaid (Caritas)													4,600
Czech Republic PNIF					2,191								1,800
Poland													2,191
Spain (DanChurchAid)	597												597
Taipei Economic and Cultural Office			1,650										1,650
TOTAL EC and GOVERNMENT BACKED:	27,957	120,965	245,221	82,834	136,791	41,780	157,384	116,800	24,625	37,036	32,000	31,770	1,055,162
OTHER													
Australian Church of Christ		145											145
American Baptist Churches						330							330
BMS World Mission													-
Ghanhiji Cultural (Birmanian por la paz)											2,250		2,250
CAFOD		1,325											1,325
Caritas Australia		3,770											3,770
Caritas New Zealand						575							575
Caritas Switzerland				3,255									3,255
Christian Aid	10,060		4,153										10,060
Church World Service			330										4,153
Church World Service - UCC													330
DanChurchAid													-
Episcopal Relief & Development	1,534						3,352						4,886
ICCO		11,925											11,925
Act for Peace - NCCA			1,374							2,000			3,374
Open Society Institute						660							660
Swedish Baptist Union		440											440
Swedish Postcode Foundation	4,590						4,590						9,180
Trocaire Global Fund									15,448				15,448
UMCOR													-
ZOA						500			500			500	2,000
Other Donations			500										-
Income from Marketing													-
Interest received													-
Other Income													-
TOTAL OTHER:	16,184	17,605	6,357	3,255	-	2,065	7,942	-	15,948	2,000	2,250	500	74,106
TOTAL RECEIPTS	44,141	138,570	251,578	86,089	136,791	43,845	165,326	116,800	40,573	39,036	34,250	32,270	1,129,268
TOTAL PAYMENTS	113,381	139,323	143,748	152,928	104,513	92,276	91,624	70,638	67,435	69,609	91,696	92,908	1,230,079
NET CASH FLOW	(69,240)	(753)	107,830	(66,839)	32,278	(48,431)	73,702	46,162	(28,862)	(30,573)	(57,446)	(60,638)	(100,811)
Opening Bank Balance	153,250	84,010	83,257	191,087	124,248	156,526	108,095	181,796	227,958	201,096	170,523	113,077	153,250
Closing Bank Balance	84,010	83,257	191,087	124,248	156,526	108,095	181,796	227,958	201,096	170,523	113,077	52,439	52,439
Less Accounts Payable	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Liquidity Surplus/(Shortfall)	(15,990)	(16,743)	91,087	24,248	56,526	8,095	81,796	127,958	101,096	70,523	13,077	(47,561)	(47,561)
USD Exchange rate	33.00	33.00	33.00	33.00	33.00	33.00	33.00	33.00	33.00	33.00	33.00	33.00	33.00
EUR Exchange rate	45.00	45.00	45.00	45.00	45.00	45.00	45.00	45.00	45.00	45.00	45.00	45.00	45.00

Table 4.5: Fund Allocations and Balances for 1 January to 31 December 2009

Funding Source	31/12/2008 Fund	Income	Rice	Other Food	Relief Supplies	Medical	Other Assistance	Programme Support	Emergency Relief	Management Expenses	Total Expenses	31/12/2009 Fund
RESTRICTED												
Act for Peace - NCCA (ANCP Australia)	-	5,448,269	-	-	-	-	-	2,848,110	-	-	2,848,110	2,800,159
Christian Aid	-	9,215,500	-	-	-	-	-	-	9,215,500	-	9,215,500	-
Czech Republic	-	1,802,916	-	-	-	-	1,802,916	-	-	-	1,802,916	-
Dan Church Aid (Spain AECID)	-	13,451,248	-	-	-	-	-	111,450	10,626,320	1,185,240	11,923,010	1,528,238
Episcopal Relief and Development	-	5,693,402	-	-	-	-	-	-	-	-	5,693,402	-
ICCO (ECHO) 2009	-	238,447,679	133,989,503	57,948,953	46,228,262	-	-	280,961	-	-	238,447,679	-
IRC (PRM) 2008	-	-	11,885,305	4,832,421	2,313,583	-	-	-	-	80,733	19,112,042	-
IRC (PRM) 2009	19,112,042	227,054,659	112,332,159	61,768,759	41,994,064	-	-	-	-	1,112,000	217,206,982	9,847,677
IRC (USAID) IDP 2008/9	31,713,076	-	-	-	-	-	-	-	31,713,076	-	31,713,076	-
IRC (USAID) IDP 2009/10	-	66,421,400	-	-	-	-	-	-	19,882,170	-	19,882,170	46,539,230
Open Society Institute	696,102	-	-	-	-	-	-	-	696,102	-	696,102	-
Norwegian Church Aid (Norway MFA)	-	53,881,929	-	5,000,000	15,000,000	-	-	-	30,000,000	3,881,929	53,881,929	-
Poland	-	2,379,235	-	-	2,379,235	-	-	-	-	-	2,379,235	-
Taipei Economic and Cultural Office	-	1,666,500	-	1,666,000	-	-	-	-	-	500	1,666,500	-
UMCOR	1,505,683	2,541,698	-	-	-	-	-	-	4,047,381	-	4,047,381	-
Total restricted:	53,026,903	628,004,435	258,206,967	136,909,535	107,915,144	-	1,802,916	3,240,521	106,180,549	6,250,402	620,516,034	60,515,304
GENERAL												
Act for Peace - NCCA	-	2,274,896	-	-	-	-	-	-	1,137,448	1,137,448	2,274,896	-
Act for Peace - NCCA (AusAID)	-	26,190,000	8,101,107	6,251,796	7,572,069	144,018	765,801	1,292,274	-	2,062,935	26,190,000	-
American Baptist Churches	-	427,485	21,692	35,365	41,595	6,883	18,455	35,494	194,347	73,654	427,485	-
Australian Churches of Christ	-	114,969	5,834	9,511	11,187	1,851	4,963	9,546	52,268	19,809	114,969	-
CAFOD	-	1,253,910	63,628	103,733	122,008	20,191	54,132	104,111	570,064	216,043	1,253,910	-
Caritas Australia	-	3,537,000	179,481	292,606	344,158	56,953	152,695	293,674	1,608,023	609,408	3,537,000	-
Caritas New Zealand	-	538,250	27,313	44,528	52,373	8,667	23,237	44,690	244,704	92,738	538,250	-
Caritas New Zealand (NZ Govt)	-	4,306,000	218,503	356,224	418,984	69,336	185,893	357,524	1,957,633	741,903	4,306,000	-
Caritas Switzerland	-	3,227,921	163,797	267,037	314,084	51,977	139,352	268,012	1,467,507	556,155	3,227,921	-
Caritas Switzerland (SDC Swiss Govt)	-	9,222,630	858,117	1,398,980	1,645,456	272,300	730,050	1,404,087	-	2,913,640	9,222,630	-
Christian Aid (DFID)	-	61,025,608	11,248,960	11,248,960	17,998,336	-	2,531,016	-	11,248,960	6,749,376	61,025,608	-
Church World Service - UCC	-	679,444	34,478	56,209	66,112	10,941	29,332	56,414	308,895	117,065	679,444	-
DanChurchAid (DANIDA)	-	30,145,932	7,949,171	7,360,512	6,731,766	236,605	1,140,080	1,182,377	3,772,958	1,772,463	30,145,932	-
Diakonia (SIDA)	-	189,405,573	17,623,196	28,730,911	33,792,798	5,592,238	14,993,079	28,835,790	-	59,837,562	189,405,573	-
Ghanhiji Cultural (Birmanian por la paz)	-	2,475,000	125,591	204,750	240,823	39,853	106,848	205,497	1,125,207	426,431	2,475,000	-
ICCO	-	12,371,896	627,798	1,023,493	1,203,815	199,215	534,105	1,027,229	5,624,623	2,131,618	12,371,896	-
Inter Pares (CIDA)	-	51,661,987	-	18,081,695	15,498,596	258,310	2,324,789	2,583,099	7,749,298	5,166,200	51,661,987	-
Swedish Baptist Union	-	732,461	37,168	60,594	71,270	11,794	31,621	60,816	332,998	126,200	732,461	-
Trocaire (Irish Aid)	-	1,186,457	60,205	98,152	115,445	19,105	51,220	98,511	539,398	204,421	1,186,457	-
Trocaire Global Gift Fund	-	15,448,080	783,896	1,277,977	1,503,135	248,748	666,906	1,282,642	7,023,146	2,661,630	15,448,080	-
ZOA Refugee Care	-	294,660	-	-	-	-	294,660	-	-	-	294,660	-
ZOA Refugee Care (Dutch Govt)	-	70,223,316	14,044,663	17,555,829	21,347,888	-	10,533,497	3,511,166	-	3,230,273	70,223,316	-
Other Donations	-	1,428,435	72,484	118,171	138,990	23,001	61,667	118,602	649,408	246,112	1,428,435	-
Donations in Kind	-	7,279,537	-	-	3,574,200	-	-	-	-	3,705,337	7,279,537	-
Interest received	-	705,742	-	-	-	-	-	-	-	705,742	705,742	-
Income from Marketing	-	35,234	-	-	-	-	-	-	-	35,234	35,234	-
Other Income	-	13,040,950	-	-	-	-	-	-	-	13,040,950	13,040,950	-
Transfer to Designated Fund	-	(3,500,000)	-	-	-	-	-	-	-	(3,500,000)	(3,500,000)	-
Movement in General Fund Reserve	137,642,929	-	-	-	-	-	-	-	-	(17,916,784)	(17,916,784)	155,559,713
Total general:	137,642,929	505,733,373	62,247,084	94,577,032	112,805,088	7,271,985	35,373,398	42,771,555	45,608,885	87,163,562	487,816,589	155,559,713
Designated (Severance Fund):	10,000,000	3,500,000	-	-	-	-	-	-	-	-	-	13,500,000
Total:	200,669,832	1,137,237,808	320,454,051	231,486,567	220,720,232	7,271,985	37,176,314	46,012,076	151,787,434	93,423,964	1,108,332,623	229,575,017

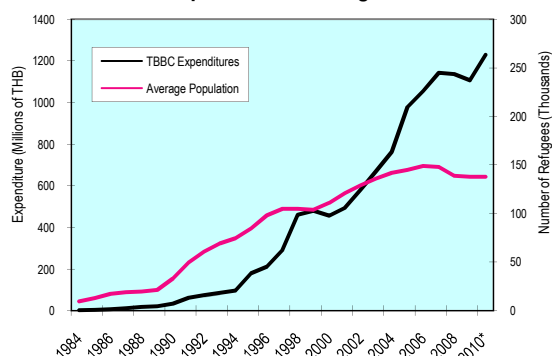
Table 4.6: Cost of TBBC Programme in Thai baht, US Dollars and Euro: 1984 to 2010

Year	TBBC Expenditures	% increase on previous year	Average Exchange Rate		TBBC Expenditures		Average Rice Price (THB/100kg)	Average population	Cost/refugee/annum [^]		
	THB m		USD	EUR	USD m	EUR m			THB	USD	EUR
1984	3		25		0.1			9,500	350	14	
1985	4	33%	25		0.2		390	12,800	330	13	
1986	7	75%	25		0.3		281	17,300	400	16	
1987	13	86%	25		0.5		372	19,100	690	28	
1988	19	46%	25		0.8		555	19,700	960	38	
1989	22	16%	25		0.9		595	21,200	1,050	42	
1990	34	55%	25		1.4		527	33,100	1,020	41	
1991	62	82%	25		2.5		556	49,600	1,250	50	
1992	75	21%	25		3.0		551	60,800	1,240	50	
1993	86	15%	25		3.4		496	69,300	1,240	50	
1994	98	14%	25		3.9		518	74,700	1,320	53	
1995	181	85%	25		7.2		700	84,800	2,140	86	
1996	212	17%	25		8.5		750	98,000	2,170	87	
1997	292	38%	40		7.3		798	105,000	2,530	63	
1998	461	58%	40		11.5		1,065	105,000	3,951	101	
1999	481	4%	38	40	12.7	12.0	920	104,000	4,163	111	105
2000	457	-5%	40	37	11.4	12.4	775	111,000	3,705	93	99
2001	494	8%	44	40	11.2	12.4	730	121,000	3,674	84	107
2002	581	18%	43	40	13.5	14.5	772	129,000	4,053	96	97
2003	670	15%	41	47	16.3	14.3	857	136,000	4,434	120	105
2004	763	14%	40	50	19.1	15.3	888	142,000	4,836	134	107
2005	978	28%	40	49	24.5	20.0	1,127	145,000	6,070	169	138
2006	1056	8%	38	47	27.8	22.5	1,139	149,000	6,379	187	151
2007	1144	8%	34	46	33.6	24.9	1,067	148,000	6,957	227	168
2008	1137	-1%	33	49	34.5	23.2	1,621	139,000	7,362	248	167
2009	1108	-3%	34	47	32.6	23.6	1,354	138,000	8,029	236	171
2010*	1230	11%	33	45	37.3	27.3	1,522	138,000	8,913	270	198

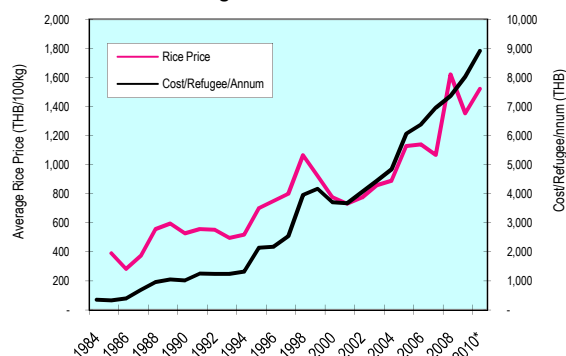
* Budget

[^] Cost per refugee per annum excludes the costs of Emergency Relief included in the total TBBC Expenditures

Expenditure & Refugees



Cost/Refugee/Annum & Rice Price



2010 Budget and Sensitivities

Year	TBBC Expenditures	% increase on previous year	Average Exchange Rate		TBBC Expenditures		Average Rice Price (THB/100kg)	Average population	Cost/refugee/annum [^]		
	THB m		USD	EUR	USD m	EUR m			THB	USD	EUR
2010	1230	11%	33	45	37.3	27.3	1,522	138,000	8,913	270	198
2010 (a)	1230	11%	29.7	40.5	41.4	30.4	1,522	138,000	8,913	300	220
2010 (b)	1329	20%	33	45	40.3	29.5	1,826	138,000	9,633	292	214
2010 (c)	1353	22%	33	45	41.0	30.1	1,522	151,800	8,913	270	198

Sensitivities:

- (a) Exchange rates fall 10% against Thai baht
- (b) Rice price increases by 20%
- (c) Average population increases by 10%

Costs would decrease by the same amounts if Exchange rates rise 10% against Thai baht, Rice price decreases by 20%, Average population decreases by 10%.

Cost increases by:

USD m	THB m
4.1	3.0
3.0	2.2
3.7	2.7

i.e. additional THB 122 m required



Appendices



Appendix A

The Thailand Burma Border Consortium

A.1 History and development

A.1 a) 1984 Mandate/ Organisation

In February 1984 the Ministry of Interior (MOI) invited Non-Governmental Organisations (NGOs) working with Indochinese refugees in Thailand to provide emergency assistance to around 9,000 Karen refugees who sought refuge in Tak province. The situation was expected to be temporary and MOI stressed the need to restrict aid to essentials only. It was emphasised that nothing should be done which might encourage refugees to come to Thai-land or stay any longer than necessary.

On 4th/5th March 1984, Bangkok-based NGO representatives visited the border to assess the situation. They all happened to be from Christian agencies and observed that several French NGOs were already setting up health programmes, whilst the refugees themselves were cutting building materials to build their own houses. The immediate need was rice. The NGOs concluded that needs were quite small and, since the refugees were expected to return home in the rainy season, it would be best to work together. They agreed to operate a programme under the name of the Consortium of Christian Agencies (CCA).

The refugees could not go back in the rainy season and the CCA became the main supplier of food and relief supplies. It had no formal structure with different NGOs joining and leaving, contributing funds and sharing in the decision making. The name was changed to the Burmese Border Consortium (BBC) in 1991 to become more inclusive and a more formal organisational structure was adopted in 1996 with five member agencies. It still had no legal identity other than through the legitimacy of its individual members until the Thailand Burma Border Consortium (TBBC) was incorporated in London in 2004 with ten member agencies.

From the outset, CCA worked through the Karen Refugee Committee which the Karen authorities had established to oversee the refugee population. In order to avoid duplication, a Karen CCSDPT (Committee for Coordination of Services to Displaced Persons in Thailand) Subcommittee was established to coordinate the relief programme meeting for the first time in April 1984. The MOI set policy and administrated the assistance programmes through this Subcommittee.

A.1 b) 1990 expansion/ 1991 regulations

During 1989 the NGOs were approached by the Karenni Refugee Committee to assist Karenni refugees who had fled to Mae Hong Son province. Then early in 1990 Mon and Karen refugees also began to arrive in Kanchanaburi province from Mon state and another relief programme was set up at the request of the Mon National Relief Committee. Assistance to the Karenni and Mon was provided on the same basis as that already given to the Karen and in November the name of the CCSDPT Karen Subcommittee was changed to the CCSDPT Burma Subcommittee.

In 1991 the NGOs sought formal permission from the Thai authorities to provide assistance to all of the ethnic groups throughout the four border provinces. On 31st May 1991 the agencies were given written approval to provide assistance in accordance with new MOI guidelines which confirmed earlier informal understandings, limiting assistance to food, clothing and medicine, and restricting agency staff to the minimum necessary.

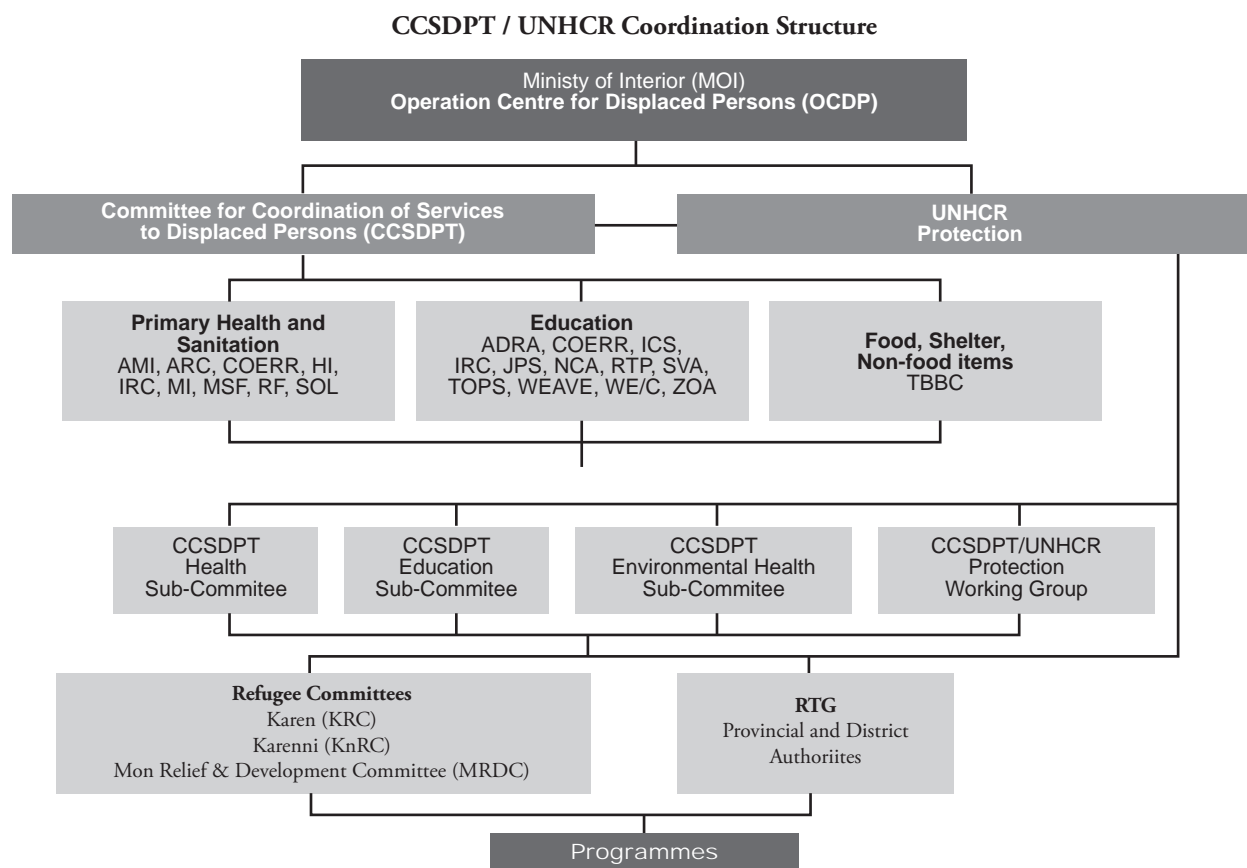
Three NGOs provided assistance under this agreement. The BBC focused on food and non-food items, providing around 95% of all of these items whilst the Catholic Office for Emergency Relief and Refugees (COERR) provided most of the balance. Medicines Sans Frontiers - France (MSF) was the main health agency.

A.1 c) 1994 regulations

By 1992 other CCSDPT member agencies had begun providing services on the border with the tacit approval of the MOI but without a formal mandate. The CCSDPT Burma Subcommittee requested formal recognition of these programmes and approval for services to officially include sanitation and education. At a meeting on 18th May 1994, MOI confirmed that sanitation and education services would be permitted. An NGO/ MOI Burma Working Group was set up and new operational procedures were established. NGOs were required to submit formal programme proposals, apply for staff border passes, and to submit quarterly reports via the provincial authorities. All of the CCSDPT member agencies with current border activities were approved and for 1995 these included sanitation projects. The CCSDPT Burma Subcommittee carried out a survey of educational needs in 1995/6 and the first education project proposals were approved in 1997. Burma Subcommittee carried out a survey of educational needs in 1995/6 and the first education project proposals were approved in 1997.

A.1 d) 1997 CCSDPT restructuring

Now that it was working mainly with Burmese refugees CCSDPT was restructured in 1997. The Burma Subcommittee effectively became CCSDPT and the former Burma Medical and Education Working Groups were upgraded to Subcommittee status.



CCSDPT Members

ADRA	Adventist Development & Relief Agency	NCA	Norwegian Church Aid
AMI	Aide Medical International	RF	Ruammit Foundation
ARC	American Refugee Committee	RTP	Right To Play
COERR	Catholic Office for Emergency Relief & Refugees	SOL	Solidarites
HI	Handicap International	SVA	Shanti Volunteer Association
ICS-ASIA	International Child Support- Asia	TBBC	Thailand Burma Border Consortium
IRC	International Rescue Committee	TOPS	Taipei Overseas Peace Service
JRS	Jesuit Refugee Service	WEAVE	Women's Education for Advancement & Empowerment
MI	Malteser International	WE/C	World Education/ Consortium
MSF-F	Medicins Sans Frontiers-France	ZOA	ZOA Refugee Care Netherlands

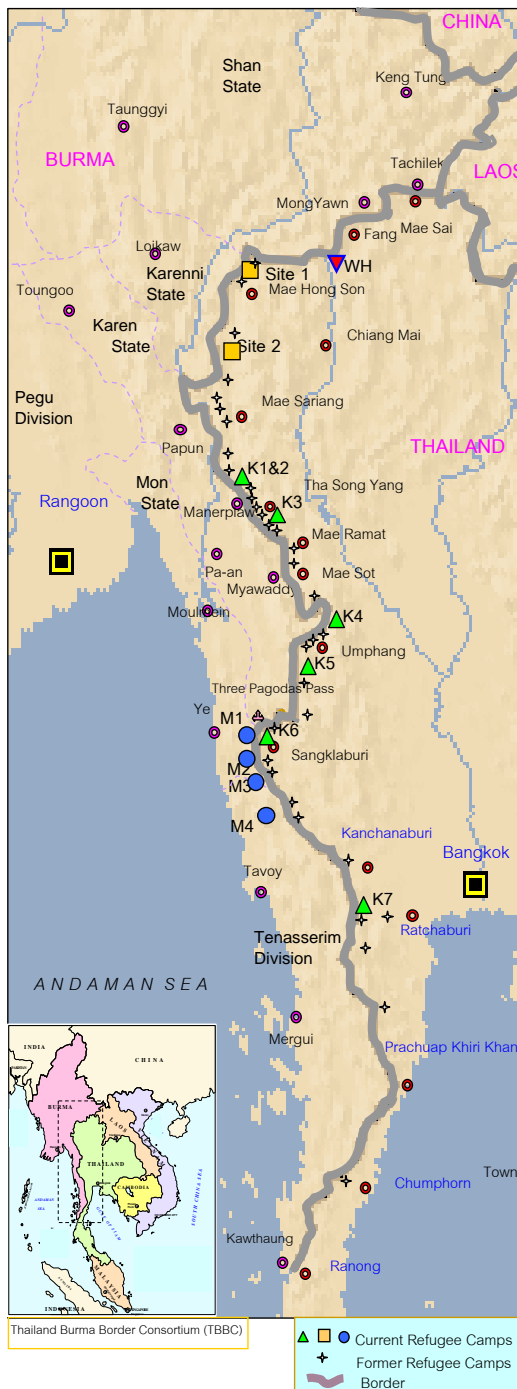
A.1 e) 1998/9 Role for United Nations High Commissioner for Refugees (UNHCR)

During the first half of 1998 the RTG made the decision to give UNHCR an operational role with Burmese refugees for the first time and letters of agreement were exchanged in July.

UNHCR established a presence on the border during the second half of 1998 and became fully operational early in 1999, opening three offices in Mae Hong Son, Mae Sot and Kanchanaburi. The UNHCR role is principally one of monitoring and protection. It has no permanent offices in the camps, which continue to be administered by the Thai authorities themselves with the assistance of the refugee committees. Since 2005 UNHCR has been involved in activities relating to the resettlement of refugees from the border to third countries.

CCSDPT agency services to Burmese border camps: December 2009

UNHCR has offices in Mae Hong Son, Mae Sot and Kanchanaburi with a monitoring/protection mandate.

**Mae Hong Son Province**

	Food, Shelter & Relief	Primary Health & Sanitation	Education	Gender	Protection
Site 1 Ban Kwai/Nai Soi	TBBC	COERR, HI, IRC, RF	COERR, HI, IRC, JRS, NCA, WEAVE, WE/C, ZOA	COERR, IRC, TBBC, WEAVE	IRC
Site 2 Ban Mae Surin	TBBC	COERR, HI, IRC, RF	COERR, HI, IRC, JRS, NCA, WEAVE, WE/C, ZOA	COERR, IRC, TBBC, WEAVE	IRC
K1 Mae La Oon (Site 3)	TBBC	COERR, HI, IRC, MI, RF	COERR, HI, SVA, TOPS, WE/C, ZOA	ARC, COERR, MI, TBBC	
K2 Mae Ra Ma Luang (Site 4)	TBBC	COERR, HI, IRC, MI, RF	COERR, HI, SVA, TOPS, WEAVE, WE/C, ZOA	ARC, COERR, MI, TBBC	

Tak Province

K3 Mae La	TBBC	AMI, COERR, HI, IRC, SF, RF, SOL, TOPS	ADRA, HI, ICS, SVA, TOPS, WEAVE, WE/C, ZOA	ARC, COERR, ICS, TBBC	IRC
K4 Umpiem Mai	TBBC	AMI, ARC, COERR, HI, IRC, RF, TOPS	HI, ICS, RTP, SVA, TOPS, WEAVE, WE/C, ZOA	AMI, ARC, COERR, ICS, TBBC	
K5 Nu Po	TBBC	AMI, ARC, COERR, HI, IRC, RF, TOPS	HI, RTP, SVA, TOPS, WE/C, ZOA	AMI, ARC, COERR, TBBC	

Kanchanaburi Province

K6 Ban Don Yang	TBBC	ARC, COERR, HI, IRC, RF	HI, RTP, SVA, WE/C, ZOA	ARC, COERR, TBBC	
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Ratchaburi Province

K7 Tham Hin	TBBC	COERR, HI, IRC, RF, RTP	HI, RTP, SVA, WE/C, ZOA	COERR, TBBC	
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Mon Resettlement Sites

M1 Halochanee	TBBC				
M2 Che-daik	TBBC				
M3 Bee Ree	TBBC				
M4 Tavoy	TBBC				

ADRA	Adventist Development and Relief Agency
AMI	Aide Medicale Internationale
ARC	American Refugee Committee
COERR	Catholic Office for Emergency Relief and Refugees
HI	Handicap International
ICS	International Child Support
IRC	International Rescue Committee
JRS	Jesuit Refugee Service
MI	Malteser International
MSF-F	Medecins Sans Frontieres-France
NCA	Norwegian Church Aid
RF	Ruammit Foundation for Youth & Children - Drug & Alcohol Recovery & Education
RTP	Right to Play
SOL	Solidarites
SVA	Shanti Volunteer Association
TBBC	Thailand Burma Border Consortium
TOPS	Taipei Overseas Peace Service
WEAVE	Women's Education for Advancement and Empowerment
WE/C	World Education/Consortium
ZOA	ZOA Refugee Care, Netherlands

The NGOs continue to provide and coordinate relief services to the refugee camps under bilateral agreements with RTG as before, although UNHCR may provide complementary assistance especially regarding camp relocations. The structure of the relief assistance and location of CCSDPT member agency services are shown in the diagrams.

A.1 f) RTG refugee policy developments

In April 2005, UNHCR and CCSDPT began advocating with RTG for a more comprehensive approach to the refugee situation. Consideration was requested to allow refugees increased skills training and education opportunities, as well as income generation projects and employment. It was argued that allowing refugees to work could contribute positively to the Thai economy, promote dignity and self-reliance for the refugees, gradually reducing the need for humanitarian assistance.

These ideas were incorporated in a CCSDPT/ UNHCR Comprehensive Plan and the immediate response from the RTG was encouraging. In 2006 MOI gave approval for NGOs to expand skills training with income generation possibilities and the RTG made commitments to improve education in the camps and to explore employment possibilities through pilot projects.

The plan was subsequently updated but proved difficult to translate into substantive action. Donors increasingly expressed their concern at the lack of progress and during 2007 established a Donor Working Group to address the issue. There is a consensus that agreement needs to be reached between Donors, RTG, UNHCR and CCSDPT on a medium-term strategy.

During 2009 CCSDPT and UNHCR drafted a five-year Strategic Plan to ensure a coordinated strategy for all service sectors aimed at increasing refugee self-reliance and, where possible, integrating refugee services within the Thai system. This was presented to RTG and Donors at a seminar on 4th November 2009. Whilst the RTG is sympathetic to the need for refugees to have more fulfilling, productive lives, the limiting policy of confinement to camps remains unchanged.

A.2 Organisational structure

A.2 a) Structure

The Consortium structure was informal until 1996. Agencies joined and left, with current members directing the programme by consensus. As the programme grew and became increasingly dependent on government funding, a need for greater accountability led to the adoption of a formal organisational structure at the first Donors Meeting in December 1996 with five member agencies working under a new 'Structure and Regulations'. It comprised the Donors Meeting as the overall representative body; an Advisory Committee elected from the donors to represent them between meetings; the Board, being the five member agencies responsible for overall governance; and the BBC Director appointed by the Board responsible for management of the programme.

Following an evaluation of the governance structure in 2003 the current five BBC members invited all donors to join in a review of governance options. At a workshop in March 2004 the members plus five potential new members agreed to recommend to their organisations that they form a new legal entity to be registered as a Charitable Company in England and Wales. A Mission Statement and Bylaws, Memorandum and Articles of Association were drafted and all ten agencies present subsequently agreed to join the new entity. The TBBC Mission Statement is presented on the back cover of this report. The Thailand Burma Border Consortium, TBBC, was incorporated in London in October 2004 and was granted charitable status by the Charity Commission of England and Wales in May 2005.

Today each member agency has a designated representative that attends a minimum of two general meetings each year, one Annual General Meeting (AGM) and one Extraordinary General Meeting (EGM). The member representatives annually elect five to eight of their number to be Directors and Trustees who meet not less than four times per annum. Currently eight members serve for 2010 and the Board Meetings are often convened electronically. The TBBC Board operates in accordance with a Governance Manual which includes key policies.

TBBC shares an office with CCSDPT at 12/5 Convent Road. Current TBBC member representatives, directors/ trustees and staff are listed at the beginning of this report. A full list of all board members, advisory Committee members, member representatives and staff from 1984 to date is presented in *Appendix H*.

For many years field coordinators worked from offices at their homes, but TBBC field offices were opened in Mae Sot and Mae Sariang in 1998, Kanchanaburi in 2000 and Mae Hong Son in 2003. The Kanchanaburi office was relocated to Sangklaburi in 2004. TBBC also has a sub-office in Chiang Mai for Displacement Research.

A.2 b) Funding sources

TBBC received funds from the following sources in 2009:

Figure A.1: TBBC Organisational Donors 2009

Act for peace NCCA, Australia (G)	DanChurchAid, Denmark (G)
American Baptist Churches	Diakonia, Sweden (G)
Australian Churches of Christ	Episcopal Relief and Development
BMS World Mission, UK	Government of Poland
Baptist Union of Sweden	ICCO, Netherlands (G)
Birmania por la Paz (G)	International Rescue Committee (G)
CAFOD, UK	Inter-Pares, Canada (G)
Caritas Australia	Norwegian Church Aid (G)
Caritas New Zealand (G)	Open Society Institute
Caritas Switzerland (G)	Trocaire, Ireland (G)
Christian Aid, UK (G)	UMCOR
Church World Service, USA	ZOA Refugee Care Netherlands (G)
Czech Republic	

TBBC Governmental Donors: The European Union (European Community Humanitarian Aid Department – ECHO) and the Governments of Australia, Canada, Czech Republic, Denmark, Great Britain, Ireland, New Zealand, Norway, Poland, Spain, Sweden, Switzerland, Taiwan, The Netherlands and USA contributed 93% of TBBC's funds. Their funds are mostly channelled through the TBBC donors marked 'G' above. *Appendix B* sets out details of funding received from all donors since 1984.

A.2 c) TBBC bank accounts

TBBC has bank accounts with Standard Chartered Bank in London in GBP, USD & EUR:

Account Name: Thailand Burma Border Consortium

Standard Chartered Bank	Account Name: Thailand Burma Border Consortium
Clements House 27-28 Clements Lane London, EC4N 7AP England SWIFT BIC: SCBLGB2L IBAN GB52 SCBL 6091 0412 544415 Sort Code: 60-91-04	GBP Account # 00 01 254441501 (12544415 in UK) EUR Account # 56 01 254441596 USD Account # 01 01 254441550

And in Thai Baht with Standard Chartered Bank in Bangkok:

Standard Chartered Bank	Account Name: Thailand Burma Border Consortium (Main Savings Account)
90 North Sathorn Road Silom, Bangrak, Bangkok 10500 Thailand SWIFT: SCBLTHBX	Account # 00100783813 Bank code: 020 Branch code: 101 Branch name: Sathorn

The TBBC Thailand Tax ID number is: 4-1070-5787-5. Donors are requested to check with TBBC before sending remittances, as it may be preferable in some circumstances to have funds sent direct to Bangkok.

A.2 d) Financial statements and programme updates

TBBC accounts prior to incorporation in 2004 were audited by KPMG in Thailand and presented in TBBC six-month reports. On incorporation, RSM Robson Rhodes LLP of the UK were appointed as auditors and audited the accounts for 2005 and 2006. Robson Rhodes LLP left the RSM network and merged with Grant Thornton UK LLP on 1st July 2007, necessitating

their resignation as TBBC auditor. A special resolution at the AGM in November 2007 appointed Grant Thornton UK as the TBBC Auditor. The TBBC Trustees reports, incorporating the audited financial statements denominated in UK pounds, are filed at both Companies House and the Charity Commission. The 2008 Trustees report was filed in May 2009.

Six-monthly Accounts in Thai baht are included in six-month reports, together with narrative explaining significant differences from budgets.

A.2 e) TBBC Mission Statement, Vision, Goals, Aim and Objectives

The former BBC adopted formal aims and objectives at the first Donors meeting in December 1996, which were subsequently revised at Donors Meetings. These were superseded by the TBBC Mission Statement, Goal and Aim adopted during the restructuring of TBBC in 2004. In TBBC's Strategic Plan for 2009-2013 the Mission Statement remains unchanged and is presented on the back cover of this report. The current long- and medium-term goals and short-term aim are as follows:

Long-term Vision: TBBC envisions peace and justice in Burma where people live with dignity, enjoying freedom from persecution or harm and are able to assert their rights. There is respect for diversity and people work together to develop their communities and country.

Medium-term Goal: To support displaced people of Burma to be self-reliant in a just society where there is full respect for human rights.

Short-term Aim: To ensure an adequate standard of living and respect for the human rights of displaced people of Burma, by working in partnership with displaced communities, building capacity, strengthening self-reliance and food security.

The following Articles of Association Objects were agreed with the Charity Commission of England and Wales at the time of registration:

- The relief of charitable needs of displaced people of Burma by the provision of humanitarian aid and assistance
- To develop the capacity and skills of the members of the socially and economically disadvantaged community of the displaced people of Burma in such a way that they are able to participate more fully in society
- To promote equality, diversity and racial harmony for the benefit of the public by raising awareness of the needs of and issues affecting the displaced people of Burma
- To promote human rights (as set out in the Universal Declaration of Human Rights) in the Thailand Burma border area by monitoring and research

TBBC's Strategic Plan for 2009-2013 has five Core Objectives derived from these Objects to drive all TBBC endeavours and the latest versions of these are printed at the beginning of this report (*page iv*).

A.2 f) Code of Conduct, Compliance with RTG regulations

TBBC complies with:

- The *Code of Conduct for the International Red Cross and Red Crescent Movement and Non-Governmental organisations in Disaster Relief* (1994)
- The 2008 *CCSDPT Inter-Agency Code of Conduct* which incorporates *Core Principles* developed by the *Interagency Standing Committee Task Force on Protection from Sexual Exploitation and Abuse in Humanitarian Crises* (2002)
- And is guided by the *Humanitarian Charter and Minimum Standards in Disaster Relief* (Sphere) Project

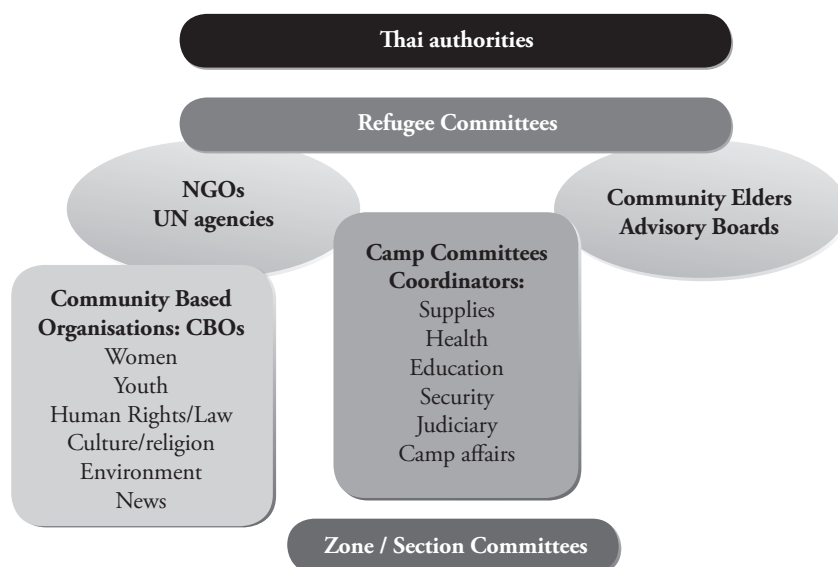
The TBBC Code of Conduct is incorporated in the staff policy manual, compliance with which is an employment condition. TBBC collaborates closely with the RTG and works in accordance with the regulations of the MOI.

A.2 g) Camp management

TBBC provides all assistance in coordination with the Refugee Committees (RC) of each of the two main ethnic groups: the Karen Refugee Committee (KRC) based in Mae Sot and the Karenni Refugee Committee (KnRC) based in Mae Hong Son. Both of these committees report to TBBC monthly, recording assistance received from other sources, refugee population statistics, and issues of concern. The overall camp management structure is illustrated in the chart and described below:

■ Thai authorities

The RTG administers the refugee camps. The MOI implements refugee policy set by the National Security Council (NSC) and controls the day-to-day running of the camps through provincial and district authorities, in collaboration with refugee and



camp committees. Other government agencies, including the Royal Thai Army Paramilitary Rangers and the Border Patrol Police assist in providing security. Usually an MOI District Officer ('Palat') is assigned as Camp Commander, with Territorial Defence Volunteer Corps ('Or Sor') personnel providing internal security under his/ her jurisdiction.

■ Community elders advisory boards (CEABs)

CEABs provide guidance to refugee and camp committees, made up of senior elders appointed from the local community, up to 15 members. Responsibilities include organising and overseeing refugee and camp committee elections. The central Karen and Karenni CEABs are based in Mae Sot and Mae Hong Son respectively, with local boards comprising residents in each camp.

■ Refugee committees (RCs)

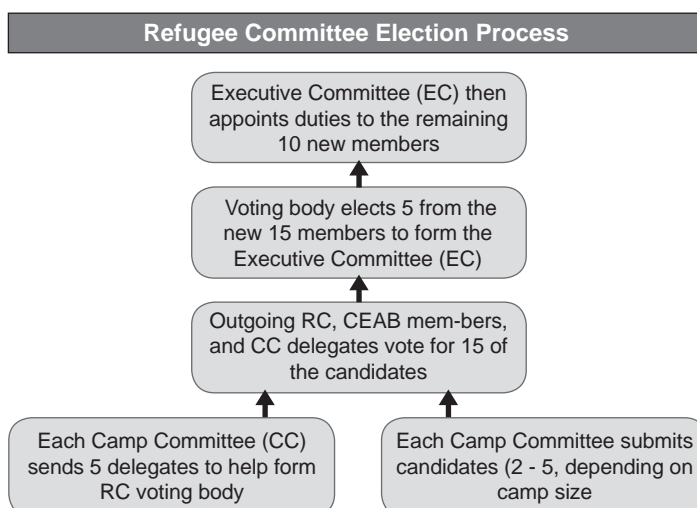
The Karen Refugee Committee (KRC) and the Karenni Refugee Committee (KnRC) are the overall representatives of the refugees living in the camps (the Shan Refugee Committee (SRC) also represents the residents of Wieng Haeng camp, although this is not considered an official camp). The Mae Sot-based KRC has branch offices in Mae Sariang, Sangklaburi and Suan Peung (in Ratchaburi province). The RCs oversee all activities through the camp committees, coordinate assistance provided by NGOs, and liaise with UNHCR, the RTG and security personnel.

RCs consist of an Executive Committee, administrative staff and heads of various subcommittees, with up to fifteen members who oversee specific activities. Rules and regulations governing their selection vary, but elections typically occur every three years supervised by the central CEAB. Unlike in previous years when the CEAB would appoint eight respected and experienced people to the KRC and the other seven were chosen from a pool of representatives from the camps, the rules for the 2010 KRC elections have been amended. Starting this year, all 15 members will be selected from the seven mainly Karen camps, with large camps (Mae La) required to submit five delegates, medium-sized camps three delegates, and the two small camps (Ban Don Yang and Tham Hin) two delegates.

Each camp sends five camp representatives (including or in addition to the delegates) to vote for the new RC members. The voting constituency also comprises members of the CEAB together with the outgoing RC. They vote for the new fifteen members and then, from this group, the five Executive Committee members are elected: Chair, Vice Chair, Secretary, Joint Secretary and Financial Manager. The newly-formed EC, in turn, then allocates respective duties to the remaining ten newly-elected members.

■ Camp committees (CCs)

CCs are the administrative and management bodies of the refugee camps. They coordinate the



day-to-day running of the camp and its services in collaboration with local MOI officials, and provide the main link between the camp population, NGOs, UNHCR and local Thai authorities.

Election guidelines require Camp Committees to include a minimum of 5 females.

CC structures are made up of elected representatives from within the camp population, with committees operating at the central, zone (if applicable) and section level. During the last six months, a substantial review of committee structures has taken place to achieve more standardisation between camps. Camps are now classified according to size – large, medium and small but there is a common structure with central camp-level committees (normally 15 members) headed by an Executive Committee consisting of Chair, Vice Chair, and two or three Secretaries (depending on camp size) who co-ordinate the main elements of camp management. The other committee members provide support to the Secretaries, except in the larger camp structures where a finance manager and coordinators for health, education and social affairs services work alongside them. Unlike other parts of the administration, camp justice acts in co-

ordination with the committee chairs, rather than under them, in order to promote a separation of powers. The main duties of the Executive Committee members are:

- **Chair** – Overall responsibility for camp management, and coordination with NGOs and MOI
- **Vice Chair** – Overall responsibility for the supervision of the day-to-day functioning of the committee
- **Secretary 1** – Overall responsibility for office administration and camp security (including coordination with Thai security personnel)
- **Secretary 2** – Overall responsibility for camp population monitoring and control (including zone and section leaders) and resettlement
- **Secretary 3** – Overall responsibility for rations (food, non-food and extra needs) and warehouse management

The basic duties of the other key sectors of the camp committees are:

- **Finance:** Managing the financial accounts of the committee, including all monies provided through the Camp Management Programme
- **Health:** Coordinating with health NGOs and other organisations providing health services, including Community-Based Organisations (CBOs) and the health worker's unions
- **Education:** Management of all camp schools and coordinating with education NGOs and other organisations in providing all education services, including CBOs and education worker's unions
- **Social affairs:** Relations with external authorities and for monitoring and responding to social issues. Supervise and coordinate social activities in camp, including those of the women and youth
- **Justice:** Responsible for intervening in, reconciling and arbitrating over conflicts. It also collaborates with IRC's Legal Assistance Centre (LAC) Programme (only established in some camps), UNHCR and Thai authorities for more serious cases which need to be referred to the Thai judicial system

The zone- (if applicable) and section-level committees emulate the central camp-level committee structure, but with a smaller executive body (usually just a zone or section leader and a secretary) and fewer subcommittee heads. In smaller camps, zone and section committees are comprised simply of one or two leaders with a small number of assistants. In several camps, ten-household leaders are placed under the section-level to further facilitate management of the camp. In several camps, zone and section committees are comprised simply of one or two leaders with a small number of assistants. In several camps, ten-household leaders are placed under the section-level to further facilitate management of the camp.

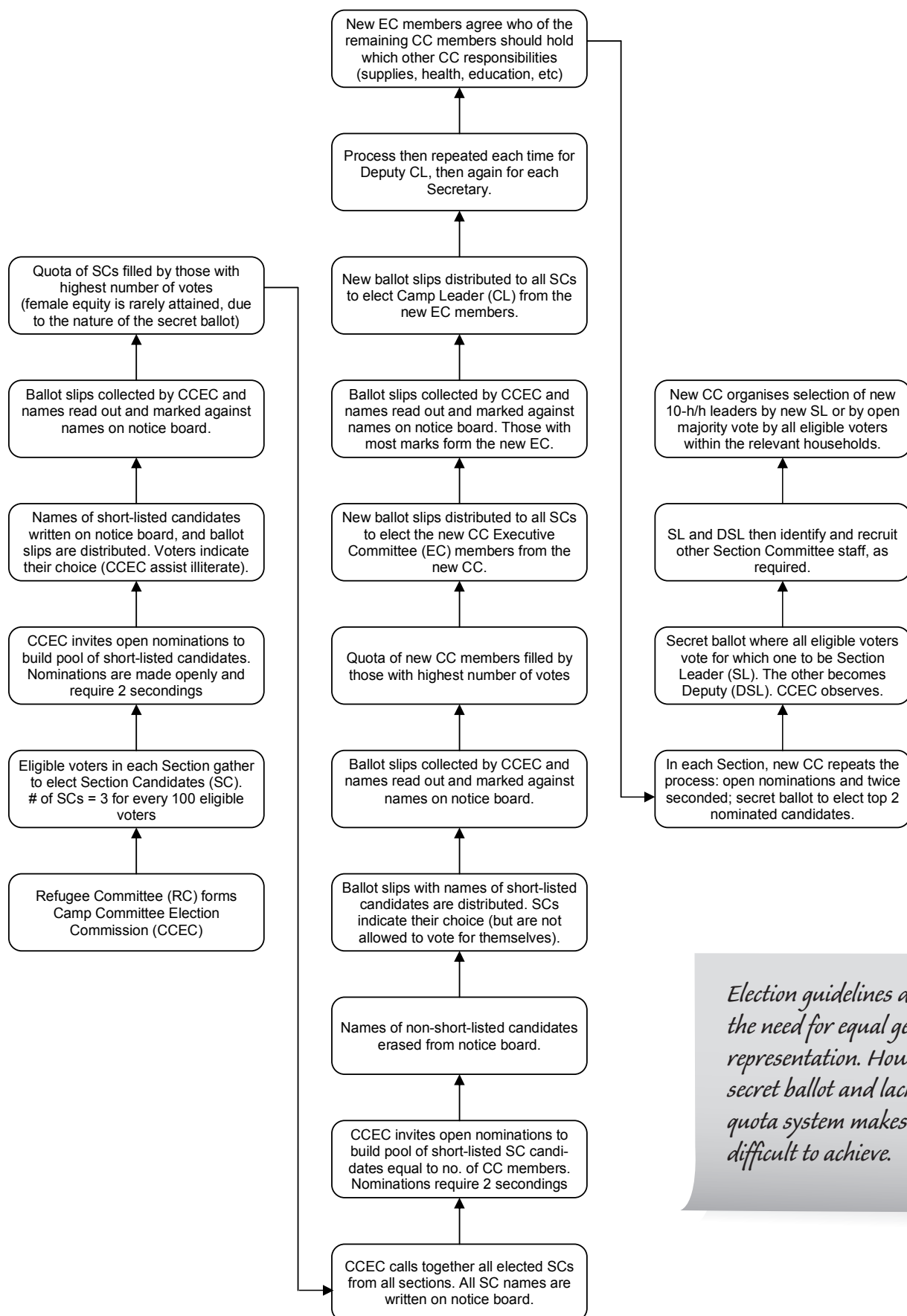
These are individuals selected by the section leader or the residents under their authority. In practice, this level of administration may manage between ten or thirty households.

CC elections occur every three years. Minor variations exist between camps, but they all follow a democratic methodology, including a minimum quota of five females. They are organised by a Camp Committee Election Commission (CEEC) appointed by the RC or outgoing CC with fifteen members, chosen for their experience in election processes and community administration. Respected religious or other community leaders may also be included. The Commission is responsible for explaining the rules and regulations to the community and for supervising the elections, and is supported and guided by the CEAB.

The Election Commission organises voting through ballot boxes.

CC members are elected by five representatives from each section of the camp who have been selected by that section, together with the Section Candidates (SC) standing for election and the members of the out-going CC. Every person 20 years old

The Camp Committee Election Process in Detail



Election guidelines define the need for equal gender representation. However, secret ballot and lack of a quota system makes this difficult to achieve.

or above who is UNHCR-registered has the right to vote as well as to nominate themselves although, due to the impacts of resettlement on camp management, people applying for resettlement are deemed ineligible.

Section Candidate elections typically comprise two stages: potential candidates are short-listed by open vote or secret ballot, and then the required number of SCs is elected by secret vote from amongst them. Secret ballots use CCEC-approved ballot slips, either blank or pre-printed with the names of all candidates, distributed to each voter. Voting through ballot boxes is observed by CEEC observers who also provide support to illiterate voters where necessary.

Section populations elect three SCs for every 100 eligible voters in their section, from which the 15 CC representatives are elected by secret ballot, again organised by the CCEC. The new CC members elect five executive committee members from amongst themselves through secret ballot: Camp Leader, Vice Camp Leader and the three Secretaries. This new Executive Committee, together with the CCEC, then allocates CC subcommittee positions and administrative duties to the remaining ten members.

Once the new CC has been elected, it organises the election of the camp's zone and section leaders. The process varies from camp-to-camp but mirrors the above methodology, with the leaders being elected from and by the residents of that particular part of the camp under CCEC supervision.

Despite the election guidelines stipulating that residents applying for resettlement are ineligible to stand for election, many camps continue to face high turnovers in camp management staff at all administrative levels. In these circumstances, camp committees fill vacant positions with suitably qualified residents prior to new elections at the end of the term.

■ Women's and youth groups

The main women and youth committees are the Karen and Karenni Women's Organisations (KWO and KnWO) and the Karen and Karenni Youth Organisations (KYO and KnYO). Members of other sizeable diversities in the camps also often organise their own groups, such as the Muslim Women's Organisation.



These groups are established in each camp and organise activities to raise awareness and promote issues, including trainings, workshops, social services, research and documentation, advocacy, publications, competitions and celebrations.

Structurally, the committees reflect the CCs, comprising an executive committee, heads of subcommittees and administrative staff. They are administratively accountable to the CC Camp Affairs Coordinator, who is responsible for informing the CC and RC of their activities.

Selections for the committee are organised and chaired by the Camp Affairs Coordinator. Both women's and youth groups elect their committee every two years. The elections are internal, with members of the organisation electing their committee members from a list of nominated candidates. The new committees elect their executive committee from amongst their members,

who in turn allocate administrative duties and programme responsibilities to the remaining committee members.

As with CCs, women's and youth committees are also facing substantial turnover of staff due to departures for resettlement. Again these committees are selecting residents with suitable qualifications and experience pending new elections at the end of their term. In some cases, departing members are responsible for identifying and orientating suitable replacements themselves.

■ Other community-based organisations (CBOs)

A variety of other CBOs also support camp management activities in the camps. These fall into two main categories: those which are formed by members of the refugee communities themselves, and those which are established by NGOs and other external service providers.

Although both act as support groups, most of the former comprise of organisations supporting specific target groups, such as the Karenni Students Union and the Karen Handicapped Welfare Association, whereas the latter are generally orientated around protection issues, such as the Sexual and Gender-Based Violence (SGBV) and the Child Protection Committees (CPC).

The selection of committee members also varies, with the community-led groups generally holding some form of election process, while members of the NGO-led groups are commonly recruited.



Appendix B

Summary of TBBC and NGO programme since 1984

Table B1: Estimate of total TBBC & other NGO assistance 1984 to 2010*

Year	Food, shelter, non-food & camp management		Camp infrastructure, water, health & sanitation	Education, skills training & income generation	Protection & community services	Administration & other	Host communities	Total	Year-end population
	TBBC (THB M)	Other (THB M)							
1984	3	2	5	-	n/a	n/a	n/a	10	9,502
1985	4	6	9	-	n/a	n/a	n/a	19	16,144
1986	7	5	9	-	n/a	n/a	n/a	21	18,428
1987	13	3	10	-	n/a	n/a	n/a	26	19,675
1988	19	4	10	-	n/a	n/a	n/a	33	19,636
1989	22	5	8	-	n/a	n/a	n/a	35	22,751
1990	33	5	10	-	n/a	n/a	n/a	48	43,500
1991	62	6	14	-	n/a	n/a	n/a	82	55,700
1992	75	6	20	-	n/a	n/a	n/a	101	65,900
1993	85	6	35	-	n/a	n/a	n/a	126	72,366
1994	98	7	64	-	n/a	n/a	n/a	169	67,457
1995	179	12	122	-	n/a	n/a	n/a	313	81,653
1996	199	12	88	-	n/a	n/a	n/a	299	89,973
1997	291	6	110	12	n/a	n/a	n/a	419	108,277
1998	447	6	118	21	n/a	n/a	n/a	592	101,918
1999	481	9	127	30	n/a	n/a	n/a	647	105,425
2000	457	9	198	56	n/a	n/a	n/a	720	117,292
2001	494	4	192	96	n/a	n/a	n/a	786	125,118
2002	581	2	188	115	n/a	n/a	n/a	886	133,166
2003	670	1	233	115	n/a	n/a	n/a	1,019	139,568
2004	763	-	177	157	n/a	n/a	n/a	1,096	143,612
2005	975	-	208	256	n/a	n/a	n/a	1,439	142,917
2006	1,056	-	248	219	n/a	n/a	n/a	1,523	153,882
2007	1,078	2	345	239	180	158	31	2,032	141,608
2008	1,046	35	246	151	150	226	38	1,892	135,623
2009	1,002	24	302	173	147	270	23	1,942	139,336
2010*	1,230	n/a	n/a	n/a	n/a	n/a	n/a	1,230	139,000
Totals:	11,371	177	3,096	1,639	477	654	92	17,505	

*Per budget

Notes:

1. Until 2006 this table was based on information collected only from NGO reports. It represented the best information available at the time but was probably incomplete due to varying reporting standards and definitions. The data did not include UNHCR expenditures (operational since 1998).
2. Detailed surveys of CCSDPT and UNHCR expenditures were carried out for 2007, 2008 and 2009.
3. This table summarises total assistance provided to ethnic nationality refugees by NGOs working in the camps under agreement with MOI. It does not include assistance provided to other groups or support given directly to the refugees by others.
4. Educational support programmes were approved for the first time in 1997. TBBC expenditures include school supplies until 1997. Other educational support provided by other NGOs before 1997 are included under Food/Shelter/Relief expenditures.
5. Figures for 2007 and 2008 were feeding figures which excluded many new arrivals; 2009 figures are verified caseload including all verified registered and unregistered population.

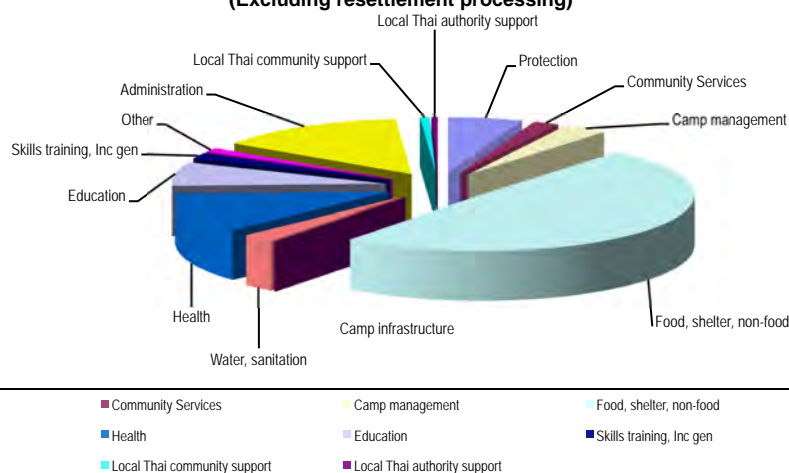
Table B.2: CCSDPT/ UNHCR Expenditures and Funding 2007, 2008 & 2009 (millions)

Sector	2007 THB	% 2007	2008 THB	% 2008	2009 THB	% 2009	2007 USD	2008 USD	2009 USD	2007 EUR	2008 EUR	2009 EUR
Protection	87	4	84	4	110	6	2	3	3	2	2	2
Community Services	93	5	66	4	37	2	3	2	1	2	1	1
Camp management	61	3	75	4	66	3	2	2	2	1	2	1
Food, shelter, non-food	1,017	50	1,006	53	960	49	29	30	28	22	21	20
Camp infrastructure	19	1	8	0	2	0	1	0	0	0	0	0
Water, sanitation	35	2	44	2	49	3	1	1	1	1	1	1
Health	291	14	193	10	251	11	8	6	7	6	4	5
Education	200	10	115	6	135	7	6	3	4	4	2	3
Skills training, Inc gen	39	2	35	2	38	2	1	1	1	1	1	1
Other	11	1	19	1	12	1	0	1	0	0	0	0
Administration	147	7	207	11	258	14	4	6	8	3	4	5
Local Thai community support	25	1	30	2	14	1	1	1	0	1	1	0
Local Thai authority support	6	0	8	0	9	0	0	0	0	0	0	0
Subtotal:	2,032	100	1,892	100	1,942	100	58	57	57	44	39	41
Resettlement processing	237		236		314		7	7	9	5	5	7
Total including resettlement:	2,269		2,128		2,256		65	64	66	46	43	47

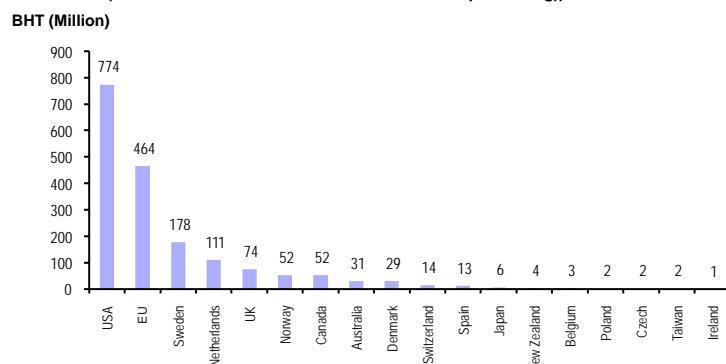
Notes:

1. Average Exchange rates used, 2007 USD 35, EUR 46; 2008 USD 33, EUR 48 and 2009 USD 34, EUR 48.
2. Some agencies did not separately identify administration costs and these are included in service sectors.
3. In addition to services provided direct to host communities, many local Thai villagers use health & education facilities in the camps.
4. Allocations to community services, camp management, administration and Thai support are not consistent for some agencies between years.

**CCSDPT / UNHCR Expenditures by Sector 2009
(Excluding resettlement processing)**



**2009 Government Funding (NGOs only)
(USA includes Baht 277 Million for resettlement processing)**



**Total Government, UN and Other funding
2009**

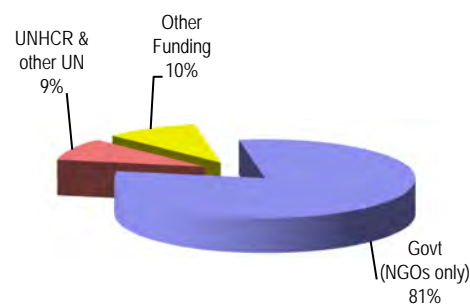


Table B3: TBBC donors 1984 to December 2009

Agency	Baht	%	Agency	Baht
ACT/CCO/Stichting Vluchteling	133,838,914	1.3%	International Refugee Trust	3,226,046
- European Union/ECHO	2,486,453,242	23.4%	Anglican Church of Canada	3,162,569
- Dutch Govt	84,782,954	0.8%	Japanese Embassy	3,030,000
Subtotal:	2,705,075,110	25.4%	TBBC, Family and Friends Appeal	2,932,666
International Rescue Committee/BPRM/USAID/US Govt	1,943,699,123	18.3%	Caritas France	2,680,817
Diakonia/Baptist Union Sweden/SIDA/Swedish Govt	1,772,690,592	16.7%	United Methodist Committee on Relief (UMCOR)	2,541,697
ZOAA	294,660	0.0%	Refugees International Japan	2,539,994
- Dutch Govt	733,380,485	6.9%	Australian Churches of Christ	2,465,196
Subtotal:	733,675,145	6.9%	Caritas Japan	2,172,021
Christian Aid	148,770,170	1.4%	Taipei Economic & Cultural Office	1,666,500
- DFID/UK Govt	461,631,255	4.3%	German Embassy	1,388,100
Subtotal:	610,401,425	5.7%	Community Aid Abroad	1,325,076
Norwegian Church Aid/Norwegian Govt	500,697,113	4.7%	DOEN Foundation Netherlands	1,313,455
DanChurchAid	29,550,568	0.3%	Wakachiai Project	1,181,108
- DANIDA/Danish Govt	419,789,287	3.9%	Caritas Austria	915,441
- AECID/Spanish Govt	13,451,248	0.1%	Baptist World Alliance	880,717
Subtotal:	462,791,103	4.4%	Christ Church Bangkok	880,129
Act for Peace - NCCA/AusAID/ANCP/Australian Govt	367,528,160	3.5%	Cooperative Baptist Fellowship	800,783
Inter-Pares/CIDA/Canadian Govt	286,795,491	2.7%	Caritas Korea	798,613
European Commission (Fund for Uprooted People)	237,966,891	2.2%	American Friends Service Committee-Cambodia	682,408
Trocaire	62,062,969	0.6%	ADRA	563,350
- Irish Govt	125,665,153	1.2%	World Council of Churches	543,700
Subtotal:	187,728,122	1.8%	Austcare	512,181
Caritas Switzerland	9,556,458	0.1%	Food for the Hungry International	500,000
- SDC/Swiss Govt	150,619,288	1.4%	Burmese Relief Centre	436,500
Subtotal:	160,175,746	1.5%	Australian Baptist World Aid	421,664
Church World Service	144,242,480	1.4%	Japan Sotoshu Relief Committee	400,000
UNHCR/EU	77,929,800	0.7%	CAMA	387,327
Caritas Australia	36,013,386	0.3%	Tides Foundation	380,000
Bread for the World	32,610,080	0.3%	Baptist Internal Ministries	375,105
Ghanhiji Cultural (Birmanian por la paz)	5,270,600	0.0%	Caritas Hong Kong	345,135
- Spanish Govt	10,174,500	0.1%	YMCA	295,086
Subtotal:	15,445,100	0.1%	Development and Peace Canada	275,078
Episcopal Relief & Development	28,875,763	0.3%	Baptist Missionary Alliance	256,950
Caritas New Zealand	538,250	0.0%	Marist Mission	250,700
- NZ Govt	21,701,836	0.2%	Norwegian Embassy	248,400
Subtotal:	22,240,086	0.2%	Mrs. Rosalind Lyle	219,506
Jesuit Refugee Service	20,982,458	0.2%	Third World Interest Group	202,230
CAFOD	19,397,280	0.2%	Lutheran Mission Missouri	198,952
Caritas Germany	18,796,071	0.2%	Clarendon Park Congregational Church	182,608
Swiss Aid/SDC	18,355,325	0.2%	International Church Bangkok	180,865
Open Society Institute	11,668,185	0.1%	Canadian Baptists	177,375
Belgium Govt	9,649,400	0.1%	Mission Ministries/Evangelical Christian	177,054
People in Need Foundation/Czech Republic	9,495,731	0.1%	Giles Family Foundation	162,592
BMS World Mission	8,951,556	0.1%	Penney Memorial Church	159,317
World Food Programme	8,500,000	0.1%	Japan International Volunteer Centre	150,000
Misereor	8,456,101	0.1%	Presbyterian Church of Korea	124,900
World Vision Foundation Thailand	8,407,530	0.1%	First Baptist Church of Lewisburg	176,150
American Baptist Churches/International Ministries	7,391,696	0.1%	First United Methodist Church of Boulder	116,118
Archbishop of Sydney (AIDAB)	6,724,875	0.1%	Ms. Marianne Jacobson	114,771
Canadian Council of Churches/Canadian Govt	6,584,688	0.1%	World Relief	114,497
Catholic Relief Service	6,398,318	0.1%	Bangkok Community Theatre	102,444
United Society for the Propagation of the Gospel	6,320,553	0.1%	Glaxo Co. Ltd.	100,000
MHD/ECHO	5,635,273	0.1%	Thailand Baptist Mission	100,000
Inter Aid	5,553,400	0.1%	Weave	100,000
Poland Govt	5,016,208	0.0%	Miscellaneous	47,000,155
Compassion International	3,234,698	0.0%	Interest	16,561,950
			Total (THB):	฿ 10,631,296,058

Notes:

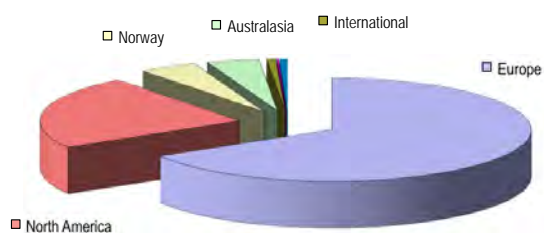
This table only includes transactions through the TBBC accounts. Prior to 2005 it does not include donations in kind via TBBC except for a donation of 8,500,000 baht worth of rice from WFP in 1999.

Table B4: TBBC income 2006 to 2010¹

Funding Source	Curren- cy	Foreign Currency					Thai Baht (thousands)				
		2006	2007	2008	2009	2010¹	2006	2007	2008	2009	2010¹
1. EC and Government Backed Funding											
Australia: AusAID (Act for Peace - NCCA)	AUD	1,599,754	-	660,000	970,000	1,620,000	45,772	-	20,624	26,190	46,980
Australia: ANCP (Act for Peace - NCCA)	AUD	-	-	-	186,660	186,660	-	-	-	5,448	5,413
Belgium	EUR	-	200,000	-	-	-	-	9,649	-	-	-
Canada: CIDA (Inter-Pares)	CAD	662,000	694,575	1,729,304	1,769,795	1,000,000	22,491	20,907	54,801	51,662	30,000
Czech Republic (PNIF)	CZK	3,000,000	1,000,000	-	1,000,000	1,000,000	4,991	1,809	-	1,803	1,800
Denmark: DANIDA (DanChurchAid)	DKK	4,531,000	5,037,152	6,319,037	4,810,506	6,000,000	28,029	31,823	42,323	30,146	36,600
EC: Aid to Uprooted People	EUR	1,300,000	-	(3,808)	-	-	61,293	-	(186)	-	-
EC: ECHO (ICCO)	EUR	5,351,354	5,840,000	5,840,000	5,344,000	4,860,000	251,392	270,020	282,110	238,448	218,700
Ireland: Irish Aid (Trocaire)	EUR	440,000	520,000	580,000	25,000	325,000	21,173	24,973	28,350	1,187	14,625
Netherlands: MOFA (ZOA Refugee Care)	EUR	1,420,138	1,456,311	1,941,981	1,456,311	1,456,311	68,757	68,811	97,172	70,223	65,534
New Zealand: NZAID (Caritas)	NZD	40,000	160,058	225,000	200,000	200,000	922	3,892	5,603	4,306	4,600
Norway: MOFA (Norwegian Church Aid)	NOK	10,000,000	8,550,000	9,708,738	9,228,570	922,570	59,194	49,080	63,874	53,882	50,757
Poland (Polish Aid)	EUR	-	14,000	42,000	48,680	48,680	-	664	1,973	2,379	2,191
Spain (DCA)	EUR	-	-	-	281,550	-	-	-	-	13,451	-
Spain (Ghanhiji Cultural)	EUR	-	-	210,000	-	-	-	-	10,174	-	-
Sweden: SIDA (Diakonia)	SEK	30,887,890	40,600,000	37,600,000	44,000,000	44,000,000	159,214	208,767	194,110	189,406	193,600
Switzerland: SDC (Caritas)	CHF	200,000	300,000	300,000	300,000	300,000	5,950	8,565	9,622	9,223	9,300
Taiwan (Taipei Economic & Cultural Office)	USD				50,000	50,000				1,666	1,650
UK: DFID (Christian Aid)	GBP	601,939	762,433	988,000	1,085,000	1,085,000	42,888	50,135	64,319	61,026	57,505
USA: USAID for IDPs (IRC)	USD	1,938,118	1,763,687	1,763,687	2,000,000	2,000,000	69,686	59,762	60,665	66,421	66,000
USA: BPRM (IRC)	USD	6,917,279	4,409,000	6,547,487	6,704,695	6,690,000	259,154	149,318	220,082	227,055	220,770
Subtotal:							1,100,906	958,175	1,155,616	1,053,922	1,026,025
2. NGO Donors											
Act for Peace - NCCA	AUD	57,494	62,405	128,800	81,200	116,340	1,690	1,786	3,599	2,275	3,374
American Baptist Churches/Int'l Ministries	USD	5,000	10,000	62,950	12,782	10,000	374	341	2,012	427	330
American Friends Service Committee Cambodia	THB	-	-	682,000	-	-	-	-	682	-	-
Australian Churches of Christ	AUD	-	-	-	5,000	5,000	-	-	-	115	145
BMS World Mission	GBP/USD	£ 25,000	£ 3,000	\$ 2,500	\$ -	\$ -	1,701	205	78	-	-
CAFOD	GBP	25,000	51,000	40,000	25,000	25,000	1,707	3,510	2,629	1,254	1,325
Caritas Australia	AUD	100,000	150,000	400,000	150,000	130,000	2,939	4,219	12,291	3,537	3,770
Caritas New Zealand	NZD	-	-	-	25,000	25,000	-	-	-	538	575
Caritas Switzerland	CHF	145,000	104,000	206,900	105,000	105,000	4,313	2,969	6,386	3,228	3,255
Christian Aid	GBP	160,000	160,000	175,000	175,000	190,000	11,299	11,360	11,445	9,216	10,060
Church World Service	USD	270,000	150,000	135,000	20,000	10,000	9,752	5,047	4,682	679	330
DanChurchAid	DKK	115,596	343,970	530,787	-	-	745	1,977	3,589	-	-
Episcopal Relief & Development	USD	83,400	270,195	339,695	168,000	100,000	3,117	9,388	10,677	5,693	3,300
Ghanhiji Cultural (Birmanian por la paz)	EUR	-	-	58,000	50,000	50,000	-	-	2,796	2,475	2,250
Giles Family Foundation	GBP	-	-	2,500	-	-	-	-	163	-	-
ICCO	EUR	280,000	280,000	265,000	265,000	265,000	12,985	12,978	13,260	12,372	11,925
Open Society Institute	USD	30,000	20,000	20,000	-	20,000	1,078	674	696	-	660
Penney Memorial Church	USD	-	-	-	-	-	-	-	-	-	-
Swedish Baptist Union	SEK	229,000	120,000	64,606	181,752	100,000	1,177	638	334	732	440
Swedish Postcode Foundation (Diakonia)	SEK	-	-	-	-	2,000,000	-	-	-	-	9,180
TBBC, Family & Friends Appeal	THB	-	-	2,933,000	-	-	-	-	2,933	-	-
Third World Interest Group	AUD	4,000	3,000	-	-	-	120	83	-	-	-
Tides Foundation	USD	10,000	-	-	-	-	380	-	-	-	-
Trocaire Global Gift Fund	EUR	-	623,500	7,488	325,509	-	-	29,055	366	15,447	-
United Methodist Committee on Relief	USD	-	-	75,000	75,000	-	-	-	2,610	2,542	-
United Society for the Propagation of the Gospel	GBP	5,950	5,000	-	-	-	413	333	-	-	-
ZOA Refugee Care	EUR	-	-	-	6,170	-	-	-	-	295	-
Miscellaneous Donations	THB	96,000	800,000	1,479,000	1,429,000	2,000,000	96	800	1,479	1,429	2,000
Subtotal:							53,886	85,363	82,707	62,254	52,919
3.Other											
Gifts in Kind	THB	5,000	1,677,000	6,209,000	7,279,537	4,000,000	5	1,677	6,209	7,280	4,000
Income from Marketing	THB	31,000	16,000	44,000	35,234	-	31	16	44	35	-
Bank Interest	THB	654,000	695,000	2,490,000	705,742	-	654	695	2,490	706	-
Income from Charity Activities	THB	97,000	-	-	-	-	97	-	-	-	-
Gains on Disposal of Assets	THB	-	497,000	600,000	114,500	-	-	497	600	115	-
Gains on Exchange	THB	-	-	9,800,548	12,926,450	-	-	-	9,801	12,926	-
Subtotal:							787	2,885	19,144	21,061	4,000
Total Incoming Resources:							1,155,579	1,046,423	1,257,467	1,137,237	1,082,944
Expenses:							1,055,809	1,144,155	1,137,394	1,108,333	1,230,079
Net Movement Funds:							99,770	(97,732)	120,073	28,904	(147,136)
Opening Fund:							78,559	178,329	80,597	200,670	229,575
Closing Fund:							178,329	80,597	200,670	229,575	82,439
Notes:											

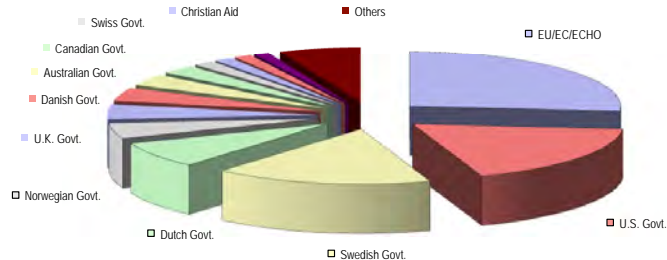
Table B5: TBBC funding sources 1984 to December 2009¹

By Area



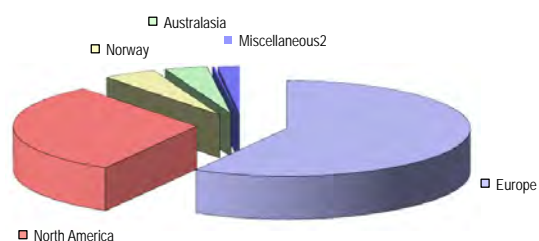
Europe	7,061,241,923	66.4%
North America	2,462,346,499	23.2%
Norway	500,945,513	4.7%
Australasia	450,576,570	4.2%
International	76,999,027	0.7%
Asia	12,376,869	0.1%
Miscellaneous ²	66,809,657	0.6%
Total Baht:	10,631,296,058	100.0%

By Principal Donor



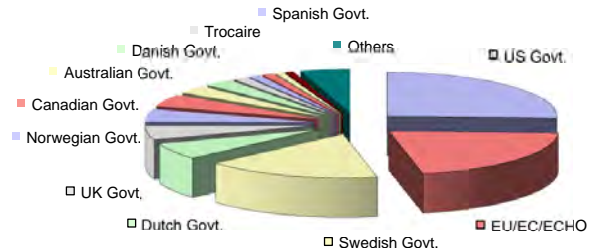
EU/EC/ECHO	2,807,985,206	26.4%
U.S. Govt.	1,943,699,123	18.3%
Swedish Govt.	1,772,690,592	16.7%
Dutch Govt.	818,163,439	7.7%
Norwegian Govt.	500,697,113	4.7%
U.K. Govt.	461,631,255	4.3%
Danish Govt.	419,789,287	3.9%
Australian Govt.	367,528,160	3.5%
Canadian Govt.	286,795,491	2.7%
Swiss Govt.	168,974,613	1.6%
Christian Aid	148,770,170	1.4%
Church World Service	144,242,480	1.4%
Irish Govt.	125,665,153	1.2%
Others	664,663,976	6.3%
Total Baht:	10,631,296,058	100.0%

2009 Only



Europe	662,316,621	58.2%
North America	354,503,483	31.2%
Norway	53,881,929	4.7%
Australasia	42,409,383	3.7%
Asia	2,176,208	0.2%
Miscellaneous ²	21,950,184	1.9%
Total Baht:	1,137,237,808	100.0%

2009 Only



US Govt.	293,476,060	25.8%
EU/EC/ECHO	238,447,679	21.0%
Swedish Govt.	190,138,034	16.7%
Dutch Govt.	70,223,316	6.2%
UK Govt.	61,025,608	5.4%
Norwegian Govt.	53,881,929	4.7%
Canadian Govt.	51,661,987	4.5%
Australian Govt.	33,913,164	3.0%
Danish Govt.	30,746,759	2.7%
Trocaire	15,448,080	1.4%
Spanish Govt.	13,451,248	1.2%
ICCO	12,371,896	1.1%
Swiss Govt.	9,222,630	0.8%
Christian Aid	9,215,500	0.8%
Others	54,013,918	4.7%
Total Baht:	1,137,237,808	100.0%

Notes:

1. 1984-2003: Receipts Basis; 2004: Receipts Basis & Receipts to Accruals Basis Adjustment; Since 2005: Accruals Basis.
2. Miscellaneous included small donations and bank interest. Since 2005, with the change-over from cash to accrued income, it also includes Gifts in Kind, Income from Marketing, Income from Charity Activities, Gains on Disposal of Assets and Gains on Exchange.

Table B6: Government and EC Funding

Income as percentage of TBBC Expenses for each year*

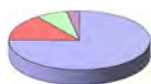


* Income recognised on Accruals basis 2005-2010, Cash received basis 2001-2004
2010 Income based on Projection in Table 4.2

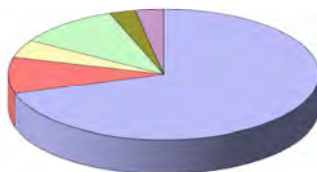
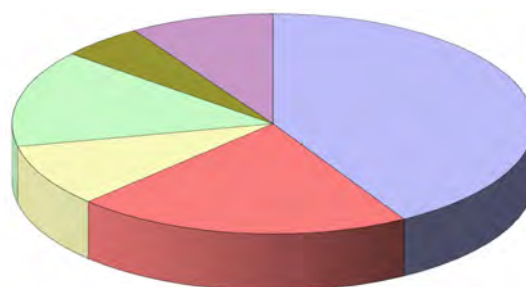
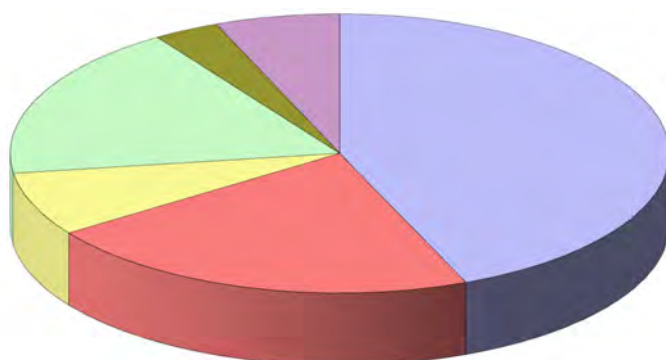
Table B7: TBBC expenditures 1986 to 2010¹

Item	1986		1990		1995		2000		2005		2010 ¹		1984 to 2010 ¹	
	฿ M	%	฿ M	%	฿ M	%	฿ M	%	฿ M	%	฿ M	%	฿ M	%
1 Rice	5.2	75%	26.7	78%	125.7	70%	206.8	46%	371.9	38%	512.2	42%	5,055.3	44%
2 Other Food	1.0	14%	3.2	9%	16.2	9%	99.6	22%	236.6	24%	256.3	21%	2,492.1	22%
Subtotal Rice & Other Food:	6.2	90%	29.9	87%	141.9	79%	306.4	67%	608.5	62%	768.5	62%	7,547.4	65%
3 Shelter	-	0%	-	0%	8.0	4%	13.6	3%	107.0	11%	113.0	9%	852.0	7%
4 Non-Food	0.5	7%	3.7	11%	19.1	11%	107.4	24%	164.8	17%	175.6	14%	2,071.8	18%
5 Programme Support	-	0%	0.2	1%	4.8	3%	6.8	1%	38.6	4%	63.2	5%	373.8	3%
6 Management Expenses	0.2	3%	0.6	2%	5.3	3%	20.1	4%	56.1	6%	109.7	9%	706.6	6%
Total (Baht M):	6.9	100%	34.4	100%	179.1	100%	454.3	100%	975.0	100%	1,230.0	100%	11,551.6	100%

1986



1995

2010¹1986 - 2010¹

- Rice
- Other Food
- Shelter
- Non-Food
- Support
- Management

1. Per 2010 Budget

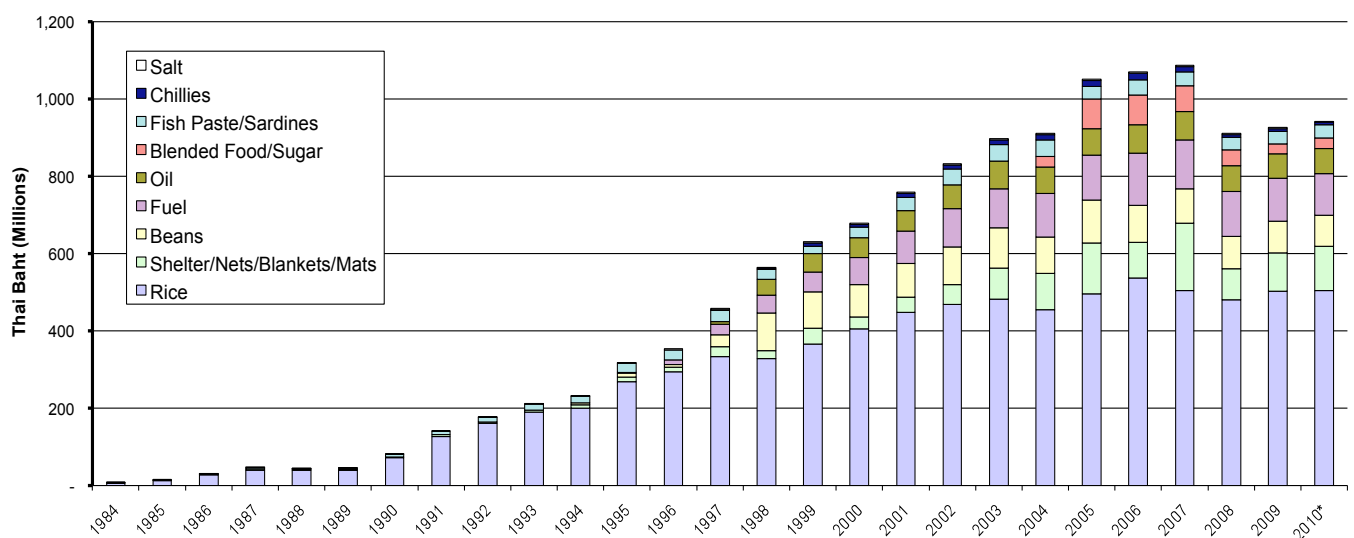
Table B8: Principal TBBC supplies 1984 to 2010*

Year	Rice (100 kg)	Fish Paste (kg)	Salt (kg)	Blan- kets	Bed- nets	Mung ¹ Beans (kg)	Cooking ² Fuel (kg)	Mats ¹	Cooking ¹ Oil (litres)	Chillies (kg)	Building ¹ Supplies (baht)	Sardines (kg)	Blended Food (kg)	Sugar (kg)
1984	4,890	16,000	2,640	4,620	1,502	-	-	-	-	-	-	-	-	-
1985	8,855	34,112	660	5,400	1,900	-	-	-	-	-	-	-	-	-
1986	18,660	83,632	20,878	4,470	1,500	-	-	-	-	-	-	-	-	-
1987	26,951	177,024	40,194	6,800	8,283	-	-	-	-	-	-	-	-	-
1988	26,952	130,288	28,600	7,660	2,000	-	-	-	-	-	-	-	-	-
1989	26,233	171,008	43,318	8,552	5,084	-	-	-	-	-	-	-	-	-
1990	48,100	276,800	77,000	16,300	4,000	-	-	-	-	-	-	-	-	-
1991	84,819	369,904	151,580	22,440	12,000	-	-	-	-	-	-	-	-	-
1992	106,864	435,648	251,416	23,964	16,008	-	-	-	-	-	-	-	-	-
1993	126,750	551,872	250,800	27,041	16,090	-	-	-	-	-	-	-	-	-
1994	133,587	654,208	309,254	49,640	23,889	84,620	-	-	-	-	-	-	-	-
1995	179,571	863,648	379,478	53,517	33,539	187,310	230,000	6,500	-	-	-	-	-	-
1996	195,746	981,856	403,260	61,528	37,773	110,631	1,560,000	3,450	-	-	-	-	-	-
1997	222,188	1,101,616	472,801	81,140	55,755	539,077	3,329,456	4,500	181,696	13,015	9,405,731	-	-	-
1998	218,931	949,881	483,723	69,816	45,715	1,734,170	5,841,073	10,415	939,676	44,318	4,953,283	-	-	-
1999	244,050	711,098	532,344	66,515	49,966	1,658,094	6,434,835	12,974	1,125,661	115,610	25,377,344	-	-	-
2000	269,979	945,947	506,192	70,586	46,100	1,495,574	8,880,581	19,468	1,182,147	106,462	13,639,882	15,078	-	-
2001	298,091	1,146,655	578,188	71,312	45,949	1,559,572	10,369,578	32,579	1,247,213	137,278	21,399,703	41,693	-	-
2002	312,650	1,288,370	624,914	76,879	63,622	1,750,516	12,312,581	12,300	1,447,208	152,641	30,864,256	94,425	-	-
2003	321,238	1,347,724	663,143	87,403	45,505	1,853,254	12,622,644	30,870	1,640,237	168,030	60,935,048	113,393	-	-
2004	302,953	1,229,894	633,933	80,000	55,650	1,689,658	14,030,605	545	1,587,933	194,271	77,268,014	148,647	811,835	-
2005	330,110	971,351	689,822	80,405	57,221	1,970,415	14,660,030	55,461	1,576,501	207,281	107,005,411	100,305	2,278,260	-
2006	357,563	1,179,086	643,492	92,892	59,987	1,716,420	16,841,310	2,307	1,704,592	234,847	73,964,075	108,795	2,021,600	353,581
2007	336,267	1,020,160	641,021	90,280	76,450	,592,052	15,668,150	72,650	1,712,234	208,909	142,619,532	111,601	1,750,775	324,175
2008	319,966	936,981	607,463	21,600	1,208	1,501,338	14,334,113	1,100	1,552,732	91,960	78,568,446	115,057	969,650	337,825
2009	334,748	933,010	574,775	2,020	1,950	1,455,720	13,899,753	1,920	1,483,648	89,855	98,778,081	117,537	580,425	218,275
2010*	336,473	1,007,147	550,683	2,000	2,000	1,443,858	13,413,729	2,000	1,495,032	93,119	113,000,000	105,625	636,184	232,784
Total:	5,193,185	19,514,920	10,161,572	1,184,780	770,646	22,342,279	164,428,438	269,039	18,876,510	1,857,596	857,778,806	1,072,156	9,048,729	1,466,640

* Per 2010 budget

Notes:

1. Distributed in small quantities in earlier years. Statistics only show regular distributions.
2. Firewood was distributed for the first time in 2001 and included under cooking fuel at the rate of 350kg/m³.



* Per 2010 budget

** Based on current commodity prices.

Appendix C

Financial Statements 2009

Table C1: Statement of financial activities: January - December 2009

Income	Jan - Jun 2009 Thai Baht	Jul - Dec 2009 Thai Baht	Jan - Dec 2009 Thai Baht
4000 Voluntary income			
4100 Government backed Grants			
4111 Caritas New Zealand (NZ Govt)	4,306,000	0	4,306,000
4114 Christian Aid (DFID-UK)	66,650,088	(5,624,480)	61,025,608
4120 DCA (DANIDA-Denmark)	30,145,932	0	30,145,932
4121 Diakonia (SIDA-Sweden)	189,405,573	0	189,405,573
4130 ICCO (ECHO)	238,715,397	(267,718)	238,447,679
4136 Inter-Pares (CIDA-Canada)	51,661,987	0	51,661,987
4137 IRC (BPRM-USA)	163,885,324	63,169,336	227,054,659
4138 IRC (USAID-USA)	0	66,421,400	66,421,400
4140 Caritas Switzerland (Swiss Govt)	9,222,630	0	9,222,630
4141 Czech Republic	0	1,802,916	1,802,916
4153 DCA (AECID-Spain)	12,850,421	600,827	13,451,248
4154 NCA (MOFA Norway)	0	53,881,929	53,881,929
4155 act for peace (AusAID-Australia)	26,190,000	0	26,190,000
4156 act for peace (ANCP-Australia)	0	5,448,269	5,448,269
4180 Poland	0	2,379,235	2,379,235
4181 Trocaire (Irish Aid Ireland)	0	1,186,458	1,186,457
4182 Taipei Economic & Cultural Office	0	1,666,500	1,666,500
4197 ZOA Refugee Care (Dutch Govt)	0	70,223,316	70,223,316
Total 4100 Government backed Grants	793,033,352	260,887,988	1,053,921,338
4200 Non Government Grants			
4202 American Baptist Churches	60,767	366,718	427,485
4203 Australian Churches of Christ	114,969	0	114,969
4207 Birmania por la Paz	0	2,475,000	2,475,000
4210 CAFOD	1,253,910	0	1,253,910
4211 Caritas New Zealand	538,250	0	538,250
4212 Caritas Switzerland	3,227,920	0	3,227,921
4213 Christian Aid	9,215,500	0	9,215,500
4217 Church World Service (UCC-USA)	347,689	331,755	679,444
4218 Caritas Australia	3,537,000	0	3,537,000
4229 Episcopal Relief & Development	8,387,602	(2,694,199)	5,693,402
4235 ICCO	12,371,896	0	12,371,896
4256 act for Peace NCCA	138,895	2,136,000	2,274,896
4268 Swedish Baptist Union	732,461	0	732,461
4280 Trocaire Global fund	0	15,448,080	15,448,080
4288 UMCOR	2,541,697	0	2,541,698
4291 ZOA Refugee Care	294,660	0	294,660
Total 4200 Non Government Grants	42,763,216	18,063,354	60,826,572
4300 Donations			
4330 Aungkie Sopinpornraksa	3,000	0	3,000
4331 Bangkok Pattana School	0	70,000	70,000
4333 Clarendon Park Congregational C	14,200	0	14,200
4334 Cynthia Wong	0	61,780	61,780
4335 Eric Dunford	0	21,082	21,082
4336 First Baptist Church of Lewisburg	60,546	23,407	83,953
4340 J.R.Lyle	0	2,752	2,752
4342 Jeannie Marsh and Barclays Bank	79,568	0	79,568
4343 John Dunford	25,000	0	25,000
4344 Kevin Rodgers	51,109	0	51,109
4345 Meg Dunford	0	29,312	29,312
4365 Sally Dunford	0	6,882	6,882
4370 TBBC Family & Friend Appeal	0	0	0
4371 Wakachiai Project	0	509,708	509,708
4372 Warwick School District	27,585	0	27,585
4374 Website donations	8,963	6,628	15,591
4390 Other Miscellaneous Donation	19,310	25,305	44,615
4395 Income from Office	181,764	200,534	382,298
Total 4300 Donations	471,045	957,390	1,428,435
4400 Income from Marketing			
4402 20th anniversary book	9,824	6,400	16,224
4403 Jack Dunford Presentations	5,500	0	5,500
4405 Sally Thompson Presentation	0	13,510	13,510
Total 4400 Income from Marketing	15,324	19,910	35,234
4500 Gifts In Kind			
4511 Donation in kind for Programme	0	7,279,537	7,279,537
Total 4500 Gifts In Kind	0	7,279,537	7,279,537
Total 4000 Voluntary income	836,282,937	287,208,179	1,123,491,116
4700 Investment Income			
4710 Bank Interest	428,236	277,506	705,742
Total 4700 Investment Income	428,236	277,506	705,742
4900 Other incoming resources			
4920 Gains on disposal of assets	0	114,500	114,500
4930 Gains on Exchange	9,093,225	3,833,225	12,926,450
Total 4900 Other incoming resources	9,093,225	3,947,725	13,040,950
Total Income:	845,804,398	291,433,410	1,137,237,808

Table C1: Statement of financial activities: January - December 2009

Expense	Jan - Jun 2009	Jul - Dec 2009	Jan - Dec 2009
	Thai Baht	Thai Baht	Thai Baht
51 Rice			
5100 Camp Rice	178,819,467	118,979,907	297,799,374
5104 Admin Rice	11,614,617	8,441,010	20,055,627
5107 Other Rice	1,246,450	1,352,600	2,599,050
Total 51 Rice	191,680,534	128,773,517	320,454,051
520 Other Food			
5210 Fish Paste	15,731,210	9,821,237	25,552,447
5220 Salt	2,007,198	1,327,907	3,335,105
5230 Mung Beans	27,278,045	25,028,036	52,306,081
5240 Cooking Oil	49,374,665	26,529,935	75,904,600
5250 Chillies	3,601,201	2,396,416	5,997,617
5260 Sardines	8,078,440	0	8,078,440
5270 Fortified Flour	11,367,517	9,323,033	20,690,550
5280 Sugar	2,431,775	2,864,914	5,296,689
5290 Admin Other Food	5,363,727	3,633,049	8,996,776
530 Supplementary Feeding			
5310 MSF	246,948	87,520	334,468
5320 AMI	4,197,885	4,587,061	8,784,946
5330 MI	1,362,952	2,296,064	3,659,016
5340 ARC	1,183,073	1,090,010	2,273,083
5350 IRC	1,681,343	1,766,072	3,447,415
Total 5300 Supplementary Feeding	8,672,201	9,826,727	18,498,928
5500 School lunch support	1,945,738	4,107,638	6,053,376
5600 Other Food	353,736	422,222	775,958
Total 520 Other Food	136,205,453	95,281,114	231,486,567
60 Non Food Items			
6100 Charcoal	67,402,624	40,625,326	108,027,950
6105 Admin Charcoal	2,058,832	1,329,996	3,388,828
6110 Firewood	828,660	116,480	945,140
6120 Blankets	119,788	65,873	185,661
6130 Mosquito nets	85,380	88,410	173,790
6140 Sleeping mats	121,440	169,260	290,700
6210 Longyis	2,619,446	1,657,678	4,277,124
6220 Clothing under 5 years	570,140	0	570,140
6230 Donated clothing	0	4,082,818	4,082,818
6300 Building Materials	80,122,460	18,655,621	98,778,081
Total 60 Non Food Items	153,928,770	66,791,462	220,720,232
64 Medical			
6400 Kwai River Christian Hospital	506,961	476,979	983,940
6410 Mae Tao Clinic	2,700,000	2,700,000	5,400,000
6420 Huay Malai Project	389,028	499,017	888,045
Total 64 Medical	3,595,989	3,675,996	7,271,985
65 Other Assistance			
6500 Emergencies	752,881	9,392,800	10,145,681
6520 Cooking Utensils	121,824	51,440	173,264
6531 Cooking Pots	177,745	37,200	214,945
6540 Food Security			
6541 Seeds	834,474	1,161,271	1,995,745
6542 Tools	323,827	118,502	442,329
6543 Training	773,749	1,026,938	1,800,687
Total 654 Food Security	1,932,050	2,306,711	4,238,761
6551 Cooking Stoves	14,050	20,485	34,535
6555 Food Container	58,946	0	58,946
6560 Misc Supplies	5,321,330	4,388,447	9,709,777
666 Thai Support			
6600 Emergency	0	60,885	60,885
6610 Community	1,657,206	2,433,383	4,090,589
6620 Authority (Food)	3,632,277	2,763,207	6,395,484
6621 Authority (Non-food items)	34,450	211,564	246,014
6630 Authority (Building Mat's)	1,807,433	0	1,807,433
Total 666 Thai Support	7,131,366	5,469,039	12,600,405
Total 65 Other Assistance	15,510,192	21,666,122	37,176,314
670 Programme Support			
6700 Transport	257,477	525,780	783,257
6710 Quality Control	1,171,074	1,429,337	2,600,411
6720 Visibility	273,318	341,684	615,002
6730 Consultant fees (Programme)	1,159,904	1,098,848	2,258,752
6740 Data/Studies	694,880	285,813	980,693
6745 Population Survey	280,074	430,002	710,076
6750 Administration cost	7,198,800	7,118,671	14,317,471
6751 Staff Stipend	7,227,440	8,838,060	16,065,500
6760 CBO Management	392,334	2,277,262	2,669,596
6761 Refugee Committee Admin	1,530,500	2,561,700	4,092,200
6770 Misc Support	484,948	360,885	845,833
6780 Misc Training	34,019	39,266	73,285
Total 670 Programme Support	20,704,768	25,307,308	46,012,076

Table C1: Statement of financial activities: January - December 2009

Expense	Jan - Jun 2009	Jul - Dec 2009	Jan - Dec 2009
	Thai Baht	Thai Baht	Thai Baht
69 Emergency Relief (ERA)			
6910 Rice Emergency	35,921,000	53,968,000	89,889,000
6921 Rice (Mon)	8,068,483	0	8,068,483
6922 Rice (Shan)	10,839,150	8,582,310	19,421,460
6923 Rice (Karen)	8,697,850	6,833,450	15,531,300
6932 Other Food (Shan)	3,289,279	1,674,948	4,964,227
6933 Other Food (Karen)	226,882	164,238	391,120
6940 Non-food items ERA	0	6,345	6,345
6950 Education (MNEC)	1,900,000	0	1,900,000
6970 Admin support (ERA)	2,391,900	2,176,665	4,568,565
6971 Mon Admin support	405,630	123,660	529,290
6972 Karen Admin support	241,825	77,100	318,925
6973 Shan Admin support	1,080,800	316,890	1,397,690
6980 Mon Development	1,000,000	500,000	1,500,000
6985 CAN Support ERA	126,959	110,670	237,629
6990 Rehabilitation (ERA)	246,000	2,817,400	3,063,400
Total 69 Emergency Relief (ERA)	74,435,758	77,351,676	151,787,434
70 Management			
71 Vehicle			
7100 Fuel	674,361	955,887	1,630,248
7110 Maintenance	555,889	711,257	1,267,146
7120 Ins / Reg / Tax	338,209	378,561	716,770
Total 71 Vehicle	1,568,459	2,045,705	3,614,164
72 Salary & Benefits			
721 Payroll	25,810,742	31,041,904	56,852,646
722 Housing	1,428,332	1,461,002	2,889,334
723 Medical	374,098	399,447	773,545
726 Other Benefits	2,222,193	1,932,714	4,154,907
Total 72 Salary & Benefits	29,835,365	34,835,067	64,670,432
73 Administration			
730 Office	1,371,275	1,149,952	2,521,227
731 Rent & Utilities	1,460,581	1,548,453	3,009,034
733 Computer/ IT	1,021,998	769,522	1,791,520
735 Travel & Entertainment	1,754,457	1,888,421	3,642,878
736 Miscellaneous	1,544,564	707,062	2,251,626
737 Staff Training	721,949	1,437,203	2,159,152
7380 Bank Charges	138,364	121,387	259,751
Total 73 Administration	8,013,188	7,622,000	15,635,188
76 Depreciation			
7610 Vehicles	1,437,000	1,588,694	3,025,693
7620 Equipment	10,221	26,564	36,785
7630 Computers/IT	11,642	18,326	29,968
Total 76 Depreciation	1,458,863	1,633,584	3,092,446
Total 70 Management	40,875,875	46,136,356	87,012,230
80 Governance			
8110 Audit fees	820,402	516,136	1,336,539
8130 Strategic Plan	153,875	2,300	156,175
8140 Member meetings	127,567	44,988	172,555
8150 Consultant fees (Governance)	0	1,673,136	1,673,136
Total 80 Governance	1,101,844	2,236,560	3,338,405
90 Costs of Generating Funds			
9100 Fundraising expenses	207,274	547,369	754,643
9200 Donor Meeting	31,500	335,037	366,537
9300 25 Year Scrapbook	27,758	1,924,391	1,952,149
Total 90 Cost of Generating funds	266,532	2,806,797	3,073,329
Total Expense:	638,305,715	470,026,908	1,108,332,623
Net movement funds	207,498,683	(178,593,498)	28,905,185

Table C2: Balance Sheet: As at 31 December 2008 and 31 December 2009

	Dec 31, 2008 Thai Baht	Jun 30, 2009 Thai Baht	Dec 31, 2009 Thai Baht
ASSETS			
Current Assets			
Bank and Cash			
Bank	141,137,650	136,205,394	153,110,146
Petty Cash	125,000	140,000	140,000
Total Bank and Cash	141,262,650	136,345,394	153,250,146
Accounts Receivable			
Accounts Receivable	153,635,695	391,784,012	170,282,605
Total Accounts Receivable	153,635,695	391,784,012	170,282,605
Other Current Assets			
Sundry Receivable	165,915	539,580	1,733,255
Advances for expenses	661,500	695,633	731,500
Accrued Income & Deferred Expense	3,446,351	1,109,568	2,266,931
Deposit Payment to Supplier	0	409,762	0
Other Deposits	475,600	589,000	853,000
Total Other Current Assets	4,749,366	3,343,543	5,584,686
Total Current Assets	299,647,711	531,472,949	329,117,437
Fixed Assets			
Gross Fixed Assets	19,155,909	19,385,510	21,526,212
Acc. Depreciation	(11,401,246)	(12,133,109)	(12,797,304)
Total Fixed Assets	7,754,663	7,252,401	8,728,908
Total Assets:	307,402,374	538,725,350	337,846,345
Liabilities			
Accounts Payable	103,589,538	123,763,143	99,515,839
Unregistered Provident Fund	216,279	260,955	305,663
Deferred Income	74,481	320,595	5,909,010
Accrued Expenses	2,852,244	6,212,142	2,540,816
Total Liabilities:	106,732,542	130,556,835	108,271,328
Assets less Liabilities:	200,669,832	408,168,515	229,575,017
Fund			
Opening Balance Equity	91,755,882	91,755,882	91,755,882
Retained Earnings	(11,159,157)	108,913,950	108,913,950
Net Movement Current Year	120,073,107	207,498,683	28,905,185
Fund balance:	200,669,832	408,168,515	229,575,017
Fund Analysis:			
Restricted Fund	53,026,903	155,620,816	60,515,304
Desinated Fund	10,000,000	10,000,000	13,500,000
General Fund	137,642,929	242,547,699	155,559,713
Total Fund:	200,669,832	408,168,515	229,575,017

Appendix D

The relief programme: background, description and additional information

Introduction

■ Royal Thai government regulations

Monthly, six weeks in advance, TBBC requests approval from the Operations Centre for Displaced Persons (OCDP) of the Ministry of Interior (MOI), for supplies to be delivered to each camp, including expected delivery dates. Copies of the requests are forwarded to the provincial and district authorities. The MOI sends approval to TBBC and to the provincial offices, which in turn notify the district authorities.

Under regulations introduced in 1994 TBBC submits the overall programme to MOI for approval annually. Since December 2005 the Royal Thai Government (RTG) has hosted annual workshops with Non-Governmental Organisations (NGOs) to discuss ongoing plans before issuing the necessary approvals for the following year. These are attended by Provincial and District Officials including camp commanders and representatives of other relevant government departments.

TBBC submits quarterly programme reports to the provincial offices and six-monthly reports to the MOI. All TBBC field staff carry camp passes issued by the MOI.

■ Refugee demographics

The supplies are distributed to all camp residents who have been verified as being eligible for assistance (TBBC's Verified Caseload). The population breakdown by age and sex reported by the Karen and Karenni Refugee Committees in December 2009 was as follows:

Figure D.1: Refugee demographics, December 2009

Group	Families	Adults*		Children		Under 5 years		Total
		Male	Female	Male	Female	Male	Female	
KnRC Camps	4,111	6,150	5,475	2,395	2,401	1,347	1,183	18,851
KRC Camps	32,885	49,316	46,493	13,457	12,301	9,384	8,811	139,762
Total:	36,996	55,466	51,968	15,852	14,702	10,731	9,994	158,613

* for Karen over 12 years old, for Karenni over 14 years

■ Appendix structure

TBBC's Strategic Plan for 2009-2013 establishes five core objectives that guide all activities. The relief programme is described below in accordance with these.

D.1 Pursue change leading to durable solutions while ensuring a protective environment for displaced people of Burma

D.1 a) Advocacy activities

Throughout its history TBBC has played an advocacy role on behalf of displaced Burmese both with the RTG and the international community. Advocacy was established as a core objective within the Strategic Plan in 2005 and in the 2009 - 2013 Strategic Plan advocating for change has become the leading objective.

TBBC staff are involved in many different kinds of advocacy ranging from interventions with local authorities when problems arise affecting refugee protection or services at the border, engagement with national Thai authorities concerning policy issues, coordinated protection initiatives with UHNCR and other NGOs, and dialogue with different constituents of the international community regarding root causes and durable solutions. The TBBC member agencies also advocate with their own constituencies, raising awareness and encouraging supportive action. All advocacy activities are aimed at improving refugee protection, ensuring that essential humanitarian services are maintained, and working towards a solution which will bring an end to conflict in Burma and an opportunity for refugees to lead normal fulfilling lives.

There are a multitude of stakeholders who might eventually contribute solutions for the displaced Burmese, but accurate information is essential for informed decision making. A priority for TBBC is therefore to maximise its presence along the border to research and document the situation as accurately as possible and, where feasible, afford the displaced communities themselves the

opportunity to voice their own concerns. Regular documentation includes these six-month reports, annual reports on the IDP situation, regular e-letters and updates on the TBBC website.

TBBC staff brief and host numerous visitors to the border, participate in international seminars relating to Burma and contribute to relevant publications. Specific lobbying visits are made overseas to governments, NGOs and other interest groups.

TBBC is also an active member of CCSDPT, often taking leadership roles in advocacy with the RTG and donors, frequently in partnership with UNHCR. TBBC was fully engaged in writing the draft CCSDPT/ UNHCR Strategic Plan which challenges the current “status quo” of refugee support by promoting increased self-reliance and the gradual integration of refugee services within the Thai system. TBBC’s 2009-2013 Strategic Plan closely reflects the direction of this plan, strategically shifting from one of strengthening and sustaining services whilst waiting for change, to re-orientating all activities to promote change and durable solutions.

D.1 b) Protection

TBBC played a leading role in establishing the UNHCR/ CCSDPT Protection Working Group (PWG) in 2000 in response to the 1999 UNHCR Outreach Workshop in Bangkok. The PWG is committed to the concept of shared responsibilities in protection which extends to the refugee communities. To further this, the PWG has been extremely active in organising joint activities for NGOs and CBOs and taking up specific protection issues both at the community level and with the Thai authorities. Workshops have been conducted within service sectors (education, health, food, shelter, etc.) and on an issue basis (Sexual and Gender-Based Violence (SGBV), repatriation, camp management) and ongoing training is seen as a key component of the collaboration.

PWG meetings are held regularly at both the Bangkok and provincial level. Focus areas with RTG have included birth registration (all children born in camps can now complete the birth registration process in the camps which confers an identity, but not citizenship rights in Thailand) and the administration of justice in camps, refugee access to justice and mechanisms for juvenile justice. Other areas include child protection networks, boarding houses, SGBV, establishing standard operating procedures for reporting and referral mechanisms and, more recently, the Prevention of Sexual Abuse and Exploitation (PSAE) project. This aims to strengthen the capacity of NGOs and camp staff to prevent and respond to SAE, and to develop consistent and coordinated inter-agency systems and mechanisms for prevention of and response to SAE cases. A PSAE Steering Committee was established in 2009. All members of CCSDPT are signatories to the CCSDPT Inter agency Code of Conduct which is obligatory for any future new members. Inter-Agency Standing Committee (IASC) guidelines for prevention of GBV in humanitarian settings are now available in Burmese, Karen and Thai languages.

Legal assistance centres run by the International Rescue Committee are operational in Site 1, Site 2 and Mae La and will be extended to Umpiem Mai, Nu Po and Tham Hin in 2010. The emphasis is on promoting the rule of law, improving access to justice systems and awareness-raising of existing mechanisms. There has been ongoing dialogue on the civilian nature of camps and the climate of impunity that exists for some elements in the camps. The focus has shifted towards concerns regarding Thai security personnel in camps, juvenile crime, all aspects of detention, and training in Thai law.

TBBC represents the PWG in the UN working group on Children Affected by Armed Conflict (CAAC). A monitoring and reporting mechanism on the 6 grave violations¹ against children affected by armed conflict has been established in the camps and is used to monitor progress by Karen National Union (KNU) and Karenni National Progressive Party (KNPP) who signed deeds of commitment to end recruitment of child soldiers in 2008.

In 2010 UNHCR is decentralising its protection activities and has proposed establishing a Protection Coordinating body at the border. The existing coordination mechanism of PWG will be reviewed to take this into account in 2010.

D.2 Increase self-reliance and reduce aid dependency by promoting and supporting livelihood opportunities

The promotion of livelihoods and income generation has been a core TBBC objective since 2007.

A UNHCR/ ILO led consultancy on Livelihoods in 2006/7 concluded that priority should be given to activities related to agriculture, both inside and outside camps. However an expert in livelihoods/ agronomy hired by TBBC to review potential activities concluded that whilst agriculture options should be pursued given the refugees’ predominantly rural background, scope was limited in the current situation. Given that there is a wide range of informal economic activities and coping strategies in and around the camps, it was concluded that a better understanding of existing livelihood strategies and levels of self-reliance amongst the refugee communities would help in better identifying livelihood initiatives and income generation opportunities.

A European Commission (DG ECHO) sponsored Livelihood Vulnerability Analysis was undertaken in the second half of 2009. The survey, which was primarily conducted at the household level in four camps (Mae La, Nu Po, Site 1 and Tham Hin), assessed the economic status and vulnerability of different groups and their current coping strategies. The consultants recommended that, in addition to supporting further agricultural production, livelihood opportunities should be expanded by:

¹ The violations are: killing or maiming of children, recruiting or using child soldiers, attacks against schools or hospitals, rape or other grave sexual violence against children, abduction of children, and denial of humanitarian access for children.

- Increasing labour market opportunities: including stipend work as well as casual labour in agriculture (including options to link up with agriculturalists in nearby villages) and skilled labour (including more skills training) including Thai language skills and provision of a start-up capital). The latter two would require careful liaison with Camp Commanders and RTG authorities at the provincial level, and may not be realistic options in all camps
- Supporting other sources of income, including the establishment of shops; engagement in petty trade; stimulate handicraft production and sales; provide/expand credit schemes. The Study also mentioned the possibility of establishing voucher-schemes, targeted at supporting the most vulnerable/ poorest in the camps (e.g. vouchers that can be spent on a limited number of goods made available in special ration shops)

TBBC recruited an income generation specialist in 2009 and will be expanding its income generation activities in 2010 which fall within the scope of these recommendations (See section 3.2.2). Meanwhile there are two ongoing projects that relate to this objective:

D.2 a) Community agriculture and nutrition (CAN)

In 1999, members of the Karenni Refugee Committee (KnRC) began developing farming systems based on the production of indigenous food crops using only locally sourced materials with minimal access to land and water. These initiatives were formalised as the Community Agriculture and Nutrition (CAN) Project.

Following the announcement of a new policy by MOI in 2000 which encouraged refugee agricultural production for their own consumption, several NGOs set up training courses and small agricultural support projects. TBBC began actively supporting the CAN project as a way of supplementing TBBC rations and preventing micronutrient deficiencies.

The Karen Refugee Committee (KRC) agreed in 2003 to also adopt the CAN project and TBBC began supporting training and assistance to extend the CAN project to all camps.

The goal and objectives of the project were reviewed and revised in 2008 as follows:

Goal:

- To build community self-reliance in agriculture and nutrition to improve access and availability to nutritious foods in refugee communities along the Thai/ Burma border

Objectives:

- Provide opportunities for the mobilisation of local agricultural and nutritional skills, wisdom and knowledge
- Increase access to a variety of foods grown
- Strengthen the capacity of CAN staff in project management

Activities have included:

- Training: Training of Teachers (ToT) training for CBOs working in the camps, with Internally Displaced Persons (IDPs) and in some Thai villages, including teacher training for middle school students and training for camp residents
- Infrastructure and materials distribution: Setting up demonstration sites in most camps and community food gardens at schools, dormitories, orphanages, and community groups; supporting community-based animal husbandry initiatives such as bio-compost pig pens and trials of household micro-livestock; providing basic tool kits to CAN training participants, enabling them to carry out small-scale domestic food production; and establishing crop-tree nurseries for distribution of trees to households. The species used are chosen on the basis of their nutritional profile, application (fencing, fuel wood, etc.) and familiarity to local communities. Four community seed banks were established in villages surrounding three camps in order to support these communities as well as avoid reliance on commercial hybrid seed stock that has the potential to damage local biodiversity. The species were selected on their nutritional profile, cultural acceptance, and ease of cultivation. Distribution of seeds is done through Camp Committees, Vocational Training Committees and CBOs. The distribution of fencing is undertaken to contain domestic animals and protect kitchen gardens
- A CAN Handbook has been published in four languages, namely Burmese, Karen, English, and Thai

The CAN project has now been established in eight border camps. The current focus is on uptake at the household level to improve access and availability of fresh foods grown, and so increase household food security. Although hindered in many locations by limited space and water, the project is building a comprehensive approach to both the immediate and long-term food security issues facing refugee and IDP populations.

D.2 b) Weaving project

Since 2002 TBBC has supported a longyi-weaving project implemented by the women's organisations (Burmese style wrap-around 'skirt', worn by both men and women). This is to maintain and develop traditional skills, to provide income generation and also to develop the capacity of the women's organisations in all aspects of project management. TBBC supplies thread and funds for the women's groups to make one longyi for every woman and man (>12 years) in alternate years beginning with one longyi for every

woman in 2002. Production was initially in Mae La camp, but by the end of 2004 all camps were producing their own supplies. Upon request, since 2006 special weaving materials have occasionally been provided for Kayan women in Site 1 to weave their own traditional clothing using back-strap looms. It is planned to double production if funds become available so that all men and women receive longyis each year.

D.3 Ensure continued access to adequate and appropriate food, shelter and non-food items prioritising support for the most vulnerable

D.3 a) Food and cooking fuel

■ Food rations

The refugee diet is traditionally rice, salt, chilli and fishpaste, supplemented with leaves and roots gathered from the forest, plus any vegetables or livestock that can be cultivated, raised or hunted. For many years the refugees were not entirely dependent on the relief programme for food as there was still access to territory on the Burmese side of the border. Some refugees were able to get low-paid seasonal work in Thailand, forage in the surrounding forest, keep small kitchen gardens and raise a limited amount of livestock in the camps. At the beginning of the relief programme in 1984, TBBC's aim was to cover only around 50% of the staple diet needs.

Over the years the ethnic groups lost their territory to the Burmese Army and the security situation deteriorated. The refugee camps became subject to tighter controls by the Thai authorities and it became increasingly difficult for the refugees to be self-sufficient. Rations were gradually increased and by the mid-1990's it had become necessary to supply 100% of staple diet needs: rice, salt, chilli and fishpaste. During 1997 even stricter controls were placed on the camps and it became increasingly difficult for refugees to leave the camps to forage or get work. In October 1997 TBBC commissioned a rapid assessment of the nutritional adequacy of the rations and concluded that the food basket should include mungbeans and cooking oil to ensure the minimum average of 2,100 kcal in accordance with new World Food Programme (WFP)/ United Nations High Commissioner for Refugees (UNHCR) guidelines. This was implemented during the first half of 1998.

The TBBC food basket was still designed to cover only the basic energy and protein needs of the refugees and did not ensure adequate provision of many important micronutrients. It was assumed that the refugees supplemented rations by buying, bartering, growing or foraging to make up for any other needs: but as the refugees became more aid-dependent TBBC recognised that some segments of the population at least, may be at risk for deficiencies.

In 2001/2 TBBC conducted food consumption/ nutrition status surveys which consistently showed that the ration provided was proportionately too high in carbohydrates at the expense of protein and fat, and low in many micro-nutrients. In January 2004, TBBC revised the food basket to include 1.4 kg fortified blended food/ refugee/ month (no differentiation for children under five years of age) whilst reducing the rice ration to 15 kgs/ adult/ month. The new basket was introduced to all camps by March 2005.

After some experimentation, acceptance of the blended food was improved during 2005 by replacing the original imported wheat-based blended food with AsiaMix, a Thai rice-based product in 2005, and then replacing a small amount of the AsiaMix ration with sugar.

Due to funding problems in December 2007, TBBC was obliged to revise the food basket by reducing the quantities of chillies and fishpaste. Both of these items, although culturally important, were considered condiments, making only a small contribution to the nutrient content of the food basket. However, feedback received from the refugees indicated that they would have preferred cuts in other commodities. Therefore, when further budget cuts became necessary at the beginning of 2008 requiring a cut in at least one of the primary food basket items it was decided to cut AsiaMix and sugar for adults, effective from April 2008, but at the same time to restore the fishpaste ration to help ease the shock of more cuts. Due to continued funding uncertainties, it was decided that AsiaMix would be further reduced to 25% for adults (250 gm/ adult) from August 2008 while still targeting AsiaMix to young children and for use as a weaning food.

The rations set in 2005, subsequent changes and the current food ration, are summarised in *Figure D.2*:

Figure D.2: TBBC Food Rations Changes (per person per month)

Item	Ration as adjusted in 2005	April 2008	Provided since August 2008
Rice	15 kg/ adult: 7.5 kg/ child <5 years	15 kg/ adult: 7.5 kg/ child < 5 years	15 kg/ adult: 7.5 kg/ child < 5 years
Fortified flour (AsiaMix)	1 kg/ person	0.50 kg/ adult: 1 kg/ child < 5 years	0.25 kg/ adult: 1 kg/ child < 5 years
Fishpaste	0.75 kg/ person	0.75 kg/ person	0.75 kg/ person
Iodised Salt	330 gm/ person	330 gm/ person	330 gm/ person
Mungbeans	1 kg adult: 500 gm/ child <5 years	1 kg/ adult: 500 gm/ child < 5 years	1 kg/ adult: 500 gm/ child < 5 years
Cooking Oil	1 ltr/ adult: 500 ml/ child <5 years	1 ltr/ adult: 500 ml/ child < 5 years	1 ltr/ adult: 500 ml/ child < 5 years
Dry Chillies	125 gm/ person	40 gm/ person	40 gm/ person
Sugar	250 gm/ person	125gm/ adult: 250 gm/ child < 5years	125gm/ adult: 250 gm/ child < 5years

There are very minor variations in the rations given to individual camps based on local preferences, but the table above demonstrates a representative ration which provides on average 2,102 kcal per person day. Calculations taking into account the specific demographic profile of the camp residents, based on UNHCR registration statistics (July 2009), show that actual needs are an average of 2,170 kcal/ person/ per day (2065 kcal/ person/ day + 105 kcal to reflect light to moderate activity levels).

■ Cooking fuel

When camps started to be consolidated in 1995, TBBC was asked to supply cooking fuel to Mae La camp in order to lessen environmental damage caused by refugees gathering wood from the surrounding forest. TBBC began supplying compressed sawdust logs. More and more camps were supplied with cooking fuel each year and different types of charcoal were tested. Since early 2000, all camps have been provided with 'full' rations. A consultant was hired in 2000 and then again in 2003 to review ration levels and cooking fuel types resulting in the current ration of about 7.9 kg/ person/ month, depending on family size. Other recommendations such as the supply of fuel-efficient cooking stoves and issues relating to the handling and inspection of charcoal have all been implemented. Experiments with firewood in Tham Hin camp were only partially successful and were not extended to other camps except for Umpiem Mai, where it was supplied for space heating during the cold season. The latter supply was terminated after the February 2008 delivery since an assessment indicated that the wood was being used to supplement cooking fuel rather than to provide heating. Firewood supplies to Tham Hin were also discontinued and replaced with full charcoal rations in 2009, since any economic benefits were outweighed by the handling and storage issues.

D.3 b) Shelter

In the early years TBBC did not generally supply building materials, but in 1997 the authorities began to prohibit refugees cutting bamboo and TBBC started to provide all essential construction materials for the new sites being created during the camp consolidation period. Early in 2000, the Thai authorities also began asking TBBC to supply materials for housing repairs, and bamboo and eucalyptus poles, thatch or roofing leaves were supplied to some of the camps.

TBBC subsequently committed to providing sufficient materials for building new houses and repairs in all camps so that refugees should not have to leave the camps to supplement the building materials supplied, thereby exposing themselves to the risk of arrest or abuse. By 2003, TBBC had introduced new standard rations for all camps which were subsequently adjusted based on experience and feedback from the refugees.

In accordance with 'Sphere' standards, sufficient materials are supplied to ensure houses can provide at least 3.5 square metres of floor area per person. The building materials are those customarily used for houses in rural areas in Burma, as well as in Thai villages proximal to the camps. Refugee communities have high levels of skills and expertise in designing and constructing houses from bamboo, wood and thatch and are able to build and repair their own houses. The community helps those physically unable to do so, such as the elderly. This activity reinforces self-sufficiency, but also keeps refugees skilled in house building, passing these skills on to the younger generation. The ability to construct shelters from local materials will be particularly important in the event of repatriation.

Building supplies are a large budget item and procurement is problematic, particularly for bamboo because of difficulties in accessing the large quantities required and restrictions on movement across provincial boundaries. There have been ongoing problems in securing adequate supplies and meeting standard specifications.

Funding shortages since 2006 brought building supplies under closer scrutiny resulting in a thorough examination of the procurement and distribution procedures and the introduction of a more thorough monitoring and inspection system in 2008. However, these have proven to be very labour intensive and time consuming and many difficulties still remain. A consultancy was conducted in 2009 to review all aspects of building supplies and to recommend new policies. Some of the recommendations from the consultancy report are currently being trialled and the lessons learned will be collected for border-wide application. SDC will second a shelter expert to TBBC from February 2010 to oversee responses.

Shelter materials used and ways to ensure building skills are improved across the communities will be reviewed, developing 'best' construction manuals based on existing community knowledge. Tendering will be adjusted to better suit optimum harvesting cycles of bamboo and grass thatch. Needs assessments will need to be conducted to better understand vulnerabilities.

The development of a 'housing policy' is currently underway, which will address the buying and selling of camp-houses, and how this relates to overall annual supply of building materials in camps.

Current standard building material rations, as supplied in 2009 are as follows:

Figure D.3: TBBC Building Supply Ratios (2009)

Item	Size	Specification	New House		Replacement House		Annual Repairs	
			Standard 1-5 people	Large > 5 people	Standard 1-5 people	Large > 5 people	Standard 1-5 people	Large > 5 people
Bamboo	Standard	3" x >6m	250	350	125	175	25	35
Eucalyptus	Small	4" x 6m	4	6	4	6		
	Large	5" x 6m	8	12	8	12	3	3
Roofing	Leaves		350	450	175	225	200	360
	Grass		250	350	125	175	100	180
Nails	5"		1kg	2kg				
	4"		1kg	2kg				
	3"		1kg	2kg				

Bamboo and eucalyptus – circumference measured in inches, length measured in metres

Above Building Supply Ratio serves as a Guideline to field sites who adjust it to camp specific requirements. Thus, actual field site ration may vary between camps.

A needs-based assessment of building materials was trialled in Tak Province in 2009 (See section 3.3.1 c). The 5 rations outlined below show the trial categories and rations allocated:

Figure D.4: Building Material Ratios: Trial 2009-10 Tak Camps

1. No Ration	House Sm/Big	2. Post Ration	Small House	Big House	3. Roof Ration	Small House	Big House	4. Gen. Repair	Small House	Big House	5. Gen. Rebuild	Small House	Big House
Euca Small	0	Euca Small	0	0	Euca Small	0	0	Euca Small	2	3	Euca Small	3	5
Euca Big	0	Euca Big	4	6	Euca Big	0	0	Euca Big	2	3	Euca Big	3	5
Bamboo	0	Bamboo	15	25	Bamboo	20	30	Bamboo	40	60	Bamboo	60	80
Leaf	0	Leaf	80	150	Leaf	200	300	Leaf	150	250	Leaf	200	300
Thatch	0	Thatch	40	75	Thatch	120	180	Thatch	80	150	Thatch	120	180
Thatch	0	Thatch	40	75	Thatch	120	180	Thatch	80	150	Thatch	120	180

Note: Special ration provided for sections 16A and 16B in Nu Po as they have not received materials for a long time. 796 houses each to receive 2 big Euca. 2 small Euca, 150 leaves and 15 bamboo.

1. **No Ration needed:** house is in good condition with minimal leaks in roof and minor termite infestation in posts;
2. **Post Repair Ration:** posts severely damaged but house condition generally good;
3. **Roof Repair Ration:** roof materials in poor condition but house condition generally good;
4. **General Repair:** overall house condition fair but in need of general repair;
5. **General Rebuild:** overall house condition is poor and in need of general rebuild

Warehousing materials: In 2007, a pilot project using mud bricks to construct warehouses was undertaken in Mae La Oon and Mae Ra Ma Luang camps. The project proved successful, and has since been ongoing in these camps. To date, a total of three warehouses have been rebuilt in Mae Ra Ma Luang and four in Mae La Oon, while two more per camp are planned for 2010. In 2009, this technique was also introduced in Nu Po using training teams from the Mae Sariang camps with the first mud-brick warehouse scheduled for completion at the beginning of 2010.

D.3 c) Non-Food Items

■ Cooking stoves

Fuel-efficient 'bucket' cooking stoves developed in Site 1 were introduced to other camps and are now manufactured in ZOA vocational training projects in Mae La Oon, Mae Ra Ma Luang and Tham Hin camps. The production capacity of these projects is small and the potential to increase output is limited because although raw materials are inexpensive and readily available and the technology is simple and easily transferable, the trainings involve a significant time commitment (up to four months full time) and there is little financial incentive as commercially manufactured stoves are a low cost item (approximately Baht 100).

TBBC purchases available stock from the ZOA projects for distribution to new arrivals, whilst in 2006 commercially-produced stoves were distributed to about 10% of households who did not own them. A new survey of coverage was conducted during the second half of 2009 with a general distribution, the results of which will follow in 2010.

■ Cooking utensils

The refugees traditionally took care of their own miscellaneous household needs but this became increasingly problematic as their ability to work and forage became more limited. By the end of 2000 it was observed that there were not enough cooking pots in the camps and many households were using very old ones. A distribution of pots is now made to all households every two or three years at the rate of one pot per family with a larger size pot provided for families with more than five people. The last distribution was in 2007 where refugees were offered the choice of either a pot or a wok. An assessment is scheduled for 2010 to determine current needs for a new distribution.

■ Clothing

Beginning in 1995, World Concern and Lutheran World Relief (LWR) started sending shipments of used clothing, sweaters and quilts. As the refugees became more aid-dependent the need for clothing became more acute, especially warm clothing for the cold season and, since 2001, TBBC has endeavoured to ensure regular distributions.

While World Concern discontinued supplies in 2003, LWR continued to supply used clothing annually. LWR support, however, was reduced in 2009, with Mae Sariang camps receiving quilts but no warm clothing.

In 2007, the Wakachiai project, a Japanese NGO, also began sending used clothing, and has since become a regular supporter supplying enough for one item for each adult refugee.

Used clothing for young children is not available in the donated shipments and, since 2004, TBBC has annually purchased one clothing-set for all under-fives. TBBC recognises that there is also a gap in the supply of suitable clothing for five to 12 year olds, but this has yet to be addressed.

Since 2002 TBBC has also supported the production and distribution of longyi (traditional clothing item) through the Longyi-Weaving Project organised by the women's organisations, which is described in *Appendix D.2 b*).

■ Blankets, mosquito nets, and sleeping mats

With malaria and respiratory diseases being major health problems, mosquito nets with sleeping mats and blankets are essential relief items. They have to be supplied and replaced on a regular basis as they wear out rapidly due to heavy use and the rough conditions in crowded bamboo houses.

Until 2007, TBBC undertook regular, border-wide distributions of mosquito nets and sleeping mats. However, in 2008, following the recommendations of an EC Assessment, TBBC discontinued distributions with the agreement that the health agencies would begin to provide appropriate coverage. TBBC does, however, continue to provide nets and mats to newly arrived refugees (refer to *Section 3.3.1 c*)).

TBBC remains responsible for the provision of blankets/ quilts in the camps. The normal, annual distribution rate has been one blanket for every two refugees. In recent years, LWR has supplied increasing numbers of bed quilts and currently provide enough to cover the entire population, leaving no need for TBBC to purchase additional supplies.

D.3 d) Nutrition

■ Nutrition surveys

Prior to 2000, nutrition surveys of children under five years of age were conducted sporadically and reactively by health agencies. TBBC assumed responsibility for coordinating annual nutrition surveys in all camps in 2001 and developed detailed guidelines for health agencies to do their own surveys. Since then, surveys have been conducted annually in most camps, and since 2005 TBBC has conducted training and supervision of the surveys in order to ensure a standard methodology.

■ Supplementary and therapeutic feeding programmes (SFP/ TFP)

The health agencies run supplementary feeding programmes for five vulnerable groups: malnourished children; pregnant and lactating women; tuberculosis and HIV patients; patients with chronic conditions; and persons with problems swallowing or chewing. The budget for ingredients is currently provided by TBBC, but at least some food items may be supplied in kind in 2010.

These programmes were initially run independently by the individual health agencies with different standards and protocols, but after an evaluation in 1998 TBBC began working with the health agencies to introduce comprehensive reporting, standardised entrance and exit criteria, and feeding protocols according to *Medicins Sans Frontiers (MSF)* and *World Health Organisation (WHO)* guidelines.

When inconsistencies in feeding protocols and implementation were still observed by a follow-up evaluation in 2003, the TBBC nutritionist initiated a Nutrition Task Force (NTF) during 2004, made up of representatives from TBBC and all health agencies. The *Centres for Disease Control, Atlanta (CDC)* sent a nutritionist from their International Health Branch to work with the TBBC during 2005 and provided training and technical assistance to the health agencies. All agencies had fully implemented new guidelines and protocols by mid-2005.

In May 2008, the health agencies adopted a new UNHCR supported Health Information System (HIS) that included a new monitoring and reporting system for SFP/TFP. The former TBBC SFP/TFP reporting format was discontinued while staff were trained-up on the new HIS. During the first six months of 2009, it was discovered, however, that the HIS system is limited in what it can track and therefore it was decided amongst the health agencies to continue using revised SFP/TFP reporting forms in addition to HIS tracking. Revised SFP/TFP forms were distributed to health agencies in May 2009 and allow for close monitoring of the programme to ensure that protocols are followed.

■ Nursery school feeding

Some children eat less than three meals per day, and children under five years of age are most vulnerable to malnutrition. Since 2003, TBBC has supported nursery school feeding to ensure that at least some children in this age group get a nutritious meal during the day when parents may be busy doing community activities or working. Until 2009, the project covered seven of the nine camps (while a private donor supported schools in Ban Don Yang and Tham Hin) but as of mid-2009, TBBC extended its support to cover all camps. The programmes are administered by the Karen Women's Organisation (KWO) and the Karenni Women's Organisation (KnWO). The original budget for a nursery school lunch was three baht per child per day, mainly used to purchase fresh foods to supplement rice brought from home. This was increased to five baht per child per day in 2009 due to increasing food costs, with additional AsiaMix and charcoal. Supplies are purchased in the camps, helping to stimulate the local economy. Teachers and cooks were initially trained by TBBC and/ or by the partner agencies on basic nutrition concepts and meal planning for maximum nutrition impact at the lowest cost.

D.3 e) Supply chain

■ Procurement procedures

Traditionally, all food items were purchased in the border provinces. TBBC monitored daily rice prices published in Bangkok, checked the local markets and compared the prices paid at the different locations along the border to ensure value for money. Formal competitive quotations were obtained only occasionally when requested by large donors. Generally these confirmed that local suppliers could offer the lowest prices and best service, mainly because frequent deliveries were required to many small camps with constantly changing road conditions and security situations.

As the TBBC programme grew, the better local suppliers geared themselves up to TBBC's needs. In some cases they bought their own transportation and extended their warehouses. They got to know the local officials and became familiar with the topography. This enabled them to help solve administration blockages and to rapidly respond to frequent emergencies. Often the suppliers organised annual road repairs at the end of the rainy season. Local suppliers built up their operations to meet TBBC's needs and had overwhelming advantages over others.

During 1999, however, TBBC adopted formal bidding/contract procedures for some contracts in response to ECHO grant conditions, and in 2000 tendering was introduced for rice, mungbeans, cooking oil and cooking fuel in all provinces. Bidding was open to all interested suppliers and it had become more realistic for new suppliers to compete because, as a result of the camp consolidation exercise, there were far fewer camps to serve and most camps had reasonable road access. During 2001 TBBC engaged a EuronAid consultant to assist in upgrading its tendering and contracting procedures to meet ECHO standards.

■ Tendering

TBBC's Bangkok Procurement department now tender publicly for all major supplies except building supplies (bamboo and thatch), which are restricted items under Thai law and for which limited tenders are issued. Building supplies are purchased based on individual bids, and since 2008 the process has been centralised in Bangkok and open to all bidders.

The whole procurement process, including the advertising of tenders, bidding process, opening of bids, awarding of contracts and invoice/ payment procedures, has been subject to several evaluations and audits and now meets all major donor requirements. A comprehensive TBBC Procurement Manual was produced in 2005 and updated in 2008.

Detailed supplier evaluations are maintained, samples tested, and a tendering committee of procurement and programme staff discuss and recommend contract awards on the basis of best value for money. The criteria taken into account include: price, product quality, production capacity, reputation and proven ability to meet delivery schedules, experience in delivering humanitarian assistance, and knowledge of local working conditions. This means that suppliers who perform less than satisfactorily on previous contracts may not be awarded a future contract even if their price is the lowest. Suppliers awarded contracts and their sub-contractors are also required to sign a Code of Conduct to ensure appropriate behaviour.

The tendering and contract award process is normally carried out twice a year, with contracts containing only estimated quantities, stipulating that actual quantities will depend on monthly requirements. However, due to the extreme volatility of the rice price the frequency of tendering and contract award for this commodity has been undertaken monthly since 2008. TBBC may revert to longer contracts in 2010 as prices stabilise. Contract prices include delivery to camp and VAT at a current rate of 7% although rice and mung beans are zero-rated items (no VAT charged).

■ Purchase orders

The TBBC Field Office Administrators prepare Purchase Orders on a monthly basis to call off the required quantity for the next distribution. A Supply Calculation Form (SCF) is used to calculate Purchase Order quantities, on which the actual number of under fives and adults are recorded separately, and the form automatically multiplies quantities using the different rations for these two categories, and the amount of stock remaining from the previous distribution is deducted. Quantities of supplies required for extra needs and health agencies etc. are shown separately on the SCF and PO, so that they can be clearly identified and classified accordingly.

TBBC staff organise the necessary delivery permits from the local Thai authorities.

■ Transportation

Transportation costs are included in the price of all food supplies except for AsiaMix. In Tak province transportation is usually by ten-wheel truck with a capacity of 400 x 50-kg rice sacks. For the other less accessible camps, transportation is usually by six-wheel trucks or 4-wheel drive pick-ups. The TBBC staff organise the necessary permits from the local Thai authorities.

■ Receipt, checking and storage

Suppliers deliver directly to warehouses in the camps. During the dry season, all supplies are delivered monthly. Five camps have to be stockpiled with up to eight months food prior to the rainy season as access roads become inaccessible for delivery trucks. Previously rice was delivered to Mae La camp every two weeks, but monthly deliveries became possible in 2009 when warehouse facilities were expanded.

The Refugee Camp Committees check weights and quality on delivery, and generally set aside any deficient items pending further checking and/ or replacement. A detailed TBBC sampling plan, was devised and introduced to staff and camps during 2009, which is based on international standards of commodity testing: the Acceptable Quality Level (AQL). This is considered more appropriate than the standard sampling rate of 10% for all commodities used previously, especially for inspecting supplies in larger camps.

A Goods Received Note (GRN) signed by warehouse managers has been used since 2005. This form stands as TBBC's record that commodities have arrived in camp by correct quantity, weight and quality. Delivery schedules are designed to ensure that new supplies arrive before the refugees have consumed the previous deliveries, with sufficient allowance for possible delays due to road conditions, breakdowns and other factors.

■ Distribution / ration-books

The Refugee Camp Committees, with the assistance of warehouse managers and camp-based staff, remain responsible for the distribution of supplies but all activities are closely monitored by TBBC field staff.

Food distributions were traditionally organised by men because they had to carry 100 kg sacks, but 50 kg sacks were introduced in 2001, following which, women were noticeably drawn into the unloading and distribution process. During 2004 the UN High Commissioner for Refugees made five commitments to women including their equal participation in food distribution and since 2006 TBBC has worked with Camp Committees as part of the Camp Management Support Project (CMSP) (see *Appendix D.4 a) Camp management* and *Appendix D.4 b) Community liaison/ outreach* below) to strengthen the role of women in food distribution.

Following the IASC workshop on GBV prevention and specific recommendations from the food and nutrition sector, staff have highlighted issues related to children at distribution points: children who are head of households and also other children who are sent to collect rations without any supervision. In the revised process for 2009 all child headed households were supervised under another household unit with adults. Also women's sensitive issues have been included into the Post Distribution Monitoring which was introduced in 2009.

Ration pictures are posted at each warehouse depicting the ration items and amounts people are entitled to receive. Their presence is checked monthly as a component of TBBC's monitoring system.

Each family has a standard ration book issued by TBBC, stating their entitlement, and are called to the delivery point for distribution. The amounts distributed per commodity are recorded both in the ration books and in camp/ warehouse records. Since 2003, standard weights have been distributed to the camp warehouses, allowing the calibration of scales prior to the checking of delivered goods and ration distributions. The use of standard measures has been phased out and all camps now weigh all supplies during distributions to ensure accuracy and transparency.

Ration books were upgraded in 2008 with serial numbers and new control procedures, and further refinements of the system took place in 2009, including the issuing of different coloured ration books according to family status: blue for those with MOI/ UNHCR registration numbers; pink for those who have been identified for interview by the respective provincial admissions board (PAB); orange for those who are recognised as new asylum seekers in camp but have yet to receive any type of official registration number; and green for boarding-houses/ students.

During 2009, TBBC also established a new distribution policy, whereby all adult refugees have to be personally present at distributions in order to collect their rations (or during verifications/ ration-book-checks conducted a few days prior in order to avoid delays and crowding during distributions). A list of exemptions will be used in 2010 to allow for those with genuine reason not

to attend a distribution (e.g. camp committee members, teachers, medics, elderly and disabled). Those people require verification letters (e.g. education NGOs provide lists of all education stipend staff) and must complete a Request for Exemption Form verified by TBBC staff, camp management and CBOs. All persons collecting rations must produce photo identification, either a UNHCR 'Household Registration Document' or a TBBC photo page (displayed in their ration-books). Failure to comply with the requirements renders individuals ineligible to collect rations for that month.

■ Quality control

Since the Refugee Camp Committees are very familiar with the expected quality of supplies, for many years it was generally considered that appearance, smell and taste were adequate to assess quality. Substandard supplies rejected by the Camp Committees were returned to the suppliers for replacement. Rice and other food samples were submitted for testing by an independent inspection company only on an occasional basis.

However, independent quality control inspections were introduced in 2001 and now TBBC utilises the services of professional inspection companies to carry out checks in accordance with major donor regulations. Sample checks are made on weight, packaging and quality. The majority of professional supply inspections are carried out in the camps, although some are done at the supply source and in transit. Substandard supplies are subject to warnings, top-ups, financial penalties or replacement depending on the degree of failure. Substandard performance and failure to communicate with TBBC and address problems may influence future contract awards. Many failures are minor infractions of demanding specifications and it is important that suppliers are treated fairly and equitably, as there are a limited number who are able to meet TBBC requirements. TBBC tries to work with suppliers to resolve quality issues, but has the ultimate sanction of refusing future contract awards to suppliers who consistently fall short.

In addition, the Refugee Camp Committees carry out checks at the time of delivery/ distribution. Refugee warehouse staff and TBBC staff have been trained in basic checks of commodity quality and weight. Inevitably quality problems occur from time to time and when this happens sampling rates may be increased, further checks initiated and protocols modified as necessary.

■ Warehouses

TBBC supplies building materials for the warehouses whilst the refugee Camp Committees are responsible for their construction and maintenance. Warehouse staff receive regular training in the management of supplies and in 2008 a stock card management system was introduced in the camps. Stock control and storage, however, is problematic in camps where Committees have insisted on using traditional silos. A plan has been formulated to phase-out all rice silos by 2011 and new warehouses are gradually being built to replace the rice silos.

Warehouse design has been reviewed and most warehouses have been rebuilt or received major repairs since 2005, with technical input from the TBBC staff, and with reference to WFP guidelines adjusted to local conditions.

A pilot project using mud-bricks to construct warehouses in Mae Ra Ma Luang and Mae La Oon camps was initiated in 2007. This proved to be very successful and plans are now underway to expand the use to other camps, beginning with Nu Po in Tak Province, where a large mud-brick warehouse is scheduled for completion at the beginning of 2010. In 2009, TBBC also installed two hard-walled Mobile Storage Units (MSUs) in Mae La and Umpiem Mai.

■ Food containers

Reusable food storage containers are distributed for both health and environmental reasons. TBBC began providing containers for AsiaMix in 2004 and cooking oil in 2005. Sealable plastic containers are provided for AsiaMix as a safeguard against moisture and rodents, and refugees are only allowed to collect AsiaMix if they bring their containers with them to distribution points. Plastic oil containers with volume gradations were distributed to each household during the second half of 2005. These have proven to be very durable and are not only hygienic, but also enable refugees to visually check that the correct oil rations are received.

Sealed plastic drums were introduced for the delivery and storage of fish-paste in 2006, replacing the metal tins formerly used that were recycled from other uses including holding of toxic chemicals. The new plastic drums were initially purchased and supplied by TBBC but are now provided by the suppliers.

■ Monitoring Procedures

TBBC staff continuously monitor refugee population numbers, and the quality, quantity, delivery, storage and distribution of supplies. A formal monitoring system has been continually refined since 1995 based on frequent evaluations.

A population monitoring system introduced in 2008 underwent further development in 2009, with all data collected in hard copy form in camps entered into a standardised template in all field offices. Field data assistants have been hired in each field office to manage the increased level of data being processed. The population monitoring system is complimented by the revised 'coloured' ration book system introduced in 2009 (see section).

The entire monitoring system involves information collection by professional inspectors and checks made on supplies (delivery, quality, weight, and distribution) through camp recording systems and staff visits to the camps. TBBC's current monitoring process is summarised in *Figure D.5.* below.

Figure D.5: Summary of TBBC monitoring process in 2009

Operation	Information Required	Primary Source	Verification by TBBC
Calculating commodity required	Camp population and population structure	Section leaders Camp Committees MOI/ UNHCR registration	Collection of monthly updates directly from section leaders Verification of population changes at the household level Periodic house counts and checks on new arrivals Data sharing agreement with UNHCR
Procurement & tendering	Bids from > 3 companies. Cost, quality and delivery conditions	Local, national and international suppliers TBBC staff	Prices monitored in Bangkok by TBBC
Delivery	Quality and quantity Delivery and distribution schedules	Camp leaders Suppliers	Checks by independent inspection companies prior to loading and/ or at camp store Samples taken by TBBC staff for testing Goods Received notes and Delivery Receipt slips
Storage	State of stores Losses to pests/ rodents Warehouse management practices	Camp leaders and warehouse staff	Periodic visual inspection/ warehouse inventory, stock cards Monthly monitoring of warehouses
Distribution	Distribution schedule Amount distributed Stock in hand	Camp stock and distribution records Household ration books	Regular inspection of records including ration books, RDRs, RDWs and stock cards. Monthly household and community group interviews Systematic monitoring at distribution points

Main features of the current (end-2009) population and supply monitoring system are:

TBBC Population Database (TPD): An electronic database containing all relevant population data, collected through baseline surveys (annual ration book distribution) and/ or from Monthly Updates of Population Figures (MUPF). People who have not been recorded using either of these tools (MUPF or ration book distributions) are not entered into the TPD, regardless of their status i.e. 'registered' or 'unregistered'. All photo ID files for unregistered refugees can be linked directly to the TPD. The total population contained within the TPD at any given time is considered TBBC's Verified Caseload.

Good Received Notes (GRNs): TBBC's major means of verification that supplies are delivered to camp as planned. A GRN is completed by Warehouse Managers on arrival of every supply truck, recording:

- Information concerning the type of commodity, quantity, supplier, purchase order, time of delivery and driver
- Comments on supplies rejected and why
- An assessment of quantity (a 10% random sample of food items/ charcoal is weighed and recorded)

GRNs are signed by the Warehouse Manager and verified by TBBC staff. Data collected are summarised in field reports as percentages of commodities passed for weight, quality and time of delivery. Suppliers also provide TBBC with basic **Delivery Receipts**, signed by the Warehouse Managers.

Checks at distribution points allow TBBC staff to transparently monitor a larger number of household rations. Furthermore, the distribution practices of warehouse staff are observed, ration book usage noted, as well as verification that appropriate information on rations is visible and available to refugees. The system requires that 1% of households be checked for a selected supply distribution in each camp per month. Checking criteria are itemised and the data is converted to a percentage pass.

Formal **inspections of warehouses** in camps are conducted each month by TBBC staff. 20 parameters are used to rate the state of the warehouse as a percentage.

Beneficiary Contact Monitoring (BCM) consists of both structured, focus group discussions, which elicit beneficiary perceptions of the programme and household interviews, focusing on commodity consumption at the household level. The two BCM tools: (1) Household Interview tools/ standard form; (2) Structured Focus-group interview form/ techniques, were introduced, piloted and refined during 2009 and now constitute the bulk of TBBC's Post Distribution Monitoring activities. The aim for 2010 is for field staff to complete two household interviews and two focus-group interviews per month, selecting households by way of random sampling from camp population lists. Summary reports using data collected during BCM will be published twice a year and the findings will subsequently be discussed/ analysed at programme/ management meetings.

Locked **comment boxes** are installed at warehouses and other central locations, with a request for anonymous feedback on supplies amongst other issues.

The Procurement Manager compiles a comprehensive **summary of quality and weight inspections** of TBBC supplies conducted by independent accredited inspection companies.

TBBC Field Assistants and Coordinators make a preliminary evaluation of data in respective field sites and the Programme Support Manager and the Programme Coordinator then make a border-wide evaluation and documented/ summarised in **Monthly Monitoring Reports (MMR)**, which are discussed at monthly "Field Coordination Meetings" held in Bangkok. Findings help inform

and improve TBBC's relief programme. Feedback is given to TBBC management and other staff, refugee partners and recipients, and other relevant stakeholders as needed.

Stock and Distribution Monitoring/ reconciliation: A stock-card, warehouse management system is now operating in all camps.

In 2009, TBBC also introduced Distribution Monitoring Teams (camp stipend staff) who help record the commodity rations being distributed both on the ration book and on a “**Ration Distribution Register (RDR)**”. The RDR is primarily a stock management tool but is also used for providing the actual feeding figure following a distribution. The RDR is a section by section record of all those who collected a ration at a warehouse in any given month. It records on a family/ration book level the actual amounts of each commodity distributed to each family and the actual number of adults and children who collected rations. A new “**Ration Distribution – Warehouse (RDW)**” form has also been introduced, which is basically a warehouse level summary of the RDR, collating distributions to all Sections undertaken from a particular warehouse and providing a clear stock balance which is recorded and reported at the end of each distribution.

It is now possible to compare the RDW stock (theoretical stock if distribution went according to plan, e.g. correct quantities distributed to the number of persons recorded) with actual stock levels / stock-cards and identify any discrepancies.

In the past, the balance was not always recorded nor kept, but instead distributed to new arrivals who arrived in camps in between two distributions (without verification). Now, the balance is recorded, kept in stock and deducted from the next purchase order. A **Supply and Distribution Reconciliation** is made monthly to detect what proportion of all supplies delivered to camp was actually distributed to the target population.

The main monitoring results for the second half of 2009 are set out in *Appendix E*.

D.3 f) Preparedness

TBBC aims to have staff in the area within 24 hours of any emergency situation, such as an influx of new arrivals, floods, fire etc. An assessment is then carried out in coordination with the health agencies, the refugee community, UNHCR and the local Thai authorities.

Since 2002, an ‘emergency stock’ of basic non-food items has been maintained. Current stock levels are based on experience of needs and shown in *Figure D.6*:

Figure D.6: TBBC Emergency Stocks

Area	To Cover No. of families	Blankets 500	Mosquito Nets	Plastic Sheeting	Plastic Rolls	Cooking Pots 26 cm	Cooking Pots 28 cm
Mae Hong Son	100	500	200	100	25	100	100
Mae Sariang	200	1,000	500	100	25	200	200
Tak	400	2,000	750	200	50	400	400
Kanchanaburi/ Sangklaburi	100	500	100	100	25	100	100

The Tha Song Yang emergency in 2009 revealed problems in properly coordinating responses between NGOs. TBBC has since participated in a CCSDPT initiative to develop Emergency Preparedness Guidelines, which it is hoped will establish better cooperation with other stakeholders.

D.3 g) The Sangklaburi Safe House

The Sangklaburi Safe House was established by TBBC 17 years ago when migrant workers were routinely deported to the border near Huay Malai. It took care of the increasing numbers of sick and mentally ill people who ended up placed at the border where there were inadequate services to support their return to good health. The Safe House was run by volunteers and provided care until they were well enough to return to their families in Burma. TBBC provided stipends, rent, food, medicine and other administrative expenses. The numbers of deportees admitted to the Safe House has declined in recent years because people are now handed over directly to the Burmese authorities at Three Pagodas Pass.

However, a chronic caseload of 38 persons remains, for which there are no easy solutions. Most of these people are stateless, many have no idea where they are from and would be unable to survive without the twenty four hour support and care provided by the Safe House staff. They are generally deportees or undocumented people who have a chronic physical or mental illnesses, including people from abusive work environments. The patients are from many different countries, ethnicities and religions, including Mon, Shan, Karen, Arakan, Akha, Thai, Malaysian, Cambodian and Indian people.

The community of Huay Malai recognise the Safe House as a service that they would like to continue and many are committed to assisting in this process. Community members/leaders and health professionals recognise that people living in the Sangklaburi province and specifically Huay Malai are compromised by poverty, social exclusion and under or unemployment. As the burden

of disease remains high and short term hospital treatment is only available to those who are able to pay, the Safe House provides a facility for longer term treatment, rehabilitation and vocational training.

TBBC continues to provide financial assistance for food, staffing, medical expenses and maintenance costs, whilst TEAR Australia (Vocational Training) provide the funding for trainers associated with income generation projects. However, the Safe House function no longer really fits the TBBC's Mission, whereby TBBC wishes to focus resources on its core activities in the refugee camps and consequently a decision has been made to phase-out. An AVI volunteer was recruited in 2009 to work with the Safe House staff and local communities to find solutions for the patients and/or alternative support structures. TBBC is committed to ensuring the Safe House has an alternative governance structure and associated funding before support is withdrawn.

D.3 h) Assistance to Thai communities

TBBC has always provided assistance to Thai communities in the vicinity of the refugee camps. This is in recognition of the fact that there are poor communities that do not have access to any other assistance and which may feel neglected when support is given to refugees in their area. For many years assistance given was ad hoc, TBBC providing educational supplies to Thai schools, distributing blankets during the cool season, and assisting many times with flood relief. TBBC also provided compensation to local communities affected by the location of the refugee camps, and assisted local Thai authorities with the cost of repairing roads near the refugee camps.

In 1999, TBBC established a more formal policy which specified potential beneficiaries for assistance including: disasters and emergencies in the border provinces; communities directly affected by the refugee populations; other border communities whose standard of living was equal or less than that of the refugees; and Thai agencies providing security or assistance that were not adequately funded by the authorities. The policy set out procedures for submitting requests, but was still very general in nature, covering potentially huge geographic areas and it proved difficult for field staff to control when faced by numerous requests through the local authorities.

During the RTG/ NGO Workshop in December 2006, MOI asked all NGOs to submit action plans for assistance to neighbouring Thai communities for 2007 and stated that the camp commanders had lists of target villages. In preparing a response, TBBC used the opportunity to reconsider how best to prioritise Thai assistance. TBBC now targets 90% of this support on villages less than 30 kilometres from the refugee camps and apportions available budget for Thai authority support between provinces in proportion to their share of the refugee population. Projects supported include responses to emergencies and local community development initiatives. TBBC does not dedicate staff to this work and so chooses projects for which there is local capacity to deliver the assistance.

D.3 i) Educational supplies

The refugees sustain all community activities themselves, including schools from kindergarten through to high school. Until 1997, TBBC made annual donations of basic school supplies for the teachers and pupils, mostly purchased by ZOA. Following a survey of educational needs, the MOI gave formal approval for NGOs to support education programmes from 1997. Now there are 10 NGOs, including two TBBC Members (ZOA, IRC), providing education services and supplies in the camps.

D.3 j) Environmental impact

The impact of the refugee population on the environment was minimised until the mid-1990s by keeping the camps to the size of small villages. The refugees were not allowed to plant rice, although in some areas they could forage for edible roots, vegetables and building materials. The environmental impact of the camps was significant, but relatively minor when compared with the damage caused by rampant illegal logging and uncontrolled farming conducted by other parties. The creation of larger, consolidated camps since 1995 placed greater strain on the environment. This resulted in the need for TBBC to supply cooking fuel, fuel-efficient cooking stoves and building materials. The cooking fuel is made from waste from sawmills, bamboo and coconut by-products and, where possible, the building materials are supplied from commercially grown plots. TBBC food supplies are generally delivered in reusable containers, e.g., sacks for rice, yellow beans and salt, plastic barrels for fishpaste and tins for cooking oil.

D.4 Support mutually accountable community-based management which ensures equity, diversity and gender balance

D.4 a) Camp management

In the early years, when the ethnic nationalities controlled territory and carried out extensive cross-border trading, the Karen and Karenni Refugee Committees took responsibility for all camp affairs and TBBC provided no support for camp administration. As territory was lost and trading was hit, TBBC gradually allowed the Committees to trade sacks and containers used for rice and other supply deliveries to support their own administration expenses, such as stationery, photocopying, plastic sheets and torch batteries for night security patrols, funerals, commemoration days, travel costs to town, entertainment of visitors and Thai authorities, camp festivals and social welfare for vulnerable families/ individuals.

From 2002, TBBC started providing camp administrative support on a cash basis at a standard rate of 1.8 baht/ refugee/ month for each camp, but by 2003 it had become clear that this allowance was inadequate to truly cover camp administration costs. A major burden on the Committees was finding adequate supplies to 'pay' hundreds of volunteer workers who helped in camp administration, food storage and ration distribution. The Committees were left to their own resources to meet these needs and many other demands from the surrounding communities/ authorities.

In 2003/4, TBBC carried out a study to establish the real demands on Camp Committees, how they dealt with them, and what alternative systems could be instituted. The recommendation was that these additional needs should be budgeted so that accurate feeding population figures could be used for refugee supplies. In particular, it was recommended that TBBC pay stipends to approximately 1,000 Camp Committee members and distribution workers at an average payment of 900 baht/ month.

The Camp Management Project (CMP) was set up in 2004 to establish budgets for stipends and other Administration needs, which were set at an average of about 8 baht/ refugee/ month plus additional rice for specified needs. The net cost of implementing these recommendations was offset by savings realised by using more accurate feeding figures. KRC and KnRC camp management staff are now responsible for the logistics of stipend support for more than 1,800 camp-based staff.

The need for capacity building for current camp management staff and new challenges faced due to the loss of educated and skilled CMP staff due to resettlement resulted in TBBC recruiting a Capacity Building Coordinator in 2007 (re-titled, Camp Management Project Manager in 2009). A needs assessment of the CMP was conducted and during 2008 regular training was established, and has continued to be provided for camp management staff. The CMP was renamed the Camp Management Support Project in 2008 (CMSP). In mid-2009, two Capacity Building Officers joined TBBC to support the Programme Manager in conducting trainings and monitoring activities in the camps.

Clear job-descriptions have been established for all camp positions and, in 2009, the KRC and KnRC developed Codes of Conduct for refugees involved in their CMSP and have since been supported in also developing corresponding disciplinary action guidelines.

To ensure equity in stipend payment in camps, a new TBBC stipend policy was applied to all CMSP staff in all nine camps during 2009. This policy also guides other camp-based staff paid for programme-related work. A Partnership Framework was developed for all refugee partners, which includes job descriptions for all refugees receiving stipend support, a stipend policy document, the Code of Conduct and a Letter of Agreement to record the nature and expectations of the partnership.

D.4 b) Community liaison/ outreach

For some time TBBC considered developing consumer advisory groups in each camp to ensure broader participation in the programme beyond the camp committees but, although some pilot projects were started, these never really materialised. In 2005 a Community Liaison Officer (re-titled Community Outreach Officer in 2009) was recruited with the aim of exploring the role of different sectors of society in camp life and devising strategies to address identified gender, ethnic and other inequities. Consultation and feedback tools for all programme recipients and partners were developed and regular CBO meetings were established in all nine camps during 2006 and 2007.

These meetings have enabled the development of CBO work plans and requests for support for coordinated community activities, including the establishment of a pilot community centre in Umpiem Mai camp. In 2009, these CBO meetings were complemented by the establishment of a programme of regular focus group consultations with members of identified vulnerable and under-represented sectors of the camp populations. Both of these ongoing initiatives have facilitated unique community input into the evaluation and planning of TBBC operations as well as various community opinions and perspectives on pertinent issues. These meetings have served to inform TBBC programme responses, and their focus has now expanded to develop CBO partnerships in TBBC operations.

In the first half of 2009, a year-long project to profile Muslim sectors of the camp populations was initiated to help further address the impact of programme design on its beneficiaries. This continued throughout the second half of the year, and its findings will be presented internally in the first quarter of 2010.

D.4 c) Gender

The majority of the camp populations arrived as a family unit. The ratio of male to female is approximately 51:49 with 24% female-headed households. The average family size of the registered population is 4.2, but the average household size is 5.7. Due to limited housing supply in the camps, many households comprise more than one family, particularly young-married who continue to live with their parents. Many village communities crossed the border together or re-established themselves on arrival in the camps. Thus they have been able to maintain their community structures and often the village head has become a section leader in the camp. It is the responsibility of section leaders to ensure that the needs of single female-headed households are met during such times as camp relocations, house construction and repairs.

Women in the refugee and displaced population from Burma have traditionally supported the long struggle for autonomy, carrying out traditional roles as homemakers and carers, but remaining mostly outside the main decision-making bodies, including the camp committees. In the past few years the refugee women's organisations have actively sought ways to improve women's participation in all aspects of their society. Through education and training in human rights, income generation, capacity development and interna-

tional networking, women continue to raise awareness amongst the population so that women's rights can no longer be ignored.

In line with TBBC's gender objectives, the focus is to support initiatives identified and proposed by women's organisations and, to enable this, TBBC provides core support for their offices and staff to facilitate management and administration of their projects. TBBC also works with KRC, KnRC and camp committees to strengthen the role of women in camp management and delivery of the programme, particularly the food distribution process.

UNHCR rolled out its Age, Gender and Diversity Mainstreaming (AGDM) process in 2005. The purpose of the exercise is to hold focus group discussions with identified minorities, gather protection concerns, and use this to inform operational planning. TBBC field staff were engaged throughout the process and have participated in the Multi Functional Teams (MFT), which were established in each province to conduct ongoing focus group discussions in the camps.

Although intended as an annual exercise, it was not repeated until September 2008 when over 40 different focus groups were organised in three camps. The results were collated and a number of TBBC programme interventions identified including: improved access to services for the elderly and people with disabilities; greater access to shelter and NFIs; wider involvement in operational planning; and, increased opportunities for income generation. These are now issues being addressed in TBBC annual work plans.

TBBC has periodically convened a Gender Working Group since 2003 to ensure that the Gender Policy remains an active document. Discussions have focused on the role of the Community Outreach Officer (2004), TBBC staff policy manual (2006), and women's involvement in food distributions (2007). The staff policy manual was revised to incorporate more explicit language on gender sensitivity in 2006. A focus in 2008 was implementation of Gender Based Violence (GBV) guidelines in the Food, Nutrition and Shelter sectors.

The following are key TBBC gender policy statements:

Statement of principles: In developing a gender policy TBBC:

- Acknowledges that both women and men have the equal right to dignity and to self-determination
- Recognises that the transformation of gender relations and roles is necessary to allow women and men to develop their potential and contribute fully in all aspects of their society, for the eventual benefit of their whole community
- Believes that refugee men and women should cooperate in building and sustaining a fair and equitable society through equal representation, participation, opportunities and access to resources
- Believes that both women and men should contribute to the empowerment of women so that women may fulfil their potential

Goal: To increase understanding and practice of gender equality within TBBC's organisation and relief programme, in partnership with refugee communities.

Objectives:

- 1) To provide a working environment for all staff which respects women and men as equal members
- 2) To increase TBBC office and field staff gender awareness
- 3) To support women's initiatives to address their needs as identified/ prioritised by them
- 4) To participate in initiatives by NGOs to improve gender equity in humanitarian aid and refugee community
- 5) To encourage TBBC staff to raise gender issues and gender awareness with men in the camp communities

■ Cultural context

TBBC is an organisation whose staff is drawn from both Asian and Western cultures. The population of refugees supported by TBBC on this border comprises different ethnic and religious groups from Burma. It is recognised by TBBC that different traditional cultural norms regarding gender roles and relations enrich and diversify its work. TBBC recognises the need to challenge cultural norms where they deny basic human rights for both women and men.

■ Process

TBBC acknowledges that defining and implementing a gender policy will be an ongoing process. Its initial goal and objectives are considered as realistic in the context of current gender awareness in TBBC. TBBC recognises that men and women are at different stages of gender awareness and as a result, different activities will be targeted for men and women within the refugee communities.

D.5 Develop TBBC organisational structure and resources to anticipate and respond to changes, challenges and opportunities

D.5 a) Strategic Plan

TBBC developed its first Strategic Plan in 2005. Through workshops, fieldwork, surveys and informal discussions, ideas and opinions were sought from all TBBC staff, refugees in camps, partners, members and relevant external stakeholders. Previous research and discussions were revisited and current strategies reviewed. The draft Strategic Plan 2005-2010, was presented at the TBBC AGM in 2005 and adopted by the Members.

This was revised in 2007 but was completely reviewed in 2009 for the period 2009-2013, taking into account current thinking. This time all staff and members were invited to provide inputs/ feedback and the plan was written in parallel with the development of a draft CCSDPT/ UNHCR Five Year Strategic Plan (see *Appendix D.1 a) Advocacy activities*).

The TBBC Strategic Plan informs all TBBC activities, the core objectives forming the basis for the TBBC Logframe and the structure of this report.

D.5 b) Programme evaluation and review

For years, TBBC has been committed to periodic programme evaluations as a tool for improving its effectiveness. Besides external evaluations, consultants have increasingly been commissioned to review particular programme components or management activities. 37 evaluations and reviews have been carried out to date as follows:

Figure D.7: Evaluations and reviews of TBBC programme

1	Mar 1994	Dutch Interchurch Aid/ EC/ Femconsult.	Overall Programme
2	Nov 1996	Dutch Interchurch Aid/ Femconsult.	Monitoring System
3	Apr 1997	ECHO	Overall Programme
4	Sept 1997	Independent	Ration Adequacy
5	Nov 1997	ECHO	Financial/ Admin
6	May 1998	Dutch Interchurch Aid/ International Agricultural Centre	Supplementary Feeding
7	Apr 2000	DanChurchAid	Sphere Standards
8	May 2000	UNHCR Consultant	Cooking Fuel
9	Mar 2003	Independent.	Management and Governance
10	Jun 2003	IRC	Procurement and Quality Control
11	Jul 2003	Independent	Cooking Fuel
12	Oct 2003	ECHO	Audit
13	Nov 2003	ECHO	Nutrition and Food Aid
14	Aug 2004	Independent	Monitoring Procedures
15	Sep 2004	Independent	Financial Control Procedures
16	Feb 2005	AIDCO for EC	Rice and building materials
17	Jul 2005	Independent	staff remuneration
18	2006	Independent	Staff Policy gender sensitivity
19	2006	Independent	Staff Policy and Thai Labour Law
20	Jul 2006	Independent	Staff Development
21	Jul 2006	DanChurchAid	Alternative packaging of TBBC programme
22	Oct 2006	WFP	Food Distribution
23	Jan 2007	Channel Research	Emergency relief programme
24	Jan 2007	NCCA/ AusAID	Overall Programme
25	Jul 2007	EC	Ex-post Monitoring
26	Jun 2007	ECHO	Audit
27	2007/8/9	CAITAS Swiss/ DA	Conflict Analysis Ongoing)
28	Feb 2008	EC (TBBC as part of a broader assessment)	Strategic Assessment
29	Feb 2008	DFID (TBBC as part of a broader assessment)	Review aid to refugees and IDPs
30	Jun 2008	Independent	Risk Management Assessment
31	Nov 2008	CIDA (TBBC as part of broader assessment)	Response to EC/ DFID assessments
32	Mar 2009	DANIDA (as part of broader assessment)	DANIDA support to overall programme
33	May 2009	Independent	Shelter Programme
34	Aug 2009	Independent	Management Structure & Budgeting
35	Aug 2009	Independent	Data management
36	Oct 2009	EC (DG ECHO)	Livelihoods vulnerability analysis
37	Oct 2009	EC (DG ECHO)	Audit

TBBC is committed to implementing the key recommendations of its evaluations and most of the recommendations of the evaluations and reviews undertaken to date have now been implemented or are currently being addressed.

D.5 c) Performance indicators

Since 2000 TBBC has developed Performance Indicators to assess the achievement of the programme objectives. These have been introduced incrementally and the initial Logframe was developed in 2001 to establish priority indicators related to food distribution. These became available during 2002.

The Logframe has subsequently been extended, with Performance Indicators defined to include all aspects of the TBBC programme structured in accordance with the Strategic Plan Core Objectives. The Performance Indicators available for the second half of 2009 are set out in *Appendix E*.

D.5 d) Cost effectiveness

Since the very beginning, TBBC's philosophy has been to encourage the refugees to implement the programme themselves. Staff numbers were kept to a minimum, keeping administration costs low and making the programme very cost-effective. Even though the programme has grown enormously in the last few years and staff numbers have increased dramatically to deal with both increasing technical and donor monitoring demands, management expenses including all staff, office and vehicle expenses were only 8.4% of expenditures in 2009.

D.5 e) Staff training

Training courses and capacity building events attended by staff during the second half of 2009 are listed in *Figure D.8*:

Figure D.8: List of TBBC staff training under the staff development programme, July to December 2009

Training Course	# of staff
English Language	32
Thai Language	8
Burmese Language	10
IT & Multimedia Training	25
Management Training Modules – Middle Managers & Specialists	18
GIS International Conference for Practitioners	1
Agricultural Training	5
Essentials of Humanitarian Practice Training	3
HPN Workshop on Security for Staff in High Risk Zones	1
Rice Inspection Training	30
First Aid Training	37
Livelihoods-Income Generation Workshop	2
Fire Drill Training – Workforce Safety	13
Pandemic Training for BKK Staff	10
PSAE Trainings	10
Nutritional Conferences, BKK	2
Time Management & Delegation for Line Managers	15
World Bamboo Congress, BKK	1
Teambuilding Workshops for field sites	20
Project Management Training for Field Officers	26
19th International Congress on Nutrition	2
People Management Training for Line Managers	15
Health & Safety Training – Pandemic Preparedness	15

D.5 f) Sustainability and contingency planning

The programme philosophy of maximising refugee input and minimising staff has, with the understanding of the donors, proven sustainable for over 25 years. The refugees have been largely responsible for their own lives and their culture has generally been maintained. Unfortunately, the consolidation of the camps in the mid-1990s eroded the refugees' sense of self-sufficiency, making them increasingly aid-dependent and social problems became more evident as the camps became more overcrowded and restricted.

A major objective has always been to ensure that the refugees can return home when the situation allows, and it can be argued that even after 25 years many of the refugees would want to go home immediately if the opportunity arose. However, during recent years Burmese Army campaigns have destroyed thousands of villages and there are hundreds of thousands of IDPs. Return, even if

the security situation permits it, will be problematic. There will be the need for the reconstruction and redevelopment of areas laid waste by the SPDC and the scope for this will depend on the nature of any cease-fire agreement or other settlement agreed between SPDC and the ethnic parties.

Sustainability also depends on Thai people/ authorities' tolerance of the refugees' presence. In general, the local population and the Thai authorities have always been understanding of the refugees' needs, and tolerant of their presence. This can, however, never be taken for granted and must be monitored. TBBC supports services to neighbouring communities to promote goodwill, and in many areas there is local sympathy because the indigenous population is from the same ethnic groups, sometimes with direct historic links.

Sustainability of the existing assistance structure depends on TBBC's ability to go on raising the necessary funds to cover expenditures. Until 2005, this was always achieved but, since 2006, this has become problematic. Essential support has been sustained, but there have been repeated funding emergencies and budget cuts. It has become clear that donors are not willing to support the status quo indefinitely believing that the refugees should be able to care of themselves rather than rely on external support. They are demanding that a new strategy is developed that will contain refugee numbers and move refugees from total aid-dependency towards self-reliance. Although donors recognise that such changes will take time, ongoing viability of the programme will hinge on being able to develop such a strategy jointly with the donors, NGOs, UNHCR and RTG (see *Appendix D.5 g) Continuum strategy* below).

D.5 g) Continuum strategy (linking relief, rehabilitation and development)

UNHCR normally promotes three durable solutions for refugees: repatriation to their home countries (preferred), local integration in the host country, or resettlement to third countries (least desirable). Until 2004 none of these durable solutions was immediately available. RTG policy was to confine refugees in camps until the situation in Burma 'returned to normal' and the refugees could go home.

There was, however, a growing realisation that whilst there was very little hope of the refugees returning home in the foreseeable future, more could be done to prepare the refugees for the future. During 2005 UNHCR and the NGOs began jointly advocating for increased access to skills training and education and for income generation projects/ employment opportunities. The response from RTG was cautious but positive, acknowledging the benefit of allowing refugees to more fully realise their human potential. During 2005, the RTG began to allow refugees to leave for resettlement to third countries and in 2006 MOI gave approval for NGOs to expand skills training with income generation possibilities. During 2006, the RTG also made commitments to improve education in the camps and to explore employment possibilities through pilot projects. The current situation is as follows:

■ Repatriation to Burma

This remains only a long term and unpredictable possibility. The situation in Burma continues to deteriorate and it is highly unlikely that the refugees will be able to return home any time soon.

■ Local integration

Although there is little likelihood that the RTG will officially allow refugees to live permanently in Thailand, allowing them the opportunity to work or study outside the camps would help them become more self-reliant. Allowing refugees to work could also contribute positively to the Thai economy.

The 2005 advocacy initiative was an attempt to move things in this direction, but progress has been marginal. During the second half of 2009 CCSDPT/ UNHCR presented a draft strategic plan to both the RTG and donors promoting strategies that would reduce refugee aid-dependency and integrate refugee camp services within the RTG system. Whilst the RTG is sympathetic to refugees having more productive lives, concerns about national security, the impact on Thai communities and the fear of creating a pull factor for new refugees, mean that the policy of encampment remains in place, severely limiting possibilities for creating sustainable livelihoods opportunities.

■ Resettlement to third countries

Since RTG gave approval for Third Countries to offer resettlement in 2005, over 53,000 refugees have left Thailand. Whilst resettlement currently offers the only durable solution for Burmese refugees, there have also been major impacts on camp management and humanitarian services due to the departure of many of the most educated and skilled refugees.

■ Medium term strategy

Donors have increasingly expressed their concern about the lack of progress towards durable solutions and during 2007 convened a Donor Working Group to address the issue. The conclusion was that a medium term strategy needs to be developed and agreed between RTG, donors, UNHCR and CCSDPT. Such a strategy might see the gradual opening up the camps enabling refugees not leaving for resettlement to become increasingly self-reliant. Under such a plan the nature of assistance would eventually shift from relief to development. However, as described above the policy of encampment remains in place and the scope for change currently remains very limited

D.5 h) Visibility

The following visibility policy was adopted at the 2001 TBBC donors meeting:

‘TBBC policy is not to display any publicity in the refugee camps. Its vehicles and property are unmarked and generally no donor publicity such as stickers or signs are posted.

This policy has been observed since the beginning of the programme in 1984. The rationale is:

- 1) To show mutuality and promote the dignity of the refugees. The Refugee Committees are considered operational partners, sharing responsibility for providing the basic needs of the refugee communities. They are encouraged to be as self-sufficient as possible and it is not considered appropriate to make them display their dependence on outside assistance.
- 2) TBBC has around 40 donors. It considers that it would be inequitable to display publicity for one/ some donors only and impractical to publicise all.

The TBBC wishes all donors to respect this policy. Where contractual practices necessitate publicity donors will be requested to minimise their expectations and, if possible, to accept non-field publicity.

Whilst other NGOs working on the Thai/ Burmese border do not maintain such a strict ‘invisibility’ policy, they nevertheless maintain a low-profile presence. This reflects the original Ministry of Interior mandate, which specified “no publicity”.

Almost all of TBBC’s donors accept this policy. However, the EC legally requires visibility for DG ECHO contributions and a visibility component has therefore been incorporated in the programme since 2001, with the understanding that visibility ‘projects’ should be beneficial to the refugees. Activities are aimed at being either of educational value to the refugee population, or of direct benefit, and are often targeted at camp workers and camp activity groups.

Notice boards have been installed at each warehouse, featuring ration information and TBBC Newsletters and various visibility items are distributed in camps on an annual basis. Past items have included t-shirts, raincoats, umbrellas, cups, and notebooks for camp workers and camp committee members. Soccer and volley balls and T-shirts have also been provided for sports events in the camps. In Mae La, Umpiem Mai and Nu Po camps, which are covered by ECHO funding, these items all display the ECHO logo, whilst TBBC provides identical items (but without donor visibility) in the remaining six camps on the border in order to ensure equity and equal treatment of the camps and camp staff border-wide.

The United States Government also requires some publicity at the project sites, but this is limited to the displaying of posters at distribution points in Tham Hin and the four camps in Mae Hong Son Province (supported with BPRM funds).

Football match at Mae La camp



Appendix E

Programme performance against indicators

In the following Appendix, TBBC's Programme performance and results are presented against the established Performance Indicators. A short summary/ comparison of quantifiable performance indicators from recent years (2005 to 2009) is provided in *Figure E.1* below. For more information on indicators, means of verification and assumptions and risks, please also refer to TBBC's Logical Framework (Log-frame) in *Figure E.2*.

Figure E.1: Programme objectives and summary of quantifiable performance indicators

	Standard	2005	2006	2007	2008	2009 Jan-Jun	2009 July-Dec
1: To pursue change leading to durable solutions while ensuring a protective environment							
Non-refoulement	0	0	///	///	0	0	0
All Refugees are registered	100%	76%	91%	88%	81%	82%	68%
2: To increase self-reliance and reduce aid dependency							
Gap between needs and minimum requirement decreases							
CAN Training activities in all camps	9 camps	///	///	///	7	8	8
Households receive seeds in CAN camps	> 10%	///	///	///	>15%	>15%	>25
trainees plant vegetables in camps with f/u at household level	>50%				>80%	> 80%	>80%
Income generation activities supported by TBBC in all camps							
longyi weaving	9	9	9	9	9	9	9
Outputs delivered with only basic materials and financial support	> 50,000 p.a.	51,160	51,730	52,796	32,822	25,480	26,258
3: To ensure continued access to adequate and appropriate food, shelter and non food items - prioritising support for the most vulnerable							
Health	Crude mortality rate CMR < 7 / 1,000 / year.	<7	3.9	3.5	3.4	3.3	3.1
	Under 5 mortality rate U5MR < 8 / 1,000 / year.	<8	5.3	4.9	4.7	5.8	5
	Children < 5 with wasting malnutrition	<5%	4.1	2.8	3.5	2.7	3.1
Nutrition	av. No Kcals/person/day - 2,100 kcals	≥2,100	2,280	2,210	2,172	2,102	2,102
	Adherence to TBBC SFP,TFP	Yes	Yes	Yes	Yes	Yes	Yes
	Children < 5 identified as malnourished enrolled in SFP	>90%	52%	57%	53%	<50%	>75%
Commodities meet Quality Specifications							
Rice	>95%	82%	89%	93%	61%	92%	79%
Mung beans	>95%	87%	77%	87%	90%	100%	92%
Oil	>95%	100%	100%	100%	80%	100%	100%
Charcoal	>95%	64%	64%	50%	88%	85%	97%
Chillies	>95%	86%	36%	58%	48%	56%	100%
Fish paste	>95%	96%	97%	80%	100%	100%	100%
Salt	>95%	89%	74%	75%	98%	100%	100%
Fortified flour	>95%	86%	60%	43%	100%	100%	100%
Sugar	>95%	///	100%	100%	100%	100%	100%
Tinned fish	>95%	///	///	100%	100%	100%	100%
Cooking fuel meets minimum energy requirement. 190mJ/p/m.	≥ 190 MJ	193MJ	198.3MJ	195.4MJ	177MJ	195.7 MJ	199.2 MJ
Quantity Delivered							
Correct quantity delivered by suppliers (prior to "top-ups")	>95%	///	///	///	///	93%	100%
Correct quantity distributed to refugees	>95%	///	///	///	99%	99%	99%
Timeliness: Commodities are distributed to refugees on time/ according to schedule	>95%	///	///	///	///	98%	97%
Warehousing: Adequate quality of warehousing maintained (20 parameters check-list)	>95%	///	///	///	77.60%	84.90%	98%
Non-Food Items:							
All households have fuel efficient Cooking Stoves	100%	90	95	///	///	///	///
Building materials provide sufficient covered space per person	≥ 3.5 m ²	7 m ²	5.75 m ²	5.2m	5.2 m ²	5.2 m ²	5.2 m ²
Annual blanket distribution	50%	51%	55.5	53%	57%	///	54%
Annual Clothing distribution:							
Persons > 12 years receive camp produced longyi	50% p.a	49%	50%	50%	39%	25%	25%
1 piece warm clothing/ person/ year	100%	100%	75%	100%	100%	///	100%
Children < 5 years: 1 set clothing/ year	100%	100%	100%	100%	108%	100%	///
4: To support mutually accountable community based management which ensures equity, diversity and gender balance							
Governance/ Camp management							
Community based camp management model functioning in all camps	9 camps	///	///	///	///	9	9
Policies, formal agreements, codes of conduct in place	9 camps	///	///	///	///	9	9
Electoral procedures in place and adhered to	9 camps	///	///	///	///	///	///
Camp staff are sufficiently trained (according to identified need/ staff-turnover etc.)							
Number of trainings/ workshop	As needed	///	///	///	///	39	57
Number of camp staff trained	As needed	///	///	///	///	3,564	1,590
Gender balance:							
% women working in distribution	50%	11	35	40	42	26%	34%
% women involved in Camp management	50%	22	28	20	20	22.50%	27%
Inclusive participation/ cooperation							
Meetings/ Consultations held with CBOs	> 9/ month	7	7	8	8	10	>12
Programme activities supported / conducted by partner-CBOs	9 camps	///	///	///	9	9	9
Refugees regularly provide feedback in TBBC comment boxes	9 camps	9	9	9	9	9	9
See Appendix E for information regarding indicators which fall below target							
/// Information not previously collected or included as indicator / Information not applicable / available							

Figure E.2: Logical Framework of TBBC programme. Page 1: December 2009

Principal Objective: To ensure an adequate standard of living and respect for the human rights of displaced people from Burma, by working in partnership with displaced communities, building capacity, strengthening self reliance and food security.

Intervention Logic	Performance Indicators	Means of Verification for Monitoring and Coordination	Assumptions and Risks
<p>Specific Objective 1: To pursue change leading to durable solutions while ensuring a protective environment</p> <p>Expected Results: Increased awareness/ understanding of the root causes and nature of the conflict and displacement Protection and solutions for displaced persons are enhanced Protection is mainstreamed throughout the programme</p>	<p>Joint advocacy initiatives with CCSDPT, UNHCR, Donors, RTG</p> <p>Advocacy activities supported or undertaken by TBBC and its members</p> <ul style="list-style-type: none"> • Non-refoulement • All Refugees are registered 	<p>Minutes of meetings Agreement on mid term strategy</p> <p>Annual IDP survey Articles published Media coverage / TBBC interviews Presentations given Conferences / meetings held UNHCR, MOI statistics</p>	<p>RTG is open to change / dialogue</p>
<p>Specific Objective 2: To increase self-reliance and reduce aid dependency</p> <p>Expected Results: Livelihood and food security initiatives are strengthened</p>	<p>Gap between needs and minimum requirement decreases</p> <ul style="list-style-type: none"> • CAN Training activities in all camps <ul style="list-style-type: none"> - Households receiving seeds in CAN camps > 10% - > 50% of CAN trainees plant vegetables in camp/ home gardens • Income generation activities supported by TBBC in all camps 	<p>No. of CAN Basic Trainings in camps No. of households No. of households Longyi weaving – labour cost for weavers</p>	<p>Security situation in camps remains stable</p>
<p>Specific Objective 3: To ensure continued access to adequate and appropriate food, shelter and non food items – prioritising support for the most vulnerable</p>	<ul style="list-style-type: none"> • Mortality rates Crude mortality rate CMR < 7 / 1,000 / year Under 5 mortality rate U5MR < 8 / 1,000 / year • Children < 5 with wasting malnutrition < 5% 	<p>CCSDPT Health Information System Mortality rates (CMR, U5MR) Children identified as malnourished from clinic visits Annual Nutrition surveys: Children < 5 weight / height measurements (WHO/NCHS z scores)</p>	<p>Assumptions</p> <ul style="list-style-type: none"> - RTG policy allows appropriate level of services and access - Cooperation from health agencies - Health agencies screen for malnutrition <p>Risks</p> <ul style="list-style-type: none"> - Sudden massive influx of new arrivals - Presence of epidemics - Armed attacks on camps - Access denied due to weather, natural disasters

Figure E.2: Logical Framework of TBBC programme. Page 2: December 2009

Intervention Logic	Performance Indicators	Means of Verification for Monitoring and Coordination	Assumptions and Risks
<p>Expected Results</p> <p>Burmese refugees receive adequate and accurate quality/quantities of food, shelter and relief items</p>	<ul style="list-style-type: none"> • av. No Kcal/person/day - 2,100 kcal • Adherence to TBBC Supplementary and therapeutic feeding protocols by all health agencies to adequately cover the needs of identified target groups: malnourished children and adults, pregnant/lactating women, chronic/ HIV/TB patients, and IPD patients • Children < 5 identified as malnourished are enrolled in supplementary and therapeutic feeding programmes – 90% • All components of the food basket and cooking fuel are provided for refugees as planned: <ul style="list-style-type: none"> ◦ Commodities meet the quality specifications agreed upon by TBBC and the suppliers > 95% ◦ Correct quantity received from suppliers > 95% ◦ Correct quantity distributed to refugees > 95% ◦ Commodities are distributed on time > 95% ◦ Adequate quality of warehousing maintained > 95% ◦ Cooking fuel meets minimum energy requirement 190mJ/p/m • All households (100%) have fuel efficient Cooking Stoves • Eucalyptus, Bamboo and thatch provide sufficient covered space per person (3.5 – 4.5 m²/ person) • Annual blanket distribution >50% of camp population • Annual Clothing distribution <ul style="list-style-type: none"> 12 yr receive camp produced longyi >50% 1 piece warm clothing/person/yr 100% < 5 years: 1 set clothing/ yr 100% 	<p>Nutritional analysis of ration</p> <p>Monthly supplementary and therapeutic feeding statistics</p> <p>CCSDPT HIS and TBBC programme statistics</p> <p>Children < 5 enrolled in supplementary and therapeutic feeding programmes (excluding new arrivals) compared to malnutrition rates</p> <p>CCSDPT HIS Vitamin A coverage</p> <p>Monthly monitoring reports</p> <p>Independent inspectors' reports, Acceptance by camp committee</p> <p>Warehouse checks -Stock and Distribution records, Observation at Distribution points -Ration received after distribution- at distribution point</p> <p>PDM Household visits, focus group discussions</p> <p>Ration books checked</p> <p>Laboratory test: MJoules/kg</p> <p>Assessment of cooking habits</p> <p>Vulnerability criteria</p> <p>Materials provided can build minimum: 35 m² - standard house (1-5 people) 7m/p, 54 m² – large (6+)5.4 m/p</p> <p>Household survey</p> <p>Household checks, distribution of blankets</p> <p>Longyi production in camps:</p> <p>Distributions of warm clothing, <5 years clothing</p>	<p>Assumptions</p> <ul style="list-style-type: none"> - RTG allows appropriate level of services and access - Other services provided to camp residents are sufficient to maintain basic health levels - Sufficient commodities available in marketplace - Space available in camp - Donor commitment to funding <p>Risks</p> <ul style="list-style-type: none"> - Sudden massive influx of new arrivals - Presence of epidemics - Armed attacks on camps - Access denied due to weather, natural disasters - Forced repatriation
<p>Specific Objective 4:</p> <p>To support mutually accountable community based management which ensures equity, diversity and gender balance</p>	<p>Community based camp management model functioning in all camps</p>	<p>Community responsibilities include</p> <ol style="list-style-type: none"> Camp management Supply chain management: maintenance of warehouses, receiving, storing, and distributing supplies Capacity Building 	<p>Assumptions</p> <p>Displaced Communities want to manage themselves</p> <p>Risk</p> <p>Insufficient capacity in camp population</p>
<p>Expected Results:</p> <p>Camp management and Governance procedures are strengthened</p> <p>Equitable community participation in all stages of project cycle</p> <p>Complaints mechanisms and effective feedback mechanisms are strengthened</p>	<ul style="list-style-type: none"> • Policies, formal agreements, codes of conduct in place • Electoral procedures in place and adhered to • Camp staff are appropriately and sufficiently trained • 50% women in distribution process • 50% camp management positions held by women • Meetings/ consultations held with CBOs • Programme activities are supported/ conducted by partner-CBOs • Refugees regularly post comments/ provide feedback in TBBC comments-boxes located in the camps 	<p>Manuals available</p> <p>Camp staff lists,</p> <p>Camp management roles and responsibilities defined</p> <p>Participants and minutes of meetings with CBOs</p> <p>Trainings conducted</p> <p>CBO Matrix</p> <p>Standard monitoring forms recording Comments received</p> <p>Monitoring in camp</p>	<p>Assumptions</p> <p>RTG allows suggestion boxes to be set up</p>

Figure E.2: Logical Framework of TBBC programme. Page 3: December 2009

Activities	Means	Verification	Assumptions & Risks
<p>1</p> <p>TBBC exec.director chairs monthly coordination meeting in Bangkok</p> <p>TBBC chairs Protection Working Group</p> <p>Participation in Donors working group</p> <p>Field Staff meet regularly with other service providers</p> <p>TBBC issues 6 month report</p> <p>Provide briefings, presentations at conferences, reports, publications</p> <p>2</p> <p>Provide training and education in nutrition, appropriate gardening, camp management, warehouse management, quality control</p> <p>1.2 Purchase and monitor delivery and distribution of seeds, crop trees, small live-stock, tools,</p> <p>Purchase materials for income generation activities</p> <p>Conduct livelihoods vulnerability analysis</p> <p>Recruit income generation coordinator</p> <p>3</p> <p>Maintain population database, demographic monitoring for ration calculations, Nutrition training for health workers, Nutrition surveys, nutrition education, Reimbursement of Supplementary feeding and nursery school lunch programmes</p> <p>Issue tenders, evaluate bids for supply and delivery of rice, mung beans, oil, salt, fish paste, chillies, fortified flour, sugar</p> <p>Award contracts to Suppliers, Issue purchase orders against contracts</p> <p>Reception, checking and storage of goods (Camp Committees)</p> <p>Monitor delivery and distribution of supplies</p> <p>Provide ration books</p> <p>Issue tenders, evaluate bids for supply and delivery of cooking fuel, cooking pots</p> <p>Send samples of cooking fuel to laboratory for heating value tests</p> <p>Purchase stoves</p> <p>Purchase clothing for children < 5 years,</p> <p>Issue tenders, evaluate bids for supply and delivery of eucalyptus poles, plastic sheeting, blankets,</p> <p>Issue limited tenders, evaluate bids for supply and delivery of bamboo, thatch</p> <p>4</p> <p>Camp committee (CC) receives and checks deliveries</p> <p>CC undertakes storage of supplies</p> <p>CC distributes rations</p> <p>Planning and scheduling of training sessions by TBBC</p> <p>Monthly Support for Administration costs and stipends</p> <p>Support for child care services</p> <p>Schedule and organise CBO meetings and focus group discussions</p> <p>Maintenance of suggestion boxes at all warehouses</p>	<ul style="list-style-type: none"> – Personnel – field and Bangkok with relevant language skills – Offices – Field, Bangkok – 4WD vehicles – Training – Warehouses in camps – Documented processes – Procurement, Financial controls, Monitoring, Programme Guidelines and Staff Policy Manuals in place 	<p>% of purchases tendered</p> <p>Average no of bids</p> <p>Delivery slips/Purchase orders</p> <p>Camp visits:</p> <p>Monthly monitoring checklist</p> <p>Camp records</p> <p>Claims/ payments to Medical agencies, CBOs</p> <p>GRN</p> <p>Observation, responses to requests for materials</p> <p>Observation, distribution records in camp, payroll of camp staff involved</p> <p>Meeting minutes, monthly reports from all field staff</p> <p>Reports from local authorities</p>	<p>Assumptions</p> <ul style="list-style-type: none"> – Programme approval from RTG – Donor commitment to funding – Sufficient commodities available in marketplace – Space available in camp <p>Risks</p> <ul style="list-style-type: none"> – Sudden massive influx of new arrivals – Armed attacks on camps – Access denied due to weather – Warehouses damaged by weather

E.1 Specific Objective 1

Pursue change leading to durable solutions while ensuring a protective environment for displaced people of Burma

Expected Results

- Increased awareness/ understanding of the root causes and nature of the conflict and displacement
- Protection and solutions for displaced persons are enhanced
- Protection is mainstreamed throughout the programme

Indicator 1a

Joint advocacy initiatives with CCSDPT, UNHCR, Donors and RTG

and

Indicator 1b

Advocacy activities supported or undertaken by TBBC and its members

TBBC continued to undertake advocacy activities in pursuit of change; to increase awareness of the Burmese refugee situation; to increase refugee self-reliance and seek durable solutions; and to ensure protection aspects are enhanced and incorporated in TBBC's programme. In particular TBBC played a leading role in drafting the CCSDPT/ UNHCR Draft 5 Year Strategic Plan and was instrumental in organising a CCSDPT/ UNHCR Seminar to present this Plan to the RTG and Donors in November.

More detailed descriptions of activities that relate to these indicators were provided in chapter 3.1.

Indicator 1c

Non-refoulement

No registered refugees were sent back to Burma from the camps during the period.

Indicator 1d

All refugees are registered

At the end of December 2009, only 68% of the camp population eligible for rations/ included in TBBC's Population Database were registered. Approximately 35% (52,600) of the total camp population are unregistered (including 7,600 unverified persons in Mae La Camp), of which about 20% were included in the pilot pre-screening exercise undertaken in 2009.

E.2 Specific Objective 2

Increase self-reliance and reduce aid dependency by promoting and supporting livelihood opportunities

Expected Result

- Livelihood and food security initiatives are strengthened

Indicator 2a

CAN training activities take place in all camps

- Households receiving seeds in CAN camps > 10%
- > 50% of CAN trainees plant vegetables in camp/ home gardens

During the 2nd half of 2009, 26 types of seeds were distributed to 7,668 households, representing more than 25% of camp-households border-wide.

CAN Trainings in limited space techniques were conducted for camp residents in seven camps: Site 2, Mae Ra Ma Luang, Mae La Oon, Mae La, Nu Po, Umpiem Mai and Ban Don Yang. A total of 390 people were trained in 18 separate trainings. In addition, 26 people were introduced to the principles and concepts of Community Driven Development at a one-day Community Management workshop in Mae La camp.

Follow-up household visits after each training revealed that, in almost all cases, the people who attend training are subsequently planting vegetables in their home gardens.

Indicator 2b

Income generation activities supported by TBBC in all camps

TBBC continues to support a longyi-weaving project through the Karen and Karenni Women's Organisations (KWO and KnWO), which runs in all camps. A total of 187 weavers are currently engaged in the project.

TBBC recruited an Income Generation Coordinator in the second half of 2009, to help better tailor its interventions and increase the focus on livelihood and income generating activities in the future. Once Income Generation Programme plans have been finalised and targets established, the log-frame will be revised with additional indicators.

E.3 Specific Objective 3

Ensure continued access to adequate and appropriate food, shelter and non-food items prioritising support for the most vulnerable

Expected Result:

- Burmese refugees receive adequate and accurate quality/ quantities of food, shelter and relief items

At the end of December, 2009, TBBC's Verified Caseload (number of persons in the nine camps, verified as being eligible for assistance) stood at 139,366 persons. TBBC's Feeding Figure was 133,640 people (the number of eligible persons who attended the December ration-distributions).

Many of the health indicators are dependent on data from the Committee for the Coordination of Services to Displaced Persons in Thailand (CCSDPT) Health Information System (HIS), a common database for all the border health agencies. In mid 2008, UNHCR helped revise the HIS to bring it in line with practice elsewhere and in 2009 UNHCR largely funded this programme.

Indicator 3a

Mortality Rates

- Crude mortality rate (CMR) < 7/ per 1,000 persons/ per year
- Under 5 mortality rate (U5MR) < 8/ per 1,000 persons/ per year

Figure E.3 shows the most recent CCSDPT Health Information System data for mortality rates in the refugee camp population (reported annually).

Figure E.3: CMR and U5MR rates in all camps 2000 to 2009

All Camps	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	Thailand*
CMR/ 1,000population/ year	4.9	4.6	4.4	4.2	4.1	3.9	3.6	3.5	3.3	3.1	9.0
Under 5 deaths/ 1,000/ year	9.2	9.1	6.9	7.2	6.5	5.3	6.0	4.7	5.8	5.0	8.0

*UNICEF's State of the World's Children 2008

CMR: The baseline CMR for the East Asia and Pacific Region is 7 deaths/ 1,000 population/ year*. An increase in CMR to double the baseline level, i.e., to 14 deaths/ 1,000 population/ year, would indicate a significant public health emergency.

U5MR: The baseline U5MR for the East Asia and Pacific Region is 8 deaths/ 1,000 population <5/ year*. An increase in U5MR to double the baseline level, that is to 16 deaths/ 1,000 population <5/ year, would indicate a significant public health emergency.

The data show that both CMR and U5MR for all camps has steadily decreased over the past nine years, with the exception of a slight increase in U5MR in 2006 (CCSDPT 2006 Annual Health Information Report) and 2008 (HIS data). Since 2003, the rates have been maintained acceptably below the baselines for the East and Pacific Region. In addition, the CMR and U5MR in all camps compared favourably to rates for the population of Thailand.

Indicator 3b

Children under 5 years of age with wasting malnutrition are less than 5% of the under-5 camp population

Nutrition surveys were supervised and conducted by all health agencies with TBBC support during 2009 in all camps. Results for 2003 to 2009 are presented in *Figure E.4* below for acute (wasting) and chronic (stunting) malnutrition.

Rates of global acute malnutrition (GAM), according to NCHS cut-offs utilizing weight-for-height z-scores, are currently within the 'acceptable' limits in all camps (e.g. found in less than 5% of the under-five population). The GAM rate in Mae La camp decreased from 2008 (5.5%) to 2009 (3.2%), while rates have increased in the other seven camps surveyed, but still remain below 5% as shown in *Figure E.4*. Since these preliminary 2009 results have only recently been compiled, health agencies in those camps showing significantly higher levels of acute malnutrition compared to 2008 are currently being consulted to better analyse the findings and identify probable reasons for the increases.

Chronic malnutrition rates in 2009 were 'moderate' (20-30%) in Site 1, 'high' (30-40%) in Mae Ra Ma Luang, Mae La, Umpiem, Nu Po, and Tham Hin, and 'very high' (>40%) in Mae La Oon and Ban Don Yang camps.

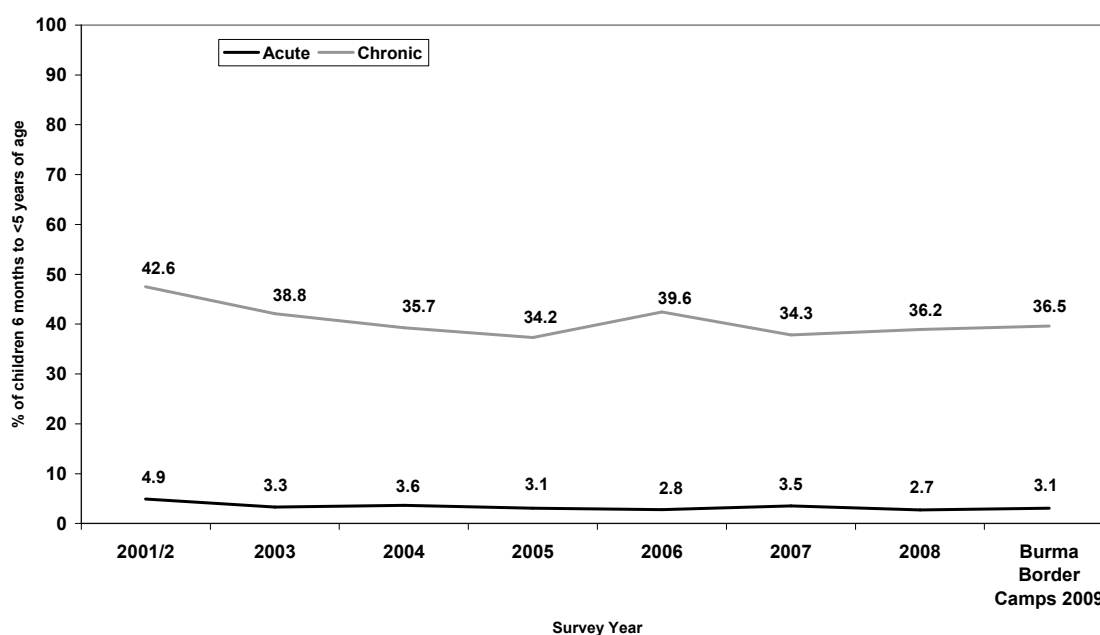
Figure E.4: Global acute and chronic malnutrition rates in children 6months to <5 years (% <5 population) 2003 to 2009

Camps	Global Acute Malnutrition (weight-for-height <2 SD)							Global Chronic Malnutrition (height-for-age <2 SD)						
	2003	2004	2005	2006	2007	2008	2009	2003	2004	2005	2006	2007	2008	2009
	%	%	%	%	%	%	%	%	%	%	%	%	%	%
Site 1	3.4	2	2.6	3.2	3.2	1.5	1.6	31.9	29.8	30	25.5	24	22.5	29.1
Site 2	2.2	1.3	2.3	1	5.8	2.2		37.1	35.3	37.1	45.3	25.1	29.8	
MLO (MKK)	2.9	5.7	3.6	3.6	4.9	3	3.7	43.2	39	37.9	49	42.4	44.3	43.3
Mae Ra Ma Luang	2.5	2.4	5	5	3	2.8	4.5	30.9	40.5	33.1	47.6	38.8	40	39.9
Mae La	2.9	4.5	4	4	4.8	5.5	3.2	43.2	37.8	39.5	37.6	32.3	36.2	32.8
Umpiem Mai	3.9	3.8	3.4	2.1	3.5	1.4	2.1	48.4	42	38.2	32.9	29.2	33.1	29.8
Nu Po	4.1	5		1.6	2.9	1.7	1.9	42.7	28.5		37.9	41.5	34	37.8
Tham Hin			2.7	2.1	2.8	2.5	3.0			28.8	38	35.6	39.4	38.2
Ban Don Yang	4.3	2.9	3.9	1.6	2.2	2	4.2	34.1	46.7	36.6	41.8	37.7	38.8	40.1
All Camps:	3.3	3.6	4.2	2.8	3.5	2.7	3.1	38.8	35.7	34.2	39.6	34.3	36.2	36.5

(Note: Surveys were not conducted in Tham Hin camp in 2003; 2005 data for Nu Po camp were not completed due to staffing changes in the health agency and Site2 was not included in 2009.)

Data from 2001 through 2009 indicate a stable trend in global acute malnutrition (GAM) rates border-wide. GAM rates by gender showed similar rates in girls (3.1%) as in boys (3.0%) in 2009 as shown in *Figure E.5*.

Figure E.5: Trend of Global Acute and Global Chronic Malnutrition in Children 6 months to < 5 years of age (2001-2008)



Border-wide, chronic malnutrition remains consistently 'high' over the years (*Figure E.5*). Small annual variations in chronic malnutrition rates may be due to actual changes as well as other factors such as: 1) measurement variation at the camp level or sampling error; 2) efficacy of growth monitoring and surveillance, which help to prevent children becoming malnourished or severely malnourished for extended periods of time; and 3) changing demographics from resettlement. (Note: two camps were not included in the analysis in 2003 and 2005, and one was excluded in 2009 skewing border-wide data slightly.)

The high level of chronic malnutrition is currently being partially addressed by the inclusion of the fortified flour AsiaMix in the camp food ration basket. The AsiaMix provided increases the quantities and variety of micronutrients in the TBBC ration basket, and provide an easily prepared weaning and infant food at the household level. Lack of micronutrients and easily used food for child feeding has been identified as one of the main reasons for the high rates, although there remain many additional factors that contribute to chronic malnutrition, including infant and child feeding practices, health care services and access, child care practices, repeated illness and poverty. These rates will continue to be monitored.

Indicator 3c

Average number of Kcal./ per person/ per day > 2,100 kcal

The nutritional content of TBBC's current food ration basket is calculated at 2,102 kcals/ person/ day on average. This amount meets the World Food Programme (WFP)/ UNHCR recommendation for planning rations at 2,100 kcals/ person/ day. However, calculations for the specific demographic profile of the camp residents based on UNHCR registration statistics (July 2009), show that actual needs equal an average of 2,170 kcal/ person/ day, which means that the current ration falls short by 70 kcal/person/day. Ration item calculations are based on data from the Institute of Nutrition at Mahidol University, ASEAN Food Composition Tables (2000). The actual ration may vary slightly between camps, but all variations meet the minimum recommendation

Indicator 3d

Adherence to TBBC Supplementary and therapeutic feeding protocols by all health agencies to adequately cover the needs of identified target groups: malnourished children and adults, pregnant/ lactating women, chronic/ HIV/ TB patients, and IPD patients

All health agencies continued to adhere to TBBC's supplementary and therapeutic feeding protocols. Revised SFP/ TFP reporting forms were distributed to health agencies in May 2009 with additional minor adjustments made in November 2009 to better correspond with HIS reporting.

Indicator 3e

Children < 5 identified as malnourished are enrolled in supplementary and therapeutic feeding programmes >90%

TBBC has, since mid-1999, presented statistics on the number of malnourished children under five receiving supplementary or therapeutic feeding from the health NGOs at their clinics. Statistics for the second half of 2009 are presented in *Figure E.6*.

The average enrolment for the second half of 2009 was 479 children out of 17,415 or 2.8% of the under-five population per health agency HIS data in the camps. This compares with average enrolment rates of 1.9%, 1.9%, 2.2%, 1.7%, 2.0% and 1.3% in previous six-month periods. The average border-wide GAM rate for 2009 (from nutrition survey) was 3.1% which suggests that more than 75% of malnourished children were enrolled in supplementary feeding programmes, an improvement from the previous reporting period. One continuing challenge is motivating parents to bring their children to regular growth monitoring and promotion activities, where the majority of malnourished children are identified. On average (border-wide), five children per month were admitted for severe malnutrition, representing only 0.03% of the under-five population, and only 1% of all acutely malnourished children. This means that few children are becoming severely malnourished and those enrolled are being identified and treated before their condition becomes severe.

Figure E.6: Number of children <5 enrolled in supplementary and therapeutic feeding programmes Jul to Dec 2009

NGO	Camp	Jul-09		Aug-09		Sep-09		Oct-09		Nov-09		Dec-09	
		Mod	Sev	Mod	Sev	Mod	Sev	Mod	Sev	Mod	Sev	Mod	Sev
IRC	S1	28	0	29	0	32	0	33	0	33	0	34	0
	S2	7	0	6	0	6	0	4	0	4	0	8	0
MI	MRML	71	2	90	1	95	0	85	0	81	0	74	0
	MLO	75	1	78	5	85	5	86	1	85	0	70	0
AMI	ML	140	0	153	0	185	1	163	1	122	2	122	1
AMI/ ARC	UM	24	0	12	0	29	0	31	2	32	1	34	1
	NP	4	1	18	0	24	0	24	0	21	0	18	0
ARC	DY	9	0	5	0	27	0	22	0	21	0	19	0
IRC	TH	52	0	53	0	46	0	36	1	32	1	68	0
Total:		410	4	444	6	529	6	484	5	431	4	447	2

Enrolment by gender varies by camp, with five out of nine camps enrolling more girls than boys (Figure E.7).

Figure E.7: Average enrolment of children <5 enrolled in supplementary feeding programmes by gender July to December, 2009

NGO	Camp	Av. Caseload/ Mth (Boys)	Av. Caseload/ Mth (Girls)
IRC	S1	17	14
	S2	2	4
MI	MRML	48	36
	MLO	51	31
AMI	ML	59	90
AMI/ ARC	UM	11	17
	NP	8	10
ARC	DY	4	14
IRC	TH	15	33
Total:		214	248

Figure E.8 summarises the average case-loads for each supplementary feeding programme target group and the total number enrolled during the first half of 2009. Pregnant and lactating women make up the largest target groups that receive supplementary feeding. Due to an error in the revised reporting forms, non-camp-resident IPD patient numbers are unfortunately not available for this reporting.

Figure E.8: Average enrolment in supplementary feeding programmes by target group: July to Dec 2009

NGO	Camp	Preg	Lact	Mal Preg	Mal Lact	Mod Mal <5	Mod Mal >5	Sev Mal <5	Sev Mal >5	GAM <5	Chronic/ HIV/ TB	IPD	Patient House	Formula Fed Infant
IRC	S1	251	241	0	0	32	0	0	0	32	80	0	26	11
	S2	51	51	0	0	6	2	0	0	6	10	0	0	3
MI	MRML	264	380	7	8	83	1	1	4	83	69	0	0	18
	MLO	256	350	7	4	80	2	2	1	82	97	0	0	26
AMI	ML	928	898	37	6	148	12	1	4	149	129	0	0	54
	UM	-	-	-	-	-	-	1	0	1	71	0	0	0
	NP	-	-	-	-	-	-	0	1	0	60	0	0	0
ARC	UM	443	314	2	1	29	0	-	-	29	0	0	0	5
	NP	273	226	36	1	22	4	-	-	22	0	0	0	14
	DY	90	82	16	1	21	10	0	0	21	36	0	0	4
IRC	TH	142	226	0	0	41	4	0	0	41	41	0	1	30
Total:		2,698	2,768	105	20	460	34	5	9	465	593	0	27	165

Notes:

Mal = malnutrition

Mod Mal = acute moderate malnutrition

Sev Mal = acute severe malnutrition

GAM = Global Acute Malnutrition (moderate + severe acute malnutrition)

Chronic = patients with chronic condition needing on-going supplementary feeding

IPD = Inpatient Department (at camp clinic)

Patient House = caregivers at referral hospital site

Formula Fed Infants = infants unable to breastfeed on clinic evaluation

Indicator 3f

All components of the food basket and cooking fuel are provided for refugees as planned:

- Commodities meet the quality specifications agreed upon by TBBC and the suppliers > 95%
- Correct quantity received from suppliers > 95%
- Correct quantity distributed to refugees > 95%
- Commodities are distributed on time > 95%
- Adequate quality of warehousing maintained > 95%
- Cooking fuel meets minimum energy requirement. 190mJ/ p/ m

Timeliness, Quantity and Quality

The information gathered from the Goods Received Notes (GRN), which are completed by refugee warehouse staff, is summarised in *Figure E.9*. The disaggregated data for each camp represent all supplies for respective camps, July to December 2009 inclusively.

Figure E. 9: Summary of Goods Received Notes, July to December 2009

Camp/ Site	Weight (%) ¹	Timing of Delivery (%) ²
S1	n/a	96.7
S2	n/a	97.5
MRML	n/a	87.9
MLO	n/a	100
ML	n/a	98.7
UM	n/a	98.5
NP	n/a	100
TH	n/a	98.3
DY	n/a	100
All Camps:	n/a	97.5

Notes:

1) A random sample of 10% of each delivery to camp (food or fuel item) is weighed by refugee warehouse staff and recorded on GRNs. Upon completion of the delivery of a particular purchase order, TBBC Field Assistants calculate the percentage of total order actually delivered using collated sampling data from the GRNs. Data entry for the period being reviewed for accuracy

2) Percentage of the order delivered during the contract delivery period.

The recorded percentages of weight of items arriving in camps over the past six months stood at 83.4% according to GRNs (initial in-camp monitoring) but there may have been data entry problems since later cross-checking with professional inspections, found no issues with quantity/ weight received. All supplies were accepted and no restitution was requested from suppliers. Data entry for GRN is being reviewed.

The timeliness of commodity delivery rose to 97.5%, an 11.4% increase over the previous period. A time buffer is built into the process which recognises the difficulties suppliers often confront in attempting to keep strict delivery deadlines. Delivery periods are set at least several days prior to planned distributions and in nearly all cases late deliveries were in time for scheduled distributions. There were, however, four reported incidents of stock-outs of Salt and oil at Mae Rama Luang and Mae La Oon Camps during the second half of 2009, due to a newly contracted supplier delivering after the scheduled distribution date. These were the only delays that directly affected the beneficiaries (and fortunately the commodities are not essential food items for survival). The supplier received a warning in response to the late delivery.

In several instances, underweight or substandard supplies were picked up through monitoring on delivery to camps using GRNs. This information was taken to suppliers by TBBC staff and restitution made.

From July to December 2009, a total of 148 independent, professional inspections for quality and weight were performed on food items and charcoal for the nine camps. (compared to 175 inspections performed during the first half of 2009, a higher number due to stock-piling deliveries) *Figure E.10* summarises the results of quality and quantity control inspections made by independent inspectors on shipments during the period.

Figure E.10: Results of commodity inspections, July to December, 2009

Commodity	Qty Checked ¹	% of all purchases in period ²	% checked at camps ³	% Sampled ⁴	Qty Check		Quality Check	
					Qty Verified ⁵	% ⁶	Total amt Meeting Standard ⁷	% ⁸
Rice (MT)	8,075	88	95%	AQL	8,087	100.1%	6,352	79%
Mung Beans (MT)	342	55	100%	AQL	343	100.3%	315	92%
Cooking Oil (litr)	430,496	75	100%	AQL	442,033	102.7%	442,033	100%
Charcoal (MT)	3,314	66	100%	AQL	3,344	100.9%	3,254	97%
Dried Chillies (MT)	30	79	100%	AQL	30	100.0%	30	100%
Fishpaste (MT)	418	114	80%	AQL	425	101.7%	425	100%
Salt (MT)	82	34	100%	AQL	85	103.7%	85	100%
AsiaMIX (MT)	99	37	0%	AQL	99	100.0%	99	100%
Sugar (MT)	42	35	100%	AQL	42	100.0%	42	100%

Notes: (1) Quantity Checked is the total amount covered by the quality control inspections. This is determined by the number of supply containers covered by the inspections multiplied by the TBBC's required net weight/volume per container for each commodity. (2) Percentage of all Purchases in Period means the percentage of Quantity Checked (explained in 1) compared with the total amount of supplies that TBBC purchased during this 6-month period. (3) Percentage checked at camps is the percentage of supplies which were inspected at camps of the total Quantity Checked explained in (1). (4) Percentage Sampled the Acceptable Quality Level (AQL), an international standard which the sampling rate varies upon batch size of products, has been applied. (5) Quantity Verified is the actual net weight/volume found by the inspectors. (6) Percentage is the percentage of the Quantity Verified (described in 5) compared with the Quantity Checked (explained in 1). The quantity verified of 100% or over means that the quantity of supplies delivered meets the contract requirements, while the quantity verified under 100% means supplies are delivered less than the contracted quantity, as determined by average net weight/volume found by the inspectors. (7) Quantity meeting standard is the amount identified by inspectors as meeting the quality/packaging contract standard. (8) Percentage is the percentage of the Quantity Meeting Standard in quality (explained in 7) compared to the Quantity Verified (explained in 5).

The target for inspections for all of the above commodities is 50% of all deliveries to Mae La and Umpiem Mai, and once per contract (usually every six months) for all other camps. By quantity, 34 - 100% of each item was randomly checked by inspectors during this period. Very few quality problems have been experienced with sugar and so quality inspections samples are set at a very low level.

The results of independent inspections show that the quantities of supplies delivered by TBBC's vendors were all in accordance with the contracted amount. This was determined by net weight/ volume of supplies delivered. These independent checks are in addition to quality checks undertaken by the camp committees – which are conducted on newly delivered supplies to camp and recorded on GRNs.

Camp committees not uncommonly accept supplies which fail professional inspections. In most cases this is very reasonable as professional inspections encompass a wide-range of parameters for each commodity. A commodity which has failed inspection usually does so due to a minor infraction of a single parameter which, in practical terms, has no adverse effect on nutrition or health and is negligible in terms of acceptability. The standards, nonetheless, are set and TBBC makes every effort to achieve these for each commodity delivered to camps.

For the second half of the year, 100% of salt, fish-paste, AsiaMix and sugar tested, passed the quality specifications. In comparison to the previous reporting period, some improvements were seen in the quality of other commodities tested: 92.6% of charcoal (72% January to June 2009) and 91.7% of dried chilli (64%) passed inspections. However, despite significant improvements, the quality standards of many commodities remain below targets. Most notable amongst these was a significant decrease in the overall quality of rice received, with only 62.5% of inspections passing, compared with 76% for January to June 2009. TBBC will continue its efforts in ensuring further improvements.

The responses to failed checks varied from no action taken to verbal or written warning to suppliers, financial or top-up penalties to suppliers and replacement of failed supplies. Replacement of supplies and top-up penalties are the preferred options as these ensure refugees receive the entitled ration or equivalent of intended standard. TBBC aims that not more than 5% of failed item orders are distributed in camp. Warnings and financial penalties are issued to encourage suppliers to improve performance for subsequent deliveries.

Figure E.11 displays the number of inspections/ tests performed on each item, the number and percentage failed, and the outcomes of failed tests.

Figure E.11: Inspections and tests on food & fuel items and outcomes of failed tests, July to December 2009

Commodity	No. Tests Done	No. Failed Tests	% of test sample	Reason	Outcomes of Failed Tests					
					Replace-ment	Top-up	Financial Penalty	Warning	No Action	Other
Rice	32	12	37.5%	Whole grains below spec. (5)	1	1	1	2	7	
				Broken grains exceed spec. (3)						
				Yellow kernels exceed spec. (1)						
				Insects and worm nests found (3)						
				C1 exceed spec. (6)						
				Moisture exceeds spec. (2)						
				Grass seeds > spec (1)						
Mung-beans	19	3	15.7%	Weevills seeds exceeds spec. (3)				1	2	
Cooking Oil	25	0	0.0%	Damaged seeds exceeds spec. (1)						
Charcoal	27	2	7.4%	Moisture exceed spec. (2)					2	
Dried Chillies	27	1	8.3%	Unripe/damaged berries exceed spec. (1)					1	4 cases of weight short-age, financial penalty applied
Fishpaste	12	0	0.0%							
Salt	5	0	0.0%							
AsiaMix	21	0	0.0%							
Sugar	4	0	0%							
Total:	148	18	12.1%		1	1	1	3	12	

In summary, the percentage of supplies which met quality specifications during the second half of 2009 continued to be below the 95% target. However, the monitoring system picked up these cases enabling timely responses, and markedly reducing substandard supplies month by month. Continued and consistent response through the issuance of warnings and penalties to suppliers is expected to further improve quality in the long term.

Figure E.12 summarises findings from other monitoring activities from July to December 2009

Figure E.12: Other Monitoring Checks Jul to Dec 2009

Camp	Distribution Point Check	Supply & Distribution Reconciliation (%)
	Distribution Efficiency (% pass)	
S1	96.7	99.0
S2	97.5	99.8
MRML	92.5	100.3
MLO	97.5	99.8
ML	90.0	96.5
UM	90.0	99.0
NP	90.0	101.6
TH	88.3	92.8
DY	90.0	100
Avg/ Camp:	92.5	98.7

Distribution monitoring demonstrated an increase in the average distribution efficiency from 85.7% to 92.5% (range 88.3% to 97.5%). This monitoring measure takes into account 10 parameters including ration calculation, measurement and delivery; usage of ration books; and the presence of ration posters, monitoring feedback information and comments post-boxes. It looks not only at the ration received, but also at possible causes of why a ration may not be received as planned. This includes identifying any systematic errors in weighing, calculation mistakes, non-use of ration books, recipients being uninformed of the correct ration, and recipients having no means to voice distribution problems or injustices.

The “supply and distribution reconciliation” is a measure of the percentage of eligible refugees who attend distribution, receiving rations as planned. An average of 98.7% is good, with all camps demonstrating percentages above the benchmark of 95%. This figure should not exceed 100%, as only those refugees included on TBBC’s population database are eligible to receive assistance. Stock balances are recorded and carried forward to the next month.

In addition to the above quantitative data, TBBC field staff systematically gathers qualitative data in camps monthly by means of anonymous comments post-boxes at warehouses and some CBO offices, and by documented discussions with householders and community groups.

Warehousing

Camp warehouses are checked by TBBC staff on a regular basis (generally two warehouses per camp, per month) to assess their effectiveness and adherence to guidelines and best practices, based on WFP standards. Warehouses are assessed according to 20 parameters relating to cleanliness, structural adequateness, stacking/ handling practices, commodity conditions and signage. From the 20-point checklist a %-pass is calculated. For this period, the percentage pass of 98.7% indicated a 13.8% improvement over the first half of 2009, as a result of recent initiatives to improve warehousing. TBBC field staff in all sites have been conducting ongoing trainings with warehouse staff in camps, to reinforce best practices. The percentage-pass per camp is shown in the table below:

Figure E.13. Results of camp warehouse monitoring

Camp	Warehouse Check (% Pass)
S1	99.0
S2	99.8
MRML	100.3
MLO	99.8
ML	96.5
UM	99.0
NP	101.6
TH	92.8
DY	100
Avg/ Camp:	98.7%

Cooking fuel

A survey conducted in 2004 estimated that people needed an average 190 MJ/ per month to cook their meals and boil water for drinking. The average ration provided for the second half of the 2009 was 8.0 kg/ person with an effective mean heating value of 24.9 MJ/ kg providing 199.2 MJ/ person/ month, and therefore meeting requirements.

In the second half of 2009, charcoal quality, overall, improved further. Where charcoal samples did fail, they did so due to high moisture content, a secondary parameter in charcoal testing. There were no tests which failed on account of having a low heating value, the key parameter in determining charcoal quality. TBBC will continue to employ a rigorous professional testing schedule, to ensure quality standards continue to be met by the suppliers.

Indicator 3g

All households have fuel efficient Cooking Stoves

A survey conducted late in 2005 established on average 90% of households had a fuel efficient bucket stove and a distribution of commercial stoves was subsequently made in 2006 to ensure 100% coverage. Another survey was conducted during the second half of 2009, to assess stove usage and identify gaps. Based on the survey results, a border-wide distribution will be undertaken in the first half of 2010 to ensure coverage remains at 100%.

Indicator 3h

Eucalyptus, bamboo and thatch provide sufficient covered space per person (3.5 – 4.5 m²/ person)

The Eucalyptus, bamboo and thatch rations supplied by TBBC provide a minimum of 35 m² (standard house < 6 people) = 7 m²/ person and 54 m² (large house > 5 people), family of 12 = 4.5 m²/ person.

A Consultancy focusing on the various issues surround shelter was conducted in the first half of 2009. The report and final recommendations form a useful document for the ongoing development of TBBC’s shelter programme, including

the development of a comprehensive shelter policy. A shelter expert, on secondment from the Swiss Agency for Development and Cooperation (SDC), has been recruited and is scheduled to commence work with TBBC in February 2010. In addition, several new initiatives relating to the provision of shelter materials are

Indicator 3i

Annual blanket distribution > 50% of the camp population

The annual distribution took place from October to December 2009, using quilts donated by Lutheran World Relief (LWR). Quilts were distributed at a rate of one per two persons.

Indicator 3j

Annual clothing distribution

- Population > 12 years receive camp produced longyi (> 50%)
- All refugees in camps, receive 1 piece of warm clothing per year (100%)
- Population < 5 years of age, receive 1 set of clothing per year (100%)

TBBC continues to support the production and provision of longyis in all camps. The objective is to provide one longyi for each man and woman over 12 years old in alternate years. The total target population to receive longyis in 2009 was some 51,700 persons. A total of 25,480 longyis (49.3% of target) were completed and distributed in the first half of the year and 26,258 were completed from July-December. A surplus of 1,679 was produced in the Mae Saiang camps, which will be used for distribution to new arrivals. A total of 667 longyis remain to be produced/ distributed in Tham Hin and Ban Don Yang camps, but this will be completed within a few months.

The annual distributions of second hand clothing took place in the second half of 2009, to ensure that all refugees receive at least one piece of warm clothing. Approximately 118,000 pieces of clothing, donated by the Wakachiai Project, Japan were distributed in the nine camps. In addition, more than 40,000 clothing items, donated by Lutheran World Relief were distributed in Umpiem, Nu Po, Ban Don Yang and Tham Hin Camps.

The annual distribution of children's clothes took place during the previous reporting period (covering some 18,000 children under the age of five).

E.4 Specific Objective 4

Support mutually accountable community-based management which ensures equity, diversity and gender balance

Expected Results

- Camp Management and Governance procedures are strengthened
- Equitable community participation in all stages of the project cycle
- Complaints mechanisms and effective feedback mechanisms are strengthened

Indicator 4a

Policies, formal agreements, codes of conduct in place

TBBC together with IRC/Legal Assistance Centres (LAC) have worked closely with the refugee committees to ensure standard job-descriptions, CoCs, and disciplinary action procedures are now in place (refer to section 3.4.a). All stipend staff sign the CoC and a contract with their respective refugee committee.

Official Letters of Agreements (LoA) relating to CMSP funding are signed by TBBC with both refugee committees. The LoAs stipulate the roles and responsibilities of the refugee committees (as implementing partners) and terms and conditions of the agreements/ TBBC funding. The following documents form integral parts/ Annexes to each LoA: Code of Conduct; CCSDPT Prevention of Sexual Abuse and Exploitation (PSAE) Interagency Protocols; Contract Agreement between CBO and Stipend Worker (Template); Extra Need support agreed with each committee; List of one-off equipment allowed in the budget year; Detailed Stipend List of CMSP staff by camp and positions; and a detailed Administration and Stipend budget.

Indicator 4b

Electoral procedures in place and adhered to

In recent years, resettlement has disrupted election procedures for camp and refugee committees. As committee members have frequently departed, it became impossible to organise elections regularly enough and as a consequence many positions have been filled by appointment. This situation is due to be rectified in 2010, with elections scheduled for all camps.

In preparation for the upcoming elections, TBBC's CMSP Manager, together with CMSP refugee staff and the refugee committees, have revised all Refugee and Camp Committee Organisational Structures (now standardised according to camp population sizes) and these will be used for the elections.

In the latter part of 2009, a workshop was held with KRC and KnRC, in which their visions and missions were reviewed and the Refugee Committee and Camp Committee election procedures were discussed, with particular emphasis on making the process equitable and all-inclusive in terms of gender, religion and ethnicity. By the end of the year, KRC had finalised their election guidelines and distributed to all agencies. The KRC election guidelines are still being developed and are scheduled for completion in the first quarter of 2010.

Indicator 4c

Camp staff are appropriately and sufficiently trained

TBBC works continuously to ensure that all camp management/ TBBC stipend staff receive appropriate, job-specific training that will allow them to undertake their duties in an effective and professional manner. With the impact of resettlement and the large outflow of experienced camp staff, there is a real need for on-going training in many camps.

In the second half of 2009, approximately 60 capacity building trainings/ workshops were conducted in the camps, training nearly 1,600 persons in different topics relating to camp management, ration-books, supply chain and warehouse management.

Indicator 4d

50% women in distribution process

The proportion of women involved in food distribution currently stands at 34% border-wide. (Highest in Nu Po at 54.5% and lowest in Tham Hin camp at 12%). This represents an 8% increase since June, 2009.

Indicator 4e

50% camp management positions held by women

The average percentage of women (stipend staff) engaged in camp management work (when including all sectors from camp committees to security), was 27% at the end of December 2009 (highest: Ban Don Yang at 34.4%; lowest: Site 1 at 17.3%), which is a 4.5% increase over the past six months. It is expected that female representation will increase further in the coming year, as a result of revised election guidelines and staff recruitment policies, which place greater emphasis on inclusiveness.

Indicator 4f

Meetings/ consultations held with CBOs

During the second half of 2009, the Community Outreach Officer held regular meetings with active community-initiated CBOs in all camps. As explained in Section A.2 g "Camp management", NGO/ UN-initiated CBOs are not part of this ongoing initiative, as they fall under the auspices of the relevant external agency. The CBOs consulted represent various age, gender, ethnic and religious/ cultural interests, and staff from all field offices and various programmatic sectors also participate. One central focus of these meetings is to gather input into TBBC operations. During the period these meetings provided beneficiary feedback and helped inform TBBC of community opinions in terms of:

- CCSDPT/ UNHCR Strategic Plan
- Current livelihoods activities in and around the camps and potential areas/ opportunities for expansion
- The varying programme-related needs of diverse groups within the camps, their perceptions of commodity qualities, and ration management practices in the household

- Impacts of increased ethnic/ religious diversity on camp management
- Access to and relevance of TBBC communication strategies with beneficiaries
- Suitability of current ration eligibility criteria, including revisions to ration collection regulations and methodologies for implementation, including exemptions
- Implementation of KWO organisational capacity-building support programme
- Suitability of recommendations to adjust shelter materials provision/ utilisation
- Implementation of CCSDPT's PSAE project
- Pertinent issues within the community impacting programme, including the pre-screening process of unregistered residents, resettlement, and the changing circumstances of Non-State Actors in eastern Burma

Indicator 4g

Programme activities are supported/ conducted by partner-CBOs

During the period, women's, youth and student CBOs were actively engaged with TBBC field teams in:

- Population baseline surveys
- Ration book distribution
- Monthly feeding figure updates and verification
- Monthly household ration calculation and distribution
- Pilot shelter needs assessment for annual building materials distribution in the Tak camps
- Annual weaving project
- Annual nutrition monitoring of children under five
- Nutritious cooking demonstrations
- Expansion of CAN activities, including procurement and distribution of seeds
- Communication with beneficiaries

Indicator 4h

Refugees regularly post comments/ provide feedback in TBBC comments-boxes located in the camps

Comments boxes have been installed at distribution points in all nine camps, and in key CBO offices in some camps since 2005, providing an opportunity for camp residents to give TBBC anonymous feedback and comments on supplies. The boxes have pictorial and written instructions on their use. Comments are collected by TBBC field staff and evaluated monthly as part of TBBC's monitoring system.

During the second half of 2009, there was a significant decrease in the number of comments received from camps, from 229 comments in the first half to 118 comments in the second. The level of detail provided in each comment remained consistent, which assists greatly in responding to comments. The main issues highlighted from the comments received were; lack of transparency in camp administration, requests for increased food and non food items (NFI), quality of food supplies.

During the period, the planned review of the comments box system initiated in the first half of 2009 was finalised, and recommendations for more comprehensive and equitable coverage in camps were adopted. These included the combination of different communication elements into one entity, "a Communications Point". The recommendations are currently being implemented in each field site. The wider planned evaluation of TBBC's overall communications strategies with beneficiaries, including the circulation and suitability of the TBBC news sheet "TBBC News" and other notices and announcements, was postponed to ensure better alignment with TBBC's new five-year Communications Strategy, developed by the Communications Officer in late 2009.

Paw Lu Lu (3rd from right, back row), Director, Sangklaburi Safe House, with patients and their children



Appendix F

A brief history of the Thailand Burma border situation

The adjoining maps illustrate how the situation on the Thai/ Burmese border has developed since 1984.

1984: The first refugees

In 1984 the border was predominately under the control of the indigenous ethnic nationalities. The Burmese Government/ Army had only three main access points at Tachilek in the North, Myawaddy in the centre and Kawthaung in the South. The dark-shaded border areas had never been under the direct control of the Burmese Government or occupied by the Burmese Army. These areas were controlled by the ethnic nationalities themselves, predominantly Shan, Karenni, Karen and Mon, who had established de facto autonomous states. The ethnic nationality resistance had influence and access over a much wider area represented diagrammatically in the pale shade. They raised taxes on substantial black market trade between Thailand and Burma and used these taxes to pay for their governing systems, their armies and some social services.

The Karen National Union (KNU) had been in rebellion for 35 years and since the mid-1970s had been gradually pushed back towards the Thai border. For several years dry season offensives had sent refugees temporarily into Thailand only to return in the rainy season when the Burmese Army withdrew. But in 1984 the Burmese launched a major offensive, which broke through the Karen front lines opposite Tak province, sending about 10,000 refugees into Thailand. This time the Burmese Army was able to maintain its front-line positions and did not withdraw in the rainy season. The refugees remained in Thailand.

1984 to 1994: The border under attack

Over the next ten years the Burmese Army launched annual dry season offensives, taking control of new areas, building supply routes and establishing new bases. As territory was lost new refugees fled to Thailand, increasing to about 80,000 by 1994.

1988 and 1990 democracy movements

In 1988 the people of Burma rose up against the military regime with millions taking part in mass demonstrations. Students and monks played prominent roles and Aung San Suu Kyi emerged as their charismatic leader. The uprising was crushed by the army on 18th September with thousands killed on the streets. Around 10,000 'student' activists fled to the Thailand/ Burma border and the first alliances were made between ethnic and pro-democracy movements. Offices were established at the KNU headquarters at Manerplaw and over 30 small 'student' camps were established along the border, although the number of 'students' declined to around 3,000 by 1989. In 1990 the State Law Order and Restoration Council (SLORC) conducted a General Election which was overwhelmingly won by Aung San Suu Kyi's National League for Democracy (NLD). The NLD was not allowed to take power and elected MPs were imprisoned or intimidated. Some fled to the border to form a Government in exile, further strengthening the ethnic/ democratic opposition alliances at Manerplaw.

January 1995: The fall of Manerplaw

In January 1995, with the assistance of the breakaway Democratic Karen Buddhist Army (DKBA), the Burmese Army attacked and overran Manerplaw, a major blow for both the KNU and the democratic and ethnic alliances.

1995 to 1997: The buffer falls

As the KNU attempted to re-group, the Burmese Army overran all their other bases along the Moei River, taking control of this important central section of the border. In 1995 SLORC broke a short-lived cease-fire agreement with the Karenni National Progressive Party (KNPP) and in 1996 similarly overran all of their bases. And in the same year, Khun Sa, leader of the Shan resistance made a deal with SLORC which paralysed resistance and effectively allowed the Burmese Army access to the border opposite Chiang Mai and Chiang Rai provinces. Finally, in 1997, the Burmese Army launched a huge dry season offensive, over-running the remainder of Karen controlled territory all the way south to Prachuap Khiri Kan. In three short years the Burmese army had effectively overrun the entire border which, for the first time in history, they now had tenuous access to and control over. The ethnic nationalities no longer controlled any significant territory and the number of refugees had increased to around 115,000. The remaining 'student' camps had by now all been forced to move into Thailand and most of their numbers were integrated into the ethnic refugee camps.

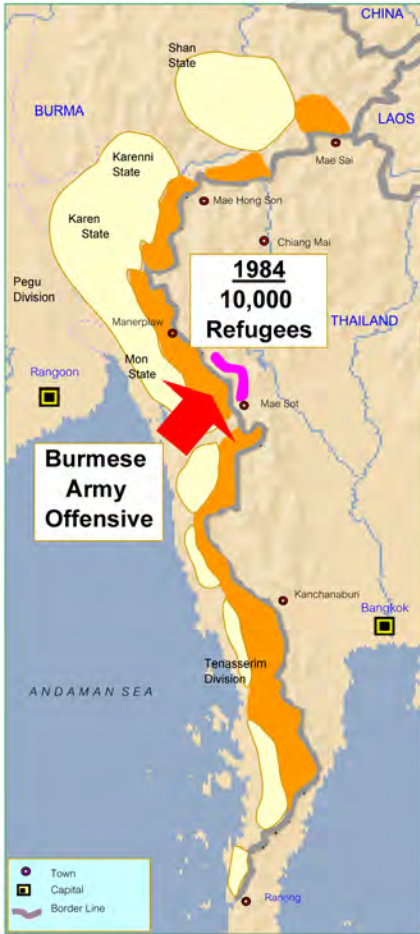
Assimilation of ethnic territory since 1996

Once the Burmese Army began taking control of former ethnic territory it launched a massive village relocation plan aimed at bringing the population under military control and eliminating any remaining resistance. The map shows vast areas where the Burmese Army has forced villages to relocate. According to studies conducted by ethnic community based organisations (CBOs) and compiled by TBBC, nearly 3,400 ethnic villages have been destroyed since 1996 affecting over one million people. Probably more than 300,000 have fled to Thailand as refugees (the majority being Shan and not recognised by the Thai government). TBBC estimates that in 2008 there were over 500,000 Internally Displaced Persons (IDPs) in the Eastern states and divisions of Burma bordering Thailand, with 451,000 in the rural areas alone including about 224,000 people in temporary ceasefire areas administered by ethnic nationalities. The most vulnerable group is an estimated 101,000 civilians who are hiding in areas most affected by military skirmishes, followed by approximately 126,000 villagers who have been forcibly evicted by the Burmese Army into designated relocation sites (see Appendix G). The current population in the border refugee camps is estimated to be around 150,000, including many unregistered people.

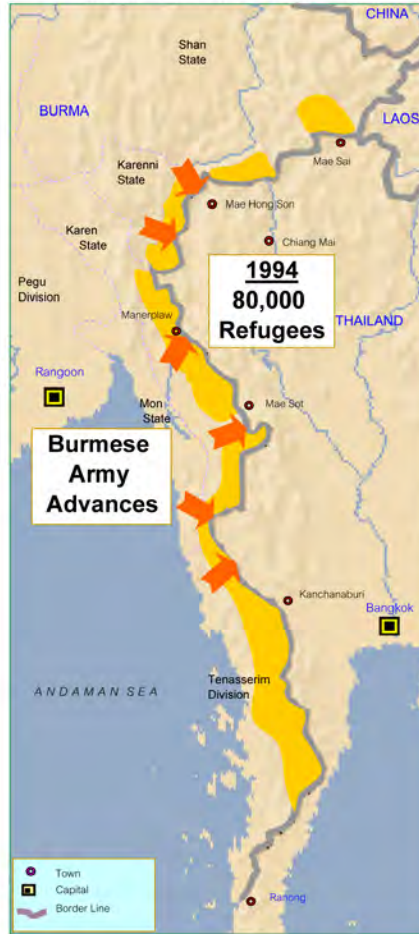
Prospects

Parts of the border are still controlled by both ceasefire and non-ceasefire ethnic groups. In the lead up to the 2010 General Election SPDC is trying to convert generally reluctant ceasefire armies into Border Guard Forces (BGFs) under their command. Whichever way this plays out renewed military activity seems likely either between BGFs and non-ceasefire groups or between cease-fire groups, possibly aligned with non-ceasefire groups, and SPDC, likely leading to more refugee flows.

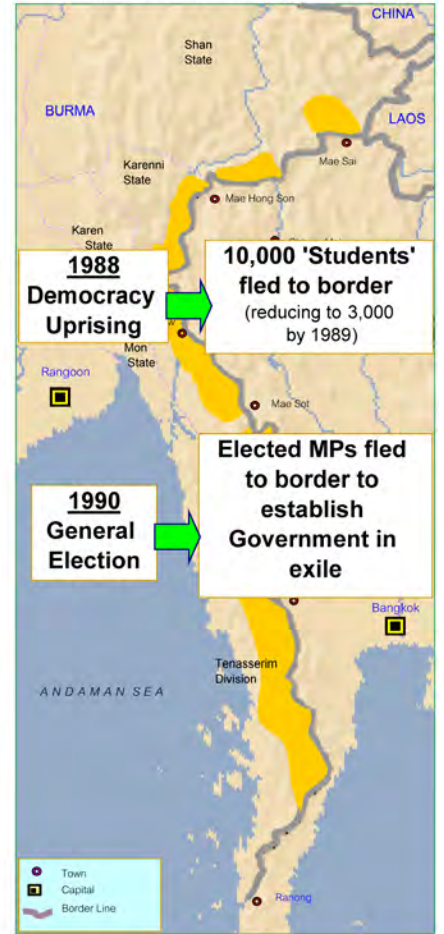
1: 1984: The First Refugees



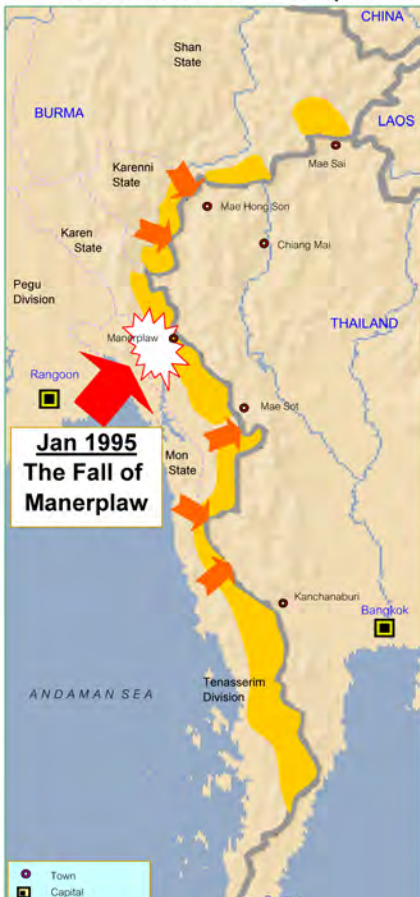
2: 1984 to 1994: Border under Attack



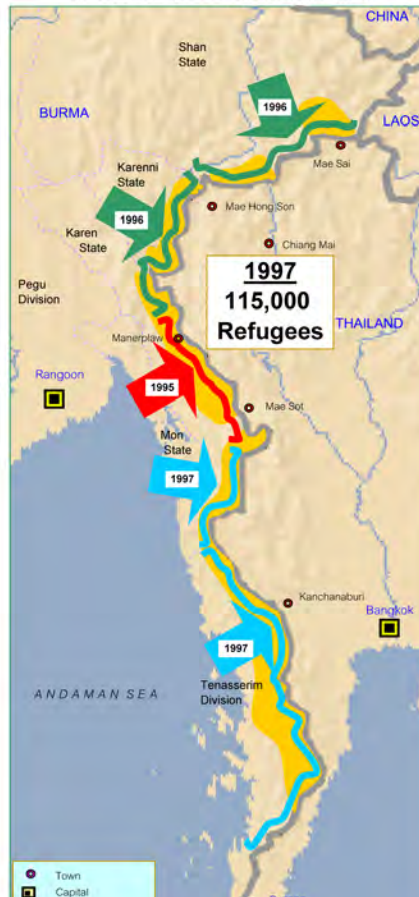
3: 1988/1990: Democracy Movement



4: Jan 1995: The Fall of Manerplaw



5: 1995 to 1997: The Buffer Falls



6: Assimilation of ethnic territory



Appendix G

Internal displacement, vulnerability and protection in eastern Burma

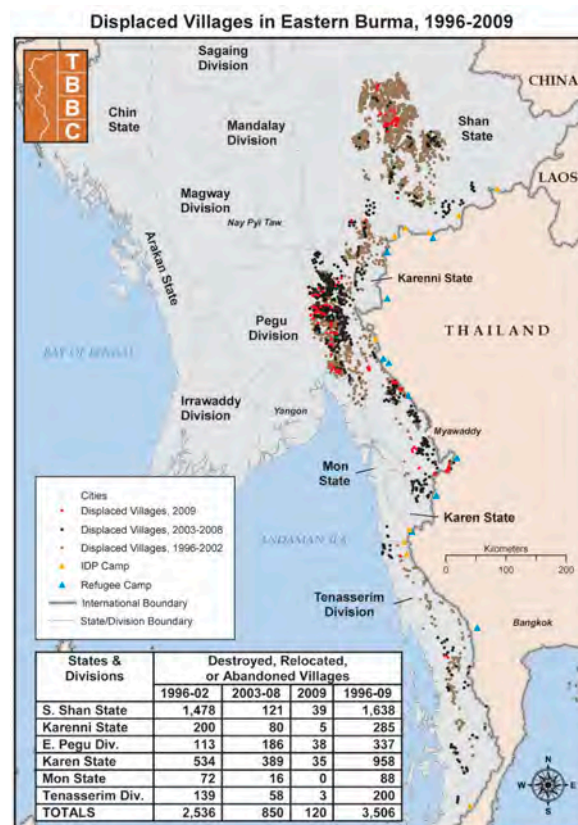
Since 2002 TBBC has collaborated with community based organisations to document internal displacement in Eastern Burma. TBBC's 2009 survey updates information about the scale and distribution of displacement in 38 townships and reviews trends through analysis of over 3,100 household interviews conducted during the past 5 years. The report also includes a conflict assessment based on community consultations in areas of ongoing armed conflict as well as ceasefire areas. "Protracted Displacement and Militarisation in Eastern Burma" is available from TBBC's website, but the maps and charts here highlight some of the key findings.

The main threats to human security in eastern Burma are related to militarisation. Under the guise of state building, the Burmese army's strength grew from 180,000 soldiers in 1988 to over 400,000 soldiers currently. The number of battalions deployed across eastern Burma has approximately doubled since 1995. In areas of ongoing conflict, Burmese Army patrols target civilians as a means of undermining the opposition. Land confiscation and extortion are more widespread impacts of the Burmese Army's so-called 'self-reliance' policy. Increasing pressure on ceasefire groups to transform into Border Guard Forces has already resulted in the resumption of hostilities in the Kokang region of north-eastern Burma, and raised fears about Burmese Army deployments into other border areas.

The junta's Border Areas Development programme promotes commercial agriculture and infrastructure construction, but has done little to alleviate poverty in conflict affected areas. Instead, state-sponsored development initiatives have generally undermined livelihoods and primarily served to consolidate military control over the rural population. Communities perceived as opposing the State generally bear a disproportionate share of the costs, including forced eviction, and are denied a fair share of the benefits. The SPDC's most infamous large scale development project is the Yadana natural gas project which has generated billions of dollars for the junta that are seemingly missing from the national accounts. Hydro-electric projects planned by the Burmese, Chinese and Thai governments in areas of ongoing conflict along the Salween River continue to cause displacement and obstruct return and resettlement. Rather than alleviate poverty, coercive state-sponsored development projects induce the collapse of livelihoods and leave households no choice but to leave their homes.

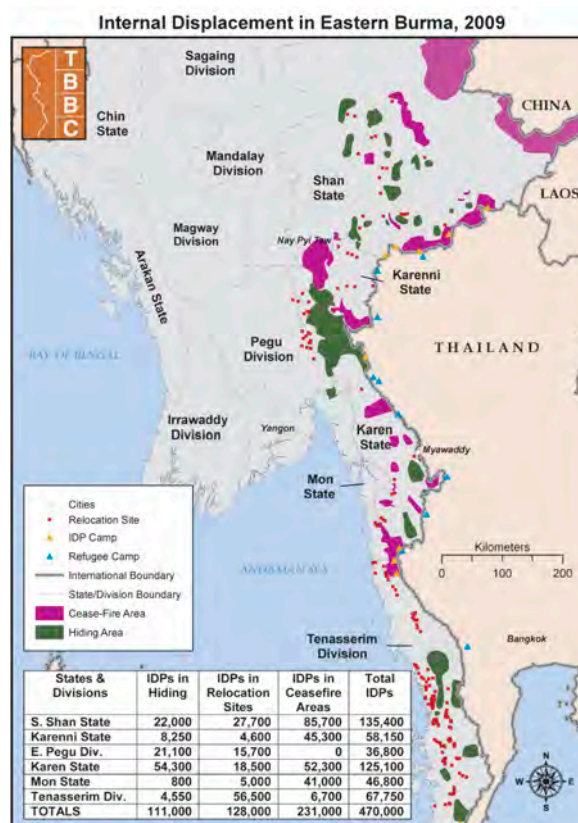


Local humanitarian and human rights groups have documented the destruction and forced relocation of over 3,500 villages and hiding sites in eastern Burma since 1996, including 120 communities between August 2008 and July 2009. These field reports have been corroborated by high resolution commercial satellite imagery of villages before and after the displacement occurred. This scale of villages forcibly displaced is comparable to the situation in Darfur and has been recognised as the strongest single indicator of crimes against humanity in eastern Burma.



At least 470,000 people are currently estimated to be internally displaced in the rural areas of eastern Burma alone. This assessment includes 231,000 people in the temporary settlements of ceasefire areas administered by ethnic nationalities. A further 111,000 civilians are estimated to be hiding from the SPDC in remote areas that are most affected by military skirmishes. Approximately 128,000 other villagers have followed SPDC eviction orders and moved into designated relocation sites. Only the rural areas of 38 townships most commonly affected by displacement were surveyed, so these estimates are conservative and the overall internally displaced population in eastern Burma is likely well over half a million people.

At least 75,000 people were forced to leave their homes in eastern Burma between August 2008 and July 2009. The highest rates of recent displacement were reported in northern Karen areas and southern Shan State.



Appendix I

TBBC meeting schedule 2010

1) TBBC Board Meetings

The TBBC Board meets at least four times annually. Dates for 2009:

21 st	January	Online conference
18 th	February	Online conference
8 th	March	Rose Gardens
9 th	November	London

In accordance with the TBBC Mission Statement and Bylaws all Members may attend Board Meetings.

2) TBBC General Meetings

8 th -10 th	March	Extraordinary General Meeting	Rose Gardens, Thailand
11 th - 12 th	November	Annual General Meeting	London

3) TBBC Donors Meeting

10th November	London
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4) Committee for Coordination of Services to Displaced Persons in Thailand (CCSDPT) Meetings

The CCSDPT information and coordination Meeting normally takes place monthly on a Thursday at the British Club, Soi 18 Silom Road, from 09.00 to 11.30hrs. The schedule for 2010 is:

28 th	January
25 th	February
25 th	March
No Meeting	April
13 th	May
10 th	June
8 th	July
5 th	August
9 th	September
14 th	October
18 th	November
16 th	December

The CCSDPT Health, Education, and Environmental Health Subcommittees and CCSDPT/ UNHCR Protection Working Group Meeting normally meet the day before at 09.00hrs and the CCSDPT Directors meet later at 13.30hrs.

Abbreviations

ACFID	Australian Council for International Development	LoA	Letter of Agreement
AGDM	Age, Gender and Diversity Mainstreaming	LWF	Lutheran World Foundation
AGM	Annual General Meeting	LWR	Lutheran World Relief
AQL	Acceptable Quality Level	MAP	Migrant Action Programme
ARC	American Refugee Committee	MDM	Medecins Du Monde
ASEAN	Association of South East Asian Nations	MFT	Multi Functional Teams
AVI	Australian Volunteers International	MHS	Mae Hong Son
BBC	Burmese Border Consortium	MI	Malteser International
BCG	Beneficiary Communications Group	MJ	Mega Joules
BGF	Border Guard Forces	MNHC	Mon National Health Committee
BKK	Bangkok	MNRC	Mon National Relief Committee
BPF	Baseline Population Form	MOI	Ministry of Interior
CAAC	Children Affected by Armed Conflict	MRDC	Mon Relief and Development Committee
CAFOD	Catholic Agency for Overseas Development	MRM	Monitoring and Reporting Mechanism
CAN	Community Agriculture and Nutrition Project	MSF	Medecins Sans Frontiers
CBO	Community Based Organisation	MSR	Mae Sariang
CC	Camp Committee	MST	Mae Sot
CCA	Consortium of Christian Agencies	MT	Metric Tonne
CCMC	Community Centre Management Committee	MTC	Mae Tao Clinic
CCSDPT	Committee for Coordination of Services to Displaced Persons in Thailand	MUPF	Monthly Update of Population Figures
		NCA	Norwegian Church Aid
CDC	Centres for Disease Control, Atlanta	NCHS	National Centre for Health Statistics, USA
CEAB	Community Elders Advisory Boards	NFI	Non-food Items
CHE	Community Health Educators	NGO	Non-Governmental Organisation
CIDA	Canadian International Development Agency	NLD	National League for Democracy
CIDKP	Committee for Internally Displaced Karen People	NMSP	New Mon State Party
CM	Chiangmai	NSC	National Security Council (RTG)
CMP	Camp Management Project	NTF	Nutrition Task Force
CMR	Crude Mortality Rate	OCDP	Operations Centre for Displaced Persons (MOI)
CMSP	Camp Management Support Project	ODI	Overseas Development Institute
CO	Communications Officer	OPE	Overseas Processing Entity
CoC	Code of Conduct	PAB	Provincial Admissions Board
COERR	Catholic Office for Emergency Relief & Refugees	PDM	Post Distribution Monitoring
COHRE	Centre for Housing Rights and Evictions	POC	Person of Concern
COTE	Children on the Edge	POREPP	Post-Nargis Recovery and Preparedness Plan
CP	CCSDPT/ UNHCR Comprehensive Plan	PPE	Personal Protective Equipment
CSO	Community Service Orders	PRM	Population, Refugees & Migration (US State Department)
DFID	UK Department for International Development	PSAE	Prevention of Sexual Abuse and Exploitation
DKBA	Democratic Karen Buddhist Army	PWG	Protection Working Group
DOPA	Department of Public Administration (MOI)	RC	Refugee Committee
EC	European Commission	RIG	Regulator Inspector General (USAID)
ECHO	European Community Humanitarian Office	RTG	Royal Thai Government
EGM	Extraordinary General Meeting	SAE	Sexual Abuse and Exploitation
ERA	Emergency Relief Assistance	SDC	Swiss Agency for Development and Cooperation
FDA	Field Data Assistant	SFP	Supplementary Food Programme
FSO	Food Security Officer	SGBV	Sexual and Gender-Based Violence
FSP	Food Security Programme	SHRF	Shan Human Rights Foundation
GAM	Global Acute Malnutrition	SIDA	Swedish International Development Cooperation Agency
GBV	Gender-Based Violence	SKB	Sanglaburi
GHD	Good Humanitarian Donorship	SLORC	State Law Order and Restoration Council
GHDI	Good Humanitarian Donorship Initiative	SORP	Statement of Recommended Practice for Charities
GRN	Goods Received Note	SPCP	UNHCR Strengthening Protection Capacity Project
HIS	Health Information System	SPDC	State Peace and Development Council
HPG	Humanitarian Policy Group	SPHERE	Humanitarian Charter & Minimum Standards in Disaster Relief
HR	Human Resources	SPSS	Statistical Package for the Social Sciences
IASC	Inter-Agency Standing Committee	SR	Section Representative
ICRC	International Committee for the Red Cross	SRC	Shan Refugee Committee
IDP	Internally Displaced Person	SSA-S	Shan State Army South
ILO	International Labour Organisation	SVA	Shanti Volunteer Association
INGO	International Non-Governmental Organisation	SWAN	Shan Women's Action Network
IOM	International Organisation for Migration	SWOT	Strengths, Weaknesses, Opportunities, and Threats Analysis
IRC	International Rescue Committee	SYNG	Shan Youth Network Group
ISM	Integrated Site Management	TBBC	Thailand Burma Border Consortium
KESAN	Karen Environment and Social Action Network	TFP	Therapeutic Feeding Programme
KIO	Kachin Independence Organisation	ToR	Terms of Reference
KnDD	Karenni Development Department	ToT	Training of Trainers
KnED	Karenni Education Department	TPD	TBBC Population Database
KnHD	Karenni Health Department	U5MR	Under 5 Mortality Rate
KNLA	Karen National Liberation Army	UMCOR	United Methodist Committee on Relief
KNPLF	Karenni Nationalities People's Liberation Front	UNHCR	United Nations High Commissioner for Refugees
KNPP	Karenni National Progressive Party	UNICEF	United Nations International Children's Emergency Fund
KnRC	Karenni Refugee Committee	UNOCHA	United Nations Office for Coordination of Humanitarian Affairs
KnSO	Karenni National Solidarity Organisation	USAID	United States Agency for International Development
KNU	Karen National Union	USDA	Union Solidarity and Development Association
KnWO	Karenni Women's Organisation	UWSA	United Wa State Army
KnYO	Karenni National Youth Organisation	UWSP	United Wa State Party
KORD	Karen Office of Relief and Development	VTC	Vocational Training Centre
KRC	Karen Refugee Committee	WEAVE	Women's Education for Advancement and Empowerment
KSNG	Karen Student Network Group	WFP	World Food Programme
KWO	Karen Women Organisation	WHO	World Health Organisation
KYO	Karen Youth Organisation	ZOA	ZOA Refugee Care Netherlands
LAC	Legal Assistance Centre		



www.tbbsc.org

Thailand Burma Border Consortium

Working with displaced people of Burma

25 YEARS

Mission

The Thailand Burma Border Consortium, a non-profit, non-governmental humanitarian relief and development agency, is an alliance of NGOs, working together with displaced people of Burma, to respond to humanitarian needs, strengthen self-reliance and promote appropriate and lasting solutions in pursuit of their dignity, justice and peace.