

**Company number: 05255598**

**Charity number: 1109476**

**The Thailand Burma Border Consortium**

**Directors and Trustees Annual Report**

**and**

**Financial Statements**

**Period 1 January to 31 December 2008**

## **Contents**

### **Report**

Reference and Administrative Details	Page 3
Report of the Directors	Page 4
Structure, Governance and Management	Page 5
Objectives and Activities	Page 6
Achievements and Performance Indicators	Page 12 Page 15
Financial review	Page 16
Plans for Future Periods	Page 19

### **Financial Statements**

Independent Auditors Report	Page 21
Statement of Financial Activities (UK Pounds Sterling)	Page 22
Balance Sheet (UK Pounds Sterling)	Page 23
Statement of cash flow (UK Pounds Sterling)	Page 24
Accounting Policies and Notes to Accounts	Page 25
Appendix	
Statement of Financial Activities (Thai baht)	Page 32
Balance Sheet (Thai baht)	Page 33
Statement of cash flow (Thai baht)	Page 34

## Reference and Administrative Details

Name of Charity	The Thailand Burma Border Consortium
Other name	TBBC
Charity registration number	1109476
Company registration number	5255598 (England and Wales)
Address of registered office	35 Lower Marsh, London SE1 7RL
Address of principal office	12/5 Convent Road, Bangrak, Bangkok 10500, Thailand
Website	<a href="http://www.tbbsc.org">www.tbbsc.org</a>
Directors and Trustees at date of report	Erol Kekic (Chairperson) Arthur Carlson Alistair Gee Anett Ijff Olle Kvist Peder Kristian Pedersen (Secretary) Margrethe Volden
Other Directors and Trustees who served during the financial year	Malin Perhult
Executive Director (Charity correspondent)	Mr J E Dunford MBE
Bankers	Standard Chartered Bank St Clements House, 27-28 Clements Lane London EC4N 7AP, United Kingdom  Standard Chartered Bank 100 North Sathorn Road, Bangrak, Bangkok 10500, Thailand
Auditors	Grant Thornton UK LLP Bryanston Court, Selden Hill, Hemel Hempstead HP2 4TN United Kingdom
Members	Caritas, Switzerland Christian Aid, United Kingdom Church World Service, USA Diakonia, Sweden DanChurchAid, Denmark Ghanhiji Cultural, Birmania por la paz, Spain (from 31 October 2008). ICCO, The Netherlands. International Rescue Committee, USA. NCCA – act for peace, Australia. Norwegian Church Aid, Norway. Trocaire, Eire. ZOA Refugee Care, The Netherlands.
Other Members during the financial year	None

## Report of the Directors

The directors present their report and the audited financial statements for the third accounting period of the company, from 1<sup>st</sup> January to 31<sup>st</sup> December 2008.

### Principal activities

The company is limited by guarantee and is a registered charity, No. 1109476, working in Thailand. It is a non-profit, non-governmental humanitarian relief and development agency, 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.

### Donations

All of the company expenditure is incurred to support humanitarian relief and development, but no charitable or political donations were made during the period.

### Directors and Trustees

The present directors of the company are set out on page 3.

Erol Kekic, Arthur Carlson, Peder Kristian Pedersen and Margrethe Volden served throughout the accounting period. In accordance with the Articles of Association they resigned at the Annual General Meeting on 31<sup>st</sup> October 2008, and were re-elected. Malin Perhult resigned with effect from 13th August 2008.

Annett Jiff was appointed by the Board on 13th August 2008, and was elected at the Annual General Meeting on 31<sup>st</sup> October 2008. Alistair Gee and Olle Kvist were elected at the Annual General Meeting on 31<sup>st</sup> October 2008.

### Statement of directors' responsibilities for the financial statements

The directors are responsible for preparing the financial statements in accordance with applicable law and United Kingdom Generally Accepted Accounting Practice.

Company Law requires the directors to prepare financial statements for each financial period which give a true and fair view of the state of affairs of the company and of the statement of financial activities for that period. In preparing those financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is appropriate to presume that the company will not continue in business.

The directors are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the financial statements comply with the Companies Act 1985. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

### Disclosure of information to auditors

At the date of making this report each of the company's directors, confirm the following:

- so far as each director is aware, there is no relevant information needed by the company's auditors in connection with preparing their report of which the company's auditors are unaware, and
- each director has taken all the steps that he ought to have taken as a director in order to make himself aware of any relevant information needed by the company's auditors in connection with preparing their report and to establish that the company's auditors are aware of that information.

### Auditors

The re-appointment of Grant Thornton UK LLP ("Grant Thornton") for 2008 was approved at the AGM on 31<sup>st</sup> October 2008.

The auditors are willing to continue in office, and a resolution to reappoint them will be proposed at the forthcoming annual general meeting.

The report of the directors and trustees was approved by the Board on 22nd April 2009 and signed on its behalf by:

Arthur Carlson  
Director

## Structure, Governance and Management

When Burmese refugees arrived in Thailand in 1984 the Ministry of Interior of the Royal Thai Government invited NGO's in Thailand to provide emergency assistance. The immediate need was food supplies, and the NGO's agreed to work together to operate a programme, initially under the name of the Consortium of Christian Agencies (CCA) and later, as the number of refugees continued to expand and a broader range of donors was accessed, as the Burmese Border Consortium (BBC). It had no legal identity, other than through the legitimacy of its individual members. The name changed again to the Thailand Burma Border Consortium when it was incorporated as a Company limited by guarantee in England and Wales on 11<sup>th</sup> October 2004, with a Memorandum and Articles of Association, and 10 member agencies. Charity Commission registration was granted on 13<sup>th</sup> May 2005.

Membership is open to any non-governmental, non-profit humanitarian organisation with a demonstrated interest in, and commitment to, the cause of Burma and to meeting the needs of displaced persons of Burma on the Thailand-Burma border. Membership applications have to be submitted to the Board of Directors, who will review the application and make a recommendation to a General Meeting for decision. There are currently twelve member organisations. The Ghanhiji Cultural, Birmania por la paz, Spain membership application was approved at the Annual General Meeting on 31<sup>st</sup> October 2008. Members are required to appoint a member representative from an appropriate position within the member organisation to attend General meetings, of which there are at least two per year, to decide and direct the overall policy and strategy of TBBC. Policy-making authority is delegated to a Board of Directors who are elected from the members representatives at each Annual General Meeting, the directors also becoming the trustees. The Board convenes at least four times annually to provide leadership to the General Meetings and regular oversight and guidance to TBBC's Executive Director and its programme and services. The Executive Director has day-to-day responsibility for TBBC's programme and services, the hiring and supervision of all other staff, attending all General Meetings and Board Meetings to report on the progress and status of programme activities.

The trustees are provided with a Governance manual, which sets out the duties and responsibilities of members and directors, and contains the Board policies. They are also provided with the Strategic Plan, twice annual detailed Programme reports and monthly financial summaries. The general meetings last two days with much time spent updating the trustees and other member representatives. One of the two general meetings is held in Thailand where the trustees are encouraged to visit a refugee camp near the border.

TBBC is a member of the Committee for Coordination of Services to Displaced Persons in Thailand (CCSDPT) through which all non governmental organisations (NGO's) working with displaced people in Thailand coordinate their activities and relate to the Royal Thai Government. The TBBC Executive Director has chaired CCSDPT for many years and other staff have taken key committee responsibilities. TBBC works in partnership with many community based organisations (CBO's) representing refugees and other displaced persons. TBBC is the only NGO providing food and shelter needs to the target groups, the other NGO's provide healthcare, water, sanitation, education, skills training, community services etc. TBBC with other CCSDPT members works closely with the United Nations High Commissioner for Refugees (UNHCR), monitoring refugee protection issues and advocating with the Thai authorities and international community.

### Risk Management

A formal Risk Management Plan was developed in 2008, customising standard Charity Commission risks to TBBC's situation and assessing the likelihood, impact and imminence of each. TBBC already has in place up to date Board and Management policies and procedures and a twice annual budgeting process which mitigates many of the risks identified. Some further actions have been taken or are in process to enhance mitigation, including the appointment of a Grants manager, to ensure programme activities are carried out in compliance with all donor requirements. Further research will be carried out in 2009 relating to management structure and succession planning, the budgeting process, and removing some of the current eligibility restrictions for appointing trustees.

TBBC aims to meet humanitarian best practice, deliver quality services and meet the basic needs of displaced Burmese people on the Thailand Burma border. TBBC has little or no control over the number of displaced people, the market price of supplies, or the exchange rates at which it receives funding. Not surprisingly the major risks identified affecting the sustainability of TBBC's programme is its ability to go on raising the necessary funds to cover whatever expenditures are necessary, and to maintain a positive cash-flow. Due to the scale and 'maintenance' nature of the programme governments should, as elsewhere in the world, accept the principal responsibility for funding basic refugee costs, TBBC's core activity. Senior management and members are expected to keep donors and government representatives fully informed about developments and engaged with the situation.

## Objectives and Activities

Burma's longstanding political and humanitarian crisis has forced great numbers of people to migrate, or to flee. From an initial 10,000 refugees in 1984, today more than 140,000 refugees from Burma are living in ten camps distributed along Thailand's western border. Most are the Karen, Karenni, Mon, and Shan ethnic groups. Most have suffered serious human rights abuses. Some have been displaced for more than two decades. Others have arrived recently. The Thailand Burma Border Consortium (TBBC) is a non-governmental humanitarian relief and development agency supplying the camps with almost all the essential food, shelter, and non-food items such as cooking fuel, blankets and mosquito nets. It also provides emergency support to other displaced Burmese people and conducts research on the causes of displacement and advocates on behalf of the refugees. TBBC works closely with refugee leaders to preserve and maintain the displaced communities' sense of integrity, self-reliance and independence. Refugee committees administer the relief programme in the camps. Partnerships fostered for more than two decades continue to develop and grow as circumstances change. TBBC is committed to continuing its support for as long as is necessary and to assisting with future voluntary and durable solutions to the refugees' plight. The cost of the programme in 2008 was over £18 million and at the end of the year 59 staff were employed.

### 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.

### Objects

1. The relief of charitable needs of displaced people of Burma by the provision of humanitarian aid and assistance.
2. 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.
3. 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.
4. To promote human rights (as set out in the Universal Declaration of Human Rights) in the Thailand Burma border area by monitoring and research.

### Strategic Plan Objectives

TBBC, in consultation with all its stakeholders, produced its first Strategic Plan in 2005, covering the period to 2010. A modification of the Strategic Plan Objectives was approved at the 2007 AGM to respond to a change in Royal Thai Government policy towards livelihoods. The revised Strategic Plan Objectives were agreed as follows:

- A. To ensure access to adequate and appropriate food, shelter and non-food items for displaced Burmese people.
- B. To reduce aid dependency by promoting sustainable livelihood initiatives and income generating opportunities.
- C. To empower displaced people through support for community management and inclusive participation, embracing equity, gender and diversity.
- D. To advocate with and for the people of Burma to increase understanding of the nature and root causes of conflict and displacement, in order to promote appropriate responses and ensure their human rights are respected.
- E. To develop organisational resources to enable TBBC to be more effective in pursuing its mission.

## **The Programme**

TBBC operates under licence from the Ministry of Interior (MOI) of the Royal Thai Government (RTG) to provide adequate and appropriate food, shelter and non-food items to all of the refugee camps on the Thailand Burma border.

There are Field offices in four border towns at Mae Hong Song, Mae Sariang, Mae Sot and Sangklaburi; from where field staff order, arrange delivery, and monitor distribution of supplies; maintaining close working relationships with refugee committees, camp leaders, camp groups, suppliers, partner organisations, and local Thai authorities. Tendering and contract awards are centralised, along with Accounts and Management in Bangkok.

The Programme is presented under the five core objectives defined in TBBC's Strategic Plan:

### **A. Supporting an adequate standard of living**

TBBC is committed to following international humanitarian best practice and delivering timely, quality services to the refugees. The overriding working philosophy at all times is to maximise refugee participation in programme design, implementation and monitoring/ feedback.

#### **Food Security**

##### Food rations

The food ration for camp residents consists of Rice, Fortified flour, Fishpaste, Iodised salt, Mung beans, Vegetable oil, Sugar, and Dry chillies in quantities and a combination which provided during 2008 on average 2,102 kcal per person day. This is in line with the WFP/UNHCR planning figure of 2,100 kcal per person per day. Fortified flour contains vitamins and minerals to nutritionally balance the diet.

##### Supplementary feeding

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 hospital in-patients. TBBC pays for the ingredients which include fortified flour, rice, eggs, dried fish, beans, sugar, milk powder, vegetable oil, fresh fruits, and vegetables. Statistics are maintained to monitor the health of the vulnerable groups.

##### Nutrition surveys

TBBC has developed and implemented standard protocols for conducting annual nutrition surveys of refugee children under five years of age and the results are used to inform TBBC and health programmes, both regarding ration adequacy and supplementary feeding coverage. To ensure standard methodology and consistency, TBBC provides camp-based supervision and technical assistance to the health agencies to conduct these surveys and to analyse data obtained border-wide.

##### Nursery School Lunches

TBBC surveys reveal that some children eat less than three meals per day, and children under five years of age are most vulnerable to malnutrition. TBBC supports nursery school lunches in seven camps and a private donor currently supports schools in two others. The programmes are administered by camp women's organisations.

#### **Non-Food Items**

##### Cooking Fuel, Stoves and Utensils

An average ration of 8 kg/ person per month of cooking fuel, normally charcoal, is supplied to all camps, to prevent refugees destroying local forests, and fire risks from firewood. Fuel efficient stoves are made by refugees in some camps for some of the population and commercially produced stoves are distributed to all remaining households not having fuel-efficient stoves. Cooking pots are distributed once every three years.

##### Shelter

In accordance with "Sphere" standards, 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 the Thai villages proximal to camps. Refugee communities have high levels of skills and expertise in designing and constructing houses from bamboo, wood and thatch. Refugees design, construct and repair their own houses. The community helps out those physically unable to do so, such as the elderly. Not only does this activity reinforce self-sufficiency and identity, it also keeps refugees skilled in house building and means these skills are passed onto the younger generation growing up in the confines of

## TBBC: Trustees Report and Financial Statements - 2008

the refugee camps. The ability to construct shelters from local materials will be particularly important in the event of repatriation.

### Clothing and Blankets

Since 1995, private donors have shipped used clothing, sweaters and quilts which TBBC has helped to distribute so that most refugees receive at least one item of clothing each year. TBBC purchases blankets to ensure that there is at least one quilt or blanket for each two people. Used clothing is not available for young children, so since 2004 TBBC has purchased each year one clothing-set for all under 5's.

### New Arrivals

With malaria and respiratory diseases being major health problems, blankets, mosquito nets and sleeping mats are essential relief items. TBBC provides all these items to new arrivals along with cooking pots and utensils. Health agencies are responsible for general distributions of mosquito nets and sleeping mats.

## **Procurement**

### Purchasing

TBBC publicly tenders for over 80% of all commodity purchases. 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 meets all major Donor requirements. Transportation costs and non reclaimable VAT are included in the price of most food supplies. TBBC Field Offices issue Purchase Orders against the Contracts for monthly supplies and organise the necessary permits to deliver to camps from the local Thai authorities.

Delivery is made directly to warehouses in the camps, the frequency of deliveries varies by location. Food and cooking fuel is normally delivered monthly but prior to the rainy season remote camps have to be stockpiled for up to eight months because they become inaccessible by truck. Shelter items are normally supplied annually.

### Receipt, Storage and Distribution of Supplies

The Refugee Camp Committees are responsible for the receipt, storage and distribution of supplies. The warehouse managers' check weights and quality on delivery, setting aside any deficient items pending further checking and/or replacement; and complete goods received notes for each delivery, a copy of which is sent to the TBBC field office for cross reference before payment can be approved.

TBBC supplies building materials for the warehouses and the Refugee Camp Committees are responsible for their construction and maintenance. TBBC provides guidance to foster best practice in warehouse management to monitor the quantity and maintain the quality of the stock and minimize losses e.g. to pests. Each family has a ration book which should be kept at the household level, stating their entitlement. They are called by section to the delivery point for distribution according to the eligibility criteria agreed with the committee. 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.

### Feeding figures

Feeding figures, calculated at a camp section level, are used to determine the number of rations to be procured. They differ from camp population figures published by other agencies which do not include unregistered people in the camps due to the lack of adequate screening/ admissions procedures, and eligibility criteria agreed with camp committees which exclude persons absent from the camps for significant periods or supported in other ways.

### Monitoring

TBBC staff continuously monitor refugee population numbers, and the quality, quantity, delivery, storage and distribution of supplies. A dynamic formal monitoring system introduced in 2005 includes information collection by professional inspectors and checks made on supplies through camp recording systems and staff visits to camps. Goods received notes (GRNs) record: the type of commodity, quantity, supplier, purchase order, time of delivery and driver; comments on supplies rejected and why; and an assessment of quantity by weighing a random sample. GRNs are signed by warehouse managers and verified by TBBC staff. TBBC staff also observe warehouse staff at distributions, noting ration book usage, and verifying that appropriate information on rations is visible and available to refugees. Each month formal inspections of warehouses are conducted and two community groups per camp are visited for feedback. Locked comments boxes are installed at warehouses. A monthly monitoring report is distributed to management, staff and stakeholders with statistics from all the above monitoring activities.

### Quality Control



## **TBBC: Trustees Report and Financial Statements - 2008**

Professional inspection companies are engaged to carry out independent checks in accordance with major Donor regulations. Sample checks are made on weight, packaging and quality for all commodities. This occurs at the source of the supply, en route to camp, or most often, in camps. Substandard supplies are subject to penalties or replacement.

### **Emergency Relief**

Food and non food items are supplied to displaced persons in Mon resettlement sites, unofficial camps for Shan and Karen just across the border, and assistance is extended through partner organisations to internally displaced people.

### **Medical**

TBBC supports the treatment and care of displaced people at the Kwai River Christian Hospital, the Mae Tao Clinic, Mae Sot, and the Sangklaburi Safe House.

### **Assistance to Thai Communities**

TBBC provides assistance to Thai communities in the vicinity of the refugee camps, in recognition of the fact that these are poor / disadvantaged communities with little access to any other assistance and which may feel neglected when support is given to refugees in their area. Some of them are also adversely affected by the presence of large refugee populations in their neighbourhoods which deplete natural resources. Assistance helps maintain smooth relationships with Thai communities and authorities, and support to the refugees is not interrupted.

## **B. Reducing Aid dependency**

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. It has been concluded that a better understanding of existing informal economic activities and coping strategies amongst the refugee communities could help identify new livelihood initiatives and income generation opportunities. A survey is planned in 2009, meanwhile TBBC manages two projects:

### **CAN Project**

A Community Agriculture and Nutrition Project (CAN) aims to contribute to the nutrition of the participants and their communities through the development of 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. TBBC carries out training of teachers training, sets up demonstration sites in most camps and community food gardens in association with schools, boarding houses, orphanages, and community group concerns. CAN training participants are provided with basic tool kits to enable them to carry out small-scale domestic food production. Appropriate seeds and trees are distributed. A CAN handbook has been published in five languages, a reference for teachers and students.

### **Weaving Project**

TBBC supports a longyi weaving project organised by women's organisations. A longyi is a Burmese style wrap-around skirt worn by both men and women. This maintains and develops traditional skills, provides income generation and develops the capacity of the women's organisations in all aspects of project management. TBBC supplies thread and funds to make one longyi for every woman and man in camp each two years.

## **C. Empowering through inclusive participation**

From the beginning, TBBC philosophy has been to support and encourage the refugees to participate in programme design, implementation, follow-up, and camp management.

### **Camp Management Support Programme (CMSP)**

Camp management encompasses a wide range of responsibilities, including maintaining refugee statistics, coordinating services, administration of justice, social welfare, liaison with the international community and negotiations with local Thai authorities. Camp Committees are provided with budgets for camp administration costs, stipends for camp committee members and workers involved in the delivery, storage and distribution

## TBBC: Trustees Report and Financial Statements - 2008

of TBBC supplies. Additional food and charcoal supplies are also provided for ceremonies and festivals, camp security, Thai relationships etc.

### **Community Liaison**

A TBBC Community Liaison 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 camps..

### **Gender**

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.

Women's organisations continue to act as a driving force in the development of gender perspectives, and as the inspiration for their implementation in CBOs and NGOs. TBBC is committed to enabling them to play an active role in different aspects of camp life and provides core support for basic materials, project management through a longyi weaving programme and administrative support to enable them to carry out some camp activities such as the distribution of baby kits provided by UNICEF.

TBBC is committed to raising awareness and understanding of the importance of the role of women in camp affairs and encouraging camp committees to involve a broad representation of the camp population in all aspects of the programme.

### **Protection**

Prolonged encampment, lack of access to further education and lack of income generation or employment opportunities, have created a broad range of protection and security problems for refugees living in the camps. The CCSDPT/ UNHCR Protection Working Group (PWG) established in 2000, facilitated by the TBBC Deputy Executive Director, has been working to improve the protection environment, particularly the administration of justice, sexual and gender-based violence (SGBV), and child protection systems.

## **D. Strengthening advocacy**

Throughout its history TBBC has played an advocacy role on behalf of displaced Burmese both with the RTG and the International Community. 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, 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.

TBBC has been collaborating with community based organisations to document the scale, characteristics and trends relating to internal displacement in eastern Burma since 2001. These reports can be accessed from the TBBC website and have widely been recognised as the most credible humanitarian assessments of conflict-affected areas in Burma.

All advocacy activities are aimed at improving protection for refugees, assuring 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 possible, to affording the displaced communities themselves the opportunity to voice their own concerns. Regular documentation includes six-month programme reports and annual reports on the IDP situation. The TBBC website, [www.tbbsc.org](http://www.tbbsc.org), is also being developed as a resource tool.

## **E. Developing organisational resources**

### **Strategic Plan**

TBBC developed its first Strategic Plan in 2005 from a consensus and commitment building process with all stakeholders. Through workshops, fieldwork, surveys and informal discussions from April through August 2005, ideas and opinions were sought from all TBBC staff, refugees in camps, partners, members and relevant external stakeholders. The Plan was presented at the TBBC AGM in October 2005 and adopted by the Members. The Plan was updated in the second half of 2007. It informs all TBBC activities, the core objectives forming the basis for the TBBC Logframe and programme indicators, and the structure of this report. The Plan will be revisited again in 2009.

### **Staff Development**

TBBC is committed to the development of its staff. Annual staff appraisals are conducted to set and monitor progress against objectives, and identify learning and development needs. A staff training plan is updated from the results of the appraisals.

### **Programme evaluation and review**

For years, TBBC has been committed to periodic programme evaluations as a tool for improving its effectiveness, and increasingly consultants have been commissioned to review particular programme, management and governance activities. TBBC is committed to implementing the key recommendations of its evaluations and almost all 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 including the main conclusions, recommendations and responses can be found on the TBBC website. [www.tbbsc.org](http://www.tbbsc.org).

### **Resource Centre**

TBBC has a wealth of documentation on the border situation and related issues, gathered over the past 24 years. The Bangkok office now has a dedicated space for the resource centre, where people can access archive materials, photographs, documentaries and documents. Archiving of all photographs and slides electronically is ongoing and videos are being converted to DVD format.

### **Visibility**

It is TBBC policy 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. It shows mutuality and promotes the dignity of the refugees. TBBC wishes all donors to respect this policy. Where contractual practices necessitate publicity donors are requested to minimise their expectations and, if possible, to accept non-field publicity.

### **Funding Strategy**

For almost 25 years TBBC has taken on an open commitment to meet the basic food, shelter and non-food item needs of the entire border population and, until 2006, had never failed to do so. TBBC faced its first really serious funding crisis in 2006 and since then the problem has become chronic with further funding shortages in 2007, climaxed by the rice price crisis experienced in 2008. For each of the last three years programme 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 kJals/ person/ day.

TBBC's funding strategy has until now been 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, 15 governments, plus the EC, cover around 93% of TBBC's budget. During each crisis, governments have responded with enough funds to avoid any really serious deficiencies.

Member and partner agencies in donor countries negotiate grants from their governments and contribute their own counterpart and other private funding. The whole process has been loosely coordinated through an annual Donors meeting held in member agency countries around the world, usually in October. 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 cash-flow problems. Fund-raising has always been an ongoing process with TBBC attempting to address shortfalls throughout the year. TBBC has reviewed funding options and is pursuing additional funding sources but the unavoidable conclusion is that it will remain largely dependent on government sources and for this to be sustainable TBBC needs to engage strategically with donors.

## **Achievements and Performance**

TBBC bases its activities on a logical framework which incorporates performance indicators directly linked to the strategic plan to ensure that all components of the Programme are consistent with the core objectives and that each of the core objectives is effectively pursued. A summary of the Standards and Indicators is illustrated on Page 15.

### **A. Supporting an adequate standard of living**

#### **Food Security**

##### Food rations

Funding shortages forced TBBC to make ration cuts in December 2007 and two adjustments were made in 2008 based on feedback from the communities. However the current food ration still meets the international minimum nutritional standard of 2,100 kcals per person per day.

##### Nursery School lunches

More than 8,000 children in nursery schools received lunches funded by TBBC

#### **Non-Food Items**

##### Shelter

Centralised tendering and enhanced monitoring was introduced to improve the timeliness and organisation of deliveries and distribution of the annual supplies of building materials.

##### Clothing

Distribution to refugees of used clothing and quilts donated to the Royal Thai Government by Lutheran World Relief and Wakachai Project was co-ordinated by TBBC.

##### Bedding

TBBC passed responsibility for general distributions of mosquito nets and sleeping mats to health agencies and to the extent available donated quilts were substituted for the annual distribution of blankets. However TBBC continues to supply blankets, mosquito nets and sleeping mats to new arrivals.

#### **Procurement**

##### Purchasing

The tendering and contract award process is normally carried out twice per year but due to extreme volatility of the rice price in 2008 the frequency for this commodity was changed to monthly. The price changed from 10,000 baht per metric tonne in December 2007 to over 26,000 baht by April and as the global financial crisis replaced the world food crisis gradually fell to 13,000 baht in December 2008.

##### Quality Control

Over 90% by quantity of supply inspections took place in camp warehouses. Due to the ex-factory terms where the seller's responsibility ends at source, all inspections of fortified flour are carried out at the factory. Rice quality suffered in the early part of the year when there was an international shortage. Some chemical contamination of cooking oil was discovered, presumed to be due to improper cleaning of the containers. Charcoal quality improved but achievement of the specification for heating value remained problematic. TBBC require suppliers to replace or top up substandard supplies or imposes financial penalties.

##### Feeding figures

TBBC commenced a new population baseline survey in November 2008. An agreement was signed with UNHCR to allow TBBC access to the parts of UNHCR population database relevant for establishing proper feeding figures taking into account data confidentiality requirements. UNHCR will provide monthly updates of births, deaths, departures and newly registered. TBBC also recorded and photographed all unregistered camp residents. The feeding figure is based on eligibility criteria developed in the second half of 2007 and fully implemented in 2008 including both registered and unregistered but excluding those absent from camps.

##### Logistics

In May 2008 an EC assessment recommended that TBBC strengthen its supply chain management. TBBC accepted an offer from the Swiss agency for Development and Cooperation (SDC) to second a Logistics

## TBBC: Trustees Report and Financial Statements - 2008

expert. The expert concluded that whilst logistics capacity should be strengthened in the field a Bangkok-based Logistics Department is unnecessary.

### B. Reducing Aid dependency

#### CAN Project

An Agricultural specialist was recruited in 2008. A new focus of the CAN project has been to move beyond simply having a CAN demonstration garden in each camp to 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.

### C. Empowering through inclusive participation

#### Camp Management Support Programme (CMSP)

CMSP staff completed job descriptions for all project staff during 2008. Camp administration costs, staff stipends and extra food and charcoal supplies have been monitored and reported monthly to TBBC's Capacity Building Coordinator. Some CMSP staff have left for resettlement and others are planning to leave, and there has been some difficulty in finding replacement staff.

#### Community Liaison

After many delays the Umpiem Mai Community Centre became operational in August, with a three month computer training course for senior CBO staff.

### D. Strengthening Advocacy

Notable activities during 2008 were:

- The annual TBBC Donor meeting was held in Brussels in October. TBBC staff participated in the 2008 Burma Day organised by the EC, Euro Burma Office, Burma Centre Netherlands and TBBC Member ICCO.
- In November TBBC's Deputy Executive Director attended a "Global Food Symposium on Food Crises" in Copenhagen and co-chaired a session on the impact of the food crisis on chronic refugee and IDP situations.
- In December TBBC's Programme Support Manager attended Beyond Firewood – Exploring alternative fuels and energy technologies in humanitarian settings in New Delhi and presented aspects of TBBC's cooking fuel programme.
- The Executive Director attended the UNHCR's Regional Resettlement Strategy Planning Meeting in Bangkok in November attended by the resettlement countries and regional UNHCR offices, presenting NGO perspectives on the challenges of resettlement.
- In August, NCCA-act for peace sponsored an awareness raising trip in Australia for the TBBC Executive Director and Emergency Relief Coordinator. This provided an opportunity to raise refugee and internal displacement issues with politicians, bureaucrats, aid agencies and Burmese solidarity groups.
- The Executive Director visited Norway and the Netherlands before and after the Brussels meetings. In Norway meetings were held with senior Government officials, politicians, and NGOs and in the Netherlands visits were made to TBBC Members ICCO and ZOA. Meetings were also held in Brussels with ECHO and RELEX concerning future programming and funding.
- Articles highlighting the plight of internally displaced persons in eastern Burma were published in two peer-reviewed journals: The Humanitarian Exchange released a special edition on Burma which primarily focused on responses to cyclone Nargis but also included an article from TBBC on "Protracted Crisis in Eastern Burma". A Forced Migration Review issue commemorating the 10<sup>th</sup> anniversary of the UN Guiding Principles on Internal Displacement also published an article from TBBC on the "Achievements and Limitations of the Guiding Principles in Burma".
- In October, Internal Displacement and International Law in Eastern Burma was published for an international audience. This has subsequently been translated into Burmese and Thai languages for distribution to civil society actors and relevant local authorities. Apart from updating information about forced migration, this survey also compiled abuses committed during 2008 in relation to the legal framework for crimes against humanity.

## TBBC: Trustees Report and Financial Statements - 2008

- Regular distribution of a new TBBC e-Letter.
- Meetings with a Donor working group considering the development of a medium term strategy for refugee support.

### E. Developing organisational resources

#### Staff development

Staff learning and development plans continue to be improved both in terms of individual skills development and the coordination of group training sessions/ workshops that are linked to TBBC's strategic objectives. Supervisors are better equipped to carry out appraisals and development plans for their staff. Highlights of Staff training activities completed in 2008 are:

- Language training for both international staff (Thai language training) and national staff (English language training).
- Specialised training in Monitoring & Evaluation, ArcView and data management/ entry using SPSS has been ongoing to enhanced programme delivery.
- "The Essentials of Humanitarian Response" training was delivered by both RedR India in Pune (7 staff), and RedR Australia in Melbourne. The 2 trainees to RedR Australia also participated in a 4 day session on security and communications in emergency situations.
- Group training sessions were given at regular Field staff networking meetings in report writing, First Aid, 4X4 training and conflict negotiation/management.
- Field Coordinators, Specialists and Bangkok Managers received group trainings in Negotiations/ Conflict Management Skills, Cross-Cultural Communications, Human Resource management/ appraisals and Active Listening Skills. Some management training components were delivered for specific sites such as a three-day teambuilding workshop for the MSR and MHS teams.
- A half day workshop was held with all staff on the subject of fraud and corruption awareness.

#### Programme evaluation and review

The European Commission (EC) commissioned an Assessment of the border situation which included an evaluation of TBBC's assistance delivery model. Recommendations were made which have been addressed with the assistance of a logistics and supply expert seconded by SDC. A DFID Assessment was not solely focused on TBBC but also included similar recommendations. TBBC commissioned a consultant to develop a Risk Management Plan for TBBC, the results of which are described on page 5.

#### Funding Strategy

A few weeks after the budget was set an unprecedented increase in the price of rice as a result of crop failures in almost all rice exporting countries except Thailand, creating an increased demand for Thai rice. TBBC faced its third funding crisis in three years threatening the entire viability of the operation for a while but thanks to the magnificent response from donors and a subsequent easing of prices, TBBC ended the year with a modest operating surplus.

#### Communications

A Communications Officer was seconded to TBBC in 2008 by Diakonia, funded by SIDA. Internal reporting has been rationalised, a TBBC intranet for shared information set up, and a Google calendar operationalised. A bi-monthly TBBC News is printed for distribution to beneficiaries and a TBBC e-Letter circulated bi-monthly to donors, members, researchers, NGO's and other interested parties. The website has been updated and shows details of a TBBC family and Friends appeal issued in response to the rice price crisis.

# TBBC: Trustees Report and Financial Statements - 2008

## Summary of Standards and Indicators 2005 to 2008

	Programme Objectives and Performance Indicators	Standard	2005	2006	2007	2008
	<b><u>A: Support an adequate standard of living</u></b>					
	<b>Health</b>					
1	Crude mortality rate (CMR) /1,000 / year	<7	3.9	3.5	3.4	3.3
2	<5 Mortality Rate (U5MR) / 1,000 <5 / year	<8	5.3	4.9	4.7	5.8
3	Percentage of children <5 with wasting malnutrition	<5%	4.10%	2.80%	3.50%	2.70%
	<b>Nutrition</b>					
4	Average number of kCal / person / day	≥2,100	2,280	2,210	2,172	2,102
5	Adherence to TBBC SFP,TFP	Yes	Yes	Yes	Yes	Yes
6	Percentage of children identified as malnourished, enrolled in SFP	90%	52%	57%	53%	<50%
7	Percentage of children <5 receive Vitamin A	≥95%	94.8	37%	25%	49%
	<b>Supplies</b>					
	<b>% of Commodities meeting quality specifications</b>					
8	Rice	95%	82%	89%	93%	70%
9	Mung beans	95%	87%	77%	87%	84%
10	Oil	95%	100%	100%	100%	90%
11	Charcoal	95%	64%	64%	50%	73%
12	Chillies	95%	86%	36%	58%	67%
13	Fish paste	95%	96%	97%	80%	96%
14	Salt	95%	89%	74%	75%	93%
15	Fortified flour	95%	86%	60%	43%	100%
16	Sugar	95%		100%	100%	100%
17	Tinned fish	95%			100%	100%
18	Accessibility of Distribution Points	100%	100%	100%	100%	100%
19	Max no. of refugees / distribution point	< 20,000	11,631	12,566	10,190	9,052
20	Average No. of refugees / distribution point	< 10000	4,203	4,550	4,147	3,301
21	maximum walking distance to distribution point	< 5 kms	1.5 kms	1.5 kms	1.5 kms	1.5kms
22	Distribution times available in advance	Yes	Yes	Yes	Yes	Yes
23	Population receives ration as planned	95%	99%	100%	99%	100%
24	timely delivery of commodities	100%	87%	76%	82%	79%
	<b>Shelter</b>					
25	Building materials provide sufficient covered space per person	≥ 3.5 m <sup>2</sup>	7 m <sup>2</sup>	5.8m <sup>2</sup>	5.2 m <sup>2</sup>	5.2 m <sup>2</sup>
26	Percentage of adequate dwellings	100%	99%	95%	92%	n/a
27	Cooking Fuel meets Minimum energy requirement / month	≥ 190 MJ	193	198.3	195.4	162.5
28	<b>Non Food</b>					
29	Sufficient Blankets,bednets and mats	Yes	Yes	Yes	Yes	Yes
30	% Blankets distributed / population	50%	51%	56%	53%	57%
31	Everyone receives some clothing	≥ 1	1.5	1.5	1.5	1
32	% pop > 12 yrs received Camp produced longyi	50%	49%	50%	50%	39%
32	% < 5 years received 1 set new clothing	100%	100%	100%	100%	100%
	<b><u>B: Reduce aid dependency</u></b>					
33	Training integrated throughout programme delivery	Yes	Yes	Yes	Yes	Yes
34	<b>CAN</b> Training activities in all camps	7 camps	7	9	6	7
35	Income generation activities in all camps	9 camps	9	9	9	9
36	longyi weaving	9 camps	9	9	9	9
37	stove production	9 camps	4	4	4	4
38	Community services are uninterrupted	Yes	Yes	Yes	Yes	Yes
	<b><u>C:Empowering through inclusive participation</u></b>					
39	Displaced persons capacities and resources are utilised	Yes	Yes	Yes	Yes	Yes
40	% women in distribution	50%	11%	35%	40%	42%
41	% women on Camp management	50%	22%	28%	20%	20%
42	structured meetings with CCs, CBOs - borderwide	≥ 4 /mnth	7	7	8	8
43	suggestion boxes functioning in all camps	9 camps	9	9	9	9
44	TBBC primary provider of food,shelter and non food items	Yes	Yes	Yes	Yes	Yes
45	multi-sectoral networking meetings attended / month	6	11	11	11	11
46	non-interference in delivery of services by local community	0	0	0	0	0
	<b><u>D: Strengthening advocacy</u></b>					
47	Ongoing Donor Support	Yes	Yes	Yes	Yes	Yes
48	All refugees are registered	100%	76%	91%	88%	81%
49	Meetings between displaced persons and RTG, Donors,Gov.reps.	>1/month	2	2	2	2

## Financial Review

The period 1<sup>st</sup> January 2008 to 31<sup>st</sup> December 2008 is the fourth statutory accounting period of TBBC since its incorporation as a UK Company on 11<sup>th</sup> October 2004. TBBC operates in Thailand, and its accounting records are maintained in Thai baht. The Financial Statements have been converted to UK Pounds using exchange rates for balances as at the period end, and at the average exchange rate for the Statement of Financial Activities.

The financial statements conform to the Statement of Recommended Practice for Charities (SORP2005), with both Income and Expenses reported on an accruals basis, and separation of restricted and general funding.

### Principal funding sources

In other parts of the world United Nations agencies would be responsible for much of the humanitarian food and shelter aid provided by the TBBC programme. It is therefore appropriate that foreign governments provide a substantial amount of the funding required, over 90% of income came from government backed funds in 2008. With the exception of Poland, TBBC does not obtain the funding directly. The funding is obtained by partners in the countries concerned, who make sub grants to TBBC. Many of the partners are also members of TBBC, who along with other organisations and individuals make private grants or donations. TBBC started in 1984 with non government funding and its continuance adds strength to the Consortium. The funding in 2008 came from:

INCOME	Donor Currency	Currency	Baht	£
Caritas New Zealand (NZ Aid)	NZD	225,000	5,602,500	90,974
Caritas Switzerland (SDC)	CHF	505,000	15,950,500	259,006
Christian Aid (UK DFID)	UKP	988,000	64,318,800	1,044,414
Dan Church Aid (Denmark DANIDA)	DKK	6,319,037	42,323,014	687,245
Diakonia (Sweden SIDA)	SEK	37,600,000	194,110,000	3,151,976
EC Aid to Uprooted Peoples Fund	EUR	-3,808	-186,490	-3,028
Ghanhiji Cultural (Spain)	R EUR	210,000	10,174,500	165,214
ICCO (ECHO)	R EUR	5,840,000	282,109,959	4,580,927
Inter Pares (CIDA)	CAD	1,729,304	54,801,387	889,870
IRC (USA PRM)	R USD	6,547,487	220,081,622	3,573,705
IRC (USA USAID)	R USD	1,763,687	60,664,836	985,081
NCCA act for peace (Australia AusAID)	AUD	660,000	20,624,000	334,894
Norwegian Church Aid (Norway MFA)	NOK	9,708,738	63,873,787	1,037,188
Poland	R EUR	42,000	1,973,218	32,041
Trocaire (Ireland IrishAid)	EUR	580,000	28,350,401	460,356
ZOA (Netherlands MFA)	EUR	1,941,981	97,172,242	1,577,892
<b>TOTAL GOVERNMENT BACKED</b>			<b>1,161,944,276</b>	<b>18,867,755</b>
Non Government - restricted	R		14,751,485	239,536
Non Government - unrestricted			67,880,067	1,102,243
<b>TOTAL VOLUNTARY INCOME</b>			<b>1,244,575,828</b>	<b>20,209,534</b>
Investment Income			2,490,494	40,441
Other Income			10,400,548	168,885
<b>TOTAL INCOMING RESOURCES</b>			<b>1,257,466,870</b>	<b>20,418,859</b>
Consisting of: Restricted funds	R		589,755,620	9,576,504
Unrestricted funds			667,711,250	10,842,355

R denotes Restricted funding.

Income is sensitive to Exchange rates as funding is granted in donor currencies, USD, EUR etc. with Income recognised in Thai baht usually when Agreements are signed. Any subsequent difference in Thai baht received when funds are transferred is recorded as an exchange gain or loss. Donor currency exchange rates to the Thai baht moved considerably during 2008, the USD dollar gradually strengthening but most other currencies weakening, some including the UK pound considerably.

### Expenditure

The Trustees consider that all TBBC's expenditures relate to one activity: the pursuit of its mission. Food and non food items are provided for displaced people of Burma, primarily those living in camps in Thailand. The food basket consists of rice, fish paste, salt, mung beans, cooking oil, chillies, sugar, and fortified flour



## TBBC: Trustees Report and Financial Statements - 2008

containing micronutrients, meeting international standards for kcal/person/day. Supplementary food provided by health agencies to combat malnutrition and feed hospital patients is supported, as are school lunches. Non food items consist of cooking fuel, bedding, clothing, and building materials. Medical costs support three health institutions on the order. Other assistance includes food security programmes established to build capacity and improve the diet, and assistance to other NGOs, community based organisations and local Thai communities in the vicinity of the camps. Programme Support includes costs of quality control, stipends for refugee staff and administration support for camp committees. Emergency relief is cross border support, comprising food and non food items provided to Mon resettlement sites and IDP camps and rice based support given to displaced people outside camps. Administration costs incorporate all TBBC staff, office, vehicle, and travel costs.

For the first time in its 24 year history TBBC set a Budget for expenditure in 2008 which was lower than the estimated cost of an open commitment to meet the basic food, shelter and non-food item needs of the entire border population. The shortfall of this restricted budget from the full cost of all the identified needs was over £2 million. The food ration was reduced, supplies of soap and mosquito nets suspended, building materials and emergency relief reduced, and a contingency for camp relocations removed.

Actual expenditures compared with Budget in 2008 were:

	<b>Actual Baht</b>	<b>Budget Baht</b>	<b>Actual as % of Budget</b>	<b>Actual £</b>	<b>Budget £</b>
Rice	404,333,203	285,535,570	142%	6,565,599	4,636,552
Other food	233,795,977	225,045,986	104%	3,796,400	3,654,317
Non-food items	201,336,697	213,361,773	94%	3,269,323	3,464,588
Medical	7,457,720	7,800,000	96%	121,099	126,657
Other assistance	26,636,456	34,440,000	77%	432,525	559,240
Programme support	41,656,351	40,900,000	102%	676,420	664,138
Emergency relief	143,605,949	130,070,000	110%	2,331,886	2,112,088
Administration	74,808,970	77,516,932	97%	1,214,755	1,258,727
Governance	1,527,881	2,000,000	76%	24,810	32,476
Costs of generating income	2,234,559	1,000,000	223%	36,285	16,238
<b>Total Expenses</b>	<b>1,137,393,763</b>	<b>1,017,670,261</b>	<b>112%</b>	<b>18,469,102</b>	<b>16,525,021</b>

There was an unprecedented rise in the price of rice, rising from 10,000 baht/ MT at the beginning of the year to over 26,000 baht/ MT in April and falling back to 13,000 baht/ MT at the end of the year, with the average 16,210 baht/ MT compared with the Budget set in January 2008 of 11,570 baht /MT. The cost of cooking oil and transport costs for all items also increased substantially at the beginning of the year as crude oil prices rose. These cost increases caused a funding crisis which was eventually resolved but not before some programme costs were curtailed further, particularly non food items where expenditure on building materials and blankets was cut back. Other assistance was below budget as the budgeted contingency for emergencies was not required. Emergency relief was higher than budgeted due to the impact of the higher rice price on supplies to IDP camps, but support to displaced people outside camps was cut. Governance costs, a large part of which is the UK audit fee, were lower than budget due to the fall in sterling. Costs of generating funds were higher than budget due to extra activities in response to the need to raise additional income to cover the higher food costs. Administration plus governance and fund raising costs represent just 6.9% of the total resources expended.

### Reserves

Thanks to the magnificent response from donors to the rice price crisis and a subsequent easing of prices, total incoming resources exceeded the resources expended in the period by £1,949,758, increasing the total funds balance at 31<sup>st</sup> December 2008 to £3,987,383. Of this £1,053,664 represented restricted funds carried over to 2009, £198,704 has been designated for potential staff severance costs, and £154,088 are invested in fixed assets, leaving £2,580,927 freely available.

TBBC seeks both restricted and unrestricted annual funding, to cover expenditures which are subject to budget review twice a year, to meet its objects and strategic objectives in relation to the displaced people from Burma, and considers it reasonable to hold an additional reserve of freely available funds to cover a 50% contingency on its annual budget to cover the sensitivity to factors outside its control, primarily the cost of basic needs, exchange rate variations, and the number of displaced people. The absolute minimum level of reserves is set at a zero balance of freely available funds.

## TBBC: Trustees Report and Financial Statements - 2008

An absolute level of reserves does not however guarantee adequate liquidity because recognised income cannot be used to pay for expenses until the donor remittance is received. Therefore TBBC endeavours to hold at all times a minimum total fund balance sufficient to cover the funding receivable and fixed assets. Thus the bank balance should cover the accounts payable. The reserves at the end of December 2008 were £686k above this target. Donor funds are usually granted on an annual basis, the majority by calendar year. The level of reserves is therefore generally lower at the end of each December than for the majority of the year.

There is a designated fund for potential staff severance costs under Thai law in the event there is no longer a need for TBBC to support the displaced people of Burma. The trustees review annually the potential cost and likelihood of closure and set the level of the fund accordingly.

Funds are considered to be restricted where a donor contracts to meet specific expenses, or directs the fund to be for specific purposes. At 31<sup>st</sup> December 2008 TBBC had balances of four restricted funds being carried over into 2009. The funding agreements allowed for expenditure to be carried over, but would also have allowed the full funding to have been used in 2008, thus all the income was recognised in 2008. The movement in the various funds over the year were:

Thai Baht	Balance at 31-Dec-07	Income	Expenses	Transfers		Balance at 31-Dec-08
<b>RESTRICTED</b>						
Christian Aid	0	11,445,000	11,445,000			0
ICCO (ECHO)	0	282,109,959	282,109,959			0
IRC (USA PRM)	0	220,081,622	200,969,580			19,112,042
IRC (USA USAID)	23,641,812	60,664,836	52,593,572			31,713,076
Ghanhiji Cultural (Spain)	0	10,174,500	10,174,500			0
Open Society Institute	674,220	696,102	674,220			696,102
Poland	0	1,973,218	1,973,218			0
UMCOR	0	2,610,383	1,104,700			1,505,683
<b>Total Restricted</b>	24,316,032	589,755,620	561,044,749			53,026,903
<b>DESIGNATED</b>	7,600,000			2,400,000		10,000,000
<b>UNRESTRICTED GENERAL</b>	48,680,693	667,711,250	576,349,014	-2,400,000		137,642,929
<b>TOTAL FUNDS</b>	80,596,725	1,257,466,870	1,137,393,763	0		200,669,832

UK Pounds	Balance at 31-Dec-07	Income	Expenses	Transfers	Change in translation	Balance at 31-Dec-08
<b>RESTRICTED</b>						
Christian Aid	0	185,845	185,845	0	0	0
ICCO (ECHO)	0	4,580,927	4,580,927	0	0	0
IRC (USA PRM)	0	3,573,705	3,263,362	0	69,420	379,763
IRC (USA USAID)	352,662	985,081	854,019	0	146,426	630,150
Ghanhiji Cultural (Spain)	0	165,214	165,214	0	0	0
Open Society Institute	10,057	11,303	10,948	0	3,419	13,832
Poland	0	32,041	32,041	0	0	0
UMCOR	0	42,388	17,938	0	5,469	29,918
<b>Total Restricted</b>	362,720	9,576,504	9,110,295	0	224,735	1,053,664
<b>DESIGNATED</b>	113,368	0	0	38,971	85,335	198,704
<b>UNRESTRICTED GENERAL</b>	726,165	10,842,355	9,358,807	-38,971	525,303	2,735,015
<b>TOTAL FUNDS</b>	1,202,253	20,418,859	18,469,102	0	835,373	3,987,383

The Trustee's set specific boundaries within which the Executive Director may operate, which include financial and fundraising conditions consistent with the Reserves Policy. The trustees carried out their annual review of the Reserves Policy in January 2009, amending it to cover inventory as well as funding receivable and funding receivable as TBBC is planning to establish an extended delivery point warehouse in 2009.

## Plans for Future Periods

The political situation in Burma shows no sign of improvement. There is little hope of the refugees returning home in the foreseeable future. Some will be resettled to third countries but the majority will likely remain in Thailand, and almost inevitably more will cross the border from Burma.

Whilst some donors contributed to the additional funding required as a result of the rice price crisis others did not. There is a growing amount of donor fatigue with what some see as the lack of willingness to formulate at least a mid term strategy. There has been much debate about the degree of responsibility TBBC should shoulder to change Royal Thai Government (RTG) opinion and to implement status determination. The EC Assessment clearly stated that this responsibility rested with the donor community and UNHCR, but it is clear that some donors expect TBBC to do more to reduce the cost to donors.

The Livelihoods vulnerability survey will inform the extent to which it may be possible to identify and reduce aid to certain groups, as well as give ideas on how livelihood initiatives could generate income earning opportunities to reduce aid dependency. TBBC will participate in, even lead, activities to accelerate solutions that are fair to all stakeholders.

Meanwhile TBBC will use appropriate and innovative approaches that seek not only to address immediate solutions to short-term needs, but also strategies that build capacity, contribute to peace building and conflict resolution and address root causes over the long-term. Committed to meeting humanitarian best practices and goals, TBBC is looking to improve the ways and quality of its work, within the confines of available funding.

### A. Supporting an adequate standard of living

#### Food Security

Ration cuts made in 2007 and 2008 will not be restored even if additional funding becomes available. If there is insufficient funding to service the entire population with a full ration, supplies will be targeted to the most vulnerable groups.

The effects of supplying palm oil instead of soybean oil will be investigated in terms of both nutritional value and costs, as will the costs and efficiency of using different types of containers for oil delivery.

It is planned to recruit an additional Food Security Officer to support agriculture and nutrition activities.

It is planned to increase funding for nursery school lunches from 3 baht to 5 baht per child per day.

Criteria for improved distribution of seeds will be implemented.

#### Cooking fuel

Rations will be reviewed against updated family size data.

#### Shelter

A consultant will be commissioned to look at all aspects of supplying building materials including:

- Procurement, delivery, distribution, monitoring procedures used for the 2009 supply
- Alternatives to current building supplies
- Prolonging life of existing supplies
- Other sources of supply
- Camp specific alternatives

#### Procurement

##### Purchasing

It is planned to require suppliers to download tender information and documentation from the TBBC website, and to review the content of Contracts and whether framework agreements could be introduced.

##### Quality control

It is planned to review product specifications and quality standards, and consider use of the AQL (acceptable Quality Level) method for weight sampling instead of the current 10% check. An Inspection manual will be compiled.

##### Distribution

New ration books will be used based on the new population database compiled at the end of 2008. There will be different colour books for registered, screened and pre screened refugees, the books for registered refugees will contain the UNHCR number and those for unregistered will contain photo identity. All camp

## TBBC: Trustees Report and Financial Statements - 2008

residents will be required to be present to collect rations every month, except for those granted exemption such as health workers, teachers, sick, infirm.

### Logistics

The Logistics expert seconded by SDC has recommended:

- the recruitment of five Supply Officers to focus on attending deliveries and distributions, assisting refugee workers in reporting warehouse movements, filling up stock cards, and planning distributions.
- standardisation of Food request and camp Warehouse Management forms.
- the establishment of an extended delivery point warehouse in Mae Sot town to collect, check and forward to the camps supplies for the three camps in Tak province.
- Distribution of all or several commodities at the same time, rather than item by item on different days, this will involve more detailed planning and distribution to different sections of the camps on different days.

### **Emergency Relief**

It is planned to gradually reduce assistance to resettlement sites and IDP camps and support greater self reliance. It is also planned to increase assistance via partner organisations to IDPs in eastern Burma, which has had to be cut back due to funding constraints in 2007 and 2008. The partners have the capacity to make more needs assessments and distribute more aid and it is planned to increase the number of IDPs that are supported in 2009, funding constraints permitting.

### **Medical**

It is planned to gradually withdraw support to Mae Tao Clinic during 2009 and prepare to withdraw from supporting the Kwai River Christian Hospital and the Sangklaburi Safe House in subsequent years.

## **B. Reducing Aid dependency**

### **Livelihoods**

It is planned to commission a livelihoods analysis of refugee communities at the household level aimed at assessing the economic status and vulnerability of different groups. The results of the survey should inform planning for new livelihood initiatives, and also help determine how much scope there is, if any, for more targeting of assistance. It is anticipated that this will be funded by ECHO.

## **C. Empowering through inclusive participation**

### **Camp Management Support Project (CMSP)**

It is planned to have more coordination between CMSP staff and TBBC staff, to integrate CMSP training with refugee committee and TBBC staff training and finalise a partnership framework

### **Community Liaison**

It is planned to have a AVI volunteer to work with camp based CBOs in Tak province camps.

## **D. Strengthening advocacy**

The priority will be moving towards a medium term strategy acceptable to donors and the Royal Thai government.

## **E. Developing organisational resources**

### **Strategic Plan**

It is planned to undertake a major review of the Strategic Plan during 2009

### **Staff Development**

2009 staff development will include individual and training modules, based in part on current staff appraisals and on further HR assessments.

The report of the directors and trustees was approved by the Board on 22nd April 2009 and signed on its behalf by:

  
Arthur Carlson  
Director



**REPORT of the INDEPENDENT AUDITOR TO THE MEMBERS OF THE THAILAND BURMA BORDER CONSORTIUM**

We have audited the financial statements of the **Thailand Burma Border Consortium (TBBC)** for the year ended **31<sup>st</sup> December 2008** which comprise the **principal accounting policies, the statement of financial activities, the balance sheet, the cash flow statement and notes**. These financial statements have been prepared under the accounting policies set out therein.

This report is made solely to the charitable company's members, as a body, in accordance with Section 235 of the Companies Act 1985. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and its members as a body, for our audit work, for this report, or for the opinions we have formed.

**Respective responsibilities of trustees and auditors**

The responsibilities of the trustees (who are also the directors of **TBBC** for the purposes of company law) for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) are set out in the Statement of Trustees' Responsibilities.

Our responsibility is to audit the financial statements in accordance with relevant legal and regulatory requirements and International Standards on Auditing (UK and Ireland).

We report to you our opinion as to whether the financial statements give a true and fair view, whether they are properly prepared in accordance with the Companies Act 1985 and whether the information given in the Trustees' Report is consistent with the financial statements.

In addition we report to you if, in our opinion, the charitable company has not kept proper accounting records, if we have not received all the information and explanations we require for our audit, or if information specified by law regarding trustees' remuneration and transactions with the charitable company is not disclosed.

We read the Trustees' Report and consider the implications for our report if we become aware of any apparent misstatements within it.

**Basis of audit opinion**

We conducted our audit in accordance with International Standards on Auditing (UK and Ireland) issued by the Auditing Practices Board. An audit includes examination, on a test basis, of evidence relevant to the amounts and disclosures in the financial statements. It also includes an assessment of the significant estimates and judgements made by the trustees in the preparation of the financial statements, and of whether the accounting policies are appropriate to the charitable company's circumstances, consistently applied and adequately disclosed.

We planned and performed our audit so as to obtain all the information and explanations which we considered necessary in order to provide us with sufficient evidence to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or other irregularity or error. In forming our opinion we also evaluated the overall adequacy of the presentation of information in the financial statements.

**Opinion**

In our opinion:

- the financial statements give a true and fair view, in accordance with United Kingdom Generally Accepted Accounting Practice, of the state of the charitable company's affairs as at **31<sup>st</sup> December 2008** and of its incoming resources and application of resources, including its income and expenditure, for the year then ended
- the financial statements have been properly prepared in accordance with the Companies Act 1985; and
- the information given in the Trustees' Report is consistent with the financial statements for the year ended **31<sup>st</sup> December 2008**.

*Grant Thornton UK LLP*  
GRANT THORNTON UK LLP  
REGISTERED AUDITORS  
CHARTERED ACCOUNTANTS

Hemel Hempstead, England.

Date: *29 April 2009*

# TBBC: Trustees Report and Financial Statements - 2008

Thailand Burma Border Consortium

## Statement of Financial Activities

For the period from 1<sup>st</sup> January to 31 December 2008

	NOTES	<u>For the period 1 January to 31 December 2008</u>				<u>Period</u>
		<u>Unrestricted Funds</u>		<u>Restricted</u>	<u>Total</u>	<u>1 Jan to</u>
		<u>General</u>	<u>Designated</u>	<u>Funds</u>	<u>Funds</u>	<u>31 Dec 2007</u>
		<u>£</u>	<u>£</u>	<u>£</u>	<u>£</u>	<u>Total Funds</u>
						<u>£</u>
<b>Incoming resources</b>						
Incoming resources from generated funds:						
Voluntary income	3	10,633,029		9,576,504	20,209,533	15,155,420
Investment income	4	40,441			40,441	10,076
Other incoming resources	5	168,885			168,885	7,199
<b>Total incoming resources</b>		<u>10,842,355</u>		<u>9,576,504</u>	<u>20,418,859</u>	<u>15,172,695</u>
<b>Resources expended</b>						
Costs of generating funds:						
Costs of generating voluntary income	3	36,285			36,285	18,463
Charitable activities	6	9,297,712		9,110,295	18,408,007	16,540,482
Governance costs	7	24,810			24,810	24,722
Other resources expended	8					6,102
<b>Total resources expended</b>		<u>9,358,807</u>		<u>9,110,295</u>	<u>18,469,102</u>	<u>16,589,769</u>
<b>Net incoming/(outgoing) resources before transfers</b>		1,483,548		466,210	1,949,758	(1,417,074)
Gross transfers between funds		(38,971)	38,971			0
<b>Net movement in funds in period</b>		<u>1,444,577</u>	<u>38,971</u>	<u>466,210</u>	<u>1,949,758</u>	<u>(1,417,074)</u>
<b>Reconciliation of Funds</b>						
Total funds as at beginning of period		726,165	113,368	362,720	1,202,253	2,532,716
Change in translation of financial statements		564,273	46,365	224,734	835,372	86,611
<b>Total funds carried forward</b>		<u>2,735,015</u>	<u>198,704</u>	<u>1,053,664</u>	<u>3,987,383</u>	<u>1,202,253</u>

The accompanying notes form an integral part of these financial statements



# TBBC: Trustees Report and Financial Statements - 2008

Thailand Burma Border Consortium

## Balance Sheet

As at 31 December 2008 and 31 December 2007

	NOTES	31 December 2008 £	31 December 2007 £
<b>Fixed assets</b>			
Tangible assets	11	154,088	108,099
<b>Current assets</b>			
Debtors	12	3,147,169	2,220,852
Cash at banks and in hand		2,806,941	706,662
		<u>5,954,110</u>	<u>2,927,514</u>
<b>Liabilities</b>			
Creditors falling due within one year	13	2,120,815	1,833,360
<b>Net Current assets</b>		<u>3,833,295</u>	<u>1,094,154</u>
<b>Total assets less current liabilities</b>		3,987,383	1,202,253
<b>Net assets</b>		<u>3,987,383</u>	<u>1,202,253</u>
<b>The funds of the charity</b>			
Restricted income funds		1,053,664	362,720
Unrestricted income funds:			
- General Fund		2,735,015	726,165
- Designated fund		198,704	113,368
<b>Total charity funds</b>		<u>3,987,383</u>	<u>1,202,253</u>

The financial statements on pages 22 to 31 were approved by the Board of Directors on 22<sup>nd</sup> April 2009 and were signed on it's behalf by:

  
Arthur Carlson  
Director

The accompanying notes form an integral part of these financial statements

TBBC: Trustees Report and Financial Statements - 2008

Thailand Burma Border Consortium

**Statement of cash flow**

For the period from 1<sup>st</sup> January to 31 December 2008

<b><u>Cash Flow Statement</u></b>	NOTES	<b>For the period 1 January 2008 to 31 December 2008</b> £	<b>For the period 1 January 2007 to 31 December 2007</b> £
<b>Net cash flow from operating activities</b>	18	1,528,402	(56,736)
<b>Returns on investments and servicing of finance</b>			
Interest received		40,441	10,076
<b>Capital expenditure and financial investment</b>			
(Payments to acquire tangible fixed assets)		(54,001)	(49,521)
Receipts from sales of fixed assets		9,743	7,199
<b>Increase/(Decrease) in cash</b>		<u>1,524,585</u>	<u>(88,982)</u>
<b><u>Reconciliation of changes to cash flow to movements in net funds</u></b>			
Net funds as at beginning of the period	19	706,662	759,977
Exchange differences		62,589	15,897
Increase/(Decrease) in cash in the period		<u>1,524,585</u>	<u>(88,982)</u>
Change in net debt from cash flows		<u>2,293,836</u>	<u>686,892</u>
Exchange differences		513,105	19,770
Net funds as at end of the period		<u><u>2,806,941</u></u>	<u><u>706,662</u></u>

The accompanying notes form an integral part of these financial statements



## 1. ACCOUNTING POLICIES

### Basis of preparation

The financial statements have been prepared under the historic cost convention, and in accordance with the Statement of Recommended Practice – Accounting and Reporting by Charities issued in March 2005 (SORP 2005), applicable UK Accounting Standards, the Companies Act 1985 and Charities Act 1993.

TBBC operates in Thailand, and its accounting records are maintained in Thai baht. The Financial Statements have been converted to UK Pounds using exchange rates for balances as at the period end, and at the average exchange rate for the Statement of Financial Activities, with differences posted to Fund Balances.

### Incoming resources

All incoming resources are recognized once the charity has entitlement to the resources, it is certain that the resources will be received and the monetary value of incoming resources can be measured with sufficient reliability. Such income is only deferred when the donor specifies that the grant or donation must only be expended in future accounting periods.

Voluntary income consists of grants, donations and gifts that provide core funding or are of a general nature. Gifts in kind have been valued at estimated market value.

Investment income consists of bank interest and is recognized on a receivable basis.

Other income consists of gains on the disposal of fixed assets and gains on exchange rates.

### Resources expended

All expenditure is accounted for on an accrual basis, and recognized when there is a legal or constructive commitment to the expenditure.

Irrecoverable VAT in Thailand is charged against the category of resources expended for which it was incurred.

Costs of generating funds are those costs incurred in attracting voluntary income and raising funds.

Costs of Charitable activities comprise all costs incurred in the pursuit of the charitable objects of TBBC, including both the direct costs and support costs relating to these activities.

Governance costs comprise costs attributable to ensuring public accountability and compliance with regulations.

### Tangible fixed assets

Individual fixed assets costing UK pounds 1,192 (Thai baht 60,000) or more are capitalised at cost.

Tangible fixed assets are depreciated on a straight line basis over their estimated useful lives as follows:

<u>Asset Category</u>	<u>Annual rate</u>
Office equipment	20%
Computers	33%
Vehicles	20%

### **Fund structure**

There are a number of restricted income funds to account for situations where a donor contracts to meet specific expenses, or directs the fund be for specific purposes.

All other funds are unrestricted income funds. Within unrestricted funds there is a designated fund which is set aside for potential severance costs. The value of the designated fund in relation to the potential liability and its likelihood is reviewed annually by the trustees.

### **Foreign currencies**

Transactions in foreign currencies are recorded at the exchange rate ruling at the date the transaction occurred.

The Thai baht value of foreign currency assets and liabilities as at the period end have been adjusted by using the Bank of Thailand rates for those dates, with differences taken to the Statement of financial activities.

The net value of exchange differences for the accounting period is recorded either as an exchange gain under income or as an exchange loss under expenses

### **Employee benefits**

TBBC operates a Staff Provident Fund by deducting 11% from basic salary of the staff participating in the Plan, and matching the staff contribution. The contributions are invested in a government registered provident fund managed by a recognized financial institution. Staff are entitled to the benefits upon resignation from TBBC. TBBC's contributions to the Plan are charged to the statement of financial activities in the year to which they relate.

## **2. LEGAL STATUS OF TBBC**

The Thailand Burma Border Consortium (TBBC) was incorporated in England on 11th October 2004, having previously operated as the Burmese Border Consortium (BBC), an entity without legal status under licence from the Ministry of Interior of the Royal Thai Government. BBC had five Member Agencies, who with five additional agencies became the ten first Members who subscribed to the Memorandum and Articles of Association of TBBC on incorporation at 11th October 2004. Charity status was granted on 13th May 2005. Restructuring of the entity was accounted for under merger accounting and TBBC's opening fund balance is that which existed at 10th October 2004.

**3. VOLUNTARY INCOME AND COST**

	<b>For the period 1 January to 31 December 2008</b>			<b>Period 1 Jan to 31 Dec 2007</b>
	<b>Unrestricted £</b>	<b>Restricted £</b>	<b>Total £</b>	<b>Total £</b>
<b>Voluntary Income</b>				
Donations	71,648		71,648	11,598
Grants	10,459,841	9,576,504	20,036,345	15,119,269
Income resulting from marketing events/publications*	720		720	228
Gifts in kind	100,820		100,820	24,326
<b>Total Voluntary Income</b>	<b>10,633,029</b>	<b>9,576,504</b>	<b>20,209,533</b>	<b>15,155,420</b>
Fundraising Marketing	27,731		27,731	8,136
Donor's meeting	8,554		8,554	10,328
<b>Total cost of generating voluntary income</b>	<b>36,285</b>		<b>36,285</b>	<b>18,463</b>
<b>Net voluntary income</b>	<b>10,596,744</b>	<b>9,576,504</b>	<b>20,173,248</b>	<b>15,136,957</b>

A breakdown of the principal funding sources is provided in the Financial Review section of the Trustees Report.

**4. INVESTMENT INCOME**

Investment income of £40,441 (previous period £10,076) arises from the bank deposit accounts.

**5. OTHER INCOMING RESOURCES**

	<b>For the period 1 January 2008 to 31 December 2008</b>	<b>Period 1 Jan to 31 Dec 2007</b>
	<b>£</b>	<b>£</b>
Gain from sold fixed asset	9,743	7,199
Gain on exchange rate	159,142	-
	<b>168,885</b>	<b>7,199</b>

**6. CHARITABLE ACTIVITIES EXPENDITURE**

	For the period 1 January to 31 December 2008			Period 1 Jan to 31 Dec 2007
	Unrestricted fund £	Restricted fund £	Total £	Total £
Rice	1,861,376	4,704,223	6,565,599	4,144,084
Other food	1,703,989	2,092,411	3,796,400	3,702,888
Non-food items	2,035,310	1,234,013	3,269,323	4,751,264
Medical	121,099		121,099	110,473
Other assistance	432,525		432,525	430,415
Programme support	665,522	10,898	676,420	551,080
Emergency relief	1,263,136	1,068,750	2,331,886	1,860,327
Administration	1,214,755		1,214,755	989,951
	<u>9,297,712</u>	<u>9,110,295</u>	<u>18,408,007</u>	<u>16,540,482</u>

**7. GOVERNANCE COST**

	For the period 1 January to 31 December 2008			Period 1 Jan to 31 Dec 2007
	Unrestricted fund £	Restricted fund £	Total £	Total £
Audit fee	22,972		22,972	23,636
Meetings	1,838		1,838	1,086
	<u>24,810</u>		<u>24,810</u>	<u>24,722</u>

**8. OTHER RESOURCES EXPENDED**

	For the period 1 January 2006 to 31 December 2008	Period 1 Jan to 31 Dec 2007
	£	£
Loss on Exchange		6,102

**9. ANALYSIS OF STAFF COSTS**

	£	£
Salaries and benefits	768,514	620,465

TBBC had an average of 57 (previous period 52) employees during the period. None of these employees were paid over £60k.

**10. AUDITORS REMUNERATION**

The auditor's remuneration of £22,972 (previous period £23,636) related solely to the audit.

**11. TANGIBLE FIXED ASSETS**

	For the period 1 January to 31 December 2008				Period 1 Jan to 31 Dec 2007
	Office Equipment £	Computers £	Vehicles £	Total £	Total £
<b>Cost:</b>					
As at beginning of the period	7,836	10,936	252,511	271,283	258,410
Additions			54,001	54,001	49,521
Disposal		(2,516)	(35,740)	(38,256)	(49,643)
Change in translation of financial statements	2,602	3,068	87,937	93,607	12,995
As at end of the period	10,438	11,488	358,709	380,635	271,283
<b>Depreciation:</b>					
As at beginning of the period	6,591	10,139	146,454	163,184	155,701
Charge for the year	332	742	44,680	45,754	43,187
Disposal		(2,516)	(35,740)	(38,256)	(43,528)
Change in translation of financial statements	2,263	2,970	50,632	55,865	7,824
As at end of the period	9,186	11,335	206,026	226,547	163,184
<b>Net book value</b>					
As at beginning of the period	1,245	797	106,057	108,099	102,708
As at end of the period	1,252	153	152,683	154,088	108,099

**12. DEBTORS**

	At 31 December 2008 £	At 31 December 2007 £
Trade debtors	3,052,797	2,171,059
Other debtors	16,441	9,808
Prepayments and accrued income	77,931	39,985
	<u>3,147,169</u>	<u>2,220,852</u>

**13. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	At 31 December 2008 £	At 31 December 2007 £
Trade creditors	2,058,362	1,751,814
Accruals	62,453	81,546
	<u>2,120,815</u>	<u>1,833,360</u>

**14. PROVISIONS FOR LIABILITIES AND CHARGES**

There were no provisions made in the current or previous periods.

**15. TRANSFERS BETWEEN FUNDS**

£38,971 (previous period £1,450) of the unrestricted fund was transferred to the designated fund for potential severance pay during the period.

**16. RELATED PARTY TRANSACTIONS**

There were no transactions with Members, other than for funding received.

Trustees did not receive any remuneration from TBBC.

Trustees did not receive any expense reimbursement from TBBC.

**17. ANALYSIS OF NET ASSETS BETWEEN FUNDS**

	At 31 December 2008			At 31 December 2007
	General Fund £	Restricted Funds £	Total £	Total £
Tangible fixed assets	154,088		154,088	108,099
Debtors	124,507	3,022,662	3,147,169	2,220,852
Cash at bank and in hand	3,762,406	(955,466)	2,806,941	706,662
Creditors falling due within one year	(1,107,282)	(1,013,533)	(2,120,815)	(1,833,360)
Net Assets	<u>2,933,719</u>	<u>1,053,664</u>	<u>3,987,383</u>	<u>1,202,253</u>

**18. RECONCILIATION OF NET OUTGOING RESOURCES TO NET CASH FLOW FROM OPERATING ACTIVITIES**

	For the period 1 January 2008 to 31 December 2008 £	For the period 1 January 2007 to 31 December 2007 £
Net outgoing resources	1,949,758	(1,417,074)
Investment income	(40,441)	(10,076)
Loss / (Gain) on disposal of assets	(9,743)	(1,084)
Depreciation charges	45,754	43,187
Increase in debtors	(154,317)	1,856,384
Increase in creditors	(262,609)	(528,073)
Net cash outflow from operating activities	<u>1,528,402</u>	<u>(56,736)</u>

**19. ANALYSIS OF MOVEMENT IN FUNDS**

	For the period 1 January 2008 to 31 December 2008 £	For the period 1 January 2007 to 31 December 2007 £
Cash in hand and at bank:		
At beginning of period per Balance Sheet	706,662	759,977
Exchange differences	62,589	15,897
At beginning of period at average exchange rate	769,251	775,874
Movement	1,524,585	(88,981)
At end of period at average exchange rate	2,293,836	686,893
Exchange differences	513,105	19,769
At end of period per Balance Sheet	2,806,941	706,662

**20. FUND MOVEMENTS IN THE PERIOD**

	Balance at 31 Dec-07 £	Incoming Resources £	Resources Expended £	Transfers £	Change in translation £	Balance at 31 Dec-08 £
Christian Aid	-	185,845	185,845			-
ICCO (ECHO)	-	4,580,927	4,580,927			-
IRC (PRM)	-	3,573,705	3,263,362		69,420	379,763
IRC (USAID)	352,662	985,081	854,020		146,427	630,150
Open Society Institute	10,058	11,303	10,948		3,419	13,832
Poland	-	32,041	32,041			-
Spain (Birmanian)	-	165,214	165,214			-
UMCOR	-	42,388	17,938		5,469	29,918
<b>Total Restricted Funds</b>	<b>362,720</b>	<b>9,576,504</b>	<b>9,110,295</b>		<b>224,735</b>	<b>1,053,664</b>
<b>Designated Fund - Severance Pay</b>	<b>113,368</b>			<b>38,971</b>	<b>46,365</b>	<b>198,704</b>
<b>Unrestricted General Fund</b>	<b>726,165</b>	<b>10,842,355</b>	<b>9,358,807</b>	<b>(38,971)</b>	<b>564,273</b>	<b>2,735,015</b>
<b>Total Funds</b>	<b>1,202,253</b>	<b>20,418,859</b>	<b>18,469,102</b>	<b>-</b>	<b>835,373</b>	<b>3,987,383</b>

# TBBC: Trustees Report and Financial Statements - 2008

Thailand Burma Border Consortium

## Statement of Financial Activities (Thai Baht)

For the period from 1<sup>st</sup> January to 31 December 2008

	NOTES	<u>For the period 1 January to 31 December 2008</u>			<u>Period</u>
		<u>Unrestricted Funds</u>		<u>Restricted</u>	<u>1 Jan to</u>
		<u>General</u>	<u>Designated</u>	<u>Funds</u>	<u>31 Dec 2007</u>
		<u>Baht</u>	<u>Baht</u>	<u>Baht</u>	<u>Total Funds</u>
				<u>Baht</u>	<u>Baht</u>
<b>Incoming resources</b>					
Incoming resources from generated funds:					
Voluntary income	3	654,820,207		589,755,620	1,244,575,827
Investment income	4	2,490,494			2,490,494
Other incoming resources	5	10,400,549			10,400,549
<b>Total incoming resources</b>		667,711,250		589,755,620	1,257,466,870
<b>Resources expended</b>					
Costs of generating funds:					
Costs of generating voluntary income	3	2,234,559			2,234,559
Charitable activities	6	572,586,575		561,044,749	1,133,631,324
Governance costs	7	1,527,880			1,527,880
Other resources expended	8				-
<b>Total resources expended</b>		576,349,014		561,044,749	1,137,393,763
<b>Net incoming/(outgoing) resources before transfers</b>		91,362,236		28,710,871	120,073,107
Gross transfers between funds		(2,400,000)	2,400,000		
<b>Net movement in funds in period</b>		88,962,236	2,400,000	28,710,871	120,073,107
<b>Reconciliation of Funds</b>					
Total funds as at beginning of period		48,680,693	7,600,000	24,316,032	80,596,725
Change in translation of financial statements					
<b>Total funds carried forward</b>		137,642,929	10,000,000	53,026,903	200,669,832



TBBC: Trustees Report and Financial Statements - 2008

Thailand Burma Border Consortium

**Balance Sheet** (Thai Baht)

As at 31 December 2008 and 31 December 2007

	NOTES	31 December 2008 Baht	31 December 2007 Baht
<b>Fixed assets</b>			
Tangible assets	11	7,754,663	7,246,746
<b>Current assets</b>			
Debtors	12	158,385,061	148,881,692
Cash at banks and in hand		141,262,650	47,373,264
		299,647,711	196,254,956
<b>Liabilities</b>			
Creditors falling due within one year	13	106,732,541	122,904,977
<b>Net Current assets</b>		192,915,170	73,349,979
<b>Total assets less current liabilities</b>		200,669,833	80,596,725
<b>Net assets</b>		200,669,833	80,596,725
<b>The funds of the charity</b>			
Restricted income funds		53,026,903	24,316,032
Unrestricted income funds:			
- General Fund		137,642,929	48,680,693
- Designated fund		10,000,000	7,600,000
<b>Total charity funds</b>		200,669,832	80,596,725

TBBC: Trustees Report and Financial Statements - 2008

Thailand Burma Border Consortium

**Statement of cash flow** (Thai baht)

For the period from 1<sup>st</sup> January to 31 December 2008

<b>Cash Flow Statement</b>	NOTES	<b>For the period 1 January 2008 to 31 December 2008 Baht</b>	<b>For the period 1 January 2007 to 31 December 2007 Baht</b>
<b>Net cash flow from operating activities</b>	18	94,124,491	(3,912,923)
<b>Returns on investments and servicing of finance</b>			
Interest received		2,490,494	694,898
<b>Capital expenditure and financial investment</b>			
(Payments to acquire tangible fixed assets)		(3,325,600)	(3,415,306)
Receipts from sales of fixed assets		600,000	496,522
<b>Increase/(Decrease) in cash</b>		<b>93,889,385</b>	<b>(6,136,809)</b>
<b><u>Reconciliation of changes to cash flow to movements in net funds</u></b>			
Net funds as at beginning of the period	19	47,373,264	53,510,073
Increase/(Decrease) in cash in the period		93,889,385	(6,136,809)
Net funds as at end of the period		<b>141,262,649</b>	<b>47,373,264</b>