Executive Summary

In 2012 more focused advocacy by UNICEF resulted in greater awareness and Government commitment to invest in the youngest children and helped influence several key policy decisions. The Prime Minister endorsed a UNICEF-backed holistic, equity-focused early childhood development policy in January, which was approved by the Cabinet in October. The policy includes targets for universal birth registration, access to early learning for the poorest and getting all children into school at age 6.

New regulations mandating the iodisation of all salt for human consumption took effect in May and are being enforced. Initial results from the 2012 Multiple Indicator Cluster Survey (MICS4) indicate substantially improved access to iodised salt, but the results still need to be validated. Thailand is expected to achieve universal salt iodisation (USI) in 2013.

Completion of a new multi-indicator cluster survey (MICS4) by the National Statistics Office, with technical and financial support from UNICEF, will provide new evidence to assess the situation of children and women and monitor progress towards the MDGs and other international and national goals and targets. The MICS4 was the first ever to use Tablet PCs for data collection, which facilitated data processing and provided lessons for the global MICS programme.

Income from local fundraising is expected to top US$ 13.5 million compared to the planned target of US$ 13.2 million, around 8 per cent growth rate year-on-year, with most funds coming from monthly pledge donors. This year Thailand provided US$ 1.5 million in locally raised funds for global RR to support the international work of the organization, up from US$950,000 in 2011.

Progress towards development of a holistic child protection system was a major challenge. There is a need for greater awareness and understanding of the extent and impact of violence, exploitation, neglect and abuse on children. Addressing these gaps is a priority for 2013. Little progress was also made in strengthening the country’s capacities for greater education quality and relevance despite its critical importance. In 2013 UNICEF, together with the Ministry of Education, will analyse the equity aspects of the National Education Account, including a review of the formula for school grants, evaluation of the management of educational resources, and a public expenditure tracking survey.

Regarding partnerships and cooperation, 2012 saw the office work with Sansiri (a corporate partner) expanding the relationship to encompass advocacy and public awareness for investing in the youngest children under the "Best Start" theme, commitment to testing new Children’s Rights and Business Principles tools, as well as a second annual financial contribution of US$ 1 million for the Global Emergencies Fund.

The Global Fund was also engaged, focusing on children affected by HIV/AIDS and other marginalised and vulnerable children living in high HIV prevalence provinces, who benefitted from the implementation of actions to strengthen health, community, social protection, and strategic information systems supported by the first disbursement of the Global Fund Round 10 grant (US$ 42 million over 5 years). The office also worked with Thailand’s Development Research Institute (TDRI), where an agreement was forged on topics for several studies during 2013-2014. These will draw attention to the impact of social and economic policies on children. The first of three studies planned for 2013 will update the situation of child poverty in Thailand.

Country Situation as Affecting Children & Women

The economy has rebounded from the massive floods that devastated large parts of Thailand in the latter part of 2011. The Fiscal Policy Office estimates GDP grew by 5.7 per cent in 2012 due to public and private sector investment in flood rehabilitation and the recovery of household consumption. Manufacturing capacity has also slowly returned to pre-flood levels, boosting exports. However, the continuing weakness in the global economy is creating a challenging environment for Thailand’s export-led economy.

The number of children continues to decline and the proportion of the elderly in the population increase, as indicated by initial results of the 2010 Thailand census released in 2012. The child population is now
estimated at 15.6 million, well down from the 17.5 million estimate five years ago. In October, the
government adopted the "Population Policy to be Implemented during the 11th Five Year Plan" to mitigate
the impact of these population dynamics. The new policy focuses on slowing down and reversing the decline in
births, strengthening human capital formation through improved access to and better quality of ECD services
and basic education, and enhancing the productivity of the working age population.

In February, the UN Committee on the Rights of the Child assessed progress on realizing the rights of children
in Thailand through its concluding observations on Thailand's report on the CRC and the two Optional
Protocols. In its observations on the Optional Protocol on the sale of children, child prostitution and child
pornography, and on the other Optional Protocol on children in armed conflict, the Committee raised several
issues and urged the government to ensure that national legislation clearly defines terms such as the sale of
children, child trafficking, child prostitution and child pornography. The Committee noted its concern about
the sale and prostitution of children linked to sex tourism, and that low-level corruption in the police and
among local authorities is contributing to the violation of children's rights. In regard to the combined third
and fourth periodic reports of Thailand on the CRC, the Committee observed the negative impact of
widespread social inequalities on outcomes for children and the weak enforcement of laws and policy in areas
such as exclusive breastfeeding, human trafficking, child labour and violence against children. In September,
Thailand became the first country in Asia to ratify the third CRC Optional Protocol on a Communications
Procedure that will allow individual children to submit complaints regarding specific violations of their rights
under the Convention and its first two Optional Protocols. There has been no progress on the lifting of
Thailand's reservation to Article 22 of the CRC (on refugee status), and only limited progress towards
increasing the age of criminal responsibility, which is currently 10 years of age.

In its concluding observations to Thailand's reports, the CRC Committee also drew attention to the protracted
unrest in the southern border provinces of Thailand and its impact on children and families. In late 2012, a
series of attacks on schools led to extended closures across the whole school system of the three border
provinces, disrupting the education of thousands of children.

In December, new regulations were issued allowing more than 300,000 stateless people and others to apply
for citizenship. The new regulations apply to people, including ethnic minority populations, who were born in
Thailand but did not have rights to citizenship. Earlier in the year, the government also announced it would
issue health registration cards to migrant children under six years of age to ensure they could access the
Universal Coverage Scheme for health care, including immunization services. At the same time as these
welcome policy initiatives, the situation of undocumented migrants from Myanmar, Cambodia and Laos
became more precarious when the government announced it would begin deporting those who had not
completed the procedure to regularize their situation by 14 December. This process requires migrants from
the three countries to verify their nationality and then apply for legal work permits. The threat of enforcement
of the deportation policy makes migrants and their dependents vulnerable to exploitation and has been
severely criticized by migrant rights groups as well as employers’ organizations.

In November, the joint Royal Thai Government and UN Team on Social Protection finalized the results of a
Social Protection Assessment. The assessment calculated the cost of closing the gaps between the current
social protection system and the four guarantees of the UN Social Protection Floor. The most notable gap
highlighted by the report is the lack of income security for poor families with children, and it therefore
recommends the introduction of a Child Support Grant. Several options for the Child Support Grant were
assessed, with cost profiles ranging from 0.07 to 1.55 per cent of GDP. The report provides solid evidence for
continued UNICEF advocacy in 2013 for the introduction of a Child Support Grant as a way of addressing
persistent child poverty in Thailand.

In a major education innovation, in June the government began distributing Tablet PCs to all first grade
pupils, with completion of the roll-out planned for the end of the year. The Tablet PCs contain all the
materials needed for the first grade curriculum. The programme is controversial, and the government has
been urged to ensure a rigorous evaluation of the effectiveness of the Tablets in improving learning outcomes
before it extends the programme to other grades.
In November, the results of an innovative survey on the way children were affected by the 2011 floods were published. The survey, conducted by the Raks Thai Foundation with support from UNICEF, gave children and young people the opportunity to have their views heard on the worst natural disaster in Thailand since the 2004 Tsunami. A range of qualitative techniques, including focus groups, in-depth interviews, role-play and drawing exercises explored the experiences of children and their assessment of the response to the emergency. A national seminar involving policy makers, civil society, media and young people discussed the results and made recommendations on how to better prepare and respond to the needs of children during emergencies.

Country Programme Analytical Overview

This was the first year of the new 2012-2016 country programme. A situation analysis and institutional capacities assessment carried out in 2012 as part of the development of the new country programme identified major barriers/bottlenecks to progress for Thailand's most disadvantaged children: 

- a) low awareness of gaps in children’s rights - perceptions of few unresolved issues; 
- b) gaps in legislation, policies and guidance; 
- c) social norms - traditional views on upbringing of children (children as property of parents and non-interference in family affairs) and the role of youth in society; 
- d) financial barriers for poorest families to access services - even if free-of-charge; 
- e) low coverage of services for specific groups, mostly non-Thai children; and 
- f) inadequate leadership and action - an underlying bottleneck for further progress for children’s rights. This year's barriers/bottleneck analysis was completed for all major planned results. The analyses reconfirmed the above pattern of barriers/bottlenecks.

Good progress was made in reducing identified barriers. Notable examples included: 

- a) reducing financial barriers for poorest families to access services through completion of a costing of the affordability of introducing a child support grant as a means of alleviating child poverty; 
- b) increasing awareness among the public and decision makers on inequities and the need for greater investment in the youngest children through traditional media and social media; and, 
- c) encouraging greater commitments to action for children on issues such as early childhood development, breastfeeding and salt iodisation through more effective UNICEF advocacy.

Good progress was made in applying the new country programme strategy. UNICEF cooperation became increasingly equity focused and upstream. UNICEF advocacy was more direct this year, with better attention to using evidence and messaging. Partnerships continued to be reoriented to ensure they are highly strategic, and corporate partnerships were selectively expanded. Deeper analysis of barriers/bottlenecks for planned results highlighted the importance of communications for development.

One innovation was the introduction of the ‘IR team’ approach, which brought together staff from all sections of the office to provide the necessary skills and inputs needed to ensure greater progress towards planned results. The mid-year review showed the approach to be highly effective compared to the sectoral approach in prior country programmes.

The annual review in December highlighted

1. Areas for improvement in UNICEF performance, including: 
   - a) staff development for more effective advocacy; 
   - b) introduction of a systematic review of partnership effectiveness; and 
   - c) identifying more effective ways to solicit stronger leadership on children’s issues - a major underlying barrier to progress despite the country’s relatively strong capacities and resources.

2. Issues for greater focus: 
   - a) rights of 600,000 children living in the far south, who are among the most disadvantaged and are exposed to daily violence due to continued conflict; and 
   - b) rights of adolescents, especially adolescent girls. A review will be carried out on the situation of adolescent girls and boys in 2013. A specific intermediate result relating to adolescent girls - teenage pregnancy and access to reproductive health services will be adopted.
**Humanitarian Assistance**
UNICEF continued to provide support for recovery from the 2011 floods that affected some 5 million people, including 1.5 million children. At the same time, special attention was given to strengthening national emergency preparedness capacities in key sectors. During the year, UNICEF contributed cluster leadership in the areas of WASH and Education, as well as for the Child Protection sub-cluster.

With technical and financial assistance from UNICEF, a manual on psychosocial support for children in emergencies was developed and field-tested for use by health professionals. A generic rapid assessment tool was developed, and *child protection in emergency* messages developed and translated into Thai, Burmese and Khmer.

For health, nutrition and water and sanitation, UNICEF provided technical and financial support to the Ministry of Public Health to produce a curriculum for village health volunteers that provides key messages on emergency preparedness. Village Health Volunteers from five regions were trained in its use. UNICEF also provided support to the Ministry of Public Health to develop guidelines on infant feeding in emergencies for use by health officials in affected areas.

UNICEF and a local NGO, Raks Thai Foundation, carried out an assessment of how children were affected by the floods entitled *Voices of the Children: Attitudes and Opinions of Children regarding Disaster Response and Preparedness*. This assessment gathered the views of 500 children affected by the flood and gave a channel for their views to be heard.

Together with the World Health Organization, UNICEF provided technical and financial support to the National Statistical Office to conduct a survey entitled *Impact of the Flood on Household Livelihood*. Results were shared with relevant Ministries for programme preparedness, planning and response.

Internally, UNICEF reviewed lessons learned from the flood response and strengthened its emergency preparedness plans.

### Effective Advocacy

*Mostly met benchmarks*

### Capacity Development

*Mostly met benchmarks*

### Communication for Development

*Mostly met benchmarks*

### Strategic Partnerships

*Mostly met benchmarks*

### Knowledge Management

*Mostly met benchmarks*
Human Rights Based Approach to Cooperation

 Mostly met benchmarks

Gender Equality

 Mostly met benchmarks

Environmental Sustainability

 Initiating action to meet benchmarks

Thailand has been increasingly affected by natural disasters and Bangkok is one of 20 port cities in the world at greatest risk of climate change-induced coastal flooding, as noted in a report published in 2008. In 2011, there was both widespread drought and flooding (the worst in 50 years) at different times during the year, and this was repeated to a lesser extent this year. For a defined approach to climate change issues, an office-wide orientation was organised for staff in 2010. The orientation covered climate change issues and their manifestations in Thailand and implications for the country, and an internal discussion paper was drafted. The approach of the office and its contribution to environmental sustainability in Thailand will be considered in 2013 as part of the planning for the mid-term review of the country programme in 2014.

A review of the potential environmental impact of the new country programme was carried out in 2011. It was concluded that there was no expected impact and that a full environmental impact assessment was not required.

South-South and Triangular Cooperation

The new country programme does not include a 'technical cooperation among developing countries' component (TCDC), which had been part of the two previous country programmes. Over the past 10 years the TCDC programme had built capacities of Thai institutions to deliver quality training courses to developing countries in Asia and Africa, but these had rarely developed into true South-South partnerships. In the current programme, UNICEF seeks to facilitate quality cooperation with other countries beyond study visits and training workshops.

In 2012, the most notable example of South-South Cooperation was between Thailand and South Africa on the feasibility of introducing a child support grant in Thailand.

UNICEF provided facilitation, technical and financial support for this cooperation. Strengthening the social protection system is a major objective of Thailand's National Economic and Social Development Plan. UNICEF worked with government partners to promote reform of the system of social transfers for children, including the introduction of a cash child support grant. In 2010, UNICEF Thailand convened a national seminar for senior leaders from the government, NGO and academic communities to share international experience in social innovations for children within the framework of the country programme result on south-south cooperation.

The Bangkok seminar included a presentation by the Social Security Agency of the Ministry of Social Development of South Africa (MSDSA) on its child support grant. South Africa was chosen as its child support grant is long established and has been independently evaluated on its efficiency and effectiveness in addressing child poverty. Furthermore, Thailand and South Africa are at a similar level of development and face some similar development challenges, such as increasing inequality and social unrest. The presentation at the seminar drew great attention from Thai policy makers, for whom the use of cash transfers as a way of alleviating child poverty was both a new and somewhat challenging concept. The seminar established a cooperative link between the MSDSA and Thailand's National Economic and Social Development Board (NESDB), which led to an invitation to visit South Africa to learn more about the operation of the child support grant programme.
In April 2012, the Government of South Africa hosted a study tour by senior officials of the Government of Thailand to see how the social security system works for children and families, and how it is linked into the wider system of child protection and welfare. The study tour was supported by UNICEF and provided participants with first-hand evidence of how a comprehensive and integrated social security system works, including the out-sourcing of some key functions and the use of modern transfer payment technologies. This is an example of south-south cooperation in which learning from the opportunities and challenges of a major social policy programme in one country can help inform the policy choices and direction in another country that has the same broad objective of reducing child poverty and inequity.
Narrative Analysis by Programme Component Results and Intermediate Results
Thailand - 4200

**PC 1 - Social policy analysis, budget, evidence and monitoring**

| PCR 4200/A0/05/001 | Strengthened national systems for social policy and economic analysis, generating evidence and monitoring the situation of vulnerable children. |

**Progress:**

The affordability of introducing a child support grant as a means of alleviating child poverty was highlighted through completion of a costing of different levels of benefit and targeting criteria. This evidence was used for high level advocacy for the child support grant, including during a study tour to learn about the child support grant in South Africa, in the promotion of the concept with Thai participants at a UNICEF regional meeting of Finance Ministries and at an International Symposium on South-South collaboration in Beijing, as well as other high-level advocacy activities. A working group of civil society organizations on the child support grant will bring the concept to wider public attention and the development of a public advocacy strategy.

The Ministry of Education agreed to analyse the equity aspects of the National Education Account through new work including review of formula for school grants, evaluation of the management of educational resources, and a public expenditure tracking survey.

The impact of internal migration on children was highlighted through a national seminar presenting new research findings with agreement to undertake further research examining the impact of migration on the early development of children aged 0-3.

National evaluation capacity was strengthened through the first national conference of the Thailand Evaluation Network. The conference included training sessions from several leading international experts in evaluation, including on tools for equity focused evaluations.

In September, an evaluation of the Child Protection Monitoring and Response System (CPMRS) commenced to assess progress in the pilot CPMRS provinces during 2007-2012 and will contribute to the further development of a comprehensive child protection policy and strategy in Thailand.

Negotiations on topics for four studies during 2013 with the Thailand Development Research Institute were completed. These will draw attention to the impact of social and economic policies on children, with the first project updating the situation of child poverty in Thailand.

**IR 4200/A0/05/001/002** Situation of children and women, especially those children with multiple risks and multiple deprivations systematically monitored, assessed and analysed to contribute to evidence-based planning and disparity reduction

**Progress:** Evidence to assess the situation of children and women and monitor the progress towards the MDGs, the World Fit for Children (WFFC) and other internationally agreed goals was generated through the completion of fieldwork for a Multiple Indicators Cluster Survey (MICS4) by the National Statistics Office with technical and financial support from UNICEF. The MICS will be the main source of new data on children and women in Thailand, including more than 80 international indicators and a number of national indicators developed by Ministry of Public Health, Ministry of Education and Ministry of Social Development and Human Security. The MICS in Thailand is the first to use Tablet PCs for data collection, which should facilitate data
processing and provide lessons for the global MICS programme. The MICS4 findings for key stakeholders will be disseminated in 2013 to provide evidence for enhanced policy decisions and programme interventions.

The Ministry of Social Development and Human Security (MSDHS) began implementation of the National Child and Youth Development Plan (NCYDP) through identification of key priorities with support from UNICEF. Technical support included a national seminar and five regional workshops during May-July 2012 among the relevant Ministries working with children and youth to identify the priorities for national and sub-national plans of action. The MSDHS with support from UNICEF initiated formulation of a monitoring and evaluation strategy for the NCYDP beginning with a review of the plan, refining a core set of indicators and developing baseline data.

**Discontinued**

**IR 4200/A0/05/001/003** Strengthening the quality, reliability, timeliness and accessibility of national and sub-national data and statistics on the situation of children and women.

**Progress:** This result was inactive during the year. Efforts to strengthen capacity on data and statistics is approached through other results areas of the country programme, principally result 02 of this programme component, and this result is discontinued.

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**PC 2 - Promoting equity, social inclusion and protection**

**PCR 4200/A0/05/002** Strengthened national systems for reducing disparities and social exclusion and increasing protection of children from violence, abuse, neglect and exploitation.

**On-track**

**IR 4200/A0/05/002/001** National universal birth registration system in place and functioning to ensure registration of new births in the lowest income families and non-Thai families

**Progress:** After successful implementation of a UNICEF-supported pilot in 44 hospitals in 2011, the hospital-based online birth registration system was adopted by Government for national scale-up by the end 2013. This system links information on new births in hospitals to civil registration offices or municipalities, helping record them in the country’s civil registration system and providing opportunities for follow-up with families in the cases of non-registration. Monitoring in the 44 surveillance hospitals showed an increase in birth registration within the required 15 days after delivery from 94.02 per cent in 2011 to 96.7 per cent in 2012 - a direct result of implementation of the online system. The impact of the new system on registration rates for children in the poorest families is being reviewed.

During the year, UNICEF supported the National Health Security Office to conduct trainings for hospital staff for the wider roll-out of the online system. Staff from some 500 additional hospitals were trained, and 230 hospitals have started its implementation. In 2013 the training programmes for hospital staff will expand to cover all 1,000 public hospitals countrywide.

Further study to identify bottlenecks and barriers to birth registration is being carried out including a specific knowledge, attitudes and practices study planned for the first quarter of 2013. Its findings will be used to support UNICEF’s advocacy for greater action to address high rates of non-registration of children from poor and non-Thai families, including removal of the monetary penalty for late registration, and increasing public awareness on the importance of birth registration.

A UNICEF programme partnership with Dtac, Thailand’s second largest telephony company, will use ICT to strengthen the birth registration system. The corporate partner will also work with the Ministry of Interior to introduce the use of SMS messaging to remind families of the 15-day dateline for registering a new birth.

**On-track**

**IR 4200/A0/05/002/002** Utilisation of public early childhood development services by the poorest (lowest two income quintiles) increased from 40 per cent in 2010 to 80 per cent by end 2016
Progress: This year a significant national commitment was made to expand early learning services for children living in the poorest families. This followed intensive UNICEF advocacy for greater investment in the youngest children and technical support for updating of the National Early Childhood Development Policy (ECD) and its Implementation Plan 2012-2016. The Implementation Plan, equity focused and more coherent in its commitments to early childhood development than earlier plans, lays out targets for increasing early learning participation for 3 to 5 year old children in the poorest families from 40 per cent to 80 per cent by 2017, an ambitious but realistic target. The Prime Minister endorsed a policy supportive of this in January, reconfirmed commitments at the parliamentarian national assembly in August and Cabinet approved the National ECD Policy in October. The Implementation Plan is expected to be adopted in January 2013 with announcement by the Prime Minister on Children’s Day.

During the year, UNICEF conducted deeper analysis of early learning to identify and better understand the major barriers to participation for 3 to 5 year olds. Main barriers identified include: financial access barriers for poor families - despite extension of free education in 2010 from 12 years to 15 years including 3 years pre-primary; a lack of community early childhood centres in some areas; and poor quality services, with some 2,500 centres of 20,000 nationwide reportedly not meeting quality standards. This analysis strengthened partnerships around early learning, most notably with the national early childhood sub-committee and its members.

New data on early learning participation will be available early 2013 from results of the recently completed Multiple Indicator Cluster Survey by the National Statistics Office with support from UNICEF. This will further inform UNICEF’s advocacy and programming. An in-depth analysis on costs and spending for early learning will begin early in the year.

On-track

IR 4200/A0/05/002/003 Out-of-primary school girls and boys enrolled in formal schooling at the correct age

Progress: Awareness of the need to get some 550,000 out-of-school primary-school age children into school increased sharply during the year although national commitment to finally resolve this longstanding problem is still uncertain. Positively, Cabinet adopted a new five-year National Early Childhood Policy in October and its draft implementation plan, to be adopted in January 2013, includes a target to eliminate inequities in primary school enrolment by 2017.

In support of this progress, UNICEF carried out an in-depth secondary analysis of data from the 2008 National Children and Youth Survey (National Statistics Office) which confirmed there are some 550,000 children not in primary school, almost all of them Thai children, and who enter primary school one year or more late. The analysis showed that most are from the poorest families and highlighted a severe gender disparity - a much higher percentage of out of school boys compared to girls. In follow-up, a UNICEF supported knowledge, attitude and practices (KAP) study interviewing parents, education administrators, school principals and primary school and kindergarten teachers in two provinces concluded there is some confusion on the revised enrolment policy, introduced in 2001, which requires school-entry at age 6 - lower than the former age 7.

The necessary education legislation and policies are in place to facilitate school entry at the correct age, and education budget/expenditure is adequate. The main barriers to getting the majority of these children into primary school by age 6 are related to Ministry of Education leadership and coordination. A next step is for the Ministry of Education to highlight this issue in the national enrolment policy for the next academic year, 2013-14, and ensure that local education officials and school principals take the necessary action to ensure school entry by age 6. New corporate programme partnerships between UNICEF and two of Thailand’s leading private sector companies will further strengthen advocacy for action on this in 2013.

No Progress

IR 4200/A0/05/002/004 Strengthened capacities of the critical education institutions for assessment and formulation of education policy and strategy

Progress: Progress fell into two main categories: a) ‘Bilingual mother-tongue first’ pilots in four schools in
four provinces in the far south in partnership with Mahidol University. Evaluation showed that learning outcomes at Grade 3 were higher than in control schools, and Government expanded the approach to another 15 schools in the far south with their own funds. Review in early 2013 will prepare a plan for wider expansion. UNICEF provided financial support for the pilots and will continue to do so until 2015; and b) Pilot ‘child-friendly’ schools in 6 schools in one violence-affected far south province, in partnership with Thaksin University and with technical and financial support from UNICEF. Review in early 2013 will determine the impact of this approach and whether it is suitable for replication on a wider scale in that region.

Overall, however, little progress was made in strengthening the country’s capacities for greater education quality and relevance despite its critical importance. The main barrier to progress was the lack of national leadership to facilitate agreement on a vision for change, despite consensus on the need to improve the relevance and quality of education.

Importantly, agreement was made with the Ministry of Education to analyse, in 2013, the equity aspects of the National Education Account, including a review of the formula for school grants, evaluation of the management of educational resources, and a public expenditure tracking survey. UNICEF will provide international technical expertise and funding for this, which will be UNICEF’s major contribution to education quality in the first half of the new country programme cycle.

IR 4200/A0/05/002/005 Holistic national child protection system to prevent and address cases of exploitation, violence, neglect and abuse designed and its progressive implementation started

Progress: Progress was made to identify the main barriers to achieving a holistic child protection system. These are: a) poor understanding of what child protection actually means in practice; b) inadequate leadership and lack of a vision for a more holistic child protection system; c) inadequate and underfunded protection services in many parts of the country; and d) social norms that are not conducive to progress - including traditional views on upbringing of children (children as property of parents and non-interference in family affairs). Other progress this year included: a) review of the 2003 Child Protection Act by the sub-committee on Legal Reform which, when completed in early 2013, will clarify ambiguous or poorly defined provisions of the Act and strengthen its implementation, especially streamlining coordination and services; and b) evaluation of the Child Protection Monitoring and Response System (CPMRS) started in September and its findings in 2013 will further guide development of the child protection system in Thailand. UNICEF provided technical and financial assistance for both the review and the evaluation.

Related actions included: a) planning for trainings on child protection for all local authorities and multi-sectoral teams in five provinces in the Far South, a two-year programme that will begin in January 2013 and result in better planning and action for protection of children in that violence affected region. Lessons learned from this will also be integrated into planning for the holistic national child protection system; b) finalisation of guidelines for the referral of children under the minimum age of criminal responsibility by the Ministry of Justice (MOJ) that will be used to advocate for an increase in the age of criminal responsibility from 10 to 12 years; and c) completion of the ‘support to the reintegration of former juvenile offenders’ activities in the far south, with lessons learned documented by the Department of Juvenile Observation and Protection (DJOP) of the Ministry of Justice. UNICEF provided technical and financial assistance for these.

Overall progress towards developing a more holistic system to protect children was, however, constrained. Poor awareness and understanding of the extent and impact of violence, exploitation, neglect and abuse on children by decision-makers continues to be the major barrier and addressing these will have to become a national priority if greater progress is to be made.

In 2013, building the evidence base to make the case for greater investment in protection of children and to guide planning towards a holistic vision will be a priority. This will include more comprehensive mapping of the national system, assessment of costs of financing the social workforce and carrying out a study on knowledge attitudes and practices relating to child protection.
IR 4200/A0/05/002/006 Boys and girls in public schools and public care and detention institutions are protected from corporal punishment

**Progress:** Addressing corporal punishment is a new result area for UNICEF cooperation in Thailand. In the first year of the new country programme, further analysis of the situation relating to corporal punishment in three settings (schools, welfare institutions and juvenile justice facilities) was priority and has largely been completed. This deeper analysis of available data and other information will provide baseline data, reconfirm the preliminary assessment of barriers and bottlenecks and guide planning in 2013 and beyond.

A survey of 40,000 people carried out by the Ministry of Social Development and Human Security (MSDHS) was completed, the largest ever such survey on violence against children in Thailand. Results were used to develop an updated policy and strategy on violence against children led by the Government’s sub-committee on Violence against Children, a multi-sectoral team of experts. UNICEF contributed technical and funding support for this. Major barriers to eliminating corporal punishment in these three settings have been initially identified as: a) social norms that are supportive of corporal punishment; b) gaps in key legislation, standards and protocols that are not yet aligned with international norms; c) inadequate capacities of schools and caregivers in positive discipline techniques; and d) weak enforcement mechanisms. The existing curriculum on positive discipline in school settings is being reviewed by the Ministry of Education, within its wider child protection policy in schools, including alternative forms of discipline.

To eliminate corporal punishment a strong national coordination mechanism will be needed, and lack of this was the major constraint to progress this year. In 2013, a knowledge, attitudes and practices (KAP) study will be carried out to further explore attitudes and practices on corporal punishment among parents, teachers and caregivers in the three settings. Efforts to address identified bottlenecks will be scaled up, but social norms supportive of corporal punishment will be a major barrier to progress and need a concerted, sustained effort to eliminate.

IR 4200/A0/05/002/008 Access to HIV, health, psychosocial, and/or socio-economic support services for marginalized and vulnerable children including children affected by HIV/AIDS increased

**Progress:** Children affected by HIV/AIDS and other marginalized and vulnerable children living in areas of high HIV prevalence benefitted from implementation of actions to strengthen health, community, social protection, and strategic information systems, supported by the first disbursement of the Global Fund Round 10 grant (US$ 42 million).

The body of data and evidence on HIV/AIDS and its impact on children expanded significantly during the course of the year. UNICEF contributed both technical and financial support for: a) a comprehensive situational analysis of children affected by HIV and AIDS in five highly affected provinces, by the National AIDS Management Center; b) a national evaluation of HIV early infant diagnosis programming by the Bureau of Epidemiology, Ministry of Public Health; and c) a Multiple Indicator Cluster Survey by the National Statistics Office. These will provide a more in-depth picture of vulnerability, including for children affected by HIV, and guide future programming.

Progress was made for adolescents living with HIV through pilot approaches to improve adherence and HIV positive prevention at four sites with participation of 2 academic centers, the Thai Red Cross, TreatAsia, and the University of California at San Francisco, with UNICEF contributing technical and financial support.

UNICEF advocacy for the strategic use of antiretroviral therapy, including the adoption of Option B+ in the context of PMTCT, is expected to assist in national efforts to reduce the number of new HIV infections.

In 2013 UNICEF, in cooperation with its partners, will increase advocacy to reduce the age of consent for testing for minors, and to improve access to essential services for non-Thai nationals in Thailand. Additional studies will be conducted and data collected, particularly around young key affected population groups.
**IR 4200/A0/05/002/009 Approaches to strengthening local capacities for planning and action for children are evaluated and lessons learned compiled and disseminated for incorporation into future national planning and budgeting**

**Progress:** This year, 30 good practices in 10 provinces were systematically monitored and their experiences and lessons learned documented and shared with 2,800 local authorities in the 25 provinces identified as priority in the previous country programme cycle. This will be invaluable for reference in future planning and budgeting for all local authorities nationwide.

For continued technical support to local authorities countrywide, Memoranda of Understanding were signed between the Ministry of Interior’s Department of Local Authorities Training Institute, Chulalongkorn University and Mahidol University. Specific-purpose training programmes on child-centres planning for chiefs of local authorities and members of multi-sectoral teams will continue from early 2013 under these new agreements. UNICEF provided technical and funding support for the above initiatives.

In follow up, building on the past progress made, future UNICEF contributions to strengthening local planning for children will be linked to specific initiatives. For example in 2013, this will focus on *child protection planning* in five violence-affected provinces in the far south of the country.

A planned review of national approaches to strengthening local planning for children, requested by the Ministry of Interior, was postponed until 2013. A related review, of UNICEF support to decentralized planning in Thailand is expected to be incorporated into a UNICEF regional review in 2013.

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**PC 3 - Advocacy, social action and resources mobilization**

**PCR 4200/A0/05/003 Heightened importance of children in national awareness and on the policy agenda and mobilization of national resources for children.**

**IR 4200/A0/05/003/001 Increased awareness of the public, media and decision-makers on children's rights, inequities and agendas for action**

**Progress:** Stronger and more focused advocacy by UNICEF resulted in significantly greater awareness and commitment by government on children issues, and served to help influence several key policy decisions. A qualitative index of 10 indicators developed to measure awareness and commitment on children’s issues showed good progress on four indicators and moderate progress on the six others. The year got off to a good start with the Prime Minister endorsing a UNICEF-backed holistic early childhood development policy in January. The policy was finalized and approved by the Cabinet in October, and a high-level ECD committee is currently developing a multi-sectoral implementation plan for its roll out. The draft of the long-awaited Breastfeeding Marketing Substitutes Code Act is being finalized with input from UNICEF and international and national experts. The draft Code Act is expected to be adopted by the National Health Assembly in late December, but will still need to be approved by Parliament before it becomes law. New regulations mandating iodisation of all salt for human consumption took effect in May and are being enforced. The Food and Drug Administration, with technical assistance from UNICEF, is helping to develop salt producers’ iodisation capacity to ensure compliance. Preliminary findings from the 2012 multi-indicator cluster survey (MICS4) reveal a substantial increase in the number of households consuming iodised salt but this is still to be validated. In September Thailand became the first Asian country to ratify Optional Protocol 3 of the CRC. There has been no progress, however, on the lifting of Thailand’s reservation to Article 22 of the CRC, and limited progress on increasing the age of criminal responsibility, which is currently 10 years of age. In 2013, UNICEF and two corporate partners will launch the “Best Start” campaign to build stronger awareness among the public, media and decision makers on the need to fully implement the new early childhood development policy, which includes universal birth registration, expansion of early learning and getting children into school at age six.

**On-track**
**IR 4200/A0/05/003/003** Corporate sector making a greater contribution to the unmet rights of children through their CSR programmes

**Progress:** The Children’s Rights and Business Principles (CRBP) Initiative was actively promoted during the year with the Government, the Stock Exchange of Thailand (SET), the key regulatory body for listed companies, and UNICEF corporate partners. The need for the corporate sector to adopt the CRBPI in Thailand was included in discussions between the UNICEF Deputy Executive Director, the Deputy Prime Minister and Finance Minister of Thailand, and the Vice Chair of the SET during the UN General Assembly in September, as well in other meetings between UNICEF and SET officials. Despite the positive response received in support of the Initiative from both the Government, the SET and other corporate entities, there has been little concrete progress in moving forward, mainly due to the unavailability of the tools needed to support implementation of the Initiative.

In early 2013, UNICEF will launch the pilot phase for selected companies globally to test the assessment and reporting tools for the Initiative. This will include establishing an Advisory Group to support the development of institutional guidance tools for the CRBP, and UNICEF has invited its corporate partners in Thailand, including Sansiri and dtac, to take part in the process. The SET will also be invited to join the Advisory Group. Hopefully, by engaging the SET and selected companies at the global level, they will better understand how to put CRBP into practice and lead to wide adoption of CRBP in Thailand by end 2013.

**IR 4200/A0/05/003/004** Local funds raised for the country programme and for contribution to programmes for children in other low-income areas

**Progress:** UNICEF’s Private Sector Fundraising (PSFR) raised US$ 11.6 million by the end of November, and it is estimated that the total amount raised will reach US$c12.5 million by the end of the year. In addition, corporate partner Sansiri PLC donated US$ 1 million to the UNICEF Global Emergency Fund for the second year running. The 2012 target was to raise US$ 13.2 million, which will be exceeded. The majority of the income (US$ 11 million) was raised through monthly pledge and one-off donations. PSFR also raised over US$ 64,000 in 2012 in support of the UNICEF response to the 2011 floods in Thailand, and just under US$ 400,000 for international emergencies, mainly for children affected by drought in Africa’s Sahel region. In total, this represents 8 per cent PSFR income growth year on year. This year Thailand is providing US$ 1.5 million in locally raised funds for global RR to support the international work of the organization. There are now over 64,000 active pledge donors in Thailand supporting the work of UNICEF, and just under 18,000 new donors have been welcomed to UNICEF this year. In 2013, PSFR will continue to grow income through one-off appeals, pledge and new donors. PSFR will also continue to test and develop new fundraising initiatives such as direct response television, digital channels, SMS and the further engagement of donors to secure the future success of fundraising and, in turn, UNICEF’s programmatic work both in Thailand and internationally.

**PC 800 - Cross-sectoral support**

**PCR 4200/A0/05/004** Effective cross-sectoral programme planning, management and monitoring support to country programme implementation, including emergencies

**Progress:**

In 2012, additional attention was given to ensuring effective cross-sectoral programme planning, monitoring and implementation considering the several new global initiatives (VISION, IPSAS and the re-focus on equity), the start of the new country programme cycle (introduction of new results structures and a team approach to achieving results) and new UN-programming initiatives (UNDAF Action planning, joint UN team initiatives). This required updating or development of new office policies, guidance, staff learning and
knowledge management processes.

Of note was: a) coordination and guidance to effectively apply an ‘IR team approach” with seven cross-sectoral teams formed during the year and staff feedback was very positive; b) quality assurance of new multi-year workplans for the period 2012-2014 and oversight to ensure consistency between off-system workplans and VISION results structures; c) coordinated introduction of barriers and bottleneck analyses for relevant IRs; d) staff learning on the evolving MoRES concepts and coordination on its practical application in the specific Thailand setting; and, e) quality assurance of UNDAF Action Plan results to ensure consistency with country programme results – IR and PCR.

Draft IR multi-year workplans, UNDAF Action plans, IR progress reports and analytical statements were reviewed for quality assurance. Mid-year and end-year review exercises were completed and adjustments made to workplans and IR planning levels. Coordination and staff learning through programme meetings and small group ensured staff awareness of the new global and country strategies and steps to turn these into practice.

Close monitoring of essential indicators ensured that management performance remained within agreed regional targets for all four quarters of the year. Monthly summary reports were prepared and analysed by Deputy Representative covering key management indicators and reports and findings circulated to all staff. This included funding, funds status, DCT status, donor reporting, grant expiry etc. and necessary follow up corrective actions. Formal presentation to CMT against a standing agenda item on management indicators and close follow up with key staff on action points ensured overall good performance.

**On-track**

**IR 4200/A0/05/004/002 Flood 2011 emergency CCCs are met**

**Progress:** UNICEF continued to provide support for recovery from the 2011 floods that affected some 5 million people, including 1.5 million children. At the same time, special attention was given to strengthening national preparedness capacities in key sectors, promoting readiness for future emergencies. During the year, UNICEF contributed cluster leadership in the areas of WASH and Education as well as on the sub-cluster of Child Protection.

In child protection, with technical and financial assistance from UNICEF, a manual on psychosocial support for children in emergencies was developed and field-tested for use by health professionals. A generic rapid assessment tool was developed, and *child protection in emergency* messages developed and translated into Thai, Burmese and Khmer languages.

In water and sanitation, health, and nutrition, UNICEF provided technical and financial support to the Ministry of Public Health to produce a curriculum for village health volunteers that provides key messages on emergency preparedness. Village Health Volunteers from 5 regions were trained in its use. UNICEF provided support to the Ministry of Public Health to develop guidelines on infant feeding in emergencies for use by health officials in affected areas.

UNICEF and a local NGO, Raks Thai Foundation, carried out an assessment of how children were affected by the floods entitled “Voices of the Children”: *Attitudes and Opinions of Children regarding Disaster Response and Preparedness*. This assessment gathered views of 500 children affected by the flood and gave a channel for their views to be heard.

With the World Health Organization, UNICEF provided technical and financial support to the National Statistical Office to conduct a survey entitled *Impact of the Flood on Household Livelihood*. Results were shared with relevant Ministries for programme preparedness, planning and response.

Internally, UNICEF reviewed lessons learned from the flood response and strengthened its emergency preparedness plans.
UNICEF Annual Report 2012 for Thailand, EAPRO

PCR 4200/A0/05/800 Programme Support

On-track

IR 4200/A0/05/800/001 Governance and Systems

Progress: The risk control self-assessment exercise, carried out end-2010 and updated in early 2012, assessed office performance relating to Governance and structure as medium-low risk. Agreed risk mitigation actions included staff performance management training and strengthened PAS, and increased frequency of staff discussions on change, new systems and roles - considering the global initiatives, new country programme and associated management planning. All have been satisfactorily addressed this year through staff performance training, regular CMT, programme and staff discussions. The target of the low risk self-assessment rating is expected to be achieved and confirmed at the end 2012 management review and subsequent exercise to update the risk profile for 2013-2014. Follow-up actions in 2013 will be to maintain the low risk rating and for the planned 2014 audit to confirm it.

Specifically, the annual management review meeting was held in January with the participation of all staff. As in past years, the country office annual management plan focused on a set of the highest priority issues and encompassed office-wide and programme priorities. Notable priorities this year included: a) operationalising the new ‘team approach’ to planning and achievement of results; b) strengthening office capacity for more upstream cooperation; c) strengthening results orientation of the country programme; d) strengthening office capacities in emergency preparedness; e) ensuring a successful VISION implementation; and f) updating the risk control assessment and office action plan. In addition, management priorities included responding to global and regional recommendations, such as identifying cost savings and efficiencies and the follow up to the global staff survey findings. This year, special attention was given to ensuring close linkages between agreed annual management priorities and staff performance work outputs.

IR 4200/A0/05/800/002 Financial Resources and Stewardship

Progress: Special attention was given to financial management and oversight this year considering the change-over from ProMS to VISION/SAP in an IPSAS-compliant environment. Close follow-up of key funds-management indicators by the programme budget assistant, Deputy Representative, IR Managers, Project Assistants and the CMT ensured strong oversight. The country office performance was within regional office standards for the relevant funds management indicators (four of seven regional indicators relate to financial management) for all quarters of 2012. Special emphasis was given to ensuring liquidations of DCT before 6 months. VISION system issues (not specific to this country office) prevented final processing of some liquidated advances by Finance Unit at year end and this is still being resolved by UNICEF DFAM.

The office efficiently planned and managed cash flows and funds during the year. Local fundraising income at around US$ 1 million each month was sufficient to cover office needs, hence minimizing replenishment requests from NYHQ.

As part of the HACT framework, UNICEF led the bidding, selection and contracting processes on behalf of the three UN agencies (UNDP, UNFPA and UNICEF) to contract an auditing firm to conduct micro-assessments and spot checks of implementing partners under the HACT guidelines, and a second auditing firm to conduct audits of those partners receiving over US$ 500,000 from UN Agencies. As a result, a common LTA was in effect in 2012. Rebidding was carried at end year out for two new auditing firms to conduct this work in 2013 and 2014. Implementation of the HACT Assurance Plan was behind schedule and will be a focus in 2013 in order to meet targets in planned micro-assessments, scheduled audits and joint monitoring and financial spot checks.

IR 4200/A0/05/800/003 Human Capacity

Progress: Strengthening human resources capacity in support of the new country programme strategy was
a priority for the year but overall progress was mixed. Capacities were strengthened in local fundraising (a newly created international post was filled) and in Evaluation (additional staff training and hands-on technical support from the regional office Evaluation Advisor) but planned Advocacy capacity development was postponed to 2013 because of high office workload. This will be a priority for 2013-2014 with a comprehensive capacity development programme put into place in early 2013, encompassing advocacy training, remote and face to face coaching, with external technical support, baseline and follow up evaluation of office and staff capacities. A ‘skills inventory’ of the office’s core strategic capacities is also planned for 2013.

The new country programme strategy for 2012-2016 is envisaged to be more ‘upstream’ and ensuring the necessary staff skills to support this will be critical to achieve results. More emphasis will therefore need to be placed on human resources development.
Effective Governance Structure

The annual management review meeting was held in January with the participation of all staff. As in past years, the country office annual management plan focused on a set of the highest priority issues and encompassed office-wide and programme priorities. Notable priorities this year included: a) operationalising the new ‘team approach’ to planning and achievement of results; b) strengthening office capacity for more upstream cooperation; c) strengthening results orientation of the country programme; d) strengthening office capacities in emergency preparedness; e) ensuring a successful VISION implementation; and f) updating the risk control assessment and office action plan. In addition, management priorities included responding to global and regional recommendations, such as identifying cost savings and efficiencies and the follow up to the global staff survey findings. This year, special attention was given to ensuring close linkages between agreed annual management priorities and staff performance work outputs.

The CMT reviewed a standard set of management indicators at each meeting as regular agenda items. These included management indicators on the implementation status of the programme budget (funding availability against planned, commitments and utilisation rates), outstanding DCT, private sector fundraising performance and donor reporting. At mid-year it was agreed to add HACT programmatic assurance planning to the agenda considering some underperformance in completing planned spot checks on partners. Performance Appraisal System/PER compliance, outstanding audit issues, IT, staff security and other staff issues were discussed/reviewed as necessary. The CMT reviewed and adopted the updated self control risk assessment findings and action plan in April.

The Programme group met at least monthly to discuss programme planning and progress, to report on planned results and other organisational change initiatives, and for staff learning. The PCA Committee met as needed, but the reduced number of partnership agreements meant the workload was considerably less than in previous years.

Considering the importance of ensuring smooth implementation of VISION, the CMT oversaw progress during the year and regularly reviewed the ‘pilot’ centralization of SAP transactions among project support staff. The centralization was carried out in response to a request from staff to reorganise SAP tasks so that they could develop expertise in specific transactions instead of having to develop expertise in all SAP transactions. The CMT gave approval in May and reviewed early progress in June and again in September. The 2013 annual management review will assess overall impact on office efficiency, and it is expected continuation of this approach will be proposed to the CMT in late January.

Strategic Risk Management

A risk control self-assessment exercise was carried out in February involving all staff. This updated the risk assessment and action plan developed in December 2010. The focus was on identifying risks to the achievement of the office’s planned results for 2012 and 2013. For the 2012 exercise, the office focused on several significant risk areas in more depth. Because this was an update from the baseline assessment at the end of 2010 it was a short exercise, with a three-member team drafting an updated assessment, review and comments by all staff, a half day plenary with all staff, and then adoption of the assessment profile and actions by the CMT. There was no major change in the external or internal environment, and a more in-depth assessment was not called for. In summary, the reassessment resulted in a no change for 16 risk areas, and a decrease in risk level for five risk areas.

Most significant risk areas for action by the Thailand country office
Medium to High:

a) Results-based management and reporting of results
b) Ability to change (new country programme strategy for upstream cooperation)
c) Safety and security (political unrest and far south conflict)
d) Natural disasters and epidemics

Actions to address these risks were incorporated into the 2012 annual management plan and reviewed at
mid-year.

In terms of emergency preparedness, a specific management priority was included in this year’s annual management plan. The country office increased its preparedness through: a) fully participating in the national inter-agency emergency contingency planning exercise, including an interagency simulation held in August; b) being a member of the UN interagency steering committee; and, c) leading in cluster areas for child protection (part of protection cluster), nutrition (part of health and nutrition cluster), education and water and sanitation. UNICEF’s own emergency preparedness and response plans were reviewed and key preparedness and actions captured in the organisation’s early warning early action (EWEA) portal. The office’s Business Continuity Plan (BCP) was reviewed together with the co-located regional office. Consideration was given to the lessons learned from the 2011 flood emergency, which affected more than 40 per cent of UNICEF staff and forced the temporary relocation of the office.

A review by programme and operations staff of the risks / business continuity issues relating to contracted-out data and human resources services for local fundraising operations resulted in strengthened TORs for the upcoming rebidding in early 2013 - an example of how risk analysis is being mainstreamed into day-to-day processes.

**Evaluation**

Strengthening the evaluation function was prioritized again in 2012. Overall performance of the evaluation function in the office is deemed to be strong.

**Developing the IMEP:** Internally, the process established in 2010 to ensure a more strategic IMEP was followed. Key steps included: a) setting criteria with staff to manage expectations at the outset; b) compilation of planned evaluations, studies, surveys and related activities by section chiefs/IR managers in consultation with their teams in order to capture initial plans; c) review by the Evaluation Officer and Deputy Representative to ensure relevance, feasibility and strategic nature; d) review with staff and revision; and e) presentation and adoption by the CMT.

**Building UNICEF staff capacities for evaluation and evaluation management:** Oversight and coaching by the Evaluation Officer, with strong support from the Regional Evaluation Advisor, contributed to increased staff capacities. Support was given to the Chief of Child Protection in managing the evaluation of the Child Protection Monitoring and Response System (CPMRS). Six programme staff attended specific training courses on evaluation. Four staff attended an evaluation workshop entitled "Forging Evaluation for National Development Methods, Tools and Practices" organized by the Thailand Evaluation Network in Chiang Mai, Thailand. The Monitoring and Evaluation Officer attended the evaluation workshop at IPDET in Ottawa, Canada. The HIV/AIDS Officer attended the Evaluation on HIV/AIDS Programme in New Delhi, India. The Chief of Education completed the UNICEF online training on ‘Equity Focused Evaluation’.

**Programming for evaluations and developing national capacities for evaluation:** National evaluation capacity was strengthened through the first national conference of the Thailand Evaluation Network (TEN), with technical support by UNICEF. This included training sessions from several leading international experts in evaluation, including on tools/techniques for equity focused evaluations. 84 evaluation practitioners attended, the majority (86 per cent) from public sector organizations involved in evaluation. Two participants from the Ministry of Planning and Investment from Lao PDR also attended.

To develop a stronger network at the international level and strengthen national institutional capacity, TEN co-hosted the ‘EvalPartners International Forum on Civil Society’s Evaluation Capacities’, which was organized by the International Organization for Cooperation in Evaluation and UNICEF. Four TEN representatives, including TEN's Vice President, attended the forum in Chiang Mai, Thailand. The forum provided opportunities for national evaluation societies from around the world to share information and experiences on difficulties and challenges faced in enhancing evaluation systems. It was agreed to continue this dialogue and create new linkages to improve regional, sub-regional and national cooperation among the national evaluation societies.
TEN and UNICEF organized a one-day workshop on 'managing evaluation' for 20 programme managers from Thai public sector organizations.

**Evaluations and management responses and follow up on findings:** There was no evaluation requiring an Evaluation Management Response this year. An external review of the 2011 evaluation of the Basic Minimum Needs Survey found that it did not meet evaluation quality criteria. Further review by the Evaluation Officer and the Regional Evaluation Advisor concluded that it did not meet the criteria to be called an Evaluation.

### Effective Use of Information and Communication Technology

Of note this year was:

- **a) The expanded use of information technology in direct support of programmatic results for children’s and women’s rights:**

  1) The use of tablet PCs for data collection in the UNICEF-supported 27,000 household multi-indicator survey (MICS4) marked the first time that tablet PCs had been used in a large-scale survey by the Government's National Statistical Office. This use of technology resulted in more accurate data and more rapid transfer of data from field workers, allowed the use of GPS marking to record the location where data was collected, and led to more rapid tabulation of results. Please see the lessons learned in the use of this technology as documented in the Innovations / Lessons Learned section of the annual report.

  2) The increase in the number of hospitals linked to civil registrar offices, from 44 pilot hospitals to 534 hospitals, as part of the national plan to link all 1000 public hospitals by end 2013. This will ensure that records of all hospital births are captured in the registrar database for follow up of non-registered births. A new UNICEF corporate partnership with Thailand's second largest telephony company is expected to help strengthen this on-line hospital-based system, with SMS messages being sent to parents to remind them of the importance of registering the birth of newborns and providing them with other key parenting information.

  3) Testing the use of SMS messaging to adolescents living with HIV to remind them to take their anti-retroviral medicine to improve medicine adherence rate. The messages also direct them to a website where they can get other useful information.

  4) The increased use of social media as a means of communicating on children’s rights issues and in support of advocacy and local fundraising. Examples were the use of Facebook and Twitter to create public dialogue on priority issues, such as investing in the youngest children / ensuring a best start and highlighting poor access to education for children in some remote border areas.

- **b) In support of DaO/UN reforms for business continuity and emergency preparedness:** an agreement was made with UN ESCAP to host IT servers within the UN Building as back-up in support of business continuity planning. Data connections were tested quarterly. UNOPS led an interagency common negotiation with Thailand largest telephony company for best-deal phone and data services for UN agencies.

- **c) Promoting remote access:** VPN connections in-place for remote access to VISION, SAP transactions etc.

- **d) Disposal of equipment:** donation of non-usable IT equipment to local technical vocational training centres for re-use and training purposes to support recycling and avoiding disposal of IT materials. A new policy to replace internal hardware components instead of disposal of whole PC units, which will increase environmental friendliness and cost savings.
UNICEF Annual Report 2012 for Thailand, EAPRO

Fund-raising and Donor Relations

In 2012, the country office raised US$ 13.7 million from local fundraising sources. This ensured full funding for the country programming and provided US$1.5 million for global Regular Resources to support UNICEF’s international work. 100 per cent of Other Resources (OR) for the programme was raised locally.

Since Thailand is an upper middle-income country it is no longer possible to seek OR funds from bilateral donors or UNICEF National Committee sources. At the same time, opportunities for local fundraising have increased significantly. As a result, the country office maintains its strategy to not seek external OR unless there is a compelling strategic reason to do so: for example if funding is linked to a multi-country international collaboration initiative or would contribute to making critical technical assistance available to Thailand. This enables the country office's programme and communication staff to contribute their efforts to support local fundraising rather than external fundraising through organisation of field visits, briefings of fundraising teams and providing programme content for fundraising materials. It also means that donor relations are mainly with private sector donors.

In 2012 staff skills were increased in local fundraising, particularly in digital fundraising and DRTV. There was also a greater emphasis placed on communicating UNICEF’s international work to our donors, while managing the risk of alienating some donors who have a strong preference for donating to programmes for children in Thailand rather than internationally. This year, the arrival of an international Chief of Local Fundraising strengthened the capacities of the office in this regard.

Considering the above, the programme was fully funded for the year against the Country Programme Document (CPD) planning levels. Only one donor report was prepared, and it was completed and sent on time. There were no requests for extensions of PBAs, and funds were fully utilised. 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 IR Managers, and for reporting to the CMT.

Management of Financial and Other Assets

The Operations Manager, Common Services Unit, continued to participate in meetings of the UN Operations Managers Team (OMT) organized in conjunction with EAPRO, UNESCAP and other UN agencies. The members of the OMT promote information sharing among agencies and ensure optimization of resources by reviewing relevant opportunities for common services.

As part of the HACT framework, UNICEF led the bidding, selection and contracting processes on behalf of the three Ex-com Agencies (UNDP, UNFPA and UNICEF) to contract an auditing firm to conduct micro-assessments and spot checks of implementing partners under the HACT guidelines, and a second auditing firm to conduct audits of those partners receiving over US$ 500,000 from UN Agencies. As a result, a common LTA was in effect in 2012. Rebidding was carried at end year out for two new auditing firms to conduct this work in 2013 and 2014.

In 2012, the office efficiently planned and managed cash flows and funds. The success of local fundraising efforts throughout the year was sufficient to cover office needs, hence minimizing replenishment requests from NYHQ.

Close follow up of key funds-management indicators by the programme budget assistant, Deputy Representative, IR Managers and the CMT ensured strong oversight. The country office performance was within regional office standards for relevant funds management indicators for all quarters of 2012.
Supply Management

The supply component of the country programme was around US$ 30,000 in 2012, or less than 0.5 per cent of programme spending, mostly for printing of direct mail and other materials related to local fundraising activities. The trend towards decreased spending on supplies is expected to continue considering the increasingly upstream nature of UNICEF cooperation in Thailand, an upper middle-income country.

The strong capacity of local suppliers in Thailand, especially printers, contributed to the effectiveness of local procurement, resulting in reliable and high quality products. The establishment of long term arrangements for standard items and services (i.e., office supplies, computer consumables and graphic design) has proven to be an effective way to simplify administrative processes and reduce transaction time. UN Common services relating to bidding and issue of contracts for some supply items has contributed to efficiencies, although these gains are yet to be quantified.

In response to an emergency request from the Thailand Ministry of Public Health, UNICEF responded through procurement services of value US$ 188,000 to cover a shortfall in vaccine production for Td vaccine. Supply Division's response times were good and deliveries expected early in 2013, less than six weeks after receiving the first enquiry from the Government.

Human Resources

Design of the new country programme for 2012-2016 took into consideration staffing needs, profiles and management arrangements to deliver the country programme strategies and achieve planned results. The management and human resources implications of the new programme were reviewed within the country programme management plan (CPMP) exercise held in 2011.

The main priority in 2012, the first year of the new programme cycle, was to ensure that human resource capacities were in place to implement the new programme strategy. Measures taken included: a) adjustments to staffing - internationalization of the chief of fundraising and abolition of one post; b) introduction of a team approach to results through establishment of Intermediate Results (IR) teams bringing together required skills sets from across the office. The mid-year review showed this to be a highly effective approach compared to sectorial management approach formerly used; c) continued attention to office and staff learning - learning plan continued to be based on a careful analysis of global, regional and country office priorities and on supporting new programme strategies through group and office-wide learning, while also identifying specific individual learning needs where applicable. Key learning was in the following areas, evaluation and other programmatic shifts, Enterprise Risk Management including an updated risk control self-assessment exercise, and VISION learning, which dominated the last three months of the year; and d) movement of staff between programme sections (learning attachments) in support of changing workloads in the office and for staff development.

Priorities for action in 2013 to strengthen human resources capacities; a) completion of baseline staff skills inventory to systematically match new country programme strategy with individual and office-wide capacities; b) specific training / coaching for more effective advocacy; and c) adjustment of the local fundraising human resources and capacities to meet emerging challenges of an increasingly competitive fundraising environment.

Strengthening emergency preparedness was a priority for the year. Internal training for all staff (EWA web portal) and external opportunities for UNICEF cluster leaders (interagency simulations OCHA-RCO June) were held. The late 2011 flood emergency, Thailand’s worst flooding in 50 years, was an opportunity for hands-on learning and follow-up lessons learned exercises by UNICEF and the UN interagency group, and also provided other learning opportunities for staff.

In follow up to the global staff survey findings, a half-day preliminary review was held with all staff to ensure wide understanding and to identify specific issues for more in-depth analysis at the mid-year country office staff retreat in July. Main issues reviewed were work life balance, staff development and communications. In follow up, the JCC and the CMT agreed that supervisors and respective supervisees will be encouraged to re-
discuss flexible working times and compressed work hours, and to find the most suitable schedules for staff members while giving due consideration to completion of office work. These arrangements will be reviewed at the annual management meeting to see if they are having the desired improvement in work life balance.

### Efficiency Gains and Cost Savings

Major cost savings / efficiency gains realised during the year included:

1. **Greater progress towards intermediate results (IRs) through implementation of a 'team approach'** to achieving planned results rather than the sectoral approach previously used. The 'IR Team approach' brought together staff from across the entire office to form teams that were tasked with achievement of the planned intermediate results, led by designated IR Managers. Responsibilities of the IR managers and team members were included in respective staff member's performance appraisal. The advantages of this approach included: a) formalisation of the previously informal cross-sectoral collaboration; b) reduced need to buy-in skills that already exist in the country office; c) improved communications across the office; and d) increased team-spirit and joint ownership of country programme results. A mid-year review of the approach found that staff reacted positively and that it had significantly contributed to stronger work planning and progress. A second review of progress in applying this approach in early 2013 will document efficiency gains in more detail.

2. **Greater efficiency in carrying out SAP transactions through centralisation of SAP transactions in the office:** in response to a request from project assistants to centralise SAP transactions for greater efficiency, the CMT agreed to: a) implement a centralised transactions approach on a trial basis in 2012; b) to give freedom to the project assistants group to see how best to assign tasks among themselves, with due consideration to their workloads and non-SAP tasks; and c) for them to report back to CMT on any issues / problems periodically during the year. Project assistants designed data forms for sharing of transaction data, and agreed on assignment of SAP transactions and alternate staff as back up and on the service agreement levels for each transaction, i.e. the maximum time for completion of entry into the SAP. Periodic review during the year, with input from project staff, operations staff and supervisors reconfirmed the efficiency of this approach rather than training all staff to be 'experts' in all SAP transactions. The CMT is expected to adopt this 'trial' on a permanent basis at the January 2013 CMT.

3. **Other cost savings explored during the year:** at an all-staff retreat held mid-year a number of potential cost saving measures were identified. These included: a) use of budget-airlines for domestic travel - follow up assessment concluded that cost savings would be low and there were risks of potentially higher costs due to inflexible ticket options from budget-carriers; b) increased use of internet communication and webex for cost savings in international communication; and c) reminders to staff to reduce use of colour printing and photocopying.

### Changes in AMP & CPMP

The Annual Management Plan (AMP) was prepared at the beginning of the year. The concerned Annual Management Priorities were systematically reviewed at mid-year (June) and will be reviewed again in January. The 2013 AMP will be prepared by end January. No significant changes are envisaged. Main priorities will be: a) continue implementation of the new country programme, including continuation of strategic shifts in cooperation and programming; b) continue to strengthen the institutionalisation of the 'IR team approach' to achieve results; c) begin preparations for the mid-term review exercise in 2014, including agreement on the MTR scope, questions and timelines. This will include an updated situation analysis using an equity-MICS study to provide additional data on the situation of the most disadvantaged children in Thailand; d) strengthening human resources capacities in critical areas, including evaluation, advocacy and local fundraising; and e) preparation for the planned country office audit scheduled for next year. The management and staffing implications of the annual review conclusion to increase the UNICEF contribution to accelerating improvement in the situation of children in the conflict-affected far southern provinces will be considered as part of annual management planning in January.
This is the first year of the new country programme cycle, and as expected no changes were made to the CPMP during the reporting period. However, a number of adjustments were identified during the year as being necessary to strengthen the management and efficiency of local fundraising operations and to fully support future income growth in an increasingly competitive local fundraising environment. These adjustments will be proposed to the 2013 Programme Budget Review (PBR).

**Acronyms**

CEDAW: Convention on the Elimination of all Forms of Discrimination against Women  
CMT: Country Management Team  
CPMP: Country Programme Management Plan  
CRC: Convention on the Rights of the Child  
DCT: Direct Cash Transfer  
ECD: Early Childhood Development  
EWEA: Early Warning Early Action  
GDP: Gross Domestic Product  
IMEP: Integrated Monitoring and Evaluation Plan  
MICS: Multiple Indicator Cluster Survey  
NESDB: National Economic and Social Development Board  
NGO: Non-Governmental Organization  
PBA: Programme Budget Allocation  
PCA: Programme Cooperation Agreement  
SITAN: Situation Analysis  
TCDC: Technical Development among Developing Countries
Evaluation

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Lessons Learned / Innovation

Use of Tablet PCs for MICS4 data collection

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Abstract

In 2012, UNICEF Thailand provided financial and technical support to the Thailand National Statistical Office (NSO) to participate in the fourth round of Multiple Indicator Cluster Surveys (MICS4). In a major innovation for the UNICEF global MICS programme, Tablet PCs were used for the first time for data collection.

Innovation or Lesson Learned

The use of Tablets for MICS4 is an innovation that should increase the accuracy, efficiency and speed of MICS4 data collection, allowing results to be shared much more quickly with policy makers. The MICS application specially written for the Tablet PCs automatically cross-checks different answers from the questionnaire, ensuring both greater accuracy and completeness of data. The programme also simplifies
the complex MICS4 questionnaire layout, making field interviews easier and faster. This reduces the time needed from respondents, who are often busy mothers. The Tablet PC serves as both the data collection and data entry tool, eliminating the usual data processing stage where answers from paper questionnaires are entered into a computer. This lengthy and expensive process would typically take 4-5 weeks for a national survey in Thailand. Since fieldworkers transmit completed questionnaires every day from their tablet PCs via mobile telephony to the NSO in Bangkok, survey managers could have closely monitored overall progress and the quality of data collection. However, this was not possible in the Thailand MICS4 due to delays in developing a conversion software.

Potential Application

Tablet PCs could be used for almost all MICS as long as an electricity supply is available for recharging of batteries each day (each Tablet was supplied with a backup battery allowing at least 8-10 hours work per day). Tablet PCs are robust (only two out of the 230 used in Thailand failed) and have the capacity to hold large amounts of data. The use of GPS and cameras allows mapping and other forms of data collection to take place during the MICS fieldwork. Additional days of training for interviewers who may be unfamiliar with Tablet PCs needs to be added to standard MICS training protocols. The most challenging aspect is the need to develop an application to run the MICS on a Tablet PC. Software engineers need to be involved in the very early stages of project development to ensure that they understand the complexity of the MICS, its objectives and protocols, and thus allocate sufficient time for development of the application.

Issue

MICs usually use paper based questionnaires to collect data that is then processed manually into electronic format. In a few countries MICS have used Personal Digital Assistants (PDAs) but their small size and capacity has limited their application. The rapidly falling cost of Tablet PCs which are highly portable yet large enough to be comfortable for data collection in difficult terrain now makes their use feasible for large-scale data collection. The MICS4 in Thailand includes modules on health, nutrition, education, WATSAN, ECD and protection. It also includes testing for iodised salt, and anthropometry to monitor the extent of stunting and wasting, two problems still common among marginalized populations in Thailand. The survey covers the whole country and includes 27,000 households.

Strategy and Implementation

The NSO requested UNICEF to support their decision to use Tablet PCs for the MICS. This was the first time Tablets had been used by the NSO for any survey or by UNICEF for a MICS and was therefore risky. It would require both procurement of a large number of Tablet PCs and the development of an Android-based application. UNICEF procured 230 Tablet PCs as a contribution to the project while NSO commissioned and paid for the software development using national consultants. The UNICEF global MICS team provided technical support at several stages of the project development, including field testing and data processing. UNICEF provided the usual technical support to a regular MICS in terms of questionnaire development, training of fieldworkers and overall quality control.

Progress and Results

The fieldwork for the MICS4 was completed in November 2012. During fieldwork, problems with the software were encountered but most of these were quickly resolved by editing the software and reprogramming the Tablets (which could be done remotely). The fieldworkers are full-time staff of the NSO and most are very experienced; they welcomed the use of Tablets and found that they were easy to use, and improved the speed and accuracy of work. Data from household interviews was downloaded each day to the central database in Bangkok using mobile telephony. Data cleaning and analysis is now underway and results are expected early in 2013.

Next Steps

Forthcoming data analysis will reveal the extent to which the use of Tablets has improved data quality and accuracy. UNICEF will encourage the NSO to undertake a thorough "lessons learned" exercise in the use of the Tablets, possibly including a cost-benefit analysis.