**Executive Summary**

**Most Important Achievements:**

1. The Multiple Indicator Cluster Survey (MICS 2012), published in late 2013, highlighted progress for children mainly in birth registration, salt iodisation, breastfeeding and education, and pointed out inequities to be addressed. MICS 2012 showed no progress on child nutrition. An "Equity MICS" with booster samples in 13 provinces will be conducted for more in-depth analysis of data related to marginalized populations.

2. A local fundraising campaign for the Typhoon Haiyan emergency topped US$1.1 million, the most ever raised for an emergency outside Thailand. In total, US$16.3 million was raised through private fundraising in 2013, exceeding the target of US$15.5m.

3. Advocacy for the child support grant (CSG) was supported with the launch of a joint Government-UN Country Team report on strengthening the social protection system.

4. National evaluation capacity was strengthened through support to the Thailand Evaluation Network (TEN), facilitation of a Memorandum of Understanding between the Canadian Evaluation Association and TEN to develop a Certification for Professional Evaluators, and the independent evaluation of the Child Protection Monitoring and Response System.

5. The Government adopted changes in HIV programmatic guidance to better identify children with HIV and expedite treatment initiation following a UNICEF-supported national study on early infant diagnosis.

**Most Significant Shortfalls:**

1. Progress towards development of a holistic child protection system remained a major challenge. Greater awareness and understanding of the extent and impact of violence, exploitation, neglect and abuse on children is needed, along with greater engagement at the policy level and on capacity development to deliver effective services.

2. There was little progress in addressing quality in education and early childhood development, or on improving education access for the most deprived children. This was due to difficulties related to coordination, Government staff turnover and the inability to find a short-term replacement for a national Education Officer.

3. The political crisis of late 2013 slowed progress towards adoption of a new Breastmilk Substitutes Code Act and the launch of a public awareness campaign promoting greater investment in the early years.

**Most Important Collaboration Partnerships:**

1. Corporate partners: Of particular note was the ongoing partnership with Sansiri Plc., which includes support for advocacy/awareness raising, testing new UNICEF corporate sustainability tools, commitment to ban child labour on construction sites and a renewed commitment to provide UNICEF US$1 million annually over the next three years. Another strong partnership with dtac, a mobile phone services provider, promoted birth registration and parenting via SMS.

2. UNICEF worked closely with other UN agencies to respond to the Rohingya refugee situation. UNICEF also strengthened its partnership with WHO and UNFPA on access to health and early pregnancy, and with UNESCO on early childhood development and education. UNICEF supported the UN Resident Coordinator for advocacy on the
South, and contributed to the preparation of the report of the Special Representative of the UN Secretary-General on Children Affected by Armed Conflict.

3. Civil society: collaboration with the Special Olympics on children with disabilities is paving the way for future programming in this area. UNICEF supported the formation of a civil society organization (CSO) group advocating for the CSG, led by the Social Research Institute of Chulalongkorn University.

**Country Situation as Affecting Children & Women**

In the last quarter of 2013 Thailand experienced political unrest that resulted in the dissolution of the Parliament in December and the scheduling of elections for February 2014. The political uncertainty is likely to affect the economy, which was making a slow recovery following the devastating 2011 floods. The 3.5 per cent economic growth in 2013 was not as robust as hoped, with a 5.4 per cent forecast at the beginning of the year.

In November, the first results from the Multiple Indicator Cluster Survey (MICS 2012) were released. MICS 2012, which covered almost 27,000 households across 76 provinces and Bangkok, was carried out by the National Statistical Office with UNICEF support. The survey was supported by the Ministry of Public Health (MoPH), the National Health Security Office, Thai Health Promotion Foundation and the International Health Policy Programme. MICS 2012 marked the first time Tablet PCs had been used for a MICS anywhere, and UNICEF is supporting a study on this innovation for organizational learning.

MICS 2012 main message is that Thailand continues to make progress towards realizing the rights of women and children, but that many from marginalized populations, especially the poor and children in rural areas and in the northeast of the country, are being left behind. One of the most notable findings is the continued presence of under-nutrition in Thailand: over 16 per cent of children under five years of age were stunted, with higher stunting rates for children in the poorest quintiles and in the northeast. High levels of stunting were also found in Bangkok. Thailand faces a double burden of malnutrition: in addition to stunting, almost 11 per cent of children are overweight.

MICS 2012 showed progress in increasing the rate of exclusive breastfeeding. Over 12 per cent of women now exclusively breastfeed their babies, which is double the rate found in the last MICS (2005-6). However, there is still work to be done to increase this low rate, which is among the lowest in East Asia. In 2013, the MoPH with support from UNICEF drafted a Breast Milk Substitute Code Act for stakeholder consultation. The Act was scheduled for consideration by Parliament in 2014, but the political unrest may delay this process.

There was notable progress in Universal Salt Iodisation: MICS 2012 showed consumption of adequately iodized salt increased from 47 per cent (MICS 2005-6) to 71 per cent in 2012. However, there are major disparities, with only half of households in the northeast using iodized salt. In 2013, the Thai Food and Drug Administration began implementing a three-year national salt iodization plan developed with UNICEF support. The national plan includes promoting production of quality iodised salt and monitoring iodine nutrition in the population, with special attention to poor families.

In 2013, UNICEF commissioned a special study to update the knowledge base on children
affected by cross-border and internal migration. The study noted that child migrants and the children of cross-border migrants continue to face challenges in accessing appropriate and good-quality services in health and education, and that they remain vulnerable to various forms of exploitation. In July 2013, the Government announced that it was launching a low-cost health insurance programme for all migrants and their children regardless of their documentation status. While this is a highly laudable Government initiative, there have been a number of challenges in implementation, including unwillingness among some service providers to enrol migrants and the high level of the insurance premium for children aged seven to 15 years of age.

MICS 2012 found that nearly 23 per cent of children were not living with their biological parents – mainly due to internal migration. This is equivalent to nearly three million children and a 19 per cent increase over MICS 2005-6. UNICEF is supporting a longitudinal study to better understand the longer-term impact of internal migration on the development of the children who are left behind.

Other key findings from MICS 2012 include an increase in attendance in early child development programmes, from 60 per cent to nearly 85 per cent, and birth registration being almost universal in Thailand. MICS 2012 will be disseminated in 2014, with UNICEF supporting special analyses related to nutrition, child poverty and adolescents.

In September, the International Labour Organization published a report on baseline surveys on child labour in four provinces (Samut Sakhon, Surat Thani, Songkhla and Nakhon Si Thammarat). The surveys found that most children (85.9 per cent in all four provinces) went to school and did not engage in work. However, 8.1 per cent of children were combining study and work and 4.1 per cent of children only worked (1.9 per cent did not work or study). Over one-third of the economically active children (36.2 per cent) were in hazardous child labour. Among these, 78 per cent were 15-17 years old, 14 per cent were 13-14 years old and 8 per cent were 5-12 years old. Thai and migrant children were found among economically active children, and both boys and girls were equally affected. The report notes that there were a large number of children in the informal economy engaged in hazardous working conditions through family-based work. Reducing the number of children who are employed in hazardous working conditions remains a challenge and will require greater efforts.

Violence against children, especially girls, remains a major concern: 19,229 cases were reported by the hospital-based One Stop Crisis Centres by November 2013, almost double the number in 2012 (9,703).

In September, the situation of women and children in Thailand’s southernmost provinces was assessed through a study conducted by Prince of Songkhla University with UNICEF support. The study showed that many indicators of women and children’s wellbeing in the southernmost provinces have improved towards national averages. At the same time, there remain some health- and protection-related issues where these provinces lag behind, particularly in rural areas.

**Country Programme Analytical Overview**

As in 2012, major barriers/bottlenecks to progress for Thailand’s most disadvantaged children were: (1) low awareness of gaps in children’s rights; (2) gaps in legislation, policies, guidance and implementation; (3) 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; (4) financial barriers for poorest families to access services; 
(5) social and financial barriers for specific groups, mostly non-Thai children; and (6) 
inadequate action and interdepartmental coordination, an underlying bottleneck to 
 further progress. UNICEF works with Government, civil society and other partners to 
develop appropriate approaches and strategies to address these bottlenecks.

In 2013 UNICEF gathered child-focused data and supported situation analyses in key 
areas (e.g. HIV, birth registration, corporal punishment, migration, the south) to sharpen 
the equity focus and help address bottlenecks. This was complemented by the release of 
MICS 2012 data in November. MICS 2012 highlighted success in birth registration, 
universal salt iodization and breastfeeding, but also found under-nutrition as well as 
geographic and wealth disparities. The MICS approach is now part of the Government’s 
system of collecting, analysing and disseminating vital data.

Another important area of support was for capacity development. The focus was on 
providing technical assistance for: (1) developing an online birth registration system and 
sharing parenting tips via SMS in partnership with the private sector; (2) more effective 
child protection service delivery and advocacy at provincial/district levels through scaling 
up the Child Protection Monitoring and Response System; (3) enhancing access to 
quality education for migrant children and hill tribe children through modelling, and 
promoting bilingual education for children in the Far South, and; (4) introducing new 
analytical tools to enhance public financial management in education.

Support for strengthening the quality of and access to early childhood development for 
the most deprived children was delayed due to the lack of effective coordination among 
the responsible agencies. Together with Communication for Development (C4D), 
capacity development is needed in the areas of child protection and child development to 
ensure Government agencies, NGOs and child care providers have the knowledge and 
skills needed to operationalize and implement policies.

In relation to corporate engagement, UNICEF undertook two studies on Corporate Social 
Responsibility while pursuing partnerships with two corporations, both leaders in their 
sectors. UNICEF also advocated with other corporate entities and institutions, including 
the Stock Exchange of Thailand, to promote the Children’s Rights and Business Principles 
(CRBP) initiative.

In preparation for the Mid-Term Review in 2014, PCRs/IRs will be reviewed with the aim 
of ensuring an improved focus on results and equity. These proposed changes will be 
discussed and agreed upon with partners. The December annual review highlighted 
several issues for greater focus: (1) rights of adolescents and child development, 
including children with disabilities; (2) specific outcome on child protection; (3) double 
burden of malnutrition; (4) quality of education; (5) rights of migrant children; and (6) 
embracing CRBP in programmes. Expanding partnerships with the private sector and 
NGOs and a gender review of the country programme were also discussed.

**Humanitarian Assistance**

More than 1,000 Rohingya (20 per cent women and children) fled to Thailand from 
Myanmar by boat in early 2013. Children and women were sent to temporary shelters 
under the Ministry of Social Development and Human Security (MSDHS), while men and 
boys were sent to immigration detention centres (IDC).
UNICEF, the United Nations High Commissioner for Refugees (UNHCR), the International Committee of the Red Cross (ICRC) and the International Organization for Migration (IOM) provided assistance to the shelters and the IDC. A UNICEF situation assessment at the shelters identified family separation, hygiene and sanitation and psychological well-being as issues of concern. UNICEF responded to an MSDHS request for registration of children and family and provision of recreation kits to all shelters. UNICEF partnered with the Department of Mental Health to provide psychosocial support and rehabilitation for Rohingya children and women in nine emergency shelters. Only around 30 women and children remain in the shelters.

Beginning in late July, sporadic flooding affected mainly the north and north-eastern provinces. By early October, 45 of 76 provinces were affected by floods (25 severely affected). The reported death toll from these floods rose to more than 70 people. UNICEF monitored the situation for possible provision of support, but the Royal Thai Government was very effective and efficient in its response.

**Effective Advocacy**

*Mostly met benchmarks*

The Government of Thailand participated in the Second High Level Meeting on South-South Cooperation for Child Rights in Asia and the Pacific, which took place in New Delhi on October 23–25, 2013. The delegation of six Government officials was headed by the Permanent Secretary of the Ministry of Social Development and Human Security. The UNICEF Thailand Representative also attended.

UNICEF supported the Government in the preparation of its presentation on Thailand’s commitment to early childhood development. During its presentation, the Government of Thailand committed to continue to increase access for children to formal early learning opportunities. The Government’s presentation covered the importance of early learning centres in providing children with a healthy and safe environment and in helping to prepare them for continued formal education; the importance of the adoption of national standards for early learning and child care centres to ensure all children have access to quality services; and providing opportunities for teachers and administrators to further develop their understanding of the key principles of early learning through continuing education and sharing of information and knowledge among peers.

The Government also spoke about its on-going efforts to systematically upgrade health centres at the sub-district level across the country, and noted that services provided at the upgraded facilities include: parenting education; pre- and post-natal care; breastfeeding support; nutritional support and counselling; and routine under five care including the monitoring of a child’s development up to pre-school level.

**Strategic Partnerships**

*Initiating action to meet benchmarks*

Strategic partnerships with the private sector are a growing priority of the Office. Collaboration has been continuously increasing, not only in relation to raising funds for the country programme, but also through engaging more corporate entities as active
partners in programme activities. For example, collaboration with a mobile phone provider dtac was effective in promoting birth registration. This paved the way for further collaboration between UNICEF, dtac and the MoPH on disseminating parenting skills messages through SMS in 2014.

The promotion of Corporate Social Responsibility (CSR) and CRBP are also likely to expand in the future (see PCR 3, IR 3). The ongoing partnership with Sansiri Plc. includes support for advocacy/awareness raising on universal salt iodisation and early childhood development, testing CRBP tools, commitment to ban child labour on its construction sites and a renewed commitment to provide UNICEF US$1 million annually over the next three years.

The Office mobilised US$1.6 million this year from the corporate sector, including US$1 million donated by Sansiri Plc. to the UNICEF Global Emergency Fund. In addition, from dtac, support was provided through a SMS fundraising campaign, as well as a donation of US$40,000 for programme work in Thailand. In response to Typhoon Haiyan, a donation of US$70,000 was received from MAC Cosmetics; a two week on-line campaign was run with Ensogo; and an on-line appeal went out from The Mall Group. The Office also worked with Channel 3’s morning news programme on a public appeal which raised US$400,000 for the Typhoon Haiyan response. In addition, meetings were held with Amadeus, IM MacCann Foundation and Nok Air on potential partnerships. These meetings will continue in 2014 and will focus on developing new, holistic corporate partnerships which include resource mobilisation, programmatic partnerships and the adoption of CRBP.

Strategic partnership with NGOs and Civil Society Organizations will also be expanded in 2014.

**Gender Equality**

*Mostly met benchmarks*

Thailand has a high and increasing rate of adolescent pregnancy. The adolescent birth rate (per 1,000) in Thailand reached a rate of 60 among girls aged 15-19, with the poorest income quintile most affected with a rate of 85 per 1,000. The negative effects of adolescent pregnancy are well documented and include impacts on the health of both the mother and infant, educational attainment and income potential.

To address this issue, UNICEF is working with partners to better understand the drivers of vulnerability, the impact on adolescent girls, their partners and the children born to them, and the potential effective strategies to reduce unwanted adolescent pregnancies. A national situation analysis, which was commissioned and will be carried out in 2014, will inform decision-making during the MTR. UNICEF also plans to work with partners to conduct a review of how sex education is provided in schools and how effective it is in changing behaviour. The Office is also developing communication and advocacy materials to inform both the general public and influence policy makers.
South-South and Triangular Cooperation

In August, the Communication Officer undertook a mission to Phnom Penh to share the UNICEF Thailand experience of working with the corporate sector with the UNICEF Cambodia Office and to provide advice on the development of their own CSR strategy. In September, the Deputy Representative and the Communication Officer travelled to Kuala Lumpur to learn about UNICEF Malaysia’s experience in promoting CRBP and CSR with local corporate entities and international corporations operating in the country.

Officials from the Office of Basic Education Commission (OBEC) visited the Philippines in October 2013, to learn and exchange experiences on the development of a child protection policy in schools. This accelerated OBEC’s work on the policy, learning from the innovative approaches instituted by the Philippine Department of Education in addressing child protection in schools.
Narrative Analysis by Programme Component Results and Intermediate Results
Thailand - 4200

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

On-track

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

**Progress:**
Social and economic policy analysis was strengthened in 2013 through implementation of a Programme Cooperation Agreement between UNICEF and the Thailand Development Research Institute on a series of "Policy Briefs" examining different aspects of child poverty.

New analytical work on public financial management commenced with agreement by the Office of the Basic Education Commission (OBEC) to conduct a Public Expenditure Tracking Survey (PETS) following extensive technical support from UNICEF in 2013 to introduce this new methodology. The National Economic and Social Development Board completed a review of international experience on the use of child support grants (CSG) to address child poverty.

In May, a joint study between the UN and Royal Thai Government on strengthening the social protection system was launched following two years of analytical work. UNICEF advocacy led to the study’s recommendation for the introduction of a child support grant to help reduce child poverty. These two studies are part of the evidence base for advocacy for the CSG that includes outreach with CSOs and the media.

Several major activities in 2013 contributed to monitoring of the situation of children and women, including: a study on children affected by migration that will become a chapter on children in the joint United Nations 2014 Thailand Migration Report; fieldwork on the first phase of a longitudinal study on the development of children aged 0-3 years left behind by migrating parents; the Multiple Indicator Cluster Survey (MICS) 2012 conducted by the National Statistical Office (NSO) to help inform national monitoring and planning for children (the MICS approach will now be used by the NSO for a regular survey on children); and a study by the Prince of Songkhla University on the situation of women and children in Thailand’s five southernmost provinces, which are affected by unrest.

National capacity for monitoring the situation of children and women was strengthened by support to the Ministry of Social Development and Human Security for the development of a monitoring and evaluation framework for the National Child and Youth Development Plan. The framework was endorsed by the National Sub-Committee on Children and Youth in July.

National evaluation capacity was strengthened through continuing support to the Thailand Evaluation Network (TEN), including organization of the second National Conference, and facilitation by UNICEF of a Memorandum of Understanding between the Canadian Evaluation Association and the TEN to develop a Certification for Professional Evaluators.

On-track

**IR 4200/A0/05/001/001** Major social and economic policy analyses, studies and research on priority issues affecting women and children are completed and used for informed decision-making by policy makers and the public

**Progress:**
Outreach to senior political leaders on the CSG continued as part of a comprehensive advocacy plan, which also includes development of a documentary with Thai Public Broadcasting Service. Further advocacy with senior political leaders will be affected by the forthcoming election campaign.

The CSOs working group on the CSG is developing a sub-national mobilization campaign. The National Economic and Social Development Board finalized its study on international experience of CSGs, and this will provide an evidence-base for advocacy activities.

The "Policy Briefs" on child poverty with Thailand Development Research Institute are taking longer than planned: the first brief on child poverty using Socio-Economic Survey data will be released in early 2014, and two
Further briefs are underway.

Extensive technical support to the OBEC in 2013 led to an agreement to conduct a Public Expenditure Tracking Survey (PETS). Conducting the PETS will be demanding, but it has the potential for significant policy impact.

In 2013, UNICEF commissioned a study to update the knowledge base on the situation of children affected by migration. The study will be included in a chapter on children in the joint United Nations 2014 Thailand Migration Report.

The Institute of Population and Social Research completed fieldwork on the first phase of the longitudinal study on the development of children aged 0-3 years who are left behind by migrating parents.

National evaluation capacity was strengthened through support to the Thailand Evaluation Network (TEN), including organization of the 2nd National Conference, and facilitation by UNICEF of a MoU between Canadian Evaluation Association and TEN to develop Certification for Professional Evaluators.

National capacity is also being strengthened by support to a Government-led evaluation of the National Child and Youth Development Plan.

**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:**
Knowledge on the situation of women and children was enhanced through a Multiple Indicator Cluster Survey (MICS 2012) conducted by the National Statistical Office (NSO) with support from UNICEF. Main findings were presented to key stakeholders in October. An initial report on preliminary findings was disseminated in Thai through the NSO website, and it will be widely disseminated throughout 2014.

The process of completing the MICS 2012 strengthened the commitment and capacity of the Government to have a comprehensive database on children and women. The NSO adopted the MICS as its regular survey on women and children’s issues to be implemented every three years with the next round in 2015, along with an “Equity MICS” having booster samples in 12 provinces that will allow more in-depth analysis of marginalized populations.

The situation of women and children in Thailand’s five southernmost provinces affected by unrest was assessed through a study by the Prince of Songkhla University with UNICEF support. The study showed that there was improvement towards national averages on many indicators of women and children’s wellbeing. At the same time, there remain a few issues where the five southernmost provinces lag behind.

Monitoring progress for children was strengthened by the development of a monitoring and evaluation framework for the National Child and Youth Development Plan by the Ministry of Social Development and Human Security (MSDHS) with UNICEF technical support. The framework was endorsed by the National Sub-Committee on Children and Youth in July. The 2012 Annual Report on Child and Youth Development by MSDHS was issued in 2013; UNICEF serves on the Committee which develops the report and provides technical guidance. To enhance planning and identification of strategic support needed from UNICEF, a joint Situation Analysis on Children and Women will be conducted with MSDHS in 2014.

**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.**

**Progress:**
Birth registration is key to ensure identity and provide access to essential services. UNICEF supported relevant ministries with the establishment and scale up of an online birth registration system, along with efforts together with corporate partners to share parenting tips via SMS.

Access and quality of early learning and primary education remain areas of concern. According to MICS 2012, 84.4 percent of children aged 3-5 attended early childhood development centres in 2012. However, despite strong progress since MICS 2005-6, equity concerns remain for children among the two lowest income quintiles.
UNICEF continued supporting the scale up of bi-lingual education models in the southernmost provinces where Thai is not the native language in order to make learning more accessible, as well as models to increase access to education in remote areas and for non-Thai speaking migrant children.

Quality of education remains a significant concern. The national average learning achievement of grade 6 students in all subject areas in 2013 was between 36 and 55 percent. PISA 2012 results for Thailand similarly demonstrated little progress in reading, mathematics or science, with Thailand scoring 50th out of 65 countries. The quality of education will be focused on more strongly during the remainder of the country programme cycle.

Child protection remains a significant concern. Children continue to face grave protection violations despite efforts to develop laws, policies and services to protect children. Momentum was built following the release of the UNICEF-supported Child Protection Monitoring and Response System evaluation in April 2013, with improved Government ownership at the national level and promising piloting at provincial and local levels. A specific outcome on child protection will be developed to boost future UNICEF support in this area.

Significant progress was made in addressing HIV/AIDS. The focus is now on HIV prevention among groups of people at high risk of HIV exposure, including men who have sex with men, drug users, and people engaging in transactional sex. Two out of every three new infections are found in these groups, and many of these are increasingly young. UNICEF supported studies, data collection, and policy advocacy to ensure that HIV prevention more effectively reaches those at greatest risk.

To support child-rights planning and programming at decentralized levels, UNICEF supported capacity building of local authorities in this area. While direct involvement from UNICEF ended in early 2013, sustainability needs to be advocated for and monitored.

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:**
UNICEF continued to support the National Health Security Office (NHSO) on training for hospital staff for the wider roll-out of the hospital-based online birth registration system. About 600 hospitals have started to implement the system, but this is still short of the target of 892 hospitals.

Data collected by the system in 2013 showed around 4 per cent of births at participating hospitals were still not being registered. Monitoring showed that some cases of non-registration are actually caused by duplicate records being entered into the system.

Most of the children who are not being registered come from migrant families. Research completed in 2013 on barriers to birth registration showed that the lack of knowledge of the Thai language and the lack of required documents are the two main barriers for migrant parents in registering their children. Most migrant parents were aware that children should be registered at birth, but many lack knowledge of how to do so, while some do not have the necessary documentation required by the civil registrar. Key Government partners are aware of these barriers and are working on addressing them.

Overall, the online birth registration system is seen as a positive factor in helping migrants to register their children, especially since having birth registration allows migrant parents to buy the Government’s health insurance for their children.

To ensure the full roll-out of online birth registration system, the NHSO will continue to follow-up with hospitals that have not yet converted to the new system. It will also closely monitor implementation to ensure there is more accurate birth registration data for both Thai and migrant children.

Dtac, the country’s second largest mobile phone operator, is allowing the Bureau of Registration Administration to send free SMS to remind parents who are late to register their children.
IR 4200/A0/05/002/002 Utilisation of public early childhood development services by the poorest (lowest two income quintiles) increased from 40 percent in 2010 to 80 percent by end 2016

**Progress:**
According to MICS 2012, 84 per cent of children aged 3-5 attended early childhood development (ECD) centres in 2012, and 92.9 per cent aged 4-5 accessed the services. Despite strong progress since the MICS 2005-6, there remain equity concerns for children among the two lowest income quintiles.

UNICEF advocacy with the Office of the Prime Minister led to formulation of a policy on early childhood development. The National Early Childhood Development Plan approved by Cabinet in 2013 engages several line ministries in implementing policies to increase access to and improve the quality of ECD services.

Early learning is one of six elements of a “Best Start” campaign being supported by UNICEF to raise public awareness on the issue and to promote Government action on key interventions for proper child development. A UNICEF celebrity supporter was identified to champion the campaign, and mass media will be utilized to mobilize support and awareness.

To ensure effective coordination and implementation of line ministries, UNICEF is working with national partners and local administrative organizations, including the Bangkok Metropolitan Administration, to address equity issues. In 2013, UNICEF Thailand reached agreement on ECD workplan components with key national partners to start in 2014.

UNICEF conducted an initial review of existing ECD-related standards developed by the different line Ministries. The goal is to develop one comprehensive set of standards applicable to all ECD centres regardless of administrative authority.

UNICEF started collecting data for a study on budgeting for ECD services which will analyse comparative data from budgets of line Ministries and local authorities to determine levels of financial support for ECD services.

In terms of capacity building, UNICEF continued to support testing of teaching of behavioural competencies in ECD centres as a means to improve pedagogical techniques.

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

**Progress:**
According to MICS 2012, the net enrolment for children 6-11 years increased to 95.6 per cent (girls 95.7 per cent; boys 95.6 per cent) from 85.6 per cent (girls 85.9 per cent; boys 85.3 per cent) in 2006.

UNICEF has been working with the Office of National Basic Education (OBEC) to address the issue of children out of school due to late enrolment. MICS 2012 found some progress in accessing school at the correct age, with 75.3 per cent (girls 74.2 per cent; boys 76.2 per cent) compared to 69.4 per cent (girls 68.6 per cent; boys 70.7 per cent) in 2005-6. Still, 24.7 per cent of children enter school late.

In addition, migrant and marginalized children, especially in the Northern provinces, still face difficulties in accessing a mainstream education. Although all children in Thailand have the legal right to receive at least 12 years of education regardless of their nationality status, several bottlenecks still hamper access. Schools face difficulties in managing migrant children who do not speak Thai, and there is a lack of coordination among relevant authorities responsible for ensuring access to education.

Access to adequately staffed education facilities remains a problem in remote, mountainous and border areas of the country, including Mae Hog Son, Chiang Mai and Chiang Rai provinces. UNICEF is working with local authorities and NGOs to provide learning materials and local resource teachers for 1,440 disadvantaged children in Mae Hong Son (860 children) and Chiang Mai (580 children).

UNICEF addressed the issue of disadvantage children in remote areas with the Minister of Education during meetings in 2013. UNICEF will continue to work with the MOE to review education provision for migrant and marginalized children to develop a suitable implementation model.

During first nine months of 2013, the Office was unable to identify a full-time professional to manage the
education programme while the National Officer was on special leave.

**IR 4200/A0/05/002/004 Strengthened capacities of the education system for assessment and formulation of education quality policy and strategy.**

**Progress:**
Changes at the executive level in the Ministry of Education (MOE) resulted in the discontinuation of the 2nd education reform process. However, the Office of the Education Council started a new education sector review process.

UNICEF frequently advocated with the MOE for improvements in education quality. Analysis of the national education test results (O-NET) showed the average learning achievement of grade 6 students in all subject areas was between 36 and 55 percent in 2013. Learning achievement declined in all subject areas compared to 2012, except in the arts.

The Programme for International Student Assessment (PISA) 2012 results for Thailand similarly showed little progress in reading, mathematics or science as compared to PISA 2009. Scores in reading, mathematics and science increased to 441 from 420, to 427 from 419, and to 444 from 425 respectively. Thailand ranked 50th out of 65 countries overall that took part in the most recent PISA.

Failure to improve the quality of education in Thailand could lead to a decrease in economic growth and a decrease in comparative economic advantage vis-a-vis other ASEAN countries.

UNICEF met with the Minister of Education twice in 2013 to address issues related to quality of education, including mother tongue-based education. Language policies focusing on multi-lingual education and use of language for social cohesiveness are being drafted by the MOE with UNICEF support. New language policies are based on recommendations from UNICEF-supported mother tongue based/bi-lingual education pilots in 15 schools in the southernmost provinces. In addition, life skills education was included in the curriculum revision process, which should lead to an improvement in the quality of the educational framework.

Teaching manuals on disaster risk reduction are being reviewed by the MOE in collaboration with UNICEF, Plan International, Save the Children, World Vision for Thailand, Help Age International, Raks Thai and Right to Play.

**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:**
The evaluation of the Child Protection Monitoring and Response System led by UNICEF and the Ministry of Social Development and Human Security (MSDHS) was completed, and its recommendations led to the MSDHS attention on and commitment for the Child Protection (CP) agenda.

As a member of the sub-committee on CP system development under the National Child Protection Committee, UNICEF provided technical input related to the formulation of national policies and strategies.

In response to UNICEF advocacy, MSDHS agreed to demonstrate holistic CP systems in selected provinces in 2014, with further scale up later. UNICEF also initiated a situation analysis of the field of social work in Thailand, and its results will be used in 2014 for sector-reform advocacy.

On juvenile justice, the Ministry of Justice developed a reintegration approach for children under the age of 15 who are in conflict with the law. This UNICEF-supported initiative is building the capacity of NGOs in 32 provinces to care for children after their release from detention. Advocacy by UNICEF to increase the age of criminal responsibility was pursued.

With UNICEF support, the Sub-Committee on Law Reform begun reviewing the Child Protection Act and the other related legislation.

After a UNICEF-supported field study mission to the Philippines with officials from the Office of the Basic Education Commission (OBEC), OBEC agreed to develop a CP Policy and Procedures for schools and to engage a project coordinator to work comprehensively on child protection.
In the southernmost provinces, the Deep South Coordination Centre is systematically gathering disaggregated data for better reporting on children affected by the violence. Training for local authorities in the affected provinces on CP was delayed due to the slow preparation of training materials.

**IR 4200/A0/05/002/006** Boys and girls in public schools and public care and detention institutions are protected from corporal punishment

**Progress:**
The National Sub-Committee on Violence against Children, which UNICEF is a member of, presented the draft National Policy on Violence against Children (VAC) to the Cabinet for adoption in October 2013. However, due to the political situation, adoption of the policy was delayed. It is expected that the policy will be used as a national framework for increased coordination and resource allocation to address issues of violence against children.

UNICEF also facilitated and supported the Ministry of Education (MOE) in an inter-country exchange related to development and implementation of a child protection policy focusing on violence against children in schools.

Knowledge, attitude and practice (KAP) studies on corporal punishment and positive discipline in schools, welfare institutions and juvenile justice institutions are currently being conducted in collaboration with the MOE, the Ministry of Social Development and Welfare (MSDHS) and the Ministry of Justice, respectively. Initial findings indicate that teachers and staff approve the use of corporal punishment to manage children’s behaviour. Final results of the KAP studies, due in April 2014, will be used for behaviour change communication and skills development of teachers and staff in welfare and juvenile institutions to ensure the protection of children’s rights.

UNICEF will continue to provide technical assistance to a multi-disciplinary working group led by the MSDHS to develop information on positive discipline that can be disseminated to parents and teachers, as well as staff in welfare and justice institutions.

In 2014, UNICEF will launch a VAC campaign to raise awareness on the issue among the public and to cultivate norms and practices for adoption of non-violent approaches in discipline and the protection of children from all forms of violence.

**IR 4200/A0/05/002/007** Parents and caregivers for children in lowest income families and selected other geographic areas employ a set of key practices for more positive parenting outcomes

**Progress:**
Parenting education is one of the four strategies in the National Early Childhood Development plan, and its implementation plan was approved by the Cabinet in May 2013. This includes projects related to improving parenting practices to be carried out by different ministries.

In the past year, the Ministry of Public Health (MOPH) showed increasing interest in expanding parenting education. The MOPH conducted training for more than 600 hospital staff on child development as part of its efforts to strengthen mother and child health services.

The “SMS for Family” project, supported by UNICEF and local mobile service provider dtac was launched in September. It involves sending SMS messages to parents to help increase their access to information about positive child rearing practices. The content of the SMS includes key messages on health, nutrition and child development, as well as about antenatal care and vaccination appointment schedules.

The Department of Health (DOH) agreed to join UNICEF and dtac in the partnership as the SMS service is considered complementary to other mother and child health promotion initiatives. A Memorandum of Understanding will be signed by the three partners in early January.

In 2014, the partners will focus on promoting the SMS service through the media and at hospitals, which are the key contact and promotion points. UNICEF plans to support the monitoring and evaluation of the service in 2014.

Although the partnership with UNICEF was welcomed by the DOH, it had capacity constraints and was unable to sign the project’s full workplan. While it is recognized that DOH is the key partner for implementing the national
programmes on parenting, cooperation may be sought with other strategic partners to strengthen systems for parenting education.

**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:**
Despite strong progress over the past decade, HIV/AIDS remains an issue: with a prevalence rate of 1.1 per cent. In 2012, there were an estimated 440,000 people living with HIV (approximately 10,000 children). HIV prevention among populations at higher risk of infection is of limited effectiveness, as evidenced by two-thirds of all new infections coming from high-risk groups. Stigma and discrimination continue to impact lives negatively.

UNICEF, working with national partners in different ministries, the UN Joint Team, and various partners in academia, civil society and the NGO arena, made significant progress in addressing identified bottlenecks.

UNICEF contributed to the knowledge-base by commissioning studies on children affected by HIV/AIDS and HIV prevention for young people at high risk of HIV exposure. These studies are influencing resource leveraging and the national response for HIV prevention, care and support.

UNICEF supported a national study on HIV early infant diagnosis, which led to changes in HIV programmatic guidance to better identify children with HIV and expedite treatment initiation, as well as the development of the AIDS Zero Portal to provide up-to-date data for policy and programming use at national and local levels.

To support better treatment adherence for young people with HIV, UNICEF is supporting operational research using ICT-based reminders at four national sites. Results will be shared in 2014.

UNICEF advocated for increased use of treatment as prevention, elimination of Mother-To-Child-Transmission, and increased support for those affected by HIV. Draft revisions of guidelines have been prepared that will support better clinical outcomes and increased HIV prevention on a national scale. UNICEF supported youth voices at the regional HIV/AIDS conference in November.

UNICEF assisted Global Fund-supported partners through the provision of training to strengthen planning and response for vulnerable children at the local level, increasing access to social protection.

**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:**
UNICEF works with national partners and Local Administrative Organizations (LAOs) to strengthen local capacities in planning, action, and monitoring and evaluation related to child rights.

In 2013, UNICEF Thailand supported the documentation of good practices and lessons learned from 30 LAOs in 10 provinces. This was completed by the Faculty of Education, Chulalongkorn University. A summary of good practices identified was compiled and shared with Government agencies, academic institution and LAOs.

In the spirit of continued post-intervention monitoring, UNICEF conducted a field visit to two intervention sites in two northern provinces to monitor the effectiveness of the institutionalization of the programme. Based on the assessment, it appears that at least in the provinces visited, child-focused planning and action is continuing. However, to ensure the continued commitment of all LAOs and institutionalization of local planning and action for children, sustained advocacy at the ministerial level is required.
PCR 4200/A0/05/003 Heightened importance of children in national awareness and on the policy agenda and mobilization of national resources for children.

**Progress:**
MICS 2012 results indicated greater attention to and progress on some key children’s issues, but political upheaval late in the year threatened to severely delay further progress for children. A qualitative index of 10 indicators measuring awareness and commitment on children’s issues found good progress on three indicators, moderate progress on six and no progress on one indicator.

Under the leadership of the Prime Minister, the Cabinet approved a new, equity-focused national Early Childhood Development policy in May 2013, following up on the 2012 action plan. However, there were delays in establishment of several new national sub-committees required to carry out the action plan, and the political uncertainty in the country likely to result in further delays.

MICS 2012 found more than 71 per cent of all households (but only 54 per cent in Northeast) have access to iodized salt, while the access rate in the poorest households rose to 53.7 per cent in 2012 from 41 per cent in 2005-6. A three-year Food and Drug Administration programme to promote increased iodized salt production began in 2013 with UNICEF support and should lead to higher levels of household access.

According to MICS 2012 data, the percentage of mothers exclusively breastfeeding was 12.3 per cent in 2012, up from 5.4 per cent in 2005-6, with 40.8 per cent predominantly breastfeeding. However, some 15 per cent of mothers never start breastfeeding at all. A draft Breastmilk Substitute (BMS) Code Act, aimed at promoting exclusive breastfeeding and curtailting unethical BMS marketing practices, is ready for Cabinet consideration, but the political crisis will delay this review process.

There was no progress on the lifting of Thailand’s reservation to Article 22 of the Convention on the Rights of the Child, and limited progress on increasing the age of criminal responsibility from 10 to 12 years of age.

According to independent market research and a local newspaper article database, UNICEF enjoyed very strong local media coverage and social media attention throughout the year. The UNICEF response to Typhoon Haiyan was successfully promoted the UNICEF brand and local fundraising, and donations for the Philippines emergency topped US$1.1 million, the most ever raised locally for a non-Thailand emergency. Overall, the local fundraising operation raised US$16.3 million, exceeding the 2013 target of US$15.5 million. Of that amount, US$2.3 million was provided for global Regular Resources, US$500,000 for the UNICEF East Asia and Pacific Regional Office (EAPRO) Regional Thematic Fund, and US$1 million for the Global Emergency Fund.

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:**
A UNICEF-supported external review of the national Iodine Deficiency Disorder control programme in March noted strong progress towards Universal Salt Iodisation. MICS 2012 data showed household access to iodised salt at 71 per cent compared to 58 per cent in 2006, but access levels were still low in the poorest households (53.7 per cent) and in the northeast (54 per cent). The Food and Drug Administration began implementing a three-year national salt iodization plan with UNICEF support in January 2013.

MICS 2012 data showed only 12 per cent of children were exclusively breastfed and 15 per cent were never breastfed. The draft Breastmilk Substitute Code Act, aimed at promoting exclusive breastfeeding and reining in unethical BMS marketing practices, is ready for Cabinet review. UNICEF and partners launched a three-month communication campaign to promote breastfeeding in December.

The "Best Start" campaign to promote early child development and sustained Government investment in young children was delayed due to numerous changes in campaign content and political instability. The campaign will begin in the first quarter of 2014.

UNICEF enjoyed strong media coverage in 2013. A Football Club Barcelona-UNICEF partnership event, UNICEF support for children affected by Typhoon Haiyan, and the launch of two local celebrity supporters were used to successfully promote brand awareness and highlight key issues, including children with disabilities, early childhood development and street children.

Independent market research showed UNICEF was the “most talked about” local or international development organization on all media/social media channels between May 2012-May 2013 (11,300 mentions), while the local newspapers database showed 321 articles mentioning UNICEF between 1 July-23 November 2013. A UNICEF
media survey found continued progress in reducing media violations of children’s rights.

UNICEF had 24,700 local Facebook/twitter followers, exceeding 2013 target of 18,500. Website page views averaged 26,160 per month, below the 30,000 page view target.

**IR 4200/A0/05/003/002 Strengthened civil society organization (CSO) capacities to advocate for children's rights**

**Progress:**
This Intermediate Result will be formally activated in January 2014 and extend until the end of the country programme cycle (2016). Preparations began at the end of 2013, with visits to several NGOs and in-house brainstorming sessions to identify the types of CSOs to be supported, the core capacities (programmatic and operational) that should be strengthened, the modality for providing capacity strengthening, and methods for identifying the most appropriate CSOs with whom UNICEF should work.

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

**Progress:**
Two major reports – one that took stock of children’s rights and business-related practices and another on Corporate Social Responsibility (CSR) landscape mapping – were completed in 2013. The findings and recommendations from the reports will be used to develop strategies to promote the adoption of Children’s Rights and Business Principles (CRBP) by corporate entities.

Two UNICEF corporate partners, Sansiri Plc. and dtac, took part in testing the pilot phase of the CRBP assessment and reporting tools. The Sansiri president represented the Thai corporate sector at the UNICEF global CRBP consultation in New York in September.

Challenges remain in promoting CRBP adoption at the institutional level. The Stock Exchange of Thailand’s (SET) current priority is promoting the adoption of the Global Reporting Index (GRI). To ensure wider CRBP adoption, the SET suggested the CRBP be included in the GRI as part of the global guidelines for sustainability reporting.

UNICEF advocacy also resulted in Loxley Plc., one of the country’s top Information and Community Technology (ICT)/commodity trading companies, committing to using the CRBP to conduct a self-assessment on the well-being of staff and their children. The company also supported setting-up a new water system for a rural village that was severely affected by Iodine Deficiency Disorders due to fluoride contamination.

A partnership was explored with the Thaipat Institute, a local non-profit established to help generate knowledge and promote awareness of good CSR practices among local companies. The institute is working with the SET and the Security Exchange Commission to help build capacity of the private sector in CSR programmes.

A Terms of Reference) for an 11-months CRBP/CSR expert to strengthen Office capacity in this area was completed and a potential consultant identified to begin working in early 2014.

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

**Progress:**
UNICEF Thailand raised US$16.3 million in local funding, exceeding the 2013 target of US$15.5 million. The majority of this income (US$13 million) was raised through an active pledge programme and direct marketing appeals. The Office also raised US$1.6 million through corporate fundraising, and began working with six new companies on projects ranging from emergency appeals and direct marketing to online fundraising and SMS campaigns.

As well as funding the country programme, US$3.8 million was raised for global funds, including US$2.3 million for Global Regular Resources, US$500,000 for the EAPRO Regional Thematic Fund and US$1 million (donated by Sansiri Plc.) for the UNICEF Global Emergency Fund. In addition, US$1.3 million was raised in response to emergency appeals for the Sahel, Syria and Typhoons Bopha and Haiyan in The Philippines. The largest response
was for the Typhoon Haiyan emergency, which brought in US$1.1 million.

The Office Private Sector Fundraising Section adjusted its management structure, with the team divided into donor acquisition and donor retention/cultivation units. This will enable greater focus on these two areas and help to improve donor recruitment and retention.

The major test undertaken in 2013 was an integrated fundraising campaign focusing on SMS donations and subsequent conversion to pledge. The test of an additional Face-to-Face fundraising agency was also implemented to reduce vulnerability to market changes and to meet recruitment targets for new pledge donors.

The strategic focus for private sector fundraising (PSFR) in 2014 will be to continue prioritising pledge acquisition and retention, increase corporate fundraising income and launch a major donor fundraising programme. The Office will also build on the 2013 integrated campaign and the success of emergency fundraising.

### PC 800 - Cross-sectoral support

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<td><strong>PCR 4200/A0/05/004</strong> Effective cross-sectoral programme planning, management and monitoring support to country programme implementation, including in emergencies</td>
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**Progress:**

In 2013, additional attention was given to ensuring effective cross-sectoral programme planning, monitoring and implementation. Overall, the internal audit carried out in 2013 found that controls and processes were generally established and functioning during the period of the audit, including in programme management. The audit highlighted, among other points, the Office’s team approach to the planning, implementation and monitoring of the country programme, which brought together staff from all sections and helped to provide the necessary skills and inputs needed to ensure greater progress towards planned results.

Audit recommendations on improving work-planning processes, refining indicators, baselines and targets for all planned results, strengthening the management of the evaluation function within the Office and strengthening of the harmonized approach to cash transfers (HACT) were carefully followed up with appropriate actions. A standard operating procedure was developed in relation to the signing of the workplans. Indicators and baselines, as well as the Integrated Monitoring and Evaluation Plan (IMEP), were carefully reviewed, together with MICS 2012 data. These will be further reviewed during the Mid-Term Review and the entry into force of the new UNICEF Strategic Plan 2014-2017, within the context of Thailand now being an upper middle income country.

The quality of the review of Intermediate Result (IR) statements was strengthened through peer reading, followed by a quality check at the management level. The overall HACT monitoring system was strengthened through macro and micro assessments and more systematic spot checks.

In relation to emergencies, the IR on responding to the 2011 flood was met and will be closed. Emergency preparedness and response will be considered as part of the other results and not as an output per se. The Office maintained a good level of preparedness to respond to floods in 2013, investing in emergency preparedness and response and cluster coordination training for staff, and regularly monitoring the flood situation.

The Government responded well to the flooding situation in 2013, but more focus on disaster preparedness and risk reduction is required. Teaching manuals on disaster risk reduction are being reviewed by the Ministry of Education in collaboration with UNICEF, Plan International, Save the Children, World Vision for Thailand, Help Age International, Raks Thai and Right to Play.

### IR 4200/A0/05/004/001 Effective cross-sectoral programme planning, management and monitoring support to country programme implementation

**Progress:**

In 2013, additional attention was given to ensuring effective cross-sectoral programme planning, monitoring and implementation.

Of note was; a) implementation of ‘Intermediate Result (IR) team approach” with cross-sectoral teams formed was found very positive by the internal audit; following an internal review, specific terms of reference were
drafted to clarify further responsibilities of team managers, team members and IR teams versus section/unit; b) staff learning on advocacy with international expertise resulted in the design of three advocacy workplans; c) a skill gap analysis carried out by an international consultant with human resources expertise resulted in a staff development strategy to be implemented in 2014; and d) several inter-sectoral field trips took place which enhanced planning and monitoring.

As during the previous year, draft IR multi-year workplans, 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 when necessary. Coordination and staff learning through the Country Management Team (CMT), programme meetings and small groups 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 covering key management indicators and reports and findings were prepared and analysed by the Deputy Representative and circulated to all staff. The reports covered funding, funds status, Direct Cash Transfers (DCT) status, donor reporting, grant expiry etc. and necessary follow up corrective actions. Formal presentations to CMT against a standing agenda item on management indicators and close follow up with key staff on action points ensured overall good performance.

The MTR in 2014 will provide an opportunity to review the internal capacity in programme monitoring together with the result and indicators matrix.

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<th>IR 4200/A0/05/004/002 Flood 2011 emergency Core Commitments for Children (CCCs) are met</th>
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**Progress:**
Following the 2011 floods in Thailand, the Office recognized that additional steps should be taken to ensure appropriate preparedness. While these preparedness activities started immediately and continued through 2012, they reached a point of stability in 2013, where essential components are in place and regular updates are provided as needed for the Office overall, as well as sectoral updates.

Several actions were taken, including updating every six months of the Early Warning Early Action portal for Thailand (all 20 key actions), inclusion of emergency preparedness actions in the Risk Control Self-Assessment exercise, and inclusion of emergency preparedness in the Office's annual management priorities. Water, Sanitation and Hygiene (WASH), Education, and Child Protection also updated their respective 4Ws (Who, What, Where, When).

For Child Protection, UNICEF supported the development of a manual for psychosocial support for use by health professionals, the development of a child protection rapid assessment tool, and the development of Child Protection in Emergency messages, together with a corresponding training of trainers.

In the area of Health & Nutrition and WASH, UNICEF supported the development of a curriculum for Village Health Volunteers with key messages on emergency preparedness. Training was provided with the developed materials.

In Monitoring and Evaluation, UNICEF supported the development of “Voices of the Children” – a summary of attitudes and opinions of children regarding disaster response and preparedness that was shared with national stakeholders. UNICEF also supported the National Statistics Office to carry out an assessment on the impact of the flood on household livelihood.

Finally, capacity building was supported for key staff to more effectively respond to future emergencies, including WASH in Emergency Training, Child Protection in Emergency Training, Child Protection Coordinators’ Training and Emergency Preparedness and Response training.

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

Progress:
The internal audit of UNICEF Thailand, conducted from 20 April to 3 May 2013, provided an opportunity to strengthen internal control mechanisms and governance structures as well as improve the Office performance management system.

A number of Terms of Reference of existing statutory committees were updated to reflect the realities of the current working environment and the programmatic challenges of the new country programme. The implementation of the nine programme and management priorities identified in the 2013 AMP was regularly monitored by the CMT. A comprehensive analysis of existing work processes was conducted in an effort to streamline the various operational activities in Human Resources, procurement, travel, HACT, office maintenance and administrative support. Among the various standing items on the CMT agenda, a special focus was placed on the dedicated follow up of audit recommendations by end November 2013, management indicators monitoring, and regular updates on local fund raising activities. Ninety per cent of the agreed-upon audit action points were considered completed by the country Office, subject to confirmation from the Office of Internal Audit and Investigation.

The CMT also maintained oversight on various programmatic priorities, including: an increase in UNICEF’s contribution to improving situation of children in the five southernmost provinces; strengthening the Office’s "Intermediate Result team approach"; and strengthening the capacity for "upstream" work and reinforcement of ‘Knowledge Management’. Minutes of the monthly CMT, Programme and All Staff meetings were prepared and shared and follow-up actions taken as required.

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

Progress:
HACT was identified as an Office priority for 2013. Based on an inter-agency agreement between UNICEF, UNFPA and UNDP, it was agreed that UNFPA would be in charge of supervising the macro-assessment activities while UNICEF would be the focal point for micro-assessments. Various activities were undertaken in that regard in order to strengthen existing management and control mechanisms, including:

- A bidding process was conducted and a contract awarded to Ernst & Young Corp Services Ltd (Ernst and Young) in July 2013 for micro-assessments;
- In October 2013, a briefing on the micro-assessment process and concept was conducted by Ernst and Young for implementing partners with the participation of UNICEF, UNFPA and UNDP staff in order to clarify the methodology that will be adopted by the firm;
- Spot checks were conducted in Quarters two to four by UNICEF finance and programme staff; The finance team took an active role in the preparation of the audit, assisted the auditors by gathering all required documentation and provided clarification on financial transactions as requested. The quality control and oversight of financial transactions and bank reconciliations was maintained throughout the year. This contributed to keeping the number of outstanding items and errors at a strict minimum, as reflected in the financial records received from UNICEF Division of Financial and Administrative Management (DFAM), as well as the timely submission of the financial reports as part of the mid-year and year-end closure of accounts.

Given that HACT was considered by the audit as a high-priority for the Office, it will remain a standing item on the CMT agenda for 2014.

The monthly Country Management Team meetings monitored financial indicators. Overall, the Office had good performance indicators, with nearly 99 per cent of Regular Resources (RR) spent; 100 per cent of grants were used within their original duration; more than 95 per cent of Other Resources-Emergency (ORE) utilized within the original duration of the grant; and no outstanding DCT over 9 months at the end of the year.

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

As a follow up of 2013 commitments, two major activities were undertaken to build human resources in upstream work.

A staff learning workshop on developing advocacy skills and strategy was organised in September with international expertise. This was a coordinated activity with the UNICEF Office in Malaysia which organised the same training the week following the training in Thailand (which allowed cost-savings). The workshop resulted in the design of three advocacy workplans on poverty and the child support grant, early pregnancy and pre-school. Good materials were also handed over that can be used by the staff to develop additional advocacy plans. Follow up on the plans with international expertise will continue in 2014 to strengthen staff knowledge. In addition, the Office started to organise “political clinics” where specific subject of interests were discussed. External experts can also be invited to make presentations. The first political clinic was on public budgets in Thailand.

A skill gap analysis exercise was conducted with the support of an international consultant with human resources expertise in the period September-October 2013. The gap analysis methodology entailed a desk review of substantive documents, an examination of staff’s knowledge and experience based on a desk review of their curricula vitae, and an analysis of staff’s skill and competencies based on individual and group interviews with staff, peers and supervisors. The gap analysis report focused on organization-wide issues grouped in four main gaps the “plugging” of which would require the Office’s senior management attention, namely: completing the Office’s change management process, equipping middle management with the necessary knowledge, skills and competencies for the future, enhancing staff’s engagement and streamlining the Office’s organization structure. A staff development strategy was also developed. The strategy was based on 11 actions each aimed at addressing one or more of the skill and competency issues identified as a result of the gap analysis. Within the strategy, an effort has been made for an even distribution of the various learning events throughout the period 2014-2016 giving priority to the most pressing issues but also taking into account the time required for adequate preparation as well as financial resource considerations. The strategy recommended that impact be measured at both training and learning levels by means of a tailored training evaluation to be designed by each training service provider and a an assessment of behavioural change (i.e. how the attendants of the training have incorporated the acquired knowledge and skills into practice) by means of self-reflection and feedback from staff’s supervisors to be recorded in the annual performance planning and appraisal process. The findings of the skill gap analysis and recommendations of the staff development strategy will feed into the 2014 annual management plan and the MTR discussions on human resources.

IR 4200/A0/05/800/888 HR

Progress:

Based on the outcome of the staff retreat that took place in 2012, strengthening team spirit and increasing working efficiency continued to be at the core of the Human Resources management strategy in 2013.

Staff Association
The Bangkok Staff Association plays a key role in the overall management of the Office. There are staff representatives on key statutory and ad-hoc committees, and all staff-related strategic decisions are made in a very participatory manner, with staff views being presented by staff representatives.

Gender & Diversity
Gender balance among International Professional Officers (IPO) staff is still an important criteria in all recruitment processes and a significant improvement was noticed in 2013. In 2011, IPO ratio of female: male was 30:70 and in 2013 it increased to 50:50. However the overall ratio is 74:26 due to the locally recruited staff ration of 81:19.

Work/Life Balance
A staggered working hours arrangement under flexible workplace guidelines is applied by all staff. In addition, an option of compressed work schedule (working 10 days in 9) was applied successfully by 29 per cent of staff.

Office Efficiency
Office-wide skill gap inventory exercise was implemented and completed in November 2013 to assess capacity and skills required to achieve programme and management expected results as reflected in the Country Programme Document. A series of recommendations were made by a consultant and will be the basis for the design of a capacity building programme. The report is under final review by the Chairperson of the Human Resources Development Taskforce and is expected to be implemented in 2014.
Knowledge-sharing and Internal Communication

Emails are circulated to all staff regarding performance management (E-PAS/PER; strongly encourage regular discussion between supervisor - supervisee), staff well-being (in Thai) and career development with other agencies.

All-staff Meetings

All staff meetings took place regularly and were used to update staff on current and forthcoming issues, including corporate priorities and key messages from management meetings so that all staff have the same level of knowledge and understanding.

Staff were briefed on newly-issued guidelines and their impact on work processes, including new guidelines and practice in engaging individual consultants, Prohibition of Discrimination and Harassment, sexual harassment and abuse of authority, and Outside Activities and Awards, among others.

It was agreed by the Staff Association and Thailand Office management that a follow-up survey to the 2011 Global Staff Survey for Thailand Office staff will be led by management.
Effective Governance Structure

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A number of Terms of Reference of existing statutory committees were updated to reflect the realities of the current working environment and the programmatic challenges of the new country programme. The implementation of the nine programme and management priorities identified in the 2013 AMP was regularly monitored by the CMT. A comprehensive analysis of existing work processes was conducted in an effort to streamline the various operational activities in human resources, procurement, travel, HACT, office maintenance and administrative support. Among the various standing items on the CMT agenda, a special focus was placed on the dedicated follow up of audit recommendations by end November 2013, management indicators monitoring, and regular updates on local fund raising activities. Ninety per cent of the agreed-upon audit action points were considered completed by the country Office, subject to confirmation from the Office of Internal Audit and Investigation.

The CMT also maintained oversight on various programmatic priorities, including: an increase in UNICEF’s contribution to improving situation of children in the five southernmost provinces; strengthening the Office’s "Intermediate Result team approach"; and strengthening the capacity for "upstream" work and reinforcement of ‘Knowledge Management’.

Minutes of the monthly CMT, Programme and All Staff meetings were prepared and shared and follow-up actions taken as required.

Strategic Risk Management

UNICEF Thailand utilized a structured approach to identify and manage risks and opportunities and regularly assess the effectiveness of controls in order to mitigate risks.

The Risk Control Self-Assessment exercise of the Thailand Office was initially conducted in 2010 and involved all staff. Necessary follow-up actions were subsequently incorporated into the Country Programme Management Plan and AMPs and were carried out. A structured review was undertaken in January 2013, which identified that the most significant risk areas for action by the Office were: (1) Results-Based Management and Measurement and Reporting of Results; (2) Ability to Change; (3) Safety and Security; and (4) Natural Disasters and Epidemics.

Activities to mitigate risk in 2013 that were carried out include: (1) an additional focus on strengthening the IMEP and ensuring inclusion of plans for baseline estimation that are approved by the Monitoring and Evaluation Officer and the Deputy Representative; (2) additional training in VISION including use of performance dashboard and other useful functions; (3) a staff skills inventory assessment to further determine priority areas for capacity development among staff; (4) training in advocacy skills; and (5) updating of the Business Continuity Plan (BCP) to ensure that all aspects related to business continuity are understood and accountabilities defined.

In 2013, the Office completed several key activities as part of ongoing BCP
preparedness. The Crisis Management wallet card was updated in August and shared with all staff. A comprehensive review of the BCP was undertaken and the revised BCP was approved by the Representative in September and shared with relevant staff.

In addition, two related business continuity projects were achieved: (1) shifting the main power distribution board to a more protected space within the office compound; and (2) installing a back-up business continuity server in the UNICEF Kuala Lumpur Office.

In terms of emergency preparedness, the Office took steps to strengthen its response. Capacity of national partners in areas of UNICEF cluster responsibility were strengthened, and capacities of UNICEF staff to respond were augmented through participation in emergency preparedness training in WASH and Child Protection. Training was provided on Education in Emergencies. In addition, an Emergency Preparedness and Response Training was conducted by the Regional Emergency Advisor in October and 13 staff participated.

The CMT met monthly, and the Crisis Management Team met regularly during the political unrest to ensure continuity in programming. Changes in programming were made when needed, such as during the arrival of Rohingya refugees from Myanmar, which required rapid response from the Child Protection section. The Representative also convened staff to assess whether the political unrest at year’s end will have any impact on the achievement of results, and if so what should be done to mitigate any negative impact.

**Evaluation**

The IMEP was used throughout the year and updated biannually. Monitoring and evaluation activities were strategically planned, taking into account the need for policies and programmes being developed, and the need to facilitate the measurement of achievements. Intermediate Results (IR) managers worked closely with key counterpart stakeholders to plan and implement monitoring and evaluation (M&E) activities. As 2012 and 2013 were the first two years of the country programme, KAP studies, assessments and surveys were carried out to identify bottlenecks and barriers and collect baseline data and information. The completion by the National Statistical Office of MICS 2012 in 2013 has provided data for establishing baselines and targets in the programme results matrix.

An evaluation of the Child Protection Monitoring and Response Programme aimed at strengthening the national system of child protection was completed in 2013. The evaluation was designed and implemented through a participatory process led by the National Sub-Committee on Child Protection to promote learning and accountability. This process helped increase ownership and acceptance of the evaluation’s results and recommendations. This led to the Ministry of Social Development and Human Security’s commitment to use the evaluation’s findings to improve planning, coordination mechanisms and the referral system, all of which were identified as areas requiring strengthening. The evaluation management response was updated with actions and appropriate reference documents.

Increasing the capacity of UNICEF staff’s technical knowledge on evaluation is on-going. In addition to training staff on evaluation principles and standards, learning by practicing and mentoring was emphasized. Technical support from the M&E Officer in development of Terms of Reference, support for the selection processes for M&E consultants, and monitoring the conduct of research, monitoring and evaluation activities, helped to
develop the capacity of programme staff.

Strengthening national evaluation capacity continued through UNICEF support to the Thailand Evaluation Network (TEN) to organize the second National Conference, entitled “Professionalizing Evaluation in Thailand”. This event brought together more than 80 participants from academia, Government, non-governmental organizations and civil society to exchange experiences and to contribute to TEN on how to strategically move forwards towards a Certification of Professional Evaluators (CPEs). As a result of the conference and discussions, a Memorandum of Understanding between TEN and Canadian Evaluation Association on CPEs was successfully developed with implementation to commence in 2014.

**Effective Use of Information and Communication Technology**

The ICT team, which is under the supervision of the Operations Manager Common Service Unit will be transferred to the supervision of the Regional ICT Chief in order to reinforce the capacity of the Regional Office to respond to the various demands from the region, including those of the Thailand Office.

A number of ICT initiatives were implemented including:

- Remotely accessing through corporate e-mail: essential electronic files are available from standard UNICEF laptops and mobile/tablet devices. Accessing through Vision is now through cloud-based access;
- BCP-ICT enhancement: an off-site backup server was implemented at UNICEF Kuala Lumpur Office, and essential electronic files and the Donor Perfect database are replicated daily. Procurement of ICT equipment and services were completed through use of global Long Term Agreements with vendors/providers;
- All corporate data in storage devices are completely cleaned out before disposal;
- The ICT team continuously provided timely support to clients not only at country Office level but also at the regional level, acting as intermediary between UNICEF Global Help Desk and country offices in East Asia and the Pacific.

**Fund-raising and Donor Relations**

In 2013, the Office raised $16.3 million via local fundraising and provided 100 per cent of Other Resources (OR) for the programme. The Office also provided US$2.3 million for global Regular Resources, US$500,000 for the EAPRO Regional Thematic Fund and US$1 million to the Global Emergency Fund. In addition over $1.3 million was raised in response to emergencies in Syria and the Philippines.

Local fundraising income increased significantly. As a result, the Office no longer seeks 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 has allowed the Office's programme and communication staff to focus their efforts on supporting local fundraising efforts rather than trying to raise funds externally.

UNICEF Thailand has 100,868 active donors, of whom 68,752 are monthly pledge donors. Donors receive regular updates on the programmes they support, including via regular newsletters, mailings, e-mailings and telemarketing. Key corporate supporters,
ambassadors and celebrity supporters were taken on field trips to see UNICEF supported projects and receive briefings on the work of UNICEF.

In 2013, the Private Sector Fundraising (PSFR) section began implementing a new management structure and created two new posts: one national Digital Officer and one Fundraising Assistant. The section has been operating under the new structure since August 2013 and is divided into donor acquisition and donor retention/cultivation teams. This has allowed for a new focus on donor acquisition and addressing high donor attrition rates.

Considering the above, the programme was fully funded for the year against the Country Programme Document planning levels. There were three donor reports due, all of quality and all sent on time. There were two requests for extensions of grants. 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**

HACT was identified as an Office priority for 2013. Based on an inter-agency agreement between UNICEF, UNFPA and UNDP, it was agreed that UNFPA would be in charge of supervising the macro-assessment activities while UNICEF would be the focal point for micro-assessments. Various activities were undertaken in that regard in order to strengthen existing management and control mechanisms, including:

- A bidding process was conducted and a contract awarded to Ernst & Young Corp Services Ltd (Ernst and Young) in July 2013 for micro-assessments;
- In October 2013, a briefing on the micro-assessment process and concept was conducted by Ernst and Young for implementing partners with the participation of UNICEF, UNFPA and UNDP staff in order to clarify the methodology that will be adopted by the firm;
- Spot checks were conducted in quarters two to four by UNICEF finance and programme staff;

The finance team took an active role in the preparation of the audit, assisted the auditors by gathering all required documentation and provided clarification on financial transactions as requested. The quality control and oversight of financial transactions and bank reconciliations was maintained throughout the year. This contributed to keeping the number of outstanding items and errors at a strict minimum, as reflected in the financial records received from UNICEF Division of Financial and Administrative Management (DFAM), as well as the timely submission of the financial reports as part of the mid-year and year-end closure of accounts.

Given that HACT was considered by the audit as a high-priority for the Office, it will remain a standing item on the CMT agenda for 2014.

The monthly Country Management Team meetings monitored financial indicators. Overall, the Office had good performance indicators, with nearly 99 per cent of Regular Resources (RR) spent; 100 per cent of grants were used within their original duration; more than 95 per cent of Other Resources-Emergency (ORE) utilized within the original duration of the grant; and no outstanding DCT over 9 months at the end of the year.
Supply Management

Given the nature of the country programme, procurement activities are mainly service-orientated rather than the procurement of goods. The trend towards decreased spending on supplies is expected to continue considering the upstream nature of UNICEF programme activities in Thailand. The total value of institutional contracts issued in 2013 was US$2,358,104.

The strong capacity of local suppliers in Thailand, especially printers, contributed to the effectiveness of local procurement, resulting in a 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) proved to be an effective way to simplify administrative processes and reduced transaction cost and time.

Shipments of 200,000 vials of 10 doses/vial Td vaccines procured through Procurement Services were delivered in January and March 2013 to the Government Pharmaceutical Organization of Thailand (GPO). Based on the Procurement Services Customer Survey received from GPO, services provided in the area of: (1) organization with sound business ethics and with a professional approach in its dealings; (2) UNICEF staff are able to understand the needs and recommend the right product; (3) information received on pricing and specifications of products was adequate; and (4) supplies and services received from UNICEF offered value for money were all rated as excellent.

In response to an emergency request for urgent supplies for eight Ministry of Social Development and Human Security shelters for psycho-social help for Rohingya children and women in February 2013, educational toys, recreational supplies and mosquito nets were purchased and delivered, most within 48 hours of the request.

Human Resources

Based on the outcome of the staff retreat that took place in 2012, strengthening team spirit and increasing working efficiency continued to be at the core of the Human Resources management strategy in 2013.

Staff Association

The Bangkok Staff Association plays a key role in the overall management of the Office. There are staff representatives on key statutory and ad-hoc committees, and all staff-related strategic decisions are made in a very participatory manner, with staff views being presented by staff representatives.

Gender & Diversity

Gender balance among International Professional Officers (IPO) staff is still an important criteria in all recruitment processes and a significant improvement was noticed in 2013. In 2011, IPO ratio of female: male was 30:70 and in 2013 it increased to 50:50. However the overall ratio is 74:26 due to the locally recruited staff ration of 81:19.

Work/Life Balance

A staggered working hours arrangement under flexible workplace guidelines is applied by all staff. In addition, an option of compressed work schedule (working 10 days in 9) was applied successfully by 29 per cent of staff.
Office Efficiency
Office-wide skill gap inventory exercise was implemented and completed in November 2013 to assess capacity and skills required to achieve programme and management expected results as reflected in the Country Programme Document. A series of recommendations were made by a consultant and will be the basis for the design of a capacity building programme. The report is under final review by the Chairperson of the Human Resources Development Taskforce and is expected to be implemented in 2014.

Knowledge-sharing and Internal Communication
Emails are circulated to all staff regarding performance management (E-PAS/PER; strongly encourage regular discussion between supervisor - supervisee), staff well-being (in Thai) and career development with other agencies.

All-staff Meetings
All staff meetings took place regularly and were used to update staff on current and forthcoming issues, including corporate priorities and key messages from management meetings so that all staff have the same level of knowledge and understanding.

Staff were briefed on newly-issued guidelines and their impact on work processes, including new guidelines and practice in engaging individual consultants, Prohibition of Discrimination and Harassment, sexual harassment and abuse of authority, and Outside Activities and Awards, among others.

It was agreed by the Staff Association and Thailand Office management that a follow-up survey to the 2011 Global Staff Survey for Thailand Office staff will be led by management.

Efficiency Gains and Cost Savings
The Office "Green Environment Initiative" - combined with the implementation of the cost-reduction strategy - contributed to a significant reduction of energy consumption and resource savings. In addition, staff were encouraged to maximize in-house capacity to address Office needs before soliciting for outsourced services.

Given an increased number of contracts for services, especially in the area of private fundraising and partnerships and in communication, the UNICEF Common Service Unit staff in charge of contracting activities acquired special skills in contract negotiations, particularly on the financial analysis of offers, resulting in significant savings (i.e. US$40,000 saved on a single case analysed by the Contract Review Committee in December).

The Office’s Human Resources section systematically negotiated with individual consultants to get the best value for money. This generated a total saving of US$18,000 since the Office started implementing a new policy on individual consultants in 2013.

Travel generated a saving of US$17,500 as a result of staff voluntarily changing from business class entitlements to economy class.
Changes in AMP & CPMP

The result matrix will be reviewed in early 2014 and throughout the Mid-Term Review process to take stock of the new UNICEF Strategic Plan 2014-2017, the MICS 2012 results and new opportunities. There will be a stronger focus on equity, strengthening programme monitoring and Monitoring Results for Equity System/MoRes as a whole, while taking into account the context of a middle-income country. Engaging with the private sector across the programme will necessitate strengthening technical capacity in this area. The analysis of skills gaps will be followed by a staff development plan that will serve as a basis for the staff learning plan.

The MTR will be an opportunity to revise and align the structure to emerging programme priorities. In addition to the programme and management priorities that will be identified during the annual reviews, the AMP for 2014 will mainly focus on the preparation of the MTR, as well as on integrating the final outcome of the current Efficiency and Effectiveness discussions into the Office strategic plan.

Summary Notes and Acronyms

List of Acronyms

AMP – Annual Management Plan
BCP – Business Continuity Plan
BMS – Breastmilk substitute
C4D – Communication for Development
CCCs - Core Corporate Commitments in Humanitarian Action
CEDAW - Convention on the Elimination of all Forms of Discrimination Against Women
CMT - Country Management Team
CP – Child Protection
CPEs – Certification of Professional Evaluators
CPMRS - Child Protection Monitoring and Response System
CRBP - Children’s Rights and Business Principles
CSG - Child support grant
CSO - Civil society organisation
CSR - Corporate social responsibility
DCT – Direct Cash Transfer
DOH - Department of Health
ECD - Early childhood development
GPO - Government Pharmaceutical Organization of Thailand
GRI – Global Reporting Index
HACT - Harmonised Approach to Cash Transfer
ICT – Information and communication technology
IDC - Immigration Detention Centres
IMEP - Integrated Monitoring and Evaluation Plan
IOM - International Organization for Migration
KAP - Knowledge, attitude and practice
LAOs - Local Administrative Organizations
M&E - Monitoring and evaluation
MICS - Multiple Indicator Cluster Survey
MoE - Ministry of Education
MoRes - Monitoring Results for Equity System
MoU - Memorandum of Understanding
MoPH - Ministry of Public Health
MSDHS - Ministry of Social Development and Human Security
MTR - Mid-Term Review
NGO - Non-government organisation
NHSO - National Health Security Office
NSO - National Statistical Office
OBEC - Office of the Basic Education Commission
OR – Other Resources
ORE – Other Resources-Emergency
PETS - Public Expenditure Tracking Survey
PISA – Programme for International Student Assessment
PSFR - Private Sector Fundraising
RR – Regular Resources
SET – Stock Exchange of Thailand
TEN - Thailand Evaluation Network
UN - United Nations
UNESCO – United Nations Educational, Scientific and Cultural Organization
UNFPA – United Nations Fund for Population Activities
UNICEF - United Nations Children’s Fund
VAC - Violence against children
VISION – Virtual Integrated System of Information
WHO – World Health Organization
## Evaluation

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<td>2 Corporate Social Responsibility Landscape Mapping and Research in Thailand</td>
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## Other Publications

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<td>4 Validation of Elimination of Mother-to-Child Transmission of HIV in Thailand, Consultative Meeting Report, 25 April 2013, Bangkok</td>
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<td>5 National Consultation on the Strategic Use of ARVs in Thailand, 9-10 August 2012</td>
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<td>6 National Consultation on the Use of Option B+ in the Context of PMTCT Meeting Report, 17 December 2012</td>
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## Lessons Learned

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