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Draft country programme document**

Thailand

Summary

The draft country programme document (CPD) for Thailand is presented to the Executive Board for discussion and comment. The draft CPD includes a proposed aggregate indicative budget of \$4,530,000 from regular resources, subject to the availability of funds, and \$49,000,000 in other resources, subject to the availability of specific-purpose contributions, for the period 2027 to 2031.

* [E/ICEF/2026/25](#).

** In accordance with Executive Board decision 2014/1, country programme documents (CPDs) are considered and approved in one session, on a no-objection basis. This draft CPD, and a costed evaluation plan, will be presented to the Executive Board for review from 9 to 29 June 2026. The final CPD will be posted to the Executive Board web page in English six weeks in advance of the 2026 second regular session and in the other designated languages four weeks in advance.

Programme rationale

1. Thailand is an upper-middle-income country with a gross domestic product (GDP) per capita of approximately \$8,201 (2025)¹ and a Human Development Index of 0.798 (2023).² In recent decades Thailand has achieved remarkable progress in economic growth, poverty reduction, health outcomes and access to education, positioning the country as a regional development leader.

2. Thailand is the second-largest economy in Southeast Asia, with a GDP of \$577 billion with the ambition to become a high-income country by 2037, a goal reinforced by its application for the Organisation for Economic Co-operation and Development (OECD) accession in 2024. This transition is guided by the National Strategy 2018–2037, including the Thirteenth National Economic and Social Development Plan, (2023–2027) that envisions an innovation-led, high-value economy.

3. Realizing children’s rights is inseparable from this trajectory. A child born in Thailand today is expected to fulfil only 61 per cent of their human capital potential by the age of 18 years³ and closing this gap represents both a child rights opportunity and an economic imperative. Coordinated investments in children’s health, education and protection will enable children to realize their rights and contribute to future prosperity and inclusive growth.

4. Thailand is undergoing a rapid demographic transition, characterized by declining fertility rates and an ageing population. The current population (about 71.7 million) is projected to decline, while the share of the population aged 60 years and above is projected to increase from 20 per cent to 36 per cent by 2040. Meanwhile, the number of children under the age of 15 years is projected to decrease from 10.6 million in 2025 to 7.7 million (28 per cent) in 2040.⁴ Human capital accumulates across the life course and investing in children supports both future prosperity and the well-being of older generations.

5. Although Thailand has made significant progress in reducing income poverty, children remain disproportionately affected: while the national poverty rate is 4.9 per cent,⁵ poverty among children aged 6 to 14 years reaches 8.7 per cent, and 21.5 per cent (around 2.8 million) of children live in multidimensional poverty,⁶ facing overlapping deprivations in health, education and living standards. This underscores persistent inequality, and regional disparities, especially in the north-east, north-west and southern border provinces, with the northeast alone accounting for 31.7 per cent of the nation’s poor.

6. Universal health coverage represents a globally recognized achievement and has contributed to low child mortality. The maternal mortality ratio is 21.4 deaths per 100,000, and the neonatal rate mortality is 7 deaths per 1,000 live births. However, as the health system evolves, it must tackle a double burden of malnutrition and increasing trends of noncommunicable diseases. Among children under the age of 5

¹ Office of the National Economic and Social Development Council (NESDC), ‘Thai Economic Performance in Q4 of 2025 and the Outlook for 2026’, Press release, 2025.

² United Nations Development Programme, *Human Development Report 2025*, New York, 2025.

³ UNICEF, NESDC and Thailand Development Research Institute (TDRI), *Human Capital Development in Thailand: An examination of gaps, bottlenecks, and policy options*, UNICEF, Bangkok, 2025.

⁴ United Nations Department of Economic and Social Affairs, Population Division, World Population Prospects 2024, <https://population.un.org/wpp/>, accessed on 21 April 2026.

⁵ NESDC, *Poverty and Inequality Situation in Thailand*, Bangkok, 2024.

⁶ UNICEF, NESDC and Oxford Poverty and Human Development Initiative, Oxford University, *Child Multidimensional Poverty in Thailand*, Bangkok, 2019.

years, 12.5 per cent are stunted and 10.9 per cent are overweight.⁷ While stunting rates have plateaued, overweight and obesity rates are growing rapidly across all age groups and burdening public health systems. Data show that the economic impact of overweight and obesity was \$8,864 million in 2020 through costs to the health service, premature death, absenteeism and lost productivity. This was equivalent to 1.7 per cent of the country's GDP in 2020.⁸

7. Thailand adopted the Early Childhood Development Act (2019) that established the foundation of and commitment to integrated early childhood development (ECD) services. However, access to quality childcare for children aged 0 to 3 years remains limited, representing an important policy gap in strengthening early human capital development and contributing to the disproportionate burden of unpaid care on girls and women. Approximately 22 per cent of children under 5 years of age are not developmentally on track; for the poorest quintile of children this rises to 28 per cent. More than 25 per cent of children aged 3 to 5 years (around 516,000 children) do not attend early childhood education, with the highest exclusion rates found among the poorest children and children in the context of migration.⁹

8. Thailand has made significant progress in education, providing 15 years of free basic education for children regardless of nationality or legal status under the Education for All policy, and achieving near-universal primary enrolment. Foundational learning gaps in literacy and numeracy emerge in the early grades and compound over time, highlighting the importance of early intervention. Currently, 29 per cent of children aged 7 to 14 years lack basic reading skills and 35 per cent lack numeracy skills. These disparities are most acute for low-income households, non-Thai children, children with disabilities and children in the context of migration. While primary school attendance is nearly universal, only 80.1 per cent of boys and 90.7 per cent of girls with disabilities attend primary school; at secondary level, the rates fall to 66 per cent and 54.7 per cent, respectively. By the age of 15 years, Thai students score significantly below the OECD average in the Programme for International Student Assessment (PISA) across mathematics (394 versus 472), science (409 versus 485) and reading (379 versus 476). Thai students feel less safe at school than their OECD peers (16 per cent versus 10 per cent), with implications for their achievements in basic reading and numeracy skills.¹⁰

9. Reducing secondary school dropout adds to the accumulation of human capital and expands opportunities for labour force participation. While the lower secondary completion rate stands at 89 per cent, upper secondary completion drops to 50 per cent, with boys at highest risk of dropping out. Socioeconomic disparities are also notable, as 41.6 per cent of adolescents from the poorest households complete upper secondary compared to 96.3 per cent from the wealthiest. Further, 12.8 per cent of youth aged 15 to 24 years (approximately 1.2 million) are not in education, employment, or training, with females accounting for 62.2 per cent of this number.¹¹ Ensuring the inclusion of children in the context of migration remains critical, as they continue to face barriers to education, legal identity and essential services despite the inclusive policy framework in Thailand.

⁷ National Statistical Office of Thailand (NSO), *Thailand Multiple Indicator Cluster Survey 2022: Survey findings report*, Bangkok, 2023.

⁸ World Obesity Foundation, *World Obesity Atlas 2023*, London, 2023.

⁹ NSO, *Thailand Multiple Indicator Cluster Survey 2022: Survey findings report*, Bangkok, 2023.

¹⁰ Organisation for Economic Co-operation and Development, *PISA 2022 Results Factsheets – Thailand*, Paris, 2023.

¹¹ UNICEF and College of Population Studies, Social Research Institute, Chulalongkorn University, *In-depth Research on Youth Not in Employment, Education or Training (NEET) in Thailand*, UNICEF, Bangkok, 2023.

10. The development of the Children and Youth Council of Thailand 10-year Strategy, shaped by the voices of 30,000 young people, reflects recognition of the importance of child and youth participation in policy development. However, opportunities for children to meaningfully participate in decision-making that affects their lives remain uneven and is often limited for the most vulnerable children, including undocumented, multidimensionally poor and migrant children.

11. In recent years, Thailand has made notable progress in strengthening the national child protection system, such as adopting the National Child Protection Action Plan (2023-2027), raising the minimum age of criminal responsibility to 12 years and the age of marriage to 18 years and becoming the second country in the region to ban corporal punishment in all settings. However, core elements of the child protection system, such as the social service workforce, remain underfinanced, insufficiently staffed and unevenly implemented. Around 120,000 children are living in poorly regulated institutions and there is limited investment in alternative family-based care.¹² While attitudes towards physical punishment of children are shifting positively, 54 per cent of children under 14 years of age (approximately 5.8 million) experience violent discipline at home, and 64 per cent of students experienced physical punishment at school in the previous year.¹³

12. Adolescent mental health is impacting health, education and protection outcomes. About one in ten adolescents are at risk of depression, and suicide is the third leading cause of death in this age group. The proportion of adolescents aged 13–15 years with suicidal ideation in the previous 12 months increased from 8.5 per cent in 2008 to 18.1 per cent in 2021, with a substantially higher rate among girls (24.5 per cent) compared to boys (11.5 per cent).¹⁴ The impact of failing to address the mental health and psychosocial support (MHPSS) needs of 5–19-year-old children and adolescents would result in the equivalent of \$816 million (28,600 million baht) loss of potential lifetime earnings.¹⁵ The Action Plan to Develop Integrated Mental Health Services for Children and Adolescents (2023–2027) calls for interdisciplinary collaboration and is a strong mechanism to advance adolescent well-being.

13. Near universal engagement with digital platforms, combined with rapid advances in artificial intelligence, is shaping children’s learning experiences while amplifying risks related to mental health and technology-facilitated violence, exploitation and abuse. An estimated 9 per cent of children aged 12–17 years experienced online child sexual exploitation or abuse in the previous year.¹⁶ This includes the growing use of generative artificial intelligence to create sexualized deepfakes and sexual abuse materials involving children without their knowledge or participation.¹⁷ Strengthening child-centred artificial intelligence and digital governance is therefore vital to safeguarding children’s rights, development and safety online, while supporting alignment with evolving international standards on child protection in digital environments.

¹² Lievens, T. et al., *Technical Report: Investment Case Analysis of Child Protection Funding in Thailand*, UNICEF, Bangkok, 2024.

¹³ UNICEF, *Fulfilling the Commitment to Child Protection in Thailand*, New York, 2025.

¹⁴ UNICEF, Institute for Population and Social Research, Burnet Institute, *Strengthening Mental Health and Psychosocial Support Systems and Services for Children in East Asia and Pacific Region, Thailand Country Report*, UNICEF, Bangkok, 2022.

¹⁵ UNICEF, ‘Costs and Benefits of Mental Health and Psychosocial Support (MHPSS) for Children and Adolescents in Education Settings in Thailand: Building an investment case’, Policy Brief, Bangkok, July 2024.

¹⁶ ECPAT, INTERPOL and UNICEF, *Disrupting Harm in Thailand – Evidence on online child sexual exploitation and abuse*, 2022.

¹⁷ UNICEF, ‘Artificial Intelligence and Child Sexual Abuse and Exploitation’, Issue Brief, 2026.

14. Thailand has made important policy shifts for children in the context of migration, including accelerated pathways to end statelessness for 142,000 children and the withdrawal of the reservation to article 22 of the Convention on the Rights of the Child. Despite this progress, many children in the context of migration face discrimination, gaps in legal protection and risk of family separation, limited access to social services and ongoing risk of detention, underscoring the need for stronger implementation and coordination.

15. Public expenditures on education, health and social protection have steadily declined from 43.6 per cent of total expenditures in 2019 to 36.4 per cent in 2024.¹⁸ Strengthening public financial management and improving the efficiency and effectiveness of child-related spending is essential to achieving the country's human capital development objectives for all children.

16. The social protection system provides a solid foundation for addressing poverty and vulnerability and has demonstrated significant progress in expanding coverage in recent years. Opportunities remain to further strengthen coherence across schemes and enhance responsiveness to the needs of the most vulnerable children. The national Child Support Grant and poverty-targeted programmes have expanded coverage through continued attention to adequacy and exclusion errors. Advancing a more integrated and inclusive child, gender and shock-responsive social protection system will help to protect development gains, strengthen resilience to climate and economic shocks, and ensure vulnerable families are effectively linked to health, nutrition, childcare and protection services.

17. Thailand is highly vulnerable to the impacts of climate change; it ranks fiftieth globally in the Children's Climate Risk Index (2021). Since 2023, floods have impacted over 4 million people, with education disrupted for thousands of children. Meanwhile, 13.6 million children are exposed to hazardous air pollution and are disproportionately affected and vulnerable.¹⁹ Rising temperatures expose more than 10 million children to extreme heat, creating risks for health, learning disruption and school safety.²⁰

18. Programme evaluations have underscored the need to strengthen institutional integration of programmes to achieve sustainable scale-up and system-wide impact. These findings point to an expanded role for UNICEF as a convener of strategic coalitions, while highlighting the importance of strengthening data systems to support evidence-based advocacy, policy dialogue and decision-making. A key lesson learned is the necessity of a strategy for joint policy and public advocacy that effectively leverages, convenes and coordinates a broad coalition of strategic actors, including public institutions, the private sector, academia and civil society at the national and local levels around a focused set of child rights priorities. Such an approach builds on the comparative advantage and convening power of UNICEF as an evidence-driven thought leader on child rights.

Programme priorities and partnerships

19. The country programme, under the leadership of the Royal Thai Government, aims to accelerate equitable human capital development and ensure that all children and adolescents, especially the most disadvantaged, benefit from stronger systems that protect their rights and expand their opportunities. In the upper-middle-income country context of Thailand, UNICEF will focus on catalytic interventions designed

¹⁸ Digital Government Development Agency, Thailand, 2025.

¹⁹ UNICEF, *Over The Tipping Point*, Bangkok, 2023.

²⁰ UNICEF, *The Coldest Year of the Rest of Their Lives: Protecting children from the escalating impacts of heatwaves*, New York, 2022.

with child rights coalitions of key stakeholders that support national systems to address persistent inequities, improve efficiency and generate measurable long-term returns for children and society.

20. As a core component of the United Nations Sustainable Development Cooperation Framework (UNSDCF), the programme will contribute to national efforts to foster a sustainable and inclusive economy and society. It will contribute directly to the achievement of the Sustainable Development Goals, with particular emphasis on ending poverty (Goal 1), ensuring healthy lives (Goal 3), providing quality education (Goal 4), promoting decent work and economic growth (Goal 8), reducing inequalities (Goals 5 and 10) and building peace, justice and strong institutions (Goal 16). The design of the country programme is the result of extensive consultations with the Government, civil society organizations, the private sector and, notably, children and youth networks and development partners, ensuring a localized and inclusive strategic vision.

21. UNICEF will position itself as a trusted technical partner and authoritative voice on child rights, in line with the Convention on the Rights of the Child and the Convention on the Rights of Persons with Disabilities, supporting the Government and other partners to identify, test and institutionalize cost-effective, inclusive solutions that strengthen system performance at scale for the progressive realization of child rights.

22. UNICEF will convene and strengthen broad coalitions of key stakeholders across Government, the private sector, civil society, academia and youth networks, supporting platforms that enable partners to collaborate around shared priorities. By linking evidence, advocacy and partnership engagement, UNICEF will help to build the political and social consensus required to scale up reforms, improve institutional performance and reinforce long-term socioeconomic ambitions, including the pathway towards OECD accession.

23. The country programme is centred on accelerating human capital development by addressing the most critical and binding bottlenecks across the two first decades. Building on evidence generated during the previous programme cycle, it recognizes that constraints affecting children's outcomes are interconnected and are best addressed through integrated, system-level interventions. The programme will therefore prioritize a focused set of high-impact investments that generate cumulative gains over time – particularly those made early in life, where returns are greatest in reducing future inequalities and long-term social and fiscal costs.

24. Programme priorities are organized around three interconnected and mutually reinforcing pillars that will address the core drivers and constraints of human capital accumulation. These pillars do not represent stand-alone sectors, but rather an integrated package designed to deliver impact at scale through coordinated, cross-sectoral and costed models:

(a) Children and adolescents develop and thrive in safe, healthy and nurturing environments, laying the foundations for early human capital;

(b) Children and adolescents acquire relevant skills for life and work in safe and inclusive learning environments, strengthening productivity and future employability;

(c) Children and adolescents are protected from and resilient to structural barriers that constrain human capital development, including poverty and violence. This integrated approach reflects the prioritization of human capital development by Thailand and highlights the importance of aligning and optimizing national investments to achieve measurable, sustained results for children and society.

25. UNICEF will address gender barriers across all three strategic pillars to reduce structural barriers from early childhood through adolescence. This will include promoting support and parental leave for all caregivers, including fathers; improving school retention; expanding flexible learning pathways and non-traditional career opportunities; and prioritizing gender-responsive social protection.

26. The country programme will pursue an integrated implementation model aligning high-quality policy advice, partnerships, public advocacy, evidence generation and selective investment to leverage domestic resources. Working with the Government and other strategic partners, UNICEF will co-design, test and document approaches that demonstrate scalable impact – linking programme evidence with financing analysis, strategic communication and coalition-building to institutionalize effective solutions through national systems.

Safe, healthy and nurturing environment

27. This programme component aims to ensure that children and adolescents increasingly benefit from integrated, equitable and resilient systems anchored in prevention, early intervention and quality services. Priority will be given to practical models that demonstrate how modest, well-targeted investments, implemented through a coalition of partners, can strengthen system performance and improve outcomes at scale.

28. Central to this are two priority investments requiring continued policy attention. First, in partnership with the Ministry of Interior, local authorities and the private sector, inclusive, quality childcare models for children under 3 years of age will be demonstrated by strengthening policy frameworks, financing pathways, regulatory standards and service options that can be institutionalized through domestic systems. Second, early childhood intervention within routine health, social protection and childcare services will be strengthened through improved referral pathways and family-centred support, enabling early identification of risks and disabilities. Across both priorities, UNICEF will work with the government-led ECD secretariat to strengthen evidence-based planning, financing and partnerships that enable coordinated and scalable ECD services.

29. The programme will support regulatory reform under the leadership of the Ministry of Public Health, targeting the marketing of unhealthy foods and drinks to children and strengthening healthy food environments. UNICEF will contribute technical evidence, policy options and coalition platforms that help to demonstrate which preventive nutrition interventions are most feasible, equitable and cost-effective for scale-up. UNICEF will also engage with the private sector to promote healthier and more sustainable food systems, encouraging business practices that support improved nutrition outcomes while recognizing the importance of sustainable market growth.

30. The programme will strengthen gender-responsive mental health and psychosocial support across health, education and social welfare systems. Priority will be given to high-level advocacy and coalition-building linked to improved referral pathways and to strengthening front-line capacities and generating evidence on scalable approaches for prevention and early identification. These efforts will contribute to more resilient, integrated systems that respond effectively to the mental health needs of children and adolescents.

Learning and skills

31. This programme component will focus on improving equitable learning, promoting safe school environments and strengthening skills for life and work.

UNICEF will contribute primarily through policy support, evidence generation and coalition-building, with a focus on cost-effective reforms that improve learning outcomes and reduce inequities.

32. UNICEF will support education reform through policy dialogue, evidence generation and the convening of key stakeholders. In support of the country's OECD aspirations and in cooperation with the Ministry of Education, UNICEF will provide technical advice to align the curricula, student assessment, teacher professional development and financing required for a high-income economy. Financing analysis will support the identification of reform options that are equitable, inclusive, efficient and feasible for scale-up.

33. UNICEF will support the demonstration of scalable approaches to strengthen school readiness and safety in schools, improve transitions to primary education, provide support to accessible, climate-smart education and advance foundational learning in reading, mathematics and science. These efforts will also support the development of foundational skills and adaptive capacities among children and adolescents, recognizing their importance for the future workforce and the realization of the right to education. Efforts will focus on practical interventions that can be adopted through domestic systems and that directly address persistent disparities affecting disadvantaged children. UNICEF will also support strengthened collaboration and accountability frameworks across the broader education ecosystem, including government, private sector and civil society actors, to advance inclusive and quality learning for all children.

34. The programme will generate evidence on costed approaches that the Government can adopt at scale to reduce dropout during key education transitions, in cooperation with the Equitable Education Fund. Attention will be paid to adolescents and youth not in, education employment or training, especially adolescent girls and young women and youth with disabilities, by providing opportunities for learning, skills, employment and alternative pathways that support broader human capital accumulation.

Child poverty and protection

35. This programme component will seek to enable every child, especially the most disadvantaged, to live free from poverty and violence, supported by institutions that are more inclusive, better financed and more responsive to risk. UNICEF will focus on strengthening the links between policy commitments, financing choices and service-delivery outcomes.

36. UNICEF will support translation of the long-term national vision and commitments for children into tangible policies and investments. This includes strengthening capacities across social sectors for evidence-based planning and budgeting, improving the equity, efficiency and effectiveness of child-related spending across sectors, and mobilizing public and private resources to address poverty and vulnerability. UNICEF will also support the costing of implementation models linked to human capital priorities, enabling the scale-up of fiscally sustainable investments through national systems.

37. UNICEF will work with government, academia and civil society partners to position social protection as a core pillar of labour and economic policy frameworks, particularly in response to demographic transitions, climate vulnerability and persistent poverty. UNICEF will support the generation and use of evidence demonstrating how stronger social protection can protect children while reinforcing productivity and long-term social cohesion. Technical support and advocacy will focus on strengthening the coverage and adequacy of the national Child Support Grant

and other social transfers, inclusive disability benefits, family-friendly policies for informal workers, and adaptive social protection to mitigate climate and economic shocks. Crucially, the programme will support practical approaches that improve how social protection systems connect vulnerable households to vital health, childcare, nutrition, skills and protection services.

38. UNICEF will support the Government, in collaboration with coalition partners, to consolidate recent policy and legislative gains by strengthening the enabling environment for an inclusive, well-resourced and accountable child protection system. Technical support and advocacy will focus on aligning remaining legal and regulatory frameworks with the Convention on the Rights of the Child, strengthening social workforce planning and development, and reinforcing oversight and quality assurance mechanisms. Efforts will also support improved data interoperability and coherent referral systems to enable integrated service delivery across the continuum of care, as well as the expansion of alternatives to residential care and family-based care reforms.

39. UNICEF will partner with relevant ministries, specialized government agencies, private sector and civil society organizations to advance evidence-based approaches that demonstrate impact at scale. Addressing violence against children requires sustained social norm change, effective law enforcement, positive parenting and child-centred school and community systems that prioritize prevention, early identification and support. In this context, priorities will include strengthening enforcement of the ban on corporal punishment and the revised Child Protection Act (2003), promoting non-violent discipline and positive parenting, and advocating for stronger legal and regulatory frameworks to address technology-facilitated violence, exploitation and abuse, and promoting child-centred, ethical and responsible use of artificial intelligence, positioning Thailand as a regional leader in child protection and online safety.

Programme effectiveness

40. This component will aim to ensure that the country programme is efficiently designed, implemented, coordinated, managed, monitored and evaluated to meet quality integrated programming standards.

41. As a cross-cutting enabler, UNICEF will support national and subnational authorities to embed meaningful child and youth participation within institutional frameworks so that policies and services better reflect lived realities and improve accountability for results.

42. Recognizing the well-established systems and strong network of partners in Thailand, UNICEF will support the Government and civil society, as part of coordinated coalitions, to identify and implement evidence-based social norms strategies that advance gender equality, positive parenting, nutrition and reduce violence against children, with a focus on realizing child rights and demonstrating impact at scale.

43. UNICEF will strengthen its role as a thought leader, knowledge broker and coalition convener by turning data into actionable insights that inform policy and investment decisions. This will include continued investment in foundational data systems – including surveys, administrative data, research and analytics – to support decision makers in identifying where interventions yield the greatest impact. Leveraging its trusted brand, UNICEF will build strategic partnerships with parliamentary actors, academia, development partners and the private sector on issues including responsible business practices for children, while supporting national

partners to establish a child rights network to convene coalitions, elevate good practices and drive scalable, sustainable reforms.

44. Communication and public advocacy will play a central role in advancing the realization of children’s rights through UNICEF engagement with decision makers and the public. Messaging will increasingly emphasize how child-focused investments contribute to human capital accumulation, social resilience and prosperity and the progressive realization of child rights.

45. Member States, international financial institutions and other United Nations entities will remain strategic partners within broader coalitions supporting the development priorities of Thailand. UNICEF will explore South-South and triangular cooperation, leveraging the country’s best practices for children, partnerships and innovative financing to take results and modelled approaches to scale, foster sustainability and leverage additional resources. UNICEF will continue to engage with the Thai public, the private sector and the Government to mobilize resources and innovation to support child rights and development in Thailand and globally.

Summary budget table

<i>Programme component</i>	<i>(In thousands of United States dollars)</i>		
	<i>Regular resources</i>	<i>Other resources</i>	<i>Total</i>
Safe, healthy and nurturing environment	1 100	8 900	10 000
Learning and skills	1 100	9 900	11 000
Child poverty and protection	1 500	12 000	13 500
Programme effectiveness	830	18 200	19 030
Total	4 530	49 000	53 530

Programme and risk management

46. This country programme document outlines UNICEF contributions to national results and serves as the primary unit of accountability to the Executive Board for the alignment of results and resources assigned to the programme at the country level. Accountabilities of managers at the country, regional and headquarters levels are defined in the organization’s programme and operations policies and procedures.

47. The country programme will be managed and coordinated under the leadership of the Royal Thai Government, primarily through the Ministry of Foreign Affairs and the Office of the National Economic and Social Development Council, ensuring alignment with the Thirteenth and forthcoming fourteenth National Economic and Social Development Plans. UNICEF will lead and participate in relevant UNSDCF result groups, prioritizing resources for the most vulnerable children and supporting technical coherence across the United Nations system.

48. Primary risks will include challenges in maintaining institutional continuity across administrative transitions; fiscal constraints from the country’s ageing demographic and the broader macroeconomic outlook; and increasing vulnerability to disasters exacerbated by climate change. UNICEF will mitigate these risks by fostering multi-stakeholder collaboration, aligning policy support with national reform schedules, and ensuring interventions are risk-informed and climate- and disaster resilient.

49. UNICEF will support public finance approaches that position child rights as both a moral imperative and an economic priority, aiming to secure multi-year domestic investments despite tightening fiscal space. Robust mechanisms will be maintained for child safeguarding, protection from sexual exploitation and abuse, and adherence to social and environmental standards. The programme will embed disaster risk reduction and climate change adaptation across all sectors, while prioritizing shock-responsive social protection systems and emergency preparedness capacities to ensure continuity of essential services for the most vulnerable children during crises.

Monitoring, learning and evaluation

50. UNICEF will deploy a robust monitoring and evaluation framework, prioritizing high-quality disaggregated evidence through Multiple Indicator Cluster Surveys (MICS) and investments in administrative data interoperability across health, education, protection and social protection. In coordination with other entities within the United Nations system, UNICEF will use the UN INFO portal and geospatial equity analysis to harmonize data and visualize disparities. UNICEF will also support national reporting to human rights treaty bodies.

51. UNICEF will promote adaptive management through annual programme reviews and after-action reflections with government counterparts.

Annex

Results and resources framework

Thailand – UNICEF country programme of cooperation, 2027–2031

<p>Convention on the Rights of the Child: (relevant articles of the Convention) 2–3, 6–9, 11–12, 16–20, 22–24, 28–29, 31–32, 34–37 and 39</p> <p>National priorities: National Strategy 2018–2037; Thirteenth National Economic and Social Development Plan (2023–2027) and fourteenth National Economic and Social Development Plan (under development)</p>
<p>UNSDCF outcomes involving UNICEF:</p> <p>Outcome 1: All people in Thailand enjoy equal access to social and economic opportunities, advancing human capabilities and capital, to contribute to enhanced prosperity, innovation-driven competitiveness, a digital transformation, and resilience in an aged society.</p> <p>Outcome 2: All people in Thailand can participate in and benefit from an economic transition that is just, inclusive, and green, for a safe, clean, resilient, and healthy planet.</p> <p>Outcome 3: All people in Thailand can participate in and benefit from effective governance that leaves no-one behind, promoting gender equality, human rights, and social cohesion, towards SDG acceleration.</p>
<p>Related Impact Results of the UNICEF Strategic Plan, 2026–2029: 1–4</p>

UNSDCF outcomes	UNICEF outcomes	Key progress indicators, baselines (B) and targets (T)	Means of verification	Indicative country programme outputs	Major partners, partnership frameworks	Indicative resources by country programme outcome: regular resources (RR), other resources (OR) (In thousands of United States dollars)		
						RR	OR	Total
Outcome 1	1. By 2031, more children and adolescents, especially the most vulnerable, develop and thrive in safe, healthy and nurturing environments.	Proportion of children age 24–59 months who are developmentally on track in health, learning and psychosocial well-being*	MICS	National and subnational government systems are strengthened to apply cross-ministerial planning, financing, regulation and monitoring of integrated ECD services prioritizing the most excluded children. National and subnational systems are	MOPH, Ministry of Education (MOE), Ministry of Social Development and Human Security (MSDHS)	1 100	8 900	10 000
		B: 78% (2022) T: 88%	Department of Mental Health, annual records					
		Suicide rate (per 100,000) among adolescents and youth B: 10–14 years: 0.33 15–19 years: 3.23 (2024) T: 10–14 years: <0.3 15–19 years: 2.8						
Prevalence of overweight and obese children*	Health Data Center,							

UNSDCF outcomes	UNICEF outcomes	Key progress indicators, baselines (B) and targets (T)	Means of verification	Indicative country programme outputs	Major partners, partnership frameworks	Indicative resources by country programme outcome: regular resources (RR), other resources (OR) (In thousands of United States dollars)		
						RR	OR	Total
		B: 6–14 years: 13.9% (2025) 15–18 years: 13.2% T: 6–14 years: 12.3% 15–18 years: 12.6%	Ministry of Public Health (MOPH), annual surveillance data	strengthened to deliver integrated, equitable and quality MHPSS services for children and adolescents across social sectors. National and subnational systems are strengthened to deliver integrated, age-appropriate nutrition and caregiving services.				
Outcome 1	2. By 2031, more children and adolescents learn, are safe in their learning environments, and acquire the skills they need for life and work.	Percentage of children aged 36–59 months who are attending an organized early childhood education programme B: 75% (2022) T: 85%	MICS	National education authorities apply evidence-informed planning, sequenced reform road maps, and aligned financing mechanisms to implement priority education reforms.	MOE, MOPH Ministry of Labour, Thailand Professional Qualification Institute, Equitable Education Fund (EEF)	1 100	9 900	11 000
		Percentage of children in Grade 2 who demonstrate foundational reading/numeracy skills* B: Reading – 42% Numeracy – 33% (2022) T: Reading – 56.2% Numeracy – 47.4%	MICS					

UNSDCF outcomes	UNICEF outcomes	Key progress indicators, baselines (B) and targets (T)	Means of verification	Indicative country programme outputs	Major partners, partnership frameworks	Indicative resources by country programme outcome: regular resources (RR), other resources (OR) (In thousands of United States dollars)		
						RR	OR	Total
		<p>Percentage of a cohort of children and young people aged 3–5 years above the intended age for the last grade of lower secondary education who have completed that grade</p> <p>B: 89% (2022) T: 94%</p>	MICS	<p>National and subnational education systems strengthen safe, inclusive and resilient learning environments to support equitable learning progression, prioritizing children at risk of exclusion.</p> <p>Cross-ministerial and integrated system mechanisms are in place to manage student retention, training, reintegration, and transitions across education, training and work.</p>				
		<p>Percentage of youth (aged 15–24 years) not in education, employment or training*</p> <p>B: 12.8% (2024) T: 10.8%</p>	International Labour Organization database of labour statistics					
Outcomes 1 and 3	3. By 2031, more children, especially those most vulnerable, are protected from violence, poverty and vulnerability through sustainable, inclusive and shock-	<p>Proportion of children in the country covered by social protection programmes*</p> <p>B: 42% (2024) T: 47%</p>	Ministry of Interior (MOI)	<p>National and subnational capacities are strengthened to enable evidence-based, fiscally sustainable and multi-year planning and resource allocation for social sectors to reduce poverty.</p>	<p>National Economic and Social Development Council, Budget Bureau, MSDHS (DCY, Department of Empowerment of Persons with Disabilities) EEF, Social Security Office,</p>	1 500	12 000	13 500
		<p>Rate per 100,000 children accessing specialized social services to address child protection risks</p>	Department of Children and Youth (DCY) annual reports					

UNSDCF outcomes	UNICEF outcomes	Key progress indicators, baselines (B) and targets (T)	Means of verification	Indicative country programme outputs	Major partners, partnership frameworks	Indicative resources by country programme outcome: regular resources (RR), other resources (OR) (In thousands of United States dollars)		
						RR	OR	Total
	responsive institutions.	B: 100 (2025) T: 125		National and subnational capacities are strengthened to deliver social protection systems that achieve efficient and effective public budget execution and implement inclusive, adaptive, and child-sensitive policies and programmes. Child protection and digital safety laws are enacted and operationalized, with systems for coordinated prevention and response. Child protection systems deliver quality, timely and coordinated response services, skilled social service workforce.	MOI (Department of Local Administration), MOE, National Statistics Office, Ministry of Justice, Royal Thai Police, National Security Council, Ministry of Foreign Affairs, Office of the National Human Rights Commission of Thailand			
		Percentage of children aged 1–14 years who experienced any violent discipline by caregivers in the past one month B: 54% (2022) T: 47%	MICS					

UNSDCF outcomes	UNICEF outcomes	Key progress indicators, baselines (B) and targets (T)	Means of verification	Indicative country programme outputs	Major partners, partnership frameworks	Indicative resources by country programme outcome: regular resources (RR), other resources (OR) (In thousands of United States dollars)		
						RR	OR	Total
Programme effectiveness	4. The programme is efficiently managed, and partnerships are fostered to ensure focus, scale and impact for the most vulnerable children.	Extent to which national climate policies, plans or strategies are child-responsive B: National Adaptation Plan (NAP) does not specifically integrate children's specific vulnerabilities and targeted response measures (2025) T: NAP Action Plan integrate children's specific vulnerabilities and targeted response measures	Department of Climate Change and Environment (DCCE) reports	Strengthened institutional capacities for youth participation. National capacities for child rights advocacy are strengthened and operationalized. National policy environments and public investments are influenced to prioritize child rights through evidence-based advocacy, strategic communication and cross-sectoral partnerships. Disaster risk reduction and emergency response capacities are strengthened and integrated across relevant sectors.	Ministry of Natural Resources and Environment (DCCE) Thai Health Promotion, Thai Media Fund, academia, MOI, MSDHS Department of Disaster Prevention and Mitigation, Children and Youth Council of Thailand	830	18 200	19 030
						4 530	49 000	53 530

*Outcome indicator aligned with UNSDCF indicator.