



The Border Consortium (TBC)

Trustees' Annual Report and Audited Financial Statements

For the Year Ended 31 December 2021

The Border Consortium is a Company limited by Guarantee in England and Wales. Company Number 05255598.

Registered Office 35 Lower Marsh, London SE1 7RL. Charity Commission registered number 1109476

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Trustees' Annual Report for the period

From 1st January 2021 to 31st December 2021

Charity name: The Border Consortium

Charity registration number: 1109476

Objectives and Activities

Summary of the purposes of the charity as set out in its governing document

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

Charitable Objects

1. The relief of charitable needs of displaced people of Myanmar 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 Myanmar 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 Myanmar.
4. To promote human rights, (as set out in the Universal Declaration of Human Rights) along the Thailand- Myanmar border area by monitoring and research.

Since 1984 TBC has provided food, shelter, and capacity-building support to conflict-affected communities. TBC strives to deliver timely, quality services to the refugees in Thailand and to conflict-affected communities in southeastern Myanmar. The overriding working philosophy is to maximise participation of the community in programme design, implementation, monitoring and feedback. TBC promotes a participation and empowerment model to ensure that conflict-affected communities have the information, knowledge and skills necessary for safe, dignified living while displaced, the capacity and resources for local response to emergencies, and the practical experience in decision-making, management, land use planning, sustainable agriculture, and small business development for their future.

TBC members and leadership, alongside refugees and conflict affected persons, continue to advocate with governments, donors and other stakeholders to ensure funding to maintain an acceptable level of services in the camps and emergency assistance in southeastern Myanmar for as long as needed. Given that returns to Myanmar will not proceed as hoped, TBC will continue to advocate for alternate pathways to safe and dignified lives outside their camps.

Summary of the main activities in relation to those purposes for the public benefit, in particular, the activities, projects or services identified in the accounts.

TBC faced two major emergencies in 2021 - the ongoing COVID-19 pandemic in both Thailand and Myanmar and the upsurge in Emergency Response needs due to the military coup and the escalating crisis in Myanmar.

Myanmar's Armed Forces (MAF) announced a State of Emergency on 1 February 2021 and established the State Administrative Council (SAC) to govern the nation. The military's claim that electoral fraud justified the seizure of power was rebuked by independent observers. To the contrary, the military coup was widely denounced as unconstitutional, and the SAC condemned as illegitimate. Millions of people took to the streets in protest in a widespread Civil Disobedience Movement (CDM). Protracted strikes crippled public sector services, while SAC interventions in the operations of the Central Bank of Myanmar and restrictions on internet access caused massive disruptions in the financial sector.

The brutal response of state security forces to the protests in cities and towns resulted in the arbitrary arrest and detention of over 8,000 people, including children and over 1,250 people killed on the streets, while airstrikes and artillery attacks indiscriminately targeted and displaced over 200,000 civilians in south eastern Myanmar alone, and destroyed schools, health clinics, churches and homes. The resurgence of COVID-19 wreaked an horrendous toll on the population while the health service was decimated by military attacks on personnel, on hospitals and the military diverting and hoarding supplies for themselves and their families.

The dramatic escalation in militarisation, violence and abuse exacerbated vulnerabilities in conflict-affected communities. The military offensives disrupted access to fields just as upland farmers should be preparing for the wet season rice crops, adversely affecting food security for the coming year. Girls and women were at risk of conflict-related sexual violence as a direct result of roving MAF patrols. Patterns of systematic violence and abuse reflected the "four cuts" counter-insurgency strategies which have been used to target civilians for decades to undermine the access of Ethnic Armed Organisations (EAO)s to food, recruits, intelligence and resources. By the end of the year, UNDP estimated half of the country was in poverty.

In Thailand, the Royal Thai Army's response to the emergency was short and sharp. New arrivals were detained at the border. There was no formal screening mechanism, refugees were not allowed to enter the existing camps, but instead were sent back to Myanmar within days, leaving people to remain as IDPs in Myanmar with low profile assistance.

The ongoing COVID-19 pandemic meant that NGOs' access to refugee camps in Thailand was significantly reduced, refugees could not access informal work outside of the camps, third country resettlement was limited and formal voluntary returns to Myanmar remained on hold due to the security situation in Myanmar.

Programmes:

TBC's 2020-2022 strategic plan focuses on four key areas: humanitarian needs, food security and livelihoods, protective environments, and responsible transitions.

In 2021, hopes for refugee futures beyond the camps faded. Voluntary return was no longer an option. TBC pivoted from preparing refugees for future return to focus on an emergency response once again in conflict affected areas of southeastern Myanmar, responding to new arrivals scattered in forests along the Thailand borders and ensuring that the refugees in the camps were not forgotten.

In Myanmar, restrictions on access for humanitarian agencies based in towns and areas administered by the de-facto authorities resulted in emergency responses primarily being channelled through low-profile civil society organisations. Local partners pivoted from a development focus to emergency response to address the exponential needs of conflict-affected communities and human rights defenders and activists who fled from urban areas to ethnic administered areas in southeastern Myanmar for protection and essential assistance - food, shelter, access to clean water, basic medicines. Coronavirus infection prevention and control (IPC) measures were implemented throughout all programmes limiting activities and restricting access to many project areas.

While INGOs and UNHCR prepared for a potential large influx of refugees into Thailand, tight restrictions on the nine refugee camps due to COVID-19 outbreaks, posed major challenges for the delivery of food and shelter assistance. However, despite difficulties, access to supplies for households in camps remained uninterrupted and food security held at a high level. Communities were heavily affected with loss of additional income that would normally be used to complement and fill the gaps of assistance received and there was a notable increase in psychosocial issues.

TBC successfully raised an additional USD 7 million to support the emergency needs of displaced and conflict affected communities in Myanmar and Thailand border areas due to the evolving crisis.

Local partners are at the core of TBC's work. Through the network of local partners built up over decades, TBC supported the delivery of assistance to over 200,000 people in southeastern Myanmar since the coup in February, 17,000 people sleeping rough in Thailand outside of the camps and throughout the Coronavirus pandemic supporting 80,000 people through remote communications with refugee partners in the nine refugee camps in Thailand.

Statement confirming whether the trustees have had regard to the guidance issued by the Charity Commission on public benefit

In setting its programme each year, TBC has regard to the Charity Commission's general guidance on public benefit and on prevention and relief of poverty for the public benefit.



Achievements and Performance

Summary of the main achievements of the charity, identifying the difference the charity's work has made to the circumstances of its beneficiaries and any wider benefits to society as a whole.

TBC programmes reached over 300,000 (2020: 150,000) men, women, and children – including over 80,000 in nine refugee camps along Thailand's western border and 200,000 in southeastern Burma/Myanmar. Campaigns on COVID-19 prevention measures reached over 280,000 people.

The key achievements against TBCs four Strategic Directions were as follows

Strategic Direction #1 - Humanitarian Needs

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

Over 150,00 civilians in southeastern Myanmar benefitted from access to multi sectoral humanitarian aid to alleviate basic needs. Beneficiaries received the cash equivalent of three-months rice supply, while staple food supplies were distributed to those in proximity to the Thai border. Non-food items, including hammocks, blankets, sleeping mats, mosquito nets and women's hygiene kits were distributed to ensure that displaced people were protected from the natural elements and had their human dignity upheld. Over 50% of beneficiaries were women and girls.

120,000 people benefited from pre-positioned medical supplies and public health promotion by ethnic health service providers in community health centres and COVID-19 mitigation measures implemented across rural areas of southeastern Myanmar.

Around 18,000 displaced people crossed into Thailand seeking assistance. UNHCR and INGOs were denied access to the new arrivals. However local partners and Thai networks mobilised to deliver much needed basic food and shelter items in temporary safety areas with backstopping from TBC and others, before the new refugees were pressured to return back to Myanmar where they remained internally displaced.

Despite Covid restrictions, essential programmes in the refugee camps were uninterrupted and Food security for 16,100 households remained stable. Since the onset of COVID-19 in 2020, household food card values were increased and remained at higher levels to compensate for food price increases, and lack of livelihoods opportunities, ensuring refugees could meet their minimum nutritional requirements and alleviate anxiety around food insecurity.

Encamped refugee households received bamboo, eucalyptus poles and leaf thatch to ensure shelters were in an acceptable condition prior to the rainy season, with a focus on materials and labour support for Special Needs households. The Camp Shelter teams responded to shelter damage affecting 1,144 households resulting from floods, landslides, fires and storms. Stockpiles of key construction materials were replenished in all camps.

Strategic Direction #2 - Food Security

Reinforce food security through improved nutrition and productive livelihoods.

In southeastern Myanmar, agricultural productivity of subsistence farmers increased due to improved community-driven natural resource management, market access and awareness of nutrition-sensitive agriculture. Initiatives included the construction/repair of motorbike roads and bridges, the extension of irrigation canals and micro-dams and intensive trainings in organic gardening and climate-smart agriculture.

7,000 people benefitted from efforts to mitigate malnutrition in conflict-affected communities through training for ethnic health service providers, integrated management of acute malnutrition and behavioural change promotion relating to maternal, infant and young child feeding (M-IYCF).

An additional 6,000 people were assisted with improved access to water and sanitation facilities and hygiene awareness. Gravity flow water supply systems and shallow wells were constructed to improve access to domestic water, complemented by the installation of sanitary latrines and public campaigns about personal and environmental hygiene. These awareness campaigns were also adapted to include guidance about risk communication and community engagement (RCCE) in preventing the transmission of COVID-19.

The results from the 2021 Food Security surveys in the refugee camps in Thailand illustrated that household diets remained acceptably diverse (96%), although often lacking in haem-iron. The quality of food was good, and households experienced little to no instances of hunger.

Additional nutritional needs for young children, adolescent girls, pregnant women and nursing mothers were met through supplementary feeding and the "Healthy Babies, Bright Futures" Infant and Young Child Feeding Programme (IYCF), with approximately 2,000 children enrolled monthly.

Strategic Direction #3: Safe Futures

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

Partners courageously documented and reported atrocities to inform the international community that the Myanmar national authorities are not only unwilling and unable to protect human rights but are also the primary perpetrators of violence. This was complemented with human rights education amongst communities to mitigate against the normalisation of abuse, restore a sense of human dignity and promote self-protection strategies for reporting and responding to human rights violations.

High levels of female participation in IDP camp/site management and leadership roles, public awareness campaigns to stop violence against women as well as the management of safe houses and referral services

for survivors of sexual and gender-based violence all contributed to strengthen the protection environment.

Establishing and maintaining rice banks provided social safety nets for 4,000 households.

Since the outbreak of COVID-19 in early 2020 and the subsequent border closures, formal voluntary return of refugees in Thailand was suspended. Additionally, the likelihood for future refugee returns was negatively impacted by the escalating crisis in Myanmar, which drastically reduced human security and the ability for potential returnees to secure their livelihoods upon return to Myanmar. The exploration of legal pathways for refugees into migrant communities, and local work options, were also on hold due to the third wave of COVID-19 in Thailand with resultant restrictions on movement and the forcing of many factories to close temporarily while others were under lockdown.

TBC and partners presented at a wide range of webinars and panel discussions on the evolving humanitarian crisis to raise awareness of the unfolding situation, highlighting the need for assistance to address the exponential needs of thousands of displaced people, and to advocate for entry into Thailand to access safety and protection, in line with Thailand's long-standing tradition of offering sanctuary to those in need.

Strategic Direction #4: Responsible Transitions

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

Over 30 partners engaged in emergency response. The localisation approach embedded in emergency activities contributed to building capacities amongst civil society organisations and ethnic service providers. It also builds social cohesion among host communities and displaced persons and across ethnic lines for human rights defenders and political activists who have fled into EAO administered areas.

Remote capacity assessments through consultation with local staff, identified the needs of our partners to enhance their organisational capacities. In Myanmar, needs focused on strategic planning and the development of organisational policies and procedures. While financial management systems are generally sound, many partners requested support in consolidating accounts for multiple donors and project expenses. In Thailand the priorities were nutrition, WASH and data analysis trainings alongside technical and financial support.

TBC staff primarily responded to the requests through coaching, which was conducted online.

Risk Management

TBC revised the Risk Management Policy to promote the awareness of risk and embed a risk management culture across the organisation. The risk register was reviewed by the Board and members at the EGM and an expanded risk register was ratified at the AGM in November.

Several risks increased in 2021 due to the crisis in Myanmar and the COVID-19 global pandemic.

Security risks increased for staff and partners in Myanmar as conflict and systematic human rights violations escalated throughout the country. It was necessary to periodically close offices, for staff to keep a low profile, or evacuate when needed. COVID-19 was largely unchecked in Myanmar and staff had limited access to hospitals, testing and oxygen supplies and the UN vaccination programme roll out had

barely started by year end. However, TBC maintained daily contact with staff in Myanmar for health and safety checks.

Despite the near collapse of the formal banking system, financial risks were managed by reverting to previous emergency response mechanisms for delivering cash assistance and informal money traders were utilised.

The need for an IT business continuity plan was identified and is in progress

TBC developed a Fraud Risk Management Plan to cement a cohesive action plan for the mitigation of fraudulent activity within the organisation and its partners. The TBC Fraud and Compliance specialist provided refresher training to all staff.

Conclusion from TBC Chair's report to the members at the AGM November 2021

Looking ahead, it is a highly unpredictable situation in Myanmar with an expanding conflict and humanitarian crisis and no real end in sight to the conflict. The international community has had little influence at present and there has been no real leadership from ASEAN in terms of resolving the conflict or leading the humanitarian response. The worst of the humanitarian crisis is also yet to come as the economic and food security crisis in Myanmar unfolds. Beyond emergency assistance, protection will also be critical in Myanmar, given it is essentially a human rights crisis. It needs to be forefront in our minds- along with access to asylum in Thailand and durable solutions! Given refugee voluntary repatriation is off the agenda, no new resettlement places have been offered, and the Thai government does not permit local integration, the only option for solutions is to work toward expanding legal opportunities for refugees in the camps to work in Thailand. While not a protection solution, per se, as there is no pathway to citizenship, permission to work would lead to a greater measure of self-reliance, dignity and integration.



Financial Review

Overview

TBC's management and headquarters is based in Bangkok, Thailand, and its accounting records are maintained in Thai baht (THB). TBC financial statements conform to the Statement of Recommended Practice for Charities (SORP FRS 102), with both Income and Expenses reported on an accrual's basis, and separation of restricted and general funding.

Financial Overview Year 2017-2021 in THB millions:

	2017	2018	2019	2020	2021
Income	595	520	511	586	1,030
Expenditure	684	592	510	567	730
Net Movement	(89)	(72)	1	19	300
Closing Fund balance	244	172	173	192	492
Restricted funds	120	54	90	107	396
Designated funds	79	73	58	58	59
Net fixed assets	3	1	1	1	1
Freely available general reserve	42	45	25	26	36
Liquidity (Bank–Trade Creditors)	112	101	89	91	93

Prior to 2020, TBC was trending downward in both income and expenditure, as well as the bottom-line general reserve. TBC's 2020-2022 strategic plan reflected this trend with programs in support of voluntary return of refugees to Myanmar or planning for a transitional phase of life outside of camps and plans for more refugees in the Thailand camps along the border to resettle back in Myanmar or elsewhere.

TBC believed that the COVID-19 Pandemic temporarily only stalled this objective, however, it was a precursor to a much bigger problem that erupted when the coup in Myanmar broke out early in 2021. These events had a tremendous impact on both TBC's strategy and financials and brought on additional challenges that continued from 2020.

As displacement in Myanmar grew exponentially, donors responded with increased emergency funds of THB 265 million. Within the organisation and our local partners, emergency response capacity was strengthened to address the multi-sectoral emerging needs.

The number of subgrants with partners increased from 28 in 2020 to 79 with a few receiving multiple advances for multiple projects. On average, THB 47M was consistently outstanding in advances throughout the year. The lack of formal financial systems along the border and inside Myanmar subsequently require more payments for supplies and services to be made with cash. TBC dutifully recognized the risk and mitigated it through frequent reporting, and rigorous internal review of support documentation.

The banking system in Myanmar was already moderately risky and TBC only transferred funds needed a few months at a time, but the coup took it to a higher risk level. TBC's accounts, and many others, were initially frozen and inaccessible for weeks. Within the bank, an ad-hoc system eventually formed but TBC could only withdraw small, limited amounts at a time. As a response to a potential banking collapse, TBC completely suspended transferring funds to the Myanmar accounts and implemented a plan to drawdown on its current balances to cover the basic operational costs of the TBC offices and payroll of staff which is still in progress.

In March, TBC faced another banking challenge when Standard Chartered Bank-UK and Thailand, informed us that we must close our accounts because we no longer fit into their strategy. An initial three-month deadline was extended by a few months so that we could dissolve account balances, inform donors, and urgently search for other options. Although not ideal, mostly due to having all of our funds in one bank and in one country, we found a viable solution to keep foreign currencies in their original tender in Thailand. It's still important for TBC to maintain banking roots in the UK and we have since applied to open a new account in the UK with another bank; approval still pending.

Finally, TBC changed its long-standing policy on how it reports financial transactions back to donors in order to mitigate FX swings, largely in response to the FX losses it incurred over the past several years. Instead of using the FX rate at the time of recognizing donor income for the entire duration of the grant, TBC uses the monthly average for the respective currency taken from the Bank of Thailand website. This has allowed for transactions to be reported at the FX rate closer to the time they are incurred.

Due to travel limitations, TBC held a virtual Annual General Meeting (AGM) on 11 November 2021, and similar to the previous year, the traditional camp visits with donors and TBC Board and members could not take place. Instead, TBC held a seminar on 9 November with a Donors meeting the following day so that consortium members could discuss the financial situation and potential future of the programme, especially in light of the crisis in Myanmar. Donors joined the first two days of events, and the AGM was specifically reserved for TBC to openly discuss their questions.

Principal Funding Sources:

Income Sources 2021	Donor Currency	Amount	Thai Baht
Australia ANCP (Act for Peace)	R AUD	238,000	5,689,676
Australia DFAT Thailand (IRC)	R AUD	1,500,000	35,859,300
Denmark DANIDA (DanChurchAid)	U DKK	1,225,840	5,982,099
Nexus-DCA	R USD	346,576	11,166,367
New Zealand-MFAT	R NZD	4,400,000	97,064,000
SIDA-Norwegian Refugee Counsel	R USD	120,000	3,787,572
UNOPS- LIFT Fund	R USD	1,499,813	44,639,534
UNOPS- MHF	R USD	1,011,636	33,366,909
UK FCDO	R GBP	2,954,570	119,742,518
US BPRM (IRC)	R USD	19,289,343	632,408,852
TOTAL Government Backed			989,706,827
Non Government - Restricted	R		27,339,439
Non Government - Unrestricted	U		12,982,961
TOTAL: Voluntary Income			1,030,029,227
Investment Income	U		365,231
Other Income - Sale of Assets	U		32,000
Total Income			1,030,426,458
Restricted (denoted by R)	R		1,011,064,167
Unrestricted	U		19,362,291

Some of the funding for TBC programmes and management does not come directly to TBC but instead is secured by NGO partners in their respective home countries and sub-granted to TBC. Several of these funding partners are also members of TBC, who along with other organisations and individuals, make private grants or donations.

Total income for 2021 was THB 1.03 billion, which is THB 431M (42%) more than budgeted and THB 444M (76%) more than in 2020. TBC made FX gains of THB 12M compared to a loss of THB 9M in 2020 as a result of the strengthening foreign currencies against the Thai Baht throughout the year.

Six governments supported TBC's work (United States, United Kingdom, New Zealand, Australia, Denmark, and Sweden, in order of contribution size). TBC received continued support from the European Union via the LIFT consortium for Phase II of its work in Myanmar, as well as UNOPS and UNOCHA funds to respond to the emergency in Myanmar. These nine donors' total contribution funded 96% of TBC's annual budget.

In addition to TBC's regular funding plan, it raised THB 265M (26% of total income) for emergency response in southeastern Myanmar after the military-coup with a portion of it going toward continued support of programs aimed at the COVID-19 pandemic. The contributors to these emergencies consisted of United States-BPRM, UNOPS/EU-Nexus via DanChurchAid, United Kingdom-FCDO, UNOPS via LIFT, SIDA via Norwegian Refugee Counsel (NRC), UNOCHA via Myanmar Humanitarian Fund (MHF), New Zealand-MFAT, Citizens of Burma Award (COBA), Caritas-Australia, and World Vision.

Actual Expenditure compared with Budget 2021:

Strategic Objectives 2020-2022	Budget	Actual Direct	Resources	Total Actual
Humanitarian Need	364,054,000	543,093,312	4,283,973	547,377,285
Food Security and Nutrition	30,015,000	28,784,653	1,034,062	29,818,715
Protective Environment & Safe Futures	36,868,000	43,313,364	886,339	44,199,703
Accountability & Partnership	103,910,000	106,490,259	2,363,571	108,853,830
sub-total Activity Cost	534,847,000	721,681,588	8,567,945	730,249,533
Cost of Generating Funds	900,000	17,417	-	17,417
Foreign Exchange Loss	1,000,000	(25,629)	25,629	-
Total Expenditure	536,747,000	721,673,376	8,593,574	730,266,950

TBC entered year two of its 2020-2022 Strategic Plan. TBC's main programs are integrated into four main strategic objectives as noted in the table above. In some cases, such as nutrition, shelter, and camp administration, different activities can fit into multiple objectives, which are broken down by cost centers, each with separate accounting codes. A breakdown of the overarching programmes expenditure and the major accounts are described below.

Expenditure is analysed by the strategic objectives, with costs related to ensure continued access to adequate nutritious food and appropriate shelter split between the refugee camps (humanitarian assistance) and internally displaced persons (emergency relief). Resource costs consist of salaries, benefits and other indirect costs related to program implementation. Some resource costs are directly attributable to an activity; others are allocated according to a management estimate of the amount of time staff spend on different activities. The cost of supporting one refugee in the camps for 2021 year was approximately THB 6,453 (GBP 150), compared to THB 6,256 in 2020. Resource and governance costs amounted to less than 1% of the total expenses for the year.

Actual programme expenditure for 2021 was THB 730 M (29% more than in 2020). Expenditure increased in proportion to the additional funds raised for programmes to address the humanitarian crisis triggered by the Myanmar coup and the continuing COVID-19 pandemic. Additionally, the gains made from

strengthening FX rates gave TBC more buying power in THB, subsequently allowing some programs to spend more than their original budgets.

TBC's operation in Thailand accounts for THB 520 (71%) of all expenditures, while THB 210M (29%) went toward the Myanmar programme and emergencies. By comparison, the expenditure ratio was 89%/11%, respectively, in 2020.

There were no signs that the COVID-19 pandemic was slowing down in 2021. Consequently, instead of budgeting for a 7% decline in camp population, estimates were based on a static population of 80,000 refugees for the entire year. Additionally, the covid rations per household remained at the pandemic levels where Vulnerable and Most Vulnerable households received Most Vulnerable-household rations and Standard and Self-Reliant households received Vulnerable-household rations. By the end of the year, however, most Self-Reliant households no longer received rations as they were evaluated to be self-sufficient.

The COVID-19 pandemic restrictions limited TBC staff's ability to travel for meetings, workshops, and physically monitor camp activities. To combat the challenge, additional investments were made in communications took place by purchasing adequate equipment and activating and implementing new technologies, both free and paid. TBC proactively took action to minimize potential gaps in the supply chain by purchasing additional charcoal to store in the warehouses and working with vendors and suppliers to ensure sufficient commodities were stocked in the refugee camp stores throughout the year.

The Food Card System (FCS) remains TBC's largest budget line for the refugee camps and total expenditure, plus service fee, came in at THB 271M, 6% over budget. Although we budgeted for a static population of 80,000, we had planned to revert to the pre-Covid level-rations in the second half of the year. The additional funding from US-BPRM allowed us to continue with the elevated rations.

Charcoal is TBC's second largest camp-related budget line and in 2021, expenditure was THB 83M, or 12% over budget, mainly because of stock piling. Strong negotiations with the suppliers and stockpiling earlier in the year helped to keep these prices down.

Shelter materials in the budget normally only covers the essentials. Favourable FX rates gave TBC the opportunity to go over its budget by THB 6.2 M for a total of THB 19 M.

Camp management costs increased by THB 4.7M, which went toward improved security measures within the camps and also to purchase long-needed office equipment and computers for the various refugee committees, all of which was funded by the UK-FCDO grant. In November, TBC increased its monthly stipend by 20% across all stipend-paid positions held by refugees. The top-up will have an impact of an additional THB 5.7 M annually going forward.

Food Security and Livelihood program spending also exceeded budget by THB 2 M because of the favourable FX rates in the year. The money was used as a one-off expense to provide border-wide loans for communities to invest in their own self-sustaining ventures, such as livestock and farming equipment.

Organizational costs were THB 81 M (THB 4 M under budget). Personnel related costs such as salary, benefits, insurances and home travel were THB 1 M over budget, largely due to increased need for OPD/IPD, hired contract staff for emergency response, and housing. Most of the savings, THB 5.1 M (59%), came from the travel related accounts, including all the costs for workshops, meetings, and running

vehicles; total expenditure of THB 3.8M. A 21% increase of THB 570,000 was spent on communication and IT related costs to improve TBC means of communications, monitoring, and a few upgrades; total expenditure of THB 3.2 M. The balance of savings came from all of the other organizational costs to run the offices, such as supplies, utilities, and rent.

Myanmar planned expenditure came in under budget by around THB 20 M, out of a total of THB 41 M, largely due to disruptions caused by the coup. LIFT is primarily a development program and in Year 2 of a 3-year project. Unused funds will carry over into 2022.

Of the THB 265M funds raised to address the crisis in Myanmar and the ongoing pandemic, approximately THB 169 M was spent in 2021. Most of the expenditure is found in the Humanitarian Objective, however, some smaller amounts fall into other objectives, depending on the specific type of activity they support. THB 11.5 M was used for the influx in Thailand, THB 143 M used in Myanmar, and THB 13 M for the Covid response on both sides of the border. The balance will carry over to 2022.

The increase in spending over the originally planned budget was based fully on TBC's response to assure that basic needs and protection were met for the refugee population in the nine camps along the border. Likewise, the increase also reflects the additional funds raised by TBC to respond to the coup in Myanmar with lifesaving activities and programmes, as well as FX gains made throughout the year

Fund Balance

TBC ended the year with a total fund balance of THB 492 M; THB 396 M of which are restricted and THB 96 M for general funds. Of the general funds, THB 35 M is designated to cover an eventual closedown of the organisation, THB 24 M for staff severance, THB 36 M considered as generally available, and less than THB 1 M in assets.

Statement explaining the policy for holding reserves and explanation of what reserves are held

The Border Consortium (TBC):

1. Seeks both restricted and unrestricted funding to cover annual expenditures, which are subject to budget review twice a year, to meet its Charitable Objects and strategic objectives in relation to the displaced people from Burma/Myanmar.
2. 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.
3. Endeavours to hold at all times a minimum total fund balance sufficient to cover the funding receivable, inventory and fixed assets.
4. Will not allow its freely available funds balance to be negative.
5. Maintains a designated fund to cover the potential staff severance costs under Thai and Myanmar law
6. Maintains a specific reserve for eventual closedown of the camps and the organization which is designated from other freely available reserves.

7. Trustees set specific boundaries within which the Executive Director may operate, which include financial and fundraising conditions consistent with the Reserves Policy.

8. Reviews the Reserves policy annually.

TBC aims to maintain the current levels of general reserves at a minimum of THB 25 M. Due to uncertainty regarding the timing of camp closures, management and Trustees acknowledge that TBC is facing increasing financial and operational risks.

The organisation's liquidity increased by the end of 2021 from THB 91 M to THB 93 M. Liquidity is defined as the level of bank/cash holdings less the short-term creditors' liability. TBC reached what was considered a critical minimum level of THB 25 million Freely Available Funds in 2019, particularly since a close-down of the organization was not in the foreseeable future. TBC Trustees, therefore consider that the THB 25 million is a minimum fund balance to maintain as a buffer in 2021 and going forward.

Funds are restricted where a donor contracts to meet specific expenses or directs the funds to be used for specific purposes. By 31 December 2021 TBC had balances of eleven restricted funds carried over into 2022, which the funding agreements allowed; thus, all the income was recognised in 2021. The movement in the various funds over the year are illustrated in Note 18 to the Accounts.

There is a designated fund to cover potential staff severance costs in full as per our obligations under Thai and Myanmar labour law in the event there is no longer a need for TBC to support the displaced people of Myanmar. The fund is adjusted annually in proportion to staff departures and accrued long-service. The 2021 fund balance for severance is THB 24.7 M (THB 23.5 M 2020) – see Note 15 in the audited financial statements.

In 2019, the Trustees agreed to designate THB 35 M to cover organisational costs during a close-down scenario. We note that the timeframe for when these funds might be utilised is still an unknown factor and will be reviewed annually.

A description of the principal risks facing the charity

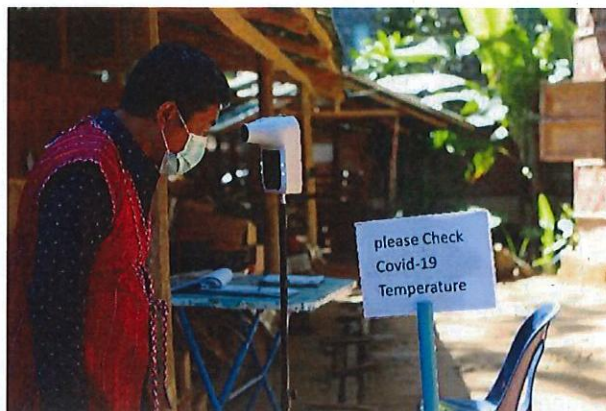
A general Risk Management Plan was developed in 2008; and since 2015 - the plan has expanded to include specific risks in both Thailand and Myanmar. The risk management matrix is updated and reviewed regularly and is assessed by the Trustees twice a year. Any significant changes are reported at intervening Board meetings. The risk matrix is also presented to the Members at the Annual General Meeting (AGM) and the Extraordinary General Meeting (EGM). The latest Risk Management Register was reviewed and ratified by the Members and the Board at the AGM in November 2021.

TBC aims to meet humanitarian best practices, deliver quality services and support activities that ensure minimum access to services that help beneficiaries meet their basic needs until they are able to return to Myanmar or find another solution and respond to emergencies.

TBC is continually monitoring and assessing its key risks to mitigate the impact on the sustainability of its programs. The main risks are 1. number of displaced people in need of TBC support, 2. the market price of commodities and supplies, and 3. the exchange rates at which the organization receives funding. The overall program risks are:

- The ability to continue to raise and safeguard the necessary funds needed to run the operation in the coming year and longer term to bring the work to a successful conclusion whenever that may be. To help mitigate this risk, Senior Management and Members work to keep donors and government representatives fully informed about developments and engaged with the situation; and,
- The changing external political context (both in Myanmar and Thailand presents a high risk because TBC has no control over the respective governments' strategies towards displaced people. To help mitigate this risk, TBC Senior Management, Trustees and Members seek to maintain a dialogue with key stakeholders in both Myanmar and Thailand to keep the situation of the refugees and IDPs current.
- The willingness or ability of refugees to return to Myanmar, remain in camps, or seek employment in Thailand. For 2021, TBC budgeted for a static camp population of 80,000 people. Any amount of decline in population size would relieve the financial costs of the program, however, the zero-population movement, or yet worse an increase of population, will conversely impact TBCs ability to meet all the humanitarian needs if funding levels weaken. While TBC understands that the current Royal Thai Government procedure would temporarily hold new arrivals at the border and not allow them to enter the refugee camps under normal circumstances, the rapidly evolving humanitarian crisis in Myanmar since the beginning of 2021 could change that.
- TBC recognized that its longstanding internal policy and procedure to report to donors at a fixed accrued exchange rate was no longer viable. A change in procedure was implemented in 2021, whereby transactions are converted back to the donor currency on by using the monthly average for the specific currency's FX rate taken from the Bank of Thailand.
- TBC has mitigated FX risk by holding several bank accounts in several different countries- UK, Thailand, and Myanmar for many years. In 2021, however, TBC faced difficulties with all three. Standard Chartered bank in the UK and Thailand forced TBC to close its accounts because it no longer fitted with their strategy. The coup in Myanmar immediately exposed TBC to a higher possibility of a financial collapse in Myanmar. TBC was able to navigate both of the challenges with viable solutions, however, it must still research other options.
- Cash flow and inadequate security over cash transactions increased. The number of partners and the amount of outstanding advances over longer periods of time added more pressure for faster cash flow, particularly from donors. Many of the partners operate along both sides of the border where financial systems are all cash based, thus increasing the risk of loss by various means.

Trustees set specific boundaries within which the Executive Director may operate, which include financial and fundraising conditions consistent with the Reserves Policy. The Board does not have a separate finance and audit committee; the Board reviews reports from external audits, frequent donor audits and independent evaluations, which provide evidence of the effectiveness of the systems of internal control.



Structure, Governance and Management

Description of charity's trusts:

The charity is incorporated as a Company limited by guarantee in England and Wales, with a Memorandum and Articles of Association.

How is the charity constituted?

When Burmese refugees arrived in Thailand in 1984, the Ministry of Interior of the Royal Thai Government (RTG) invited non-governmental organisations (NGOs) in Thailand to provide emergency assistance. The immediate need was food, and the NGOs 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 to the Thailand Burma Border Consortium (TBBC) when it was incorporated as a Company limited by guarantee in England and Wales on 11 October 2004, with a Memorandum and Articles of Association. Charity Commission registration was granted on 13 May 2005. The name changed again to The Border Consortium (TBC) on 2 November 2012. TBC continues to be a company limited by guarantee.

Membership of TBC is open to any non-governmental, non-profit humanitarian organisation with a demonstrated interest in, and commitment to, the mandate of TBC. Membership applications are submitted to the Board of Directors (Trustees), who review the application and make a recommendation to a General Meeting of current Members for decision. The Consortium membership is made up of nine organisations from nine countries. Each member organisation is required to appoint a member representative to attend General Meetings, of which there is at least one per year, to decide and direct the overall policy and strategy of TBC.

Policy-making authority is delegated to a Board which is elected at each Annual General Meeting. The Board convenes at least four times annually to provide leadership for the Members and regular oversight and guidance to TBC's Executive Director and its programme and services. The Board approves TBC's salary policy. TBC pay scale rates are targeted at the 60th percentile for each level of job groupings for national staff and are reviewed annually. For key international management personnel, the pay policy

targets the 50th percentile benchmarked against a relevant INGO and NGO comparative data sets and are also reviewed annually.

The Executive Director has day-to-day responsibility for leading and managing TBC's programme and services, the hiring and supervision of all other staff, and attending all General Meetings and Board Meetings to report on the progress and status of programme activities.

The TBC Board convened six times remotely in addition to the AGM and EGM online meetings during 2021 to fulfil its overall responsibilities for Consortium oversight. In addition, there were increased informal calls with senior management to keep close to the fast-changing situation. Key issues focused on the evolving crisis in Myanmar and managing the pandemic to ensure staff safety and securing additional emergency funding.

Trustee selection methods including details of any constitutional provisions e.g. election to post or name of any person or body entitled to appoint one or more trustees

Trustees are elected at each Annual General Meeting, from the members' representatives and a maximum of four independents (individuals not employed by Member organisations); the Trustees are, by definition, directors.

The Board has one subcommittee: the Governance and Elections Committee (GEC). This committee is responsible for managing the recruitment, nomination and election process for Trustees. One new Trustee was elected at the AGM in November.

Policies and procedures adopted for the induction and training of trustees

The GEC has oversight of the induction of new Trustees, who are briefed about current TBC issues by staff and further inducted to the Board of Directors in line with their experience and requirements. All Trustees have a copy of TBC Governance Guidelines, and a GEC introduction to these. The GEC also leads the Board for best practice procedures, and it facilitates the Board self-evaluation process.

Trustees receive a copy of the current Strategic Plan, regular detailed Programme reports and financial summaries. The Trustees ensure that the programmes are in line with the Mission, the Charitable Objects, and the strategic directions from the TBC Strategy 2020-2022. In 2021, GEC's focus has been on ensuring continuity on a governance level for TBC in the period to come.

The charity's organisational structure and any wider network with which the charity works

TBC is an Executive member of the Committee for Coordination of Services to Displaced Persons in Thailand (CCSDPT) through which all NGOs working with displaced people in Thailand coordinate their activities and relate to the RTG. TBC works in partnership with many civil society and community-based organisations (CSOs CBOs) representing refugees and other displaced persons. TBC is the only NGO providing food and shelter needs to the target groups, the other NGOs provide healthcare, water, sanitation, education, skills training, community services etc. TBC 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. TBC is also a member of the INGO Forum Myanmar which aims to influence and increase the effectiveness and coherence of humanitarian relief and development aid in Myanmar.

Statement of Trustees' Responsibilities

The trustees are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and regulations.

Company law requires the trustees to prepare financial statements for each financial year. Under that law they are required to prepare the financial statements in accordance with UK Accounting Standards and applicable law (UK Generally Accepted Accounting Practice), including FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland*.

Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the income and expenditure for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards and the Statement of Recommended Practice have been followed, subject to any material departures disclosed and explained in the financial statements;
- assess the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern; and
- use the going concern basis of accounting unless they either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are responsible for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error, and have general responsibility for taking such steps as are reasonably open to them to safeguard the assets of the charitable company and to prevent and detect fraud and other irregularities.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the UK governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

The trustees are further required to acquaint themselves with the relevant audit information for the accounting period under consideration and to ensure that they disclose any relevant information to the auditors as deemed necessary.

Disclosure of information to auditor

The trustees who held office at the date of approval of this trustees' report confirm that, so far as they are each aware, there is no relevant audit information of which the charity's auditor is unaware; and each trustee has taken all the steps that they ought to have taken as a trustee to make themselves aware of any relevant audit information and to establish that the charity's auditor is aware of that information.

Trustees

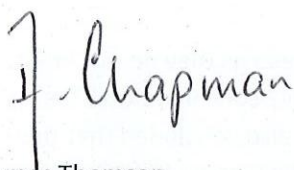
The current trustees of the company are set out on page 43. Alexis Chapman, Andreas Kiaby, Samantha McGavin, Marvin Pannell, Leon de Riedmatten and James Thomson (Chair) served throughout the full year. In addition, Mani Kumar was elected as a new trustee to the board at the AGM in November 2021. Subsequently the following were appointed at the first board meeting in 2021 - Samantha McGavin, Vice-chair; Mani Kumar, Secretary; and Alexis Chapman, Treasurer. James Thomson continues for the second year as the Chair of the Board

Auditor

KPMG LLP UK were first contracted for the 2011 audit. The Members ratified the appointment at the EGM on 15 March 2012. They have subsequently performed the annual audit for the financial years 2012–2020. The continued appointment was ratified by the Board at the AGM in November 2021 and a new engagement letter was signed in 2021.

The report of the trustees which incorporates the requirements of the Strategic report and the Directors' report as set out in the Companies Act of 2006 and 2013 regulations, was approved by the Board, in their capacity as Trustees and company directors, and signed on its behalf on

30 JUNE 2022 by

A handwritten signature in black ink, appearing to read 'J. Chapman', though the text below identifies the signatory as James Thomson.

James Thomson

Chair, Board of Directors

Independent auditor's report to the members of The Border Consortium

Opinion

We have audited the financial statements of The Border Consortium ("the charitable company") for the year ended 31 December 2021 which comprise the Statement of Financial Activities, Balance Sheet, Cash Flow Statement and related notes, including the accounting policies in note 1.

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 December 2021 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with UK accounting standards, including FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland*; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) ("ISAs (UK)") and applicable law. Our responsibilities are described below. We have fulfilled our ethical responsibilities under, and are independent of the charitable company in accordance with, UK ethical requirements including the FRC Ethical Standard. We believe that the audit evidence we have obtained is a sufficient and appropriate basis for our opinion.

Going concern

The trustees have prepared the financial statements on the going concern basis as they do not intend to liquidate the charitable company or to cease its operations, and as they have concluded that the charitable company's financial position means that this is realistic. They have also concluded that there are no material uncertainties that could have cast significant doubt over its ability to continue as a going concern for at least a year from the date of approval of the financial statements ("the going concern period").

In our evaluation of the trustees' conclusions, we considered the inherent risks to the charitable company's business model and analysed how those risks might affect the charitable company's financial resources or ability to continue operations over the going concern period.

Our conclusions based on this work:

- we consider that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate;
- we have not identified, and concur with the trustees' assessment that there is not, a material uncertainty related to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for the going concern period.

However, as we cannot predict all future events or conditions and as subsequent events may result in outcomes that are inconsistent with judgements that were reasonable at the time they were made, the above conclusions are not a guarantee that the charitable company will continue in operation.

Fraud and breaches of laws and regulations – ability to detect

Identifying and responding to risks of material misstatement due to fraud

To identify risks of material misstatement due to fraud ("fraud risks") we assessed events or conditions that could indicate an incentive or pressure to commit fraud or provide an opportunity to commit fraud. Our risk assessment procedures included:

- Enquiring of management and inspection of policy documentation as to the charitable company's high-level policies and procedures to prevent and detect fraud, as well as whether they have knowledge of any actual, suspected or alleged fraud.
- Reading Board and Senior Management Meeting minutes.
- Using analytical procedures to identify any unusual or unexpected relationships.

We communicated identified fraud risks throughout the audit team and remained alert to any indications of fraud throughout the audit.

As required by auditing standards, we perform procedures to address the risk of management override of controls, in particular the risk that management may be in a position to make inappropriate accounting entries. On this audit we do not believe there is a fraud risk related to revenue recognition because of limited complexity in the recognition of revenue from donations and its easy verifiability to donor confirmations.

We also identified a fraud risk related to inappropriate recognition of expenditure, in particular between restricted and unrestricted funds.

We performed procedures including:

- Identifying journal entries to test based on risk criteria and comparing the identified entries to supporting documentation. These included journals which reclassify types of expenditure and journals which reverse recorded expenses.
- Testing the substance of expenditure recorded to assess whether the expenditure had occurred and whether it was correctly classified.

Identifying and responding to risks of material misstatement related to compliance with laws and regulations

We identified areas of laws and regulations that could reasonably be expected to have a material effect on the financial statements from our general commercial and sector experience and through discussion with the trustees and other management (as required by auditing standards), and discussed with the trustees and other management the policies and procedures regarding compliance with laws and regulations.

We communicated identified laws and regulations throughout our team and remained alert to any indications of non-compliance throughout the audit.

The potential effect of these laws and regulations on the financial statements varies considerably.

Firstly, the charitable company is subject to laws and regulations that directly affect the financial statements including financial reporting legislation (including related companies legislation) and taxation

legislation and we assessed the extent of compliance with these laws and regulations as part of our procedures on the related financial statement items.

Whilst the charitable company is subject to many other laws and regulations, we did not identify any others where the consequences of non-compliance alone could have a material effect on amounts or disclosures in the financial statements.

Context of the ability of the audit to detect fraud or breaches of law or regulation

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it.

In addition, as with any audit, there remained a higher risk of non-detection of fraud, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. Our audit procedures are designed to detect material misstatement. We are not responsible for preventing non-compliance or fraud and cannot be expected to detect non-compliance with all laws and regulations.

Other information

The trustees are responsible for the other information, which comprises the Trustees' Annual Report. Our opinion on the financial statements does not cover the other information and, accordingly, we do not express an audit opinion or, except as explicitly stated below, any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether, based on our financial statements audit work, the information therein is materially misstated or inconsistent with the financial statements or our audit knowledge. Based solely on that work:

- we have not identified material misstatements in the other information;
- in our opinion the information given in the Trustees' Annual Report, which constitutes the strategic report and the directors' report for the financial year, is consistent with the financial statements; and
- in our opinion that report has been prepared in accordance with the Companies Act 2006.

Matters on which we are required to report by exception

Under the Companies Act 2006 we are required to report to you if, in our opinion:

- the charitable company has not kept adequate accounting records or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

We have nothing to report in these respects.

Trustees' responsibilities

As explained more fully in their statement set out on page 20, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view; such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error; assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern; and using the going concern basis of accounting unless they either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.


Auditor's responsibilities

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue our opinion in an auditor's report. Reasonable assurance is a high level of assurance, but does not guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

A fuller description of our responsibilities is provided on the FRC's website at www.frc.org.uk/auditorsresponsibilities.

The purpose of our audit work and to whom we owe our responsibilities

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. 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 auditor's 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.



Joanne Lees (Senior Statutory Auditor)
for and on behalf of KPMG LLP, Statutory Auditor
Chartered Accountants
15 Canada Square
London
E14 5GL

08 JULY 2022

The Border Consortium

Company number: 05255598

AUDITED FINANCIAL STATEMENTS

Statement of Financial Activities

For the year ended 31 December 2021

		<u>2021</u>			
		<u>Unrestricted Funds</u>		<u>Restricted Funds</u>	<u>Total Funds</u>
	<u>Notes</u>	<u>General</u>	<u>Designated</u>	<u>Funds</u>	<u>Funds</u>
		<u>Thai Baht</u>	<u>Thai Baht</u>	<u>Thai Baht</u>	<u>Thai Baht</u>
Income and Endowments					
Income from generated funds:					
Donations and legacies	2	6,086,160	-	1,011,064,167	1,017,150,327
Investment income	3	365,231	-	-	365,231
Other income	4	618,187	-	-	618,187
Gain on exchange rate	4	12,292,713	-	-	12,292,713
Total income and Endowments		<u>19,362,291</u>	<u>-</u>	<u>1,011,064,167</u>	<u>1,030,426,458</u>
Expenditure on					
Costs of generating funds:					
Expenditure on raising funds	2	-	-	17,417	17,417
Charitable activities:					
Humanitarian Need	5	4,283,973	-	543,093,312	547,377,285
Food Security & Nutrition	5	1,034,062	-	28,784,653	29,818,715
Protective Environment & Safe Futures	5	886,339	-	43,313,364	44,199,703
Accountability & Partnerships	5	2,363,571	-	106,490,259	108,853,830
Other expenditure (FX Loss)	8	25,629	-	(25,629)	-
Total Expenditure		<u>8,593,574</u>	<u>-</u>	<u>721,673,376</u>	<u>730,266,950</u>
Net income/(expenditure) before transfers					
		10,768,717	-	289,390,791	300,159,508
Transfers between funds	15	(1,241,617)	1,241,617	-	-
Net movement in funds in period		9,527,100	1,241,617	289,390,791	300,159,508
Reconciliation of Funds					
Total funds as at beginning of period		26,931,412	58,486,904	106,724,660	192,142,976
Total funds carried forward	18	36,458,512	59,728,521	396,115,451	492,302,484

A comparison is provided for the previous year (2020) as follows:

		2020		
		Unrestricted Funds		Restricted Funds
		General	Designated	Total Funds
		Thai Baht	Thai Baht	Thai Baht
		Notes		
Income and Endowments				
Income from generated funds:				
Donations and legacies	2	12,339,993	-	572,583,965
Investment income	3	645,900	-	-
Other income:	4	600,000	-	-
Total income and Endowments		13,585,893	-	572,583,965
Expenditure on				
Costs of generating funds:				
Expenditure on raising funds	2	-	-	-
Charitable activities:				
Humanitarian Need	5	927,403	-	398,262,061
Food Security & Nutrition	5	240,438	-	29,002,662
Protective Environment & Safe Futures	5	171,742	-	33,506,771
Accountability & Partnerships	5	652,617	-	95,120,854
Other expenditure (FX Loss)	8	9,163,991	-	-
Total Expenditure		11,156,191	-	555,892,348
Net income/(expenditure) before transfers				
		2,429,702	-	16,691,617
Transfers between funds	15	(516,054)	516,054	-
Net movement in funds in period		1,913,648	516,054	16,691,617
Reconciliation of Funds				
Total funds as at beginning of period		25,017,764	57,970,850	90,033,043
Total funds carried forward	18	26,931,412	58,486,904	106,724,660

All operations are from continuing activities.

The accompanying notes from pages 30 to 41 form an integral part of these financial statements.

The Border Consortium

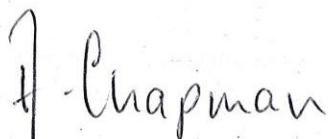
Company number: 05255598

Balance Sheet

As at 31 December 2021

		2021	2020
	Notes	Thai Baht	Thai Baht
Fixed assets			
Tangible assets	11	799,431	1,113,747
Current assets			
Debtors	12	399,890,806	102,903,634
Cash at banks and in hand		125,958,040	137,783,767
Total current assets		525,848,846	240,687,401
Liabilities			
Creditors falling due within one year	13	(32,704,330)	(47,261,884)
Net Current assets		493,144,516	193,425,517
Total assets less current liabilities		493,943,947	194,539,264
Creditors falling due after more than 1 year	14	(1,641,463)	(2,396,288)
Net assets		492,302,484	192,142,976
The funds of the charity			
Restricted income funds		396,115,451	106,724,661
Unrestricted income funds:			
- General Fund		36,458,512	26,931,411
- Designated funds		59,728,521	58,486,904
Total charity funds	17	492,302,484	192,142,976

The financial statements on pages 26 to 41 were approved by the trustees and were signed on its behalf on 30 JUNE 2022 by:



Alexis Chapman
Treasurer, Board of Directors

The accompanying notes from pages 30 to 41 form an integral part of these financial statements

The Border Consortium

Company number: 05255598

Cash Flow Statement

For the year ended 31 December 2021

		2021	2020
		Thai Baht	Thai Baht
	<i>Note</i>		
Cash flow from operating activities			
Net movement in funds in period		300,159,508	19,121,319
Investment income	3	(365,231)	(645,900)
Gain on disposal of assets	4	(32,000)	(600,000)
Depreciation charges	11	314,316	531,371
Net changes in working capital		(312,299,551)	(54,085,152)
Net cash provided by (used in) operating activities		(12,222,958)	(35,678,362)
Cash flows from investing activities			
Interest received		365,231	645,900
Proceeds from sale of fixed assets		32,000	600,000
Payments to Acquire tangible assets		-	(992,000)
Net cash provided by investing activities		397,231	253,900
Net change in cash		(11,825,727)	(35,424,462)
Net funds as at beginning of the period		137,783,767	173,208,229
Net funds as at end of the period		125,958,040	137,783,767

Notes**Net changes in net working capital**

	2021	2020
	Thai Baht	Thai Baht
Increase in debtors	(296,987,172)	(17,785,764)
Decrease in creditors	(15,312,379)	(36,299,388)
Net changes in working capital	(312,299,551)	(54,085,152)

The Border Consortium

Company number: 05255598

Accounting Policies and Notes to the Financial Statements

1. ACCOUNTING POLICIES

Basis of Preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 01 January 2015) – (Charities SORP (FRS102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The Border Consortium meets the definition of a public benefit entity under FRS 102.

TBC principally operates in Thailand, and its accounting records are maintained in Thai Baht (THB).

Going Concern

The financial statements have been prepared on a going concern basis which the Trustees consider to be appropriate for the following reasons.

The business model of the charity is such that its charitable activities are limited to those which it has sufficient funds to support from the excess of funding received over the costs of administering the charity. The charity therefore has no specific commitments and no committed costs beyond its fixed costs of operation which are detailed in note 5.

The Trustees have reviewed the cash flow forecasts for a period of at least 12 months from the date of approval of these financial statements which indicate that the charity will have sufficient funds to meet its liabilities as they fall due for that period. The Trustees have also considered the implications of COVID-19 on these cash flow forecasts and consider that as a result of its operating model explained above, even if no further funding is received in the 12 month period, the charity has sufficient cash reserves to pay all committed costs.

Consequently, the Trustees are confident that the charity will have sufficient funds to continue to meet its liabilities as they fall due for at least 12 months from the date of approval of the financial statements.

Income

All income is recognised once the charity has entitlement to the income, it is probable that the income will be received, and the monetary value of the income 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 are valued at estimated fair market value at the time of receipt.

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

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

Expenditure

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

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

Resource costs consist of salaries, benefits and other indirect costs related to programme implementation. Some resource costs are directly attributable to an activity; others are allocated according to a management estimate of the amount of time staff members spend on different activities. General administration costs are not allocated to activities.

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 TBC, including both the direct costs and resource costs relating to these activities.

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

Allocation of General Support Costs

The organisation's general support costs have been allocated between governance costs and other general support costs. Governance costs comprise all costs involving the public accountability of the charity and its compliance with regulation and good practice. These costs include costs related to statutory audit and legal fees together with trustees' expenses and consultancy fees related directly to governance issues.

General support costs (i.e those that are not directly related to an activity) are allocated on the basis of headcount for that particular cost category. Examples of these costs include staff related costs, general office costs, IT costs, vehicle maintenance costs and travel and accommodation expenses are broadly equivalent. The allocation of support and governance costs is analysed in notes 6 and 7.

Tangible Fixed Assets

Tangible fixed assets costing more than THB 60,000 are capitalised at cost and 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%

Debtors

Debtors are created when there is a signed contract with a donor to provide funding for a period of time into the future. The timing of receipts from that debtor are variable (monthly, quarterly, annually) or are dependent on certain milestones being reached. The debtor value at the end of the financial year reflects the balance outstanding between the amount contracted and the amount received. No provision is made for doubtful debts.

Creditors

Creditors are created when there is a signed contract with a supplier/service provider whereby the timing of the payment to that contractor is at a point in the future. Normal credit terms granted by the organization are 30 days. At the end of an accounting period the trade creditors figure reflects the amount that has still to be paid to a supplier under a binding contract.

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 used for specific purposes.

All other funds are unrestricted income funds. Within unrestricted funds there are two specific designated funds, one of which is set aside for the full potential severance costs in the event that all staff contracts were to be terminated and the other is set aside to provide the required funds for closedown of both the camps and the organisation.

Foreign Currencies

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

The THB 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

TBC operates a Staff Provident Fund by deducting a maximum of 15% from basic salary of the staff participating in the Plan and matching the staff contribution up to 6%. The contributions are invested in a government registered provident fund managed by a recognised financial institution. Staff are entitled to the benefits upon resignation from the organisation. TBC's contributions to the Plan are charged to the Statement of Financial Activities in the year to which they relate.

Legal Status

The Thailand Burma Border Consortium (TBBC) was incorporated in England on 11 October 2004, Charity status was granted on 13 May 2005. The name was changed to The Border Consortium (TBC) on 2 November 2012.

Tax Accounting

TBC is considered to pass the tests set out in Paragraph 1 Schedule 6 Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the charity is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

2. VOLUNTARY INCOME AND COST

	Unrestricted Thai Baht	2021 Restricted Thai Baht	Total Thai Baht
Voluntary Income			
Donations	104,061	-	104,061
Grants	5,982,099	1,011,064,167	1,017,046,266
Total Voluntary Income	6,086,160	1,011,064,167	1,017,150,327
Total cost of generating voluntary income			
Donors meeting & Fundraising Marketing	-	(17,417)	(17,417)
Net voluntary income	6,086,160	1,011,046,750	1,017,132,910

	Unrestricted Thai Baht	2020 Restricted Thai Baht	Total Thai Baht
Voluntary Income			
Donations	129,044	-	129,044
Grants	12,210,634	572,583,965	584,794,599
Income resulting from marketing events/publications	315	-	315
Total Voluntary Income	12,339,993	572,583,965	584,923,958
Total cost of generating voluntary income			
Donors meeting & Fundraising Marketing	-	-	-
Net voluntary income	12,339,993	572,583,965	584,923,958

3. INVESTMENT INCOME

Investment income of THB 365,231 (previous period THB 645,900) arises from the bank deposit accounts.

4. OTHER INCOME

	2021 Thai Baht	2020 Thai Baht
Gain on disposal of fixed assets	32,000	600,000
Exchange Rate Gain	12,292,713	-
Others	586,187	-
Total	12,910,900	600,000

5. CHARITABLE ACTIVITIES EXPENDITURE

	Direct Cost Thai Baht	Support Cost Thai Baht	2021 Governance allocation Thai Baht	TOTAL COST Thai Baht
Humanitarian Need	545,457,056	738,616	1,181,613	547,377,285
Food Security & Nutrition	29,428,345	178,287	212,083	29,818,715
Protective Environment & Safe Futures	43,865,099	152,817	181,787	44,199,703
Accountability & Partnerships	108,228,620	443,423	181,787	108,853,830
Total	726,979,120	1,513,143	1,757,270	730,249,533

	2020			
	Direct Cost	Support Cost	Governance allocation	TOTAL COST
	Thai Baht	Thai Baht	Thai Baht	Thai Baht
Humanitarian Need	397,922,644	223,856	1,042,964	399,189,464
Food Security & Nutrition	29,006,996	58,037	178,067	29,243,100
Protective Environment & Safe Futures	33,509,867	41,455	127,191	33,678,513
Accountability & Partnerships	95,452,842	193,439	127,190	95,773,471
Total	555,892,349	516,787	1,475,412	557,884,548

Note 5 above shows direct, support and governance costs per each expense category. The basis for these allocations is outlined in the notes above.

General support costs are further analysed in the table below (note 6) and compared to 2020 costs and Governance costs are similarly presented in note 7.

6. GENERAL SUPPORT COSTS

	2021	2020
	Thai Baht	Thai Baht
Staff Related Costs	1,059,200	402,260
Office Related costs (including Rent)	151,315	25,290
IT Related Costs	181,577	13,375
Vehicle Related Costs	75,657	24,448
Travel, accommodation and miscellaneous costs	45,394	51,414
Total	1,513,143	516,787

7. GOVERNANCE COSTS

	2021	2020
	Thai Baht	Thai Baht
Audit fee	1,643,241	1,460,000
Trustees expenses	110,768	-
Meetings	3,262	15,412
Total	1,757,271	1,475,412

8. OTHER EXPENDITURE

	2021	2020
	Thai Baht	Thai Baht
Loss on exchange rate	-	9,163,991

9. ANALYSIS OF STAFF COSTS

The number of persons employed by the Charity at 31 December was as follows:

	Number of employees	
	2021	2020
Programme and programme support	48	48
Management and administration	10	10
Total	58	58

The aggregate payroll costs of these persons were as follows:

	2021 Thai Baht	2020 Thai Baht
Salaries	54,824,252	53,946,015
Housing, Living and Education allowances	3,416,000	2,460,282
Provident fund	2,434,614	2,428,134
Staff Insurance	2,804,520	3,214,527
Other employee benefits	3,390,206	1,756,222
Social security fund	294,140	351,550
Total	67,163,732	64,156,730

Notes relating to Staff remuneration.

The number of employees whose emoluments in the year as defined for taxation purposes amounted to over the equivalent of £60,000 were as follows:

	2021	2020
£60,001 to £70,000 (Thai Baht 2,597,329 to Thai Baht 3,030,167)	2	2
£70,001 to £80,000 (Thai Baht 3,030,210 to Thai Baht 3,463,048)	1	1
£80,001 to £90,000 (Thai Baht 3,463,091 to Thai Baht 3,895,929)	1	1
£90,001 to £100,000 (Thai Baht 3,895,972 to Thai Baht 4,328,810)	0	1

The emoluments of the highest paid employee were THB 3,628,825 (2020: THB 3,629,425).

The total amount paid to the five key management personnel of the organisation in 2021 was THB 15,190,203. The amount in 2020 was THB 15,106,099.

TBC pay scale rates are targeted at the 60th percentile for each level of job groupings for national staff and are reviewed annually. For key international management personnel, the pay policy targets the 50th percentile benchmarked against a relevant INGO and NGO comparative set and are also reviewed annually. The amount paid in termination costs to staff in 2021 was THB nil (2020: THB 756,504).

None of the trustees received any remuneration in 2021 nil (2020: nil).

TBC Board member received a gift for five years of service as Chair in 2021 worth THB 3,340 (2020: THB nil).

10. AUDITOR'S REMUNERATION

The auditor's remuneration of THB 2,035,000 (2020: THB 1,860,000) for the statutory audit at THB 1,635,000 (2020: THB 1,460,000) and non-audit service at THB 400,000 (2020: THB 400,000).

11. TANGIBLE FIXED ASSETS

	2021			
	Office Equipment Thai Baht	Computers Thai Baht	Vehicles Thai Baht	Total Thai Baht
Cost:				
As at beginning of the period	350,077	1,865,597	18,396,827	20,612,501
Disposal	(71,000)	(222,666)	(766,000)	(1,059,666)
As at end of the period	<u>279,077</u>	<u>1,642,931</u>	<u>17,630,827</u>	<u>19,552,835</u>
Depreciation:				
As at beginning of the period	285,877	1,692,316	17,520,561	19,498,754
Charge for the year	21,399	94,517	198,400	314,316
Disposal	(71,000)	(222,666)	(766,000)	(1,059,666)
As at end of the period	<u>236,276</u>	<u>1,564,167</u>	<u>16,952,961</u>	<u>18,753,404</u>
Net book value				
As at beginning of the period	64,200	173,281	876,266	1,113,747
As at end of the period	42,801	78,764	677,866	799,431

12. DEBTORS

	2021 Thai Baht	2020 Thai Baht
Trade debtors	360,979,694	93,581,577
Other debtors	38,911,112	9,322,057
	<u>399,890,806</u>	<u>102,903,634</u>

13. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2021 Thai Baht	2020 Thai Baht
Trade creditors	21,492,415	10,761,617
Deferred Income	7,820,545	33,901,115
Accruals	1,635,000	1,606,174
Other creditors	1,353,445	992,978
Payroll Myanmar	402,925	-
	32,704,330	47,261,884

Trade creditors at 31 December 2021 represented 30 days past purchases (2020: 30 days).

14. CREDITORS: FALLING DUE AFTER MORE THAN ONE YEAR

	2021 Thai Baht	2020 Thai Baht
Long term liabilities	1,641,463	2,396,288
	1,641,463	2,396,288

Creditors falling due after more than one year represents provision or provident fund obligations, raised for Burma/Myanmar based staff established in 2015.

15. TRANSFERS BETWEEN FUNDS

As per the Labour Protection Act of 5 April 2019, employees who are terminated after working for the same employer for an uninterrupted period of twenty years or more, receive severance payment of 400 days of wages at the most recent rate.

To remain in compliance, the amount of THB 1,241,617 (2020: THB 516,054) was transferred between funds to increase the designated Severance fund by THB 1,241,617 (2020: THB 516,054) in order to reflect the increased liability.

In September 2019, TBC Board ratified the decision to book THB 35,000,000 designated for closing activities. TBC Board has agreed to maintain this same level in 2021. These fund are recorded in the Designated General Fund.

16. RELATED PARTY TRANSACTIONS

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

17. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted Funds Thai Baht	2021 Restricted Funds Thai Baht	Total Thai Baht
Tangible fixed assets	799,431	-	799,431
Debtors	1,477,823	398,412,983	399,890,806
Cash at banks and in hand	99,372,460	26,585,580	125,958,040
Creditors falling due within one year	(3,821,218)	(28,883,112)	(32,704,330)
Creditors falling due after one year	(1,641,463)	-	(1,641,463)
Net Assets	96,187,033	396,115,451	492,302,484

	Unrestricted Funds Thai Baht	2020 Restricted Funds Thai Baht	Total Thai Baht
Tangible fixed assets	1,113,747	-	1,113,747
Debtors	5,300,936	97,602,698	102,903,634
Cash at banks and in hand	84,537,154	53,246,613	137,783,767
Creditors falling due within one year	(3,137,234)	(44,124,650)	(47,261,884)
Creditors falling due after one year	(2,396,288)	-	(2,396,288)
Net Assets	85,418,315	106,724,661	192,142,976

18. FUND MOVEMENTS IN THE PERIOD

	Balance at 31 Dec 20 Thai Baht	Income Thai Baht	Expenditure Thai Baht	Transfers Thai Baht	Balance at 31 Dec 21 Thai Baht
1. Australia ANCP (Act for Peace-NCCA)	2,587,864	5,689,676	4,834,130	-	3,443,410
Australia AusAID (DFAT) 2020/2021 IRC	21,356,197	-	18,502,036	-	2,854,161
2. Australia AusAID (DFAT) 2021/2022 IRC	-	35,859,300	18,372,443	-	17,486,857
Caritas-Australia (Nutrition)	-	5,156,800	2,181,529	-	2,975,271
Caritas-Australia (Emergency)	-	3,797,248	3,797,248	-	-
Citizens of Burma Award (COBA)	-	6,599,864	6,599,864	-	-
Church World Service	23,725	-	23,725	-	-
ICCO -KIA 2020/21	977,165	-	977,165	-	-
ICCO -KIA 2020/22	-	1,917,225	332,321	-	1,584,904
4. LIFT Fund Phase II (UNOPS)	1,285,124	44,639,534	38,985,039	-	6,939,619
5. New Zealand – MFAT	-	97,064,000	75,891,172	-	21,172,828
6. SIDA- NRC	-	3,787,572	3,787,572	-	-
7. United Kingdom- FCDO	-	119,742,518	115,630,018	-	4,112,500
8. UN OCHA- MHF #1	-	8,252,937	8,252,937	-	-
8. UN OCHA- MHF #2	-	25,113,972	19,204,206	-	5,909,766
9. UNOPS – NEXUS/DCA	-	11,166,367	5,882,269	-	5,284,098
10. USA BPRM (IRC) 2020/21	80,494,585	156,878,567	237,373,152	-	-
10. USA BPRM (IRC) 2021/22	-	475,530,285	151,178,248	-	324,352,037
World Vision	-	9,868,302	9,868,302	-	-
Total Restricted Funds	106,724,660	1,011,064,167	721,673,376	-	396,115,451
Designated Fund – Severance Pay & Closedown	58,486,904	-	-	1,241,617	59,728,521
3. General Fund	26,931,412	19,362,291	8,593,574	(1,241,617)	36,458,512
Total Funds	192,142,976	1,030,426,458	730,266,950	-	492,302,484

Description of Government funded Grants

1. Australian Government ANCP (Act for Peace) – Support provided specifically to the two camps managed by the Karenni Refugee Committee for both administration of the camps and provision of stipends.
2. Australian Government DFAT (IRC)- Second year (FY July 2021-June 2022) of two-and-a-half-year-grant, funding TBC programme border wide in Thailand.
3. Danish Government-DANIDA (DCA)- provides unrestricted funds for January – December 2021

4. LIFT Phase II fund (UNOPS) – Year 2 of Phase II January – December 2021. The “inception” phase started in October 2019 with the First full year of a multi-year project in Myanmar starting in 2020 and slated to end in September 2022. The grant provides sub-grants for rehabilitation/peace building activities to local implementing partners.
5. New Zealand – Ministry of Foreign Affairs and Trade (MFAT)- funding to support the reduction in the transmission of Covid-19 virus and support the resilience and basic needs of newly displaced and conflict affected people from the SE of Myanmar, June 2021- June 2022
6. Swedish International Development Agency (SIDA) via Norwegian Refugee Council- April – September 2021 to provide needs-based protection to vulnerable conflict and displacement affected populations
7. United Kingdom- FCDO– primarily focused on shelter needs and nutrition programmes in the Thai camps, as well as Myanmar emergency response for south eastern Myanmar. Additional GBP 1,000,000, granted to support the response to the humanitarian crisis brought on by the coup in Myanmar.
8. UN OCHA via the Myanmar Humanitarian Fund (MHF)- issued two separate grants at different time in the year. Grant one ran from January- December 2021, supported Locally-led Relief to Karen communities, through education, food security, health interventions, nutrition, and water, sanitation, and hygiene services. Grant #2 was granted to support the same programs but with a timeline of August 2021-January 2022.
9. UNOPS- Nexus project via DCA, July 2021-June 2022. Funding to work with partners by respond to the emerging needs of SE Myanmar brought on by the coup.
10. United States Government (BPRM) – Principal funder for the organization supporting assistance for food and cooking fuel within all 9 camps. Additional funds of USD 1,712,163 donated to support influx of those fleeing Myanmar into Thailand. The grant was to originally end in March 2021 but was extended an additional 5 months until July 2021. A new grant was issued starting August 2021 until July 2022.

All of the above funders are institutional donors (either independent governments, the EU or in the case of the LIFT fund board – a consortium of international funders). They are classified as “restricted” in as much as the funding can only be used in specific geographic areas or for specific elements of the overall programme. There are no restrictions of usage in terms of trust law.

Note – the Designated Severance Fund represents an amount that would be required to pay severance compensation to all staff (based on tenure) if the organisation ceased operations. This is consistent with Thai and Myanmar Labour Law requirements. The close-down budget of THB 35M is what TBC estimates it will cost to wind down the TBC programme, not including program costs.

List of Acronyms

BBC	Burmese Border Consortium (former name)	IP	Inter Pares
BPRM	Bureau of Population, Refugees, and Migration	IPC	Infection Prevention and Control
CA	Christian Aid	IRC	International Rescue Committee
CBO	Community-Based Organisation	LIFT	Livelihoods and Food Security Trust Fund
CCA	Consortium of Christian Agencies	MAF	Myanmar Armed Forces
CCSDPT	Committee for Coordination of Services to Displaced Persons in Thailand	NCA	Norwegian Church Aid
CSO	Civil Society Organisation	NCCA	National Council of Churches Australia (Act for Peace)
DCA	Dan Church Aid	NGO	Non-Governmental Organisation
DFAT	Department of Foreign Affairs and Trade (Australia)	RTG	Royal Thai Government
FCDO	Foreign and Commonwealth Development Office (UK)	SORP	Statement of Recommended Practice (UK)
FCS	Food Card System	TBBC	Thailand Burma Border Consortium (former name)
FRS	Financial Reporting Standard (UK)	TBC	The Border Consortium
FX	Foreign Exchange	THB	Thai Baht
GBP	British Pound	UK	United Kingdom
GEC	Governance and Elections Committee	UNHCR	United Nations High Commissioner for Refugees
ICCO	Inter Church Organisation for Development Cooperation	US	United States
IDP	Internally Displaced Person	USD	US Dollar
INGO	International Non-Governmental Organisation		

Reference and Administrative Details:

Name of Charity	The Border Consortium (TBC)
Charity registration number	1109476
Company registration number	05255598 (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	www.theborderconsortium.org
Trustees (and Directors) during 2021.	Alexis Chapman (Treasurer) Andreas Kiaby Samantha McGavin Marvin Parnell Leon de Riedmatten James Thomson (Chair) Mani Kumar (elected to Board- November 2021)
Executive Director – from 1 st January 2013 to date Charity correspondent	Sally Thompson MBE Sally Thompson MBE
Bankers	Siam Commercial Bank Unit C-7 2 nd Floor CP Tower Building 313 Soi Silom 2/1 Silom, Bang Rak Bangkok Thailand 10500 +6622331727 Siam Commercial Bank 291 Surawong Rd., Khwaeng Suriya Wong, Bang Rak, Bangkok 10500 +6622337115-9
Auditor's	KPMG LLP 15 Canada Square Canary Wharf London E14 5GL United Kingdom
Members	Act for Peace - NCCA, Australia. Christian Aid, United Kingdom

	Church World Service, USA Diakonia, Sweden DanChurchAid, Denmark ICCO, The Netherlands Inter Pares, Canada International Rescue Committee, USA Norwegian Church Aid (NCA), Norway
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