

Thailand

Executive Summary

UNICEF Thailand's main achievements in 2015 began with the launch of a national campaign to end violence against children, in particular the widespread use of corporal punishment in the home. The campaign, publicized through traditional and online media, reached 8 million people. It was followed by the launch of the Best Start campaign, focusing on raising public awareness on the importance of increased investment in the early years of a child's life, including the pivotal role of the father. UNICEF Thailand also galvanized attention on the importance of breastfeeding in the workplace, highlighting examples of good practice in Thailand.

Policy advocacy efforts by UNICEF Thailand, the Department of Health, and a wide range of partners for the introduction of the Breast-milk Substitutes (BMS) Code Act continued in 2015, resulting in Cabinet approval of the draft BMS Code Act on 1 December.

Policy advocacy, together with mobilization of civil society also succeeded in securing Cabinet approval for US\$20 million for the implementation of a Child Support Grant (CSG) in Thailand for children whose families are not covered by the existing social security scheme. Lastly, based on evidence from UNICEF Thailand-supported research, the Office of Basic Education of the Ministry of Education adopted a child protection policy in schools while the Ministry of Social Development and Human Security (MSDHS) adopted the child safeguarding policy in welfare institutions.

In 2015, UNICEF Thailand assisted government partners to develop and scale up policies and programmes that improve the lives of children, particularly the most marginalized and disadvantaged, through fine-tuning effective working models. Notable UNICEF-supported interventions that demonstrated this approach were: 1) the partnership with the Department of Local Administration and Bangkok Metropolitan Administration to support 24 early childhood development (ECD) Demonstration Centres, focusing on building the capacity of caregivers, management and parents and applying behaviour competencies; 2) development of multi-grade teaching documentation and national guidelines in partnership with the United Nations Educational, Scientific and Cultural Organization (UNESCO); and 3) promotion of reading and access to books in remote communities in Mae Hong Son Province.

In 2015, UNICEF Thailand raised US\$16.9 million from local fund-raising and provided 100 per cent of Other Resources for the country programme. A major success was its Nepal emergency appeal, which raised US\$2.3 million from local donors. Fewer donors were recruited compared with 2014 due to challenges with the Face-to-Face fund-raising programme. To address this, UNICEF Thailand is strengthening its fund-raising operation for major donors and corporates through expansion of in-house fund-raising capacity.

Adolescence is a new area introduced to the country programme in 2015 as a result of the Mid-Term Review in 2014. The need to equip UNICEF Thailand with a new set of competencies, explore partnerships and identify a particular niche within this field delayed the implementation of comprehensive programming on adolescence.

Quality assurance of research, studies and analysis has been identified as an area for improvement. To address this, UNICEF Thailand established the Research and Knowledge hub to provide internal quality assurance from concept note to final publication, coordinate ethical reviews and external peer reviews and facilitate knowledge management.

UNICEF Thailand expanded its partnership with the corporate sector for fund-raising, advocacy and programming, resulting in concrete engagement with listed companies on the Children's Rights and Business Principles, the chamber of commerce in Chiang Mai on education for migrant children, and major Thai retailer TOPS supermarket on providing reading materials for minority children. UNICEF Thailand sustained its partnership with property development company Sansiri Pcl for fund-raising, with Sansiri donating US\$1 million and pledging to donate a further US\$1 million annually for three years from 2017. Sansiri also continued to support advocacy and awareness raising, including a ban on child labour on construction sites. Another strong partnership with DTAC, a mobile phone services provider, promoted parenting practices via SMS messages and safety through an online child safety guidebook.

UNICEF Thailand worked closely with other UN agencies and government partners to respond to the situation of irregular migrants, mainly Rohingya from Myanmar and Bangladeshis and strengthened its partnership with the World Health Organization and the United Nations Population Fund on access to health services and early pregnancy, and with UNESCO on ECD and education.

UNICEF Thailand supported the United Nations Resident Coordinator for advocacy on the situation in the far South and contributed to the preparation of the Special Representative of the Secretary-General report on Children Affected by Armed Conflict. Expanded partnerships with civil society organizations included support for access to health services by children with disabilities and advocacy for the CSG.

Humanitarian Assistance

A major focus of UNICEF Thailand's humanitarian work in 2015 concerned the crisis in the Andaman Sea and the Bay of Bengal, which erupted in January. Around 25,000 irregular migrants joined an estimated 62,000 adults and children who had previously made perilous boat journeys across a number of countries, some to Thailand. According to the United Nations Refugee Agency (UNHCR) and the International Organization of Migration, they are part of a complex, mixed migratory movement composed of refugees, stateless people and economic migrants. Many are Rohingya from Rakhine State (Myanmar) and Bangladeshis.

Once on Thai soil, women and children were brought to immigration detention centres before being transferred to shelters managed by the MSDHS. The men and some boys were kept in detention centres and police stations. In some instances, men and boys were further separated from their families in the course of continuous transfers between different provinces as Thai authorities searched for better alternatives to overcrowded detention centres.

In 2015, UNICEF Thailand continued to coordinate with the UNHCR and the International Organization of Migration to maintain the Government of Thailand's awareness about children in detention centres requiring to be moved to government shelters, while also continuing to support provision of materials to women and children already in shelters.

In August 2015, UNICEF Thailand formed a partnership with the non-governmental organization

(NGO) Sheikul Islam Group to provide assistance to unaccompanied and separated children in one of the biggest immigration detention centres in the far South, the Sadao Detention Centre. To date, the NGO has provided immediate assistance (medical assistance and basic necessities) to 10 boys while following up their transfer to the MSDHS shelters or taking other appropriate actions to facilitate their release from the centre.

Some immigration detention centres and MSDHS-managed shelters have had difficulty with coordination, particularly on the management of children and women. A severe shortage of human and financial resources and challenges with translation and communication between the Bureau of Immigration and the MSDHS and other agencies also hampered the smooth transfer of children and women. As a consequence, children have experienced physical, mental and emotional difficulties. Children in overcrowded detention centres have been treated as adults, thus increasing their vulnerability to abuse and harm.

A rapid needs assessment focusing on the psychosocial needs of Rohingya women and girls in two government centres, PhangNha and Surat Thani, was conducted, led by UN Women, with UNICEF Thailand support as a member of the United Nations Country Team. The assessments showed the challenges in: cultural differences, no freedom of movement, language problems, distress and trauma. All women interviewed showed signs of distress, such as fever, headache, back pain and menstrual problems. Factors causing distress were: losing their property in country of origin, torture by Rakhine in Myanmar, terrible experiences during travel, losing family and relatives during travel, separation from relatives, lack of specific information about resettlement, inability to communicate, uncertainty on the education of their children, and feeding their children. Five traumatized women demonstrated recurrent memories of hurtful events, nightmares, withdrawn tendencies and difficulties in sleeping.

Psychosocial support was provided to reduce the impact of stress and trauma and to strengthen individual and group coping mechanisms and healing processes. It included different exercises and activities that provided them with positive human relations to help restore their sense of self-respect and ability to overcome anxiety and despair.

In April 2015, the Cabinet tasked the Bureau of Immigration, in coordination with the MSDHS, to find new locations for shelters for irregular migrants. No location has been identified to date.

UNICEF Thailand has been monitoring the impact on children of flooding due to excessive rain in some parts of Thailand, with the Government of Thailand providing prompt and adequate support to affected communities.

Summary Notes and Acronyms

AMP – Annual Management Plan
AMR – Annual Management Review
ART – antiretroviral therapy
ASEAN – Association of Southeast Asian Nations
BMA – Bangkok Metropolitan Administration
BSA – Bangkok Staff Association
BMS – Breast-milk Substitutes
CMT – Country Management Team
CPD – Country Programme Document
CRBP – Children’s Rights and Business Principles
CRC – Convention on the Rights of the Child

CSG – Child Support Grant
CSO – civil society organization
CSR – Corporate Social Responsibility
CSU – Common Services Unit
DCY – Department of Children and Youth
DFAM – Division of Financial and Administrative Management
DLA – Department of Local Administration
DoH – Department of Health
DRR – disaster risk reduction
ECD – early childhood development
ELDS – Early Learning and Development Standards
EFA – Environmental Footprint Assessment
HACT – Harmonized Approach to Cash Transfers
ICEDSCR – International Covenant on Economic, Social and Cultural Rights
JCC – Joint Consultative Committee
KAP – Knowledge, Attitudes and Practices
KPI – Key Performance Indicator
MDGs – Millennium Development Goals
MICS – Multiple Indicator Cluster Survey
MoE – Ministry of Education
MoPH – Ministry of Public Health
MOSS – Minimum Operating Security Standards
MoU – Memorandum of Understanding
MSDHS – Ministry of Social Development and Human Security
MTCT – mother-to-child transmission (of HIV)
NCYDP – National Child and Youth Development Plan
NESDB – National Economic and Social Development Board
NGO – non-governmental organization
NSO – National Statistics Office
OBEC – Office of Basic Education Commission
OP3 – Optional Protocol to the CRC on a Communications Procedure
OR – Other Resources
PETS – Public Expenditure Tracking Survey
RCSA – Risk and Control Self-Assessment
RR – Regular Resources
TDRI – Thailand Development Research Institute
TRC – Teacher Resource Centre
UNAIDS – Joint United Nations Programme on HIV/AIDS
UNCT – United Nations Country Team
UNDSS – United Nations Office of Safety and Security
UNESCO – United Nations Educational, Scientific and Cultural Organization
UNFPA – United Nations Population Fund
UNHCR – United Nations Refugee Agency
UNICEF – United Nations Children’s Fund
UNIDO – United Nations Industrial Development Organization
UNODC – United Nations Office on Drugs and Crime
USI – universal salt iodization
WHO – World Health Organization

Capacity Development

Capacity development has been instrumental to achieving UNICEF Thailand country programme results. The systematic approach to providing focused support to the Government of Thailand and other partners has resulted in improved understanding and skills among various service providers, frontline workers and key policy and decision makers.

In 2015, UNICEF Thailand partnered with the Bureau of AIDS and Tuberculosis of the Ministry of Public Health (MoPH) to conduct an international training course on 'Comprehensive Management for Adolescents Living with HIV'. The training curriculum, tools and methodology were developed on the basis of UNICEF-supported research on the sexual health of adolescents living with HIV and promoting adherence to antiretroviral therapy (ART).

A Training of Trainers on Child Protection cemented a full partnership with the Royal Thai Police on child protection. Strategic work with the Police Education Bureau to integrate child protection into the overall police curriculum resulted in the development of a child protection manual for use by 22 police training centres around the country.

National evaluation capacity was strengthened with the completion and testing in 2015 of a draft evaluation curriculum by master trainers, as per the 2014 Memorandum of Understanding (MoU) between the Thai Evaluation Network and the Canadian Evaluation Society.

To help strengthen national monitoring capacity, UNICEF Thailand worked with the National Statistical Office (NSO) to conduct an 11-day training for NSO field enumerators to carry out a comprehensive national Multiple Indicator Cluster Survey (MICS). In addition, capacity building was undertaken for the Department of Children and Youth (DCY) (under the Ministry of Social Development and Human Security (MSDHS)), focusing on strategic and equity-based planning, monitoring and implementation of the national child support grant policy. Capacity building included training, face-to-face technical support and continuing consultations.

Evidence Generation, Policy Dialogue and Advocacy

UNICEF Thailand and its partners adopted a step-by-step approach that helped influence the prioritization of a Child Support Grant (CSG) for poor families in the national policy agenda.

UNICEF Thailand was able to generate evidence on child poverty and the equity aspects of child well-being and welfare based on data from the 2012 MICS. Child poverty analysis was undertaken by the National Economic and Social Development Board (NESDB) and was included in the latest MDG report by the Government of Thailand under Goal 1.

Policy advocacy efforts by UNICEF Thailand, the Department of Health (DoH) and partners for the introduction of the draft Breast-milk Substitutes (BMS) Code Act reached a major milestone when the Cabinet approved the draft in December 2015. UNICEF Thailand provided technical support and maintained regular public advocacy to build support for the draft BMS Code Act.

UNICEF Thailand conducted a landscape analysis of the most recent available nutrition data to determine the current status of malnutrition in children under 5 and potential influencing factors to malnutrition. Results of the analysis were discussed in August with key stakeholders, in particular the Bureau of Nutrition, and recommendations were proposed. This sparked the opening of a debate around the use and application of the nutrition surveillance system. The NESDB also requested UNICEF Thailand to provide an advocacy piece to include in their monthly bulletin.

UNICEF Thailand worked with the Ministry of Education (MoE) and Thammasat University to complete the Public Expenditure Tracking Survey (PETS) of the free education programme. The survey, due to be published in early 2016, tracked how public resources are channelled to schools from an efficiency and equity perspective. The analysis, though not yet fully finalized, has already influenced high-level policymakers in the MoE to reconsider several elements of the programme, including poverty targeting and the quota for budget allocations for schools.

Partnerships

Leveraging partnerships with civil society, the private sector, academia and the Government of Thailand is key strategy to deliver results for children. In 2015, UNICEF Thailand signed six Programme Cooperation Agreements and four Small Scale Funding Agreements.

UNICEF Thailand and 45 non-governmental organization (NGO) partners signed an MoU with the Juvenile and Family Court on a project to protect the rights of children in conflict with the law. UNICEF Thailand continued to co-lead with Save the Children and Office of Basic Education (OBEC) on disaster risk reduction (DRR). Studies were undertaken with research institutes and academics on social inclusion and with the United Nations Population Fund (UNFPA) on adolescent pregnancy. The United Nations Working Group on Teenage Pregnancy was set up. UNICEF Thailand developed work plans with the Bangkok Metropolitan Administration (BMA) and Department of Local Administration (DLA) to support 24 'Demonstration ECD Centres'.

Partnerships with the private sector included financial contributions to programmes and for advocacy. DTAC and Sansiri Pcl continued their support to integrate child rights into their businesses. Three mobile libraries were launched with TOPS supermarket in Mae Hong Son province to promote reading in remote areas. A media/corporate trip was organized to Nepal to show UNICEF's humanitarian response following the April earthquake. Amid strong support from media partners on emergency appeals, partnerships with corporates generated US\$1.05 million for the Nepal earthquake. Sansiri contributed US\$1 million to global emergency funds as part of a three-year agreement.

UNICEF Thailand collaborated with the Thaipat Institute, a certified Global Reporting Initiative trainer, to raise awareness of Children's Rights and Business Principles (CRBP) among businesses. The Stock Exchange of Thailand supported a forum on children and sustainability to promote CRBP. The Sasin Center for Sustainability at Chulalongkorn University offered its existing platform for promotion of CRBP with a lunch for business professionals, academics and students.

To develop its country programme 2017–2021, UNICEF Thailand organized 14 thematic and sectoral consultations bringing together a wide range of partners.

External Communication and Public Advocacy

In 2015, UNICEF Thailand created a new communication and public advocacy strategy in sync with the new global strategy. Efforts focused on five priority issues outlined in the Annual Management Plan (AMP): (1) ending violence against children; (2) early childhood development (ECD); (3) public advocacy to support expansion of the CSG; (4) children with disabilities; and (5) increasing digital engagement with youth and UNICEF supporters.

Public communication around two major fund-raising campaigns further amplified UNICEF

Thailand's voice, reach and engagement in Thailand: A fund-raising campaign to support the silent emergency in South Sudan and an appeal following the Nepal earthquake.

According to data from a 2014 UNICEF report (Information Communication Technologies and Children's Rights: Thailand Country Mapping), 32 per cent of the population over six years is connected to the Internet. Internet connectivity increased 20 per cent between 2013 and 2014, with Internet users predominantly being young people. In 2015, UNICEF Thailand worked to take full advantage of the rapid growth in these technologies, establishing an Official Account on the popular chat app, LINE, in June under the global partnership, which had 2.07 million active followers in Thailand as of 31 December. Active followers on Facebook, Twitter and Instagram more than doubled, from approximately 46,000 in January 2015 to 104,488 followers by year-end. In addition, there were 3,658 YouTube subscribers.

UNICEF Thailand held its first online broadcast using Google Hangout on Air with youth celebrities and university lecturers on how to use the Internet safely and constructively. The video broadcast had more than 1,500 views in 24 hours and reached more than 85,000 impressions through UNICEF Thailand's tweets and 90,000 organic reaches through Facebook. Progress was made towards establishing U-report in Thailand via free SMS, with positive support received from mobile operators, relevant government ministries, the coalition of civil society organizations (CSOs) and National Child and Youth Council representatives.

South-South Cooperation and Triangular Cooperation

In 2015, UNICEF Thailand continued to support the MoE with coordination of the Thailand School Safety Network for DRR in education. As part of that support, UNICEF Thailand supported Save the Children to organize a study tour to Lao People's Democratic Republic for four MoE staff to facilitate knowledge exchange and cross border learning on management of DRR in schools.

UNICEF Thailand and Save the Children work together in Thailand through a formal partnership agreement strengthening the capacity of schools, communities and education authorities in disaster response and preparedness based on the Comprehensive School Safety Framework. UNICEF Thailand and Save the Children identified Lao People's Democratic Republic as an example of a neighbouring country where innovative initiatives are being applied in the implementation of DRR in schools and which has an effective coordination mechanism. The visit included exchanges with the Lao Ministry of Education and Sports and partners at the national level, and also learning at the school and community level in Bolikhunt and Pakseng Districts.

The MoE staff learned about the MoUs put in place between the Lao Ministry of Education and Sports and civil society to coordinate stakeholders and as a mechanism to empower local education authorities to prioritize DRR. The crucial role of the Ministry in monitoring and evaluating the implementation of school safety initiatives was also demonstrated, as was the effective use of mobile technology in data collection and monitoring in remote areas.

Based on the visit, it was agreed that Thailand's MoE will apply a similar approach to data collection using mobile technology, with support from partners including UNICEF Thailand and Save the Children, which will include capacity building in monitoring and evaluation.

Identification and Promotion of Innovation

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Human Rights-Based Approach to Cooperation

A human rights-based approach is fully integrated into UNICEF Thailand's programming, emphasizing the dimensions of inclusiveness, equity and non-discrimination. A training on the Theory of Change and Result-Based Management for Social Inclusion was held in April 2015 for all UNICEF Thailand programme staff.

UNICEF Thailand continued its advocacy for the rights of children with intellectual disabilities. Some 2,135 children with intellectual disabilities from 112 schools and special education centres in 10 provinces participated in Special Olympics Thailand sports training and athletic competitions to improve their fitness and social skills. Through the healthy community project, 1,316 children from selected schools in Bangkok, Chiang Mai, Lopburi, Phuket, Suphanburi and Ubonratchathani were screened for their health and referred to appropriate health and treatment services. UNICEF Thailand continued to focus on promoting access to quality early learning and basic education for children and young people both in and out of school. Through education interventions for migrant children in the North and children living in situations of unrest in the far South, UNICEF Thailand continued to promote innovative teaching methods, such as multi-grade and bilingual education. Mobile libraries in Mae Hong Son focused on improving the reading skills of minority children.

UNICEF Thailand generated information regarding the most vulnerable children, such as children without parental care and adolescent parents, especially girls. The review of the alternative care system and the situation analysis on adolescent pregnancy identified the challenges that these groups face and their findings are being used for policy advocacy to strengthen the relevant systems.

The national capacity to report in a participatory manner to the Committee on the Rights of the Child was enhanced with UNICEF Thailand supporting the Child and Youth Council to collect

the views of children and young people on key issues regarding their welfare. UNICEF Thailand participated in the mock session on the International Covenant on Economic, Social and Cultural Rights (ICESCR) to strengthen Government of Thailand capacity in reporting to the ICESCR Committee. Finally, the concluding observations of treaty bodies were fed into the UNICEF Thailand Situation Analysis update.

Gender Mainstreaming and Equality

UNICEF Thailand has been comprehensively promoting gender equality through its programming and advocacy and has applied a gender perspective in focusing on particular groups, such as marginalized and migrant children.

In 2015, UNICEF Thailand supported the MoPH Regional Office 12 (covering the provincial areas of Narathiwat, Pattani, Satun and Yala, and four districts of Songkhla in the far South) to promote integrated psychological support and referral systems for children to reduce the psychological impact of violence, involving communities, local administrative organizations, hospitals and schools. MoPH studies have shown that direct or indirect experience of violence affects children, with about 15 per cent of these children experiencing depression. According to the studies, the number of girls who experience depression is three times higher than that of boys. By making services available in schools and communities, girls who are affected psychologically have a greater chance of accessing the appropriate care.

To sensitize police on child protection issues, including gender-based violence, UNICEF Thailand supported a training of trainers for the police in which 10 out of the 42 trainees were policewomen.

In 2015, UNICEF Thailand carried out awareness-raising activities with companies and public communication around the need to support breastfeeding by female workers in the workplace. UNICEF Thailand and UNFPA finalized a study on the causes and consequences of teenage pregnancy in Thailand, which has the second highest rate of adolescent pregnancy in Asia. The UNFPA provided technical inputs to the study terms of reference and tools and convenes a joint United Nations working group on adolescent pregnancy. The findings are being used to inform Thailand's adolescent pregnancy prevention strategy, as well as to improve the focus of UNICEF Thailand interventions, such as for preventing pregnant girls from dropping out of school. Linked to this, UNICEF Thailand, in collaboration with the Government of Thailand, initiated a review of comprehensive sexuality education in schools to assess its effectiveness, gender sensitivity and potential for improvement.

Environmental Sustainability

In 2015, UNICEF Thailand and the Thaipat Institute held a number of sessions on CRBP. Some 31 companies received information about child rights in business, including Principle 7: Respect and support for children's rights in relation to the environment and to land acquisition and use. UNICEF Thailand, in partnership with the MoE and OBEC, led the Thailand School Safety Network. This is an integrated platform for coordination, collaboration and mutual capacity building among members to support the MoE's technical capacity on DRR and environmental sustainability. The network, whose members are national and international NGOs, held four meetings in 2015 and advocated with the MoE on educational facility safety, disaster management and curriculum content as core pillars for DRR in schools.

Additionally, UNICEF Thailand supported 200 school administrators and staff from private schools under OBEC to receive training on how to incorporate the DRR/climate change teacher

manual into their lessons. UNICEF Thailand also supported Save the Children to organize a MoE study tour to Lao People's Democratic Republic to learn from the Laotian model of DRR in education.

In 2015, UNICEF Thailand followed up on its Environmental Footprint Assessment (EFA) conducted the previous year with an action plan for the office. The plan has two objectives: 1) to map out the different activities that will be undertaken by UNICEF Thailand, and 2) to provide good examples and references for other country offices in East Asia and the Pacific to conduct their own EFAs and follow-up actions. The action plan was developed around five pillars: 1) the reduction of electricity power usage in order to achieve energy efficiency through practical measures such as the replacement of fluorescent lamps, 2) installation of a solar power system, 3) revision of the air conditioning system, 4) reduction of travel costs, and 5) promotion of 'green practices'.

A solar power system was installed in November, which will decrease electricity consumption by an estimated 11.2 per cent per year. The EFA, a first step towards reducing UNICEF Thailand's carbon footprint, provided an opportunity to define clear baselines and performance indicators that will be used to measure progress over time

Effective Leadership

Following the Annual Management Review (AMR), the CMT adopted its 2015 AMP, including office-wide management, programme and operational priorities, management of Key Performance Indicators (KPIs), programme and operational risks, control mechanisms and governance structure.

Monthly CMT meetings were followed by an all-staff meeting to report back. CMT standing agenda items included: 1) monthly KPI reports, including direct cash transfers, funds utilization status and monitoring of the Harmonized Approach to Cash Transfers (HACT) annual assurance plan (100 per cent implemented) with KPIs generally on track and where necessary corrective actions adopted; 2) Bangkok Staff Association (BSA): progress report on the action plan endorsed by the CMT as a follow-up to the Global Staff Survey results and on the Joint Consultative Committee (JCC) meetings; 3) private-sector fund-raising update: although the local fund-raising operation was affected by currency fluctuations, local donations remained high and the targets were adjusted accordingly; 4) next Country Programme Document (CPD) preparation process: A preparation plan was approved by the CMT and key milestones defined in consultation with the Regional Office. The Strategic Moment of Reflection took place in October followed by strategic consultations with key partners.

In April, UNICEF Thailand conducted a comprehensive Risk and Control Self-Assessment (RCSA) involving all staff to develop a common understanding of risks identified and mitigation measures. The Strategic Moment of Reflection provided an opportunity to contextualize the RCSA within the CPD preparation process. The risk analysis of the private sector fund-raising operation was conducted in accordance with the guidelines received from the Geneva office.

UNICEF Thailand's statutory committees met regularly as planned. For greater efficiency, the Property Survey Board, the Crisis Management Team, the JCC and Job Classifications Panels jointly served UNICEF Thailand and the Regional Office. Three new standard operating procedures, directly implementable, were adopted to reflect UNICEF procedures for Country and Regional Office Transfer of Resources to CSOs, quality assurance research, and UNICEF revised guidance on field monitoring visits.

Financial Resources Management

Monthly CMTs systematically reviewed management KPIs on budget, financial resources and the HACT assurance plan.

All targets of the HACT assurance plan were met. By end-2015, a total of 22 spot checks, 8 micro-assessments and 4 audits were completed as planned. Direct cash transfers were regularly liquidated within the time frame of six months with a few exceptions not exceeding nine months.

In 2015, the total amount of Other Resources (OR) utilization was US\$12.18 million (99 per cent of allocation), with US\$10.14 million spent. Regular Resources (RR) utilization totalled US\$1.05 million (100 per cent of allocation), with US\$1 million spent.

UNICEF in Thailand operates nine bank accounts, including three accounts for the Regional Office (including Singapore) and six bank accounts for UNICEF Thailand, including four dedicated to the local fund-raising operation. Regular contacts are maintained with the Division of Financial and Administrative Management (DFAM) to identify the best exchange rate and inter-bank transfers are periodically processed to replenish Regional Office bank accounts from public-sector fund-raising income accounts based on regularly updated cash-flow forecasts.

A comprehensive assessment of UNICEF bank accounts worldwide was conducted by DFAM to optimize the use of current bank accounts and ensure a smooth transition to a Global Shared Services Centre. However, after consultation with DFAM, it was agreed that all public sector fund-raising income accounts will be maintained to avoid a disruption of local fund-raising activities. One US dollar bank account at the main bank was closed by the end of 2015 and a new bank account will be opened with Standard Chartered Bank based on the recommendations from DFAM.

The finance team processed and reconciled financial transactions for both offices. For 2015, some 1,035 payment vouchers were processed, totalling approximately US\$13.1 million through cheque and iCash (online banking). Monthly reconciliation of the six bank accounts managed by UNICEF Thailand was completed in a timely way.

Fund-Raising and Donor Relations

In 2015, UNICEF Thailand raised US\$16.9 million, an increase of 12 per cent in local currency terms over the previous year, and provided 100 per cent of OR for the Programme, thus ensuring flexibility and predictability. UNICEF Thailand also provided US\$9.3 million for global RR, US\$600,000 for the Regional Office Regional Thematic Fund and US\$1 million to the Global Emergency Fund. In addition, UNICEF Thailand raised US\$2.3 million for the Nepal emergency from the private sector and an additional donation of US\$1 million from the Government of Thailand through its public mobilization.

The majority of this income was raised through an active pledge programme and direct marketing appeals (66,489 donors in total), with additional income from corporate, digital and emergency fund-raising. Fewer donors were recruited compared to 2014 due to challenges with the Face-to-Face fund-raising programme, which are being addressed.

Between 2012 and 2015, UNICEF Thailand contributed US\$21.5 million to RR and Regional Thematic Funds (US\$1.9 million for Regional Thematic Funds and US\$19.6 million for RR). The UNICEF Thailand programme was fully funded for the year against CPD planning levels.

There were two Programme Budget Allotments (SC-12-0143 and SC-13-0090) that expired in December 2015 that were fully utilized. Special attention continued to be given to fund management, with monthly oversight reports prepared by the programme budget assistant for the Deputy Representative's follow-up with section chiefs and result managers and for reporting to the CMT. No donor reports were due in 2015.

Evaluation

The monitoring and evaluation function was strengthened in the office with the addition of one P3 specialist. In 2015, UNICEF Thailand created the Research and Knowledge hub to provide internal quality assurance for research, coordinate ethical reviews and external peer reviews and facilitate knowledge management. In 2015, UNICEF Thailand started using PRIME, in the offline format. UNICEF Thailand is on track for spending 1 per cent of its total programme expenditure on evaluation. For 2015, Integrated Monitoring and Evaluation Plan/PRIME included one evaluation, of the National Child and Youth Development Plan (NCYDP) 2012–2016.

The NCYDP evaluation was country-led, impartial and utilization-focused. The MSDHS took a leadership role in managing the evaluation together with UNICEF Thailand, and relevant line ministries were engaged throughout the process. To guide the evaluation, a Steering Committee and a Technical Committee consisting of key stakeholders, were established. In October, the draft report was submitted to the Steering Committee for review and the revised report was shared in a public hearing among relevant stakeholders including line ministries, academia, NGOs, media, etc. The final report was endorsed by the National Commission of Children and Youth in December 2015.

The Thailand Evaluation Network in 2015 completed a draft national evaluation curriculum, establishing evaluation standards, norms and ethics. The curriculum was peer reviewed at a workshop attended by 15 master trainers, an important step towards certification of a first cadre of professional evaluators in 2018. This programme is set to enhance the institutionalization of evaluation in Thailand.

Efficiency Gains and Cost Savings

In 2015, several initiatives were implemented to ensure greater efficiency in business processes and to achieve cost-saving objectives.

UNICEF Thailand continued the cost-reduction strategy implemented since 2013. Work processes were revised to identify bottlenecks and redundancies.

The 'green project initiative' was endorsed by both the Regional Office and UNICEF Thailand management teams to achieve the corporate objective of 'carbon neutrality' by 2020. The action plan that was put in place as a result of the EFA was implemented in compliance with pre-defined key milestones, including the installation of a solar power system. This is expected to result in power savings of 11 per cent annually. UNICEF Thailand and the Regional Office allocated a budget of US\$80,000 for the green project, with a payback period of ten years in consideration of the expected return on investment.

The Common Services Unit (CSU) and the BSA continued to advocate for cost-saving practices in the workplace not only through daily routine practices such as paper use, electricity and air conditioning consumption but also in interactions with third parties. The CSU (through human resources and supply units) systematically undertook negotiations with contractors to reduce

their financial offers in an effort to ensure the best value for money during pre-contracting discussions.

The Travel Unit continued to explore various modalities as alternatives to business class travel. Some staff members accepted to downgrade their entitlement to business class travel, and this effort will be maintained in 2016.

Supply Management

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The 'green project initiative' was endorsed by both the Regional Office and UNICEF Thailand management teams to achieve the corporate objective of 'carbon neutrality' by 2020. The action plan that was put in place as a result of the EFA was implemented in compliance with pre-defined key milestones, including the installation of a solar power system. This is expected to result in power savings of 11 per cent annually. UNICEF Thailand and the Regional Office allocated a budget of US\$80,000 for the green project, with a payback period of 10 years in consideration of the expected return on investment.

The CSU and the BSA continued to advocate for cost-saving practices in the workplace, not only through daily routine practices such as paper use, electricity and air conditioning consumption, but also in interactions with third parties. The CSU (through human resources and supply units) systematically undertook negotiations with contractors to reduce their financial offers in an effort to ensure the best value for money during pre-contracting discussions.

The Travel Unit continued to explore various modalities as alternatives to business class travel. Some staff members accepted to downgrade their entitlement to business class travel and this effort will be maintained in 2016.

Security for Staff and Premises

The overall security situation in Thailand remained calm except in the far South. Security and safety along the Thai-Malaysian border continued to be affected by the ongoing conflict between Thai authorities and separatist groups. The number of security incidents in the southern provinces of Narathiwat, Yala and Pattani assessed as 'substantial' under the Security Level System fell slightly in 2015 compared with the previous year. This is partly due to the approach taken by the Government of Thailand to empower local communities to defend themselves.

However, the bombing at the Erawan shrine and at a pier in central Bangkok in August 2015 highlighted the importance of maintaining security awareness among staff. The motivation behind the bombing is still unclear.

UNICEF Thailand maintained close coordination with the United Nations Department of Safety and Security (UNDSS). There were no major incidents affecting office security and staff safety in 2015. Shared security advisory and SMS security alerts were made in a timely way, and telephone trees activated whenever needed. UNICEF Thailand took part in the security assessment for the far South and also shared security information/concerns with UNDSS, which

contributed to the revision and update of the Standard Operating Procedures for official missions to the region.

Long-Term Agreements have been made with transport companies in various mission destinations to have Minimum Operating Security Standards (MOSS)-compliant vehicles provided to staff during field visits in order to improve their safety and security.

In conclusion, the complexity of the security situation in the far South remained the main concern for UNICEF Thailand. Close coordination with UNDSS must continue in order to deliver programmes to affected areas without affecting staff safety.

Human Resources

Strengthening team spirit and work efficiency continued to be at the core of human resources management strategy. The release of the 2014 Global Staff Survey results led to management and the BSA identifying three priority areas that require special focus: personal empowerment, knowledge and information sharing, and work/life balance.

UNICEF Thailand maintained a good track record in performance appraisal with a completion rate of 100 per cent of e-PAS/PER in compliance with established KPIs. The office has initiated consultative meetings to encourage continued discussions between supervisors and supervisees to foster performance feedback and staff learning and development plans as a systematic process.

An office-wide implementation of staggered working hours has been well accepted and applied by all staff. In addition, a compressed work schedule (working 10 days in nine) and teleworking (working from home) have been applied on a regular basis.

Existing mechanisms for information and knowledge sharing worked effectively. The monthly 'all staff meetings' were used by senior management as an important platform for information exchange.

The Human Resources Development Team made major strides in cultivating a learning culture in the office. The following learning activities were implemented throughout the year: 1) Brown Bag sessions on programmatic issues, 2) Quarterly knowledge-sharing sessions, and 3) Group learning – i.e., results-based management for social inclusion and communication. Staff actively participated in common information sessions such as ethics dialogues and a pension fund briefing.

The Team established 'your first UNICEF buddy' for all new staff during their first three months to help them familiarize with UNICEF practices, with one staff supporting her/his buddy. UNICEF Thailand management is strongly committed to UN Cares and implementing the 10 minimum standards on HIV in the workplace. This includes the mandatory face-to-face HIV/AIDS in the Workplace Awareness training, which was held three times in 2015

Effective Use of Information and Communication Technology

Cloud computing system:

Access to cloud-based applications was enhanced and the Office 365 desktop component tool was embedded into UNICEF Thailand standard operating system software. Office automation tools were available to all UNICEF Thailand users (system accounts) and laptop/desktop PCs (application software). A 40/40 Mbps primary link and 15/15 Mbps IPsec/backup link bandwidth

were shared by UNICEF Thailand and the Regional Office to enable effective access to the cloud-based component online tools.

ICT network:

The WI-FI network was improved with the global standard configuration, enabling all office users included in the coverage to have connectivity from their own devices (laptops/mobile phones/tablets).

Mobile technology:

Mobile phone/sim cards with unlimited mobile data access services were also provided to essential users to enable them to access the cloud-based office automation tools to work from anywhere at any time.

Skype for business was available to all staff and a number of good-quality conference webcam devices were provided to all section chiefs. A 360-degree high-performance conference station (Polycom CX5000) was installed in the meeting room to support the use of the office automation tool.

Digital and social media:

UNICEF Thailand used five social media platforms in 2015: Facebook (92,000 followers), Twitter (11,000), Instagram (1,488), LINE (2.07 million) and YouTube (3,658 subscribers), with figures as of December 31. All channels saw a dramatic increase in popularity, with followers of Facebook, Twitter and Instagram more than doubling over the year, from approximately 46,000 to 104,488.

Facebook was used during UNICEF Thailand campaigns to reach and engage supporters. Twitter was mainly used to raise awareness on issues affecting children and Instagram to post photos of UNICEF Thailand events and celebrities engaged in its work. All videos produced were uploaded onto YouTube, and sometimes directly onto the Facebook page. The use of social media was also critical during emergencies.

Programme Components from Results Assessment Module

ANALYSIS BY OUTCOME AND OUTPUT RESULTS

OUTCOME 1: Strengthened national systems for social policy and economic analysis, generating evidence and monitoring the situation of the most vulnerable children.

Analytical statement of progress:

In 2015, UNICEF Thailand continued its efforts to build national capacity in social policy and economic analysis, which are central to developing and implementing policies that deliver services for children. Analysis, including research, studies and surveys, provide data needed to monitor the situation of children, identify who are the most disadvantaged and excluded, and promote policy reform to reduce poverty and inequities that hamper the realization of children's rights to health, education and protection. The policy analysis and dialogue that UNICEF Thailand undertakes is aimed at strengthening the accountability of decision makers in Thailand and raising general awareness of inequities and ways to reduce them.

Thammasat University and the MoE, supported by UNICEF Thailand, completed the PETS of the 15 Year Free Education programme. The survey, to be published in early 2016, highlights areas for consideration in the free education policy guidelines related to budget petitions and

budget disbursements in the system, integration and data sharing between public schools on student enrolment and identification, design of student subsidies, and inadequacy of transfers to address inequities in resource availability for schools due to the unequal distribution of teachers and contributions from the private sector. Analysis of the survey has influenced high-level policymakers in the MoE to reconsider the poverty targeting criteria and the quota for school budget allocations, and to focus more on monitoring and improving implementation efficiency within OBEC. Continuous advocacy by UNICEF Thailand, together with the detailed technical and policy guidance provided throughout the implementation process and the close involvement of partners from OBEC at each stage, created ownership of the results among national partners, as well as leadership in implementation follow-up.

Analysis on child poverty by the Thailand Development Research Institute (TDRI), the country's leading economic think tank, carried out with technical and financial support from UNICEF Thailand, attracted the interest of key policymakers from the NESDB and the Bureau of Budget regarding key policy priorities for children. The research, which was reflected in the national MDG report, has established a basis for future analysis on multidimensional child poverty and monitoring by the Government of Thailand.

To build national capacity on child poverty and equity analysis, TDRI in 2015 completed the policy brief on the CSG in Thailand with financial and technical support from UNICEF Thailand. The brief was presented to Parliament. This evidence, together with UNICEF Thailand advocacy efforts, contributed to the Cabinet's approval in April 2015 of US\$20 million for a CSG for children in families not covered by the social security scheme. Under the CSG, poor families receive a monthly allowance of 400 baht per child aged 0–1 born between 1 October 2015 and 30 September 2016. The CSG benefits around 135,000 young children, compared with an estimated 1.3 million children who would be eligible if the scheme covered children aged 0–6. To build evidence for advocacy to expand the CSG, the Government of Thailand requested an independent impact evaluation and assessment of the targeting effectiveness of the policy during the first year of operation. UNICEF Thailand supported the hiring of an international research institute to provide evaluation guidance. The findings will serve as a basis for future Cabinet decisions on the expansion of the CSG in Thailand. As a result of advocacy by UNICEF Thailand and its partners, at the recent meeting of the National Committee on Children and Youth Development, the Deputy Prime Minister endorsed a proposal for continuation of the CSG for 36 months for each beneficiary and for an increase of the grant to 600 baht per month as per the National Committee's proposal.

Developing national evaluation capacity remained a priority for UNICEF Thailand and its national partners. In 2015, a draft evaluation curriculum to enable professional certification of evaluators was developed and a workshop was held to review it. These were key processes outlined in the 2014 MoU between the Thai Evaluation Network and the Canadian Evaluation Society aimed at creating a cadre of expert evaluators to further promote the culture of policy evaluation in Thailand.

Another achievement was the completion of a government-led evaluation of the NCYDP, a major multi-sectoral policy for children. The evaluation recommendations focused on the need to prioritize evidence in the planning and budgeting process for children, the use of results-based management, and the allocation of budgets and promotion of effective coordination at both national and provincial levels.

UNICEF Thailand supported the Institute of Population and Social Research to complete phase one of a longitudinal study on the impact of internal migration on the development of children

who are left behind by their parents. The study is a follow up to research from MICS 2012 on children not living with their biological parents due to internal migration. Multivariate analysis of the study data has shown that the key factor for delayed development among young children is whether the mother is present in the household. While no direct relationships in the longitudinal study were established between internal migration and delayed development of young children, the research does signal the need for better parenting programmes for families in Thailand, adjustment of social services towards families where internal migration occurs, consideration of the duration of maternal leave, and the role of community-based social services in providing support to these families.

OUTPUT 1: By the end of 2016, policymaking on priority issues affecting children and women is strengthened by provision of evidence and analysis from high-quality studies, research and evaluations conducted by line ministries and academic institutions.

Analytical statement of progress:

As a follow up to the MoU signed between the Thai Evaluation Network and the Canadian Evaluation Society, a draft national evaluation curriculum was completed in 2015 and a peer review workshop with 15 Thai master trainers was held to further refine it. By 2018, a first cadre of professional evaluators is expected to receive certification.

With extensive technical support from UNICEF Thailand, the Government of Thailand-led evaluation of the NCYDP was completed. The evaluation provides recommendations for implementing comprehensive evidence and results-based planning and budgeting for children under the next Plan (2017–2021). While evaluations have emphasized the need for better budgeting and costing of national plans for children, the completion of the PETS on the free education policy by Thammasat University and the MoE highlighted some critical inequities related to policy design and budget implementation. While the report will be ready in early 2016, the field findings and interim policy discussions with national partners have already influenced policy follow up by the OBEC on poverty identification and targeting of poor students, improved guidelines for reaching poor students, and rethinking of quotas for schools based on size and geographic location. Monitoring the effectiveness of free education policy revisions based on the survey recommendations, especially on identification and inclusion of students from poor households, will be a key focus of UNICEF Thailand's policy and budget analysis work in 2016.

Driven by a focus on equity, UNICEF Thailand conducted further research into the different facets of monetary child poverty in Thailand. This was reflected in the 2015 MDG reporting by the NESDB and will be followed by specific research and validation work on the indicators for non-monetary deprivation in 2016.

Key bottlenecks to the completion of some of the studies under this output related to the availability of institutions to undertake social research in Thailand, as well as to the need for further quality assurance of the research conducted, especially for emerging issues.

With extensive data-quality checking and assurance already conducted, the longitudinal study on the impact of internal migration on early childhood well-being and development was completed by end-2015. A situation analysis on social workers in Thailand, in collaboration with the Social Workers Association, began in 2015 and will be completed by the end of the current country programme.

OUTPUT 2: By 2016, national strategic planning and programming processes are strengthened through the use of monitoring data on the situation of children and women, especially those with multiple deprivations

Analytical statement of progress:

UNICEF Thailand worked with the NSO to launch a third round of the MICS in 2015 following rounds in 2005 and 2012. The MICS, the largest household survey in Thailand, collects key information on children and women to assess and address health, nutrition, education and child protection issues. Analysis of previous MICS data showed uneven progress on many indicators, with major disparities in terms of household wealth and regional and urban/rural location. As in previous rounds, the MICS 2015 was designed to be nationally representative, and also representative of the situation in 15 provinces with incomes below the poverty line and urban poor communities in Bangkok.

Good progress was made on Implementation of the MICS. A Steering Committee and a Technical Committee were set up to ensure the relevance of the survey methodology to the local context. Questionnaires were customised following a survey design workshop held with UNICEF Thailand technical support and including representatives of key stakeholders. The questionnaires were finalized in August and the training of field workers was conducted in October. Fieldwork is now under way and is scheduled to end by February 2016. This latest round of MICS will help to identify inequities in overall progress and provide information to guide policymakers in finding solutions to major challenges continuing to affect the well-being of children in Thailand.

Use of data and evidence for policymaking purposes was further strengthened through an evaluation of the NCYDP, led by the MSDHS as Secretariat to the National Commission on Promotion of Child and Youth Development. Evaluation is critical to clarify bottlenecks to national planning and budgeting related to the use of evidence, application of smart results for planning, availability of data, monitoring of national policies, and the coordination and inclusiveness of national plans. The evaluation also highlighted key capacity gaps in line ministries for ensuring cross-sectoral coordination of the NCYDP.

National capacity to report in a participatory manner to the Committee on the Rights of the Child was further addressed in 2015 through support to the Child and Youth Council, which is soliciting the views of children and young people on key issues regarding their welfare. The results of the report will be used as a basis for drafting the next regular report of the Government of Thailand to the Committee on the Rights of the Child in 2017.

OUTPUT 3: By 2016, the national social protection system for children is strengthened by introduction of a child support grant.

Analytical statement of progress:

In 2015, UNICEF Thailand continued to build advocacy momentum to reach a consensus on the adoption of a CSG policy for families not covered by social security. UNICEF Thailand established new partnerships with the executive and legislative branches (e.g., National Committees and National Legislative Assembly) to advocate for CSG inclusion in their policy agendas, which resulted in the endorsement of the policy proposal by the National Commission on Social Welfare Development and the National Committee on Child and Youth Development chaired by the Deputy Prime Minister.

UNICEF Thailand and the national CSO coalition initiated public policy dialogue among CSOs,

academic institutions, cabinet members and parliamentarians. To address negative public opinion about the grant, UNICEF Thailand also undertook media briefings and media field visits to poor provinces.

Intensive advocacy by UNICEF Thailand and a broad range of partners culminated, in March, with Cabinet approval of US\$20 million for the CSG. Under the programme, poor families receive a monthly allowance of 400 baht per child aged 0–1 who was born between 1 October 2015 and 30 September 2016.

National implementation of the scheme by 1 October 2015 posed significant challenges to the DCY at the MSDHS, the lead agency for the CSG. Targeting mechanisms, the training of provincial staff and monitoring systems needed to be quickly put in place. These requirements formed the basis of a comprehensive work plan between UNICEF Thailand and the Department of Children and Youth. Initial implementation of the CSG also required the establishment of a national impact evaluation panel to inform policy decisions on the expansion of the scheme. To this end, UNICEF Thailand helped establish a public-private partnership for a nationally led evaluation of the CSG under the leadership of the TDRI, the Thailand Health Promotion Foundation and the DCY, to be funded by the Government of Thailand's Sin Tax (a national tax on alcohol, tobacco and gambling). UNICEF Thailand contracted with Economic Policy and Research Institute, a leader in the area of cash transfers, to provide guidance on the establishment of the evaluation panel, and recommendations for the expansion of the CSG. Despite progress, key challenges remain, related to grant targeting, implementation and monitoring.

OUTCOME 2: Strengthened national systems for reducing disparities and social exclusion and increasing protection of children from violence, abuse, neglect and exploitation.

Analytical statement of progress:

Very little new education information was published in 2015, pointing to a general challenge in the availability of timely data and an inability of the education sector to monitor and analyse disparities.

The preliminary findings of the 2015 Out-of-School Children Study, undertaken by the MoE with support from the United Nations Educational, Scientific and Cultural Organization (UNESCO) and UNICEF Thailand, highlighted disparities based on geography and wealth. The study also showed that 26 per cent of non-Thai children were out of school, despite the policy providing free education to all children living in Thailand.

The study includes an analysis on children with disabilities, 50 per cent of whom are estimated to be out of school. A 2015 report by OBEC found that education subsidies were provided for only 70 per cent of children with disabilities.

Similar disparities are evidenced for ECD services. More than 55 per cent of non-Thai children attend ECD programmes compared with the national average of 93 per cent. High mobility of parents and language are among the barriers that prevent migrant children accessing these programmes.

A 2015 World Bank report drew attention to inequities in educational resource allocation. Big schools have more resources and small schools, usually located in more remote areas and serving disadvantaged communities, often have insufficient means to function properly and have poor learning outcomes.

Thailand is one of the early achievers of MDG 6, halting the spread of HIV, and the country has made good progress in reducing the mother-to-child transmission (MTCT) rate of HIV from 3.1 per cent in 2011 to 2.1 per cent in 2014–2015. The number of adolescent pregnancies decreased from 53.8 per 1,000 females aged 15–19 in 2012 to 47.9 in 2014, although they still remain high in Thailand compared with many Association of Southeast Asian Nations (ASEAN) countries, and young people's knowledge and skills on sexuality education is weak.

Birth registration of non-Thais increased from 66 per cent in 2014 to 73 per cent in 2015, well below the national average of 99 per cent. This increase, however, demonstrates the efforts of the Government of Thailand to improve registration of non-Thai babies, an issue on which UNICEF Thailand has been advocating.

Major bottlenecks to addressing these challenges lie mainly within the enabling environment, with deficits in policy implementation, coordination, budget allocation and the capacities of policymakers to respond to disparities and violations of child rights. In 2015, UNICEF Thailand's programme worked to address these bottlenecks through a combination of evidence generation, demonstration, advocacy and capacity building.

For data management and planning, UNICEF Thailand's support to the Out-of-School Children Study consists of building capacity within the MoE to manage data and respond to disparities in the system. For HIV, UNICEF Thailand provided support in tracking the results of the elimination of MTCT campaign and on a study to gain further understanding of the emerging HIV epidemics in the country among young key populations.

In 2015, UNICEF Thailand provided support to the Government of Thailand to initiate or review relevant laws on children to be more child-sensitive and in line with international standards. UNICEF Thailand also strengthened the capacity of the Police to address child protection issues and worked with the MSDHS on a violence against children campaign, targeting parents, teachers and the general public.

On coordination, responsibilities for child protection are spread across several sectors, while fragmented services are delivered at various levels. UNICEF Thailand provided technical assistance to the National Child Protection Committee on the development of a comprehensive Child Protection Strategy, incorporating an overall vision and road map. In 2015, progress was achieved in bringing together the justice sector to focus on justice for children, strengthening the enabling environment for child rights. Initiatives to draw attention to prevention of violence against children through the implementation of the United Nations Model Strategies are being prioritized by the judiciary. The recent adoption of the child protection policy in schools by the MoE demonstrated the commitment of the Government of Thailand to address problems of violence against children in schools.

Planning capacity for equitable allocation of resources across all sectors remained a bottleneck. UNICEF Thailand supported the MoE to conduct the PETS of the free education policy. Some survey recommendations have already been implemented. The key recommendations relate to strengthening the equity focus and the efficient use of resources.

UNICEF Thailand's work also involved demonstrating effective approaches and advocating with the Government of Thailand to improve health, child protection and education services. With the advocacy of UNICEF Thailand and WHO, which took the technical lead, Thailand in December 2015 introduced inactivated poliomyelitis vaccine into routine immunisation

programmes, part of a global effort to achieve poliovirus eradication. Linked to this, UNICEF Thailand supported Government of Thailand officials to attend a UNICEF-organized workshop on vaccine supply. UNICEF Thailand supported the in-country mechanism for working towards validation of elimination of MTCT and advocated for evidence-based HIV prevention programming with a focus on adolescents at higher risk of exposure. Multidisciplinary teams have been established/re-activated in 40 districts in 10 provinces supported by UNICEF, with more than half of the districts collecting and assessing data, providing referrals and improving their grasp of child protection issues. UNICEF Thailand is also generating evidence on mother tongue education and effective pedagogy within small schools, which will feed back into policy advocacy work to improve education for disadvantaged groups.

OUTPUT 1: By 2016, the capacity of children’s caretakers and staff in line ministries to provide equitable access to quality early learning opportunities to all children is increased.

Analytical statement of progress:

Coordination on quality standards and approaches across the various ECD service providers – MoE, DLA and BMA – remained a challenge, contributing to the varying levels of quality provided nationwide.

In 2015, UNICEF Thailand signed work plans with both BMA and DLA involving support to 24 ‘Demonstration ECD Centres’, many of which cater to poor communities. The partnership objective is its ‘contribution to increased utilisation of public ECD services by the poorest and most disadvantaged’. Through this partnership, UNICEF Thailand convened coordination and planning meetings between the main ECD service providers, resulting in a forum to plan and monitor coordinated approaches to ECD across different agencies.

The ‘demonstration site’ concept is about well-trained staff demonstrating effective use of instructional and early learning materials and assessing children’s holistic development and learning, based on the national Early Learning and Development Standards (ELDS), while strengthening engagement with families.

In 2015, UNICEF Thailand worked with the management and 214 caregivers in these 24 centres to strengthen the holistic approach to young child (3–5 years old) development, guided by the ELDS. A series of capacity-building workshops as well as centre-based mentoring to these caregivers/teachers within the classroom took place in partnership with the NGO Books for Children.

The ECD centres received a set of standard play and learning materials to support activities for the development and learning of children across all of the seven domains of the ELDS. This includes a guide on setting up activities and tools to monitor children’s development. From monitoring visits, caregivers now have a better understanding of how specific activities can support children in developing competencies across a wide range of domains and they are applying these new skills in the 24 ECD centres, which enrol 3,020 children.

The tools and training provided to the demonstration centres were well received and UNICEF Thailand was requested to provide similar tools and story books to 2,356 caregivers in 600 ECD centres throughout the country. This has built the foundation for scaling up holistic ECD programmes, with the demonstration centres set to play a cluster role in capacity building. The plan for 2016 is to have these ECD centres serve as demonstrations of inclusion, including children with disabilities. UNICEF Thailand is also working with Raks Thai Foundation, an NGO

specialized in community development, to support parental involvement in ECD.

OUTPUT 2: By 2016, education opportunities to promote equal learning to ethnic minority and migrant children (including children with disabilities) in primary education are increased.

Analytical statement of progress:

Marking the tenth anniversary of the Cabinet resolution on the right to education for stateless and migrant children, UNICEF Thailand continued to work with the MoE, civil society and NGOs to address urgent migrant children's issues in education, including promotion of equal learning opportunities.

In 2015, the most marginalized children (i.e., indigenous and migrant children, especially in the Northern provinces) were overly represented as a proportion of all out-of-school children in Thailand. With UNICEF Thailand support, 31 satellite schools with 99 trained teachers reached more than 1,030 indigenous children in Mae Hong Son, with 551 indigenous children in Chiang Mai accessing schools, and 13,000 children attending 66 Learning Centres in Tak Province. These are a demonstration of OBEC-led responsive education models to reach migrant and stateless children in Thailand.

UNICEF Thailand strengthened public-private partnerships to help the most marginalized children access education. In Chiang Mai, UNICEF Thailand worked with the provincial chamber of commerce, the industrial association and local authorities to increase access to education for migrant workers' children. The initial intervention targeted a single school: Wat Pa Poa School, with 231 children. This created a platform to draft practical guidelines for mainstreaming migrant children into schools. Contacts were also initiated with the Phuket Chamber of Commerce to develop a similar approach in Phuket Province.

In 2015, a migrant education workshop was convened, involving UNESCO, the Migrant Education Integration Initiative and the ministries of education of Thailand and Myanmar. The workshop resulted in an agreement for more forums on flexible practices and knowledge exchange between Thailand and neighbouring countries on migrant education issues.

Phase II of the Out-of-School Children study led by the MoE is currently under way. It is a systematic study of the bottlenecks and barriers to school access faced by hard-to-reach children. An MoE steering committee has been formed to analyse data.

OUTPUT 3: By 2016, the capacity of teacher and sub-national education officers to provide basic education is increased.

Analytical statement of progress:

Thailand has more than 15,000 schools with fewer than 120 students enrolled, mainly serving socioeconomically disadvantaged students. A 2015 World Bank study highlighted the link between the limited resources of these schools and low student performance. In 2015, UNICEF Thailand worked with UNESCO to document good practice at small schools that it supports. The study and its recommendations were disseminated and the MoE is now developing guidelines to improve the quality of multi-grade teaching.

UNICEF Thailand continued to support eight Teacher Resource Centres (TRCs), which are hubs for capacity-building support to teachers within the local education area. These TRCs serve mainly teachers in approximately 1,600 schools, many of which are small and whose

teachers are without professional development opportunities. During 2015, the capacities of 1,315 teachers were strengthened.

UNICEF Thailand's partnership with Mahidol University and the MoE on mother tongue-based education was developed to respond to the academic under-achievement in the South, where the majority of children speak Patani Malay as their first language. The partnership has worked with 15 pilot schools to develop and implement a curriculum in the local language.

Achievements in 2015 include the development and introduction of curriculum and instructional materials for Grade 6.

UNICEF Thailand is partnering with the MoE and Right to Play to integrate Life Skills into the curriculum and classroom. In 2015, some 45 teachers were trained on lesson-plan techniques to support the development of life skills among their students. The results in the classroom have been documented on film and will be used to develop the Life Skills Manual for teachers for teacher training nationwide.

The Mobile Library initiative was launched in 2015 in partnership with Mae Hong Son provincial education authorities. The programme promotes reading in remote communities with low child literacy levels and where the scarcity of reading material for children in schools and at home is a barrier to literacy development. The initiative provides more than 1,100 children in remote areas with access to interesting books and exposes them to guided activities to help improve reading skills. It also builds the capacity of teachers in 33 schools to engage children in reading activities. The books were chosen in consultation with children and the programme also trained 60 youth reading ambassadors, who will animate reading activities for younger children in their communities.

OUTPUT 4: By 2016, capacity of school and sub-national levels to reduce and manage risks on climate change is increased.

Analytical statement of progress:

UNICEF Thailand continued to facilitate the Thailand School Safety Network in conjunction with UNESCO and NGOs under the leadership of the MoE. The network addresses issues around DRR and its members include Right to Play, Save the Children, Plan International, World Vision for Thailand, International Federation of the Red Cross, Thailand Red Cross, Habitat and the Department of Disaster Prevention and Mitigation. In 2015, four meetings were held where members shared information about the actions they had taken and technical progress on DRR in schools. All members have agreed that the common framework on DRR needs to align with the Global Framework for A Comprehensive School Safety Network.

In 2015, some 200 school administrators and staff from private schools under the Office of the Private Education Commission received training with UNICEF Thailand support on how to incorporate the DRR/climate change teacher manual into their lessons. In collaboration with SC, UNICEF Thailand organized a workshop with the MoE to strengthen the national curriculum and instruction methods on DRR. UNICEF Thailand also supported SC in organizing a study tour for four MoE staff members to Lao People's Democratic Republic to learn from its more advanced model of DRR.

In 2015, UNICEF Thailand advocated for swimming lessons in schools to prevent child deaths from drowning, especially during floods. Drowning is a leading cause of child mortality in Thailand. With UNICEF Thailand's contribution, and in collaboration with local civil society and

the private sector, two primary schools in Nakhon Sawan province were able to launch the 'swim safe' programme in 2015, which teaches to children swim. This initiative, formulated with OBEC, is expected to scale up in 2016.

From September 2015, the global Sustainable Development Goals were shared with schools across the country. Ten schools during SDG week implemented the World's Largest Lesson, which was recorded and broadcast via Digital Learning Television channels to reach Thailand's 15,000 small schools.

OUTPUT 5: By the end of 2016, related laws in child protection and related policies are improved to prevent, respond to violence, abuse, exploitation and neglect (Enabling Environment – legal and policy review).

Analytical statement of progress:

The Child Protection Act of 2003 is fundamental legislation that establishes the basis for Thailand's child protection system. The Sub-Committee on Law Reform, which was established under the National Child and Youth Promotion Commission, is currently reviewing the 2003 Act to address gaps and inconsistencies and ensure that provisions are consistent with international standards and practices. With the support of UNICEF Thailand, the Sub-Committee organized two public hearings in 2015, gathering inputs to improve the present draft and resulting in a series of revisions. Representatives from Local Administrative Organizations and key stakeholders in child protection were also convened to provide insights on their experiences and challenges in implementing the current law. In addition, a separate consultation was held with the judiciary to gather insights on the Law's implementation and provide further comments for the review. UNICEF Thailand presented its comments to the Sub-Committee.

Being an advisory body to the National Legislative Assembly, the Sub-Committee on Law Reform was tasked with reviewing and proposing amendments to three major protection provisions in the Criminal Code: protection of children related to sex-related crimes, child pornography and surrogacy. In 2015, the amendments to the Criminal Code were passed by the National Legislative Assembly based on the results of the Sub-Committee's review.

UNICEF Thailand technical and financial support for the development of a comprehensive Child Protection Strategy continued in 2015, incorporating an overall vision and road map on child protection. The strategy was presented to the National Child Protection Committee.

A Child Protection Policy in Schools focusing on Bullying, Corporal Punishment and Sexual Harassment was approved in 2015 by OBEC with UNICEF Thailand's support and technical assistance. This breakthrough is a result of UNICEF Thailand's advocacy based on the findings from a Knowledge, Attitudes and Practices (KAP) survey conducted in 2014 on violence and corporal punishment in schools and institutions for children. The policy approval is a clear demonstration of MoE's commitment to address violence against children in schools.

Also because of the findings of the KAP survey, MSDHS with the support of UNICEF Thailand and the NGO Friends International adopted a child protection policy to prevent violence against children in welfare institutions. The policy was immediately tested in seven welfare institutions and one reception home. Based on the positive results, MSDHS will implement it in 16 other welfare institutions in 2016.

OUTPUT 6: By the end of 2016, institutional capacity of police, public prosecutors and judges are strengthened to prevent and respond to violence, abuse, exploitation and neglect (law enforcement).

Analytical statement of progress:

Enforcement of child protection-related laws is essential to an effective child protection system. In 2015, the Police Education Bureau of the Royal Thai Police, with the support of UNICEF Thailand, conducted the first official training for 42 police trainers on child protection. This child protection module, which was also published as a stand-alone training manual, has been integrated into the overall national curriculum of the police, to be utilized in 22 police training centres in the country. Three centres immediately integrated the information into their regular police trainings.

UNICEF Thailand and the Office of the Attorney General launched a new partnership through the development of a manual for child-sensitive procedures in the handling of juvenile and family cases. The manual has been endorsed by the Attorney General for use by all public prosecutors to serve as a guide in ensuring that procedures are coherent and according to international standards.

UNICEF Thailand and the United Nations Office on Drugs and Crime (UNODC) provided technical support to the Office of Judiciary in raising awareness of the UN Model Strategies and Practical Measures on the Elimination of Violence Against Children in the Field of Crime Prevention and Criminal Justice (the United Nations Model Strategies), approved by the United Nations General Assembly in December 2014. In total, 110 selected judges deliberated on the implications of the Model Strategies and their impact on children. The Office of Judiciary thereafter established a committee to oversee the implementation of the Model Strategies. UNICEF Thailand, UNODC and some 40 government and non-governmental agencies also entered into a MoU with the Central Juvenile and Family Court to strengthen and promote closer coordination in handling the cases of children. A mapping of services and the development of a coordination protocol is under way.

In 2015, the Ministry of Justice, with UNICEF Thailand support, documented the cases of some 500 children in conflict with the law aged 14 and below who are currently in 46 juvenile justice facilities in 37 provinces. The documentation shows that of the 500 children, 98 children mostly aged 10–12 do not need to stay in the facilities and are eligible to return to their families, with family counselling and support. The documentation is also used to build evidence, support advocacy and enrich discussions between the Ministry of Justice and MSDHS towards increasing the age of criminal responsibility, which is currently 10 years.

OUTPUT 7: By the end of 2016, relevant stakeholders are equipped with skills to address related cases on Optional Protocol to the Convention on the Rights of the Child (CRC) 3 (OP3).

Analytical statement of progress:

Thailand has been a party to the CRC since March 1992. It also ratified its three optional protocols: the Optional Protocol to the CRC on the involvement of children in armed conflict, on 27 February 2006, the Optional Protocol to the CRC on the sale of children, child prostitution and child pornography, on 11 January 2006, and the Optional Protocol (OP3) to the CRC on a Communications Procedure, on 25 September 2012. Thailand was the first country to ratify OP3, followed by Gabon on the same day.

OP3 provides for a communications or 'complaints procedure' that allows individuals, groups of individuals or their representatives who claim that their rights have been violated by a State that

is party to the CRC or its two Optional Protocols, to bring a complaint or communication before the CRC Committee.

As a result of the ratification of OP3, the MSDHS' Office of Promotion and Protection of Children, Youth, the Elderly and Vulnerable Groups (now the DCY) established in June 2014 a working group on the coordination of OP3, which comprises 17 agencies, including the National Human Rights Commission, NGOs and UNICEF Thailand as full members. The role of the working group is to ensure that the Government of Thailand fulfils its obligations under OP3. The Committee convened its first meeting in October 2014 and while many of the provisions of the Optional Protocol have been clarified, implementation has not yet started due to the lack of comprehensive planning and clarity on the roles and responsibilities of stakeholders.

In order to efficiently disseminate OP3, UNICEF Thailand, with support from the Regional Office, developed a Frequently Asked Questions and Answers brief in English and Thai, which it shared with the MSDHS and other partners and stakeholders. As a result of UNICEF Thailand's advocacy, the National Human Rights Commission, whose mandate is to monitor human rights violations in Thailand, mobilized 50 stakeholders in July 2015 to discuss implementation of OP3 and strengthen coordination among them. With the technical support of UNICEF Thailand, the Commission will undertake a mapping of existing services to implement OP3, to start in 2016.

OUTPUT 8: By the end of 2016, overall commitment and capacities at the national and sub-national levels are strengthened to legislate, plan and implement, which prevent and response to violence, abuse, exploitation and neglect at UNICEF-targeted areas.

Analytical statement of progress:

In 2015, UNICEF Thailand, the MSDHS and a local NGO, the Center for the Protection of Child Rights, stepped up implementation of a systematic approach to building child protection systems at the sub-district level. Forty sub-districts in 10 demonstration provinces have established multidisciplinary teams composed of health volunteers, social development officers, teachers, a designated local official and some service providers from the district level to address capacity gaps. With UNICEF Thailand support, the teams were provided capacity-building activities, as well as regular coaching sessions, on the implementation of strategic interventions towards operationalising the system, including knowledge on child protection issues and related laws, case management procedures, referrals and case monitoring. These efforts have resulted in the implementation of prevention initiatives, such as community surveys to identify unsafe areas for children, family camps to strengthen family relationships, and community information campaigns to prevent violence, abuse, neglect and exploitation of children, and to inform families about available services.

This strategy has slowly empowered service providers in providing support for children in need of protection. Monitoring and regular discussions with the authorities and other local service providers has helped to improve awareness, understanding and knowledge about child protection. As of October 2015, more than 120 cases had been identified by the local teams, an estimated 20 per cent of which were referred to the provincial level. Supported by the provincial MSDHS, the sub-district service providers have closer interaction with the families and are able to systematically assess situations. Two of the sub-districts have proper case files and records of the services provided and referrals in place.

With the support of UNICEF Thailand, a monitoring workshop was organized in each of the 10 provinces to bring multidisciplinary teams together to discuss case plans and exchange experiences in service provision, resulting in strengthened collaboration between partners within

the same province.

UNICEF Thailand also supported ECPAT International to conduct a desk review to analyse the situation of commercial sexual exploitation in Thailand. The analysis showed that sexually exploited children were commonly aged 15–17 while the growing trend of online sexual exploitation involved street children who are the most vulnerable to travelling sex offenders. Human trafficking was the most documented, due in part to the United States State Department's recent downgrade of Thailand regarding efforts against human trafficking. Report findings were disseminated to relevant stakeholders.

OUTPUT 9: By the end of 2016, positive attitude on violence against children and demand for protection services are increased.

Analytical statement of progress:

In January 2015, UNICEF Thailand and the MSDHS launched a major campaign on violence against children aimed at parents, caretakers, teachers and the general public. UNICEF Thailand's #ENDviolence campaign has raised awareness on how corporal punishment is a form of violence that can have serious, life-long consequences for a child's emotional, psychological and physical well-being. The campaign is a first step towards changing deep-seated social norms treating corporal punishment as a legitimate and necessary form of discipline. The campaign featured public advocacy and behaviour change communication techniques and events with decision makers, civil society and young people, as well as extensive outreach through traditional and social media. From posters on mass public transport and huge digital billboards across Bangkok, publicity extended to the sides of local pick-up trucks in some of the remotest provinces of Thailand. UNICEF Thailand organized a 30-second public service announcement that was displayed for free, every few minutes, on every checkout screen of every 7-Eleven shop in the country. As a result of all of this, the campaign reached 8 million people in Thailand.

With the support of UNICEF Thailand, a post-campaign assessment was conducted among more than 200 parents and single persons aged 18–45 in Bangkok and nearby provinces. Around 62 per cent of those surveyed said they had seen the campaign materials, with a majority (30.5 per cent) saying they had seen it on TV, 17 per cent at 7-Eleven shops and 11 per cent in newspapers. Those who had seen the public service announcement had a very positive response, with 88.3 per cent agreeing that the campaign presented new information about violence against children, and 84.8 per cent saying that they would like to learn more about non-violent methods of child-rearing.

The assessment showed significant increases in respondents' knowledge on forms of violence against children. About 70 per cent of post-intervention respondents correctly answered questions regarding violence against children, against only 45 per cent in the pre-intervention survey. Despite this, the perception that corporal punishment is a necessary method for child rearing is still widespread.

The results show that a long-term strategy and investment are required to address entrenched social norms. Systematic, comprehensive messages on non-violent child rearing and positive discipline and innovative ways to communicate these should be integrated into parenting education programmes. Moreover, the commitment of and ownership by the Government of Thailand is critical to sustaining gains and the campaign's momentum.

OUTPUT 10: By the end of 2016, access to birth registration for migrant children is increased.

Analytical statement of progress:

UNICEF Thailand continued to monitor the developments in online birth registration following completion of the two-year project by the National Health Security Office to implement the hospital-based online birth registration system nationally. By the end of 2015, a total of 681 hospitals (representing 76 per cent of all hospitals) used online birth registration, a slight increase from 650 (73 per cent) in 2014. UNICEF Thailand and the MoPH are continuing their advocacy to encourage the remaining 211 hospitals to adopt the online birth registration system. While the MICS 2012 showed near universal birth registration at 99.4 per cent, analysis of the data revealed that only 66 per cent of children under five born in Thailand of Burmese, Lao and Cambodian families were registered. One key reason for non-registration is the duplication of records. Recommendations from the analysis include the need for more systematic data entry and rigorous maintenance of records.

UNICEF Thailand has noted an increase in the registration of non-Thai babies from 66 per cent in 2014 to 73 per cent in 2015. This positive trend, representing an increase of 7 percentage points in one year, demonstrates the Government of Thailand's efforts to improve registration of non-Thai children. Also contributing was UNICEF Thailand's continuing advocacy and close discussions with Thai authorities, notwithstanding the efforts of NGOs on the ground who continue to assist non-Thais with the birth registration process and provide essential information to non-Thai populations. Increased efforts since 2014 by the Government of Thailand to legally register migrant workers may also have had a positive effect, as proper documentation obtained by migrant parents can make birth registration easier.

OUTPUT 11: By 2016, access to parenting education programmes has increased for parents and caregivers in lowest-income families and selected other geographic areas.

Analytical statement of progress:

Hospital-based parenting education is one of the MoPH's key strategies to promote positive child-care practices, including breastfeeding, nutrition and ECD. However, parenting classes are not conducted systematically because of a lack of time and staff at antenatal and well-child clinics. As a result, the DoH is revising the curriculum for parenting classes to make it more practical for district and sub-district level hospitals. UNICEF Thailand and its child protection partners have provided technical support to integrate key messages on non-violent child rearing into the curriculum, for example teaching parents about positive discipline and child self-esteem. Curriculum change is challenging as it seeks to achieve the right balance between quality and practicality. Most health promotion hospitals at the sub-district level have only four or five staff so content will need to be reduced even though it is recognized that a more comprehensive curriculum and full participatory approach would achieve better results for children. The new curriculum will be tested in 90 health facilities in 12 districts in 2016, with testing to look at addressing the bottlenecks.

The 'SMS for Family' project, a partnership between UNICEF Thailand, DTAC and the DoH, completed its second year, with more than 107,000 parents currently subscribed to the free service. The project provides an SMS message service to parents with information on pregnancy care and positive child-rearing practices for children aged 0–2. However, more encouragement from the DoH is needed to ensure that health staff introduce the service to parents. Starting in 2016, the service will extend to all families who receive the CSG to ensure that the poorest families receive more information on childcare. A partnership between UNICEF Thailand and Facebook to make available essential childcare information through the internet.org Free Basics initiative means mobile users can now access the Thai version of Facts

for Life and the End Violence against Children website for free through two out of Thailand's three mobile operators.

Social media was also used to deliver messages to parents in the two major public advocacy campaigns conducted in 2015: the Best Start campaign and the #ENDviolence against children campaign. A video for the Best Start campaign addressed the issue of quality time between fathers and children, and videos for the #ENDviolence campaign raised awareness about the negative impact of corporal punishment, providing parents with tips on positive discipline.

OUTPUT 12: By 2016, mother-to-child transmission of HIV is eliminated in Thailand based on WHO-UNICEF global criteria of sustained transmission under 2 per cent.

Analytical statement of progress:

Thailand has made steady progress towards the global goal of eliminating MTCT of HIV. The MTCT rate in Thailand in 2014 was 2.1 per 100 HIV-positive mothers who received treatment, compared to 2.3 in 2013. The target for 2016 is a reduction to 2 per 100.

In 2015, UNICEF Thailand provided support to track the results of the elimination of MTCT campaign launched in 2014 and consolidate the gains made from the implementation of early and lifelong ART for HIV-positive pregnant women (option B+ treatment regimen).

UNICEF Thailand provided financial and technical support to MoPH to assess the country's preparedness for applying for validation of the elimination of MTCT as per WHO global guidelines and tools. A national advisory committee was established with four thematic working groups on: data assessment, human rights, lab validation and a subnational unit working group. These committees met in 2015 to assess gaps and the progress made towards elimination of MTCT of HIV. Additional actions were taken, including strengthening the Public Health Information Management System, which led to an increase in the number of hospitals with information systems reporting MTCT, from 78 per cent of hospitals in 2014 to 89 per cent in May 2015. The data system covers both government and private hospitals. The pre-validation report was prepared in November 2015 and Thailand aims to apply for validation of MTCT elimination in early 2016. Thailand is thus on track as per its national plan and the global goal to eliminate MTCT of HIV by 2030.

OUTPUT 13: Rate of transmission among young people is reduced.

Analytical statement of progress:

Thailand is facing concentrated HIV epidemics among young key populations at higher risk of HIV exposure. According to UNAIDS data, HIV prevalence among men who have sex with men aged under 25 in Thailand was 11 per cent in 2014, and it was 25 per cent among injecting drug users for the same age cohort.

In 2015, UNICEF Thailand supported a study on the situation of young key populations (men who have sex with men, young people selling sex, young people injecting drugs and young transgender people) to gain further understanding of the emerging HIV epidemics among these populations (an epidemic is defined as national prevalence of more than 5 per cent). As a result of the research, UNICEF Thailand has successfully advocated to include adolescents as a distinct component and strengthen evidence-based planning for youth in the draft national AIDS strategy 2017–2030.

UNICEF Thailand supported the Chiang Mai-based NGO Volunteers for Children Development

Foundation implement a project working with adolescents who are vulnerable to and at higher risk of HIV infection on HIV prevention and access to available HIV-related services. The project in 2015 reached 226 people (125 boys and 101 girls). The NGO's drop-in centre, which includes a child-friendly centre, functioned as a first point of contact for children and adolescents in the immediate community. The project also reached out to parents and communities to generate awareness and improve attitudes regarding child rights, child protection and HIV and AIDS. In partnership with the NGO Path to Health, UNICEF Thailand developed an online platform that provides health information, including on HIV, professional counselling services via chat and referral linkages while maintaining full anonymity of the platform/service users. This platform specifically focuses on young people and refers them to youth-friendly services in their area.

OUTPUT 14: By 2016, systems and policies governing provision of alternative care in Thailand strengthened with nationally agreed upon standard operating procedures and mechanisms for government oversight are in place.

Analytical statement of progress:

The Concluding Observations from the CRC Committee on Thailand's third and fourth combined CRC report recommended that Thailand conduct a comprehensive study to assess the situation of children placed in institutions, including their living conditions, care plans and services provided.

UNICEF Thailand advocated with the MSDHS to conduct the Review of Alternative Care in Thailand: Policy to Practice with a special focus on children affected by HIV/AIDS. The review, undertaken with financial and technical support from UNICEF Thailand, focused on formal kinship care, foster care and residential care operated by private organizations and the Government of Thailand. A Steering Committee consisting of senior officials at the MSDHS, MoPH and key NGOs working on alternative care as well as UNICEF Thailand was established to oversee the review and draft recommendations.

The review found that the majority of resources for alternative care (both public and private) were being used for residential care for children separated from their families rather than for family preservation, reintegration and alternative family based care as recommended in the global Guidelines on Alternative Care for the best interests of the child. Particular groups of children, in particular children living with HIV and children with disabilities, are more vulnerable to separation from their families, and at risk of long-term institutionalized care because of stigma, discrimination and inadequate support services.

For children as a whole, the major factor for family separation, institutionalization and long-term boarding schools is poverty, which also reflects inadequate social support services for families. Another factor contributing to the institutionalization of vulnerable groups is the widespread perception that institutions can provide better care for them. Although foster care exists in Thailand, it is not well promoted and therefore is a limited option for children to access family based care. Kinship care is common, but there is insufficient support and monitoring to ensure a good quality of care and protection from violence. In addition, key challenges were identified in the areas of care standards in all settings, re-integration into family based care and oversight of private care.

As a follow-up to the review, the Steering Committee agreed to further develop national alternative-care strategies to prevent family separation, ensure family reintegration and improve the situation of children in care.

OUTPUT 15: By 2016, adolescent birth rates are reduced in Thailand, including increased participation of adolescents in preventing risky behaviours and being change actors.

Analytical statement of progress:

In a study completed by UNICEF Thailand in 2015 and supported by UNFPA, more than half of pregnant or parenting adolescents participating were not enrolled in education. Additionally, 26 per cent of female adolescent parents reported that their school did not allow adolescent mothers to attend.

Thailand has the second highest adolescent birth rate in Asia. The adolescent birth rate increased from 47.1 per 1,000 females aged 15–19 in 2004 to 54 per 1,000 in 2012 before declining to 47.9 in 2014. An estimated 129,541 girls aged 1–19 and 3,725 girls under 15 became mothers in 2013 (Sivarnee, 2013).

Thailand has shown a high level of commitment to reducing adolescent pregnancy. The Government of Thailand in partnership with NGOs has implemented community-based interventions in high-prevalence provinces. A national sub-committee and a core working group were established by the Government of Thailand to develop a national strategy to reduce pregnancy among adolescents. The UNICEF Thailand study on adolescent pregnancy, shared with the sub-committee and core group, provided input into this strategy. Draft legislation on the prevention of adolescent pregnancy from both the National Legislative Assembly and the MoPH are under review by the Cabinet, with a final draft expected to be approved in early 2016. A United Nations working group consisting of UNESCO, UNFPA, UNICEF, United Nations Industrial Development Organization (UNIDO) and WHO has also been formed to coordinate United Nations agency interventions around reducing adolescent pregnancy.

The UNICEF Thailand study helped to review current trends, summarize relevant laws and policies, examine key contributing factors to and the consequences of adolescent pregnancy, and identify existing entry points for cross-sectoral approaches to address the issue. Specific barriers to education for adolescent mothers include not being accepted into school, not receiving the support they need to continue in school, fear of stigmatisation and the attitudes of teachers, parents and other students. The study highlighted how gender norms and social stigma perpetuate adolescents' ignorance about reproductive health and shared responsibilities in a relationship. Young females are discouraged from seeking information and services about reproductive health while being expected to shoulder the responsibility of pregnancy prevention and the consequences should they get pregnant. Young males are encouraged through media and peer pressure to increase their sexual prowess and typically do not share the burden of pregnancy prevention and parenting.

OUTCOME 3: Heightened importance of children in national awareness and on the policy agenda and mobilization of national resources for children.

Analytical statement of progress:

Progress was made throughout the year in advocacy and communication on priority issues, strengthening corporate partnerships and fund-raising.

UNICEF Thailand was an early adopter of UNICEF's new Global Communication and Public Advocacy Strategy, in 2015 developing a country-specific communication strategy focusing on five priority advocacy issues aligned with those in the AMP: (1) ending violence against children; (2) ECD, (3) advocacy for the CSG; (4) children with disabilities; and (5) digital participation and

engagement with youth and UNICEF Thailand supporters.

Policy advocacy by UNICEF Thailand, the DoH and partners to build support for the introduction of the BMS Code Act continued in 2015, along with technical support and capacity building efforts. This sustained advocacy, building up momentum over nearly a decade, resulted in the approval of the draft BMS Code Act by the Cabinet on 1 December.

Two major public communication campaigns took place in 2015 on priority programme issues. Their strategies, although in many ways different, signified the introduction of a new approach for UNICEF Thailand in public advocacy, awareness raising and addressing social attitudes and practices. They were important opportunities for learning and developing new ways of using communication techniques to achieve programme results, while also strengthening UNICEF Thailand's brand visibility and position among the public.

The Best Start campaign was launched in February, focusing on raising public awareness of the importance of increased investment in the development of children during the first months and years of life and was developed in close cooperation with corporate partner Sansiri Pcl.

The #ENDviolence campaign to end corporal punishment in Thailand, launched in early 2015, was aimed at parents, caretakers, teachers and the general public and reached more than 8 million people. The campaign resulted in a number of important lessons learned (*see Lessons Learned section*) that UNICEF Thailand will build on in subsequent phases and led to a variety of new partnerships, including with the private sector, civil society and the Government of Thailand. A post-campaign evaluation aimed at measuring its success provided valuable insights for communication design.

Media engagement was strengthened, with a heightened focus on advocacy priorities. There was a significant increase in mentions of UNICEF Thailand in national newspapers: 642 in the first ten months of 2015, compared with 540 in the first 11 months of 2014. Public advocacy through media to support introduction of the CSG helped influence public opinion at critical junctures.

UNICEF Thailand made a concerted effort in building digital media and youth engagement in 2015, in line with the Mid-Term Review recommendations and the Global Community Strategy. UNICEF Thailand's online presence grew faster than ever before, with the number of active followers on Facebook, Twitter and Instagram more than doubling from approximately 46,000 at the start of 2015 to 104,488 by year-end. The UNICEF Thailand Official Account on the popular chat app LINE was launched in June and had 2.07 million valid followers at 31 December, while there were 3,658 YouTube subscribers.

The free app to present the MICS 2012 data was an innovative initiative aimed at disseminating technical data through digital channels. However, it was available only many months after the launch of the MICS report, therefore losing public interest, and was not widely promoted. The app's availability only for the Apple IOS system also contributed to its low usage.

Engagement with corporate partners was strengthened. The partnership with telecommunications company DTAC was further expanded in 2015 to raise funds for the Nepal emergency, develop an online child safety guidebook and participate with UNICEF Thailand on a youth engagement forum and on the provision of Facts for Life and positive parenting information on the newly established Free Basics platform on Facebook. Sansiri continued to support child-friendly spaces in 14 construction sites, was a partner in the Best Start campaign

and donated US\$1 million for emergencies for the fifth year. A partnership was established with TOPS supermarket to raise funds for the Mobile Library project in Mae Hong Son province in the North.

Partnerships around CRBP were expanded to reach an additional 31 major companies, culminating in a public forum on children and sustainability in December. The forum was organized at the Stock Exchange of Thailand, in partnership with the Thaipat Institute, a major actor in the monitoring of CSR. The strategy also expanded to reach Thai business coalitions, in particular the Thai chambers of commerce in Chiang Mai.

Partnerships with celebrity supporters took new and multiple forms, with regular public advocacy events attended by Khun Anand Panyarachun, UNICEF Thailand National Goodwill Ambassador and a former prime minister. Online engagement and human interest stories were provided throughout the year by two high-profile 'Friends of UNICEF', celebrities Nichkhun Honsawatdikul and Paula Taylor. Six other well-known personalities served as the public faces of the Best Start campaign and dozens of others were approached for one-off support to the #ENDviolence campaign and Mobile Library fund-raising efforts.

UNICEF Thailand raised US\$16.9 million in 2015, an increase of 12 per cent in local currency terms over the previous year. In 2015, there was a strong willingness from the local market to support UNICEF work beyond Thailand, particularly in the wake of the Nepal earthquake emergency appeal. The appeal raised US\$2.3 million from the Thai private sector and an additional donation of US\$1 million came from the Government of Thailand through its own mobilisation of public support.

OUTPUT 1: By the end of 2016, the legislative framework is strengthened and knowledge and skills of health professionals are increased to support exclusive breastfeeding; the iodine deficiency disorder surveillance system strengthened and functioning in all provinces.

Analytical statement of progress:

In 2015, UNICEF Thailand, the DoH and partners worked together to advocate for the introduction of the draft BMS Code Act, while facing long administrative procedures, cabinet reshuffling, and continuous lobbying by industry. UNICEF Thailand provided technical support to the DoH to counter opposition arguments against the draft BMS Code Act, and supported the Thai Alliance for Breastfeeding Action to mobilise various breastfeeding allies to advocate for it. Some provisions in the draft BMS Code Act were weakened to accommodate the comments received at public hearings and consultations.

In December 2015, a major milestone was achieved when the Cabinet approved the draft BMS Code Act. Advocacy efforts will continue, to ensure that the draft Act passes through the legal review process and secures approval from the National Legislative Assembly. A Code violation monitoring framework, manual and training guidelines have been developed with technical and financial support from UNICEF Thailand.

Inadequate breastfeeding support to mothers in hospitals is a key barrier to achieving optimum infant and young child feeding practices. In 2015, more than 1,000 nurses attended information sessions on providing breastfeeding support, conducted by Mahidol University and the DoH. This was the first such training for many of the nurses, reflecting the limited resources available for systematic capacity building of infant and young child feeding practices at the central level. World Breastfeeding week, with the theme 'Breastfeeding and Work: Let's make it work!' was used as an occasion to highlight the importance of support for working mothers who breastfeed. The issue received very positive coverage in the media. Together with partners, UNICEF

Thailand organized activities, including a media trip to a breastfeeding-friendly workplace, a joint press release with government counterparts, and social media promotions. A forum was organized to share the good practices of five companies with breastfeeding-friendly workplace programmes, which more than 70 other companies attended. These practices include the freezing of breast milk for use during office work.

The implementation and monitoring of the Universal Salt Iodization (USI) programme continued into its fourth year following passage of the USI law. UNICEF Thailand provided support to ensure that the iodization of salt meets the standards set by the Food and Drug Administration, and that the population maintains an adequate iodine level through dietary intake. The DoH and the Food and Drug Administration must earmark their own budget to regularly conduct monitoring activities.

OUTPUT 2: By the end of 2016, understanding and capacity of media on child rights is strengthened to better support and promote UNICEF advocacy work and awareness raising on critical issues affecting all children in Thailand.

Analytical statement of progress:

Media engagement was significantly strengthened in 2015, with 642 mentions of UNICEF Thailand in national newspapers during the first 10 months, compared with 540 in the first 11 months of 2014. Targeted media outreach throughout the year included events, field trips, press releases, weekly photo releases, and publication of UNICEF Thailand communication materials in major media.

The media outreach strategy for UNICEF Thailand focused on priority advocacy issues as outlined in the AMP: ending violence against children, ECD, children with disabilities and the CSG. In addition, significant media outreach supported fund-raising appeals for the Nepal earthquake response and the crisis in South Sudan, as well as the fund-raising partnership for the Mobile Library project.

Some 77 reporters attended the launch of the #Endviolence campaign in January, and 39 attended the Best Start campaign launch in February. These campaigns resulted in widespread coverage in the national press and across all media, including online.

Media partnership with the Online News Providers Association resulted in weekly publication of UNICEF Thailand's Photo of the Week, with accompanying captions with key messages in leading news websites for 7 out of 12 months of 2015.

Strategic media engagement to increase support for the CSG policy took place throughout the year. A media trip and briefing in March helped change the tone of reporting on the issue at a critical juncture.

Media outreach during World Breastfeeding Week in August resulted in widespread coverage on breastfeeding in the workplace, including front-page features and extensive quality TV coverage.

Media coverage on the Nepal earthquake mentioning UNICEF Thailand included 86 print media reports in May alone, while a media trip to Nepal resulted in eight TV news stories and two feature stories in leading newspapers.

Five workshops were organized to promote ethical media coverage on children while 67 news

reports from various media, schools and universities were submitted for the Child Rights Media Award competition. The event showcased good examples of media reporting aimed at encouraging quality news coverage of children.

A report describing four cases of children who suffered rights violations by the media in Thailand was completed and launched in November.

Advocacy for children with disabilities in Thailand continued. The 'Healthy Communities' project provided health screening for more than 1,300 children with intellectual disabilities at six pilot schools while strategic advocacy contributed to the Department of Mental Health adopting the model government-run special schools nationwide.

OUTPUT 3: By the end of 2016, greater public attention on critical issues affecting children increased through enhanced digital media outreach and engagement, especially among youth and millennials.

Analytical statement of progress:

In 2015, UNICEF Thailand's online presence grew faster than ever before. At the start of the year, there were approximately 46,000 followers on Facebook, Twitter and Instagram. By 31 December, the UNICEF Thailand Facebook Page had 92,000 fans generating more than 700,000 reaches per week, and the UNICEF Thailand Twitter account 11,000 followers and more than 660,000 impressions that month. There were 1,488 Instagram followers and 3,658 YouTube subscribers. UNICEF Thailand used these social media channels to promote child rights, increase the reach of advocacy with the general public and support fund-raising.

In June, UNICEF Thailand launched an Official Account on the popular app LINE. As of 31 December, the account had 2.07 million valid followers who receive instant messages from UNICEF Thailand on their mobile phones. A free sticker set was launched to attract more friends and two paid sticker sets called LINE X UNICEF were launched as part of a global fund-raising effort.

UNICEF Thailand worked with celebrities to support campaigns and public advocacy on priority issues. This included posting images and messages of support on their social media accounts and encouraging their fans and followers to support the cause.

In September, UNICEF Thailand experimented with online engagement between experts and parents to increase awareness of positive discipline and motivate behaviour change. Four live Q&A chat sessions took place on the UNICEF Thailand Facebook page.

Social media played an important role during emergency fund-raising appeals. When Cyclone Pam struck Vanuatu in March and in the aftermath of the Nepal earthquake in April, UNICEF Thailand used social media to provide regular updates on these emergencies and UNICEF's humanitarian response and to support fund-raising appeals. UNICEF Thailand's Nepal appeal raised more than 12 million baht online and was its most successful emergency fund-raising appeal to date.

Progress was made towards establishing U-report in Thailand via free SMS, with positive support received from mobile operators, relevant government ministries, the CSO coalition and National Child and Youth Council representatives.

Constraints:

During the first eight months of 2015, the post of Communication Specialist – Digital, was vacant. Thus plans to increase engagement with online influencers, to expand partnerships on digital platforms and to introduce Global Communication and Public Advocacy key performance indicators and principles were delayed. Although significant progress was made during the year in digital youth engagement, it is clear that there is potential for further growth.

OUTPUT 4: By 2016, the private sector and its stakeholders is making a contribution for the realization of children's rights.

Analytical statement of progress:

The Committee on the Rights of the Child's concluding observations and recommendations to Thailand on child rights and business and the findings of the UNICEF CSR Landscape Mapping conducted in 2013 serve as the basis for UNICEF Thailand's continued work on promoting child rights in business.

The CRBP booklet and the workbook to guide companies on integrating children's rights into policies, impact assessments and sustainability reporting has been produced in Thai and disseminated. In cooperation with the Thaipat Institute (a public interested organization promoting socially responsible business practices, setting yearly CSR trends for companies and a certified Global Reporting Initiative training partner), a 'child-friendly business' project has been launched. As part of the project, training sessions on CRBP will be conducted, with a total of 60 companies from various sectors highlighted in the concluding observations to Thailand, such as travel and tourism, export agriculture and ICT. By December 2015, the senior management of 31 companies have undergone the CSR sessions with Directors on CRBP.

A forum entitled 'The Children Sustainability Forum: Business for the future' was held in collaboration with the Thaipat Institute at the Stock Exchange of Thailand, where the 31 companies presented statements of commitment to better understand children's rights and to be guided by the CRBP. UNICEF collaborated with the Sasin Center for Sustainability Management at the Chulalongkorn University through a luncheon session on "Are children your business". The Center is a collaboration between Sasin and the Corporate Responsibility & Ethics Association for Thai Enterprise and promotes sustainability issues.

Engagement on programming issues with business was further strengthened. A business case for promoting the education of migrant children is being developed, which will use CRBP as a guidance framework and will be promoted with the Chiang Mai Chamber of Commerce in 2016. At present, nine companies are taking actions to promote education for migrant children in Chiang Mai. Four companies have received training on child safe business by Friends International through a project supported by UNICEF. UNICEF also facilitated the collaboration between Friends International the Ministry of Tourism and Sports to promote child safe business. Companies promoting breastfeeding in the workplace participated and shared their best practices in a forum supported by UNICEF, generating interest from 70 companies to follow the same practices.

UNICEF corporate partners have continued to contribute towards children's rights through their CSR programmes. DTAC, a telecommunication company has supported SMS for families by providing free messages on child rearing practices, promoted youth's right to participation through the DTAC youth forum and raised funds with their customers for Nepal. The company has developed 'facts for life' on internet.org and is in process of developing a child online safety parental guidebook. Three mobile libraries were launched with TOPS supermarket in Mae Hong Son to promote reading among children in the remote province. Sansiri, a property development

company continued to support the child friendly spaces in 14 construction sites and partnered on Best Start Campaign. The company donated US\$1 million for emergencies for the fifth year.

OUTPUT 5: Local funds are raised for the country programme and for contribution to programmes for children in other low-income countries.

Analytical statement of progress:

In 2015, UNICEF Thailand raised US\$16.9 million from local fund-raising and provided 100 per cent of OR for the country programme. UNICEF Thailand also provided US\$9.3 million for global RR, US\$600,000 for the Regional Office Regional Thematic Fund and US\$1 million to the Global Emergency Fund. In addition, UNICEF Thailand raised US\$2.3 million for the Nepal emergency from the private sector and an additional donation of US\$1 million from the Government of Thailand through its public mobilization.

About 84 per cent of overall income came through pledge giving, providing a healthy return on investment and a stable source of income. UNICEF Thailand had 66,489 active donors at the end of 2015, who received regular programme updates through newsletters, mailings, e-mailings and telemarketing. Key corporate supporters, Goodwill Ambassadors and friends of UNICEF, who include celebrities, were taken on field trips to see UNICEF-supported projects and received briefings on UNICEF Thailand's work on request. Staff from Sansiri Pcl, which funds global emergencies, and Central Group, which funded the Nepal emergency, were taken to Nepal to witness UNICEF's humanitarian response.

In 2015, Face-to-Face fund-raising was expected to bring in 7,500 new donors, significantly less than in previous years. This was due to challenges with the key Face-to-Face supplier (APPCO) and the limited success of the second supplier (Optimo). A consultant hired in the fourth quarter improved the programme's performance and developed a strategy for in-house Face-to-Face fund-raising, expected to roll out in April 2016.

Recruiting new pledge donors remained the top priority and UNICEF Thailand continued to explore new techniques, including SMS and the conversion of one off donors to pledge, while focusing on building donor loyalty. The retention team continued to research the causes of attrition. Findings were used to further strengthen donor communication programmes, which resulted in an increase in the retention rate in 2015.

UNICEF Thailand created an emergency fund-raising strategy to further expand its profile with potential donors following its successful Nepal fund-raising appeal. As part of the launch of a major donor and fund-raising programme, a corporate engagement team led by the country representative was established and successfully created a number of corporate engagement strategies across sections. One achievement was the Mobile Library initiative with TOPS supermarket in Mae Hong Son. By year-end, Tops had raised 300,000 baht from its customers. Another success was Sansiri's renewed pledge to donate US\$1 million to UNICEF Thailand annually over the next three years.

OUTCOME 4: Effective cross-sectoral programme planning, management and monitoring support to country programme implementation, including in emergencies

Analytical statement of progress:

This past year, 2015, was marked by the implementation of changes agreed in 2014 through the Mid-Term Review process and presented to the Ministry of Foreign Affairs, including additional competencies in communication, monitoring and evaluation and the preparation of the next

country programme (2017–2021). Additional expertise in nutrition, both local and international, was also provided to support nutrition aspects across several programmes.

The preparation of the new CPD 2017–2021 was a process that involved the entire office. A concept note and a roadmap were shared with the Regional Office and progress on the CPD was a standing agenda item for the CMT. The office-led situation analysis was reviewed to include the latest situation on children in Thailand and to strengthen the equity focus and the analysis of determinants and bottlenecks. A separate situation analysis on adolescents is almost completed. This process provided an opportunity to advocate with the Government of Thailand to draft its own situation analysis, an undertaking that will be completed by mid-2016.

The process of developing the new CPD was highly consultative, with a series of consultations involving all stakeholders at central and local levels, NGOs, civil society, media, faith-based organizations, United Nations agencies and for three of them, children and youth. There were two sectoral and thematic consultations on child protection, and one each on education, ECD, adolescence, HIV, children with disabilities and media reporting on child rights. The same framework was followed to discuss the role of UNICEF Thailand. In addition, four specific cross-sectoral stakeholder consultations were organized for civil society, faith-based organisations, United Nations agencies and the private sector, focusing more on partnerships. A specific consultation was also organized on the far South with the Southern Border Province Administration Centre, civil society and academia, due to the particularities of that area, following a joint field visit to the South with representatives from the Ministry of Foreign Affairs. Lastly, a round-table discussion was organized with representatives from countries who sit on UNICEF Thailand's Board.

All consultations highlighted the importance of UNICEF Thailand as a convening entity able to advocate for the rights of the child, bring new knowledge, evidence and technical expertise on various issues pertaining to children and foster partnerships between different actors. UNICEF Thailand also held its internal Strategic Moment of Reflection in October together with representatives from the Regional Office. This afforded an opportunity to discuss Thailand in the context of global and national trends and key future trends based on the external consultations. A series of internal consultations also took place while developing the new results matrix and the outcome-level theory of change to feed into the development of Programme Strategy Notes to articulate UNICEF Thailand's vision of how the outcome and output results defined in the CPD will be achieved.

UNICEF Thailand was also very much involved in the design of the new UN Partnership Assistance Framework led by the Resident Coordinator and the UNCT. The Common Country Analysis was reviewed, with quality inputs provided by UNICEF Thailand and a preliminary draft was agreed by the UNCT. A strategic meeting on the United Nations Partnership Assistance Framework was held with the Government of Thailand in September.

Although there is no specific programme component on nutrition, technical expertise in this area was felt necessary to advocate further on this issue with the Government of Thailand considering the findings from MICS 2012 on poor nutrition results, especially in the North and Northeast, and to provide technical inputs to support social policy, communication and ECD programmes. International expertise was cost-shared with the Regional Office.

UNICEF Thailand conducted a landscape analysis of the most recent available nutrition data in Thailand to determine the current status of malnutrition in children under 5 and potential influencing factors to malnutrition. Results of the analysis were discussed in August with key

stakeholders, in particular the Bureau of Nutrition (MoPH), and recommendations were proposed. This allowed the opening of a debate around the use and application of the nutrition surveillance system. The NESDB also requested UNICEF Thailand to provide an advocacy piece for their monthly bulletin, which helped to prioritize key issues that should be included in the draft 12th National Economic and Social Development Plan, currently under preparation.

Nutrition analysis was also conducted to shed light on the situation of children living without their biological parents under the longitudinal study, which aligns with national trends reflected by the MICS data. Analysis of the implementation of nutrition programmes through ECD centres was also conducted and bottlenecks identified (such as lack of nutrition guidelines and capacity of caregivers), which have informed the future direction of UNICEF Thailand ECD programmes. The findings were also discussed with national ECD stakeholders through consultations as part of the advocacy process to strengthen the nutrition component of integrated ECD services nationwide.

OUTPUT 1: Effective cross-sectoral programme planning, management and monitoring support is provided to country programme implementation.

Analytical statement of progress:

As a follow up to the 2014 Mid-Term Review process, changes in the programme and staffing endorsed by the Programme and Budget Review were implemented. The revised results matrix, including refined outputs and indicators, was used to design multi-year work plans and review progress, and was reflected in the Results Assessment Module (RAM). The addition of a P3/New Emerging Talent Initiative international professional for monitoring and evaluation allowed the office to strengthen internal monitoring processes to better manage results.

Three new standard operating procedures, directly implementable, were adopted to reflect **UNICEF Procedure for Country and Regional Office Transfer of Resources to CSOs (FRG/Procedure/2015/001)**, UNICEF procedure for quality assurance research, and UNICEF revised guidance on field monitoring visits. Presentations were made in the programme meetings.

Draft output multi-year work plans, outcome and output progress reports and analytical statements were systematically reviewed for quality assurance. The Mid-Year Review exercise was completed and adjustments made to work plans and output planning levels when necessary. Staff awareness of the new global and country strategies, new UNICEF rules and procedures and steps to put them into practice were ensured through CMT monthly programme meetings and small groups as well as regular email communication. The 'output team approach' was implemented with cross-sectoral teams formed. To promote a culture of learning, two office-wide trainings were organized with international expertise, one on results-based management for social inclusion and the other on communication, together with a follow-up of the previous advocacy training. In addition, new staff attended regional training on the Programme Policy and Procedure manual. Thematic sessions with outside speakers were also organized. To prepare for programme meetings, sections were asked to provide monthly progress updates on their respective outputs.

Close monitoring of KPIs ensured that management performance remained within agreed regional targets for all four quarters. Monthly summary reports covering key management indicators and reports and findings were prepared and analysed by the Deputy Representative's office and circulated to all staff. The reports included coverage of funding, funds status, direct cash transfers status, donor reporting, grant expiry and necessary follow-up actions.

Formal presentations on management indicators were a standing agenda item for the CMT and close follow up with key staff on action points ensured overall good performance of the programme. The HACT assurance plan was carefully monitored with 100 per cent implementation at the end of the year.

OUTCOME 5: Special Purpose

Analytical statement of progress:

This outcome will start to be reported on in 2016 and will replace the present output 5 under Outcome 3: 'Local funds raised for the country programme and for contribution to programmes for children in other countries'. Results on fund-raising are presently reported under Outcome 3 output 5 op cit.

OUTPUT 1: Private-sector Fund-raising

Analytical statement of progress:

This output will start to be reported on in 2016 and will replace the present output 5 under Outcome 3: 'Local funds raised for the country programme and for contribution to programmes for children in other countries'. Results on fund-raising are presently reported under Outcome 3 output 5 op cit.

OUTCOME 6: Programme support.

Analytical statement of progress:

The CSU provides administrative and logistics support to programme implementation and advocacy activities and to ensure a successful public-sector fund-raising operation through different areas of operational intervention:

Human resources: In 2015, human resources strategy was articulated around four key areas that were highlighted during various consultations between the CSU, management and the BSA: 1) Personal empowerment 2) Work/life balance 3) Knowledge and information sharing, and 4) Staff development and learning.

Results from the 2014 UNICEF Global Staff Survey have reshaped the office human resources strategy to integrate the key recommendations into a long-term management perspective through the empowerment of staff, while at the same time creating entry points for new talent and young professionals. Staff well-being remained a preoccupation for senior and line managers. CSU–Human Resources also played an active role in defining the organisational learning strategy and monitoring office-learning activities.

Finance: The finance team provided adequate technical support to the achievement of expected results in programming and private sector fund-raising through various activities. Joint finance/programme teams conducted HACT assurance activities as planned, positioning UNICEF Thailand at the forefront of the implementation of the regional HACT strategic plan. The finance team has played an active role in the introduction of a more efficient online fund-raising approach and formal agreements were signed with the main local banks where private sector fund-raising bank accounts are located. The introduction of the corporate icash system has contributed to enhancing online bank transactions, facilitating payments through direct bank transfers without any bank charges.

Procurement: A market survey started in 2014 continued, aiming to identify potential service providers for both the communication and public sector fund-raising sections. The objective is to facilitate more competitive bidding processes in a very restricted marketplace.

General services: Following initiation of CSU-administration market research to select potential car rental providers, several Long-Term Agreements were signed in 2015 that are likely to facilitate logistics during field missions. With implementation of the public sector fund-raising diversification strategy, it was necessary to recruit more staff as well as temporary and outsourced personnel. In addition, the entire office staffing structure expanded as a result of the UNICEF Thailand Mid-Term Review in 2014. This required more working space. A renovation of existing office space was conducted not only to accommodate an increase in staff but also to improve the overall working environment. The improvement plan will continue in 2016.

Carbon reduction strategy: The 'green project' initiated as a result of the EFA was implemented as planned and in compliance with predefined key milestones, including the installation of a solar power system that is expected to reduce electricity consumption by 11 per cent per year. UNICEF Thailand and the Regional Office allocated a budget of US\$80,000 as office investment in the green project with a payback period of 10 years considering the expected return on investment.

OUTPUT 1: Human Resources.

Analytical statement of progress:

The UNICEF Thailand AMP was finalized in March 2015 following the AMR. This review afforded an opportunity to conduct a comprehensive RCSA and develop an office risk profile in a participatory manner. The reliance on one main service provider for the Face-to-Face operation and the protection of individual donor personal data were identified in the RCSA as high-risk areas that required immediate mitigation measures. The security situation in the far South and Thailand's vulnerability to natural disasters were also highlighted and mitigation strategies were developed to minimize their impact on programme activities. The RCSA was an important reference tool in the CPD preparation process and the development of the public sector fund-raising strategic plan.

UNICEF Thailand has active statutory committees in place and membership is reviewed as part of the AMR and whenever necessary. Some committees are shared with the Regional Office (i.e., Property Survey Board, ICT). The Contracts Review Committee met 14 times (completing the review of 14 cases) and the Property Survey Board met two times, completing the review of seven cases.

The CMT met 12 times in 2015. Topics identified as standing items on the CMT agenda included monitoring of management and programme KPIs, financial performance of programme implementation, and assurance activities conducted in compliance with the revised HACT guidelines.

HACT remained a priority for UNICEF Thailand and scheduled assurance activities were conducted as planned and implementing partners were regularly briefed about UNICEF financial procedures. The implementation of the HACT assurance plan was closely monitored by the CMT with a 100 per cent compliance rate for spot checks, micro-assessments and audits. Joint Consultative Committee meetings took place as planned on a quarterly basis. The BSA

regularly reported to the Committee and also to the CMT on the implementation status of the recommendations of the Global Staff Survey.

Managers have an overall knowledge of risk mitigation measures and partners were assessed comprehensively prior to embarking on a partnership. Programme managers performed regular programmatic visits.

Security briefings for new staff were conducted by the UNDSS Office and UNICEF Thailand is considered 100 per cent MOSS-compliant as reflected in the MOSS compliance survey conducted in November 2015 by the UNDSS Office. In December 2015, some components of the business continuity plan were tested, including the activation of the telephone tree and remote access to critical documents on the UNICEF SharePoint.

OUTPUT 2: Financial resources and stewardship.

Analytical statement of progress:

The status of the financial implementation of programme funds was regularly presented to the CMT. In 2015, the total amount of OR utilization was US\$12.18 million (99 per cent of allocation) and US\$10.15 million spent. The total amount of RR utilization was US\$1.05 million (100 per cent utilized against allocation) and US\$1 million spent.

By the end of December 2015, UNICEF Thailand had two implementing partners, with an outstanding direct cash transfer above six months.

In 2015, UNICEF Thailand completed all planned HACT assurance activities: 8 micro-assessments, 16 spot checks, 4 audit and 51 programme visits.

A number of initiatives were tested to improve private-sector fund-raising operations. The private-sector fund-raising online banking business launched in the fourth quarter is expected to significantly improve the performance of the online fund-raising channel.

UNICEF Thailand began implementation of the bank rationalization project as instructed by the DFAM and current operational UNICEF Thailand bank accounts at Siam Commercial Bank and Bangkok Bank will be closed and new bank accounts with Standard Chartered will be opened.

OUTPUT 3: Human capacity.

Analytical statement of progress:

UNICEF Thailand comprises 40 staff, of which 11 are international and 29 are Thai nationals (13 National Officers and 16 General Service staff). Recruitment of new personnel is done using the standard UNICEF competency based approach. The office continued its commitment to pursue gender and geographic balance during all 10 recruitment actions completed in 2015. Although the current ratio of staff is favourable to women, gender balance will be addressed, particularly with new recruitments. The completion of the individual work plans and performance appraisal processes were closely monitored by the CMT and managers were reminded to uphold the integrity of these critical human resource management processes. This was indicated through achievement of 100 per cent performance evaluation report completion and office-wide online integrity training.

As a follow up to the Global Staff Survey, the BSA has completed consultative meetings, with all staff to address areas identified for improvement. A draft work plan was developed and adopted

by the CMT in early 2015 and shared with New York headquarters. Additional steps according to the plan are being reviewed by the staff association.

The Office Learning and Development Plan was successful in incorporating individual learning needs with country office, regional and global priorities. Knowledge sharing initiatives were conducted through the delivery of brownbag sessions and standing quarterly sessions as part of the programme team meeting, providing opportunities to expand staff knowledge on key human resource and operational policies, programme implementation and internal work processes.

A common key learning priority for the country and region – communication advocacy – was successfully completed together with the Regional Office. A ‘staff buddy’ initiative aimed at helping new staff settle in smoothly during their first three months was introduced and well accepted. Agora, an effective and cost efficient UNICEF learning platform was announced and promoted for staff learning opportunities in different areas. Managers are committed to promoting staff learning time and cultivating a learning environment in the office.

The UN Cares, the United Nations-wide workplace programme on HIV, held events for United Nations staff across all agencies. Three sessions were promoted on HIV in the workplace to ensure information and education, voluntary counselling and testing, access to male and female condoms, and emergency prevention measures in case of accidental exposure, among others. The standards also call for increased measures to stop stigma and discrimination. The human resources team keeps an updated list of clinics and counsellors.

Document Centre

Evaluation and Research

Title	Sequence number	Type of report
Evaluation of the Thailand National Child and Youth Development Plan 2012-2015	2015/003	Evaluation
Situation Analysis of Adolescent Pregnancy in Thailand	2015/002	SitAn
Review of Alternative Care in Thailand	2015/001	Study

Other Publications

Title
‘Bringing books to children in remote areas’ – Video (4 versions) and Human Interest Story
‘School providing enjoyable learning in mother tongue of local children’ – Human Interest Story
‘Small schools and quality education’ – Human Interest Story
‘Paula Taylor: Breastfeeding is possible for working Moms’ – Video and Human Interest Story
‘Not for Sale: Protecting children exploited for sex in Thailand’ – Human Interest Story
Schools in the Orchard’ – Video and Human Interest Story
‘Addressing the Gaps: Key Results from Multiple Indicator Cluster Survey 2012’ – Content app for iPad and Android tablets

Lessons Learned

Document type/category	Title
Lesson Learned	#Endviolence Campaign
Lesson Learned	Advancing child rights in Thailand through social mobilization for the child support grant policy in Thailand.