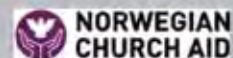
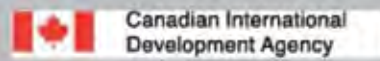
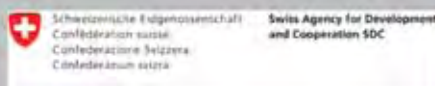
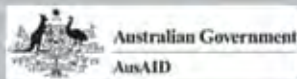


Thailand  
Burma  
Border  
Consortium  
25 YEARS



**PROGRAMME REPORT**  
January to June **2009**  
Including preliminary 2010 budget

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



Friends and Families of TBBC



World Refugee Day in Don Yang camp

## Introduction

This six-month report describes the programme and activities of the Thailand Burma Border Consortium (TBBC) during the period January to June 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 19 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.tbbc.org](http://www.tbbc.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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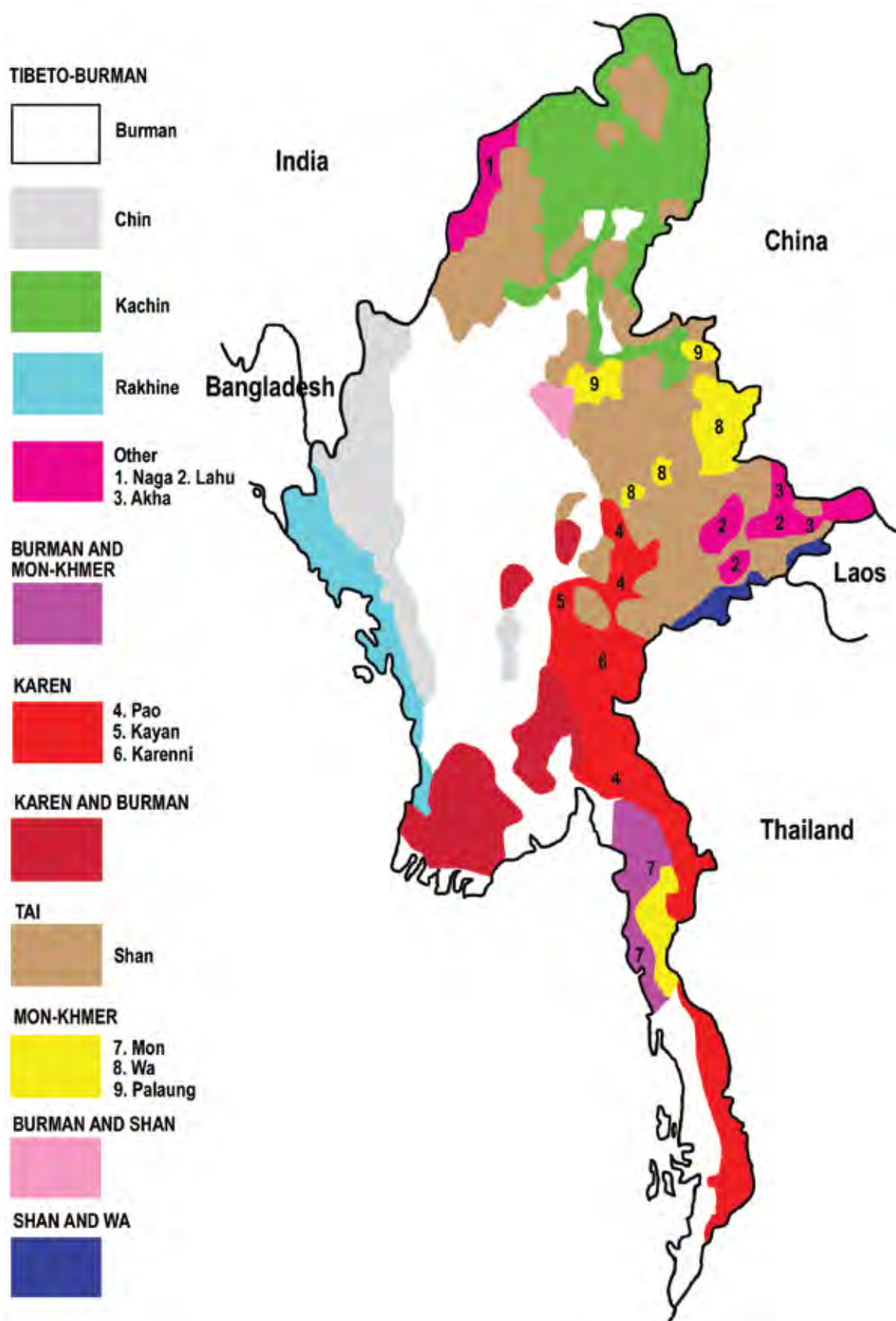
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**Burma States and Divisions**



**Note:** Names in parentheses are those used by SPDC  
TBBC: August 2009

## Major ethnic groups of Burma



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



**Displaced Burmese June 2009**



**Eastern Burma:**

IDPs (including 12,000 Mon in resettlement sites) 500,000

**Thailand:**

Refugees in camps 150,000

Refugees outside camps (including Shan) 200,000+

Migrant workers 2,000,000+

Nong Bua, Tak province, Thailand 2009. Temporary site for new arrivals.



1

# Executive Summary

The Thailand Burma Border Consortium (TBBC) has been working with refugees from Burma for 25 years this year, a cause more for sadness than celebration, but also a triumph for hope and perseverance. 25 years has been a long time for TBBC to maintain interest and support, and a long time to test the patience and goodwill of Thailand, the reluctant host. But it has been an eternity for the refugees who have lost their homes and loved ones, continue to live in exile and yearn to go home.

The Thailand-Burma border is at the same time beautiful and exotic, dangerous and tragic but, to most of the world, still largely unknown. The 25th anniversary would probably even have gone un-noticed were it not for TBBC's archives and so to mark this moment in history for posterity TBBC is publishing a border "Scrapbook" in which refugees, exiles, aid workers, journalists, and diplomats; anyone who has lived, worked or visited the border over the last 25 years; will share their memories and experiences to help paint the amazing tapestry that is the Thailand Burma border: A permanent record that will hopefully be looked back on before too long as a fading memory.

The TBBC story is well documented in six-month reports going right back to the early days and this latest report describes the programme during the first half of 2009, presenting a preliminary budget of baht 1,213 million (USD 36 million or EUR 26 million) for 2010<sup>1</sup>.

#### Refugee situation

After 25 years there is still no end in sight to the refugee situation. For 25 years the Burmese Army has gradually overrun ethnic territory displacing more than a million people from their homes. It has brought terror to the people as villages have been destroyed or relocated, land confiscated, roads driven through, military bases established and the natural resources exploited. This is vast and remote territory and the Burmese Army has yet to take total control, but during these last few months it appears that another concerted effort has perhaps begun. In the run-up to Burma's promised General Election in 2010, the State Peace and Development Council (SPDC) is attempting to convert the ethnic cease-fire armies into Border Guard Forces (BGFs) under Burmese Army command. Most are opposed to the idea but some, including the Democratic Karen Buddhist Army (DKBA) are cooperating and helping SPDC launch a renewed offensive against the Karen National Liberation Army (KNLA). Since early June at least 4,000 new refugees have crossed the border into Tak Province.

These latest arrivals still hope to go home and are being supported on a temporary basis. They are not included in TBBC's current feeding figure of 134,000. Neither are the majority of the large numbers of new arrivals into the Tak camps since the end of 2007 who are still being verified. It is estimated that currently around 17,000 unregistered people are not receiving rations. The good news is that the long anticipated pilot pre-screening process undertaken by the Royal Thai Government (RTG) to "screen out" those "without a manifestly just claim to asylum" is now well underway. It is possible that by early next year the entire unregistered population will have been screened. This will make the ongoing determination of feeding figures much more straightforward.

It will also probably result in an increase in TBBC's feeding figures. For budgeting purposes TBBC is assuming that about two-thirds of the unregistered will be "screened in" which is the main reason why the 2010 preliminary budget is around 5% higher than in 2009. Although resettlement to third countries continues, with about 17,000 expected to leave this year and around 15,000 projected for 2010, these will be outnumbered by the unregistered "screened in", together with new arrivals and new births. After another full year of resettlement, the feeding figure at the end of 2010 is projected to be 138,000 people.

#### Funding situation

After experiencing repeated funding shortages over the last few years it is a relief to report that TBBC is currently expecting to more or less break even in 2009. Revised projected expenditures of baht 1,153 million (USD 34 million or EUR 25 million) are expected to be nearly covered by grants thanks to fairly stable prices and exchange rates, and a generous response from TBBC's Donors. The situation for next year is less certain however. At this stage TBBC has only two committed grants for 2010 and much work needs to be done before the Donors Meeting in November if the preliminary budget of baht 1,213 million (USD 36 million or EUR 26 million) is to be achieved.

<sup>1</sup> The budget is very sensitive to commodity prices, exchanges 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 7.6 million or USD 10.8 million.

## Strategic planning

The main reason why it has been difficult to raise enough funds during the last few years is the fact that the situation has gone on for so long with little prospects for change and, in spite of the large third country resettlement programme, refugee numbers have not gone down. There has been a growing realisation that the current model of encampment, with refugees almost entirely aid-dependent, is neither desirable nor sustainable.

Recent reports have documented advocacy with the RTG to allow refugees to be more self-reliant through improved skills training and education and by promoting income generation/ employment opportunities. Donors would like to see a clear medium term plan to this effect and have requested an all-stakeholders Workshop with the RTG to develop a shared strategy. The reality is that there are already embryonic programme activities attempting to challenge the *status quo* and during this period the Committee for Coordination of Services to Displaced Persons in Thailand (CCSDPT) and the United Nations High Commissioner for Refugees (UNHCR) have begun drafting a five year Strategic Plan in which all service sectors share the common objectives of helping refugees become more self-reliant and, where possible, incorporating refugee services within the Thai system.

Such a strategy will need commitment by all parties, and the necessary allocation of resources. TBBC has reoriented its own Strategic Plan for the next five years looking wherever possible to encourage refugee self-reliance. It represents a fundamental philosophical shift for the organisation from one of strengthening and sustaining services whilst *waiting* for change, to re-orientating all activities to *promote* change and durable solutions.

## TBBC programme

*Promoting change* has huge implications for TBBC's human resources. In addition to the on-going challenge of meeting increasing Donor demands for monitoring and accountability, TBBC needs additional resources for research and the development of new activities.

Several consultancies have already been undertaken this year, or are about to start, which will help guide the process. A study of TBBC's building supplies has not only recommended many ways the programme can be improved, but also the potential for new livelihood opportunities in the shelter sector. Another consultancy funded by ECHO will look at current economic coping strategies in the camps to explore ways of expanding these and possible ways of more accurately targeting assistance.

During this period TBBC has been recruiting new staff to help manage and monitor the "supply chain", to expand its food security programme, develop livelihoods opportunities, and to build the capacity of refugee community organisations to take an increasing role in camp management.

To deal with the management challenges of all these developments, TBBC will host a Data Management consultancy to review and improve the way TBBC manages its various databases and a TBBC Board-commissioned Management Consultancy will review TBBC's management structure and budgeting process.

## Prospects

The next year is an extremely critical one for Burma as it prepares for the General Election which the junta proclaims will herald a new era of "disciplined" democracy. The prospects, however, are not good with the SPDC showing no signs of making the process inclusive, totally defying the wishes of the international community and its own people. Around 2,100 political prisoners remain incarcerated and Aung San Suu Kyi has just been subjected to a farcical trial resulting in an extension of her house arrest for another 18 months. The election date and law governing it has yet to be revealed and it seems unlikely that the National League for Democracy, the main opposition party, or many of the ethnic nationality groups will participate. Attempts by the international community to reason with the regime are spurned, the UN Secretary General even being refused permission to meet with Aung San Suu Kyi. There is increasing concern about SPDC's threat to regional peace and security, particularly after recent reports of growing military cooperation with North Korea and suggestions that Burma has ambitions to develop nuclear weapons.

Meanwhile the dire humanitarian situation in Burma does not improve. Whilst there had been hopes that international access to the Delta post-Nargis might open up new opportunities for the humanitarian

community to expand their programmes and improve access to other parts of the country, any progress is extremely slow and is unlikely to have any material impact at least until after the Election. A major potential destabilising factor is the way SPDC is attempting to deal with ethnic aspirations. The demand that the ethnic cease-fire groups form BGFs mentioned above is meeting resistance, and could result in conflict.

All of this bodes ill for the Thailand Burma border. If SPDC is successful in further developing the BGFs along other parts of the border and in other ethnic areas, then the recent Tak emergency is likely to be repeated in the months to come. However, if the other cease-fire groups decide to defy SPDC, the cease-fire agreements might be broken and armed hostilities resumed. Either way, the stakes have been raised, the situation is very volatile and new refugee flows are a distinct possibility.



Tha Song Yang, June, 2009



2

# Refugee situation

January to June 2009

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 did not function well 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 purely 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 2008, the PABs regularised the status of some 35,729 persons including approximately 2,131 who were screened in 2008.



Since 2005, there has again been a steady influx of newcomers, most of whom are probably genuine asylum seekers fleeing fighting and human rights abuses in Burma (see *Section 2.6 Internally displaced: the situation in eastern Burma*), or 'slip holders'<sup>1</sup> and their relatives. 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 estimated to be around 42,000 unregistered people in the camps, most of whom would probably fit any humanitarian needs assessment criteria, but some for whom this might be doubtful.

In March, MOI launched a much-anticipated "pre-screening" process to address the problem of the unregistered population as provided for in the original

PAB framework. The process is being undertaken as a pilot exercise in Tham Hin, Ban Don Yang, Nu Po and Site 1 camps (one in each Province) and is intended to determine genuine asylum-seekers. Those screened in will subsequently be interviewed by the PAB concerned.

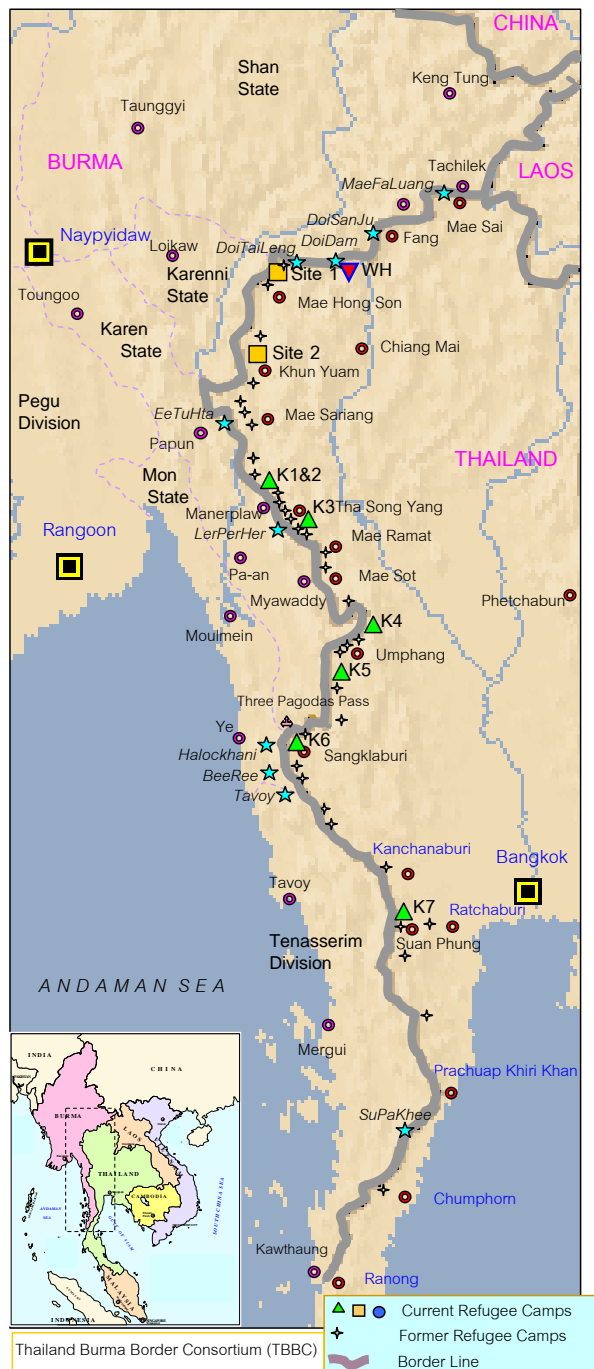
On 4<sup>th</sup> March all unregistered people in each of the four sites were invited to present themselves to the authorities and those over the age of 5 years had an identifying wristband attached. During April, everyone issued a wristband was called back to be entered in a database. There was a small number of "no shows" in each site, but those entered into the database totalled 2,499 in Tham Hin, 888 in Ban Don Yang, 6,452 in Nu Po, and 699 in Site 1; 10,538 altogether. There had been concerns that some unregistered people might be deterred or prevented from being recorded, but the exercise appears to have been conducted in a fair and efficient manner. Indeed the number of unregistered people recorded in each camp was very similar (generally higher) to the independent verification which had been made by TBBC at the end of 2008 (see below).

*MOI is piloting a pre-screening process to assess the asylum claims of more than 40,000 unregistered people living in the camps who arrived since 2005.*

The next stage in the process is to carry out pre-screening interviews of the applicants on the basis of which asylum decisions will be made by RTG. A team of MOI interviewers was trained in early June and they are now working at each site, monitored by UNHCR, using a standard interview form. So far the interviews

<sup>1</sup> Burmese who approached UNHCR outside the camps between 31<sup>st</sup> December 2003, when they ceased offering refugee status to individual asylum seekers, and late 2005, when the PABs were re-established. Those registered before 31<sup>st</sup> December 2003 were generally referred to as Persons of Concern (POC).

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



	TBBC	UNHCR		
	Feeding <sup>1</sup>	Population <sup>2</sup>		
	30 June 2009	30 June 2009		
		Female	Male	Total
<b>Chiangmai Province</b>				
WH Wieng Heng (Shan Refugees)	650			
<b>Mae Hong Son Province</b>				
Site 1 Ban Kwai/Nai Soi <sup>3</sup>	18,404	7,785	7,949	15,734
Site 2 Ban Mae Surin	3,955	1,715	1,775	3,490
K1 Mae La Oon (Site 3)	16,442	7,071	7,670	14,741
K2 Mae Ra Ma Luang (Site 4)	17,123	7,043	7,265	14,308
Subtotal:	55,924	23,614	24,659	48,273
<b>Tak Province</b>				
K3 Mae La	37,000	16,175	16,124	32,299
K4 Umpiem Mai	14,824	6,632	6,845	13,477
K5 Nu Po	13,883	5,189	5,386	10,575
Subtotal:	65,707	27,996	28,355	56,351
<b>Kanchanaburi Province</b>				
K6 Ban Don Yang	4,290	1,710	1,642	3,352
<b>Ratchaburi Province</b>				
K7 Tham Hin	7,830	2,441	2,358	4,799
<b>Total:</b>	<b>134,401</b>	<b>55,761</b>	<b>57,014</b>	<b>112,775</b>

**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 feeding figure, except for the three Tak camps, includes all persons in camp including students, registered or not - it excludes all permanently or temporarily out of camp. Tak figures, however, exclude significant numbers of yet unverified names recently recorded in camp lists.
2. UNHCR figure includes registered, pending PAB and some students but excludes new arrivals.
3. Includes Padaung.



appear to be going smoothly and have been reported to be “friendly, open and fair”. It is anticipated that they will be completed in September. At this point the whole process will be reviewed. To avoid people screened-out moving to another camp to try again, no decisions will be announced, but any necessary adjustments will be made to the procedures before being extended to the remaining five camps. The whole exercise will hopefully be completed during the first quarter of 2010.

This will represent huge progress. There will be an agreed database of persons eligible for assistance and, once the decisions have been announced, the screened-in case-load will be able to be presented to the PABs for final status determination. The remaining challenge will be to establish a process to screen new arrivals on a continuing basis to avoid a growing new backlog of unregistered people. One solution being suggested is that all new arrivals should be directed to new “Holding Centres” where they will be screened before entering the camps. Such a system would make the management of the camps much more straightforward and would eliminate most of the challenges TBBC currently faces in determining accurate feeding figures.

Whilst waiting for this new process to be completed, TBBC has established its own database of camp residents in an attempt to determine feeding figures. Everyone claiming support was required to verify their presence to TBBC/ Camp staff at the end of 2008/ early 2009. Registered refugees had to show their UN registration IDs whilst TBBC took photographs and created a database of all unregistered people. (see Sections 3.3.3 c) *Distribution/ Ration Books* and 3.3.3 d) *Feeding figures*).

The adjoining map shows the TBBC feeding figures at 30th June, compared with the UNHCR/ MOI registered population figures. The total TBBC feeding figure was 134,401 comprising about 109,000 registered refugees and 25,000 unregistered people. UNHCR’s registered population was 112,775 almost 4,000 of whom were not verified by TBBC and do not have ration cards. UNHCR figures generally do not acknowledge new camp entries since 2005 although they include 868 persons presented for PAB consideration and 2,858 students who reside in the camps solely for education purposes. The TBBC figure also includes 650 refugees in Wieng Heng not included in the UNHCR caseload.

The TBBC figures include all verified unregistered people except in Tak Province where the number is so high that it is imperative to carry out vulnerability tests before adding them to the feeding figures. Currently in Tak Province around 17,000 unregistered people who arrived after 2007 do not receive TBBC rations. Only the most vulnerable of recent new arrivals are added to the feeding lists.

*TBBC currently feeds 134,000 refugees. Around 17,000 unregistered people who arrived in Tak province since 2007 are not receiving rations.*

The TBBC feeding figure at the end of December 2008 had been 135,623, meaning that there was a nominal reduction of 1,222 during this reporting period. Between January and June there were 9,667 departures for resettlement to third countries with 2,112 births and 296 deaths. This means that 6,333 new names have been added to the feeding lists. This figure includes all new arrivals in the Mae Hong Son, Kanchanaburi, Ratchaburi camps and some of the more vulnerable new arrivals into Tak province since the beginning of 2008. It does not represent the full number of new arrivals for the period, but evidence suggests that there has been much smaller influx of new arrivals in the first half of 2009 compared with the same period last year, possibly because there is now a much lower level of resettlement activity from the Tak camps.

### 2.1.2 Tha Song Yang emergency

The above figures do not include the approximately 4,000 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* below). Currently it is still hoped that they will be able to return home after the rainy season but, as seems possible, if they are unable to return, it is likely that they will be relocated to Mae La camp where they would presumably be put through the status determination process.



Leaving Site 1, going to USA

### 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 4,913 Burmese refugees left Thailand for resettlement in 2006, 14,636 in 2007, and 17,172 in 2008. So far in 2009 another 9,667 have left bringing the total to 46,388<sup>2</sup>.

*Over 46,000 refugees have left the border to be resettled in eleven countries since 2005.*

The majority of the departures (73%) 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 in 2008; and Karenni Camp Sites 1 and 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 the first half of 2009, with totals by country since 2005 are given in *Figure 2.1*:

<sup>2</sup> 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.

Figure 2.1 Refugee Departures in first half of 2009: Totals since 2005

Location	Australia	Canada	Denmark	Finland	Netherlands	Ireland	Norway	NZ	Sweden	UK	USA	Other	Total
Former urban	10		9		1		8				9	3	40
Site 1	66			168			2				4,045		4,281
Site 2	325	1		1									327
Mae La Oon	90	136			3		5						234
Mae Ra Ma Luang	103	214					8						325
Mae Ia	303	5					23	9			1,351		1,691
Umpiem Mai	217	6					1	7			851		1,082
Nu Po	144			1			74	1	3		685		908
Ban Don Yang	116							13	10		257		396
Tham Hin	17			18			87		49		212		383
<b>Total 6 months 2009:</b>	<b>1,391</b>	<b>362</b>	<b>9</b>	<b>188</b>	<b>4</b>	<b>0</b>	<b>208</b>	<b>30</b>	<b>62</b>	<b>0</b>	<b>7,410</b>	<b>3</b>	<b>9,667</b>
<b>Total since 2005</b>	<b>5,203</b>	<b>3,329</b>	<b>20</b>	<b>1,029</b>	<b>325</b>	<b>97</b>	<b>1,016</b>	<b>378</b>	<b>729</b>	<b>221</b>	<b>34,035</b>	<b>6</b>	<b>46,388</b>

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

Total resettlement numbers in 2009 are expected to be similar to 2008 at 17,000 with slightly lower numbers, around 15,000 in 2010. The future beyond 2010 is unclear. By then most of the registered caseload interested in resettlement will have departed. (Between 1 Jan 2005 and 30 June 2009, UNHCR had submitted approximately 90,000 Burmese refugees for resettlement consideration). However, if resettlement is offered to the potentially large number of newly registered refugees that might be determined by the 2009 pre-screening/ PAB process, there could be an ongoing case-load.

### Impact

Previous reports have documented the fact that whilst resettlement has been welcomed as the only durable solution currently available for Burmese refugees, there have been negative impacts on camp management and humanitarian services due to the disproportionate number of the most educated and skilled refugees leaving. CCSDPT surveys in 2007/8 indicated that the health, education and camp administration sectors have lost as many as 75% of their skilled staff, posing 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 it is a credit to all concerned that services have not collapsed. However, 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 NGO support.

*The loss of skilled refugees due to resettlement has been a huge challenge. The fact that services have not collapsed is a credit to all concerned.*

### Fraud

In 2008 UNHCR began an awareness campaign addressing fraud in resettlement with two workshops with NGOs and CBOs. UNHCR's official position is one of "zero tolerance" and it has established new guidelines for investigating reported cases with tough penalties for those involved. Notices explaining UNHCR's policy have been produced in the refugee languages and posted in the camps.

UNHCR, OPE and IOM are working closely together on information campaigns which help raise awareness about what constitutes fraud and the consequences of committing fraud. In mid-2009 UNHCR instituted clearer guidelines on how field offices should report and investigate allegations of fraud. UNHCR will notify the community of the types of fraud, the number of instances, and the sanctions levied at the completion of the investigations.

## 2.2 Shan refugees

During the first half of 2009, the number of Shan refugees recorded as arriving in Fang district of Thailand averaged about 370 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. Torture, killing and rape of local civilians by the SPDC troops continue as part of ongoing anti-insurgency tactics. Villagers also suffer from forced labour, forced military conscription, land confiscation, and forced planting of cultivation of jatropha plantations (used for biofuel) and other crops for the SPDC troops.

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, all sheltering near SSA-S resistance bases. 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.

Since early 2009, the SPDC has also been pressuring the ceasefire armies in Shan State to become Border Guard Forces (see *Section 2.7 Political developments* below), but most of them have so far refused, including the estimated 20,000 strong United Wa State Army (UWSA). The SPDC has responded by reinforcing its military bases around the UWSA-controlled areas in north-eastern and southern Shan State. If fighting were to break out between the SPDC and the UWSA, whose southern territories lie along the Thai border, refugee flows to Thailand could increase significantly.

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.

## 2.3 Rohingya boat people

During the past three dry seasons there has been a growing problem of Rohingya people arriving by boat in southern Thailand. Despite having lived in Arakan state for generations, numbering around one million people, the Rohingya were rendered stateless by the Burmese Citizenship Law of 1982. They live mostly in abject poverty without even the most basic rights to travel, work or study, or even marry and have children. Most of the boat people are young men who paid brokers in the belief that they would be taken to jobs in Malaysia or Thailand. Most of them were from northern Arakan, but they also included other Rohingyas from refugee camps in Bangladesh and the surrounding areas, as well as a few Bangladeshis. In the 2006/7 and 2007/8 dry seasons an estimated 3,300 and 5,900 Rohingyas respectively left from Burma or via Bangladesh.

Smuggling patterns and the treatment of the boat people in Thailand have changed as the authorities have attempted to stem the flow. Many Rohingya have drowned at sea and many others suffered grossly overcrowded jail conditions.

In December 2008 Thailand began to transfer most new boat arrivals to makeshift shelters on the island of Koh Sai Deng where, after a few days, they were towed back to sea. This became a major crisis as Rohingyas subsequently rescued in India and Indonesia reported being beaten by Thai officials and being pushed 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. Currently there are 80 boat people who arrived in 2008/9 in detention in Thailand awaiting solutions, 399 in India and 273 in Indonesia where some 77 are reported to have escaped.

On 27 April, Burma accepted the deportation of 43 Rohingyas who had been detained in Bangladesh. Although they were not re-arrested, they were unable to re-enter their names on their family lists and a few have already fled back to Bangladesh. But the Rohingya are unwelcome on either side of this border: Bangladesh is now reportedly pushing back Rohingya new arrivals across the border, more than 1,000 since 1 January 2009, and Burma is building a border fence along the Bangladesh border to “stop human smuggling”.

Rohingya boat departures stop during the monsoon season and speculation begins about prospects for the next sailing season. The pattern of boat arrivals may be different again next year, but the sorry reality is that as long as the Rohingya are oppressed and denied basic human rights in Burma, they will continue to flee and will choose whichever route and destination that appears to offer the most hope.

## 2.4 RTG refugee policy

As most recently demonstrated by the ongoing pilot pre-screening process and the accommodating treatment of new arrivals in Tha Song Yang Province described above, Thailand maintains a generous humanitarian policy of providing temporary asylum for refugees. The long term confinement of refugees to camps is however being increasingly challenged and efforts to develop new strategies which would enable refugees to be more self-reliant are described in *Section 3.1.1 Planning initiatives and RTG policy*.

## 2.5 Migrant workers

For years it has generally been estimated that Thailand is host to well over two million migrants/ migrant workers, of whom at least 80% are thought to be from Burma. Before this year, the only comprehensive migrant registration exercise ever undertaken was in 2004 when all migrant workers and their families were invited to register with the authorities. 1,284,920 migrants were recorded, including workers and dependents. 848,552 one-year work permits were issued and access granted to Thai health services. Given that many migrant workers would have been deterred by the relatively high fees involved and uncertainties surrounding the process, this tended to confirm the general estimates of the number of Burmese migrants in Thailand.

For the next three years these same migrant workers (but not their dependents) were invited annually to renew their work permits and each year the number of work permit renewals decreased as people changed jobs or their circumstances otherwise changed. Although some additional migrant workers were given opportunities to register and receive work permits on limited conditions, by 2008 there remained a total of only 476,676 Burmese migrant workers with valid work permits. In December 2007, the RTG decided that the work permit renewal process would continue only till 28<sup>th</sup> February 2010 and, it was further announced that by that date all migrant workers would have to have their nationality verified by the home Governments. The precondition for migrant workers to go through nationality verification process was to hold valid work permits. The final work permit renewal round under the current registration scheme ended in June 2009, and 379,220 of previously registered workers renewed their work permits.

*At least one million Burmese Migrant workers have been registered in Thailand in 2009.*

In 2009, RTG decided to also go ahead with another open registration of migrant workers who have never been registered in the past. The registration of unregistered migrant workers took place during the month of July and preliminary results released on 2<sup>nd</sup> August suggest that there were over 1,000,000 new applicants (all nationalities). This means that taking together the number of work permit renewals and the new registration, the total Burmese caseload is now around 1,000,000 workers. Given the facts that all of these people are employed workers (numbers do not include dependents) and that the registration period was brief and the information campaign limited, the result was impressive. It suggests again that there must be at least two million migrant workers and dependents in Thailand.

This is an important step towards improving migrant rights and offering them a degree of security. In particular it offers at least a temporary solution to the many Burmese migrant workers who are “refugees”,

having left their homes due to similar human rights abuses as those experienced by people living in the camps. The difference is generally that there is no practical admission system open to them, or because they have decided to take the risk of arrest and exploitation in return for a daily wage and less restriction on movement. The real challenge however will be next year when all migrants with valid work permits should go through a nationality verification process before their work permits expire on 28 February.

## 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 in October 2008 that there were at least 451,000 IDPs in the rural areas alone. The population includes approximately 224,000 people in the temporary settlements of ceasefire areas administered by ethnic nationalities. However, 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. Figure 2.2 summarises the distribution of IDPs in 2008, while *Appendix G* provides an overview of the characteristics of internal displacement.

**Figure 2.2: Distribution of Internally Displaced Persons in Eastern Burma in 2008**

States and Divisions	IDPs in Hiding sites	IDPs in Relocation Sites	IDPs in Ceasefire Areas	Total IDPs
<b>Shan State</b>	16,500	26,100	92,400	<b>135,000</b>
<b>Karenni State</b>	9,300	5,000	39,000	<b>53,300</b>
<b>Pegu Division</b>	21,000	23,500	0	<b>44,500</b>
<b>Karen State</b>	49,500	10,900	44,500	<b>104,900</b>
<b>Mon State</b>	800	4,800	42,100	<b>47,700</b>
<b>Tenasserim Division</b>	3,900	55,700	6,000	<b>65,600</b>
<b>Totals:</b>	<b>101,000</b>	<b>126,000</b>	<b>224,000</b>	<b>451,000</b>

While human rights abuses are committed with impunity throughout Burma, threats to civilian safety and security are particularly dire in the conflict-affected areas of eastern Burma. This is graphically illustrated in the map of landmine pollution and casualties shown in *Figure 2.3*, compiled by the International Campaign to Ban Landmines from data collected during 2007 and 2008 and recently published by the Myanmar Information Management Unit.



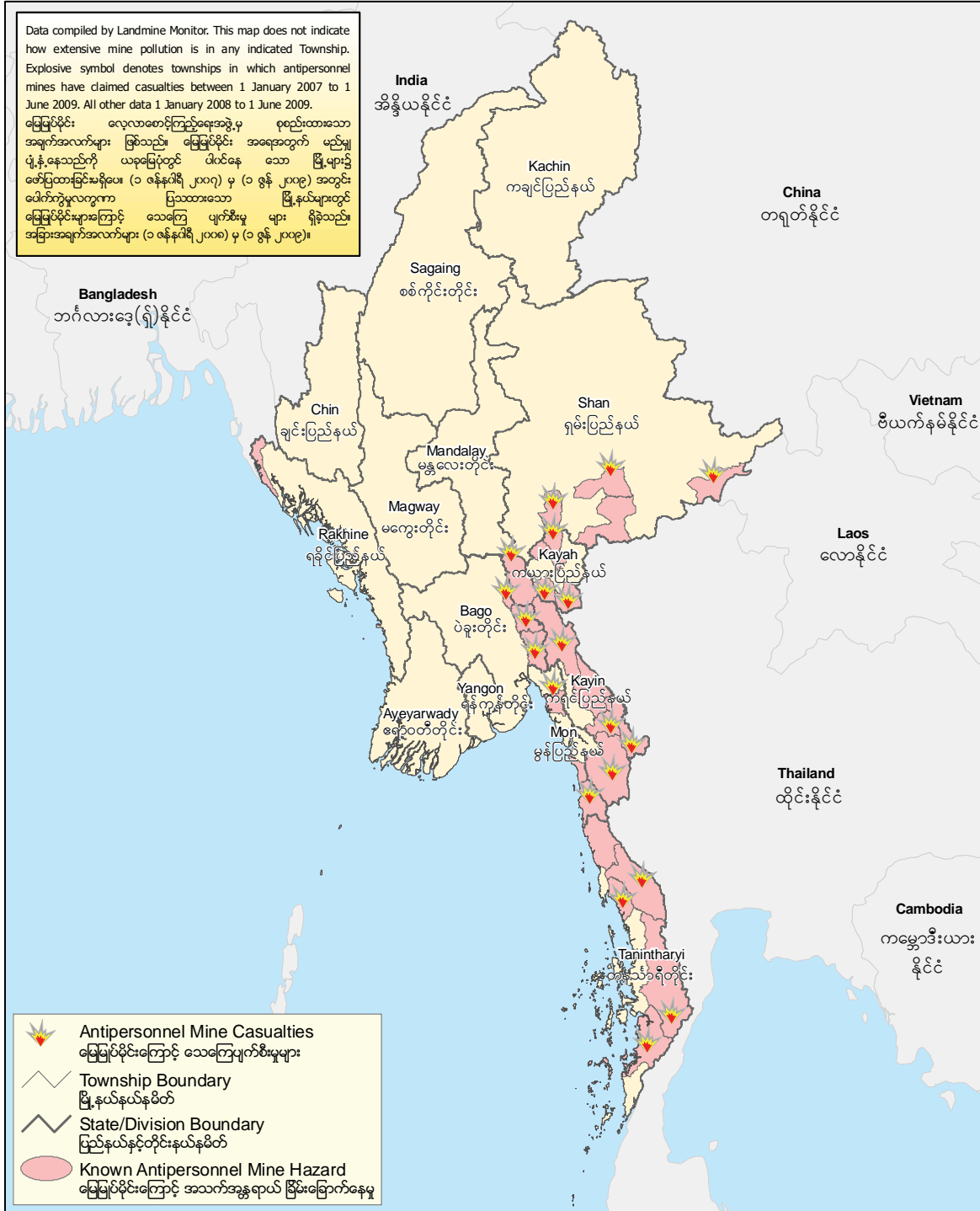
Villagers in Klaw Maw relocation site forced by SPDC to build a road. June 2009

Figure 2.3: Land mine use in Eastern Burma



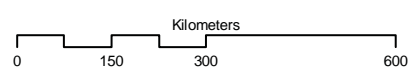
Myanmar Information Management Unit  
မြန်မာနိုင်ငံသတင်းအချက်အလက်စနစ်

Townships with Known Hazard of Antipersonnel Mines  
မြေမြုပ်ခိုင်းအန္တရာယ်ရှိနေဆဲမြို့နယ်များ



Map ID/မြေပုံ အမှတ်- MIMU195v01  
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Map produced by the MIMU - info.mimu@undp.org  
MIMU မှ ထုတ်ဝေသည်။



Data Sources :  
Landmine Monitor/  
International Campaign to Ban Landmines  
မြေမြုပ်ခိုင်း လေ့လာစောင့်ကြည့်ရေးအဖွဲ့ /  
အပြည်ပြည်ဆိုင်ရာမြေမြုပ်ခိုင်းတားဆီးရေး  
လှုပ်ရှားမှုအဖွဲ့

Disclaimer: The names shown and the boundaries used on this map do not imply official endorsement or acceptance by the United Nations. မြန်မာနိုင်ငံ၊ အိန္ဒိယ၊ ဗမာ၊ လာအို၊ ထိုင်း၊ ကမ္ဘောဒီးယား၊ ဗီယက်နမ်၊ ဗင်္ဂလားဒေ့ရှ်၊ မြန်မာနိုင်ငံတော်နှင့် အခြားနိုင်ငံများသည် ကုလသမဂ္ဂမှ အတည်ပြုထားသည့် နယ်နိမိတ်များကို အတည်အတော်အတိုင်း အသုံးပြုထားသည်။

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

- **Southern Shan State**

Tensions between the Burmese junta and the UWSA escalated with SPDC deploying heavy artillery into Mong Hsat and Mong Ton townships and breaking the ceasefire agreement by killing two UWSA soldiers in Mong Ton during April. Skirmishes between the PaO National Liberation Army (who renounced their ceasefire in 2008) and SPDC not only intensified, but the Burmese Army also retaliated against civilians including the execution of six village leaders in Mawk Mai township during June. In both cases, the Burmese authorities have attempted to control the instability by increasing restrictions on civilian movements outside of their villages.

- **Karenni (Kayah) State**

Humanitarian space was further eroded at the beginning of 2009 when one of the only international NGOs working with the junta's permission in Karenni State closed their programme. This removal of health care facilities appears to have contributed to an unofficial movement of villagers out of relocation sites and back towards their former villages in Shadaw and Loikaw townships. The challenge of re-establishing livelihoods is great, especially given that without official authorisation to return or resettle in contested areas these villagers have been subjected to harassment and extortion by Burmese Army patrols.

- **Karen (Kayin) State and Eastern Pegu Division**

SPDC troops were re-deployed out of the northern Karen areas and launched an offensive against Karen National Liberation Army's (KNLA) last remaining fixed-position bases along the Thailand border during the first six months of 2009. The offensive was a joint operation with the DKBA, who were conscripting recruits to establish a Border Guard Force. (see *Section 2.7 Political developments* below) KNLA's forces withdrew rather than contending with DKBA foot soldiers and SPDC heavy artillery attacks launched from the rear, leaving around 4,000 villagers to flee into Thailand for protection. Despite the withdrawal of SPDC troops from the hills around Taungoo and Kyaukgyi, attempts by villagers in hiding sites to expand their agricultural fields were systematically suppressed by restrictions on movement and attacks on civilians.

- **Mon State**

The New Mon State Party's (NMSP's) ceasefire agreement with the SPDC is in a precarious position leading up to the 2010 elections. Tensions between the NMSP and various splinter groups have escalated into violent conflict with a series of skirmishes and summary executions being reported since April. The background context of systematic human rights abuses in government controlled areas has also been brought into focus by a Human Rights Foundation of Monland (HURFOM) report documenting extortion, forced labour, rape and summary execution along the Kanbauk to Maing Kalay gas pipeline.

- **Tenasserim Division**

International agencies based in Rangoon have some access to the relocation sites that were established in low-land areas after the Burmese Army's 1997 offensive into customary Karen lands. However, the imposition of forced labour and extortion in these areas continues on a systematic basis and access to basic education and health care remains poor. The vulnerability of villagers who have been hiding in the upland areas around Mount Kaserdoh and along tributaries of the Tenasserim and Tavoy rivers for over a decade is even more chronic. Artillery attacks on civilians, arbitrary detentions and the destruction of food supplies continued with impunity across hiding sites in Tavoy, Palaw and Tenasserim townships during the previous six months.

## 2.7 Political developments

The General Election announced for 2010 has been shaping events in Burma during the last six months. Although the date and election law have yet to be released, SPDC has been focussed on strengthening control and overcoming potential threats from the democracy and ethnic movements.

Daw Aung San Suu Kyi's house arrest was due to end on 27<sup>th</sup> May but, with bizarre timing, on 3<sup>rd</sup> May a US citizen, John Yettaw, swam across the Inya Lake to spend two nights as an unwelcome guest in her house. This gave the authorities an excuse to arrest her on 14<sup>th</sup> May, together with her two house companions, transport her to Insein Jail where, on 18<sup>th</sup> May, she was put on trial for violating the terms of her house arrest. As anticipated, she was found guilty on 11<sup>th</sup> August and, although a 3 year sentence was commuted, her house arrest was extended for 18 months. Although the date of the election has yet to be announced,



this will presumably ensure that she will not be able to participate in any way.

There are an estimated 2,100 political prisoners in Burma and there has been a growing chorus of international demands, including from Asia, for SPDC to release all of them and allow them to take part in an inclusive election process. The arrest and trial of Aung San Suu Kyi created outrage all over the world and resulted in the UN Secretary General Ban Ki-moon making an urgent two-day trip to Burma on 4<sup>th</sup>/5<sup>th</sup> June. Whilst the Secretary General was able to deliver the views of the international community directly to the top leaders, he was not allowed to meet with Aung San Suu Kyi or obtain any firm commitments either on the release of political prisoners or the election process. There was a subsequent announcement that SPDC is preparing an amnesty law for the release of prisoners, but this has been generally treated with scepticism in light of its past record of releasing common prisoners at times of international pressure, but not including significant numbers of political prisoners.

Ongoing events will be shaped by reactions to Aung San Suu Kyi's extended house arrest, and the details of the election law when announced. Aung San Suu Kyi's National League for Democracy (NLD), Burma's main opposition party, has set pre-conditions for their participation in the election which are very unlikely to be met: the release of all political prisoners and proper amendments to the Constitution. The USA and Europe have threatened further sanctions if Aung San Suu Kyi is further detained and there is growing pressure for a more coordinated international response. International concern has increased with recent revelations of military cooperation between Burma and North Korea. Details of a vast underground tunnel system, apparently for military purposes, designed with North Korea assistance and the tracking of a North Korean tanker suspected to be attempting to deliver arms to Burma have all increased the tension.

Meanwhile, in an attempt to bring the ethnic cease-fire groups into the election process, on 28<sup>th</sup> April SPDC announced plans to incorporate armed ethnic ceasefire troops into the Burmese Army to provide security along the border after the 2010 general election. The plan is to establish Border Guard Forces (BGFs) which will give greater control of the armed ceasefire groups to the Burmese military. Each border guard battalion will consist of 326 troops, including 30 from the Burmese army, of whom three would be Burmese officers with senior administrative positions. BGF salaries will be paid for by SPDC. The cease-fire groups were initially given to the end of June to respond to this proposal.

*SPDC's plan to create Border Guard Forces is a new threat to border stability.*

Although some of the smaller cease-fire groups have agreed to SPDC's demands, most oppose the idea, including strategically important groups such as the United Wa State Party (UWSP), the Kachin Independence Organisation (KIO) and the NMSP. Alternative proposals have been tabled but the situation is tense as all sides seem to be preparing for possible conflict.

How the ethnic issue plays out will be of crucial importance for the Thailand Burma border and, as an ominous sign of what may happen, the Democratic Karen Buddhist Army agreed to SPDC's Border Guard Force proposal (as mentioned in 2.1.1 and 2.1.2) above) and, with SPDC support, on 1<sup>st</sup> June launched an attack on the 7<sup>th</sup> Brigade headquarters of the KNLA. In the next few days at least 4,000 mainly Karen, fled across the border into Tha Song Yang District. Many were from Ler Per Her, an IDP camp just across the Moei River which has been evacuated several times over the past decade. So far the Thai authorities have taken an understanding position, allowing them to stay in several locations, but mainly at temporary shelters in Nong Bua and Mae U Su villages. UNHCR and NGOs have been allowed access to provide humanitarian assistance.

*The influx of new arrivals into Tha Song Yang is a grim reminder of threats ahead for villagers in eastern Burma.*

It soon became clear that the DKBA/ SPDC were conscripting soldiers from Karen villages to fill quotas for the BGF and not just targeting the KNLA, often sending them immediately into battle. With increasing demands for forced labour and the stealing of money, food supplies and livestock, many continue to flee to Thailand.

Although the official expectation is that these people will go home when it is safe, this seems unlikely. SPDC appears committed to taking final control of this part of the border and to establishing bi-lateral agricultural and industrial development projects with the DKBA apparently willing to

assist. Indeed, more new arrivals might be expected as the BGFs are further deployed. The same could happen on other parts of the border if other cease-fire groups agree to cooperate with SPDC's BGF plans. Alliteratively there could also be new refugees fleeing fighting if the cease-fire groups deny SPDC's wishes and armed conflict resumes.

The first anniversary of Cyclone Nargis was marked in early May with an appeal from the UN Myanmar Resident and Humanitarian Coordinator for more support for ongoing recovery and reconstruction through the Post-Nargis Recovery and Preparedness Plan (PONREPP) which remained seriously underfunded. It was hoped that the unprecedented cooperation eventually afforded by SPDC to the humanitarian community could not only be sustained but extended, and then expanded to other areas of the country. Since then it has been reported that humanitarian staff are having increasing difficulties in obtaining visas to enter the country. With widespread international condemnation of SPDC's handling of Aung San Suu Kyi's trial and the perceived failure of Ban Ki-moon's visit, it seems unlikely that humanitarian space will expand in the lead up to the General Election and that indications are that the humanitarian situation is more likely to deteriorate rather than improve.

All of this points to an even gloomier prospect for the border than usual in the months ahead. There is every possibility of an ongoing influx of new refugees and almost zero possibility of those already in Thailand being able to return home in the foreseeable future.

Meanwhile political tension boiled over in Thailand in April when red-shirted anti-government protesters attacked the Pattaya hotel where international leaders were gathering for an ASEAN summit meeting, forcing it to be abandoned, and then battled with troops on the streets of Bangkok over Songkran, the Thai New Year holiday. Troops were able to restore order and since then Thailand has enjoyed a period of relative peace. The ASEAN meetings were successfully rearranged and held in Phuket in July but there remains a vocal popular opposition demanding justice against the yellow-shirt movement which led to the downfall of the previous government last year.





3

# Programme

January to June 2009

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

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 recently revised *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, 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 inter-twined 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 activities have been aimed at improving refugee protection, assuring that essential humanitarian services are maintained, working towards an end to conflict in Burma and finding durable solutions in which refugees can lead normal, fulfilling lives.

*After 25 years protracted encampment of refugees is no longer sustainable.*

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 has to be change which recognises the national security, social and economic impact on Thailand 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 has therefore been established as the leading core objective within TBBC's latest *Strategic Plan* for 2009 to 2013.

#### 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 all twenty 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. It has been argued that allowing refugees better education and skills training with the opportunity

to work would be a win-win situation. Problems in the camps due to boredom and frustration would diminish and the refugees would be more useful citizens whether they are resettled to third countries or eventually return home to rebuild their country. In the meantime they could contribute positively to the Thai economy. Such an approach would also gradually lower the need for humanitarian assistance.

These ideas were incorporated in CCSDPT/ UNHCR *Comprehensive Plans* (CP) in 2005, 2006 and 2007, and the immediate response from the RTG was encouraging. In 2006 MOI gave approval for Non-Governmental Organisations (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.

Unfortunately, partly due to political turmoil in Thailand, progress since then has been very slow. Although there has been some expansion of NGO skills training activities, life for most refugees has not changed. Some Donors have become frustrated and exerted pressure by not increasing funding to meet growing needs or even, in one case, cutting funds. A Bangkok-based Donor Working Group was convened in 2007 to address the issue and two important assessments were carried out in 2008, commissioned by the European Commission (EC) and by the UK Department for International Development (DFID). There was a consensus 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.

The two year CCSDPT/ UNHCR *Comprehensive Plans* already incorporated these programme directions and these had been accepted in principle by the Thai authorities. 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 for implementing changes over, say, a five year period. The Donors also suggested that the way forward would be to hold an all-stakeholder Workshop with the RTG to achieve consensus on the plan.

This was discussed at the annual RTG/ NGO Workshop in December 2008. It was acknowledged that RTG had legitimate concerns such as potential pull-factors if refugee conditions are improved and possible conflict with local communities if refugees have more freedom of movement, but RTG was encouraged to engage in dialogue to consider possible strategies. It was emphasised that the current *status quo* was no longer sustainable.

During 2009 the Donors have officially requested a jointly-hosted Workshop with the RTG, preceded by preparatory all-stakeholder working groups addressing the core issues. Negotiations for this Workshop are ongoing.

Meanwhile, CCSDPT and UNHCR have been working on a draft five year CCSDPT/ UNHCR Strategic Plan that ensures that all programme priorities and directions for each of the humanitarian service sectors are consistent and complementary with the target of increasing self-reliance and gradually integrating refugee services within the Thai system. This is an iterative process in which all stakeholders will be consulted. The CCSDPT/ UNHCR Strategic Plan will guide NGO/ UNHCR service planning and will provide important input to the medium term planning process.

### 3.1.2 TBBC strategic priorities

TBBC's latest Strategic Plan for 2009 to 2013 (see *Section 3.5.2 Strategic Plan*) was written in parallel with the CCSDPT/ UNHCR draft Strategic Plan, and whilst writing it, it became clear that careful advocacy for change had to be the key objective guiding all of TBBC's activities. All core objectives and interventions were reconsidered and, in line with all other service Sectors, the focus of TBBC has strategically shifted from one of strengthening and sustaining services whilst *waiting* for change, to re-orientating all activities to *promote* change and durable solutions. Such changes may be incremental, but TBBC is repositioning to advocate for and take up opportunities as they unfold to enable 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.*

### 3.1.3 Protection activities

TBBC is also committed to strengthening refugee protection under current encampment conditions and through any changes towards more activities outside the camps. Prolonged encampment has created a broad range of protection and security problems but increased interactions outside the camps will bring new challenges. UNHCR maintains the official mandate for ensuring protection of the refugees, but this is increasingly in partnership with NGOs and Community-Based Organisations (CBOs). Border wide protection activities are coordinated through the CCSDPT/ UNHCR Protection Working Group (PWG) which meets at both the Bangkok and province level.

During the period the Bangkok Protection working group conducted a strategic planning review and redefined its objectives to focus on coordination of information and activities on protection, to mainstream and operationalise protection among CCSDPT member agencies and partners, and to provide relevant resources, such as guidelines, to address specific protection concerns

Key issues identified as outstanding for 2009 were: registration of new arrivals, birth registration, refoulement guidelines for NGOs, implementation and monitoring of Codes of Conduct (CoC) for camp committees and the need to take more preventive action on Gender-Based Violence (GBV).

Two issues that have been raised to date in the ongoing review of the GBV guidelines is the need for separate shower facilities for men and women and also child care services during distributions. The guidelines were translated and published in Karen, completing the set of Karen, Thai and Burmese editions.

During this period, the new Steering Committee for Prevention of Sexual Abuse and Exploitation (PSAE) met for the first time to establish priorities; all members of CCSDPT became signatories to the *CCSDPT Inter agency Code of Conduct* which will now be obligatory for any future new members; and a questionnaire was finalised, which will be used to assess agency protection capacity building needs.

Next six months

- Develop guidelines for NGOs on deportation.
- Develop a protection capacity building plan for NGOs.
- Health agencies to address needs for separate male/ female shower facilities.

### 3.1.4 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 as described above. 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.

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 and, where possible, affording the displaced communities themselves the opportunity to voice their concerns giving greater credibility to its advocacy. 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 since 2008 a bi-monthly e-Letter has been produced.

Notable advocacy activities during this period were:

- **Participation in planning meetings**
  - CCSDPT Directors/ UNHCR Planning Retreat in April to draft a five year Strategic Plan.
  - Briefings to the Bangkok Donors Working Group.
- **Advocacy trips**
  - The Executive Director visited USA and Brussels with the International Rescue Committee Executive Director in March, meeting with senior Government officials, politicians, and NGOs providing updates on current developments in Thailand and discussing future programming and funding.

- TBBC Community Outreach Officer participated in a Caritas (New Zealand) sponsored advocacy trip to schools and parishes in New Zealand in March.
- An advocacy trip to Norway and Sweden was made by the Emergency Relief Coordinator in April to raise awareness about issues associated with internal displacement in Eastern Burma.

#### ■ Publications

- TBBC will publish a “Border Scrap Book” in November to mark 25 years of working on the Thailand Burma border. Everyone and anyone who has lived, worked or visited the border during the last 25 years has been invited to submit pictures, drawings, stories, poems, with personal reflections and memories. It is hoped this coffee-table style “scrap book” will tell this amazing multi-faceted story in a way that will help raise awareness of this very complex but still little understood human struggle.

#### Next six months

- Follow-up CCSDPT/ UNHCR Workshop to further develop draft CCSDPT/ UNHCR five year Strategic Plan.
- The TBBC Donors Meeting and Annual General Meeting will be held in Chiang Mai in November and around these meetings it is planned to host a seminar on the refugee situation as well as a reception to mark 25 years of humanitarian assistance on the border at which the border “Scrap Book” will be launched.
- The Executive Director will make a trip to Europe in advance of the Donors Meeting to pursue funding issues.
- The Annual Survey on displacement and human rights abuses in eastern Burma will be published in November.
- TBBC plans to participate in the World Bamboo Congress in Bangkok in September.
- Participation in Annual NGO/ RTG Workshop normally held in December.

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

*TBBC will build on and expand existing livelihoods expertise in the communities.*

TBBC is committed to reversing the trend of aid dependency by supporting livelihood initiatives within the framework of a mid term strategy to be developed with CCSDPT, UNHCR, Donors and RTG (see Section 3.1.1 Planning initiatives and RTG policy above). Self reliance will be promoted through support for income generating activities and employment creation. TBBC will support livelihoods by maximising existing expertise within the communities, particularly through agricultural extension, and opportunities for income generation will be enhanced through vocational training and micro enterprise development.

Whilst some small-scale income generation projects have been implemented, normal prerequisites for sustainable livelihoods remain absent within the confines of a camp, severely restricting the potential for viable new initiatives. There is, though, a wide range of informal economic activities and coping strategies in and around the refugee camps and ECHO has agreed to support a ‘Livelihoods Vulnerability Analysis’ aimed at increasing understanding of existing livelihood strategies and levels of self-reliance amongst the refugee communities. Consultants have been selected and the study will be completed during the last quarter of 2009.

TBBC has two<sup>1</sup> existing projects that relate to this objective, the Community Agriculture and Nutrition (CAN) Project and the *longyi* weaving project, as described below.

### 3.2.1 Community Agriculture and Nutrition (CAN) Project

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

<sup>1</sup> Previously stove making was considered a potential livelihoods project but for reasons presented in previous reports, current activities are minimal and it is considered that there is very limited opportunity for expansion.



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. 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 developing them to the extent possible. 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 working alongside the Field Officers in each site under the supervision of the respective Field Coordinators. Agriculture and nutrition activities are closely coordinated through the FSP, and Nutrition activities are described in *Section 3.3.2 Nutrition*.

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

- All 68 camp-based CAN staff from eight camps took part in developing annual work plans for their respective camps. These outlined details of activities, intended targets, strategies, time frames and budgets. Although, each camp plan varied, all were directed towards achieving the project’s three core objectives.
- Camp based staff in all eight camps where the project is established are following-up with households to find out whether they are planting vegetables in their home gardens. Results indicate that almost all who attend CAN trainings are planting vegetables. This is having a significant impact on the livelihoods of many households (see box case studies).
- Over 100 people were exposed to CAN and its techniques at a one-day Field Day at Mae La. The Field Day demonstrated an approach that increased the awareness of CAN and techniques at the Section level.
- A new camp based organisational structure has been set up in Mae Ra Ma Luang and Mae La Oon camps. This includes a CAN advisory committee, key technical support and reporting positions and CAN representatives at the Section Level. A total of 42 camp-based CAN staff now work in these two camps. This structure is providing a direct communication line to implement CAN project activities at a Section Level. The Section representatives in Mae La Oon are affiliated with the KYO.
- CAN demonstration gardens in the Tak Province refugee camps have been redesigned to better reflect the limited space techniques that exist for a typical refugee household.
- A larger CAN training venue and resource centre has been built in Mae Ra Ma Luang, and a new CAN centre has been built in Site 2, replacing the old centre that previously operated from a private house. An additional CAN office has been acquired in Site 1 in a centrally located position. The main purpose of this office will be to serve as a distribution centre in order to increase the distribution of seeds.

*“I make a saving of one hundred baht a week from not having to buy vegetables.”*

After the first CAN training in Ban Don Yang in January this year, Naw Rolay made some flat land beside her house, erected some fencing to protect her garden against chickens, and began planting vegetables in sacks. *“Sometimes I work the whole day - I’m happy to work hard, I like it”.*

Rolay has since grown vegetables in more than 70 sacks to feed her household of six. She is now growing a variety of vegetables, including tomato, egg plant, pumpkin, chilli, cucumber and sorrel.

*“I make a saving of one hundred baht a week from not having to buy vegetables. My family have been supplied with vegetables for more than one month now, my family are eating more vegetables, and we cut sorrel everyday. I am also helping my neighbours to start gardens; one neighbour has already attended the second CAN training”.*



He believes he has a responsibility to share his knowledge to encourage others to grow gardens in their household area.



Saw Htookwoc and his wife Naw Paw Thate had no garden at their house located in Zone C of Section 3 in Mae La Camp before Htookwoc attended CAN training, believing that they had no space to grow vegetables. However, after receiving training and tools, Htookwoc wanted to do something in their immediate house area to benefit him and his family of six, saying that if he did nothing then no one would stand to benefit.

A combination of lateral thinking and ingenuity inspired Htookwoc to create garden beds constructed of bamboo that were raised off the ground. Htookwoc's family, friends and neighbours liked his creation; they have tasted the freshness of the vegetables grown and say that it is an example for others to follow as there is less need to buy vegetables. As an older member of the community and with his new found knowledge and experience in limited space techniques, Htookwoc believes he now has a responsibility to share his knowledge to encourage others to grow gardens in their household area.

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

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

#### ■ CAN training

CAN trainers in the eight camps continued to provide training for residents. Trainings are three to five days in duration, teaching practical skills and knowledge in agriculture and nutrition.

Practical trainings at the household level are now incorporated in all camps. 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, TBBC has provided training for a total of 236 people in ten separate trainings, and introduced CAN to over 100 people at a one-day Field Day in Mae La camp (see box). Follow-up household visits after each training reveal that, in the vast majority of cases, the people who attend will subsequently plant vegetables in their home gardens.

*This year almost 350 people were trained in small scale agriculture and 5,000 households in the camps received seeds to grow vegetables near their houses.*

**Mae La Field Day:** Over 100 people from Section C3, both young and old, participated in the event, exposing many of the young to agriculture for the first time. Participants were divided into five groups. Different coloured hats were distributed evenly amongst the groups to differentiate between them. On the day's completion, each group had rotated between 5 activities that demonstrated practical agricultural techniques. An obligatory group karaoke supported by the KYO band made rotations between each of the activities enjoyable! The CAN Field Day achieved its objective of increasing the awareness of CAN and its techniques to a greater number of people. It also showed that the community is interested in participating and in learning to grow vegetables in a limited space.

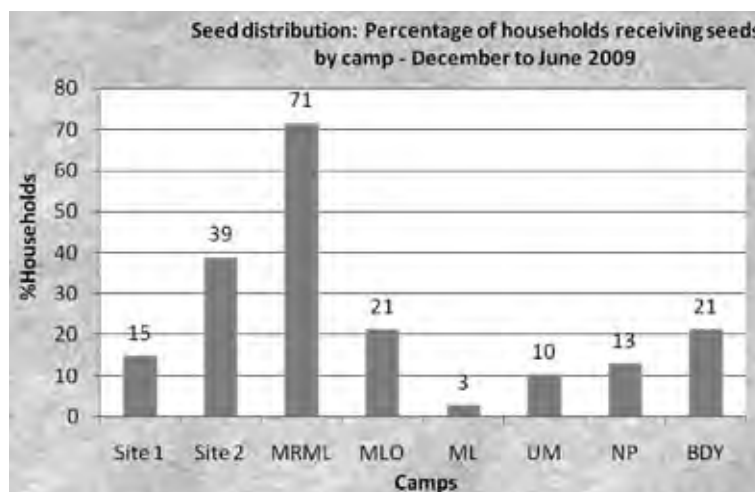


### 3.2.1 b) CAN Objective 2: Increase access to a variety of foods grown

#### ■ Seeds

During the first half of 2009, a combination of cool season and rainy season seeds were distributed to 4,958 households, 15 boarding houses and schools (representing 1,182 individuals) and 11 CBOs. A total of 3,206 kg of 26 species of seeds were ordered for the rainy season plantings. Residents planted seeds in their home gardens within the camps where space permitted, while in some camps residents chose to plant outside the camps. Seed distribution guidelines have been developed to assist in providing consistency in service delivery border wide. Distribution rates are illustrated in Figure 3.1.

Figure 3.1: Seed Distribution January to June 2009



#### ■ Seed saving

In the grounds of two boarding houses, the Nu Po Camp Leader has successfully saved six species of seed (french bean, coriander, lettuce, caisim flower, orkra and kale). The seeds saved will be distributed to households in the community. The project is providing boarding house students and community members with valuable knowledge and skills and the CAN project will provide support to expand this activity.

A seed saving project initiated by Karen Environment and Social Action Network (KESAN) has been set up in four IDP villages that are situated adjacent to the Mae Sariang camps. A Seed Saving Committee has been formed and focal points for the coordination and collection of seeds have been established. TBBC purchased 278 kg of 13 species of seed. These seeds were delivered to Mae Ra Ma Luang as part of the rainy season seed order. Although this project is still in a pilot phase, it is hoped that it will continue and expand as a source to purchase seeds for the next rainy season.

#### ■ Chilli and papaya seedlings

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 chilli seedlings numbering in the thousands in addition to chilli seeds provided. Papaya seedlings have been grown in Ban Don Yang, and are proving popular as a fast maturing tree with fruit will provide a year-round source of vitamin C.

#### ■ Trees

During the first half of 2009, 2,323 saplings of 15 species were grown in the Nu Po CAN nursery. The majority of these saplings were distributed to surrounding Thai villages by the Royal Thai Forestry Department as shown in *Figure 3.2*. The distribution of these saplings is benefiting the economic development of these villages, as well as strengthening the relationship between Nu Po refugee camp and neighbouring villages.

**Figure 3.2: Nu Po Camp Tree Distribution**

Distributor	Beneficiaries	Tree Species	Total
Royal Thai Forestry Department	Thai villages	Betel nut (700)*, Coconut (25), Coffee (700), Dog fruit (50), Jack fruit (80), Marian plum (20), Teak (50), Rambutan (30), Other (80)	<b>1,735</b>
COERR	Thai villages	Coconut (25), Coffee (260), Dog Fruit (130)	<b>415</b>
CAN	Thai villages (60), Royal Thai Army(50), Local Volunteer Force (Orsor) (38), Nu Po Refugee Camp (25)	Coconut (26), Coffee (80), Dog fruit (42), Lime (3), Jack fruit (5), Marian Plum (2), Mango (2)	<b>173</b>
<b>Total:</b>			<b>2,323</b>

\*(n) denotes the number of trees distributed

### ■ Fencing

Fencing helps both to demarcate home gardens and prevent loss of crops by poultry and other livestock. In the first half of 2009, 5,321 metres of fencing was distributed in the eight camps. This included fencing for 194 households, five boarding houses and schools and two CBOs.

Planting trees to form a living or “live fence” is being 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.

### ■ Tools

Community members who participate in CAN training are supported with basic tool kits including one hoe, small spade, bucket and a watering can. During the first half of 2009, tool kits were distributed to 247 households, eight boarding houses and schools and three CBOs in the eight camps. A tool-borrowing facility has been set up for residents in Mae Ra Ma Luang.

### ■ Mungbean sprouts

450 male and female high school aged students from eight boarding houses at 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

Work planning occurred in all eight camps with camp-based CAN staff. This has provided 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.

The development of the FSP database has temporarily been put on hold, as TBBC has commissioned a Data Management Consultancy in August to evaluate what is required as part of a wider organisational review.

### Lessons Learnt

- The development of a standardised seed distribution system was more difficult than initially anticipated. A number of variables including, multiple vegetable species; maximising planting density in small areas; multiple cropping in a season, and varying land size meant that applying conventional agronomic calculations was not practical. Instead, continued use of camp based staff’s knowledge of the local context will be used to guide rationale.

### Next Six Months

- Participate in Data Management Consultancy to assess the needs of FSP.
- Train two new Food Security Officers: one for Tak Province and one for Sangklaburi.
- Conduct annual work planning in camps at the end of the year in preparation for 2010 work activities.
- Organise Community Management training for camp based CAN staff and TBBC Food Security Officers. This training aims to identify ways to increase community ownership of CAN, and so lead to greater self-management of the project in the future.
- Distribution of cool season seeds.

### 3.2.2 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 for the KWO and KnWO 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 alternative years.

Figure 3.3 provides an overview of project progress in the past six months:

**Figure 3.3: Longyi production; January to June 2009**

Camp	Looms	Weavers	Target pop	Longyis made	Still to produce
<b>S1</b>	11	40	7,439	0	7,439
<b>S2</b>	4	9	1,288	0	1,288
<b>MLO</b>	14	28	6,382	1,728	4,654
<b>MRML</b>	14	26	6,351	2,272	4,079
<b>ML</b>	18	31	14,140	10,568	3,572
<b>UM</b>	6	14	6,881	5,460	1,412
<b>NP</b>	10	20	5,252	5,452	0
<b>DY</b>	2	7	1,631	0	1,631
<b>TH</b>	4	12	2,336	0	2,336
<b>Total:</b>	<b>83</b>	<b>187</b>	<b>51,700</b>	<b>25,480</b>	<b>26,411</b>

There are now 83 looms in use in the camps and 187 trained refugee staff. Due to resettlement a number of experienced weavers have been lost this year and replaced by new staff. Although this turnover does initially affect production outputs, it also provides an opportunity for expanding skills-training and know-how as new refugees are able to join the project and develop their weaving abilities.

Next six months

- ECHO consultancy to conduct a Livelihoods Vulnerability analysis in at least four camps to get a good understanding of the different livelihood strategies and levels of self reliance amongst the refugee communities as a precursor to more evidence-based programming and interventions.
- Recruit Income Generation Specialist to develop an income-generating strategy for TBBC linked to Thai government, other NGO and camp partner's directions.

## 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 efficiency use of resources and considerable organisational resources are devoted to constantly strengthening procedures.

Issues arising during the period surrounding the choice and quantities of food, shelter and non-food items supplied are described below, followed by supportive interventions in nutrition. Details are then given of the many ongoing developments in supply chain management followed finally by a description of other programme components.

### 3.3.1 Camp supplies

#### 3.3.1 a) Food and cooking fuel

TBBC aims to provide a nutritionally balanced food basket which meets the World Food Programme (WFP)/ United Nations High Commissioner for Refugees (UNHCR) planning figure of 2,100 kcal/ person/ day, with adequate cooking fuel for all of their cooking and water heating needs.

##### ■ Food rations

After several adjustments to the food basket since 2007 because of funding shortages, there were no further changes during this period. Current rations are as set out in *Appendix D.3.a) Food and cooking fuel: Food rations* and, even after all the changes, still meet the WFP/ UNHCR minimum standard.



### ■ Cooking fuel

The current rations are based on consultant recommendations and although there has been constant feedback from the beneficiaries that they consider supplies inadequate, TBBC still believes they are appropriate. This will be reviewed through household interviews using a recently introduced Beneficiary Contact Monitoring form.

In the first half of 2009, firewood continued to be supplied as a cooking fuel supplement in Tham Hin camp (only). However it offers little cost saving and few advantages since it is extremely cumbersome to store and distribute. TBBC staff have now successfully negotiated with local authorities to discontinue this practice and supply only charcoal as in all other camps. This will be implemented for September consumption, pending approval from MOI.



As a result of changes in demographics relating to family sizes, and to ensure a more accurate supply and distribution 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 according to changes in household size data.

### 3.3.1 b) 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 a) Figure D.2*.

Distribution of building materials for 2009 commenced in late January. As usual these included supplies for housing repairs, but also materials for the repair and rebuilding of warehouses, new housing for some new arrivals in camps not yet significantly impacted by resettlement and some priority community buildings which could not be supported in 2008 due to funding shortages. Unfortunately, many of the previously reported problems with procurement and delivery have continued. For example, although purchase orders for all sites were issued in January, actual deliveries were delayed for months, and, as this report is being written, deliveries to Tham Hin camp are still outstanding.

Problems persisting include finding adequate and appropriate sources of bamboo in some areas; the unpredictability of delivery schedules; huge volumes of bamboo being offloaded with inadequate space and storage areas, and unauthorised deals made between Thai officials, camp committees and suppliers in some areas. There have been some improvements in the monitoring of building materials, but overall it continued to be rather observational. Supplies Officers are being recruited and monitoring will be strengthened as they are trained and gain experience.

Nevertheless, some Field Offices have reported good news this year: In Mae Sariang camps distributions took place without major problems and the collaboration between TBBC, camps and suppliers remains good. In Mae Hong Song, the TBBC Field Office was assisted by CBO staff who were able to directly monitor deliveries and distribution of shelter materials in the camps.

An external consultancy looking at all aspects of supplying shelter materials was conducted during first half of 2009, by *Benchmark Consulting*. They conducted an initial desk review, followed by site visits to seven camps, and consulted with TBBC staff, camp committee members, refugees (including new arrivals and minority groups) and suppliers. The draft report is currently under review.

The key areas addressed by the report are: Quality, Quantity, Equity, Cost Benefit, Procurement, Receipt and Distribution Process, Settlement Planning, Environmental Impact, Livelihoods Considerations and Policy and Procedures.

Key draft recommendations include:

#### **Immediate**

- Improve procurement timing by relating it to the natural growth and harvest cycles of materials.
- Improve the process of receiving goods by providing appropriate training and tools to camp staff and beneficiaries, especially in relation to quality control at reception.
- Setting stricter instructions to the suppliers regarding time and place of material delivery.
- Quality considerations for plastic sheeting, in camps where it is being used (mainly Tham Hin).
- Introduction of pest-resistant timber posts.

#### **Short-medium term**

- Building a Shelter Department within TBBC (instead of considering shelter as NFI category).
- Hiring and training dedicated shelter staff within TBBC and in the camps.
- Accurate mapping and settlement planning in the camps.
- Introduce vulnerability-based shelter allocation and distribution.
- Introduction of concrete posts for foundations.

#### **Medium-long term**

- Development of Shelter Best Practice Manual.
- Development of a Shelter Training Manual.
- Growing Bamboo.
- Introducing various bamboo treatments (leaching, smoking, use of borates).



*New ways of providing and using shelter materials could create livelihood opportunities.*



### Lessons learnt

- The current way of working with shelter material suppliers continues to be problematic. These issues have been addressed by the recent shelter consultancy but it is yet unclear what improvements can be expected next year.
- Where (Mae Sariang) suppliers deliver to each section under guidance of camp staff, supplier staff and drivers have good relations with TBBC.

### Next six months

- Strengthen new delivery and distribution system to improve the timeliness and quality of deliveries. Emphasis on suppliers delivering according to strict schedules, section by section, as in Mae Sariang (above).
- Bring forward tendering period of 25% of 2010 supplies into 2009 to better match harvest cycles as recommended by the consultants.
- Develop a new shelter policy based on findings from the 2009 Shelter Consultancy. Determine areas where changes can be made as of next shelter delivery, as well as mid & long-term solutions for the implementation in the coming years.
- Conduct comprehensive trainings for new Supplies Officers currently recruited in Sangklaburi, Mae Sariang and Mae Hong Song. Recruit outstanding Supplies Officers in Mae Sot Field Office.

### 3.3.1 c) Non-food Items

#### ■ Chimneys

Issues of indoor air pollution associated with food preparation in refugee households, remains an area of concern. Whilst the charcoal supplied by TBBC produces only low levels of smoke emissions, it is commonly supplemented by firewood gathered by refugees around the camps. During the first six months of 2009, TBBC has broached the idea of manufacturing chimneys in camp, as part of existing vocational training activities, administered by ZOA Refugee Care. As yet no details have been discussed. Installing simple chimneys in refugee houses is a simple and effective method to reduce indoor air pollution.

#### ■ 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.

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 first half of 2009, 60 family stoves were purchased for Mae La Oon, with 4 large drum and 10 standard stoves for boarding houses. In Mae Rama Luang 45 bucket stoves were supplied to new arrivals and 5 to boarding houses.

#### ■ 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 will take place during the second half of the year with a distribution in early 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 first half of the year, recorded distributions of these items was as listed in Figure 3.4.

**Figure 3.4 Cooking Utensils distributed during first half of 2009**

Item	MHS <sup>(1)</sup>	MSR <sup>(2)</sup>	MST	SKB	Total
<b>Plates</b>	276	1,520	350	36	<b>2,182</b>
<b>Bowls</b>	228	424	371	12	<b>1,035</b>
<b>Spoons</b>	144	1,460	348	48	<b>2,000</b>
<b>Pots -Large</b>	88	360	43	3	<b>494</b>
<b>Pots -Small</b>	82	-	56	-	<b>138</b>
<b>Woks</b>	2	2	-	-	<b>4</b>

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: All items are for new arrivals and students in both MLO and MRML. 2 woks are for CBOs in camp. The numbers in brackets are for ETT.

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

Next six months

- Move forward on chimney manufacturing in camps, as part of existing vocational training activities.
- Conduct a basic survey looking at stove usage at the household level.
- Conduct border wide distribution of stoves later in the year.

■ Clothing.

A set of clothes, consisting of a t-shirt and a pair of shorts, was distributed to nearly 18,000 children under-five years, representing approximately 13% of the total camp population. Distribution was as shown in Figure 3.5.

*TBBC buys clothes for 13% of the population who are children under 5 years old.*

**Figure 3.5: Children’s clothing distributed in 2009**

Camp	Sets (1 t-shirt+ shorts)
S1	2,700
S2	480
MLO	2,280
MRML	2,520
ML	4,440
UM	1,680
NP	1,920
DY	840
TH	1,080
<b>Total:</b>	<b>17,940</b>

**The Wakachiai project:** has become a regular source of used clothing and their generous support will continue in 2009. A third consignment, sufficient to provide each refugee with at least one item in all nine camps, is scheduled to arrive during July. Distribution in the non-stockpiled camps will be carried out in August and in the stockpiled camps in November/ December.

**Lutheran World Relief (LWR):** another long-term donor of second-hand clothing and new quilts has also generously pledged their ongoing support in 2009. LWR’s shipment is scheduled to arrive in October, with distributions planned for camps and Thai villages during November and December 2009.

■ 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 are expected in the next consignment, enough for a border-wide distribution at a rate of one for two persons. The quilts will be distributed in the second half of 2009. TBBC will therefore need to buy blankets only to cover minor shortfalls and for new arrivals.

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 3.6.

**Figure 3.6: Blankets, nets, mats distribution; January to June 2009**

Item	MHS	MS	MST	SKB	Total
<b>Blankets</b>	260	2,946	1,267	33	<b>4,506</b>
<b>Nets</b>	150	2,272	910	11	<b>3,343</b>
<b>Mats</b>	70	780	242	0	<b>1,092</b>

### 3.3.2 Nutrition

As mentioned in Section 3.2.1 the TBBC 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 is complementary to the main camp supply programme, both 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 in Section 3.2.1 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.

*Nutrition surveys help TBBC monitor the effectiveness of the programme.*

#### 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 under TBBC guidance. Survey results are produced annually and the 2008 summary was presented in the last report. This indicated a border-wide slightly decreased prevalence of acute malnutrition from 2007 (3.5%) to 2008 (2.7%) whilst chronic malnutrition remained high with a slight border-wide increase from 2007 (34.3%) to 2008 (36.2%).

The nutrition surveys for 2009 are underway and results will be available in the next programme report. Planning and coordination began in March when previous survey results were shared with the FSP team and with the Health agencies who were asked to share the results with their staff and camp committees.



### 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 supports health agency staff in leading 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. All activities described in the last report have been ongoing during the first half of 2009.

The Karenni camps and Tham Hin camp continue to be encouraged to take-up regular nutrition education activities with TBBC support. In March 2009 the CHE staff in Site 2 conducted a nutrition education campaign emphasizing child feeding practices, hygiene and AsiaMIX usage. Cooking contests along with nutrition education were held in every section of the camp with prizes for the most delicious AsiaMIX dishes.

#### ■ Infant and young child feeding (IYCF) training

Since stunting (chronic malnutrition) continues to remain high in all camps, TBBC encourages health agencies to address key related nutrition areas such as exclusive breastfeeding, continued breastfeeding and proper young child feeding and weaning practices. TBBC plans to work with the KWO to increase nutrition understanding at the community level through the involvement of traditional birth attendants have not progressed due to other priorities.

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

Target groups for Supplementary and Therapeutic Feeding Programmes (TFP) 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.

In an effort to improve integration of supplementary and therapeutic feeding programmes at each TBBC field site, the Nutrition Manager has been working closely with the Food Security Officer (FSO) and the Field Coordinators. Revised reporting forms have been issued to TBBC field offices and health agencies to ensure consistent and timely reporting. In July 2009, the TBBC FSOs will begin to serve as the focal points for health agencies regarding SFP/ TFP reporting, food ordering and answering of questions.

Health agencies conducting growth monitoring and promotion activities and implementing SFP/ TFP programmes with TBBC support continue to face challenges of high staff turnover due to resettlement and competing priorities. A one-day Nutrition Task Force meeting was held, which was attended by all health agencies. This provided an opportunity to review SFP monitoring and reporting forms as well as to discuss ways to improve attendance for child growth monitoring and promotion activities and the identification of malnourished children. In addition, the results of the 2008 nutrition survey were presented and discussed.

### 3.3.2 d) Nursery school lunches

TBBC supported daily lunches for more than 8,000 children in nursery schools in seven camps to the end of the school year in March. Beginning in June/ July 2009 support for the new school year will take in the two remaining camps, Ban Don Yang and Tham Hin at a new rate of five baht per child per day to allow for the increase in food costs since the original rate of three baht was set several years ago. The funds are 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. Beginning in July, AsiaMIX, and charcoal to prepare it with, will also be provided on a monthly basis.

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. In the coming six months TBBC will assess the effectiveness and usage of these new forms. Support for Nursery School lunches planned for the next school year is set out in Figure 3.7:

**Figure 3.7: 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
<b>Total</b>		<b>83</b>	<b>8,918</b>	

#### Lesson learnt

- Coordination of timing for the Nutrition Task Force meeting with other health related task force meetings helps to ensure strong participation from all health agencies.

#### Next six months

##### **Nutrition surveys**

- Complete camp surveys and begin data analysis.
- FSP will team-up with the KWO or other CBOs to produce AsiaMix snacks for children attending the annual nutrition survey in at least 75% of the camps.

##### **Supplementary/ therapeutic feeding**

- Continue monitoring and reporting SFP/ TFP programmes utilising the revised reporting forms in conjunction with HIS data collection.
- Nutrition Task Force meeting will be held to review SFP/ TFP protocols and reporting.

##### **Nursery Schools**

- Assess the usage and integration of the revised nursery school lunch support guidelines and 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 award for this commodity. This remains current practice as the market price has been falling, and there remains 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 adequate bids. The average number of bids received in the first half of 2009 increased slightly for most commodities (compared with the second half of 2008): Rice 4 (2nd half of 2008: 4), Mung Beans 7 (6), Soya-bean Cooking Oil 5 (3), Charcoal 6 (4), Salt 4 (4), Dried Chillies 8 (7), Fishpaste 2 (2), Firewood 2 (1), and Sugar 3 (2).

#### 3.3.3 b) Warehousing

Warehouses were assessed for structural problems during 2008 and have since been repaired accordingly. A plan has been agreed with the camp committees to 'phase-out' all rice silos used in the Mae Hong Son Province camps within the next two years. During the first half of 2009, three 'mud-brick' warehouses were constructed to replace rice silos, two in Mae la Oon and one in Mae Ra Ma Luang. Mud-brick construction was chosen because materials are readily available around the camps and community members receive training in construction techniques contributing to their acceptance

*New "mobile" warehouses will be piloted in two camps.*

by beneficiaries. Ongoing replacement of remaining silos will follow in 2010.

Insufficient space in other older warehouses, such as those in Mae La, has also restricted the implementation of best practice in terms of stacking. Ware-housing facilities have now been expanded in Mae La camp, allowing monthly rather than twice monthly deliveries. TBBC has also received funding to purchase two hard-walled Mobile Storage Units (MSU) of the type commonly used elsewhere food aid and these will be installed in Mae La and Umpiem Mai Camps.

### 3.3.3 c) Distribution/ ration books

The Refugee Camp Committees are responsible for the receipt and distribution of supplies. Each family has a ration book stating their entitlement, and they are called to the delivery point for distribution. Further refinement of the ration book system took place for 2009, with the introduction of a new system which assigns ration books to families according to their status in the camp. The system consists of three different colours; blue for those with MOI/ UNHCR registration numbers; pink for those who have been identified for interview by the respective PAB and orange for those who are recognised as new asylum seekers in camp, although who have yet to receive any type of official registration number. Orange ration books also include a photo ID page.



*Every adult refugee now has to collect his/her own ration in person.*

From the first quarter of 2009 all refugee adults have to be present at all distributions in order to collect their rations. This is a major change since, in the past, anyone from the family could collect rations on behalf of other family members, which allowed for significant numbers of people to be (or even reside) outside of the camps and still receive their rations. All those collecting rations must produce photo identification, either a UNHCR 'Household Registration Document' or a TBBC photo page.

Failure to comply with these requirements renders individuals ineligible to collect rations for that month. A list of exceptions has been finalised to allow for those with genuine reason not to attend a distribution. 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. The system has now been implemented in all camps. Verification and issuance of ration books to unregistered refugees is occurring on an ongoing basis, as necessary.

Another related change has occurred with the recording of stock balances at the end of the distributions. While this was always the case in the stock-piled camps it was not practiced in some other camps, especially in Tak Province, where there were many problems with the control of surplus supplies. TBBC has introduced Distribution Monitoring Teams who record commodity rations to be distributed both on the ration book and on a "Ration Distribution Register" for each Section before entering the warehouse to collect food.



There is a new “Ration Distribution - Warehouse” form that collates distributions to all Sections from a particular warehouse, providing a clear stock balance recorded and reported at the end of each distribution. In some camps in the past, the balance was not 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, and no new arrivals receive rations prior to being verified, photographed and issued a ration book. Any emergency needs, e.g. really vulnerable new arrival families who would have difficulty surviving without basic food support until the verification process is completed, are now assisted through TBBC’s Extra Need supplies exclusively.

### 3.3.3 d) Feeding figures

*TBBC is currently feeding 109,000 registered refugees and 25,000 unregistered people.*

To control budgets and ensure accurate commodity distributions it is important for TBBC to be able to establish accurate Feeding Figures. This, however, has been a major challenge in recent years due to the absence of official refugee registration/ verification procedures in the camps. As previously reported, at the end of 2008 TBBC began the huge task of verifying all refugees, registered and unregistered, prior to issuing ration books for 2009. This was done simultaneously with the establishment of a new population database in the SPSS system.

The process of entering all the registered and unregistered into the database proved very time consuming and it was not until May 2009 that all data was actually entered. The data in other provinces is complete,

but for the Tak Province camps, data recording included only registered refugees and those unregistered who entered the camps before December 2007. Those who entered the camps during 2008 and 2009 have been recorded by the Camp Committees and are to undergo a process of detailed verification by TBBC and camp staff. The TBBC feeding figure at the end of June was about 134,000 comprising about 109,000 registered and 25,000 unregistered people. It is estimated that TBBC does not provide rations for around 17,000 unregistered new arrivals in the Tak camps.

Towards the end of 2008, TBBC negotiated with UNHCR to share their database of registered refugees to ensure compatibility for ongoing updating and now receives monthly updates of births, deaths, refugees permanently departed from camp and newly registered refugees. Basic cross-references between data sets have been conducted by field site but only to the extent of comparing total camp-based figures. Comparing specific household inconsistencies between TBBC and UNHCR figures will commence upon the fully functional operation of TBBC’s new database.

#### ■ Eligibility criteria

Eligibility Criteria were revised at the beginning of 2009 as shown in Figure 3.8. This was work-shopped in April/ May, alongside the new distribution system tools and forms.

**Figure 3.8: Revised TBBC Eligibility Criteria for Food Rations (January 2009)**

<b>Registered Refugee with UNHCR Household Registration or UNHCR ID Card &amp; Ration Book</b>	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.
<b>Unregistered Asylum Seeker With Ration Book</b>	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.
<b>New Unregistered Asylum Seeker Without Ration Book</b>	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.
<b>Special Categories:</b> 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.	

### ■ Additional guidelines to the eligibility criteria for unregistered asylum seekers

In addition to the eligibility criteria, new additional guidelines have been developed for unregistered people, jointly with KRC and Tak camp committees. This has been necessary because, as explained above, there are around 17,000 unregistered people in these camps and it is important, to ensure that the most vulnerable asylum seekers are supported with full rations. In effect, some of the most vulnerable new asylum seekers are fast-tracked for rations. These guidelines are set out in Figure 3.9:

**Figure 3.9: Additional Guidelines for Unregistered Asylum Seekers (March 2009)**

<b>A. Eligible for TBBC Ration</b>			
<ul style="list-style-type: none"> <li>• Conflict Area - A person(s) who comes directly from conflict area in Burma.</li> <li>• Political Persecution - A person(s) who has been politically persecuted in Burma.</li> <li>• Economic Hardship - A person(s) who has suffered hardship due to land confiscation, taxation, forced labour or relocation.</li> <li>• Natural Disaster - A person(s) who has been displaced by natural disaster (e.g. Cyclone Nargis)</li> </ul>			
Code	Category	Ration	Definition
A1	Vulnerable	Full Ration	<ul style="list-style-type: none"> <li>• Disabled: persons mentally or physically handicapped, or with chronic diseases such as HIV</li> <li>• Elderly: persons over 60 years of age</li> <li>• Orphan: child under 15 years of age with no parents</li> <li>• Widow: person with out partner for support (case-by-case consideration)</li> <li>• Single parent: one parent families (case-by-case consideration)</li> <li>• Extremely poor: people with no alternative economic support (case-by-case consideration)</li> <li>• Other: for example, a child without guardian under 8 years of age (case-by-case consideration)</li> </ul>
A2	Community Support	Full Ration	<ul style="list-style-type: none"> <li>• Camp Management</li> <li>• Teachers</li> <li>• Students</li> <li>• NGO Workers</li> <li>• CBO Committee Members</li> <li>• Religion-in-Charge</li> </ul>
A3	Verified Eligible	Reduced Ration	<ul style="list-style-type: none"> <li>• Eligible New Arrivals Verified by Camp Committee</li> </ul>
<b>B. Ineligible for TBBC Ration</b>			
Code	Category	Ration	Definition
B1	Resettlement Seekers	No Ration	<ul style="list-style-type: none"> <li>• Persons in camp solely for purposes of resettlement</li> </ul>
B2	Shop Owner	No Ration	<ul style="list-style-type: none"> <li>• Large shop owners able to sustain themselves through sales of goods and services</li> </ul>
B3	Outside People	No Ration	<ul style="list-style-type: none"> <li>• Persons not living in camp and only present themselves during food distribution</li> </ul>
B4	Self-Sufficient	No Ration	<ul style="list-style-type: none"> <li>• Persons who can support themselves financially through various means</li> </ul>
B5	Business Owner/ Enterprise	No Ration	<ul style="list-style-type: none"> <li>• Persons who manage small businesses in the camps and can support themselves (taxi, transport etc.)</li> </ul>

Although, for the time being, these criteria will only be used in the Tak camps, they have been developed in such a way that they can be applied to all border camps if the need arises. They have been translated together with the Eligibility Criteria and work-shopped with camp staff in the Tak camps in May. Other field offices have showed it to their respective camp committees and obtained their agreement to the document.

The new Eligibility Criteria and additional guidelines, developed in early 2009, have been of great assistance to Tak camp committees since it has provided a sound basis for decision making, whereas they were previously often criticised for inconsistencies.

### ■ Pre-screening

A new pre-screening process is being piloted by the RTG in Site 1, Ban Don Yang, Tham Hin and Nu Po camps (see *Section 2.1.1 Camp population*). If this is judged successful and extended to all camps many of TBBC's challenges will be resolved. Pink ration books will be issued to those screened in and those



screened out will no longer be entitled to rations. If the screened in are then passed by the PABs all eligible refugees will have UNHCR ID and blue ration books. The remaining challenge will be only any ongoing new arrivals and hopefully these will quickly be put through the new status determination process avoiding any new accumulation of unregistered people.

### 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 January to June 2009, 65% 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 first 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 (92%), although higher than in the second half of 2008, still fell marginally short of meeting TBBC's targets (at 95%). Failures were primarily due to 'whole grain' being lower than specification and the presence of both insects and worm nests. Financial penalties were imposed in response to these infringements.
- **Charcoal:** Overall charcoal quality improved again in this reporting period but some supplies still fail to meet the Heating Value (HV) specification. This compromises the effective use of this commodity. A strict testing regime will be maintained until further improvements are noted. Financial penalties, stock top-ups and replacements were implemented in response to test failures.
- **Dried chillies:** Overall quality improved since the second half of 2008, however there were still some failed tests based on mouldy chillies and unripe/ damaged berries. For the specification on unripe/ damaged berries, there is tolerance but mouldy chillies are 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. Ten inspections during the first half of the year reported weight problems (out of 175 inspections), with rice, yellow beans and chillies being the most often mentioned. Chillies tend to lose weight over time as they dry out and suppliers normally sent an extra number of sacks to compensate. Top-up and financial penalties were imposed as necessary.

A complete revision of TBBC testing parameters and corresponding penalties has recently been completed. The revised system will be implemented during the third quarter 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 systems system (see *Appendix D3 e) Supply Chain*). These reports are translated into Burmese and Karen and shared with camp committees and refugees committees.

A complete revision of monitoring and reporting tools took place during the first half of 2009 and implementation commenced in all camps in June. Through this revised system monitoring data will be provided in a simpler and more timely manner.

The main results of staff monitoring visits during the first half of 2009 are discussed in *Appendix E, Indicator 3F* (and summarised in Fig.E12/E13).

The timeliness of commodity delivery rose to 86.1%, 8.7% higher than the previous period. A buffer of several days is built into the process, recognising the difficulties suppliers often confront in attempting to keep strict delivery deadlines. In nearly all cases late deliveries were in time for scheduled distributions. There was one reported incident of a stock out of rice at Tham Hin Camp during the first half of 2009, due to a newly contracted supplier delivering after the scheduled distribution date. The supplier received a warning.

The distribution efficiency indicator remains high border wide, suggesting that the amount of food distributed matches that reported as distributed. Monitoring conducted by staff in 2008 however suggested that there were discrepancies in collecting this data and a revised 'Receipt and Distribution monitoring tool has now been introduced in all camps, which will provide a more accurate overview of stock management.

### 3.3.3 g) Supply chain management review

Since August 2008, TBBC's entire supply chain system has been under thorough review, led by a logistics expert seconded by the Swiss Agency for Development and Cooperation (SDC). At the end of the year, some key recommendations were made and TBBC has since been working on improving its supply, storage, distribution and monitoring procedures, which has included the process of hiring additional field staff, developing new stock-management tools, supply and monitoring forms and improving warehousing facilities which have been referred to above. Specific responses to the expert's recommendations included:



#### ■ Logistics department

The expert concluded that whilst logistics capacity should be strengthened in the field a Bangkok-based Logistics Department is not strictly necessary as each camp presents its own specific challenges in terms of warehousing, transport and deliveries and thus each camp requires a logistics approach adapted to the conditions. It has been agreed however, that as part of TBBC's Management Consultancy (August 2009), the concept of having a 'Logistics Department' should be given further consideration.

*TBBC has recruited extra staff to monitor camp supplies.*

#### ■ Logistics staff

TBBC has been recruiting new field staff to specifically monitor delivery, storage and distribution issues in the camps. Over the past six months, these Supplies Officers (three in total) have started work in the Mae Hong Son, Mae Sariang and Sangklaburi Offices, while recruitment for the Mae Sot Office is in progress.

#### ■ Supply chain documentation

TBBC has 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 have been trained in using the new forms which were introduced to all camps at the end of this reporting period.

The Calculation Multiplier System (using an annual border wide average % of children to calculate quantities) has been replaced with a more accurate system where purchase orders are based on actual numbers of children and adults in each camp each month.

### ■ Mae Sot extended delivery point warehouse

Another suggestion, to establish an extended delivery point warehouse in Mae Sot to improve quality and timeliness of deliveries in the three Tak camps was carefully considered. Whilst it was acknowledged that a central warehouse would help improve the delivery of supplies to the Tak camps, it was not considered the most cost-effective or practical solution for TBBC at present; both because it would involve additional financial outlays for rent, administrative costs, and to purchase a month's stock, and because it would not solve supply management problems at the camp level, which would still need to be addressed.

It was therefore decided not to establish an extended delivery point, but to pursue alternative solutions to address the procurement/ logistics weaknesses highlighted by the logistician while allowing stock storage and management to remain inside the camps. Already additional storage space has been built in Mae La camp facilitating a single monthly distribution of rice, and funding has been secured to purchase and erect two hard-walled Mobile Storage Units (MSUs) for Mae La and Umpiem Mai. This will further enhance storage capacity so that supplies can be delivered ahead of distributions, allowing adequate time for effective quality control. The revised forms and the recruitment of additional TBBC staff will also facilitate improved stock management and control of supplier deliveries.

### ■ Distribution

The logistics expert suggested the possibility of distributing all or several commodities at the same time per camp section, rather than item by item on different days. The revised system could see monthly distribution times reduced by up to 50%. This distribution system has recently been successfully adopted in Tham Hin and Ban Don Yang and is being considered for the other camps.

*Distribution times could be halved by issuing all items at the same time.*

### ■ Oil containers

The SDC logistician has also recommended that soybean oil be purchased in metal tins instead of drums in all camps and this is being implemented at the beginning of new contracts, starting with May 2009 consumption for Nu Po camp.

### Lessons learnt

#### **Warehouses**

- The most suitable type of warehousing will vary from site to site according to local conditions. Bamboo/ wood, mud brick and prefabricated warehouses can all be used.

#### **Distribution**

- Clearly defined procedures support equitable and efficient distribution of commodities.

#### **Quality Control**

- A quality control system is only successful when all stakeholders are clear on the exact details of testing parameters, sampling rates and penalties.

### Next Six Months

#### **Warehouses**

- Expand the use of mud-bricks for warehouse with construction of one in Nu Po. Training will be conducted by teams from Mae Sariang who have experience in mud-brick construction.
- Install Mobile Storage Units in Mae La and Umpiem Mai.

#### **Distribution**

- Review revised ration book system, prior to the annual distribution of ration books for 2010 in December.

#### **Feeding Figures**

- Review database system as part of TBBC Database Consultancy. Adjust and provide staff training as necessary.
- Finalise and maintain data entry for all registered and unregistered camp residents. Start analysing basic demographics in the camp such as boarding house student influxes, ethnicity diversity and

people with disabilities with the aim of tailoring programme responses and/ or evaluating nutritional aspects of ration specifications for different demographics. (e.g. people with disabilities use up to 30% more energy to be mobile).

- Start making comparisons between TBBC and UNHCR data sets. Continue to collaborate/ share population data with UNHCR field offices to enhance the new system.
- Further explore vulnerability levels in the camps in order to be able to more appropriately tailor the food rations.
- Wait for preliminary results of pre-screening process and determine next steps in relation to TBBC's Feeding Figures and Rations.

#### **Quality Control**

- Implement revised testing parameters.
- Further integration of professional inspection and camp staff quality control Emergency preparedness.
- Emergency Preparedness Guidelines to be developed by TBBC's Programme Team.

### **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.3 f) Preparedness*).

TBBC's preparedness was tested in early June when around 4,000 people were displaced from the Karen State into Thailand due to systematic attacks by the DKBA/ SPDC forces against Karen National Liberation Army (KNLA) (see *Section 2.1. b) Tha Song Yang emergency*). TBBC staff were at the scene within hours of displacement occurring and were able to provide emergency food rations, plastic sheeting and other non-food items, as well as initiate coordination with UNHCR and other agencies in the setting up of temporary displacement sites.

The displacement to Tha Song Yang District, although not large nor unique in the history of the area, has revealed a need for CCSDPT to look at strengthening the current coordination and collaboration mechanisms between the agencies in order to respond to such situations in an improved, better coordinated and faster manner.

Occasionally, TBBC also provides short term assistance to other Burmese people in need such as migrant workers and unrecognised refugees not in camps. Thai communities and villages neighbouring the refugee camps are also occasionally subject to emergencies such as floods. In these cases TBBC offers emergency assistance from the Thai community assistance budget (see *Section 3.3.7 Assistance to Thai communities*).

Next six months

- Emergency Preparedness Guidelines to be developed by TBBC's Programme Team.

#### **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:

- 1) Proximity triggers: If human to human transmission has occurred in Burma or Thailand at Phase 4/5; or when
- 2) WHO declares a global Phase 6 in pandemic preparedness; and more importantly when
- 3) Pandemic programme responses have been launched by the RTG and CCSDPT Directors.

The TBBC plan is to prepare 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 budget

will include 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.

*All camps will be supplied with a three-month stockpile of food in case of an influenza pandemic.*

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. This would be a relatively minor addition to TBBC's overall budget, but could have major cash-flow implications.

In terms of HR Preparedness, TBBC has delivered 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 supplies and equipment have been purchased for all field sites including thermometers, surgical masks, gloves, antibacterial hand wash and antiseptic alcohol/ soap. 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, the reality is that livelihood opportunities in the Mon ceasefire areas can not sustain these returned refugees and recently displaced persons, and aid agencies based in Rangoon have not been able to establish a presence either. TBBC's relief assistance in 2009 has been 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 was supplemented by support for a small grants programme administered by MRDC for community-based infrastructure development, agricultural support, educational facilities and women's empowerment projects. Twelve varieties of vegetable seeds, at a combined weight of over 130 kilograms, were also distributed for the villagers to plant in home gardens as part of the expansion of the CAN programme. Camp management capacities and social services have been recognised through the introduction of a food-for-work scheme through which rice rations are provided to 100 camp staff, 83 primary health care workers and 145 school teachers every month. Administrative support has also been provided for the committees which oversee each of the resettlement sites.

Lessons Learnt:

- TBBC's verification of needs and processing of requests for rice relief, development aid and camp management support needs to start in January (rather than February) so that supplies can be transported before the wet season begins.

Next six months:

- TBBC will provide project management and monitoring coaching for MRDC, in order to strengthen capacities within the development programme.

### 3.3.6 Safe house

The Sangklaburi Safe House was established 17 years ago when migrant workers were routinely deported to the border in this vicinity. It took care of increasing numbers of sick and mentally ill people who were ending up in the refugee camps where they were not part of the community and could not be properly looked after. The Safe House took care of them until they were well enough to return to their families in Burma.

The numbers of deportees admitted to the Safe House has declined in recent years because they are now handed over directly to the Burmese authorities at Three Pagodas Pass. However, a chronic caseload 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 support and care given by the Safe House staff. The small influx of deportees still being referred to the Safe House often includes young women and men rescued from abusive work environments. Generally the patients are Burmese or belong to ethnic groups from the border regions.

The caseload currently stands at 40 patients. Five new short-term admissions occurred during this reporting period whilst two patients died and a further seven were discharged. TBBC managed to arrange a return of a Bangladeshi patient with the support from IOM, ICRC and the Bangladeshi Embassy to his home country.

TBBC continues to cover Safe House patient food costs, staff and maintenance costs although its function no longer really fits the TBBC's Mission. A decision has been made to withdraw when alternative support can be found and meanwhile new long-stay patients are no longer admitted. As part of the longer term solution TBBC has agreed with Australian Volunteers International (AVI) to appoint a volunteer to help improve management at the Safe House. The volunteer will start work in September 2009 for a two year period.

Next six months

- Maintain good contact to other organisations/ government representatives to seek and receive support in sending the Safe house' patients to their home countries.
- Continue consultations with other organisations to explore alternative long term solutions for the residents.

### 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 g) Assistance to Thai communities*, for background).

*TBBC supports local Thai authorities and communities.*

During this last six-month period, baht 7,131,366 was spent on this support. Baht 5,574,160 was given to local Thai authorities, mainly in the form of rice, other food items and building materials to border personnel. Baht 1,657,206 was provided for support to Thai communities. This support consisted of educational support and school lunches to 25 schools, 10 village communities, one temple, 5 boarding houses and one Thai NGO, in the form of food and charcoal.

### 3.3.8 Coordination of assistance

TBBC is a 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 as it 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. Please refer to *Appendix D.4* for 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.

In recognition of the responsibility involved in providing CMSP oversight and guidance in nine refugee camps, the title of the Capacity Building Coordinator was changed to Camp Management Programme Manager in March 2009.

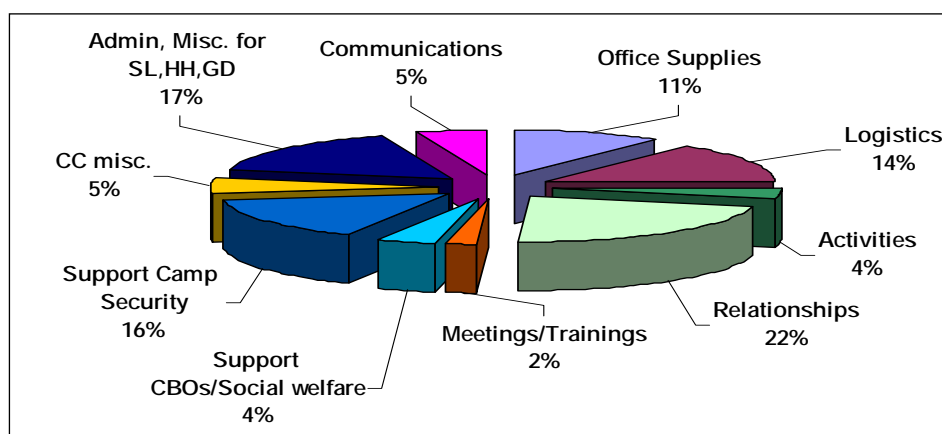
Historically, the organisational structures of the Refugee and Camp Committees varied significantly, causing difficulties in streamlining the CMSP. Consequently, during the first half of 2009, TBBC's Programme Manager, together with CMSP refugee staff and the refugee committees, worked on reviewing and revising all structures. The process resulted in new structures for both refugee committees and agreement on three standard Camp Structures, based on the size of camp populations; (i) Small camp structure (up to 10,000 persons), (ii) Medium camp structure (10-20,000 persons) and (iii) Large camp structure (more than 20,000 persons). The new structures will be introduced in each camp during the coming months and used for the next camp elections, scheduled for 2010.

The new CMSP staff filing system, installed during the last reporting period, has been extended to all nine camps. With high staff turnover due to resettlement, standard data updating is planned to take place every six months.

By the end of June, the CMSP supported a total of 1,762 stipend staff in the nine camps (including 293 security staff). A total of 331 women (22.5 % excluding security staff) were involved in camp management activities: 17% were part of camp committees, 26% worked with food and non food distribution, and 57% were engaged in other areas of camp management such as justice, health, education and GBV.

Camp administration costs, staff stipends and "extra needs" distributions (budgeted supplies distributed for activities other than regular refugee feeding) have been monitored regularly and summarised for the nine camps in Figure 3.10:

**Figure 3.10: Administration expenses reported in nine camps January to June 2009**

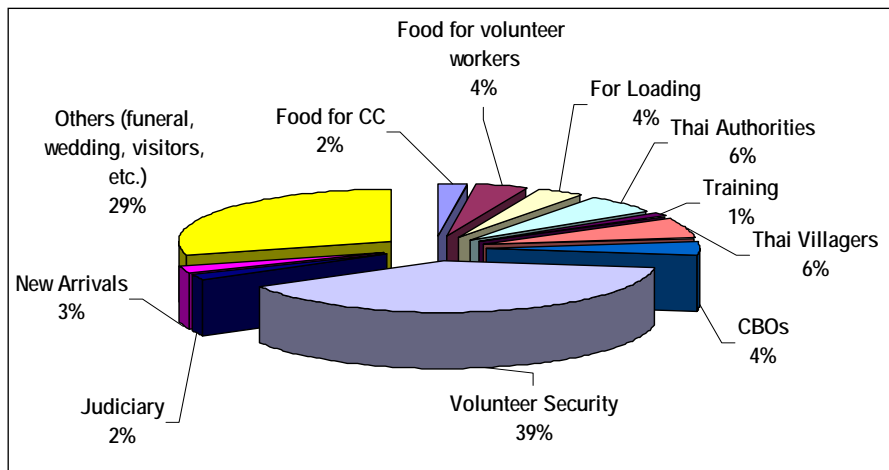


*TBBC supports over 1,700 community workers in the camps.*

The highest expense (22%) was relationship costs associated with Thai authorities and Thai villages. The costs of Camp Security decreased significantly in the administration budget, from 49% (reported last time) to 16%. This is a result of security staff instead being included on the CMSP stipend pay role as of 2009.

The use of rice under the “extra needs” budget is summarised in Figure 3.11: Security Volunteers still received the most support in the form of rice, due to their stipends being at the lowest grade level; however support decreased from 45% to 39%.

**Figure 3.11: Extra rice distribution in nine camps January to June 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. High staff turnover is expected to continue in the coming years. For example, as of June 2009, in Site 1, where the US resettlement programme is now underway, nearly 50% 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 now presents the biggest challenge and main task for the CMSP, together with general improvements of camp governance.

Recruitment of 138 new CMSP staff (border-wide) to work in commodity storage, monitoring and distribution started in June in collaboration with TBBC field staff and Camp Committees. Governance Training, relating to areas such as organisational structures, Code of Conduct, administration and programme supervision will be provided by TBBC’s CMSP staff, while TBBC field staff will conduct technical training on the supply-chain cycle, distribution and monitoring procedures.

Two Capacity Building Officers have been hired to support the Programme Manager in conducting trainings and monitoring activities in the camps. One started work in May in Mae Hong Son Province and the other is scheduled to start in August, supporting the Mae Sot and Sangklaburi camps. Training topics for 2009 include camp mapping, organisational structure, record management, reporting system, control of fraud and corruption, and written communication. Training of Trainers’ (ToT) refresher course training on administration, book keeping and Community Need Assessments was conducted in January for 14 trainees (10 K(n)RC CMSP and 4 TBBC staff). ToT trainings on Code of Conduct and camp mapping were done in February and June for 10 K(n)RC CMSP staff. Remaining training topics will be conducted in August and November with 25 trainees each (21 K(n)RC CMSP staff and four TBBC staff).

*Two capacity builders have been recruited to help strengthen community management skills.*

In March, TBBC welcomed an AVI volunteer who is now working on capacity building for CBOs in Umpiem Mai and Nu Po camps. The aim is to encourage camp residents to become involved in camp management in the future. A Training Needs Assessment was conducted in both camps and a training committee for



both camps has been established and a training template designed. Topics will include office management, community management, proposal writing, report writing, leadership training, accounting, handover training and English language training.

Resettlement has also disrupted election procedures for camp and refugee committees. With committee members frequently departing, it has not been possible to organise frequent elections and many camps have been filled by appointment until such time as the situation stabilises. However the current election processes of both the Karen and Karenni Refugee Committee were discussed in recent months and are due for revision in the second half of 2009, with the aim of improving the systems, better applying them to current camp situations and aligning them with the new camp structures.

Stipends for all CMSP positions were revised in accordance with TBBC's stipend policy and structure. The revised stipend levels were approved by the TBBC management in June and will become effective in August.

The CoC developed in cooperation with the refugee committees, IRC/ Legal Assistance Centres (LAC) and TBBC staff, was completed in February and implemented in all camps. All CMSP staff related to the TBBC programme have now signed a CoC and a contract with their respective refugee committee. For other staff, K(n)RC are developing job descriptions and will introduce them with signing of CoC during the next six months.

Discussions have taken place on the development of border-wide guidelines on disciplinary action processes, which can be used by refugee and camp committees. A coordination meeting on this matter is scheduled for July, with expected participation by KRC, KnRC, IRC/ LAC and TBBC staff.

#### Lessons learnt

- Camp management is a very large and complex area, spanning many sectors. There is a big need for close cooperation, integration and participation of all stakeholders and also within the overall TBBC programme.

#### Next six months

- Support refugee committees in developing guideline on disciplinary action processes.
- Conduct integrated ToT training for KnRC CMSP staff, TBBC field staff and refugee committee staff.
- CBO training to commence in Umpiem Mai and Nu Po camps.
- Review and revise election processes of Karen and Karenni refugee committees.
- Introduce HR focal points within the CMSP structure and amongst camp stipend workers.

### 3.4.2 Community outreach

During the period, the TBBC's Community Liaison Officer's job title was revised to Community Outreach Officer to better reflect the nature of engagement with the camp communities. The Community Outreach Officer works to ensure that diverse sectors of the refugee community 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.

#### ■ CBO meetings

The main activity continues to be regular meetings with CBOs in all camps. During the last six months, additional CBOs have been brought in, including the Karenni Students' Union in Site 1, the newly-established Muslim Women's Association and Muslim Youth Association in Umpiem Mai, as well as staff of the TBBC-supported CAN project in various camps. CBOs continue to face increasingly adverse working and recruitment environments due to the impacts of resettlement on the communities, and at least one CBO, the Old Aged Care Committee in Site 1, has had to disband since it could not replace staff.

TBBC continues to consult CBOs on programme-related issues and during the period there were consultations on the development of TBBC's revised distribution modalities and eligibility criteria, including identification of groups deemed exempt from presenting themselves at the monthly distributions. TBBC expanded its partnerships with CBO staff in population verification, CAN and nutrition activities.

Despite the influential role they play in community organising, the CBOs remain acutely under-resourced and so, in four pilot camps, they have been encouraged to develop a *Global Needs Assessment - Thailand: 2009 Gap Matrix*. These are used by the CBOs to lobby NGOs, UN agencies and other relevant stakeholders, to generate recognition, and to attract more comprehensive and long-term operational support.

### ■ Community centre, Umpiem Mai

The Umpiem Mai Community Centre became operational in the second half of last year. Despite ongoing interruptions due to members resettling, the Centre now has a revised work plan for the next twelve months. With two new permanent staff, the Centre will act as an information hub for camp residents, seek, receive and follow-up on concerns from the community about gaps and weaknesses in NGO service provision, as well as acting as a resource centre for CBOs to use.

### ■ Community consultations

During the period, the Community Outreach Officer formulated plans for wider consultations with vulnerable groups ranging from under-represented ethnicities to particular clusters identified through age, gender, disability and status criteria. These will begin in the second half of the year. One initial focus in the Tak camps will be on people of the Islam faith in order to gain a better understanding of beneficiary needs, programme areas where they would like to be more involved, and the suitability and use of TBBC supplies. Initial desktop research and approaches to UN and other CCSDPT agencies to gather related sectoral statistics suggest that few agencies specifically plan, monitor or measure their outputs in terms of ethnicity or religion.

*Communities are consulted to get input into TBBC programme changes and special attention is now being given to the needs of minorities.*

### ■ Age, gender and diversity mainstreaming

UNHCR introduced its Age, Gender and Diversity Mainstreaming (AGDM) initiative in 2005. The purpose of the exercise is to hold focus group discussions with identified minorities and other disaffected groups in several camps, gather the protection concerns specific to their circumstances, and use this to inform



operational planning for the organisations involved. Although intended as an annual exercise, it was only repeated in September 2008.

During the first half of the year, TBBC programme-related issues were extracted from the protection concerns raised in the September exercise, and practical responses formulated that ensure future activities will support, and not undermine, the protection environment. The interventions covered a variety of areas 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.

Operations were also reviewed in relation to the IASC GBV guidelines (see *Section 3.4.3 c) Gender*).

#### ■ TBBC programme

As described in *Section 3.1 g) Distributions/ Ration Books* there have been significant changes to rations distribution modalities during the first half of 2009. Ongoing monitoring of the impact of these adjustments and the challenges they present to the community will take place throughout the second half of 2009 and beyond.

Last year, an internal Beneficiary Communications Group (BCG) was established within TBBC in order to formalise written communications between TBBC and camp communities. The main interfaces for this are notice boards and comments boxes, and the distribution of the bi-monthly "TBBC News" news sheet. The effectiveness of these are under review. (see *Section 3.5.4 c) Communication with Beneficiaries*).

#### ■ Community Outreach Officer exposure

In March, the Community Outreach Officer visited New Zealand as part of the Caritas annual Lenten Appeal. The trip involved meeting with schools and Catholic communities as well as social action networks, giving briefings on the refugee camp setting and the root causes of displacement. Feedback was very positive; Caritas has since increased emphasis on Burmese refugees in its advocacy and funding activities.

#### Lessons learned

- Established CBOs do not cover the interests of all under-represented groups and direct consultations are required.
- Community attitudes have shifted significantly due to protracted aid-dependency, and these severely undermine efforts to implement projects based on community ownership.
- TBBC's beneficiary communication strategy lacks the importance it deserves and needs to be addressed.
- Resettlement continues to present challenges, but refugees are displaying considerable resilience and creativity to mitigate negative impacts. Remittances have become one of the few pleasures of the changed landscape.

#### Next six months

- Engage Muslim communities in Tak camps to gain a better understanding of their needs and perspectives and report on findings and recommendations.
- Widen community outreach activities to include consultations with vulnerable/ under-represented sectors.
- Map notice boards and comments boxes and make recommendations for expanding TBBC Communication Points and news sheet distribution channels.
- Document camp administration body election processes and procedures, and report to PWG.

### 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

Women's organisations act as a driving force in the development of gender perspectives. TBBC continues to support two important programmes run by the KWO and the KnWO the *longyi* weaving project (see *Section 3.2.2 Weaving project*) and camp nursery school lunches (see *Section 3.3.2.d) Nursery school lunches*). Support is also provided for the KWO and its offices and safe houses in the camps, including administration costs, food for trainings and building materials.

KWO submitted a revised Camp Management Project Proposal in May. The project will provide support in seven refugee camps to strengthen KWO activities, particularly addressing needs of women and children. Funding will support three main activities: (1) monthly stipends for 335 KWO committee members and staff who work full time but receive no stipend; (2) basic funds for KWO in each camp to cover administrative costs; and (3) KWO capacity building training, at the camp level and for project staff managing the project. To support and maintain women staff who have young babies, KWO is also planning to provide stipends to child-carers.

Some of the camp management related activities that will be covered by this project include: Family crisis counselling; community and elderly care giving; supervision of separated children; hospitality at community events including funerals, weddings, traditional and internationally celebrated events; KWO hosted trainings and meetings; judicial processes, training and meetings, and educating community members about current issues of concern including resettlement.

Similar to the child care support that KWO is planning for their camp management staff, TBBC is now developing a child care policy for stipend staff paid by TBBC in all 9 camps (CMSP, CAN, Nutrition, etc.). To further enhance women-supported camp management, TBBC is currently discussing with KWO the best practices and possibilities for KWO to administer the project for 7 Karen camps. Similar discussions are planned to take place with KnWO for the two Karenni camps in Mae Hong Song province.

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

There is continued focus on the implementation of *IASC Guidelines for Gender-based Violence Interventions in Humanitarian Settings* throughout programmes. Last year TBBC reviewed the main action plans relating to TBBC's mandate - Sector 6: Food Security and Nutrition, and Sector 7: Shelter and Site Planning and Non-Food Items. Initiatives are currently being formulated to respond to areas for improvement identified from this review. During this period, action plans for other relevant sectoral activities and cross-cutting functions - namely Coordination, Assessment and Monitoring, Protection, Human Resources, and Information, Education, Communication - were also reviewed, areas for improvement identified and responses are also currently being formulated.



Food distribution, Mae La camp

Interventions currently being formulated include the provision of child-care for women involved in food distribution and other TBBC-supported camp management activities; including women's sensitive issues in post-distribution monitoring; enhancing women's control of food in food distributions; developing a shelter policy to ensure vulnerable women have access to housing; and, developing vulnerability criteria to ensure appropriate targeting of food where rations are limited.

TBBC continues to play an active role in the PSAE initiative, with designated focal points in each field office. During the period, Codes of Conduct were also finalised for all camp staff under the CMSP, which included sections on women, sexual abuse and non-discrimination.

■ **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 26% (highest in Nu Po at 43.5% and lowest in Tham Hin at 10.7%), which represents a 15% decrease in comparison to 2008. However, while the percentage of women engaged in distribution decreased this year, the number of women involved in overall camp management increased, both in each individual camp and at the border-wide level.

When including all sectors, the average percentage of women engaged in camp management work was 22.5% (highest in Mae La Oon at 34.3% and lowest in Umpiem Mai at 17.5%), which is a 2.9% increase from year 2008.

TBBC also strives for gender-balance in its internal staff recruitment. The current ratio is 50:50 and representation at management levels has increased significantly to provide a balance overall. In all sites, gender balance is achieved except Mae Sot where most of the Field Officers are men.

Next six months

- Develop a coordinated sector strategy for camp management with CCSDPT/ UNHCR.

### 3.4.4 Conflict sensitivity

In 2007, Caritas Switzerland in cooperation with the Swiss Agency for Development and Cooperation (SDC) initiated a Conflict Sensitivity Assessment of the refugee programme. Following workshops with TBBC staff in 2007 and 2008, the third workshop in the series was a Conflict analysis conducted with participants from both Mae Ra Ma Luang and Mae La Oon camps in January 2009. The larger conflict inside Burma has generated a sense of loss, powerlessness and frustration but the main areas of tensions identified within the camps were largely socio economic, arising from domestic and community conflicts, and with local Thai authorities and surrounding villagers over access to resources. Members of camp committees requested assistance in developing negotiation and mediation skills.

Lesson learned

- Conflict analysis is a sensitive process requiring confidentiality and skills in handling tensions that may occur as a result of exposing different issues.

### 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 19<sup>th</sup> January and the Extraordinary General Meeting was held in Mae Sot from 17<sup>th</sup> to 19<sup>th</sup> March preceded by a field trip to Mae La and Umpiem Mai on 16<sup>th</sup>. The EGM was attended by all of TBBC’s 12 Members plus two potential Members. The EGM reviewed all current aspects of TBBC’s operation and approved the annual Directors and Trustees Report and Financial Statements for 2008 for submission to the UK Charity Commission.

Special electronic Board Meetings were held on 26<sup>th</sup> May to discuss the Executive Director’s remuneration and on 9<sup>th</sup> June, to appoint consultants to review TBBC’s management structure, including succession planning for key staff and budgeting procedures. This consultancy aims to address key issues raised by the consultant who conducted the 2008 Risk Assessment. Pyramid ODI was chosen from a shortlist of candidates who responded to internationally posted advertisements and will commence work on 10<sup>th</sup> August.

*A consultancy will be reviewing TBBC’s management structure and budgeting process.*

The Members also agreed to host the 2009 TBBC Donors Meeting in Chiang Mai to mark TBBC’s 25<sup>th</sup> anniversary of working on the border.



TBBC members agencies from 10 countries were represented at the EGM in March, plus two prospective members

Next six months

- The next electronic Board Meeting is scheduled for 18<sup>th</sup> August and will approve this six-month report incorporating the Preliminary Budget for 2010.
- The TBBC Donors Meeting and AGM will be held in Chiang Mai in November. There will be an optional field trip for Donors, a Seminar relating to the refugee situation, and a 25th Anniversary Reception.
- Cooperate with Pyramid PLC to review TBBC’s management structure and budget system and consider recommendations for action at the AGM.

### 3.5.2 Strategic plan

As described in Section 3.1.2, TBBC has revised its Strategic Plan for 2009 to 2013 to take into account changes in thinking after 25 years with refugees being confined to camps and becoming increasingly aid-dependent. The process began with an all-staff workshop in September 2008 and was finalised in June after seeking feedback on successive drafts from staff and members. The revised plan is inter-twined with the parallel development of a CCSDPT/ UNHCR five year Strategic Plan shifting programme emphasis from one of care and maintenance and aid-dependency towards self reliance; from strengthening and sustaining services whilst *waiting* for change, to re-orientating all activities to *promote* change and durable solutions. The revised core objectives form the basis for the TBBC Logframe and the structure of this six month report.

The new Strategic Plan will result in significant changes to the TBBC programme and will place new demands on management. Technical expertise will be needed to appropriately design, implement and monitor new activities and in the short term additional resources will be needed.

### 3.5.3 Management

#### 3.5.3 a) Staff numbers

TBBC currently has 69 staff (37 female/ 32male, 20 international/ 49 national) as shown in Figure 3.12:

Figure 3.12: Number of staff as of 3rd July 2009:

Location	International	Male	Female	National	Male	Female	TOTAL	Male	Female
BKK (incl 2 CCSDPT)	10	6	4	10	2	8	21	8	12
CM	2	1	1	3	1	2	5	2	3
MHS	-	-	-	10	4	6	10	4	6
MSR	1	1	-	8	3	5	9	4	5
MST	6	3	3	11	7	4	17	10	7
SKB	1	-	1	7	4	3	8	4	4
Total:	20	11	9	49	21	28	70	32	37

There is gender balance at all levels of the organisation as shown in Figure 3.13:

Figure 3.13: Gender balance by Job Grade

Positions	Men	Women
Management (7)	4	3
Middle Management & Specialists (17)	8	9
Field Officers-Assistants-Administrators (37)	18	19
Support Staff – Drivers, Office Assistants (8)	2	6
Total:	32	37

*TBBC currently employs 69 staff with a good gender balance at all levels.*

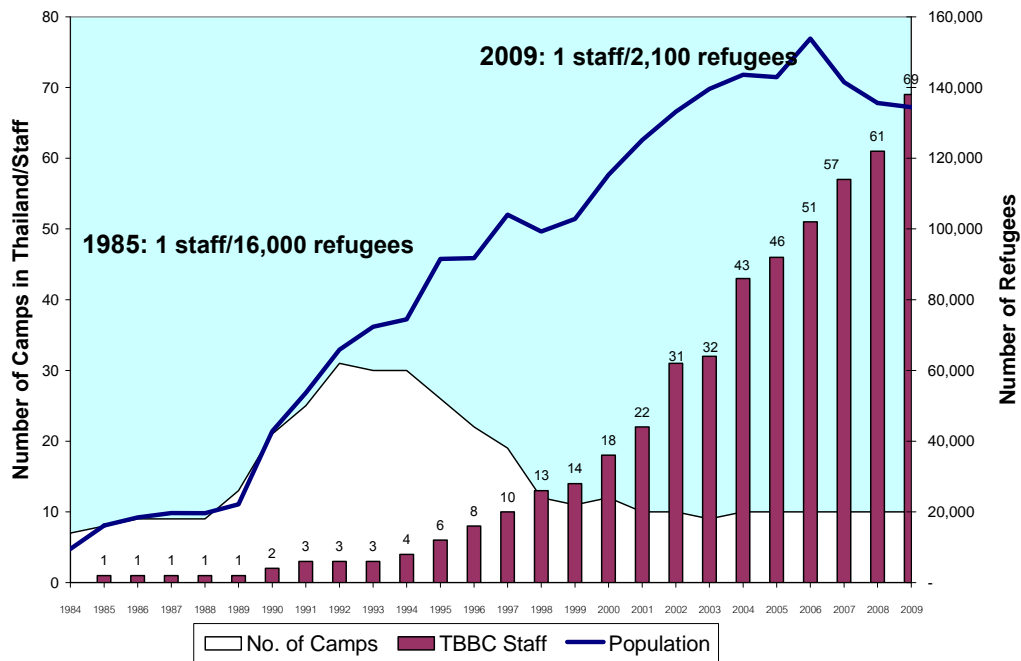
The refugee camp residents are predominantly Karen or Karenni and these groups are strongly represented amongst TBBC staff. TBBC also has Mon and Shan staff in Sangklaburi and Chiang Mai respectively. However, the Tak camps are becoming increasingly diverse with 18 different ethnic groups now represented and close to 20% Muslim faith-based. National staff in the Mae Sot office are predominantly ethnic Karen with limited language proficiency in Burmese and TBBC will need to address imbalances.

Although TBBC has an equal-opportunity employment policy and the same salary and employment terms apply to national and international staff, it has not been successful in attracting National staff to senior management and specialist positions. A policy is under development to actively address this problem.

*Ethnic and nationality balance needs to be addressed.*

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

Figure 3.14: TBBC staff numbers, refugee caseload, and number of camps 1984 to June 2009



### 3.5.3 b) HR strategic planning

As mentioned in 3.5.2 above, TBBC's new strategic plan will require new specialised human resource skills. This will be addressed both by upgrading the skills of current staff as well as recruiting new personnel. New expertise will be needed in the fields of income-generation, shelter and capacity-building and all current staff will need ongoing training in project management and developmental approaches to all activities. Various consultancies over the last 18 months have been used to identify HR gaps.

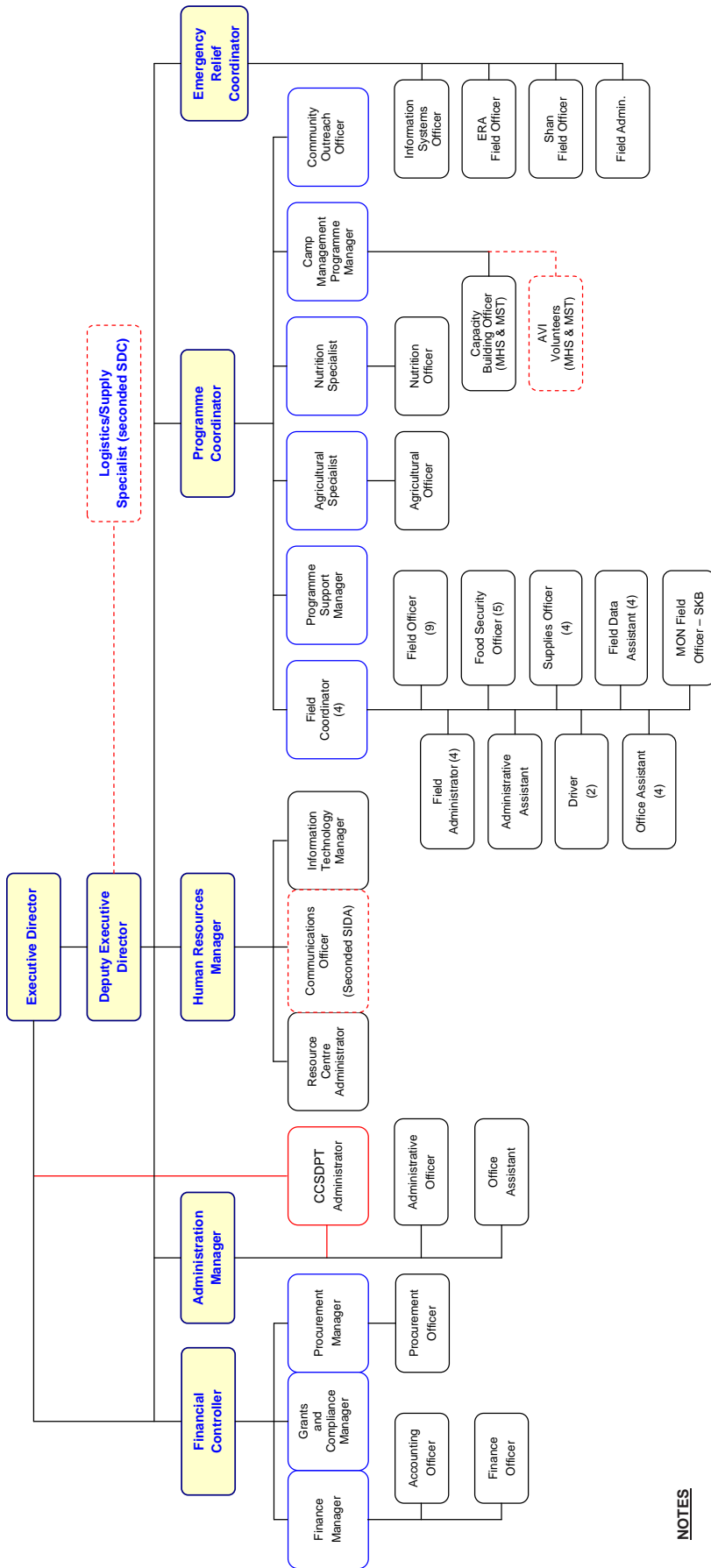
- An **EC Assessment** and subsequent SDC secondment of a Logistics expert identified the need for additional field staff to address the specific needs of supply chain management. Supplies Officers are now in place in three field offices, and recruitment for Mae Sot is in progress. Additionally, Field Data Assistants (FDAs) have been hired in the four field sites to ensure proper and timely entry of population data into a new SPSS system database.
- In May, **Shelter Consultants** reviewed current TBBC shelter policies and highlighted the fact that TBBC staff have no specific skills in shelter, nor is indigenous knowledge skills base consistent inside the camps. There is a clear need to build a TBBC Shelter team included providing stipends for shelter workers in the camps
- **Data Management Consultants** are currently reviewing TBBC databases, looking at ways of centralising data management as well as evaluating current staff skill base to identify HR gaps.
- The TBBC Board has contracted a **Management Consultancy** that will look at the current management structure and succession planning for key staff in the context of the new strategic plan. This will guide TBBC's long term HR planning for senior and middle management.

The current TBBC Organisational Chart is presented in Figure 3.15. Staff roles and responsibilities will change as a result of the consultancies and additional positions created to address gaps.



Figure 3.15 TBBC Organisational Chart, June 2009

**TBBC Organisational Chart**



**NOTES**

1. All staffs are based in Bangkok excepts as indicated below.
2. Financial Controller reports directly to Executive Director.
3. Executive Director, Deputy Executive Director, Financial Controller, 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 2 in MST. One Supply Chain officer in each field site. One Field Administrator in each field site. Administrative Assistant based in MST. One Field Data Assistant in each site. One Office Assistant in each field site. Drivers in MSR and MST.
6. Field Administrators report directly to Finance Manager on particular matters of finance.
7. Camp Management Programme MGR and 2 Capacity Building Officer 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. Logistics/Supply Specialist is a 6 month secondment to TBBC by SDC – Swiss Agency for Development & Cooperation. This person reports directly to the Deputy Executive Director.

Revised: August 11, 2009

### 3.5.3 c) Staff development

Staff learning and development plans continue to be improved with both individual skills development and coordinated group training linked to TBBC's strategic objectives. Staff training activities between January and June 2009 are listed in *Appendix D.5 e) Staff training*. Highlights were:

- Language training for both international staff (Thai) and national staff (English/ Burmese) is ongoing. Burmese language lessons have started for the Mae Sot team with 10 staff participating.
- Specialised training in areas such as Monitoring & Evaluation, GIS and data management/ entry using SPSS, Project and Programme Management, Agricultural Practises and Community Extension, Financial Management, Grants Compliance (USAID & ECHO), Rice Inspection, Advanced Excel, First Aid, Health & Safety, and PSAE are ongoing.
- Field staff meetings incorporate group training on topics such as conflict negotiation, time management and technical trainings related to their area of work.
- Integrated Site Management training for the Programme Coordinator and four Field Coordinators (4) is being conducted to harmonise and ensure the efficient oversight of human, financial and logistical resources at the field level.
- Ongoing technical capacity-building for the Food Security staff with specific training on organic agriculture, cultivation technologies on micro scale landholdings, nutritional education and principles and practises in household extension work in refugee camps.
- The Field Coordinators, Specialists and Bangkok-based Managers continue to receive group trainings in Negotiations/ Conflict Management Skills, Cross-Cultural Communications, Human Resource management/ appraisals and Active Listening Skills.

### 3.5.3 d) Other HR activities

#### ■ Staff retreat

The annual staff retreat will be held in August which will include discussion on the 2009-2013 Strategic Plan. TBBC staff has expanded from 58 at the time of the retreat last year to 69 this year and this unique opportunity will be used for staff to get to know each other better and build new relationships.

#### ■ Exchange programme

In the second half of 2009, a visit to the Bangladeshi, Rohingya refugee camps managed by WFP, will be undertaken by six selected programme staff. This will be a reciprocal exposure visit after TBBC hosted a Bangladeshi visit to the Thai camps in February 2009.

#### ■ Code of Conduct

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

TBBC's Code of Conduct now includes clauses on protection of children as well as resettlement and organisational fraud. This has now been signed by all TBBC staff as well as current Contractors and Sub-Contractors and applies to all consultants, interns, volunteers and visitors to the camps. As an added mitigating measure, criminal record checks are now required for all TBBC current and new staff.

An investigations process has also been put in place to receive and review complaints. This complaint mechanism for violations of the CoC was finalised in 2008 under the guidance of an IRC consultant. The investigations process continues to be part of TBBC's oversight in areas of the PSAE. In June, 2009, a PSAE workshop was conducted with all TBBC field staff. Additional trainings will be conducted in the field and with line managers during monthly meetings in Bangkok.

#### Lessons learnt

- TBBC endeavours to ensure best practises in its HR policies and procedures. As this evolves TBBC must ensure that staff are properly trained and understand their obligations.
- Management training is key, but while some management training modules can be done as a group away from the field site, other components need to be site specific, and specific individual needs have to be addressed.

- Exposure visits are only effective if new knowledge is shared and techniques/ practises adapted to the TBBC context. Effective follow-up has to be built into the planning and development of these visits.

Next six months

- A draft 3-year Human Resource Management Plan (2010-2013) will be reviewed after the Management Consultancy and finalised by the end of the year.
- Engage external researcher to review recruitment procedures to attract more national staff for key positions.

### 3.5.4 Communications:

This is the second year and final of the secondment of a Communications Officer (CO) to TBBC through the Swedish International Development Cooperation Agency (SIDA)/ Diakonia, the agreed objectives being:

- To share information with external and internal audiences, including beneficiaries, in a timely, accurate and professional manner.
- To build organisational communication capacity to support TBBC's programme activities.
- To provide key advocacy stakeholders with professional communication tools and information.
- To communicate success and lessons learned, seek new opportunities for information sharing and new forms of collaboration with stakeholders.

Specific activities carried out in relation to these goals during this reporting period included:

#### 3.5.4 a) External communications

- TBBC's e-Letter was circulated on a bi-monthly basis. The information in the e-Letters includes updates on the situation in Eastern Burma, programme updates, success stories of TBBC activities (e.g. how small scale agriculture projects helps empower communities), voices from refugees (e.g. from camp workers and new arrivals).
- An updated version of TBBC's brochure and poster illustrating its activities are now also available in Thai.
- Camp information booklets were updated and provided in connection with various camp visits.
- The CO assisted members in their advocacy activities, inputting into texts about TBBC or the refugee situation and, with the Resource Centre Coordinator, responding to photo requests. Assistance was given for the Emergency Relief Coordinator advocacy trip to Sweden and Norway in March. Texts written in Swedish were reviewed and input provided. In June, Act for Peace published "Peace mail" with a story about a newly arrived family provided by the CO.
- Situation Reports were used to receive quick updates on emergencies from the field. A centralised information system was set up among the CCSDPT agencies for the Tha Song Yang emergency in June (see *Section 2.1. b) Tha Song Yang Emergency*) whereby TBBC took responsibility for compiling situation reports, which were shared on a weekly basis with all CCSDPT agencies, TBBC members and other interested parties.
- TBBC will produce a book to mark 25 years of working with refugees along the Thailand-Burma border. An author and a designer have been commissioned and much energy has been put into inviting and encouraging people to contribute, as well as collecting stories from refugees and CBOs in the field. Painting competitions among young people were organised in camps in Tak and Mae Hong Son provinces. By the end of June, TBBC had received approximately 800 files (including texts and photos) from people all over the world, and some 120 contributions from the refugees. All submissions will be archived and will eventually be made accessible. Selection and editing of the material for the Scrapbook is currently in progress.

#### 3.5.4 b) Internal communications

- TBBC's new Intranet was regularly updated.
- A draft Contact Database was produced in which all contact lists have been updated and consolidated into one with the aim of better facilitating distribution of information (e.g. six month reports).
- Guidelines were produced to standardise fees for translation and external proof-reading and to set minimum qualifications required for translators. A list of approved translators was published on the Intranet.

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

- Announcements were produced to clarify TBBC activities. For example, to avoid confusion with UNHCR's registration documents, flyers were inserted when new ration books were distributed, to explain that their only purpose was for ration distribution.
- Refugees were invited to contribute to the "Border Scrap Book" through posters, flyers and radio announcements. This resulted in approximately 120 poems and stories from refugees.
- One news sheet (TBBC News) was circulated during this period.
- The number and locations of comments boxes was reviewed to ensure equitable and comprehensive access for beneficiaries. There are currently a total of 64 comment boxes, located at ration distribution points, camp offices and other public places. A more systematic approach to the locations is required and this is currently under review. The need for better explanation of the purpose and use of comments boxes has also been identified and new information posters produced. The BCG is attempting to improve the monitoring of the comment boxes by giving each box an individual number. This will allow TBBC to localise which parts of the camps comments are coming from (and not) and in specific cases, to more directly target the response. It will also allow TBBC to keep track of missing or damaged boxes.

#### Lesson learnt:

- More emphasis needs to be put into strengthening channels of communication with beneficiaries, including comments boxes, through camp staff and by radio.

#### Next six months:

- Finalise an overall communication strategy.
- Assist the HR manager in developing an appropriate job description for an Information Officer and hand over CO responsibilities to key persons within TBBC.
- Coordinate and publish the 25<sup>th</sup> year anniversary book.
- Coordinate photo/ art exhibition for the AGM in connection with the book launch.
- Edit website and information material to ensure it complies with TBBC's new strategic plan.
- Ensure there is an "Information kit" in place.
- Together with the BCG, strengthen existent mechanisms for communication in the camps with specific attention to comments boxes and Communication Points.
- Further explore CBO partnerships inside the camps for better and more inclusive communications.



Talking to a relative abroad, Mae La camp

### 3.5.5 Resource Centre

The TBBC Resource Centre is now functioning as a space for sharing and accessing information. To date, groups and individuals utilising the services and resources of the Centre have included NGOs, researchers, donors, TBBC members, overseas agencies, volunteers, consultants, students and staff.

The Resource Centre Coordinator who was placed as a CUSO volunteer will finish her assignment this year. More field visits will be needed to develop an appropriate and functional field resource management philosophy but it has been observed that book shelves are not strategically or appropriately located, exposing them to direct sunlight, moisture and heat. Materials suffer from harsh light, dust, insects and water/ rain damage. Regular maintenance of book shelves is required and rotation and updating of distribution materials should be implemented as part of regular office routine.

#### Next Six Months:

- Develop clear and practical procedure manual for ongoing collection, maintenance and development of the Centre.
- Capacity building for TBBC staff on information and database technology.
- Training and handover to new staff.
- Redevelop the Resource Centre's website page as an effective on-line communication resource tool.

### 3.5.6 Visibility

As described in *D.5 h) Visibility*, TBBC has a policy not to display any publicity in the refugee camps. Its vehicles and property are generally unmarked and no 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.

All of TBBC's donors have so far respected this policy except the EC, which generally requires visibility for ECHO grants. Visibility 'projects' has been agreed to maximise refugee benefits, including notice boards featuring ration information and TBBC news sheets. Camp workers and camp committee members normally receive T-shirts, note books, umbrellas and raincoats in October, and soccer and volley balls and sports T-shirts have all been useful and popular items. Only those items distributed in the ECHO supported camps carry the EC logos.

Visibility items will be produced as planned during the second half of the year, but TBBC has received new guidelines from ECHO that gives an opportunity to apply for an exemption from doing these additional activities (i.e. additional to basic requirements of recognition in public communication activities and material). It has been agreed that ICCO will apply for an exemption on behalf of TBBC for 2010. Simultaneously, however, the US Government has requested acknowledgement of PRM funding to the programme.

TBBC is planning to review its visibility policy and related donor requirements in the coming six months. Among other issues, the possibility of producing one generic banner with all donors and members logos for display in camps will be considered.

### 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 will still employ only 72 staff with one staff person per 2,000 refugees in 2009. Management expenses including all staff, office and vehicle expenses are projected to be only 8.2% of expenditures in 2009. The total cost of the programme in 2009 will be baht 8,007 per refugee per year, or around 22 baht per refugee per day (US 66 cents per day at an exchange rate of baht 33/ USD).

*It costs baht 22 (USD 66 cents or EUR 45 cents) to provide a refugee with food, shelter and non-food items each day.*

### 3.5.8 Funding strategy

For 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 2008, 13 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), and Brussels (2008). The 2009 Donors Meeting will be held in Chiang Mai 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, nor solved the cash-flow problems. 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.

*As of August 2009 TBBC has only two committed grants towards 2010 expenditures.*

#### ■ 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 and at the mid-point of 2009 only two grants were committed for 2010; those from Sweden and the Netherlands, the only governments currently committed to ongoing multi-year funding.

The Strategic Planning excises and the proposed dialogue with the RTG described in Section 3.1 will hopefully result in an agreed medium term plan. Joint ownership by the Donors/ RTG/ UNHCR and NGOs of a three or five year plan would provide an opportunity to reinvigorate the GHDI and provide TBBC with the basis to secure ongoing funding.

#### ■ 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.

During 2008 TBBC requested the Members to second 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. Unfortunately due the onset

of the global financial crisis, no member was able to commit staff and the initiative was postponed until prospects are more favourable.

Next six months

- TBBC will continue to raise GHD principles with Donors in relationship to the development of a medium term strategy.

### 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 33 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 a summary of the main conclusions, recommendations and responses can be found on the TBBC website<sup>2</sup>.

Evaluations undertaken so far or planned for 2009 are listed in Figure 3.16:

**Figure 3.16: Evaluations and studies undertaken and planned in 2009**

Evaluation/ Study Topic	Comment
<b>DANIDA Monitoring Study</b>	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.
<b>Shelter</b>	During the first half of 2009, TBBC hired Benchmark Consulting to review all aspects of its shelter programme. The report will be finalised in August.
<b>TBBC Management Structure and Budgeting Procedures</b>	The TBBC Board has appointed Pyramid ODI to carry out this consultancy as a follow up to the 2008 Risk Assessment. The consultants start work in August and their recommendations will be considered by the TBBC Members at the AGM in November.
<b>Livelihoods vulnerability Analysis</b>	This consultancy is being funded by ECHO in close cooperation with TBBC. It will start in September and will review economic coping strategies in the camps.
<b>Data Management</b>	TBBC has recruited Red Centre Inc to review its Data Management systems starting in August.
<b>Conflict Sensitivity Assessment</b>	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 MaeRaMaLuang camp.
<b>ECHO Audit</b>	ECHO has announced that it will carry out an audit of its support to TBBC in October.

<sup>2</sup> <http://www.tbtc.org/resources/tbbc-evaluations.pdf>.



4

# Finance



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, and are converted to UK pounds for the statutory financial statements. The Trustees report and financial statements for 2008 were audited by Grant Thornton UK LLP and were filed with UK Companies House and Charity Commission in May 2008. The detailed Statement of Financial Activities and the Balance Sheet for January to June 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, the statutory reporting currency, 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 and the feeding figures were reduced in 2007 and 2008. This was budgeted to continue in 2009 but an increase has been assumed for the preliminary 2010 budget from January in anticipation of the results of the 2009 Royal Thai Government (RTG) pre-screening process. The feeding figures differ from registered population figures by excluding registered refugees living outside camps but generally include all unregistered new arrivals awaiting processing. However, as described in *Section 2.1.1 Refugee Populations*, there was such a large number of new arrivals in the Tak camps during 2008 that only the most vulnerable have been included in the feeding figures pending official RTG pre-screening.

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, 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 prepared in the August of the current year.

**Table 4.1a** explains the content of each budget line. **Table 4.1b** compares the actual expenses with the operating budget for January to June 2009 and presents a revised projection for 2009. **Table 4.1c** compares the revised projection for 2009 with the actual for 2008 and introduces a preliminary budget for 2010.

### 4.1.1 Actual expenses: January to June 2009

Overall TBBC expenses incurred during January to June 2009 totalled baht 638 million, baht 37 million (5%) lower than the operating budget. The feeding figure fell from 135,000 at the beginning of the year to 134,000 at the end of June, compared with a budget of 130,000. There were 2,112 births, 296 deaths, 9,667 resettled. 6,333 new arrivals were added to the feeding lists including some of the most vulnerable unregistered people arriving in the Tak camps since 2007. However, as previously explained, feeding figures set for the Tak camps still exclude many newly-arrived unregistered people.

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

- Food items

Overall in line with operating budget. The actual average price of rice of 13,255 baht/ MT compared with budget of 12,850 baht/ MT, 3% higher. The costs of other food items were all very close to or slightly

lower than budget. Quantities purchased were very close to budget, although the feeding figure is higher than budget at the end of June, verification of some of the unregistered was only completed towards the end of the period. Fortified flour purchases were less than budgeted due to a change in the timing of deliveries. Admin Other Food at 115% represents a small increase in provision of extra needs, and payment of the budgeted increase in school lunch support has yet to be made.

*The rice price has stabilized around BHT 13,250 (USD 400, EUR 280 per tonne).*

#### ■ Non-food items

Overall 9% lower than operating budget. Firewood is below budget because the supplier is having difficulty sourcing sufficient quantities. Blankets, mosquito nets and sleeping mats are given to new arrivals as needed. The Clothing budget is half of the full year budget but the largest clothing item, the shipment of used clothing from Wakachiai will arrive in the second half of the year. Building Materials were sourced at lower than budgeted unit costs.

#### ■ Other assistance

Overall 10% lower than operating budget. The Emergencies expenses relate to around 4,000 people fleeing fighting across the border in June, currently in temporary accommodation outside camps. Cooking utensils, pots and stoves, and food containers have been given to new arrivals as needed. Food security costs are expected to be on budget for the full year, Thai support is slightly over budget because a full year's supply of building materials was supplied in the period.

#### ■ Programme support

Overall 28% lower than operating budget. Transport costs were lower than usual because there were no general distributions of bedding, clothing or cooking items. Quality control costs are lower than budgeted as the budget includes an allowance to fumigate stockpiled rice supplies which will be taking place in the second half of the year. It was decided not to proceed with the proposal included in the budget to establish an extended delivery point warehouse. The visibility charge is the amount of the ECHO grant retained by ICCO for visibility, whereas the budget for this and TBBC visibility expenses was timed for July-December. Consultancy costs in the period relate to shelter consultancy. Data/ Studies costs for the year should be within budget. A lower than budgeted increase in refugee stipends was only implemented in June. The majority of the CBO Management budget line is intended to support KWO and KnWO but agreements were still to be finalised at the end of June. Refugee committee admin has been changed from an annual to a monthly basis, and with the KRC year ending in March only three months support was needed in the period.

#### ■ Emergency relief

Overall 11% lower than operating budget. The budget for emergency rice based assistance allowed for an increase in the number of people supported compared with last year, but this has not yet happened. The monthly allocation of the budget for camp rice failed to allow for stockpiling of some camps in the first half year, and the camp populations are slightly higher than budgeted. Other food is lower than budgeted as the amount of direct assistance is being reduced. Other support is lower because there have been few requests so far for rehabilitation projects.

#### ■ Administration

Overall 8% lower than operating budget. Vehicle costs were lower due to lower fuel costs. Headcount has increased in January-June 2009 from 59 to 66 with the recruitment of a third Field Data Assistant, three Supplies Officers, two Capacity Building Officers, and a Vehicle logistician replacing a Driver. Other positions budgeted for recruitment in January-June has been delayed to the second half year. Depreciation is lower because a number of assets have become fully depreciated.

#### ■ Governance and costs of generating funds

Overall 32% below budget. Governance costs are higher than budget due to costs incurred in drafting a revised strategic plan. Costs of generating funds is lower than budget because the main cost, that of the Donors meeting, occurs in the second half of the year.

### 4.1.2 Revised expense projection, 2009

*2009 expenses are projected to be BHT 1,153 million (USD 35 m, EUR 25 m), just 1% more than in 2008.*

The revised projection for 2009 expenses is baht 1,153 million, baht 23 million (2%) higher than the operating budget. The feeding figure is projected to remain at 134,000, with another 2,200 unregistered verified in July plus approximately 3,000 more new arrivals, 2,000 births, 300 deaths and 7,000 departures for resettlement during July to December. No adjustments are expected in the ration which just meets the United Nations High Commissioner for Refugees/ World Food Programme (UNHCR/ WFP) planning guideline of an average of 2,100 kcals per person per day. The unit costs of food items are largely expected to remain at January to June levels.

Key differences (<or> 10%) between revised projection and operating budget expenses are:

#### ■ Food items

Overall 3% higher than operating budget, 2% volume and 1% price, with the average rice price projected to be 3% higher at 13,378 baht/ MT, but other food costs close to budget.

#### ■ Non-food items

Overall 4% higher than budget. A donation of quilts from Lutheran World Relief will be sufficient to replace the budgeted general distribution of blankets. The projection for building supplies includes the cost of two metal wall warehouses for which Poland is providing the funding and baht 25 million to bring forward the procurement of some of the 2010 building supplies into 2009 to meet consultants recommendations to change the procurement period to coincide with the ideal harvesting time for bamboo and roofing materials.

*TBBC will gradually bring forward the timing of buying building supplies to better align with harvest cycles.*

#### ■ Other assistance

Overall 15% higher than budget. The budget for Medical assumed that TBBC would in July begin a gradual reduction in support for Mae Tao Clinic. However an alternative donor has been found from January 2010, so TBBC has agreed to maintain full support throughout 2009. The Emergency line has been increased to cope with the recent arrival of 4,000 people in Tha Song Yang District living outside camps.

#### ■ Programme support

Overall 16% lower than budget. The projection for transport costs has been reduced in line with actual activities in January to June. It was decided not to proceed with the proposal included in the budget to establish an extended delivery point warehouse. The projection for refugee incentives reflects the changes recently agreed. The second half projection for consultants covers a data management consultancy. The refugee incentives projection reflects the revised levels recently concluded. Refugee committee admin has been changed from an annual to a monthly basis, and with the KRC year ending in March only nine months support is projected in 2009.

#### ■ Emergency relief

Overall the same as budget. Camp rice is higher than budget due to a higher population, but Other Food is down as the level of support is reduced. Other support is reduced as IRC are taking over responsibility for Education support.

#### ■ Administration

Overall 1% lower than budget. Vehicle costs are lower due to lower than budgeted fuel costs. Headcount is projected to increase to 72 with the engagement of two further Supplies Officers making a total of five border-wide, a third Capacity Building Officer, an Agriculture Officer, a Nutrition Officer, a second Food Security Officer for Mae Sot and an Income Generation Specialist. Also the contracts of the existing Communications Officer and Resource Centre Manager expire in December, when it is intended to combine the two positions

into one new one. Depreciation is lower because a number of assets have become fully depreciated.

#### ■ Governance and costs of generating funds

Overall 45% higher than budget. The projection includes the costs of a management structure and succession planning and budgeting process consultancy, and of producing a Scrapbook to commemorate 25 years of refugees from Burma in Thailand, neither of which were included in the operating budget.

#### 4.1.3 Preliminary expense budget: 2010

The preliminary budget for 2010 expenses is baht 1,213 million, baht 60 million (5%) higher than the revised projection for 2009. The feeding figure is expected to increase from 134,000 at December 2009 to 139,000 at December 2010, assuming that results of the RTG pre-screening will add 10,000 in January and then over the year there will be approximately another 6,000 new arrivals, 5,000 births, 600 deaths with 15,000 leaving for resettlement.

Key differences (<or> 10%) between preliminary budget 2010 and revised projection 2009 expenses are:

*The Preliminary Budget for 2010 is 5% higher than 2009; assuming that 35,000 of the unregistered population will be "screened in".*



#### ■ Food items

Overall 8% higher than revised projection 2009, 3% volume and 5% price.

#### ■ Non-food items

Overall 4% higher than 2009. The budget for blankets, mosquito nets and sleeping mats is based on one of each per two refugees for 6,000 new arrivals. As in 2009 projection the 2010 budget provides to bring forward another baht 25 million of building material purchases, so that after four years all building materials can be purchased in the fourth quarter instead of the first quarter, in line with the Shelter consultancy recommendations.

#### ■ Other assistance

Overall 9% less than 2009. The 2010 budget assumes that TBBC will withdraw support to Mae Tao Clinic. The Emergency contingency assumes that the 4,000 people outside camps in 2009 will be either included in the feeding figure or have returned to Burma. TBBC normally provides a general distribution of cooking pots every three years, such a distribution is budgeted in 2010. The food security line for distribution of seeds and training in agricultural activities is increased as TBBC encourages greater self reliance.

#### ■ Programme support

Overall 16% higher than 2009. Consultancy includes on going 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 commences in the second half of 2009. Refugee Committee Admin includes 12 months support for KRC where in 2009 only 9 months is needed.

#### ■ Emergency relief

Overall 3% lower than 2009. The process commenced in 2009 of reducing other food support to IDP camps will continue in 2010. Other support is lower as IRC has taken over the support for Education, whereas in 2009 TBBC provided half the support.

#### ■ Administration

Overall 17% higher than 2009. Salaries and Benefits are budgeted to be 22% due to full year costs of the 13 additional staff recruited during, and therefore only part year costs incurred in, 2009; plus a provision to recruit a further 8 staff in 2010. The new positions have still to be defined, pending reports from the shelter, data management and management structure and succession planning consultancies, as well as the livelihoods survey sponsored by ECHO. However it is considered that additional resources are needed to control both the food and shelter supply chains, and to pursue livelihood initiatives. Depreciation is higher due to additional vehicles and a large photocopier.

#### ■ Governance and costs of generating funds

Overall 48% lower than 2009, as 2009 included one-off costs of the management consultancy and production of the 25 Year Scrapbook. Total Management and Governance costs are 8.8% of 2010 budget, compared with 8.2% for 2009 projection.

## 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 14 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 January to June 2009 and a projection for the full year 2009, compared with actual 2008 and 'budget' 2009 (the projection made in the July to December 2008 6-month report).

### 4.2.1. Income 2009

The actual income for January to June 2009 is baht 846 million, the projection for the full year is baht 1,143 million, baht 182 million (19%) higher than projected six months ago, almost entirely due to higher grants from USA and Sweden, and an improvement from exchange rate movements against the

*Exchange rate movements reduce 2009 income by BHT 97 million.*

Thai baht in the last few months. However exchange rates in 2009 are still far less favourable than in 2008, being responsible for baht 97 million of the baht 114 million reduction from income in 2008. The other baht 17 million of the reduction is the net impact of increased funding from USA, Sweden, Spain, UK, Australia; and reduced grants from ECHO, Denmark, and projected from the Netherlands and Ireland. Projections assume that exchange rates will remain at the June 2009 level, with the US dollar worth 33 baht, Euro 47 baht and UK Pound 56 baht.

## 4.2.2 Income 2010

Only two donors, Sweden and the Netherlands, have so far committed to a grant for the full year 2010. TBBC members and partners are currently in consultations with some other government donors to commit to multi year grant agreements to start in 2010. It is too early to make an Income projection for 2010, except to note that if the same Income was achieved in 2010 as projected for 2009 then there would be a baht 70 million shortfall from preliminary budget expenses. i.e. an increase of 6% in funding over 2009 levels would be required for a balanced budget.

## 4.3. Reserves and balance sheet

Revised projection 2009 income of baht 1,143 million is lower than the expenses of baht 1,153 million by baht 10 million (USD 0.3 M, Euro 0.2 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 in Figure 4.1:

**Figure 4.1: Change in Reserves 2008 to 2009**

Baht Millions	Actual 2008	Actual Jan-Jun 2009	Budget 2009	Projection 2009
Income	1,257	846	961	1,143
Expenses	1,137	638	1,130	1,153
<b>Net Movement in Funds:</b>	<b>120</b>	<b>207</b>	<b>(170)</b>	<b>(10)</b>
Opening Reserve	81	201	201	201
<b>Closing Reserve:</b>	<b>201</b>	<b>408</b>	<b>31</b>	<b>191</b>

The reserves form part of the balance sheet of the organisation shown in *Figure 4.2*

**Figure 4.2: TBBC balance Sheet 2008/ 2009:**

Baht millions	Actual Dec 2008	Actual Jun 2009	Budget Dec 2009	Projection Dec 2009
Net fixed assets (NFA)	8	7	9	8
Inventory			25	
Receivables from donors	154	392	97	154
Payables to suppliers	(104)	(124)	(130)	(100)
Others	2	(3)		
Bank balance	141	136	30	129
<b>Net assets:</b>	<b>201</b>	<b>408</b>	<b>31</b>	<b>191</b>
Restricted funds	53	156	20	30
Designated funds	10	10	15	15
General funds - NFA & Inventory	8	7	34	8
General funds - Freely available	130	235	(38)	138
<b>Total reserves:</b>	<b>201</b>	<b>408</b>	<b>31</b>	<b>191</b>
<b>Liquidity Surplus/(Shortfall): (Bank balance less Payables)</b>	<b>37</b>	<b>12</b>	<b>(100)</b>	<b>29</b>

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 has been decided not to proceed with a proposal to contract an extended delivery point warehouse and therefore the budgeted investment in inventory is 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. Projected funding receivable at the end of 2009 of baht 154 million is baht 57 million higher than anticipated by the budget, as much of the additional income expected from USA will be expended late in the year and in January 2010 and therefore not reimbursed to TBBC by the end of December, in the same way as occurred at the end of December 2008.

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 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 December 2008, June 2009 and the projection for the end of 2009 there is a liquidity surplus, demonstrating an adequate level of reserves to cover working capital needs.

The **2009** budget 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 has been avoided due to the additional income. The projected income for 2009 is only baht 10 million less than the expenses, which will reduce the reserves from baht 201 million at the beginning of the year to baht 191 million at the end of December 2009.

**Table 4.3** shows the key financial data converted to US dollars, Euro and TBBC's statutory reporting currency, UK pounds. Projections assume that exchange rates will remain at the June 2009 level, with the US dollar worth 33 baht, Euro 47 baht and UK Pound 56 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 4.4** shows the actual (January to June) and projected (July to December) monthly cash flows and liquidity surplus/ (shortfall) for 2009, which shows that the improvements made last year should be maintained. Liquidity was tight at the end of April, but the situation was resolved once the Swedish grant was approved and remitted. Provided that the July to December remittances are received as scheduled there should be no further problems in 2009.

## 4.5. 2009 Grant allocations

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

In December 2008 expenditure commitments were added to the expense allocations in order to ensure that all the general fund income recognised was allocated to expenditure categories in the same calendar year. These commitments have been reversed in 2009 as the actual expenditure was 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 60% of the total liability at December 2008 and will be reviewed by the trustees again as at December 2009.

## 4.6. Sensitivity of assumptions

*TBBC funding needs are very sensitive to commodity prices, refugee numbers and foreign exchange rates.*

The budget presented for 2009 is extremely sensitive to the main assumptions and in particular to the rice price, feeding population, and foreign currency exchange rates. **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 2009 is projected to be only 1% but the cost of the programme has increased by 50% in the last five years.

Movements in the Thai baht exchange rate generally favoured TBBC's fund raising from 1997 until 2005, but seriously reduced Thai baht income from 2005 to 2007. Although volatile, average rates in 2008 were similar to 2007, but all but the US dollar fell dramatically in late 2008/ early 2009, recovering only a little of that fall in recent months. The average

price of rice rose by approximately 27% between 2004 and 2005, stabilised in 2006/7, only to take off in the first half of 2008 and fall again the second half, but despite the global recession has not returned to 2006/7 levels. The average population had been rising by approx 4%/ annum then the feeding figures were reduced in 2007 and 2008 due to resettlement, but are expected to stabilise in 2009 and 2010 as additional unregistered refugees are recognised, initially by TBBC's verification process and subsequently by RTG pre-screening.

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 camp population would increase TBBC funding needs by EUR 7.6 million from the projected EUR 25.8 million to EUR 33.4 million, or by USD 10.8 million from USD 36.8 million to USD 47.6 million. 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 18.2 million, or USD 26 million.

The difficulty of accurately projecting TBBC expenditures is emphasised by comparing budget and expenditure forecasts in previous years with actual expenditures as shown in Figure 4.3:



**Figure 4.3:TBBC Budget and 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)
2009	1,321		1,130				
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 since 1998		8%		8%		4%	

It can be seen that in some years expenditures were seriously miscalculated because of unforeseen events, although, since 1998, on average by only 8%. 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.	<b>Rice:</b> 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. <b>Admin Rice</b> 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.	<b>Other Food:</b> In addition to rice the standard monthly ration contains <b>Fishpaste, Salt, Beans, Cooking Oil, Chillies, Fortified Flour</b> and <b>Sugar</b> (see <i>Section 3.3.1 a) for details</i> ). <b>Sardines</b> are supplied for the last few months of stockpiles instead of Beans which have a limited storage life. <b>Fermented Bean Cake</b> was an alternative to fishpaste in two camps but was discontinued at the April 2008 ration adjustment. <b>Admin Other Food</b> is supplied with Admin Rice for extra needs at quantities agreed annually as part of the CMSP. <b>Supplementary Feeding</b> costs are reimbursements to health agencies for additional foods supplied to vulnerable groups in line with agreed protocols. <b>School lunch support</b> is cash supplied to KWO & KnWO for nursery schools. <b>Other Food</b> is supplied to Wieng Heng camp.
3.	<b>Other Supplies:</b> <b>Charcoal</b> is provided monthly to the feeding figure at approx 8 kgs per person (ration varies according to household size). <b>Admin Charcoal</b> is supplied with Admin Rice and Admin Other Food for extra needs at quantities agreed annually as part of the CMSP. <b>Firewood</b> is supplied instead of half the charcoal ration at Tham Hin as a local preference. <b>Blankets</b> (annually), <b>Mosquito Nets</b> (annually) and <b>Sleeping Mats</b> (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 made to new arrivals. <b>Clothing</b> consists of purchases for under 5's, costs of thread and stipends for <i>longyi</i> weaving, and the donation and distribution costs of clothing from Wakachiai project. <b>Building Materials</b> 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.	<b>Medical:</b> 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.	<b>Other Assistance:</b> Emergency is a contingency for exceptional situations that require urgent support. <b>Cooking Utensils</b> and <b>Cooking Pots</b> are supplied to new arrivals, there is also a general distribution of pots every third year. <b>Food Security</b> expenses consist of training and tools for home gardens plus distributions of seeds and fences. Fuel efficient <b>Cooking Stoves</b> are supplied to those households which periodic surveys show do not have them. <b>Food Containers</b> are supplied for domestic storage of cooking oil and fortified flour. <b>Miscellaneous Assistance</b> represents food supplied to NGOs and CBOs working with the displaced people. <b>Thai Support</b> 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.	<b>Programme Support:</b> Generally <b>Transport</b> 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. <b>Quality Control</b> consists of the costs of independent inspections and laboratory tests of samples tendered and commodities procured. <b>Warehouse</b> costs in 2009 Budget relate to a proposal for an extended delivery point warehouse in Mae Sot which did not proceed. <b>Visibility</b> represents the costs of providing notice boards, umbrellas, raincoats, footballs, T-shirts etc. to all camps. <b>Consultants</b> costs are those for evaluations, surveys etc. <b>Data Studies</b> costs are those of carrying out surveys of and producing annual reports on internal displacement. <b>Camp Administration</b> is support for camp committee expenses agreed annually as part of the CMSP. <b>Refugee Incentives</b> are monthly stipends paid to camp committee, section leaders, and warehouse staff who take responsibility for feeding figures, storage and distribution of supplies. <b>CBO Management</b> supports community liaison and livelihood opportunities. <b>Refugee Committee Admin</b> supports the administration costs of the KRC and KnRC refugee committees. <b>Other Support</b> is miscellaneous training for refugees and non-food support.
7.	<b>Emergency Relief:</b> <b>Emergency Rice</b> is rice based support given via partner organisations to IDPs. <b>Camp Rice</b> and <b>Other Food</b> is provided to Mon resettlement sites, and various Shan and Karen camps close to the border. <b>Other Support</b> consists of non-food items, food security training, rehabilitation projects, education and admin support in and outside camps.
8.	<b>Management:</b> <b>Vehicles</b> costs are fuel, maintenance, insurance and registration costs. <b>Salaries/ Benefits</b> are the total costs for all TBBC staff, both field and support staff. <b>Office and Administration</b> costs consist of rents, utilities, computers, travel, staff training etc. <b>Depreciation</b> represents the writing off of motor vehicles and expensive office equipment over three to five years.
9.	<b>Governance:</b> The annual statutory audit fee and the cost of Member meetings.
10.	<b>Costs of generating funds:</b> 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.	<b>Other Expenses:</b> Losses on disposal of assets and exchange rates. Gains are shown as <b>Other Income</b> .

Table 4.1b: Expenses 2009

Item	Preliminary Budget (Aug 2008)		Operating Budget (Feb 2009)		Jan-Jun Budget	Jan-Jun Actual Expenses			Revised Projection 2009 (Aug 2009)		
	Baht	Quantity	Baht	Quantity	Baht	Baht	Quantity	% Budget	Baht	Quantity	% Budget
Rice (100kg)	440,834,601	223,835	290,055,557	225,651	175,000,558	180,065,917	135,814	103%	307,547,344	229,851	106%
Admin Rice (100kg)	32,061,635	16,374	19,334,824	15,210	11,336,394	11,614,617	8,793	102%	21,312,575	15,968	110%
<b>1. Rice</b>	<b>472,896,236</b>	<b>240,209</b>	<b>309,390,381</b>	<b>240,861</b>	<b>186,336,952</b>	<b>191,680,534</b>	<b>144,607</b>	<b>103%</b>	<b>328,859,919</b>	<b>245,819</b>	<b>106%</b>
Fish Paste (kg)	27,075,745	953,855	23,445,614	850,450	14,792,396	15,731,210	566,225	106%	25,546,874	931,040	109%
Salt (kg)	3,237,003	555,954	3,354,518	551,697	2,006,841	2,007,198	330,275	100%	3,356,095	570,593	100%
Beans (kg)	52,859,950	1,443,716	47,935,447	1,463,693	27,521,576	27,278,045	838,020	99%	47,994,115	1,465,673	100%
Fermented Bean Cake (kg)									0	0	
Cooking Oil (ltr)	95,127,120	1,485,868	80,917,869	1,509,377	50,501,076	49,374,665	912,676	98%	77,496,866	1,512,492	96%
Chillies (kg)	8,104,829	98,272	6,688,514	89,812	3,841,038	3,601,201	51,679	94%	6,233,218	92,198	93%
Sardines (kg)	7,373,947	107,979	7,925,764	115,659	7,925,764	8,078,440	117,537	102%	8,078,440	117,537	102%
Fortified Flour (kg)	25,932,223	632,284	23,375,642	626,322	14,360,804	11,367,517	310,975	79%	20,834,569	572,973	89%
Sugar (kg)	6,496,709	230,263	5,870,649	234,335	2,547,237	2,431,775	98,800	95%	5,679,782	230,596	97%
Admin Other Food	10,137,105		8,231,883		4,658,759	5,363,727		115%	8,810,139		107%
Supplementary Feeding	15,000,000		16,000,000		8,000,000	8,672,201		108%	17,000,000		106%
School lunch support	8,000,000		7,000,000		3,500,000	1,945,738		56%	7,000,000		100%
Other Food	800,000		700,000		350,000	353,736		101%	800,000		114%
<b>2. Other Food</b>	<b>260,144,631</b>		<b>231,445,900</b>		<b>140,005,491</b>	<b>136,205,453</b>		<b>97%</b>	<b>228,830,099</b>		<b>99%</b>
Charcoal (kg)	108,791,356	12,329,383	109,526,030	12,453,139	67,479,402	67,402,624	7,936,940	100%	109,070,801	13,028,717	100%
Admin Charcoal	3,738,512		3,600,035		2,078,680	2,058,832		99%	3,543,883		98%
Firewood (m <sup>3</sup> )	3,472,232	4,213	2,707,122	3,780	1,339,386	828,660	1,246	62%	1,862,450	3,092	69%
Blankets	9,000,000	90,000	7,500,000	90,000	0	119,788	1,300		250,000	2,500	3%
Mosquito Nets	500,000	5,000	300,000	2,500	300,000	85,380	1,000	28%	300,000	2,500	100%
Sleeping Mats	600,000	5,000	375,000	2,500	375,000	121,440	800	32%	375,000	2,500	100%
Clothing	9,000,000		12,000,000		6,000,000	3,189,586		53%	12,000,000		100%
Building Supplies	94,000,000		92,000,000		92,000,000	80,122,460		87%	110,000,000		120%
<b>3. Other Supplies</b>	<b>229,102,100</b>		<b>228,008,188</b>		<b>169,572,468</b>	<b>153,928,770</b>		<b>91%</b>	<b>237,402,134</b>		<b>104%</b>
Medical	5,100,000		6,450,000		3,900,000	3,595,989		92%	7,450,000		116%
<b>4. Medical</b>	<b>5,100,000</b>		<b>6,450,000</b>		<b>3,900,000</b>	<b>3,595,989</b>		<b>92%</b>	<b>7,450,000</b>		<b>116%</b>
Emergencies	5,000,000		5,000,000		2,500,000	752,881		30%	10,000,000		200%
Cooking Utensils	400,000		400,000		200,000	121,824		61%	400,000		100%
Cooking Pots	500,000		500,000		500,000	177,745		36%	500,000		100%
Food Security	6,000,000		4,500,000		2,250,000	1,932,050		86%	4,500,000		100%
Cooking Stoves	1,000,000		500,000		250,000	14,050		6%	500,000		100%
Food Containers	500,000		500,000		250,000	58,946		24%	500,000		100%
Miscellaneous Assistance	9,000,000		10,000,000		5,000,000	5,321,330		106%	10,000,000		100%
Thai Support	12,400,000		12,400,000		6,200,000	7,131,366		115%	12,400,000		100%
<b>5. Other Assistance</b>	<b>34,800,000</b>		<b>33,800,000</b>		<b>17,150,000</b>	<b>15,510,192</b>		<b>90%</b>	<b>38,800,000</b>		<b>115%</b>
Transport	2,000,000		2,000,000		1,000,000	257,477		26%	1,000,000		50%
Quality Control	4,000,000		4,000,000		2,000,000	1,171,074		59%	4,000,000		100%
Warehouse			4,350,000		1,450,000			0%			0%
Visibility	1,200,000		1,200,000		0	273,318			1,200,000		100%
Consultants	1,000,000		1,500,000		750,000	1,159,904		155%	2,100,000		140%
Data/ Studies	1,000,000		1,000,000		500,000	694,880		139%	1,000,000		100%
Camp Administration	15,000,000		15,000,000		7,500,000	7,478,874		100%	15,000,000		100%
Refugee Incentives	15,000,000		22,000,000		11,000,000	7,227,440		66%	18,000,000		82%
CBO Management	3,000,000		3,000,000		1,500,000	392,334		26%	3,000,000		100%
Refugee Committee Admin	6,000,000		5,200,000		2,600,000	1,530,500		59%	4,200,000		81%
Other Support	1,000,000		1,100,000		550,000	518,967		94%	1,100,000		100%
<b>6. Programme support</b>	<b>49,200,000</b>		<b>60,350,000</b>		<b>28,850,000</b>	<b>20,704,768</b>		<b>72%</b>	<b>50,600,000</b>		<b>84%</b>
Emergency Rice (100kg)	100,000,000		100,000,000		50,000,000	35,921,000		72%	100,000,000		100%
Camp Rice (100kg)	51,619,661		37,644,344		18,822,172	27,605,483		147%	43,068,000		114%
Other Food	8,500,000		8,500,000		4,250,000	3,516,161		83%	6,390,000		75%
Other Support	17,300,000		20,800,000		10,400,000	7,393,114		71%	16,900,000		81%
<b>7. Emergency Relief</b>	<b>177,419,661</b>		<b>166,944,344</b>		<b>83,472,172</b>	<b>74,435,758</b>		<b>89%</b>	<b>166,358,000</b>		<b>100%</b>
Vehicles	5,300,004	27 vehicles	4,300,000	26 vehicles	2,149,998	1,568,459	25 vehicles	73%	3,610,000	26 vehicles	84%
Salaries/ Benefits	63,966,660	66 staff	66,195,218	72 staff	32,534,016	29,835,365	66 staff	92%	65,563,730	72 staff	99%
Office and Administration	14,940,000		15,370,000		7,684,998	8,013,189		104%	16,207,000		105%
Depreciation	3,699,996		3,660,000		1,830,000	1,458,862		80%	3,244,000		89%
<b>8. Management</b>	<b>87,906,660</b>		<b>89,525,218</b>		<b>44,199,012</b>	<b>40,875,875</b>		<b>92%</b>	<b>88,624,730</b>		<b>99%</b>
<b>9. Governance</b>	<b>2,100,000</b>		<b>1,800,000</b>		<b>900,000</b>	<b>1,101,844</b>		<b>122%</b>	<b>2,100,000</b>		<b>117%</b>
<b>10. Costs of generating funds</b>	<b>2,000,000</b>		<b>2,200,000</b>		<b>1,100,000</b>	<b>266,532</b>		<b>24%</b>	<b>3,700,000</b>		<b>168%</b>
<b>11. Other Expenses</b>	<b>0</b>		<b>0</b>		<b>0</b>	<b>0</b>			<b>0</b>		
<b>Total:</b>	<b>1,320,669,288</b>		<b>1,129,914,031</b>		<b>675,486,095</b>	<b>638,305,715</b>		<b>94%</b>	<b>1,152,724,881</b>		<b>102%</b>

**Table 4.1c: Annual Expenses 2009-2010**

Item	Actual 2008		Revised Projection 2009 (Aug 2009)			Preliminary Budget 2010 (Aug 2009)		
	Baht	Quantity	Baht	Quantity	% Exp 2008	Baht	Quantity	% Exp 2009
Rice (100kg)	379,985,837	234,338	307,547,344	229,851	81%	330,771,189	237,128	108%
Admin Rice (100kg)	24,347,366	15,107	21,312,575	15,968	88%	23,024,003	16,458	108%
<b>1. Rice</b>	<b>404,333,203</b>	<b>249,445</b>	<b>328,859,919</b>	<b>245,819</b>	<b>81%</b>	<b>353,795,191</b>	<b>253,586</b>	<b>108%</b>
Fish Paste (kg)	20,523,402	936,981	25,546,874	931,040	124%	29,519,425	1,048,923	116%
Salt (kg)	3,158,917	607,463	3,356,095	570,593	106%	3,423,582	586,762	102%
Beans (kg)	52,158,807	1,501,338	47,994,115	1,465,673	92%	52,900,810	1,531,917	110%
Fermented Bean Cake (kg)	139,552	4,361	0	0	0%			
Cooking Oil (ltr)	77,721,775	1,552,732	77,496,866	1,512,492	100%	77,660,974	1,577,475	100%
Chillies (kg)	6,808,006	91,960	6,233,218	92,198	92%	6,974,380	100,214	112%
Sardines (kg)	7,418,658	115,057	8,078,440	117,537	109%	7,643,388	105,828	95%
Fortified Flour (kg)	30,660,044	969,650	20,834,569	572,973	68%	25,045,938	671,266	120%
Sugar (kg)	7,018,385	337,825	5,679,782	230,596	81%	6,321,542	247,159	111%
Admin Other Food	7,955,874		8,810,139		111%	8,819,279		100%
Supplementary Feeding	15,077,469		17,000,000		113%	18,000,000		106%
School lunch support	4,455,420		7,000,000		157%	7,000,000		100%
Other Food	699,668		800,000		114%	800,000		100%
<b>2. Other Food</b>	<b>233,795,977</b>		<b>228,830,099</b>		<b>98%</b>	<b>244,109,319</b>		<b>107%</b>
Charcoal (kg)	103,071,839	12,591,233	109,070,801	13,028,717	106%	116,340,052	13,713,253	107%
Admin Charcoal	3,070,404		3,543,883		115%	3,702,541		104%
Firewood (m <sup>3</sup> )	2,784,920	3,908	1,862,450	3,092	67%	0	0	0%
Blankets	2,076,684	21,600	250,000	2,500	12%	300,000	3,000	120%
Mosquito Nets	149,592	1,208	300,000	2,500	201%	360,000	3,000	120%
Sleeping Mats	170,266	1,100	375,000	2,500	220%	450,000	3,000	120%
Clothing	11,444,546		12,000,000		105%	12,000,000		100%
Building Supplies	78,568,446		110,000,000		140%	113,000,000		103%
<b>3. Other Supplies</b>	<b>201,336,697</b>		<b>237,402,134</b>		<b>118%</b>	<b>246,152,593</b>		<b>104%</b>
Medical	7,457,720		7,450,000		100%	2,400,000		32%
<b>4. Medical</b>	<b>7,457,720</b>		<b>7,450,000</b>		<b>100%</b>	<b>2,400,000</b>		<b>32%</b>
Emergencies	208,900		10,000,000		4787%	5,000,000		50%
Cooking Utensils	60,385		400,000		662%	400,000		100%
Cooking Pots	214,706		500,000		233%	5,000,000		1000%
Food Security	3,943,251		4,500,000		114%	6,000,000		133%
Cooking Stoves	39,735		500,000		1258%	500,000		100%
Food Containers	155,632		500,000		321%	500,000		100%
Miscellaneous Assistance	10,364,311		10,000,000		96%	10,000,000		100%
Thai Support	11,649,536		12,400,000		106%	12,400,000		100%
<b>5. Other Assistance</b>	<b>26,636,456</b>		<b>38,800,000</b>		<b>146%</b>	<b>39,800,000</b>		<b>103%</b>
Transport	1,360,210		1,000,000		74%	1,000,000		100%
Quality Control	2,263,821		4,000,000		177%	4,000,000		100%
Warehouse								
Visibility	1,223,451		1,200,000		98%	1,200,000		100%
Consultants	894,377		2,100,000		235%	3,000,000		143%
Data/ Studies	612,494		1,000,000		163%	1,000,000		100%
Camp Administration	14,699,100		15,000,000		102%	17,000,000		113%
Refugee Incentives	13,922,500		18,000,000		129%	20,000,000		111%
CBO Management	588,993		3,000,000		509%	5,000,000		167%
Refugee Committee Admin	5,108,000		4,200,000		82%	5,200,000		124%
Other Support	983,405		1,100,000		112%	1,100,000		100%
<b>6. Programme support</b>	<b>41,656,351</b>		<b>50,600,000</b>		<b>121%</b>	<b>58,500,000</b>		<b>116%</b>
Emergency Rice (100kg)	70,082,000		100,000,000		143%	100,000,000		100%
Camp Rice (100kg)	51,149,029		43,068,000		84%	43,184,208		100%
Other Food	8,214,658		6,390,000		78%	3,200,000		50%
Other Support	14,160,262		16,900,000		119%	15,000,000		89%
<b>7. Emergency Relief</b>	<b>143,605,949</b>		<b>166,358,000</b>		<b>116%</b>	<b>161,384,208</b>		<b>97%</b>
Vehicles	3,937,414	24 vehicles	3,610,000	26 vehicles	92%	3,920,004	28 vehicles	109%
Salaries/ Benefits	54,129,481	59 staff	65,563,730	72 staff	121%	79,948,356	80 staff	122%
Office and Administration	13,924,392		16,207,000		116%	15,745,000		97%
Depreciation	2,817,683		3,244,000		115%	3,684,000		114%
<b>8. Management</b>	<b>74,808,970</b>		<b>88,624,730</b>		<b>118%</b>	<b>103,297,360</b>		<b>117%</b>
<b>9. Governance</b>	<b>1,527,881</b>		<b>2,100,000</b>		<b>137%</b>	<b>2,200,000</b>		<b>105%</b>
<b>10. Costs of generating funds</b>	<b>2,234,559</b>		<b>3,700,000</b>		<b>166%</b>	<b>870,000</b>		<b>24%</b>
<b>11. Other Expenses</b>	<b>0</b>		<b>0</b>			<b>0</b>		
<b>Total:</b>	<b>1,137,393,763</b>		<b>1,152,724,881</b>		<b>101%</b>	<b>1,212,508,671</b>		<b>105%</b>

Table 4.2: Income: 2008 - 2009

Funding Source	Currency	Actual 2008		Budget 2009		Jan-Jun 2009 Actual		Jul-Dec 2009 Forecast		Revised Projection 2009	
		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
<b>EC and Government-backed funding</b>											
EC Aid to Uprooted People Fund	EUR	(3,808)	(186)								
ECHO (ICCO)	EUR	5,840,000	282,110	5,350,000	235,400	5,350,000	238,715			5,350,000	238,715
USA PRM (IRC)	USD	6,547,487	220,082	3,380,946	114,952	4,828,692	163,885	1,876,003	61,908	6,704,695	225,793
USA USAID IDP (IRC)	USD	1,763,687	60,665	1,763,687	59,965			2,000,000	66,000	2,000,000	66,000
Sweden SIDA (Diakonia)	SEK	37,600,000	194,110	37,600,000	154,160	44,000,000	189,406			44,000,000	189,406
Netherlands MOFA (ZOA Refugee Care)	EUR	1,941,981	97,172	1,456,311	64,078			1,456,311	68,447	1,456,311	68,447
UK DFID (Christian Aid)	GBP	988,000	64,319	1,285,000	61,680	1,085,000	66,650			1,085,000	66,650
Denmark DANIDA (DanChurchAid)	DKK	6,319,037	42,323	4,885,000	29,310	4,885,000	30,146			4,885,000	30,146
Norway MOFA (Norwegian Church Aid)	NOK	9,708,738	63,874	9,708,738	46,602			9,708,738	50,485	9,708,738	50,485
Australia AusAID (act for peace NCCA)	AUD	660,000	20,624	1,800,000	39,600	970,000	26,190	186,660	5,040	1,156,660	31,230
Canada CIDA (Inter-Pares)	CAD	1,729,304	54,801	1,750,000	47,250	1,769,795	51,662			1,769,795	51,662
Switzerland SDC (Caritas)	CHF	505,000	15,951	405,000	12,150	300,000	9,223			300,000	9,223
Ireland Irish Aid (Trocaire)	EUR	580,000	28,350	280,000	12,320			280,000	13,160	280,000	13,160
New Zealand (Caritas)	NZD	225,000	5,603	200,000	3,600	200,000	4,306			200,000	4,306
Czech Republic PNIIF	CZK			1,000,000	1,600			1,000,000	1,803	1,000,000	1,803
Poland	EUR	42,000	1,973					48,000	2,256	48,000	2,256
Spain (Ghanhiji Cultural)	EUR	210,000	10,174	210,000	9,240			234,000	10,998	234,000	10,998
Spain (DCA)	EUR			237,800	10,463	268,974	12,850			268,974	12,850
<b>Total EC and Government-backed:</b>			<b>1,161,945</b>		<b>902,370</b>		<b>793,033</b>		<b>280,097</b>		<b>1,073,130</b>
<b>Other</b>											
Australian Church of Christ	AUD					5,000	115			5,000	115
AFSC Cambodia			682								
American Baptist Churches	USD	62,950	2,012	60,000	2,040	1,388	61	3,000	99	4,388	160
BMS World Mission	USD	2,500	78	2,500	85			2,500	83	2,500	83
Ghanhiji Cultural (Birmanian por la paz)	EUR	58,000	2,796	58,000	2,552			45,000	2,115	45,000	2,115
CAFOD	GBP	40,000	2,629	25,000	1,200	25,000	1,254			25,000	1,254
Caritas Australia	AUD	400,000	12,291	150,000	3,300	150,000	3,537			150,000	3,537
Caritas New Zealand	NZD					25,000	538			25,000	538
Caritas Switzerland	CHF	1,900	57			105,000	3,228			105,000	3,228
Christian Aid	GBP	175,000	11,445	175,000	8,400	175,000	9,216			175,000	9,216
Church World Service	USD	135,000	4,682	125,000	4,250	10,000	347	125,000	4,125	135,000	4,472
DanChurchAid	DKK	530,787	3,589	300,000	1,800						
Episcopal Relief & Development	USD	339,695	10,677	247,500	8,415	247,500	8,388			247,500	8,388
ICCO	EUR	265,000	13,260	265,000	11,660	265,000	12,372			265,000	12,372
act for peace NCCA	AUD	128,800	3,599	150,000	3,300	6,200	139	150,000	4,050	156,200	4,189
Open Society Institute	USD	20,000	696	20,000	680			20,000	660	20,000	660
Swedish Baptist Union	SEK	64,606	334			181,752	732			181,752	732
The Giles Family foundation	GBP	2,500	163								
Trocaire Global Gift Fund	EUR	7,488	366								
UMCOR	USD	75,000	2,610	75,000	2,550	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		2,000		471				471
Income from Marketing			44				15				15
Gifts in Kind			6,209		6,000				6,010		6,010
Interest			2,490				428		400		828
Other Income (Gains on Exchange & Asset Disposal)			10,401				9,093				9,093
<b>Total Other:</b>			<b>95,522</b>		<b>58,232</b>		<b>52,771</b>		<b>17,542</b>		<b>70,313</b>
<b>Total Income</b>			<b>1,257,467</b>		<b>960,602</b>		<b>845,804</b>		<b>297,638</b>		<b>1,143,442</b>
Expenses			1,137,394		1,129,914		638,306				1,152,725
<b>Net Movement Current Year</b>			<b>120,073</b>		<b>(169,312)</b>		<b>207,498</b>				<b>(9,282)</b>
Funds Brought Forward			80,597		200,670		200,670				200,670
<b>Total Funds carried Forward</b>			<b>200,670</b>		<b>31,358</b>		<b>408,168</b>				<b>191,388</b>
Less: Restricted Funds			55,637		20,000		155,621				30,000
Designated Funds			10,000		15,000		10,000				15,000
Inventory			-		25,000		-				-
Net Fixed Assets			7,755		9,000		7,252				8,000
<b>Freely available General Funds</b>			<b>127,278</b>		<b>(37,642)</b>		<b>235,295</b>				<b>138,388</b>



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

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
<b>Thai Baht 000's</b>													
<b>EC and Government-backed funding</b>													
ECHO (ICC) 2008								54,886					54,886
ECHO (ICC) 2009		66,930	124,224										191,154
USA PRM (RC) 2008		19,937	24,864										44,801
USA PRM (RC) 2009						88,448	30,000	20,570	10,000	8,000	8,000	10,000	175,018
USA USAID (IRC)-IDP 2008/09	13,861	8,719	9,048	10,470		3,164						20,000	45,262
USA USAID (IRC)-IDP 2009/10								96,800				20,000	191,503
Sweden SIDA (Diakonina)					94,703				68,447			16,650	68,447
Netherlands MOFA (ZOA Refugee Care)							25,000		25,000				66,650
UK DFID (Christian Aid)					30,287								30,287
Denmark DANIDA (DanChurchAid)													50,485
Norway MOFA (Norwegian Church Aid)					26,190			5,000					31,190
Australia AusAID (NCCA Christian World Service)										30,000			52,973
Canada CIDA (Inter Pares)				9,223	22,973								9,223
Switzerland SDC (Caritas)									13,160				13,160
Ireland Irish aid (Trocaire)						4,306							4,306
New Zealand nzaid (Caritas)							1,803						1,803
Czech Republic PNIF									2,256				2,256
Poland										10,998			10,998
Ghanhiji Cultural						12,747							12,747
Spain (DanChurchAid)													
<b>Total EC and Government-backed:</b>	<b>13,861</b>	<b>95,586</b>	<b>158,136</b>	<b>19,693</b>	<b>147,963</b>	<b>134,855</b>	<b>56,803</b>	<b>227,751</b>	<b>118,863</b>	<b>48,998</b>	<b>8,000</b>	<b>46,650</b>	<b>1,077,159</b>
<b>Other</b>													
Australian Church of Christ		115											115
American Baptist Churches	53	8							99				160
BMS World Mission									83				83
Ghanhiji Cultural (Birmaania por la paz)								2,115					2,115
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	347							4,125					4,472
DanChurchAid Xmas Catalogue							4,200		4,200				8,400
Episcopal Relief & Development													12,310
ICCO		139			12,310		2,025					2,025	4,189
act for peace NCCA													
Open Society Institute	697												697
Swedish Baptist Union		732											732
ZOA						295							295
Trocaire Global Fund			1,783										
UMCOR							2,542						4,325
Other Donations	26	103	67	2	170	77	510						955
Income from Marketing	11		1	3									15
Interest received	115	86	91	53	24	59							428
Other Income													
<b>Total other:</b>	<b>14,002</b>	<b>1,183</b>	<b>3,196</b>	<b>3,286</b>	<b>12,504</b>	<b>969</b>	<b>9,277</b>	<b>6,240</b>	<b>4,382</b>	<b>-</b>	<b>-</b>	<b>2,025</b>	<b>57,064</b>
<b>Total receipts:</b>	<b>27,863</b>	<b>96,769</b>	<b>161,332</b>	<b>22,979</b>	<b>160,467</b>	<b>135,824</b>	<b>66,080</b>	<b>233,991</b>	<b>123,245</b>	<b>48,998</b>	<b>8,000</b>	<b>48,675</b>	<b>1,134,223</b>
<b>Total payments</b>	<b>75,682</b>	<b>96,342</b>	<b>79,360</b>	<b>140,194</b>	<b>64,425</b>	<b>154,149</b>	<b>112,412</b>	<b>93,669</b>	<b>78,311</b>	<b>80,549</b>	<b>95,379</b>	<b>75,768</b>	<b>1,146,240</b>
<b>Net cash flow</b>	<b>(47,819)</b>	<b>427</b>	<b>81,972</b>	<b>(117,215)</b>	<b>96,042</b>	<b>(18,325)</b>	<b>(46,332)</b>	<b>140,322</b>	<b>44,934</b>	<b>(31,551)</b>	<b>(87,379)</b>	<b>(27,093)</b>	<b>(12,017)</b>
<b>Opening bank balance</b>	<b>141,263</b>	<b>93,444</b>	<b>93,871</b>	<b>175,843</b>	<b>58,628</b>	<b>154,670</b>	<b>136,345</b>	<b>90,013</b>	<b>230,335</b>	<b>275,269</b>	<b>243,718</b>	<b>156,339</b>	<b>141,263</b>
<b>Closing bank balance</b>	<b>93,444</b>	<b>93,871</b>	<b>175,843</b>	<b>58,628</b>	<b>154,670</b>	<b>136,345</b>	<b>90,013</b>	<b>230,335</b>	<b>275,269</b>	<b>243,718</b>	<b>156,339</b>	<b>129,246</b>	<b>129,246</b>
<b>Less accounts payable</b>	<b>94,077</b>	<b>61,281</b>	<b>130,633</b>	<b>142,623</b>	<b>174,083</b>	<b>123,763</b>	<b>100,000</b>	<b>80,000</b>	<b>80,000</b>	<b>80,000</b>	<b>80,000</b>	<b>100,000</b>	
<b>Liquidity surplus/(shortfall)</b>	<b>(633)</b>	<b>32,590</b>	<b>45,210</b>	<b>(83,995)</b>	<b>(19,413)</b>	<b>12,582</b>	<b>(9,987)</b>	<b>150,335</b>	<b>195,269</b>	<b>163,718</b>	<b>76,339</b>	<b>29,246</b>	
EUR exchange rate	34.79	35.91	35.39	35.18	34.24	33.89	33.00	33.00	33.00	33.00	33.00	33.00	33.00
USD exchange rate	49.34	45.53	46.69	46.69	47.74	47.72	47.00	47.00	47.00	47.00	47.00	47.00	47.00

**Table 4.5: Fund Allocations and Balances for 1 January to 30 June 2009**

Funding Source	31/Dec/08 Fund	Income	Rice	Other Food	Relief Supplies	Medical	Other Assistance	Programme Support	Emergency Relief	Management Expenses	Total Expenses	30/Jun/09 Fund
<b>Restricted</b>												
Christian Aid	-	9,215,500							9,215,500		9,215,500	-
Episcopal Relief and Development	-	8,387,602		6,631,578							6,631,578	1,756,024
ICCO (ECHO) 2009	-	238,715,397	70,721,939	30,032,699	24,336,261			267,718			125,358,617	113,356,780
IRC (PRM) 2008	19,112,042		11,885,305	4,832,421	2,313,583					80,733	19,112,042	-
IRC (PRM) 2009		163,885,324	69,639,739	40,279,796	27,612,020				31,713,076	138,000	137,689,555	26,215,769
IRC (USAID) IDP 2008/9	31,713,076										31,713,076	-
Spain (AECID DCA)		12,850,421										12,850,421
Open Society Institute	696,102								696,102		696,102	-
UIMCOR	1,505,683	2,541,697							2,605,558		2,605,558	1,441,822
<b>Total restricted:</b>	<b>53,026,903</b>	<b>435,595,941</b>	<b>152,246,983</b>	<b>81,776,494</b>	<b>54,261,864</b>	<b>-</b>	<b>-</b>	<b>267,718</b>	<b>44,230,236</b>	<b>218,733</b>	<b>333,002,028</b>	<b>155,620,816</b>
<b>General</b>												
Australian Church of Christ	-	114,969	134	4,269	17,212	686	2,799	3,609	9,413	3,261	41,385	73,584
American Baptist Churches	-	60,767	71	2,257	9,098	363	1,480	1,907	4,975	1,724	21,874	38,893
CAFOD	-	1,253,910	1,466	46,565	187,726	7,484	30,532	39,356	102,666	35,571	451,366	802,544
Caritas Australia	-	3,537,000	4,136	131,348	529,533	21,110	86,124	111,015	289,597	100,338	1,273,202	2,263,798
Caritas New Zealand (nz aid)	-	4,306,000	5,035	159,905	644,662	25,699	104,849	135,152	352,560	122,153	1,550,016	2,755,984
Caritas New Zealand	-	538,250	629	19,988	80,583	3,212	13,106	16,894	44,070	15,269	193,752	344,498
Caritas Switzerland (SDC Swiss Govt)	-	9,222,630	11,634	369,470	1,489,528	59,379	242,260	312,276	282,242	282,242	2,766,789	6,455,841
Caritas Switzerland	-	3,227,920	3,775	119,870	483,260	19,265	78,598	101,314	264,290	91,570	1,161,943	2,065,977
Christian Aid (DFID)	-	66,650,088	2,699,750	2,699,750	12,936,304	-	632,754	-	4,162,115	1,687,344	24,818,017	41,832,071
Church World Service	-	347,689	407	12,912	52,053	2,075	8,466	10,913	28,468	9,863	125,156	222,533
DanChurchAid (DANIDA)	-	30,145,932	974,585	3,680,256	6,365,883	118,303	570,040	591,189	1,886,479	886,231	15,072,966	15,072,966
Diakonia (SIDA)	-	189,405,573	238,937	7,587,832	30,590,496	1,219,479	4,975,299	6,413,219	-	5,796,409	56,821,672	132,583,901
ICCO	-	12,371,896	14,467	459,437	1,852,228	73,838	301,250	388,315	1,012,966	350,968	4,453,469	7,918,427
Inter Pares (CIDA)	-	51,661,987	-	7,841,570	6,721,346	112,022	1,008,202	1,120,224	3,360,673	2,240,449	22,404,486	29,257,501
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	-
act for peace NCCA	-	138,895	162	5,158	20,794	829	3,382	4,359	11,372	3,940	49,998	88,897
Swedish Baptist Union	-	732,461	857	27,200	109,659	4,372	17,835	22,990	59,971	20,779	263,661	468,800
ZOA Refugee Care	-	294,660	-	-	-	-	294,660	-	-	-	294,660	-
Other Donations	-	471,045	551	17,492	70,521	2,811	11,470	14,785	38,567	13,363	169,560	301,485
Interest received	-	428,236	-	-	-	-	-	-	-	428,236	428,236	-
Income from Marketing	-	15,324	-	-	-	-	-	-	-	15,324	15,324	-
Other Income	-	9,093,225	-	-	-	-	-	-	-	9,093,225	9,093,225	-
Transfer to Designated Fund	-	-	-	-	-	-	-	-	-	-	-	-
Allocated Expenses	-	410,208,457	12,057,704	29,437,076	69,732,956	1,814,946	9,148,908	10,579,791	11,628,183	23,261,194	167,660,758	242,547,699
31Dec08 commitments allocated Jul-Dec 08	137,642,929	-	27,375,847	24,991,863	29,933,950	1,781,043	6,361,284	9,857,259	18,577,339	18,764,324	137,642,929	-
<b>Total general:</b>	<b>137,642,929</b>	<b>410,208,457</b>	<b>39,433,551</b>	<b>54,428,959</b>	<b>99,666,906</b>	<b>3,595,989</b>	<b>15,510,192</b>	<b>20,437,050</b>	<b>30,205,522</b>	<b>42,025,518</b>	<b>305,303,687</b>	<b>242,547,699</b>
<b>Designated (Severance Fund):</b>	<b>10,000,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>10,000,000</b>
<b>Total:</b>	<b>200,669,832</b>	<b>845,804,388</b>	<b>191,680,534</b>	<b>136,205,453</b>	<b>153,928,770</b>	<b>3,595,989</b>	<b>15,510,192</b>	<b>20,704,768</b>	<b>74,435,758</b>	<b>42,244,251</b>	<b>638,306,715</b>	<b>408,168,515</b>

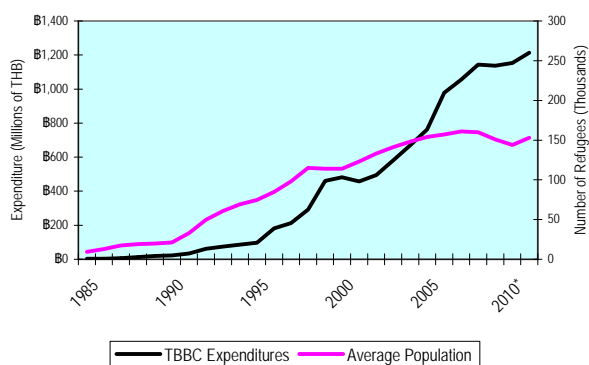


Table 4.6: Cost of TBBC Programme in Thai baht, US Dollars and Euro: 1984 to 2010

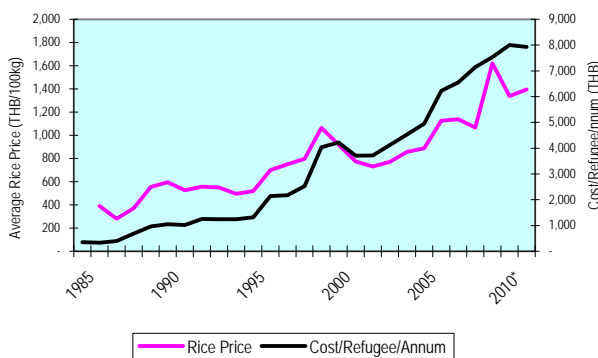
Year	TBBC Expenditures THB m	% increase on previous year	Average Exchange Rate		TBBC Expenditures		Average Rice Price (THB/100g)	Average population	Cost/refugee/annum		
			USD	EUR	USD m	EUR m			THB	USD	EUR
1984	3		25		0.1			9,500	350	14	
1985	4	33%	25		0.2		390	12,800	330	13	
1986	7	75%	25		0.3		281	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	115,000	2,530	63	
1998	461	58%	40		11.5		1,065	114,000	4,040	101	
1999	481	4%	38	40	12.7	12.0	920	114,000	4,220	111	105
2000	457	-5%	40	37	11.4	12.4	775	123,000	3,710	93	99
2001	494	8%	44	40	11.2	12.4	730	133,000	3,715	84	107
2002	581	18%	43	40	13.5	14.5	772	141,000	4,121	96	97
2003	670	15%	41	47	16.3	14.3	857	148,000	4,527	110	96
2004	763	14%	40	50	19.1	15.3	888	154,000	4,955	124	99
2005	978	28%	40	49	24.5	20.0	1,127	157,000	6,229	156	127
2006	1,056	8%	38	47	27.8	22.5	1,139	161,000	6,559	173	140
2007	1,144	8%	34	46	33.6	24.9	1,067	160,000	7,150	210	155
2008	1,137	-1%	33	49	34.5	23.2	1,621	151,000	7,530	228	154
2009	1,153	1%	34	47	33.9	24.5	1,338	144,000	8,007	235	170
2010*	1,213	5%	33	47	36.8	25.8	1,395	153,000	7,928	240	169

\* Budget

Expenditure & Refugees



Cost/Refugee/Annum & Rice Price



2010 Budget and Sensitivities

Year	TBBC Expenditures THB m	% increase on previous year	Average Exchange Rate		TBBC Expenditures		Average Rice Price (THB/100g)	Average population	Cost/refugee/annum		
			USD	EUR	USD m	EUR m			THB	USD	EUR
2010	1,213	5%	33	47	36.8	25.8	1,395	153,000	7,928	240	169
2010 (a)	1,213	5%	29.7	42.3	40.8	28.7	1,395	153,000	7,928	267	187
2010 (b)	1,312	14%	33	47	39.8	27.9	1,674	153,000	8,578	260	183
2010 (c)	1,334	16%	33	47	40.4	28.4	1,395	168,300	7,928	240	169

Sensitivities:

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

Cost increases by:

USD m	EUR m	THB m
4.1	2.9	-
3.0	2.1	99
3.7	2.6	121

i.e. additional Income of THB 136 m required

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%.



# 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 Thailand or stay any longer than necessary.

On 4<sup>th</sup>/5<sup>th</sup> 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 31<sup>st</sup> 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, restricting agency staff to the minimum necessary and requiring monthly requests to be submitted through the CCSDPT.

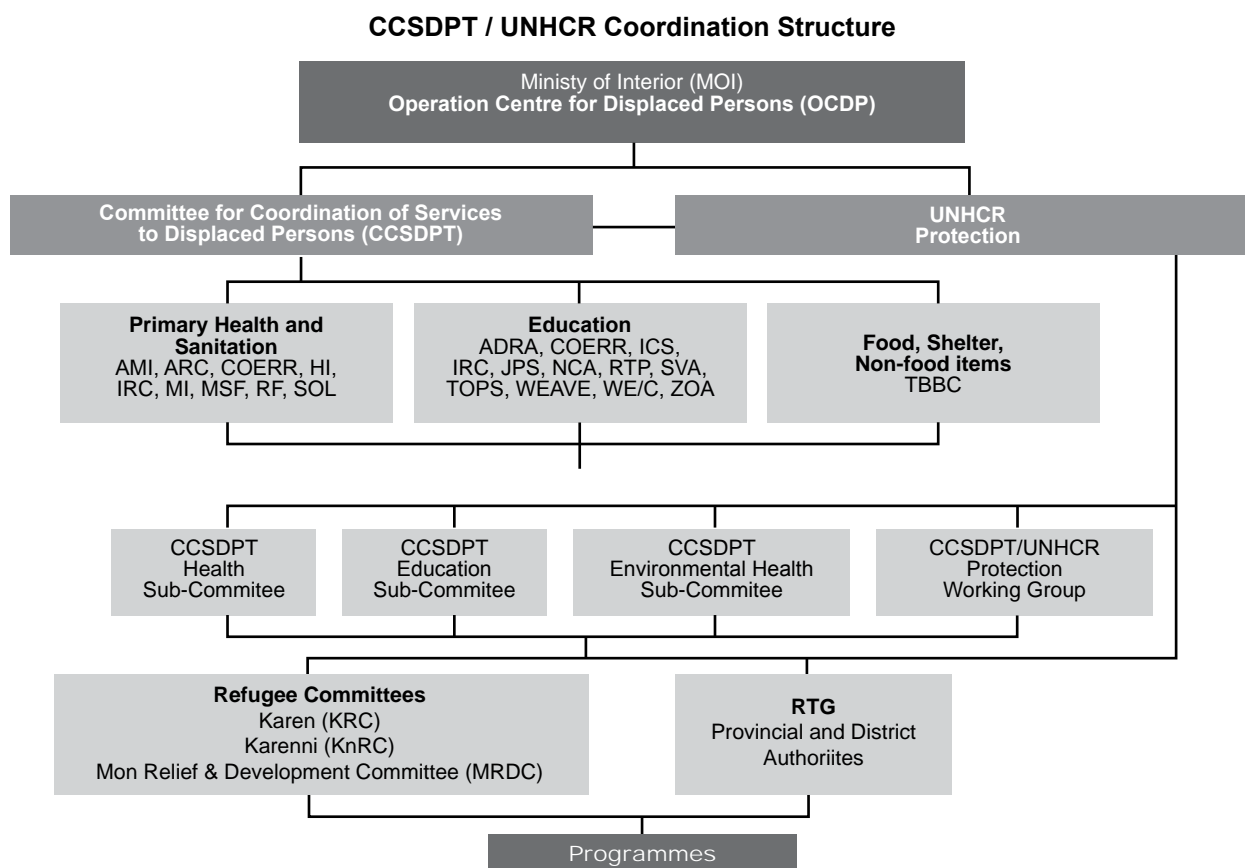
Three NGOs provided assistance under this agreement. The BBC focused on food and non-food items, providing around 95% of all of these items whilst the Catholic Office for Emergency Relief and Refugees (COERR) provided most of the balance. Medicines Sans Frontiers - France (MSF) was the main health agency.

#### 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.

## 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.

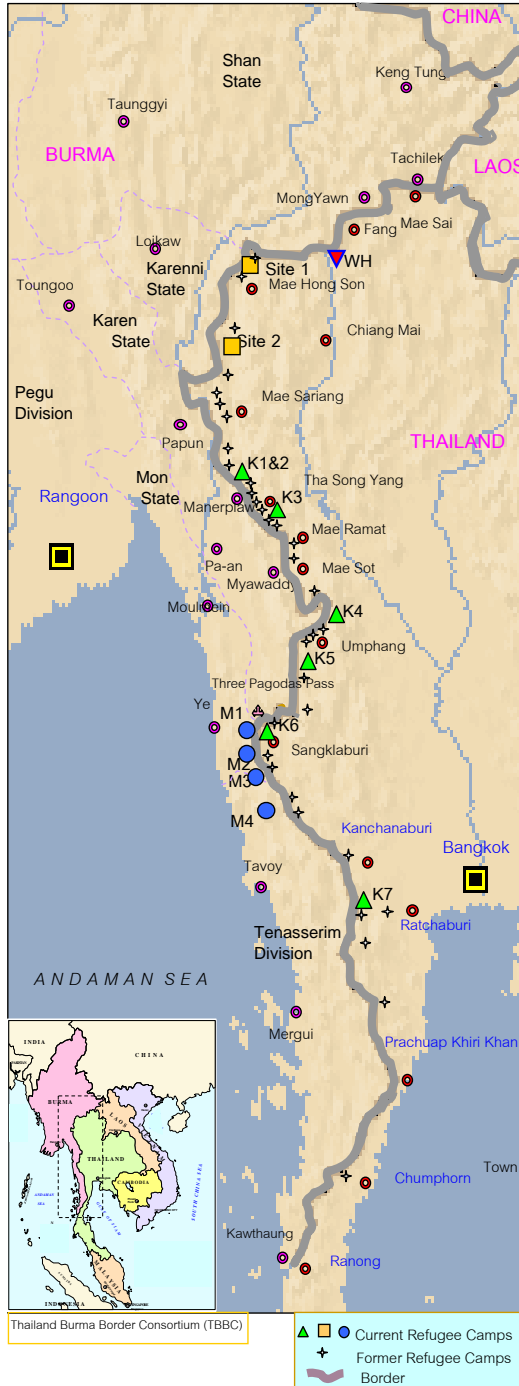


### CCSDPT Members

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

CCSDPT agency services to Burmese border camps: June 2009

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



	Food, Shelter & Relief	Primary Health & Sanitation	Education	Gender	Protection
<b>Mae Hong Son Province</b>					
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	
<b>Tak Province</b>					
K3 Mae La	TBBC	AMI,COERR,HI, IRC, SF,RF,SOL, TOPS	ADRA,HI,ICS,SVA, TOPS,WEAVE,W/EC,ZOA	ARC,COERR, ICS,TBCC	IRC
K4 Umpliem Mai	TBBC	AMI,ARC,COERR, HI,IRC,RF, TOPS	HI,ICS,RTP,SVA, TOPS, WEAVE,WE/C,ZOA	AMI,ARC, COERR, ICS,TBCC	
K5 Nu Po	TBBC	AMI,ARC,COERR, HI,IRC,RF, TOPS	HI,RTP,SVA, TOPS,WE/C,ZOA	AMI,ARC, COERR,TBCC	
<b>Kanchanaburi Province</b>					
K6 Ban Don Yang	TBBC	ARC,COERR, HI,IRC,RF	HI,RTP,SVA,WE/C,ZOA	ARC,COERR, TBCC	
<b>Ratchaburi Province</b>					
K7 Tham Hin	TBBC	COERR,HI, IRC,RF,RTP	HI,RTP,SVA,WE/C,ZOA	COERR,TBCC	
<b>Mon Resettlement Sites</b>					
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				

## 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 on the Burmese border 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.

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* (CP) 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 CP was subsequently updated but through 2009 has proven difficult to translate into substantive action. Donors increasingly expressed their concern at the lack of progress and during 2007 convened a Donor Working Group to address the issue. There is now a consensus that agreement needs to be reached between Donors, RTG, UNHCR and CCSDPT on a medium-term strategy and the Donors have requested holding an all-stakeholder workshop aimed at this objective.

Meanwhile during 2009 CCSDPT and UNHCR have started drafting 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.

## 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 on 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 six members serve for 2009 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 has so far received, or expects to receive funds, from the following sources in 2009:

**Figure A.1: TBBC 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)
Birmaniam 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	

The European Union (European Community Humanitarian Office - ECHO) and the Governments of Australia, Canada, Czech Republic, Denmark, Great Britain, Ireland, New Zealand, Norway, Poland, Spain, Sweden, Switzerland, The Netherlands and USA will contribute around 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:

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: The 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 1<sup>st</sup> 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, Goal, Aim, 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 and printed on the back cover of this report.

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, incorporates 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 ii).

## **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.

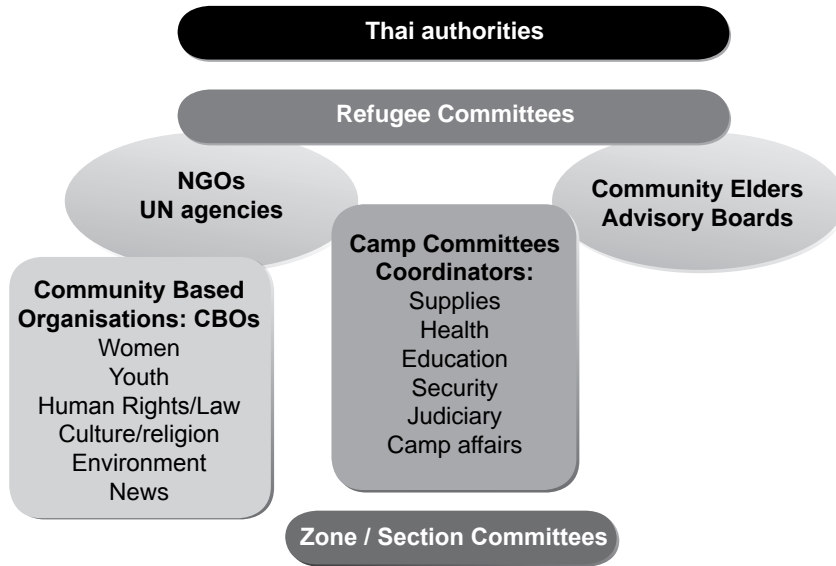
## **A.2 g) Camp management**

The TBBC provides all assistance in coordination with the Refugee Committees (RC) of each of the three main ethnic groups: the Karen Refugee Committee (KRC) based in Mae Sot; the Karenni Refugee Committee (KnRC) based in Mae Hong Son; and the Mon Relief and Development Committee (MRDC) based in Sangklaburi. Each 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 in Thailand. 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 also assist in implementing policy and providing security. Usually a MOI local District Officer (*'Palat'*) is assigned as Camp Commander in each camp, with Territorial Defence Volunteer Corps (*'Or Sor'*) personnel providing internal security under his jurisdiction.





■ **Community elders advisory boards (CEABs)**

CEABs provide guidance to refugee and camp committees, made up of senior elders appointed from the local community, comprising 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)**

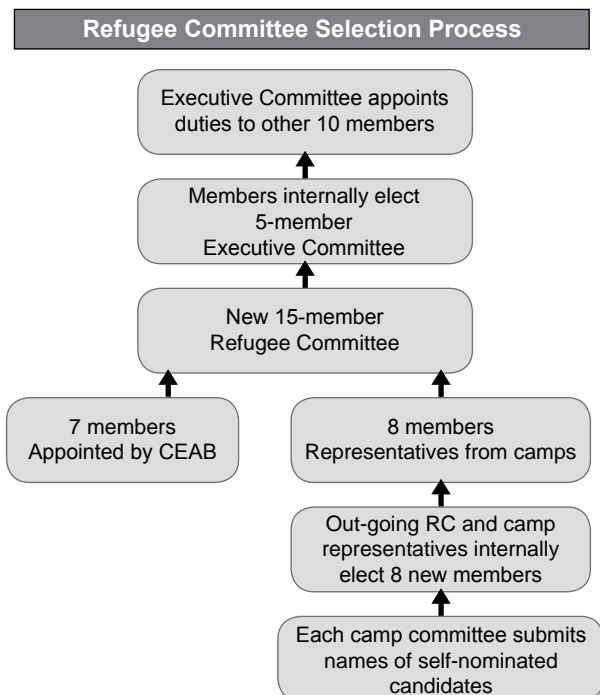
The KRC, KnRC and SRC are the overall representatives of the refugees living in the camps. The KRC is based in Mae Sot with branch offices in Mae Sariang, Kanchanaburi and Ratchaburi; the KnRC is based in Mae Hong Son, and the SRC in Chiang Mai province. They oversee activities of all the camps through 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 services and activities. Rules and regulations governing their selection vary, but typically occur every three years organised by the central CEAB. Eight respected and experienced people are appointed by the CEAB and the other seven are chosen from representatives from all the camps.

Typically each camp committee is asked to put forward a number of camp residents willing to stand for selections. Members of the outgoing RC together with these new camp representatives select the new eight camp representatives from amongst themselves. The new RC then selects their Executive Committee members from amongst themselves: Chair, Vice Chair, Secretary, Joint Secretary and Treasurer, who in turn allocates duties to the remaining ten new 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.



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 a 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 2 or 3 Secretaries 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 all 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:

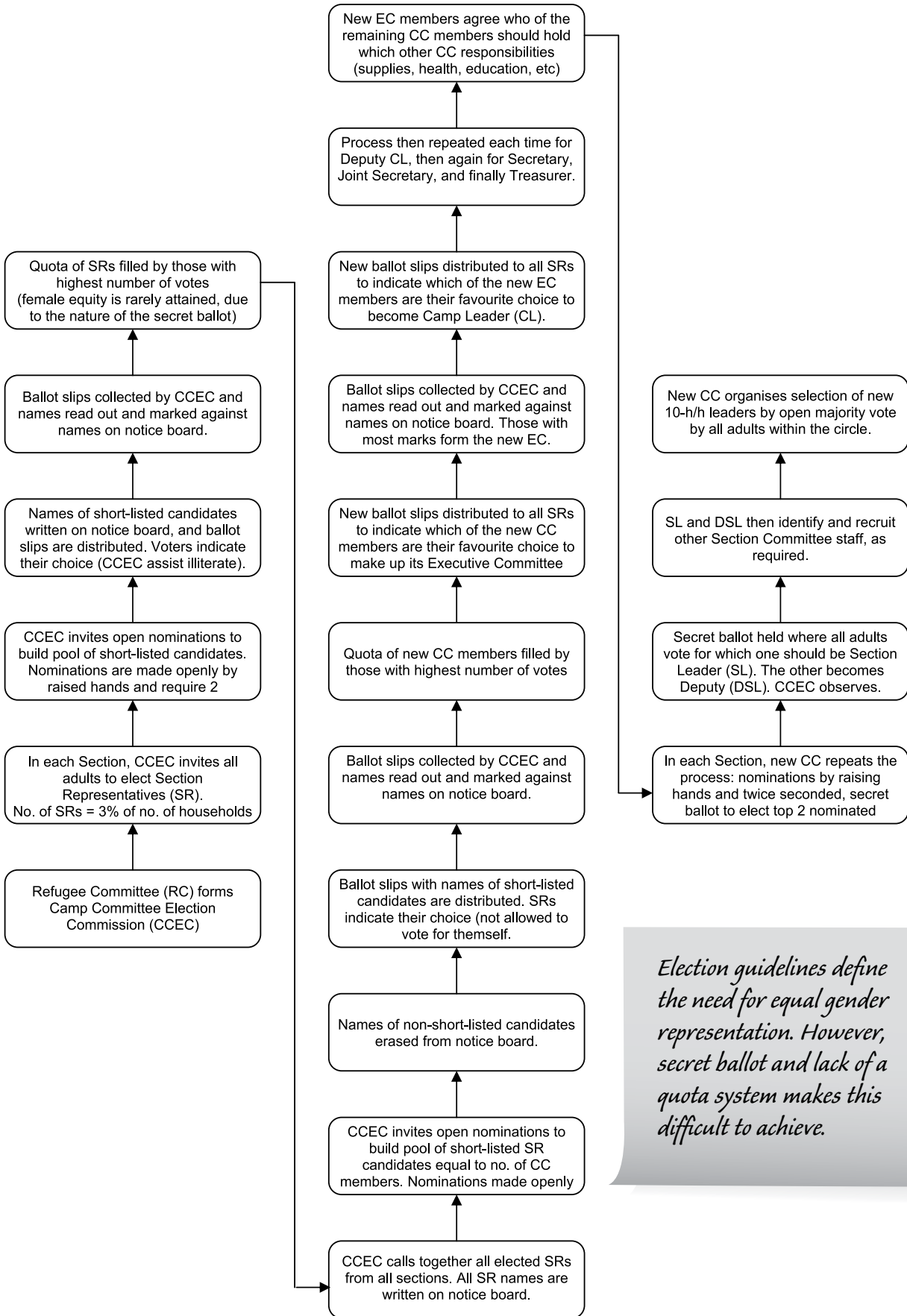
- **Finance:** Managing the financial accounts of the committee, including all monies provided through the Camp Management Programme.
- **Health:** Coordinating with health NGOs and other organisations providing health services, including Community-Based Organisations (CBOs) and the health worker's unions.
- **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. Collaboration with IRC's Legal Assistance Centre (LAC) Programme (only in some camps), UNHCR and Thai authorities for 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 a number of camps, ten-household leaders are placed under the section-level for further facilitate management of the population. These are individuals selected by the section leader or the residents under their supervision. In practice, this level of administration may manage between ten or thirty houses.

CC elections usually occur every three years. Minor variations exist between camps, but they all follow a strict democratic methodology. They are organised by a Camp Committee Election Commission (CEEC) appointed by the RC or outgoing CC with up to 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.

CC members are elected by representatives from each section of the camp who have been elected by the eligible voters in that section. Every adult, or in some cases one adult per household, has the right to vote as well as to nominate themselves. Section Representative (SR) elections typically comprise two stages: candidates are short-listed by open vote or secret ballot, and then the required number of SRs 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 CCEC observers who also provide support to illiterate voters where necessary.

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.*

Typically, a section will elect three SRs for every hundred residents who then vote for 15 CC representatives 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, Secretary, Joint Secretary and Treasurer. This new Executive Committee, together with the CCEC, then allocates CC subcommittee positions and administrative duties to the remaining ten members.

*The Election Commission organises voting through ballot boxes.*

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.

Due to third country resettlement, some camps are facing a high turnover in camp management staff at all administrative levels. In these circumstances, camp committees are filling vacant positions with suitably qualified residents prior to new elections at the end of the term.

### ■ Women's and youth committees



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 ethnic nationalities in the camps also often organise their own groups, such as the Muslim Women's Organisation, but these are not officially part of the camp administration.

These committees 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 organisations chose their committee at the same time in each camp, following the CC selections, normally every two years. The selections are internal, with members of the organisation electing their committee members from a list of nominees. 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 regular 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.

# Appendix B

## Summary of TBBC and NGO programme since 1984

Table B1: Estimate of total TBBC & other NGO assistance 1984 to 2009

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	Other							
	(THB M)	(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	n/a	345	239	180	158	31	2,031	141,608
2008	1,046	35	246	151	150	226	38	1,892	135,623
2009*	1,153	n/a	n/a	n/a	n/a	n/a	n/a	1,153	134,065
<b>Totals:</b>	<b>10,291</b>	<b>151</b>	<b>2,794</b>	<b>1,466</b>	<b>330</b>	<b>384</b>	<b>69</b>	<b>15,485</b>	

\*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 and 2008.
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 onwards are Feeding Figures which exclude many unregistered arrivals.

Sector	2007	%	2008	%	2007	2008	2007	2008
	THB	2007	THB	2008				
Protection	87	4	84	4	2	3	2	2
Community Services	93	5	66	4	3	2	2	1
Camp management	61	3	75	4	2	2	1	2
Food, shelter, non-food	1,017	50	1,006	53	29	30	22	21
Camp infrastructure	19	1	8	0	1	0	0	0
Water, sanitation	35	2	44	2	1	1	1	1
Health	291	14	193	10	8	6	6	4
Education	200	10	115	6	6	3	4	2
Skills training, Inc gen	39	2	35	2	1	1	1	1
Other	11	1	19	1	0	1	0	0
Administration	147	7	207	11	4	6	3	4
Local Thai community support	25	1	30	2	1	1	1	1
Local Thai authority support	6	0	8	0	0	0	0	0
<b>Subtotal:</b>	<b>2,032</b>	<b>100</b>	<b>1,892</b>	<b>100</b>	<b>58</b>	<b>57</b>	<b>44</b>	<b>39</b>
Resettlement processing	237		236		7	7	5	5
<b>Total including resettlement:</b>	<b>2,269</b>		<b>2,128</b>		<b>65</b>	<b>64</b>	<b>46</b>	<b>43</b>

Notes:

1. Average Exchange rates used, 2007 USD 35, EUR 46; 2008 USD 33, 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.

### CCSDPT / UNHCR Expenditures by Sector 2008

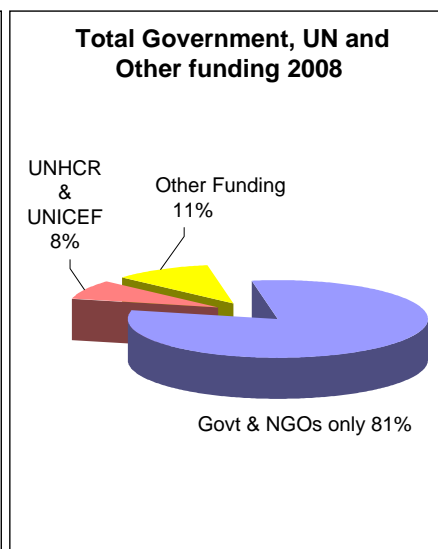
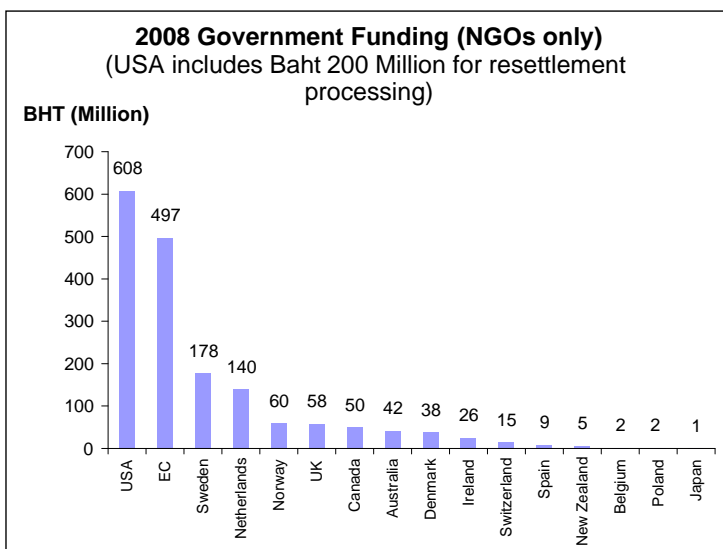
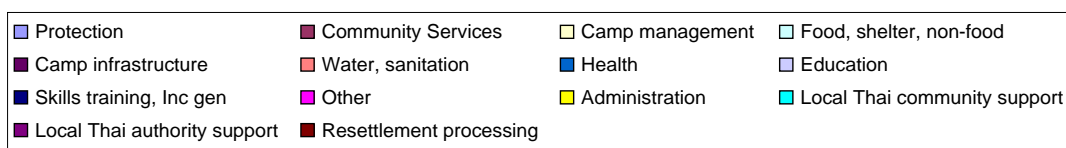
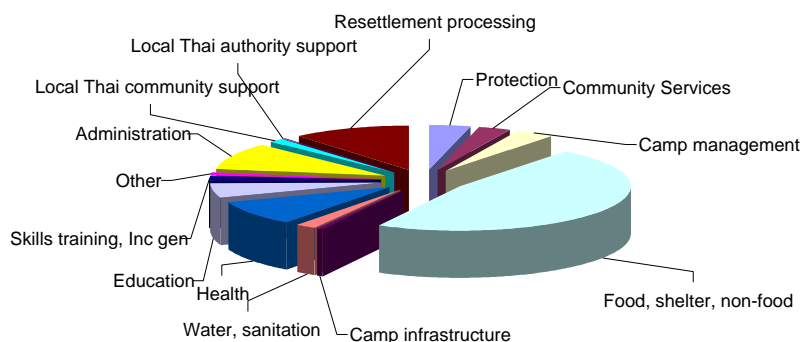


Table B3: TBBC donors 1984 to June 2009

Agency	Baht	%	Agency	Baht
ACT/CCO/Stichting Vluchteling	133,838,914	1.3%	Compassion International	3,234,698
- European Union/ECHO	2,486,720,960	24.0%	International Refugee Trust	3,226,046
- Dutch Govt	84,782,954	0.8%	Anglican Church of Canada	3,162,569
Subtotal:	2,705,342,828	26.2%	Japanese Embassy	3,030,000
International Rescue Committee/BPRM/USAID/US Govt	1,814,108,387	17.5%	TBBC, Family and Friends Appeal	2,932,666
Diakonia/Baptist Union Sweden/SIDA/Swedish Govt	1,772,690,592	17.1%	Caritas France	2,680,817
ZOA	294,660	0.0%	Poland Govt	2,636,973
- Dutch Govt	663,157,169	6.4%	United Methodist Committee on Relief (UMCOR)	2,541,697
Subtotal:	663,451,829	6.4%	Refugees International Japan	2,539,994
Christian Aid	148,770,170	1.4%	Australian Churches of Christ	2,465,196
- DFID/UK Govt	467,255,735	4.5%	Caritas Japan	2,172,021
Subtotal:	616,025,905	6.0%	German Embassy	1,388,100
DanChurchAid	29,550,568	0.3%	Community Aid Abroad	1,325,076
- DANIDA/Danish Govt	419,789,287	4.1%	DOEN Foundation Netherlands	1,313,455
Subtotal:	449,339,855	4.3%	Caritas Austria	915,441
Norwegian Church Aid/Norwegian Govt	446,815,184	4.3%	Baptist World Alliance	880,717
NCCA-Act for Peace/AusAID/Australian Govt	359,943,891	3.5%	Christ Church Bangkok	880,129
European Commission (Fund for Uprooted People)	237,966,891	2.3%	Cooperative Baptist Fellowship	800,783
Inter-Pares/CIDA/Canadian Govt	286,795,491	2.8%	Caritas Korea	798,613
Trocaire	46,614,889	0.5%	American Friends Service Committee-Cambodia	682,408
- Development Corporation/Irish Govt	124,478,695	1.2%	Wakachiai Project	671,400
Subtotal:	171,093,584	1.7%	ADRA	563,350
Caritas Switzerland	3,227,920	0.0%	World Council of Churches	543,700
- SDC/Swiss Govt	156,947,826	1.5%	Austcare	512,181
Subtotal:	160,175,746	1.5%	Food for the Hungary International	500,000
Church World Service	143,910,725	1.4%	Burmese Relief Centre	436,500
UNHCR/EU	77,929,800	0.8%	Australian Baptist World Aid	421,664
Caritas Australia	36,013,386	0.3%	Japan Sotoshu Relief Committee	400,000
Bread for the World	32,610,080	0.3%	CAMA	387,327
Episcopal Relief & Development	31,569,962	0.3%	Tides Foundation	380,000
Ghanhiji Cultural (Birmania por la paz)	2,795,600	0.0%	Baptist Internal Ministries	375,105
- Spanish Govt	23,024,921	0.2%	Caritas Hong Kong	345,135
Subtotal:	25,820,521	0.2%	YMCA	295,086
Jesuit Refugee Service	20,982,458	0.2%	Development and Peace Canada	275,078
Caritas New Zealand	538,250	0.0%	Baptist Missionary Alliance	256,950
- NZ Govt	21,701,836	0.2%	Marist Mission	250,700
Subtotal:	22,240,086	0.2%	Norwegian Embassy	248,400
CAFOD	19,397,280	0.2%	Mrs. Rosalind Lyle	216,754
Caritas Germany	18,796,071	0.2%	Third World Interest Group	202,230
Swiss Aid/SDC	18,355,325	0.2%	Lutheran Mission Missouri	198,952
Open Society Institute	11,668,185	0.1%	International Church Bangkok	180,865
Belgium Govt	9,649,400	0.1%	Canadian Baptists	177,375
BMS World Mission	8,951,556	0.1%	Mission Ministries/Evangelical Christian	177,054
World Food Programme	8,500,000	0.1%	Giles Family Foundation	162,592
Misereor	8,456,101	0.1%	Penney Memorial Church	159,317
World Vision Foundation Thailand	8,407,530	0.1%	Japan International Volunteer Centre	150,000
People in Need Foundation/Czech Republic	7,692,815	0.1%	Presbyterian Church of Korea	124,900
American Baptist Churches/International Ministries	7,024,978	0.1%	World Relief	114,497
Archbishop of Sydney (AIDAB)	6,724,875	0.1%	Bangkok Community Theatre	102,444
Canadian Council of Churches/Canadian Govt	6,584,688	0.1%	Glaxo Co. Ltd.	100,000
Catholic Relief Service	6,398,318	0.1%	Thailand Baptist Mission	100,000
United Society for the Propagation of the Gospel	6,320,553	0.1%	Weave	100,000
MHD/ECHO	5,635,273	0.1%	Miscellaneous	35,897,700
Inter Aid	5,553,400	0.1%	Interest	16,284,444
			Total (THB):	B 10,339,862,648

## 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 2004 to 2009**

Funding Source	Currency	Foreign Currency					Thai Baht (thousands)					
		2005	2006	2007	2008	2009 <sup>1</sup>	2005	2006	2007	2008	2009 <sup>1</sup>	
<b>1. EC and Government Backed Funding</b>												
Australia: AusAID (NCCA Christian World Service)	AUD	1,204,433	1,599,754	-	660,000	1,156,660	36,167	45,772	-	20,624	31,230	
Belgium	EUR			200,000	-	-			9,649	-	-	
Canada: CIDA (Inter-Pares)	CAD	630,000	662,000	694,575	1,729,304	1,769,795	21,420	22,491	20,907	54,801	51,662	
Czech Republic (PNIF)	CZK		3,000,000	1,000,000				4,991	1,809		1,803	
Denmark: DANIDA (DanChurchAid)	DKK	4,565,715	4,531,000	5,037,152	6,319,037	4,885,000	31,095	28,029	31,823	42,323	30,146	
EC: Aid to Uprooted People	EUR	2,606,864	1,300,000		(3,808)		126,729	61,293		(186)		
EC: ECHO (ICCO)	EUR	4,583,018	5,351,354	5,840,000	5,840,000	5,350,000	230,039	251,392	270,020	282,110	238,715	
Ireland: Irish Aid (Trocaire)	EUR	194,640	440,000	520,000	580,000	280,000	10,048	21,173	24,973	28,350	13,160	
Netherlands: MOFA (ZOA Refugee Care)	EUR	1,032,138	1,420,138	1,456,311	1,941,981	1,456,311	51,759	68,757	68,811	97,172	68,447	
New Zealand: NZAID (Caritas)	NZD	79,110	40,000	160,058	225,000	200,000	2,209	922	3,892	5,603	4,306	
Norway: MOFA (Norwegian Church Aid)	NOK	7,170,000	10,000,000	8,550,000	9,708,738	9,708,738	44,962	59,194	49,080	63,874	50,485	
Poland	EUR			14,000	42,000	48,000			664	1,973	2,256	
Spain (DCA)	EUR					268,974					12,850	
Spain (Ghanhiji Cultural)	EUR				210,000	234,000				10,174	10,998	
Sweden: SIDA (Diakonia)	SEK	26,000,000	30,887,890	40,600,000	37,600,000	44,000,000	139,666	159,214	208,767	194,110	189,406	
Switzerland: SDC (Caritas)	CHF	100,000	200,000	300,000	505,000	300,000	3,303	5,950	8,565	15,951	9,223	
UK: DFID (Christian Aid)	GBP	546,945	601,939	762,433	988,000	1,085,000	39,790	42,888	50,135	64,319	66,650	
USA: USAID for IDPs (IRC)	USD		1,938,118	1,763,687	1,763,687	2,000,000		69,686	59,762	60,665	66,000	
USA: USAID/BPRM (IRC)	USD	3,499,964	6,917,279	4,409,000	6,547,487	6,704,695	144,334	259,154	149,318	220,082	225,793	
							<b>Subtotal:</b>	<b>881,521</b>	<b>1,100,906</b>	<b>958,175</b>	<b>1,161,945</b>	<b>1,073,130</b>
<b>2. NGO Donors</b>												
ACT Netherlands/Stichting Vluchteling (ICCO)	EUR	150,000	200,000	200,000	135,000		7,540	9,279	9,260	6,755		
American Baptist Churches/Int'l Ministries	USD		5,000	10,000	62,950	4,388		374	341	2,012	160	
American Friends Service Committee Cambodia	THB				682,000					682		
Australian Churches of Christ	AUD	5,000				5,000	153				115	
BMS World Mission	GBP/USD	£ 20,000	£ 25,000	£ 3,000	\$ 2,500	\$ 2,500	1,509	1,701	205	78	83	
CAFOD	USD/GBP	\$ 25,000	£ 25,000	£ 51,000	£ 40,000	£ 25,000	966	1,707	3,510	2,629	1,254	
Caritas Australia	AUD		100,000	150,000	400,000	150,000		2,939	4,219	12,291	3,537	
Caritas New Zealand	NZD					25,000					538	
Caritas Switzerland	CHF	100,000	145,000	104,000	1,900	105,000	3,303	4,313	2,969	57	3,228	
Christian Aid	GBP	160,000	160,000	160,000	175,000	175,000	11,730	11,299	11,360	11,445	9,216	
Church World Service	USD	269,990	270,000	150,000	135,000	135,000	11,468	9,752	5,047	4,682	4,472	
DanChurchAid	DKK	3,451,587	115,596	343,970	530,787		23,239	745	1,977	3,589		
Episcopal Relief & Development	USD		83,400	270,195	339,695	247,500		3,117	9,388	10,677	8,388	
Ghanhiji Cultural (Birmania por la paz)	EUR				58,000	45,000				2,796	2,115	
Giles Family Foundation	GBP				2,500					163		
ICCO	EUR	128,000	80,000	80,000	130,000	265,000	6,299	3,706	3,718	6,505	12,372	
NCCA Act for Peace	AUD	48,400	57,494	62,405	128,800	156,200	1,441	1,690	1,786	3,599	4,189	
Open Society Institute	USD	20,000	30,000	20,000	20,000	20,000	822	1,078	674	696	660	
Penney Memorial Church	USD	4,000					159					
Swedish Baptist Union	SEK	76,900	229,000	120,000	64,606	181,752	414	1,177	638	334	732	
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	45,360		623,500	7,488		2,342		29,055	366		
United Methodist Committee on Relief	USD				75,000	75,000				2,610	2,542	
United Society for the Propagation of the Gospel	GBP	7,000	5,950	5,000			502	413	333			
ZOA Refugee Care	EUR					6,170					295	
Miscellaneous Donations	THB	72,923	96,000	800,000	1,479,000	471,000	73	96	800	1,479	471	
							<b>Subtotal:</b>	<b>71,960</b>	<b>53,886</b>	<b>85,363</b>	<b>76,378</b>	<b>54,367</b>
<b>4. International Organisations</b>												
Gifts in Kind	THB	7,700	5,000	1,677,000	6,209,000	6,010,000	8	5	1,677	6,209	6,010	
Income from Marketing	THB	145,143	31,000	16,000	44,000		145	31	16	44	15	
Bank Interest	THB	341,852	654,000	695,000	2,490,000	828,000	342	654	695	2,490	828	
Income from Charity Activities	THB	2,585,868	97,000				2,586	97				
Gains on Disposal of Assets	THB	230,000		497,000	600,000		230		497	600	-	
Gains on Exchange	THB	1,272,962			9,800,548		1,273			9,801	9,093	
							<b>Subtotal:</b>	<b>4,584</b>	<b>787</b>	<b>2,885</b>	<b>19,144</b>	<b>15,946</b>
							<b>Total Incoming Resources:</b>	<b>958,065</b>	<b>1,155,579</b>	<b>1,046,423</b>	<b>1,257,467</b>	<b>1,143,443</b>
							<b>Expenses:</b>	<b>975,027</b>	<b>1,055,809</b>	<b>1,144,155</b>	<b>1,137,394</b>	<b>1,152,725</b>
							<b>Net Movement Funds:</b>	<b>(16,962)</b>	<b>99,770</b>	<b>(97,732)</b>	<b>120,073</b>	<b>(9,282)</b>
							<b>Opening Fund:</b>	<b>95,521</b>	<b>78,559</b>	<b>178,329</b>	<b>80,597</b>	<b>200,670</b>
							<b>Closing Fund:</b>	<b>78,559</b>	<b>178,329</b>	<b>80,597</b>	<b>200,670</b>	<b>191,388</b>

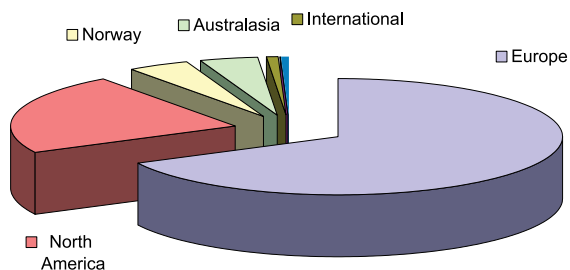
**Notes:**

1. Projection.



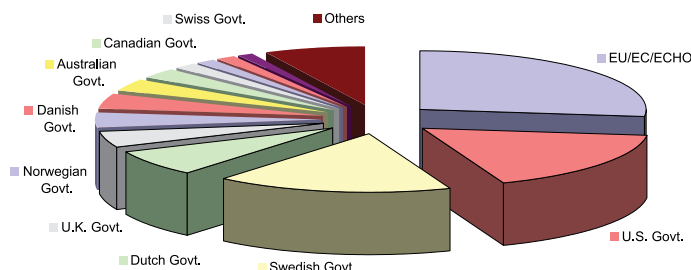
Table B5: TBBC funding sources 1984 to June 2009

By Area



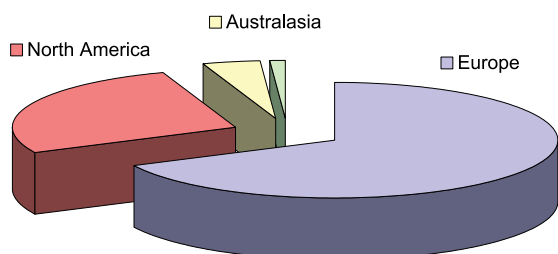
Europe	6,973,015,537	67.4%
North America	2,334,728,082	22.6%
Norway	447,063,584	4.3%
Australasia	442,992,301	4.3%
International	76,999,027	0.7%
Asia	10,200,661	0.1%
Miscellaneous <sup>2</sup>	54,863,456	0.5%
<b>Total Baht:</b>	<b>10,339,862,648</b>	<b>100.0%</b>

By Principal Donor



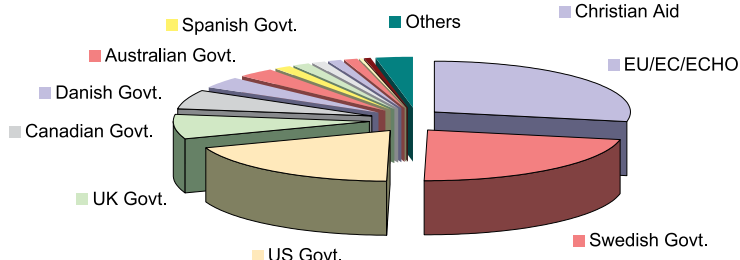
EU/EC/ECHO	2,808,252,924	26.8%
U.S. Govt.	1,814,108,387	17.3%
Swedish Govt.	1,772,690,592	16.9%
Dutch Govt.	747,940,123	7.1%
U.K. Govt.	467,255,735	4.5%
Norwegian Govt.	446,815,184	4.3%
Danish Govt.	419,789,287	4.0%
Australian Govt.	359,943,891	3.4%
Canadian Govt.	286,795,491	2.7%
Swiss Govt.	175,303,151	1.7%
Christian Aid	148,770,170	1.4%
Church World Service	143,910,725	1.4%
Irish Govt.	124,478,695	1.2%
<b>Others</b>	<b>10,464,341,343</b>	<b>7.2%</b>

2009 Only (First 6 months<sup>3</sup>)



Europe	574,090,235	67.9%
North America	226,885,066	26.8%
Australasia	34,825,114	4.1%
Miscellaneous <sup>2</sup>	10,003,983	1.2%
<b>Total Baht:</b>	<b>845,804,398</b>	<b>100.0%</b>

2009 Only (First 6 months<sup>3</sup>)



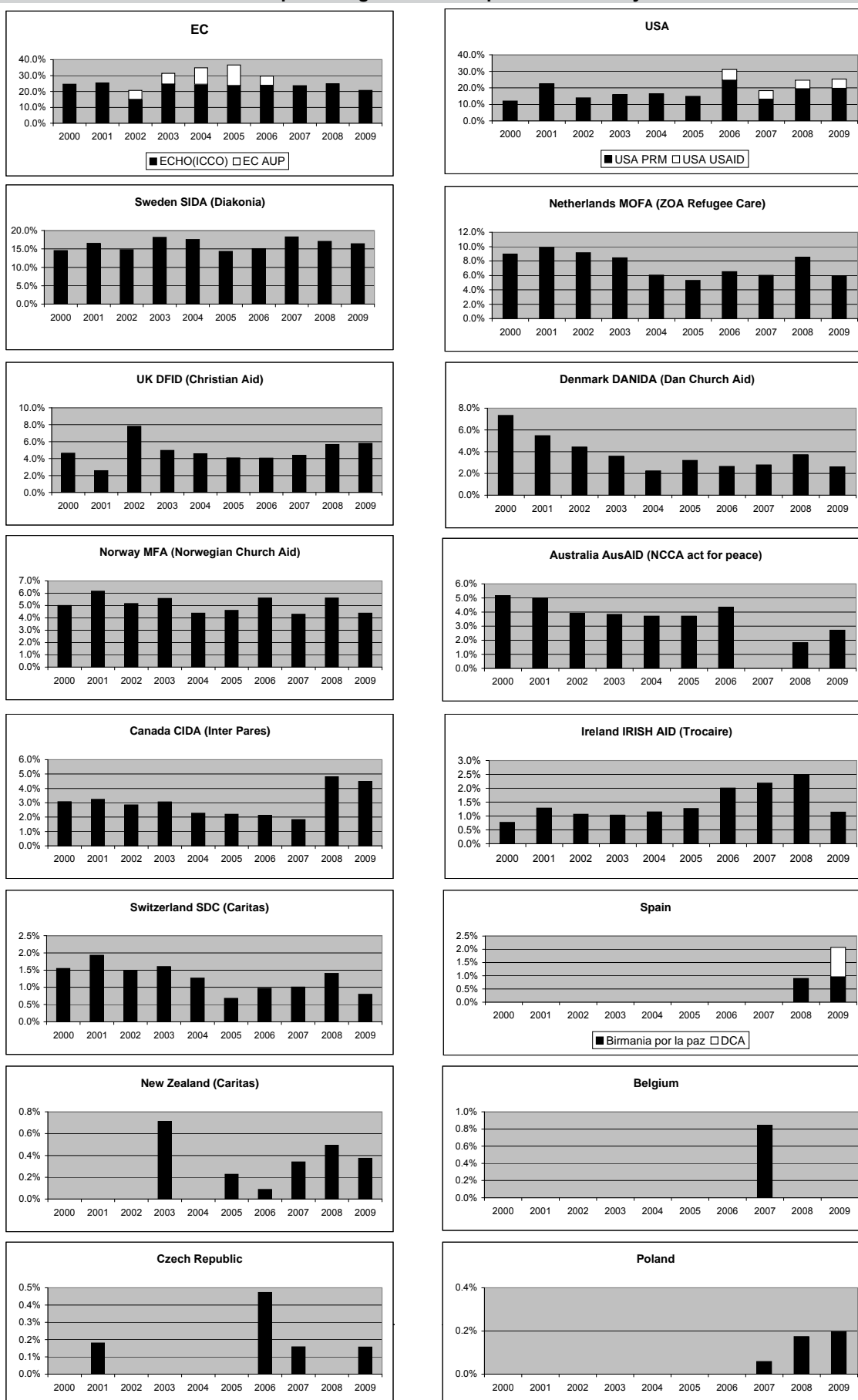
EU/EC/ECHO	238,715,397	28.2%
Swedish Govt.	190,138,034	22.5%
US Govt.	163,885,324	19.4%
UK Govt.	66,650,088	7.9%
Canadian Govt.	51,661,987	6.1%
Danish Govt.	30,145,932	3.6%
Australian Govt.	26,328,895	3.1%
Spanish Govt.	12,850,421	1.5%
ACT/ICCO/Sichting Vluch.	12,371,896	1.5%
Swiss Govt.	9,222,630	1.1%
Christian Aid	9,215,500	1.1%
Episcopal Relief & Dev.	8,387,602	1.0%
NZ Govt.	4,306,000	0.5%
Caritas (Australia)	3,537,000	0.4%
<b>Others</b>	<b>26,230,692</b>	<b>3.1%</b>
<b>Total Baht:</b>	<b>845,804,398</b>	<b>100.0%</b>

Notes:

- 1984-2003: Receipts Basis; 2004: Receipts Basis & Receipts to Accruals Basis Adjustment; Since 2005: Accruals Basis.
- 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.
- Jan-Jun 2009 only.

**Table B6: Government and EC Funding**

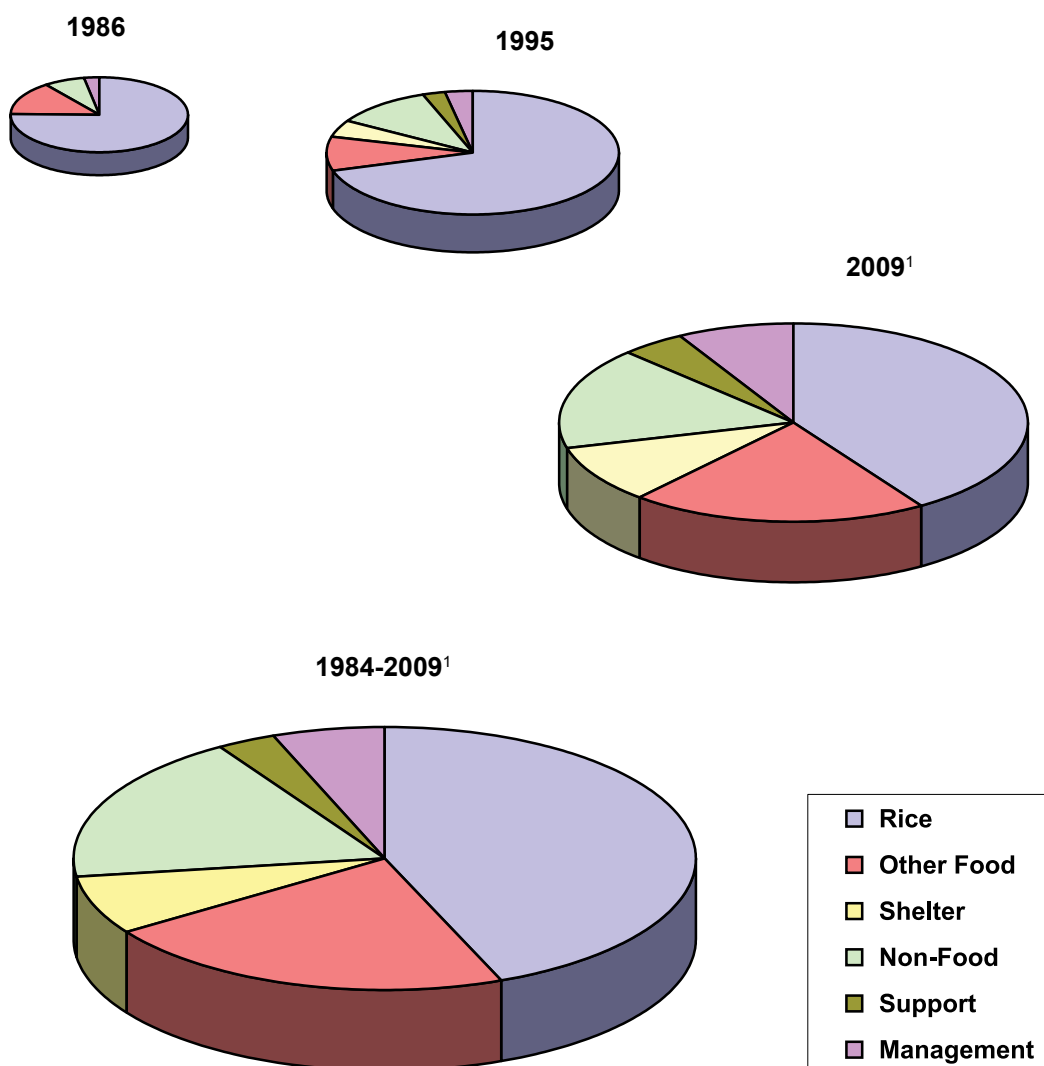
**Income as percentage of TBBC Expenses for each year\***



\* Income recognised on Accruals basis 2005-2009, Cash received basis 2000-2004  
2009 Income based on Assumptions in Table 5.2

Table B7: TBBC expenditures 1984 to 2009<sup>1</sup>

Item	1986		1990		1995		2000		2004	2005		2008	2009 <sup>1</sup>		1984 to 2009 <sup>1</sup>	
	B M	%	B M	%	B M	%	B M	%	%	B M	%	%	B M	%	B M	%
1 Rice	5.2	75%	26.7	78%	125.7	70%	206.8	46%	33%	371.9	38%	46%	471.9	41%	4,561.6	44%
2 Other Food	1.0	14%	3.2	9%	16.2	9%	99.6	22%	23%	236.6	24%	21%	235.2	20%	2,234.2	22%
<b>Subtotal Rice &amp; Other Food:</b>	<b>6.2</b>	<b>90%</b>	<b>29.9</b>	<b>87%</b>	<b>141.9</b>	<b>79%</b>	<b>306.4</b>	<b>67%</b>	<b>56%</b>	<b>608.5</b>	<b>62%</b>	<b>67%</b>	<b>707.1</b>	<b>61%</b>	<b>6,795.8</b>	<b>66%</b>
3 Shelter	-	0%	-	0%	8.0	4%	13.6	3%	10%	107.0	11%	7%	110.0	10%	750.2	7%
4 Non-Food	0.5	7%	3.7	11%	19.1	11%	107.4	24%	24%	164.8	17%	15%	190.6	17%	1,906.9	18%
5 Programme Support	-	0%	0.2	1%	4.8	3%	6.8	1%	4%	38.6	4%	4%	50.6	4%	315.2	3%
6 Management Expenses	0.2	3%	0.6	2%	5.3	3%	20.1	4%	6%	56.1	6%	7%	94.4	8%	597.9	6%
<b>Total (Baht M):</b>	<b>6.9</b>	<b>100%</b>	<b>34.4</b>	<b>100%</b>	<b>179.1</b>	<b>100%</b>	<b>454.3</b>	<b>100%</b>	<b>100%</b>	<b>975.0</b>	<b>100%</b>	<b>100%</b>	<b>1,152.7</b>	<b>100%</b>	<b>10,366.0</b>	<b>100%</b>



1. Per 2009 Budget

**Table B8: Principal TBBC supplies 1984 to 2009\***

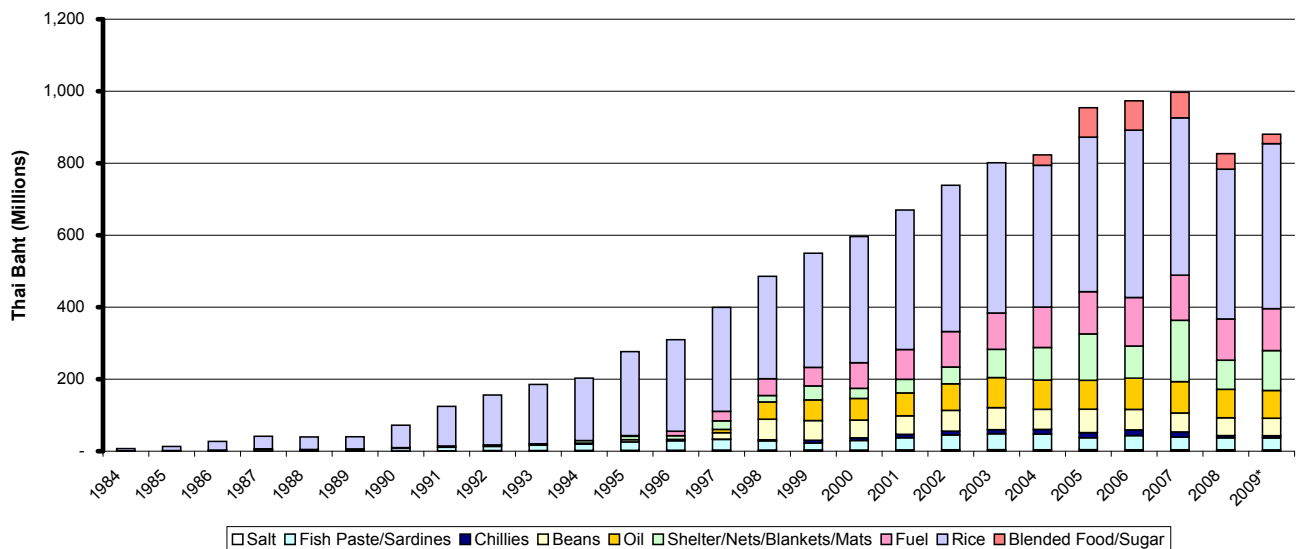
Year	Rice (100 kg)	Fish Paste (kg)	Salt (kg)	Blankets	Bed-nets	Mung Beans (kg)	Cooking Fuel (kg)	Mats <sup>1</sup>	Cooking Oil (litres)	Chillies (kg)	Building Supplies (baht)	Sardines (kg)	Blended Food (kg)	Sugar (kg)
1984	4,890	16,000	2,640	4,620	1,502	-	-	-	-	-	-	-	-	-
1985	8,855	34,112	660	5,400	1,900	-	-	-	-	-	-	-	-	-
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	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*	352,761	931,040	570,593	3,000	2,500	1,465,673	14,534,241	2,500	1,512,492	92,198	110,000,000	117,537	572,973	230,596
Total:	4,874,725	18,505,803	9,606,707	1,183,760	769,196	20,908,374	151,649,197	267,619	17,410,322	1,766,820	756,000,725	966,531	8,405,093	1,246,177

\* Per 2009 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/m<sup>3</sup>.

**Cost of Principal TBBC Supplies\*\***



\* Per 2009 budget

\*\* Based on current commodity prices.

# Appendix C

## Financial Statements 2009

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

Income	Thai Baht
<b>4000 Voluntary income</b>	
<b>4100 Government backed Grants</b>	
4111 Caritas New Zealand (NZ Govt)	4,306,000
4114 Christian Aid (DFID-UK)	66,650,088
4120 DCA (DANIDA-Denmark)	30,145,932
4121 Diakonia (SIDA-Sweden)	189,405,573
4130 ICCO (ECHO)	238,715,397
4136 Inter-Pares (CIDA-Canada)	51,661,987
4137 IRC (BPRM-USA)	163,885,324
4140 Caritas Switzerland (Swiss Govt)	9,222,630
4153 DCA (AECID Spain)	12,850,421
4155 act for peace NCCA (AusAID-Australia)	26,190,000
<b>Total 4100 Government backed Grants</b>	<b>793,033,352</b>
<b>4200 Non Government Grants</b>	
4202 American Baptist Churches	60,767
4203 Australian Churches of Christ	114,969
4210 CAFOD	1,253,910
4211 Caritas New Zealand	538,250
4212 Caritas Switzerland	3,227,920
4213 Christian Aid	9,215,500
4217 Church World Service (UCC-USA)	347,689
4218 Caritas Australia	3,537,000
4229 Episcopal Relief & Development	8,387,602
4235 ICCO	12,371,896
4256 act for peace NCCA	138,895
4270 Swedish Baptist Union	732,461
4288 UMCOR	2,541,697
4291 ZOA Refugee Care	294,660
<b>Total 4200 Non Government Grants</b>	<b>42,763,216</b>
<b>4300 Donations</b>	
4330 Aungkie Sopinpornraksa	3,000
4333 Clarendon Park Congregational Church	14,200
4335 First Baptist Church of Lewisburg	60,546
4340 J.R.Lyle	3,846
4341 James Troke	251
4342 John Dunford	25,000
4372 Website donations	139,641
4375 White & Case	27,837
4390 Other Miscellaneous Income	14,960
4395 Income from Office	181,764
<b>Total 4300 Donations</b>	<b>471,045</b>
<b>4400 Income from Marketing</b>	
4402 20th anniversary book	9,824
4403 Jack Dunford Presentations	5,500
<b>Total 4400 Income from Marketing</b>	<b>15,324</b>
<b>Total 4000 Voluntary income</b>	<b>836,282,937</b>
<b>4700 Investment Income</b>	
4710 Bank Interest	428,236
<b>Total 4700 Investment Income</b>	<b>428,236</b>
<b>4900 Other incoming resources</b>	
4930 Gains on Exchange	9,093,225
<b>Total 4900 Other incoming resources</b>	<b>9,093,225</b>
<b>Total income:</b>	<b>845,804,398</b>

**Table C1: Statement of financial activities: January - June 2009**

<b>Expense</b>	<b>Thai Baht</b>
<b>51 Rice</b>	
5100 Camp Rice	178,819,467
5104 Admin Rice	11,614,617
5107 Other Rice	1,246,450
<b>Total 51 Rice</b>	<b>191,680,534</b>
<b>520 Other food</b>	
5210 Fish Paste	15,731,210
5220 Salt	2,007,198
5230 Mung Beans	27,278,045
5240 Cooking Oil	49,374,665
5250 Chillies	3,601,201
5260 Sardines	8,078,440
5270 Fortified Flour	11,367,517
5280 Sugar	2,431,775
5290 Admin Other Food	5,363,727
<b>5300 Supplementary Feeding</b>	
5310 MSF	246,948
5320 AMI	4,197,885
5330 MI	1,362,952
5340 ARC	1,183,073
5350 IRC	1,681,343
Total 5300 Supplementary Feeding	8,672,201
5500 School lunch support	1,945,738
5600 Other Food	353,736
<b>Total 520 Other food</b>	<b>136,205,453</b>
<b>60 Non-food items</b>	
6100 Charcoal	67,402,624
6105 Admin Charcoal	2,058,832
6110 Firewood	828,660
6120 Blankets	119,788
6130 Mosquito nets	85,380
6140 Sleeping mats	121,440
6210 Longyis	2,619,446
6220 Clothing under 5 years	570,140
6300 Building Materials	80,122,460
<b>Total 60 Non-food items</b>	<b>153,928,770</b>
<b>64 Medical</b>	
6400 Kwai River Christian Hospital	506,961
6410 Mae Sod's Clinic	2,700,000
6420 Huay Malai Project	389,028
<b>Total 64 Medical</b>	<b>3,595,989</b>
<b>65 Other assistance</b>	
6500 Emergencies	752,881
6520 Cooking Utensils	121,824
6530 Cooking Pots	177,745
<b>6540 Food Security</b>	
6541 Seeds	834,474
6542 Tools	323,827
6543 Training	773,749
Total 6540 Food Security	1,932,050
6551 Cooking Stoves	14,050
6555 Food Container	58,946
6560 Misc Supplies	5,321,330
<b>666 Thai Support</b>	
6610 Community	1,657,206
6620 Authority (Food)	3,632,277
6621 Authority (Non-food items)	34,450
6630 Authority (Building Mat's)	1,807,433
Total 666 Thai Support	7,131,366
<b>Total 65 Other assistance</b>	<b>15,510,192</b>
<b>670 Programme support</b>	
6700 Transport	257,477
6710 Quality Control	1,171,074
6720 Visibility	273,318
6730 Consultant	1,159,904
6740 Data/Studies	694,880
6745 Population Survey	280,074
6750 Administration cost	7,198,800
6751 Staff Stipend	7,227,440
6760 CBO Management	392,334
6761 Refugee Committee Admin	1,530,500
6770 Misc Support	484,948
6780 Misc Training	34,019
<b>Total 670 Programme support</b>	<b>20,704,768</b>

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

Expense	Thai Baht
<b>69 Emergency relief (ERA)</b>	
6910 Rice Emergency	35,921,000
6921 Rice (Mon)	8,068,483
6922 Rice (Shan)	10,839,150
6923 Rice (Karen)	8,697,850
6932 Other Food (Shan)	3,289,279
6933 Other Food (Karen)	226,882
6950 Education (MNEC)	1,900,000
6970 Admin support (ERA)	2,391,900
6971 Mon Admin support	405,630
6972 Karen Admin support	241,825
6973 Shan Admin support	1,080,800
6980 Mon Development	1,000,000
6985 CAN Support ERA	126,959
6990 Rehabilitation (ERA)	246,000
<b>Total 69 Emergency relief (ERA)</b>	<b>74,435,758</b>
<b>70 Management</b>	
<b>71 Vehicle</b>	
7100 Fuel	674,361
7110 Maintenance	555,889
7120 Ins / Reg / Tax	338,209
<b>Total 71 Vehicle</b>	<b>1,568,459</b>
<b>72 Salary &amp; benefits</b>	
721 Payroll	25,810,742
722 Housing	1,428,332
723 Medical	374,098
726 Other Benefits	2,222,193
<b>Total 72 Salary &amp; benefits</b>	<b>29,835,365</b>
<b>73 Administration</b>	
730 Office	1,371,275
731 Rent & Utilities	1,460,581
733 Computer/ IT	1,021,998
735 Travel & Entertainment	1,754,457
736 Miscellaneous	1,544,564
737 Staff Training	721,949
7380 Bank Charges	138,364
<b>Total 73 Administration</b>	<b>8,013,188</b>
<b>76 Depreciation</b>	
7610 Vehicles	1,437,000
7620 Equipment	10,221
7630 Computers/IT	11,642
<b>Total 76 Depreciation</b>	<b>1,458,863</b>
<b>Total 70 Management</b>	<b>40,875,875</b>
<b>80 Governance</b>	
8110 Audit fees	820,402
8130 Strategic Plan	153,875
8140 Member meetings	127,567
<b>Total 80 Governance</b>	<b>1,101,844</b>
<b>90 Cost of generating funds</b>	
9100 Fundraising expenses	207,274
9200 Donor Meeting	31,500
9300 25 Year Scrapbook	27,758
<b>Total 90 Costs of generating funds</b>	<b>266,532</b>
<b>Total expense:</b>	<b>638,305,715</b>
<b>Net movement funds</b>	<b>207,498,683</b>

**Table C2: Balance Sheet: As at 31 December 2008 and 30 June 2009**

	Dec 31, 2008	Jun 30, 2009
	Thai Baht	Thai Baht
<b>Assets</b>		
<b>Current Assets</b>		
<b>Bank and Cash</b>		
Bank	141,137,650	136,205,394
Petty Cash	125,000	140,000
<b>Total Bank and Cash</b>	<b>141,262,650</b>	<b>136,345,394</b>
<b>Accounts Receivable</b>		
Accounts Receivable	153,635,695	391,784,012
<b>Total Accounts Receivable</b>	<b>153,635,695</b>	<b>391,784,012</b>
<b>Other Current Assets</b>		
Sundry Receivable	165,915	539,580
Advances for expenses	661,500	695,633
Accrued Income & Deferred Expense	3,446,351	1,109,568
Deposit Payment to Supplier	0	409,762
House Deposits	475,600	589,000
<b>Total Other Current Assets</b>	<b>4,749,366</b>	<b>3,343,543</b>
<b>Total Current Assets</b>	<b>299,647,711</b>	<b>531,472,949</b>
<b>Fixed Assets</b>		
Gross Fixed Assets	19,155,909	19,385,510
Acc. Depreciation	(11,401,246)	(12,133,109)
<b>Total Fixed Assets</b>	<b>7,754,663</b>	<b>7,252,401</b>
<b>Total assets:</b>	<b>307,402,374</b>	<b>538,725,350</b>
<b>Liabilities</b>		
Accounts Payable	103,589,538	123,763,143
Unregistered Provident Fund	216,279	260,955
Deferred Income	74,481	320,595
Accrued Expenses	2,852,244	6,212,142
<b>Total liabilities:</b>	<b>106,732,542</b>	<b>130,556,835</b>
<b>Assets less liabilities:</b>	<b>200,669,832</b>	<b>408,168,515</b>
<b>Fund</b>		
Opening Balance Equity	91,755,882	91,755,882
Retained Earnings	(11,159,157)	108,913,950
Net Movement Current Year	120,073,107	207,498,683
<b>Fund balance:</b>	<b>200,669,832</b>	<b>408,168,515</b>
<b>Fund Analysis</b>		
Restricted Fund	53,026,903	155,620,816
Designated Fund	10,000,000	10,000,000
General Fund	137,642,929	242,547,699
<b>Total Fund:</b>	<b>200,669,832</b>	<b>408,168,515</b>



# 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 the TBBC and to the provincial offices, which in turn notify the district authorities.

Under regulations introduced in 1994 the TBBC submits the overall programme to MOI for approval annually. Since December 2005 the Royal Thai Government (RTG) has hosted annual workshops with the 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 as well as representatives of other relevant government departments.

The 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. The breakdown by age and sex reported by the Karen, Mon and Karenni Refugee Committees in June 2009 was as follows:

Figure D.1: Refugee demographics, June 2009

Group	Families	Adults*		Children		Under 5 years		Total
		Male	Female	Male	Female	Male	Female	
Karenni	4,111	6,985	6,315	2,773	2,838	1,299	1,285	21,495
Karen	26,055	40,886	39,476	11,908	11,140	8,216	7,899	119,525
Mon	1,855	4,165	4,206			540	490	9,401
<b>Total:</b>	<b>32,021</b>	<b>52,036</b>	<b>49,997</b>	<b>14,681</b>	<b>13,978</b>	<b>10,055</b>	<b>9,674</b>	<b>150,421</b>

\* For Mon this is over 5, for Karen it is 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 latest plan for 2009 to 2013 advocacy 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, affording 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, often in partnership with UNHCR. TBBC is fully engaged in the CCSDPT/ UNHCR Strategic Planning Process (see *Section 3.1.2 TBBC Strategic priorities*) which is challenging 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 own current organisational 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 on 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 and 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 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 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. IASC guidelines for prevention of GBV in humanitarian settings are now available in Burmese, Karen and Thai languages.

Legal assistance centres are operational in Site 1, Site 2 and Mae La where 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.

The TBBC Deputy Executive Director is the chair of the PWG. TBBC also represents the PWG in the UN working group on Children Affected by Armed Conflict (CAAC). A monitoring and reporting mechanism on the 6 grave violations<sup>1</sup> 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.

## 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 while agriculture seemed a sensible way to proceed since the refugees come from a predominantly rural background, there are many issues to consider in relation to expanding livelihoods in the current context, e.g., many people only have experience of camp life, reliable access to land is extremely limited, most people are involved in agriculture as wage labour, restrictions on movement give local communities an advantage over refugees, and investment is high with returns only over a long period. It is also unknown what awaits the refugees upon return to Burma, allocation of land will have to be resolved and reconstruction will likely offer a range of non-agricultural opportunities particularly for youth.

Given that there is a wide range of informal economic activities and coping strategies in and around the camps, it has been concluded that a better understanding of existing livelihood strategies and levels of self-reliance amongst the refugee communities could help identify livelihood initiatives and income generation opportunities. An ECHO sponsored survey of refugee communities at the household level aiming to assess the economic status and vulnerability of different groups will

<sup>1</sup> 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.

be carried out in 2009 to inform planning. The survey will also help determine whether there is scope for more targeting of assistance within the communities.

Meanwhile TBBC has two existing 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 appropriate farming systems based on the production of indigenous food crops using only locally sourced materials in the context of minimal access to land and water. These initiatives were formalised as the Community Agriculture and Nutrition (CAN) Project.

Following 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 in some camps. With increasing understanding of the nutritional status of the refugees, 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 as its food security and agricultural training programme. 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; 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. 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 both 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 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 some 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 organised 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. During 2006 special weaving materials were 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 for security reasons 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 micronutrients. In January 2004, TBBC revised the food basket to include 1.4 kg fortified blended food/ refugee/ month (no differentiation for children <5) whilst reducing the rice ration to 15 kgs/ adult/ month. The new basket was introduced on a camp-by-camp basis through March 2005. The original imported wheat-based blended food was replaced by AsiaMix, a Thai rice-based product between April and December 2005.

The use of AsiaMix was evaluated in 2005 and it was concluded that acceptability and use would be improved by slightly reducing the amount provided and adding sugar. After trials in four camps MOI gave approval and the adjusted food basket was introduced to all camps by the end of the year.

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 use as a weaning food.

The rations set in 2005 and recent changes 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	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 and provides 2,102 kcal per person day. Calculations take into account the specific demographic profile of the camp residents based on UNHCR registration statistics (Nov 2008), and that actual needs are an average of 2,174 kcal/ person/ per day (2069 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 in September 1995. 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 and the current ration is set at 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 supplementary 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 will also be terminated and replaced with full charcoal rations in 2009 since any economic benefits are outweighed by the environmental and handling/ storage issues.

## D.3 b) Shelter

In the past, building materials were not generally supplied but in 1997 the authorities began to prohibit refugees cutting bamboo in some areas 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 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 from 2006 have brought building supply under closer scrutiny resulting in a thorough examination of the procurement and distribution procedures for building supplies and the introduction of a more thorough monitoring and inspection system for 2008. However, these have proven to be very labour intensive and time consuming and many difficulties still remain. A consultancy was commissioned in 2009 to review all aspects of building supplies and to recommend new policies. Some changes may be expected TBBC will likely employ shelter expertise to oversee this.

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

In 2007 a pilot project using mud s to construct warehouses in Mae La Oon and Mae Ra Ma Luang camps proved successful and the project is scheduled to be expanded into other camps.

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

Current standard building supply rations used in 2009 are as follows:

**Figure D.3: TBBC Building Supply Rations (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 Grass		350	450	175	225	200	360
			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

## D.3 c) Non-Food Items

### ■ Cooking stoves

Fuel-efficient 'bucket' cooking stoves developed in Site 1 were introduced to other camps in Mae Hong Son and Tak provinces and workshops were set up for the refugees to manufacture these themselves. 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 4 months full time) and there is little financial incentive as commercially manufactured stoves are a low cost item (approximately Baht 100). The manufacture of cooking stoves has since ceased in Tak camps but continues at a limited capacity in Mae La Oon and Mae Ra Ma Luang Camps. A new project was started by ZOA in Tham Hin in 2009.

Commercially-produced stoves were distributed during 2006 to the 10% of households identified in a survey as not having fuel-efficient stoves. A new survey of coverage will be conducted during the second half of 2009, with a general distribution, based on these results to follow.

### ■ 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 every two or three years to all households 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 and refugees were offered the choice of either a pot or a wok.

### ■ 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 tried to ensure regular distributions.

The Shanti Volunteer Association (SVA) was a major source of good quality jackets/ sweaters from Japan in 2002 and 2003 but was unable to continue the project. World Concern also discontinued supplies in 2003.

LWR continue to supply used clothing annually and in 2007 the Wakachiai project, a Japanese NGO, also began sending used clothing. Wakachiai have pledged their continued support.

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. Plans to purchase sets for five to 12 year olds have also been under consideration since 2006 but have not been realised largely due to funding constraints.

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* above.

### ■ 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 handed over this responsibility to the International Rescue Committee who is now supplying these items through the health agencies. 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 in the camps. The normal, annual distribution rate has been one blanket for every two refugees, and these are now supplemented by the distribution of quilts donated by LWR. In recent years LWR has supplied increasing numbers of bed quilts which now provide enough for the majority of the population. It is expected that in 2009, enough LWR quilts will be received for an entire distribution and TBBC will need to purchase additional blankets only for new arrivals and minor shortfalls.

### 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 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 provided by TBBC.

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 and 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 providing 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) which 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 since it is used globally and therefore it was decided amongst the health agencies that they will 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 will allow for close monitoring of the programme and assurance 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 will extend 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, and is mainly used to purchase fresh foods to supplement rice brought from home. This has been 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 EURONAIID consultant to assist in upgrading its tendering and contracting procedures to meet ECHO standards.

## ■ Tendering

TBBC now publicly tenders for all 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 is centralised in Bangkok with all previous suppliers invited to bid for all parts of the border.

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. The procedures are summarised in the chart.

TBBC's Bangkok Procurement staff tender publicly for all major supplies. Supplier evaluations are maintained, samples tested, and a tendering committee of Procurement and Programme staff recommend contract awards on the basis of best value for money. The criteria taken into account include, but are not limited to: 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 their 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. Due to the extreme volatility of the rice price in 2008 the frequency of tendering and contract award for this commodity was changed to monthly. Contract prices include delivery to camp and VAT, at a current rate of 7% although rice and mungbeans are zero-rated items (no VAT charged).

## ■ Purchase orders

The TBBC Field Office Administrators prepare Purchase Orders on a monthly basis to call off requirements based on the latest feeding figure for each camp and the separate standard rations for adults and children under five. 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 AsiaMix. In Tak province transportation is usually by ten-wheel truck with a capacity of 400 x 50-kg rice sacks. For the other camps which are less accessible, 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

TBBC itself does not store food. The suppliers keep their own stock and delivery is made directly to warehouses in the camps. During the dry season, all supplies are delivered monthly. Previously rice was delivered to Mae La camp every two weeks, but monthly deliveries became possible in 2009 when warehouse facilities were expanded. 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.

The Refugee Camp Committees check weights and quality on delivery, and generally set aside any deficient items pending further checking and/ or replacement. 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

The Refugee Camp Committees are responsible for the distribution of supplies. Food distributions were traditionally organised by men because they had to carry 100 kg sacks, but 50 kg sacks were introduced in 2001, and 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. 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 on from 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 will be supervised under another household unit with adults. Also women's sensitive issues have been included into the Post Distribution Monitoring which was introduced in first half 2009.

Each family has a standard ration book issued by TBBC, stating their entitlement, and are called to the delivery point for distribution. Ration books were upgraded for 2008 with serial numbers and new control procedures, and further refinements of the system have been introduced for 2009 including the issue 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) and orange for those who are recognised as new asylum seekers in camp but have yet to receive any type of official registration number. Orange ration books also include a photo ID page.

Ration pictures are posted at each warehouse depicting ration items and amounts. Their presence is checked monthly as a component of TBBC's monitoring system. Amounts distributed are recorded on camp records and in the ration books.

A revised distribution system commenced during the first half of 2009 using the new coloured ration books. Whereas previously any family member could collect rations for the whole family, all refugee adults must now be present at all distributions in order to collect their rations for that month and produce photo identification, either a UNHCR *Household Registration Document* or a TBBC photo page (for those without MOI/ UNHCR registration). Failure to comply with these requirements will result in individuals being ineligible to collect rations for that month. A list of exemptions has been finalised to allow for those with a genuine reason not to attend a distribution.

Since 2003 standard weights have been distributed to the camp warehouses to allow the calibration of scales prior to the checking of delivered goods and ration distributions and standard measures provided to improve distribution accuracy where weighing of rations is not practiced. Most camps are now either weighing only, or using a combination of standard measures and weighing. TBBC will continue to encourage camps to weigh supplies during distribution.

## ■ Quality control

Since the Refugee Camp Committees are very familiar with the expected quality of supplies, it was generally considered in the past 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.

## ■ Monitoring

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 and was further enhanced during the first half of 2008, through the introduction of a new population monitoring system.

The population monitoring system underwent further development during the first half of 2009, with all data collected in hard copy form in camps, now being 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 for 2009. (see *Section 3.3.3 c) Distribution/ Ration books*).

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. *Figure D.4* summarises the monitoring process used during the first half of 2009.

**Figure D.4: Summary of TBBC monitoring process in 2009**

Operation	Information Required	Primary Source	Verification by TBBC
<b>Calculating commodity required</b>	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
<b>Procurement &amp; tendering</b>	Bids from > 3 companies. Cost, quality and delivery conditions	Local, national and international suppliers TBBC staff	Prices monitored in Bangkok by TBBC
<b>Delivery</b>	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
<b>Storage</b>	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
<b>Distribution</b>	Distribution schedule Amount distributed Stock in hand	Camp stock and distribution records Household ration books	Periodic inspection of records including ration books Monthly household and community group interviews Systematic monitoring at distribution points

The major features of the supply monitoring system in 2009 were:

“**Good Received Notes**” (GRNs), which are 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 converted to field reports on percentages of commodities passed for weight, quality and time of delivery.

**Checks at distribution points** which 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. 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** was introduced in May 2009, it consists of both structured, focus groups discussions, which elicit beneficiary perceptions of the programme and household interviews, which focus on commodity consumption at the household level. These two tools constitute the bulk of TBBC’s post-distribution monitoring activities.

Locked **comment boxes** are installed at warehouses and, in some camps, at camp and CBO offices with a request for anonymous feedback on supplies amongst other issues.

A **Supply and Distribution Reconciliation** is made monthly to detect what proportion of all supplies delivered to camp is distributed to the target population.

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. The Programme Support Manager and the Programme Coordinator then make a border-wide evaluation and document these in monthly reports. Findings inform TBBC’s relief programme. Feedback is given to TBBC management and other staff, refugee partners and recipients, and other relevant stakeholders.

The monitoring results for the first half of 2009 are set out in *Appendix E*.

## ■ Warehouses

TBBC supplies building materials for the warehouses and the refugee Camp Committees are responsible for their construction and maintenance. Warehouse staff receive regular training in the management of supplies and during 2008 a stock card management system was introduced where applicable. Stock control and storage is problematic in camps where Committees have insisted in using traditional silos. A plan has been formulated to 'phase-out' all rice silos by 2010. New warehouses are replacing the rice silos.

Warehouse design has been reviewed and most warehouses have been re-built 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 mudbricks to construct warehouses in Mae Rama Luang and Mae La Oon camps was initiated in 2007. This has proven to be successful and plans are now underway to expand the use to other camps. In 2009 TBBC has secured funding to purchase two hard-walled Mobile Storage Units (MSUs) which will be used in Mae La and Umpiem Mai on a pilot basis.

## ■ 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 durable and are not only hygienic, but enable refugees to visually check that their oil rations are received in full.

Sealed plastic drums were introduced for the delivery and storage of fish-paste in 2006, replacing the metal tins formerly used and which were recycled from other uses including holding toxic chemicals. The new plastic drums were initially purchased and supplied by TBBC but are now purchased by suppliers.

## 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.5*:

**Figure D.5: 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

\*Camps have requested to increase stock of plastic sheeting to 200 total in 2009.

## D.3 g) 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 which 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 which 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. 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. This provided TBBC with an 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.

### **D.3 h) 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 11 NGOs, including two TBBC Members (ZOA, IRC), providing education services and supplies in the camps.

### **D.3 i) 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 off-set 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 1,700 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 mid 2007 (re-titled, Camp Management Project Manager in 2009). A needs assessment of the CMP was conducted and during 2008 regular training was established for project staff. Job descriptions were written and a staff filing system established. CMP was re-named the Camp Management Support Project in 2008 (CMSP).

The KRC and KnRC developed Codes of Conduct for refugees involved in their CMSP in early 2009 and are currently being supported in 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 the job descriptions for all refugees receiving stipend support, the stipend policy document, 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 community centres. They have facilitated unique community input into the evaluation and planning of TBBC operations as well as community opinions 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 project to profile Muslim sectors of camp populations was initiated to help further address the impact of programme design on its beneficiaries. In the second half of the year, ongoing CBO meetings will be complemented by a programme of regular focus group consultations directly with members of identified vulnerable and under-represented sectors of the camp populations.

#### **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 household size of the registered population is 4.4. Many village communities crossed the border at the same time or re-established themselves on arrival in the camps. Thus they have been able to maintain the structural support of their community and often the village head has become a section leader within the camp. It is the responsibility of the section leaders to ensure that the needs of single female-headed households are met during such times as camp relocations, house construction and general repairs.

Women in the refugee and displaced population from Burma have 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 international 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 to facilitate management and administration of their projects. TBBC also works with KRC and KnRC and camp committees to strengthen the role of women in camp management and delivery of the programme particularly the distribution process.

UNHCR rolled out its Age, Gender and Diversity Mainstreaming (AGDM) process in 2005 for which Thailand was used as a pilot study. The purpose of the exercise is to hold focus group discussions with identified minorities and other disaffected groups in several camps, gather the protection concerns specific to their circumstances, and use this to inform operational planning for the organisations involved. TBBC field staff were engaged throughout the process and have participated in the Multi Functional Teams (MFT) which were established in each province. The MFTs conduct focus group discussions in the camps, garnering a wide range of opinions and concerns from all sectors/ ages of the population to better inform programmes and to build a more protective environment. Although intended as an annual exercise, it was not repeated until September 2008 when over 40 different focus groups were organised in three camps. Despite the wide variety of targeted groups in terms of age, gender, religion and other more specific diversities, most of the protection risks identified fell under a number of common themes. These were collated and TBBC programme-related issues extracted towards year-end and operational planning for 2009 then reviewed to ensure that future activities would support, and not undermine, the protection environment. To complete this process, during the beginning of 2009 potential responses and actions to enhance the protection environment of vulnerable beneficiaries were identified. The interventions cover a variety of areas 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.

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. The focus for 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 knowledge of TBBC office and field staff in 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 the 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 strategic planning 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. 33 evaluations and reviews have been carried out to date as follows:

**Figure D.6: 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

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. A summary of all these evaluations/ studies including the main conclusions, recommendations and responses can be found on the TBBC website<sup>2</sup>.

There are some seven studies/ evaluations already completed or planned for 2009.

### 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 first half of 2009 are set out in *Appendix E*.

### D.5 d) Cost effectiveness

Since the very beginning, TBBC's philosophy was 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 around 8% of expenditures in 2008. The 2003 TBBC Advisory Committee suggested that some costs which TBBC allocates to administration should be considered as programme costs. If so, then TBBC's true administration costs would be even lower.

### D.5 e) Staff training

Training courses and capacity building events attended by staff during the first half of 2009 were as listed in *Figure D.7*:

<sup>2</sup> <http://www.tb主c.org/resources/tbbc-evaluations.pdf>



Figure D.7: List of TBBC staff training under the staff development programme, January to June 2009

Training Course	# of staff
English Language	30
Thai Language	7
Burmese Language	10
IT & Multimedia Training	5
Management Training Modules - Middle Managers & Specialists	18
Camp Management Workshop/ IOM	2
Financial Management Training (BKK)	1
SPSS Basic Training	7
ARCVIEW Training	1
USAID-CDC Grants Compliance Training	1
ECHO Framework Partnership Agreement (FPA) Training	2
Facilitation Skills for Development Training-BKK	1
People in Aid HR Practitioners Workshops-Melbourne	1
Integrated Site Management Sessions	7
PSAE Trainings	40
Nutritional Conferences, KL	1
Time Management	40
Pandemic Staff Health & Safety Training	35
Resettlement Fraud & Corruption Workshop	5

## D.5 f) Sustainability and contingency planning

The programme philosophy of maximising refugee input, minimising staff and aid dependency has, with the understanding of the donors, proven sustainable for 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. Social problems also 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.

Perhaps one of the most critical factors affecting the sustainability of TBBC's programme is its ability to go on raising the necessary funds to cover expenditures and to receive the funds in time to pay its bills. Until 2005 TBBC was always able to raise 100% of funds necessary for its core activities, but since 2006 this has become problematic. Although essential support has been sustained, there have been repeated funding emergencies and budget cuts.

Donors are not willing to support the *status quo* indefinitely. They are demanding that a new strategy is developed that will contain refugee numbers and move refugees from total aid-dependency towards self-reliance. 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 as the Army uses heavy-handed methods to bring former ethnic-controlled territory under its own control 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. Obstacles faced include a lack of technical and financial resources to develop new activities and difficulties in gaining approval for projects from the RTG. The absence of a well established RTG long-term policy to address the refugee issue is the main impediment.

### **■ Resettlement to third countries**

Since RTG gave approval for Third Countries to offer resettlement in 2005, over 46,000 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 gradually 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.

NGOs discussed these developments with the RTG at the Annual RTG/ NGO Workshop in December 2008 and the Donors have requested to jointly host an all-stakeholder Workshop with RTG in 2009. Meanwhile CCSDPT/ UNHCR is drafting a five year Strategic Plan incorporating a shift from aid-dependency towards self-reliance in all service sectors and, where possible, the integration of services into the Thai system. Hopefully a shared medium term strategy will emerge from these processes.

## 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".'*

The absolute majority of TBBC's donors accept this policy. However, the EC, currently the largest donor, legally requires visibility for ECHO contributions and have incorporated a visibility component to the programme since 2001. Visibility 'projects' were agreed to maximise refugee benefits. Notice boards have been installed at each warehouse, featuring ration information and TBBC Newsletters. In October 2008, camp workers and camp committee members received T-shirts with the EU logo and the text "Working with our people", A new item introduced in 2008 was raincoats for camp workers with the EU logo and the text "European Commission - Humanitarian Aid". TBBC also distributes A5-size notebooks to EU-funded camps for use by camp officials. Each notebook has the EU logo on the front cover and includes one page with information about the EC and the support they provide to the refugees in the camps. Umbrellas with the ECHO logo were also provided to camp workers.

ECHO logo stickers and/ or flags are displayed in a prominent location at each warehouse in Mae La, Umpiem and Nu Po camps. New ECHO posters were put up on the ECHO funded information boards together with the ECHO logo and the following wording: "The European Commission Humanitarian Aid Office (ECHO) finances most of the rice, beans, cooking oil, charcoal, fish paste and AsiaMix distributed in this camp." Text about the EC is written in Karen, Karenni, Burmese, English and Thai language.

Soccer and volley balls and T-shirts are provided for sports events. All items have the EU logo/ flag printed on them. These events are eagerly contested and can be watched by thousands of residents, particularly at Christmas and Karen New Year. ICCO, TBBC's partner simultaneously supports visibility activities in Europe.

# 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 (2004 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	2004	2005	2006	2007	2008	2009 Jan-Jun
<b>1: To pursue change leading to durable solutions while ensuring a protective environment</b>							
Non-refoulement	0	///	0	///	///	0	0
All Refugees are registered	100%	///	76%	91%	88%	81%	82%
<b>2: To increase self-reliance and reduce aid dependency</b>							
Gap between needs and minimum requirement decreases							
CAN Training activities in all camps.	9 camps	///	///	///	///	7	8
Households receive seeds in CAN camps	>10%	///	///	///	///	>15%	>15%
trainees plant vegetables in camps with f/u at household level	>50%					>80%	>80%
Income generation activities supported by TBBC in all camps	9	///	9	9	9	9	9
longyi weaving		///	51,160	51,730	52,796	32,822	25,480
Outputs delivered with only basic materials and financial support > 50,000 longyis		///					
<b>3: To ensure continued access to adequate and appropriate food, shelter and non food items - prioritising support for the most vulnerable</b>							
<b>Health</b>							
Crude mortality rate CMR < 7/ 1,000/ year.	<7	4.1	3.9	3.5	3.4	3.3	///
Under 5 mortality rate USMR < 8/ 1,000/ year.	<8	6.5	5.3	4.9	4.7	5.8	///
Children < 5 with wasting malnutrition	<5%	3.6	4.1	2.8	3.5	2.7	///
<b>Nutrition</b>							
av. No Kcals/person/day - 2,100 kcals	≥2,100	2,270	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%	>50%
<b>Commodities meet Quality Specifications</b>							
Rice	95%	100%	82%	89%	93%	61%	92%
Mung beans	95%	100%	87%	77%	87%	90%	100%
Oil	95%	100%	100%	100%	100%	80%	100%
Charcoal	95%	86%	64%	64%	50%	88%	85%
Chillies	95%	100%	86%	36%	58%	48%	56%
Fish paste	95%	56%	96%	97%	80%	100%	100%
Salt	95%	100%	89%	74%	75%	98%	100%
Fortified flour	95%	99.50%	86%	60%	43%	100%	100%
Sugar	95%	///	///	100%	100%	100%	100%
Tinned fish	95%	///	///	///	100%	100%	100%
Cooking fuel meets minimum energy requirement. 190mj/p/m.	≥ 190 MJ	206 MJ	193MJ	198.3MJ	195.4MJ	177MJ	195.7 MJ
<b>Quantity Delivered</b>							
Correct quantity delivered by suppliers (prior to "top-ups")	95%	///	///	///	///	///	93%
Correct quantity distributed to refugees	95%	///	///	///	///	99%	99%
<b>Timeliness:</b> Commodities are distributed to refugees on time/ according to schedule	95%	///	///	///	///	///	98%
<b>Warehousing:</b> Adequate quality of warehousing maintained (20 parameters check-list)	95%	///	///	///	///	77.6%	84.9%
<b>Non-Food Items:</b>							
All households have fuel efficient Cooking Stoves – 100%	100%	///	90	95	///	///	///
Building materials provide sufficient covered space per person	≥ 3.5 m <sup>2</sup>	7 m <sup>2</sup>	7 m <sup>2</sup>	5.75 m <sup>2</sup>	5.2m	5.2 m <sup>2</sup>	5.2 m <sup>2</sup>
Annual blanket distribution	50%	55.7	51%	55.5	53%	57%	///
Annual Clothing distribution:							
Persons > 12 years receive camp produced longyi	50%	51%	49%	50%	50%	39%	25%
1 piece warm clothing/ person/ year	100%	100%	100%	75%	100%	100%	///
Children < 5 years: 1 set clothing/ year	100%	95%	100%	100%	100%	108%	100%
<b>4: To support mutually accountable community based management which ensures equity, diversity and gender balance</b>							
<b>Governance/ Camp management</b>							
Community based camp management model functioning in all camps	9 camps	///	///	///	///	///	9
Policies, formal agreements, codes of conduct in place	9 camps	///	///	///	///	///	9
Electoral procedures in place and adhered to	9 camps	///	///	///	///	///	///
<b>Camp staff are sufficiently trained (according to identified need/ staff-turnover etc.)</b>							
Number of trainings/ workshop	As needed	///	///	///	///	///	39
Number of camp staff trained	As needed	///	///	///	///	///	3,564
<b>Gender balance:</b>							
% women in distribution	50%	7	11	35	40	42	26%
% women in Camp management	50%	22	22	28	20	20	22.5%
<b>Inclusive participation/ cooperation</b>							
Meetings/ Consultations held with CBOs	> 9/ month	2	7	7	8	8	10
Programme activities supported/ conducted by partner-CBOs	9 camps	///	///	///	///	9	9
Refugees regularly provide feed back in TBBC comment boxes	9 camps	///	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: July 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><b>Specific Objective 1:</b> To pursue change leading to durable solutions while ensuring a protective environment</p> <p><b>Expected Results:</b> 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"> <li>• Non-refoulement</li> <li>• All Refugees are registered</li> </ul>	<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</p> <p>UNHCR , MOI statistics</p>	<p>RTG is open to change / dialogue</p>
<p><b>Specific Objective 2:</b> To increase self-reliance and reduce aid dependency</p> <p><b>Expected Results:</b> Livelihood and food security initiatives are strengthened</p>	<p>Gap between needs and minimum requirement decreases</p> <ul style="list-style-type: none"> <li>• CAN Training activities in all camps                             <ul style="list-style-type: none"> <li>- Households receiving seeds in CAN camps &gt;10%</li> <li>- &gt; 50% of CAN trainees plant vegetables in camp/ home gardens</li> </ul> </li> <li>• Income generation activities supported by TBBC in all camps</li> </ul>	<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><b>Specific Objective 3:</b> 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"> <li>• Mortality rates                             <ul style="list-style-type: none"> <li>Crude mortality rate CMR &lt; 7 / 1,000 / year</li> <li>Under 5 mortality rate U5MR &lt; 8 / 1,000 / year</li> </ul> </li> <li>• Children &lt; 5 with wasting malnutrition &lt; 5%</li> </ul>	<p><b>CCSDPT Health Information System</b> Mortality rates (CMR, U5MR) Children identified as malnourished from clinic visits</p> <p><b>Annual Nutrition surveys:</b> Children &lt;5 weight / height measurements (WHO/NCHS z scores)</p>	<p><b>Assumptions</b></p> <ul style="list-style-type: none"> <li>- RTG policy allows appropriate level of services and access</li> <li>- Cooperation from health agencies</li> <li>- Health agencies screen for malnutrition</li> </ul> <p><b>Risks</b></p> <ul style="list-style-type: none"> <li>- Sudden massive influx of new arrivals</li> <li>- Presence of epidemics</li> <li>- Armed attacks on camps</li> <li>- Access denied due to weather, natural disasters</li> </ul>

Figure E.2: Logical Framework of TBBC programme Page 2: July 2009

Intervention Logic	Performance Indicators	Means of Verification for Monitoring and Coordination	Assumptions and Risks
<p><b>Expected Results</b></p> <p>At least 132,000 Burmese refugees receive adequate and accurate quality/ quantities of food, shelter and relief items</p>	<ul style="list-style-type: none"> <li>• av. No Kcal/person/day - 2,100 kcal</li> <li>• 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</li> <li>• Children &lt; 5 identified as malnourished are enrolled in supplementary and therapeutic feeding programmes – 90%</li> <li>• All components of the food basket and cooking fuel are provided for refugees as planned:             <ul style="list-style-type: none"> <li>○ Commodities meet the quality specifications agreed upon by TBBC and the suppliers &gt; 95%</li> <li>○ Correct quantity received from suppliers &gt; 95%</li> <li>○ Correct quantity distributed to refugees &gt; 95%</li> <li>○ Commodities are distributed on time &gt; 95%</li> <li>○ Adequate quality of warehousing maintained &gt; 95%</li> <li>○ Cooking fuel meets minimum energy requirement 190mJ/p/m</li> </ul> </li> <li>• All households (100%) have fuel efficient Cooking Stoves</li> <li>• Eucalyptus, Bamboo and thatch provide sufficient covered space per person (3.5 – 4.5 m2/ person)</li> <li>• Annual blanket distribution &gt;50% of camp population</li> <li>• Annual Clothing distribution             <ul style="list-style-type: none"> <li>○ 12 yr receive camp produced longyi &gt;50%</li> <li>○ 1 piece warm clothing/person/yr 100%</li> <li>○ &lt; 5 years: 1 set clothing/ yr 100%</li> </ul> </li> </ul>	<p>Nutritional analysis of ration</p> <p>Monthly supplementary and therapeutic feeding statistics</p> <p>CCSDPT HIS and TBBC programme statistics</p> <p>Children &lt; 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 m<sup>2</sup> - standard house (1-5 people) 7m/p, 54 m<sup>2</sup> – 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, &lt;5 years clothing</p>	<p><b>Assumptions</b></p> <ul style="list-style-type: none"> <li>- RTG allows appropriate level of services and access</li> <li>- Other services provided to camp residents are sufficient to maintain basic health levels</li> <li>- Sufficient commodities available in marketplace</li> <li>- Space available in camp</li> <li>- Donor commitment to funding</li> </ul> <p><b>Risks</b></p> <ul style="list-style-type: none"> <li>- Sudden massive influx of new arrivals</li> <li>- Presence of epidemics</li> <li>- Armed attacks on camps</li> <li>- Access denied due to weather, natural disasters</li> <li>- Forced repatriation</li> </ul>
<p><b>Specific Objective 4:</b></p> <p>To support mutually accountable community based management which ensures equity, diversity and gender balance</p> <p><b>Expected Results:</b></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>	<p>Community based camp management model functioning in all camps</p> <ul style="list-style-type: none"> <li>• Policies, formal agreements, codes of conduct in place</li> <li>• Electoral procedures in place and adhered to</li> <li>• Camp staff are appropriately and sufficiently trained</li> <li>• 50% women in distribution process</li> <li>• 50% camp management positions held by women</li> <li>• Meetings/ consultations held with CBOs</li> <li>• Programme activities are supported/ conducted by partner-CBOs</li> <li>• Refugees regularly post comments/ provide feedback in TBBC comments-boxes located in the camps</li> </ul>	<p><b>Community responsibilities</b> include</p> <ol style="list-style-type: none"> <li>Camp management</li> <li>Supply chain management: maintenance of warehouses, receiving, storing, and distributing supplies</li> <li>Capacity Building</li> </ol> <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><b>Assumptions</b></p> <p>Displaced Communities want to manage themselves</p> <p>Risk</p> <p>Insufficient capacity in camp population</p> <p><b>Assumptions</b></p> <p>RTG allows suggestion boxes to be set up</p>

Figure E.2: Logical Framework of TBBC programme Page 3: July 2009

Activities	Means	Verification	Assumptions & Risks
<p><b>1</b> TBBC exec.director chairs monthly coordination meeting in Bangkok            TBBC chairs Protection Working Group            Participation in Donors working group            Field Staff meet regularly with other service providers            TBBC issues 6 month report            Provide briefings, presentations at conferences, reports, publications</p> <p><b>2</b> Provide training and education in nutrition, appropriate gardening, camp management, warehouse management, quality control            1.2 Purchase and monitor delivery and distribution of seeds, crop trees, small livestock, tools.            Purchase materials for income generation activities            Conduct livelihoods vulnerability analysis            Recruit Income generation coordinator</p> <p><b>3</b> 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            Issue tenders, evaluate bids for supply and delivery of rice, mung beans, oil, salt, fish paste, chillies, fortified flour, sugar            Award contracts to Suppliers, Issue purchase orders against contracts            Reception, checking and storage of goods (Camp Committees)            Monitor delivery and distribution of supplies            Provide ration books            Issue tenders, evaluate bids for supply and delivery of cooking fuel, cooking pots            Send samples of cooking fuel to laboratory for heating value tests            Purchase stoves            Purchase clothing for children &lt; 5 years,            Issue tenders, evaluate bids for supply and delivery of eucalyptus poles, plastic sheeting, blankets,            Issue limited tenders, evaluate bids for supply and delivery of bamboo, thatch</p> <p><b>4</b> Camp committee (CC) receives and checks deliveries            CC undertakes storage of supplies            CC distributes rations            Planning and scheduling of training sessions by TBBC            Monthly Support for Administration costs and stipends            Support for child care services            Schedule and organise CBO meetings and focus group discussions            Maintenance of suggestion boxes at all warehouses</p>	<ul style="list-style-type: none"> <li>- Personnel – field and Bangkok with relevant language skills</li> <li>- Offices – Field, Bangkok</li> <li>- 4WD vehicles</li> <li>- Training</li> <li>- Warehouses in camps</li> <li>- Documented processes – Procurement, Financial controls, Monitoring, Programme Guidelines and Staff Policy Manuals in place</li> </ul>	<p>% of purchases tendered            Average no of bids            Delivery slips/Purchase orders            Camp visits:            Monthly monitoring checklist            Camp records            Claims/ payments to Medical agencies, CBOs            GRN            Observation, responses to requests for materials            Observation, distribution records in camp, payroll of camp staff involved            Meeting minutes, monthly reports from all field staff            Reports from local authorities</p>	<p><b>Assumptions</b></p> <ul style="list-style-type: none"> <li>- Programme approval from RTG</li> <li>- Donor commitment to funding</li> <li>- Sufficient commodities available in marketplace</li> <li>- Space available in camp</li> </ul> <p><b>Risks</b></p> <ul style="list-style-type: none"> <li>- Sudden massive influx of new arrivals</li> <li>- Armed attacks on camps</li> <li>- Access denied due to weather</li> <li>- Warehouses damaged by weather</li> </ul>

## 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; and to ensure protection aspects are enhanced and incorporated in TBBC's programme. 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 but 19 asylum seekers who had fled because they were forced to work for DKBA during the offensive around Ler Ber Her, were sent back from Mae Ra Ma Luang in July. However, they have since been allowed to return to camp.

### **Indicator 1d**

All refugees are registered

Only 82% of the camp population receiving rations are registered. Approximately 27% (42,000) of the total camp population are unregistered, but are expected to be included in the current MOI pre-screening process later this year. Once this is complete it is anticipated that those screened in will be submitted to the PABs for consideration in 2010.

## 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 first half of 2009, various types of seeds were distributed to 4,958 households - representing more than 15 % of camp-households border-wide.

CAN Trainings in limited space techniques were conducted for camp residents in seven camps - Site 1, Site 2, Mae Ra Ma Luang, Mae La Oon, Nu Po, Umpiem and Ban Don Yang. A total of 236 people were trained in 10 separate trainings. In addition, over 100 people were introduced to the project and received basic training at a one-day Field Day 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. Labour cost is approx 27 baht/ longyi which provided an average of 1,156 baht income per weaver for the period. A total of 187 weavers are currently engaged in the project.

Support to stove production as income generation is now limited to Mae Ra Ma Luang and Mae La Oon camps.

TBBC is currently in the process of recruiting an Income Generation Coordinator, to better tailor its interventions and increase the programme focus on livelihood and income generating activities in the future.

## **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**

- At least 132,000 Burmese refugees receive adequate and accurate quality/ quantities of food, shelter and relief items

At the end of this reporting period, TBBC's programme was supporting a total of 134,401 refugees living in the nine camps (June feeding figure).

Please note that 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 is largely funding 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**

The below table 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 2008**

All Camps	2000	2001	2002	2003	2004	2005	2006	2007	2008	Thailand*
CMR/ 1,000population/ year	4.9	4.6	4.4	4.2	4.1	3.9	3.6	3.5	3.3	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	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 eight 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 2008 in all camps. Results for 2003 to 2008 are presented in *Figure E.4* below for acute (wasting) and chronic (stunting) malnutrition. Currently, nutrition surveys are on-going for 2009 results.

Rates of acute malnutrition, according to WHO cut-offs, are within 'acceptable' limits at less than 5% of the under-five population. The exception is in Mae La, where the rate has increased slightly since last year. Decreases were seen in all other camps during the period.

Chronic malnutrition rates have increased in most camps, being 'moderate' (20-30%) in Site 1 and 2, 'high' (30-40%) in Mae La, Umpiem, Nu Po, Tham Hin and Ban Don Yang, and 'very high' (>40%) in Mae La Oon and Mae Ra Ma Luang camps.

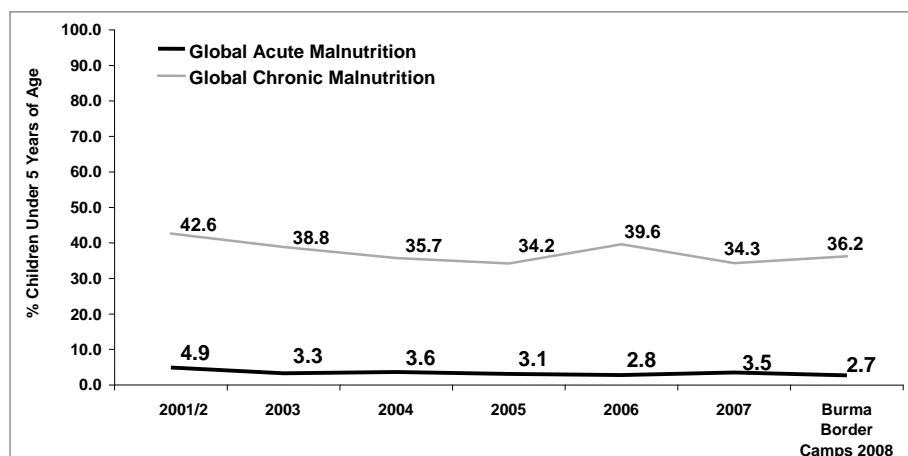
**Figure E.4: Global acute and chronic malnutrition rates in children <5 (% <5 population) 2003 to 2008**

Camps	Global Acute Malnutrition (weight-for-height <-2 SD)						Global Chronic Malnutrition (height-for-age <-2 SD)					
	2003	2004	2005	2006	2007	2008	2003	2004	2005	2006	2007	2008
	%	%	%	%	%	%	%	%	%	%	%	%
Site 1	3.4	2.0	2.6	3.2	3.2	1.5	31.9	29.8	30.0	25.5	24.0	22.5
Site 2	2.2	1.3	2.3	1.0	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	3.0	43.2	39.0	37.9	49.0	42.4	44.3
Mae Ra Ma Luang	2.5	2.4	5.0	5.0	3.0	2.8	30.9	40.5	33.1	47.6	38.8	40.0
Mae La	2.9	4.5	4.0	4.0	4.8	5.5	43.2	37.8	39.5	37.6	32.3	36.2
Umpiem Mai	3.9	3.8	3.4	2.1	3.5	1.4	48.4	42.0	38.2	32.9	29.2	33.1
Nu Po	4.1	5.0		1.6	2.9	1.7	42.7	28.5		37.9	41.5	34.0
Tham Hin			2.7	2.1	2.8	2.5			28.8	38.0	35.6	39.4
Ban Don Yang	4.3	2.9	3.9	1.6	2.2	2.0	34.1	46.7	36.6	41.8	37.7	38.8
All Camps:	3.3	3.6	4.2	2.8	3.5	2.7	38.8	35.7	34.2	39.6	34.3	36.2

(Notes: 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.)

Data from 2001 through 2008 indicate a stable trend in global acute malnutrition (GAM) rates border-wide (*Figure E.5*). GAM rates by sex this year show the same rates in girls (2.7%) as in boys (2.7%).

**Figure E.5: Trend of Global Acute and Global Chronic Malnutrition in Children 6 months to <5 years old in camps 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 and other factors: 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, 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 provides 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 (November 2008), show that actual needs equal an average of 2,174 kcal/ person/ day, which means that the current ration falls short by 72 kcal/ day. Ration item calculations are based on data from the Institute of Nutrition at Mahidol University, ASEAN Food Composition Tables (2000), and have been updated to accommodate recent changes in commodities. 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, which will be used in addition to the HIS tracking system. This will allow for even closer monitoring of the programme and assurance that protocols are properly followed.

### **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 first half of 2009 are presented in *Figure E.6*.

The average enrolment for the first half of 2009 was 380 children or 1.9% (of the under-five population) in the camps. This compares with average enrolment rates of 1.9%, 2.2%, 1.7%, 2.0% and 1.3% in previous six-month periods. Although Global acute malnutrition rates for the period were unavailable, the average rate for 2008 was 2.7% which suggests that more than half of malnourished children were enrolled in supplementary feeding programmes - an improvement from the previous reporting period. One continued 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 (for all camps), four children per month were admitted for severe malnutrition, representing only 0.02% 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 Jan to Jun 2009**

NGO	Camp	Jan-09		Feb-09		Mar-09		Apr-09		May-09		Jun-09	
		Mod	Sev	Mod	Sev	Mod	Sev	Mod	Sev	Mod	Sev	Mod	Sev
IRC	S1	51	0	26	0	26	0	26	0	27	0	26	0
	S2	12	0	4	0	3	0	4	0	4	0	6	0
MI	MRML	55	0	47	1	42	1	37	0	46	0	64	1
	MLO	87	1	78	0	42	1	63	0	61	0	71	0
AMI	ML	73	1	75	1	80	0	98	0	120	1	117	2
AMI/ ARC	UM	32	1	30	1	35	1	35	0	37	1	27	0
	NP	10	1	8	0	25	2	25	1	29	2	28	3
ARC	DY	36	0	6	0	32	0	29	0	29	0	29	0
IRC	TH	46	0	38	0	41	0	46	0	50	0	84	0
Total:		402	4	312	3	326	5	363	1	403	4	452	6

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 Jan to Jun 2009**

NGO	Camp	Av. Caseload/ Mth (Boys)	Av. Caseload/ Mth (Girls)
IRC	S1	18	12
	S2	2	3
MI	MRML	24	25
	MLO	44	23
AMI	ML	37	58
AMI/ ARC	UM	19	15
	NP	11	11
ARC	DY	5	22
IRC	TH	13	38
Total:		173	207

*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.

**Figure E.8: Average enrolment in supplementary feeding programmes by target group: Jan to Jun 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	290	277	0	0	30	0	0	0	30	150	5	30	10
	S2	55	69	0	0	6	0	0	0	6	148	0	0	3
MI	MRML	185	376	3	6	49	0	1	4	49	74	1	1	10
	MLO	162	306	4	5	67	0	0	1	67	71	0	15	16
AMI	ML	939	995	42	2	94	4	2	4	95	83	14	0	48
	UM	0	0	0	0	0	0	1	0	1	43	28	28	0
	NP	0	0	0	0	0	0	1	0	1	16	15	15	0
ARC	UM	414	312	0	0	33	0	0	0	33	0	0	0	7
	NP	332	223	31	3	21	3	0	0	21	0	0	0	14
	DY	93	75	12	0	27	10	0	0	27	11	0	0	2
IRC	TH	136	225	1	2	46	1	0	0	46	195	0	0	8
Total:		2,606	2,858	93	17	371	18	4	9	375	791	62	88	118

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, January to June 2009 inclusively.

**Figure E. 9: Summary of Goods Received Notes, January to June 2009**

Camp/ Site	Weight (%) <sup>1</sup>	Timing of Delivery (%) <sup>2</sup>
S1	96.9	88.4
S2	96.7	73.5
MRML	91.1	86.4
MLO	90.5	86.4
ML	89.2	99.9
UM	89.6	88.8
NP	83.3	91.2
TH	92.9	80.6
DY	87.1	77.8
<b>All Camps:</b>	<b>92.0</b>	<b>86.1</b>

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.
- 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 remained high at 92.0% - though slightly lower than findings for the second half of 2008.

The timeliness of commodity delivery rose to 86.1%, an 8.7% 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 was one reported incident of a stock out of rice at Tham Hin Camp during the first half of 2009, due to a newly contracted supplier delivering after the scheduled distribution date. This was the only delay that directly affected the beneficiaries. 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 January to June 2009, a total of 175 independent, professional inspections for quality and weight were performed on food items and charcoal for nine camps. *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, Jan to Jun 2009**

Commodity	Qty Checked <sup>1</sup>	% of all purchases in period <sup>2</sup>	% checked at camps <sup>3</sup>	% Sampled <sup>4</sup>	Qty Check		Quality Check	
					Qty Verified <sup>5</sup>	% <sup>6</sup>	Total amt Meeting Standard <sup>7</sup>	% <sup>8</sup>
Rice (MT)	10,836	75	65%	10	10,844	100.1%	9,923	92%
Mung Beans (MT)	516	62	100%	10	518	100.4%	518	100%
Cooking Oil (ltr)	418,918	46	96%	2	441,297	105.3%	441,297	100%
Charcoal (MT)	3,093	39	93%	5	3,065	99.1%	2,617	85%
Dried Chillies (MT)	17	33	100%	10	16	94.1%	9	56%
Fishpaste (MT)	525	93	72%	1	532	101.3%	532	100%
Salt (MT)	225	68	100%	1	230	102.2%	230	100%
AsiaMIX (MT)	216	69	0%	10	216	100.0%	216	100%
Sugar (MT)	9	9	100%	1	9	100.0%	9	100%
Tinned Fish (kg)	8,959	8	100%	AQL	8,959	100.0%	8,959	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** refers to the sampling target for gross/ net weight only. The sampling target of 10% means one in ten of containers available for inspection will be checked for weight. The sampling percentage for quality checks varies among commodities depending on the degree of difficulty in assessing and taking product samples (i.e., to open sacks, tins, drums). The current target for quality sampling is 10% for rice, beans, and chillies, 5% for charcoal, 2% for cooking oil, and 1% for salt and fishpaste. An exception is for the sampling of tinned fish for which 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, 8% to 93% 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 quantity of supplies delivered by TBBC's vendors were generally in accordance with the contracted amount except charcoal (99.1%) and dried chillies (94.3%) This was determined by net weight/ volume of supplies delivered.

These independent checks are in addition to quality checks done by camp committees. As indicated, these 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. 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 first six months of the year, 100% of yellow beans, cooking oil, salt, fishpaste, AsiaMix, canned fish and sugar tested passed the quality specifications. (In comparison to the last reporting period, some improvements were seen in the quality of other commodities tested: 24% of rice inspections (43% for June to December 2008), 28% of charcoal (33%) and 36% of dried chilli (50%) inspections failed.) Despite improvements, the quality standards of many commodities remain below targets and TBBC will continue its efforts in ensuring further improvements.

The responses to failed checks vary: no action taken; verbal or written warning to suppliers; financial or top-up penalties to suppliers; 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, Jan-Jun 2009**

Commodity	No. Tests Done	No. Failed Tests	% of test sample	Reason	Outcomes of Failed Tests					
					Replacement	Top-up	Financial Penalty	Warning	No Action	Other
Rice	34	8	24%	Whole grains < spec (4)			6	2		
				Broken grains > spec (2)						
				Damage kernels > spec (1)						
				Yellow kernels > spec (4)						
				Insects & worm nests found (4)						
				C1 > spec (2)						
				Grass seeds > spec (1)						
				Moisture > spec (1)						
Mung-beans	28	0	0%						3	2 cases of minor weight shortage & 1 case of slightly high moisture.
Cooking Oil	28	0	0%							
Charcoal	32	9	28%	Heating Value < spec (7)	1	4	3	4		
				Ash > spec (4)						
				Moisture > spec (1)						
				Charcoal breakage > spec (1)						
Dried Chillies	11	4	36%	Unripe/damaged berries > spec (4)			4			
				Broken berries > spec (1)						
				Mouldy berries (3)						
Fishpaste	28	0	0%							
Salt	14	0	0%							
AsiaMix	3	0	0%							
Canned fish	1	0	0%							
Sugar	2	0	0%							
<b>Total:</b>	<b>181</b>	<b>21</b>	<b>12%</b>		<b>1</b>	<b>4</b>	<b>13</b>	<b>3</b>	<b>3</b>	

Just under 12% of original supply orders were below standard but in most cases there was immediate restitution and/ or actions aimed to effect long-term improvement.

In summary, the percentage of supplies which met quality specifications during the first 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 January to June 2009.

**Figure E.12: Other Monitoring Checks Jan to Jun 2009**

Camp	Distribution Point Check	Supply & Distribution Reconciliation (%)
	Distribution Efficiency (% pass)	
S1	88.3	98.7
S2	91.0	98.9
MRML	80.0	100.1
MLO	82.5	98.9
ML	91.6	95.1
UM	80.2	95.7
NP	82.0	95.5
TH	84.3	106.0
DY	85.0	103.2
<b>Avg/ Camp:</b>	<b>85.7</b>	<b>99.0</b>

**Distribution monitoring** demonstrated a decrease in the average distribution efficiency from 88.1% to 85.7% (range 80% to 91.6%). 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**” average of 99.0% is good, with all camps demonstrating percentages above the benchmark of 95%. This figure can exceed 100% when camp committees distribute surplus supplies from replacements or surplus stock from a previous month. A revised monitoring tool was introduced to camps in June, which will provide increased accuracy in measuring this indicator.

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 indicated an 8% improvement over the second half of 2008 (average of 77.6%), 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	88.3
S2	91
MRML	80
MLO	82.5
ML	91.6
UM	80.2
NP	82
TH	84.3
DY	85
<b>Avg/ Camp:</b>	<b>84.90%</b>

Cooking fuel

A survey conducted in 2004 estimated that people needed an average 190 MJ/ month to cook their meals and boil water for drinking. The average ration provided for the second half of the year was 8.0 kg/ person with an effective mean heating value of 24.5 MJ/ kg providing 195.7 MJ/ person/ month, and therefore meeting requirements.

In the first half of 2009, charcoal quality, overall, improved. Where charcoal samples did fail, they did so largely due to low heating value – a key indicator of charcoal quality. TBBC will continue to employ a rigorous professional testing schedule, to ensure the situation improves further during the second half of 2009.

**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 is planned for the second half of 2009, to assess stove usage and identify gaps, followed by a border-wide distribution to ensure coverage remains at 100%.



**Indicator 3h****Eucalyptus, bamboo and thatch provide sufficient covered space per person (3.5 - 4.5 m<sup>2</sup>/ person)**

The Eucalyptus, bamboo and thatch rations supplied by TBBC provide a minimum of 35 m<sup>2</sup> (standard house < 6 people) = 7 m<sup>2</sup>/ person and 54 m<sup>2</sup> (large house > 5 people), family of 12 = 4.5 m<sup>2</sup>/ person. A Shelter Consultancy commenced in the first half of 2009, which looked at the suitability and adequacy of the shelter materials. The report and final recommendations will be received in the coming months.

**Indicator 3i****Annual blanket distribution > 50% of the camp population**

Blankets/ quilts are distributed at a rate of one per two persons. The annual distribution is scheduled for the second half of 2009, and will primarily be using quilts donated by Lutheran World Relief (LWR).

**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 target population to receive longyis in 2009 is 51,700 persons (over 12 years of age). As of June, a total of 25,480 longyis (49.3% of target) had been completed and distributed border-wide. The remaining items are planned for completion in the second half of the year.

The annual distributions of second hand clothing will take place in the second half of 2009, to ensure that all refugees receive at least 1 piece of warm clothing.

18,000 sets of clothes, consisting of a t-shirt and a pair of shorts were distributed to all children under the age of five (one set per child).

## 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

and

**Indicator 4b****Electoral procedures in place and adhered to**

A Code of Conduct (CoC), developed in cooperation between the refugee committees, IRC/ Legal Assistance Centres (LAC) and TBBC, was completed in February 2009 and has since been implemented in all camps. All stipend staff have signed a CoC and a contract with their respective refugee committee.

Official Letters of Agreements (LoA) relating to CMSP funding were finalised in May and have been signed by 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. Furthermore, 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); 2009 Extra Need support agreed with each committee; List of one-off equipment allowed in budget year 2009; Detailed Stipend List of CMSP staff by camp and positions; and a detailed Administration and Stipend budget.

During the first half of 2009, TBBC's Camp Management Project Manager, together with CMSP refugee staff and the refugee committees, also revised all Refugee and Camp Committee Organisational Structures. The new structures will be introduced in each camp during the coming months and used for the next camp elections, scheduled for 2010.

In recent years, resettlement has disrupted election procedures for camp and refugee committees. As committee members frequently depart, it has not been possible to organise elections regularly enough and many positions have been filled by appointment until such time as the situation stabilises. The current election processes of both the Karen and Karenni Refugee Committee were discussed in recent months and are due for revision in the second half of 2009.

**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 now an increasing need for on-going training in many camps.

In the first half of 2009, 39 different capacity building trainings/ workshops were conducted in the camps, training more than 3,500 persons in different topics relating to camp management, supply chain management and nutrition.

Trainings conducted during the period are shown in *Figure E.14*:

**Figure E.14: Community training Jan to Jun 2009**

Topic	Content	Trainees
<b>Camp management</b>	Training of Trainers (ToT) Refresher Courses on: Community Needs Assessment, SWOT Analysis, Planning and Budgeting, Introduction to Administration, Basics of Bookkeeping, Resettlement and New Arrivals Tracking System, Job Description Writing Code of Conduct, Contracts and Job Descriptions TOT Camp Mapping	CMSP: KRC, KnRC
<b>Supply Chain Management</b>	Eligibility Criteria Supply Chain Forms and Processes Building Materials Monitoring Population & ration Books Updating Warehouse Management	Camp committees, section leaders, warehouse staff, CBOs in all camps
<b>Nutrition</b>	General Nutrition Survey training Nutrition Survey Sampling training	Community health workers 2 camps (Mae Sot, Mae Sariang)

**Indicator 4d**  
**50% women in distribution process**

and

**Indicator 4e**  
**50% camp management positions held by women**

The proportion of women involved in food distribution currently stands at 26% (border-wide average. Highest in Nu Po at 43.5% and lowest in Tham Hin camp at 10.7%). This represents a 15% decrease in comparison to 2008. However, while the percentage of women engaged in distribution decreased this year, the number of women involved in overall camp management increased, both in each individual camp and at the border-wide level.

The average percentage of women engaged in camp management work (when including all sectors except out-side security), was 22.5% which is a 2.9% increase from year 2008 (highest in Mae La Oon at 34.3% and lowest in Umpiem Mai at 17.5%).

#### **Indicator 4f**

##### **Meetings/ consultations held with CBOs**

During the first half of 2009, the Community Outreach Officer expanded the range of CBOs participating in meetings in all camps to include Karenni students, and women and youth groups from the Muslim community in Umpiem Mai. These now represent various age, gender, ethnic and religious/ cultural interests, and field staff from all offices and various programmatic sectors have also participated.

A focus of these meetings is to gather input into TBBC operations. During the period these meetings helped inform TBBC of community opinions in terms of:

- Ongoing impacts of ration adjustments during the first half of 2008.
- Suitability of current ration eligibility criteria, including revisions to ration collection regulations and methodologies for implementation, including exemptions.
- Suitability of the recommendations to change shelter material provision/ utilisation.
- Appropriate secondary uses of cooking oil containers.
- Opportunities for increasing income-generation activities.
- Impacts of increased ethnic/ religious diversity in camp communities.
- Access and relevance of TBBC communication strategies with beneficiaries.
- Operational planning for 2009 in relation to UNHCR's Age, Gender and Diversity Mainstreaming (AGDM) exercise.
- Ways to ensure programme accommodates relevant IASC GBV guidelines.
- Correlations between CBO activities in camps and identified gaps listed in the *UNHCR's Global Needs Assessment – Thailand: 2009 Gap Matrix*.
- Feedback on community perceptions of commodity qualities, and their utilization in the household.
- Pertinent issues within the community impacting programme, including the pre-screening of unregistered residents, resettlement, and developments in the modalities of Non-State Actors in eastern Burma.

#### **Indicator 4f**

##### **Programme activities are supported/ conducted by partner-CBOs**

During the period, women's, youth, students', environmental and ethnic/ religious 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.
- 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, including revisions to ration collection regulations.

Results from surveys conducted with CBOs and TBBC field teams during the previous year to identify further areas for partnership expansion informed and guided partnership developments during the period.

#### **Indicator 4g**

##### **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 2008, there was a slight increase in the number of comments received from camps, although generally below expectations for a population of this size. The level of detail provided in each comment also increased, 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, the supply of mosquito nets being stopped, the supply of soap being stopped, inequitable distribution of donated clothing.

During the period, the planned review of the comments box system was initiated as part of a broader evaluation of TBBC’s general communications with beneficiaries, including the installation and use of notice boards and the circulation and suitability of the TBBC news sheet “*TBBC News*”. A ToR was developed first, and the review launched and will continue into the second half of the year; however to date, the evaluation has identified the need for these different communication elements to be combined into one entity – “a Communications Point”. Existing comments box and notice boards installations and news sheet distribution points are being mapped in order to assess current coverage, and other locations will be identified where necessary to ensure equitable and comprehensive access in each camp.



# 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**

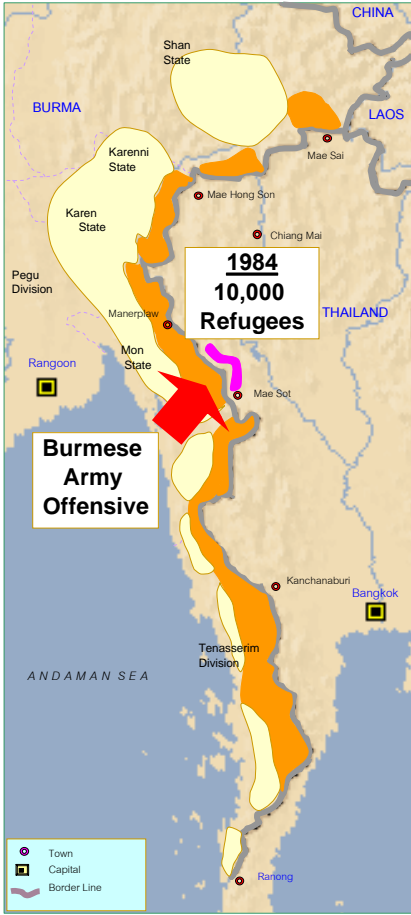
Once the Burmese Army began taking control of former ethnic territory it launched a massive village relocation plan aimed at bringing the population under military control and eliminating any remaining resistance. The map shows vast areas where the Burmese Army has forced villages to relocate. According 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**

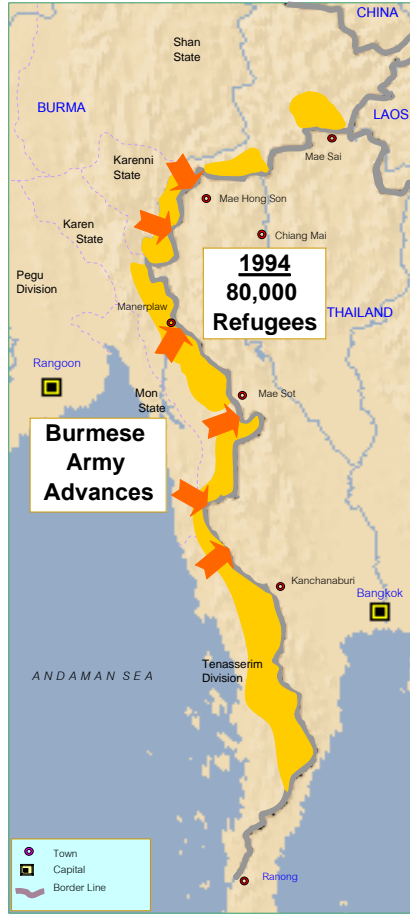
Parts of the border are still controlled by both ceasefire and non-ceasefire ethnic groups. In the lead up to the 2010 General Election SPDC is trying to convert generally reluctant ceasefire armies into Border Guard Forces (BGFs) under their command. Whichever way this plays out renewed military activity 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.

# Burmese Border Situation 1984 to 2009

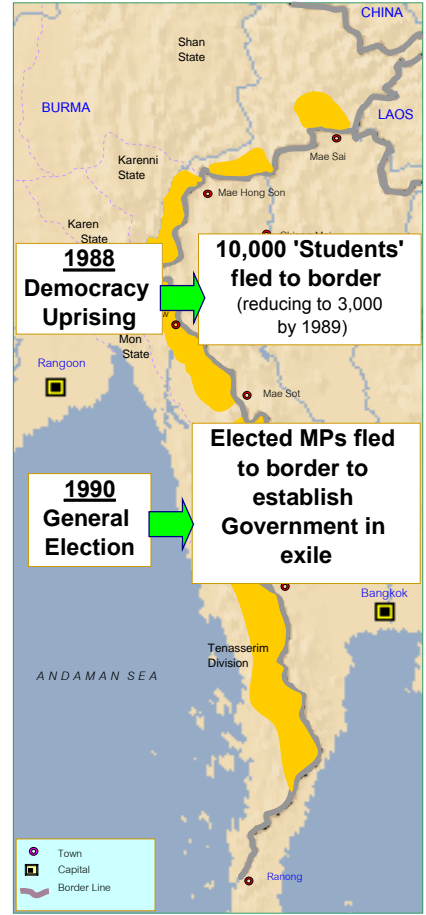
1: 1984: The First Refugees



2: 1984 to 1994: Border under Attack



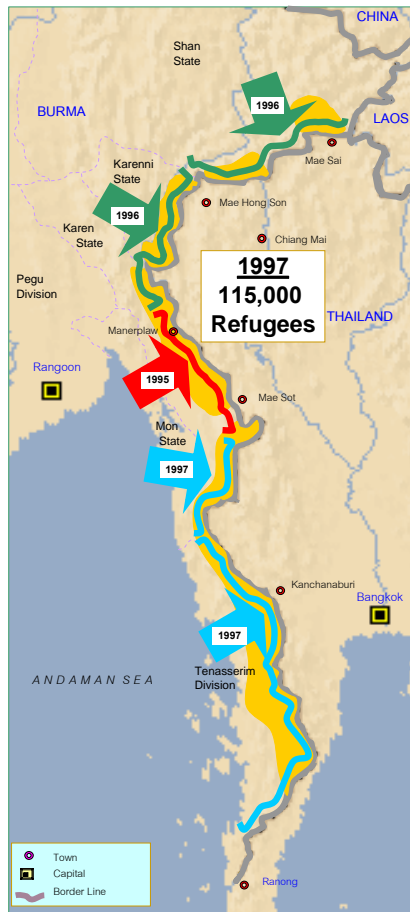
3: 1988/1990: Democracy Movement



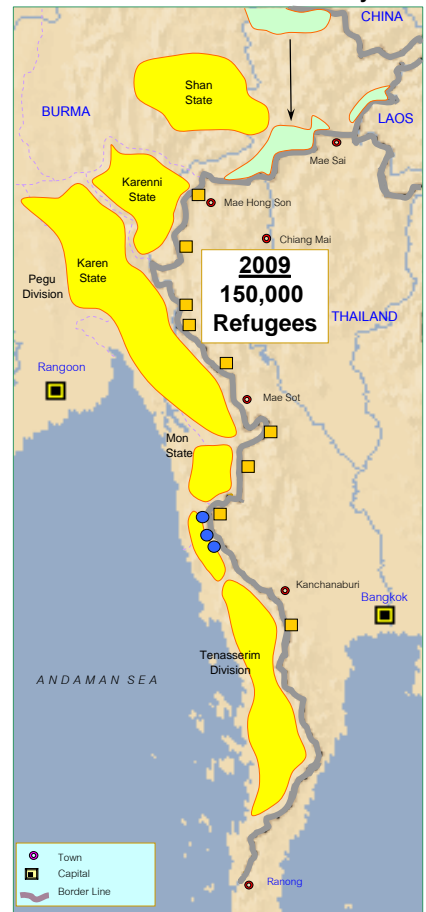
4: Jan 1995: The Fall of Manerplaw



5: 1995 to 1997: The Buffer Falls



6: Assimilation of ethnic territory



# Appendix G

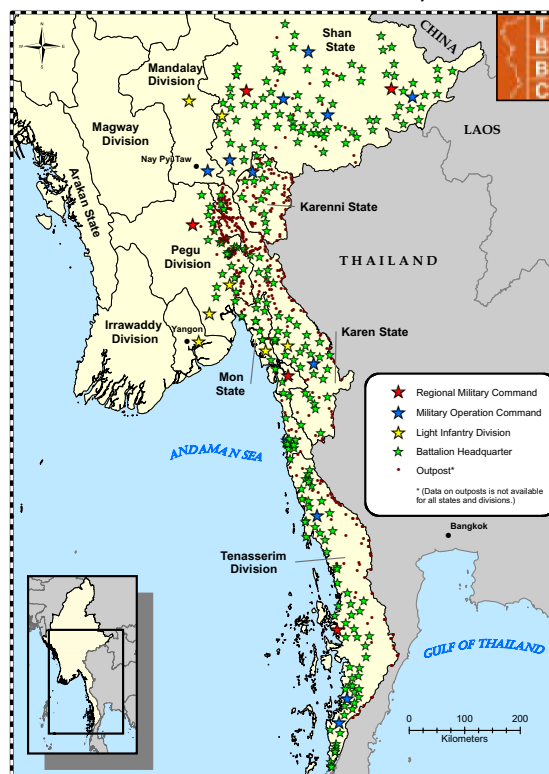
## Internal displacement, vulnerability and protection in eastern Burma

Since 2002 TBBC has collaborated with CBOs to document the scale, distribution and characteristics of internal displacement. Spatial assessments of displacement, militarisation and state-sponsored development projects have been updated annually by interviewing key informants in at least 35 townships. Cluster sample surveys measured indicators of vulnerability, coping strategies and protection across 1,000 households in 2004, 2005 and 2007. The full reports are available from TBBC's website<sup>1</sup>, but the maps and charts here highlight some of the key findings.

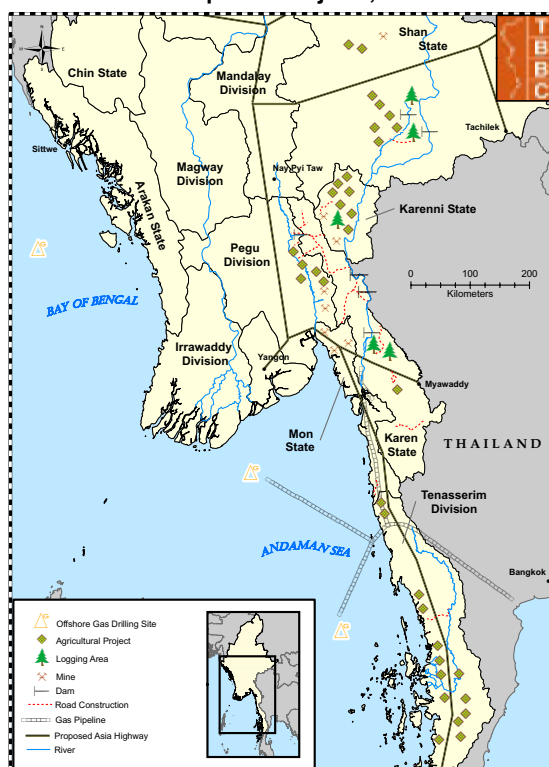
Burmese Army offensives have occupied vast tracts of customary land belonging to villagers from the non-Burman ethnic nationalities. To consolidate territorial gains, the central government has doubled the deployment of battalions in eastern Burma since 1996. In 2008, at least 249 SPDC infantry and light infantry battalions were permanently based in eastern Burma, which represents about 30% of the Burmese Army's battalions nation-wide. Conflict-induced displacement associated with this militarisation relates not only to villagers fleeing from fighting, but rather widespread and systematic attacks against civilian populations. The Burmese Army's self-reliance policy of only providing part rations effectively obliges front-line troops to extort food stocks and undermine the livelihoods of local villagers. Similarly, restrictions on movement and the imposition of forced labour prolong displacement for those forcibly evicted into government relocation sites.

Forced displacement is also increasingly related to state-sponsored development projects. By focusing on infrastructure construction and commercial agriculture, the government's Border Areas Development programme has done little to alleviate poverty in conflict-affected areas. Conversely, these initiatives have often undermined livelihoods and primarily served to consolidate military control over the rural population. The Yadana gas pipeline established the operational model for Burma's extractive industries and interviews in 14 villages within the pipeline corridor during 2008 confirmed that forced labour and extortion are still affecting these communities 15 years after the project was initiated. Jatropha (physic nut) plantations for the production of bio-diesel have been the most invasive commercial agriculture project, with villagers having endured the confiscation of land, imposition of procurement quotas and forced labour to cultivation since 2006.

Militarisation in Eastern Burma, 2008



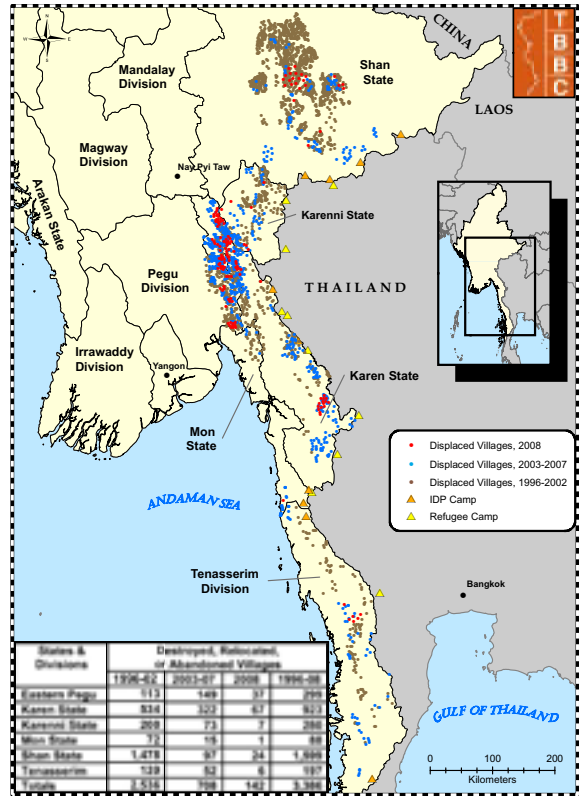
Development Projects, 2008



<sup>1</sup> [www.tbtc.org/idps/idps.htm](http://www.tbtc.org/idps/idps.htm)

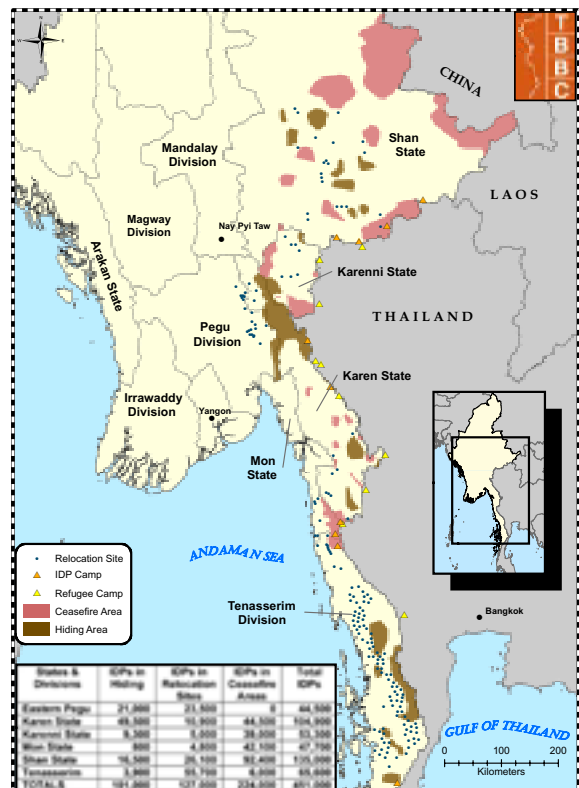
TBBC has previously reported that more than 3,200 settlements were destroyed, forcibly relocated or otherwise abandoned in eastern Burma between 1996 and 2007. Such field reports have been corroborated by high resolution commercial satellite imagery of villages before and after the displacement occurred. During the past year, community organisations have documented the forced displacement of a further 142 villages and hiding sites. However, displacement is more commonly caused by coercive factors at the household level. The imposition of forced labour, extortion, land confiscation, agricultural production quotas, and restrictions on access to fields and markets has a devastating effect on household incomes and a destabilising impact on populations.

### Displaced Villages, 1996-2008



While the total number of internally displaced persons in eastern Burma is likely to be well over half a million people, at least 451,000 people are estimated to be displaced in the rural areas alone. The population includes approximately 224,000 people currently in the temporary settlements of ceasefire areas administered by ethnic nationalities. However, 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.

### Internal Displacement in Eastern Burma, 2008



In October 2008, TBBC estimated 66,000 people had been forced to leave their homes as a result of, or in order to avoid, the effects of armed conflict and human rights abuses during the previous 12 months. Despite concessions made in the Irrawaddy Delta after Cyclone Nargis, the junta's restrictions on humanitarian access continue to obstruct aid workers elsewhere in Burma, particularly in conflict-affected areas. The large scale of displacement and the obstruction of relief efforts are indicative of ongoing violations of human rights and humanitarian law in eastern Burma.



# Appendix I

## TBBC meeting schedule 2009

### 1) TBBC Board Meetings

The TBBC Board meets at least four times annually. Dates for 2009:

19 <sup>th</sup>	January	Bangkok
17 <sup>th</sup>	March	Mae Sot
26 <sup>th</sup>	May	Online conference
18 <sup>th</sup>	August	Online conference
3 <sup>rd</sup> ?	November	Chiang Mai

In accordance with the TBBC Mission Statement and Bylaws all Members may attend Board Meetings.

### 2) TBBC General Meetings

15 <sup>th</sup> - 19 <sup>th</sup>	March	Extraordinary General Meeting	Mae Sot, Thailand
6 <sup>th</sup> / 7 <sup>th</sup>	November	Annual General Meeting	Chiang Mai

### 3) TBBC Donors Meeting

5 <sup>th</sup> November	Chiang Mai
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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 (now on a Thursday) at the British Club, Soi 18 Silom Road, from 09.00 to 11.30hrs. The schedule for 2009 is:

21 <sup>st</sup>	January
25 <sup>th</sup>	February
25 <sup>th</sup>	March
No Meeting	April
14 <sup>th</sup>	May
11 <sup>th</sup>	June
9 <sup>th</sup>	July
6 <sup>th</sup>	August
10 <sup>th</sup>	September
15 <sup>th</sup>	October
12 <sup>th</sup>	November
17 <sup>th</sup>	December

The CCSDPT Health, Education, and Environmental Health Subcommittees and CCSDPT/ UNHCR Protection Working Group Meeting normally meet the day before (since May) at 09.00hrs and the CCSDPT Directors meet later at 14.00hrs.

## Abbreviations

<b>ACFID</b>	Australian Council for International Development	<b>LoA</b>	Letter of Agreement
<b>AGDM</b>	Age, Gender and Diversity Mainstreaming	<b>LWF</b>	Lutheran World Foundation
<b>AGM</b>	Annual General Meeting	<b>LWR</b>	Lutheran World Relief
<b>AQL</b>	Acceptable Quality Level	<b>MAP</b>	Migrant Action Programme
<b>ARC</b>	American Refugee Committee	<b>MDM</b>	Medecins Du Monde
<b>ASEAN</b>	Association of South East Asian Nations	<b>MFT</b>	Multi Functional Teams
<b>AVI</b>	Australian Volunteers International	<b>MHS</b>	Mae Hong Son
<b>BBC</b>	Burmese Border Consortium	<b>MI</b>	Malteser International
<b>BCG</b>	Beneficiary Communications Group	<b>MJ</b>	Mega Joules
<b>BGF</b>	Border Guard Forces	<b>MNHC</b>	Mon National Health Committee
<b>BKK</b>	Bangkok	<b>MNRC</b>	Mon National Relief Committee
<b>BPF</b>	Baseline Population Form	<b>MOI</b>	Ministry of Interior
<b>CAAC</b>	Children Affected by Armed Conflict	<b>MRDC</b>	Mon Relief and Development Committee
<b>CAFOD</b>	Catholic Agency for Overseas Development	<b>MRM</b>	Monitoring and Reporting Mechanism
<b>CAN</b>	Community Agriculture and Nutrition Project	<b>MSF</b>	Medecins Sans Frontiers
<b>CBO</b>	Community Based Organisation	<b>MSR</b>	Mae Sariang
<b>CC</b>	Camp Committee	<b>MST</b>	Mae Sot
<b>CCA</b>	Consortium of Christian Agencies	<b>MT</b>	Metric Tonne
<b>CCMC</b>	Community Centre Management Committee	<b>MTC</b>	Mae Tao Clinic
<b>CCSDPT</b>	Committee for Coordination of Services to Displaced Persons in Thailand	<b>MUPF</b>	Monthly Update of Population Figures
<b>CDC</b>	Centres for Disease Control, Atlanta	<b>NCA</b>	Norwegian Church Aid
<b>CEAB</b>	Community Elders Advisory Boards	<b>NCHS</b>	National Centre for Health Statistics, USA
<b>CHE</b>	Community Health Educators	<b>NFI</b>	Non-food Items
<b>CIDA</b>	Canadian International Development Agency	<b>NGO</b>	Non-Governmental Organisation
<b>CIDKP</b>	Committee for Internally Displaced Karen People	<b>NLD</b>	National League for Democracy
<b>CM</b>	Chiangmai	<b>NMSP</b>	New Mon State Party
<b>CMP</b>	Camp Management Project	<b>NSC</b>	National Security Council (RTG)
<b>CMR</b>	Crude Mortality Rate	<b>NTF</b>	Nutrition Task Force
<b>CMSP</b>	Camp Management Support Project	<b>OCDP</b>	Operations Centre for Displaced Persons (MOI)
<b>CO</b>	Communications Officer	<b>ODI</b>	Overseas Development Institute
<b>CoC</b>	Code of Conduct	<b>OPE</b>	Overseas Processing Entity
<b>COERR</b>	Catholic Office for Emergency Relief & Refugees	<b>PAB</b>	Provincial Admissions Board
<b>COHRE</b>	Centre for Housing Rights and Evictions	<b>PDM</b>	Post Distribution Monitoring
<b>COTE</b>	Children on the Edge	<b>POC</b>	Person of Concern
<b>CP</b>	CCSDPT/ UNHCR Comprehensive Plan	<b>POREPP</b>	Post-Nargis Recovery and Preparedness Plan
<b>CSO</b>	Community Service Orders	<b>PPE</b>	Personal Protective Equipment
<b>DFID</b>	UK Department for International Development	<b>PRM</b>	Population, Refugees & Migration (US State Department)
<b>DKBA</b>	Democratic Karen Buddhist Army	<b>PSAE</b>	Prevention of Sexual Abuse and Exploitation
<b>DOPA</b>	Department of Public Administration (MOI)	<b>PWG</b>	Protection Working Group
<b>EC</b>	European Commission	<b>RC</b>	Refugee Committee
<b>ECHO</b>	European Community Humanitarian Office	<b>RIG</b>	Regulator Inspector General (USAID)
<b>EGM</b>	Extraordinary General Meeting	<b>RTG</b>	Royal Thai Government
<b>ERA</b>	Emergency Relief Assistance	<b>SAE</b>	Sexual Abuse and Exploitation
<b>FDA</b>	Field Data Assistant	<b>SDC</b>	Swiss Agency for Development and Cooperation
<b>FSO</b>	Food Security Officer	<b>SFP</b>	Supplementary Food Programme
<b>FSP</b>	Food Security Programme	<b>SGBV</b>	Sexual and Gender-Based Violence
<b>GAM</b>	Global Acute Malnutrition	<b>SHRF</b>	Shan Human Rights Foundation
<b>GBV</b>	Gender-Based Violence	<b>SIDA</b>	Swedish International Development Cooperation Agency
<b>GHD</b>	Good Humanitarian Donorship	<b>SKB</b>	Sangklaburi
<b>GHDI</b>	Good Humanitarian Donorship Initiative	<b>SLORC</b>	State Law Order and Restoration Council
<b>GRN</b>	Goods Received Note	<b>SORP</b>	Statement of Recommended Practice for Charities
<b>HIS</b>	Health Information System	<b>SPCP</b>	UNHCR Strengthening Protection Capacity Project
<b>HPG</b>	Humanitarian Policy Group	<b>SPDC</b>	State Peace and Development Council
<b>HR</b>	Human Resources	<b>SPHERE</b>	Humanitarian Charter & Minimum Standards in Disaster Relief
<b>IASC</b>	Inter-Agency Standing Committee	<b>SPSS</b>	Statistical Package for the Social Sciences
<b>ICRC</b>	International Committee for the Red Cross	<b>SR</b>	Section Representative
<b>IDP</b>	Internally Displaced Person	<b>SRC</b>	Shan Refugee Committee
<b>ILO</b>	International Labour Organisation	<b>SSA-S</b>	Shan State Army South
<b>INGO</b>	International Non-Governmental Organisation	<b>SVA</b>	Shanti Volunteer Association
<b>IOM</b>	International Organisation for Migration	<b>SWAN</b>	Shan Women's Action Network
<b>IRC</b>	International Rescue Committee	<b>SWOT</b>	Strengths, Weaknesses, Opportunities, and Threats Analysis
<b>ISM</b>	Integrated Site Management	<b>SYNG</b>	Shan Youth Network Group
<b>KESAN</b>	Karen Environment and Social Action Network	<b>TBBC</b>	Thailand Burma Border Consortium
<b>KIO</b>	Kachin Independence Organisation	<b>TFP</b>	Therapeutic Feeding Programme
<b>KnDD</b>	Karenni Development Department	<b>ToR</b>	Terms of Reference
<b>KnED</b>	Karenni Education Department	<b>ToT</b>	Training of Trainers
<b>KnHD</b>	Karenni Health Department	<b>TPD</b>	TBBC Population Database
<b>KNLA</b>	Karen National Liberation Army	<b>U5MR</b>	Under 5 Mortality Rate
<b>KNPLF</b>	Karenni Nationalities People's Liberation Front	<b>UMCOR</b>	United Methodist Committee on Relief
<b>KNPP</b>	Karenni National Progressive Party	<b>UNHCR</b>	United Nations High Commissioner for Refugees
<b>KnRC</b>	Karenni Refugee Committee	<b>UNICEF</b>	United Nations International Children's Emergency Fund
<b>KnSO</b>	Karenni National Solidarity Organisation	<b>UNOCHA</b>	United Nations Office for Coordination of Humanitarian Affairs
<b>KNU</b>	Karen National Union	<b>USAID</b>	United States Agency for International Development
<b>KnWO</b>	Karenni Women's Organisation	<b>USDA</b>	Union Solidarity and Development Association
<b>KnYO</b>	Karenni National Youth Organisation	<b>UWSA</b>	United Wa State Army
<b>KORD</b>	Karen Office of Relief and Development	<b>UWSP</b>	United Wa State Party
<b>KRC</b>	Karen Refugee Committee	<b>VTC</b>	Vocational Training Centre
<b>KSNG</b>	Karen Student Network Group	<b>WEAVE</b>	Women's Education for Advancement and Empowerment
<b>KWO</b>	Karen Women Organisation	<b>WFP</b>	World Food Programme
<b>KYO</b>	Karen Youth Organisation	<b>WHO</b>	World Health Organisation
<b>LAC</b>	Legal Assistance Centre	<b>ZOA</b>	ZOA Refugee Care Netherlands



[www.tbbc.org](http://www.tbbc.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.