

Annual Results Report

2025

Thailand MCO

Acknowledgements

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Note:

The baseline values presented in this document reflect previous year's progress when available. If such data is not available, strategy baseline values are used instead.

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- 4.1 - Lessons Learned and Future Outlook

Section 1: Context and Overview

1.1 Changes to the Operational Context

Thailand made a landmark step toward positive change in refugee policy, marking the most significant shift in decades. The country continued to host around 80,000 Myanmar refugees in nine camps under a long-standing encampment policy, even as conflict and instability continued across the border drove more people to seek safety in Thailand.

Following years of sustained advocacy – further accelerated by a sharp decline in humanitarian funding – the Royal Thai Government made a substantial and positive shift in its refugee policy. A Cabinet resolution adopted during the year granted registered refugees in camps access to legal work, coming into effect on 1 October 2025. This marked a meaningful transition away from strict encampment towards greater inclusion and opened new pathways for refugees' self-reliance.

This policy shift created important avenues for a more sustainable approach to refugee management. Within months of its introduction, more than 3,000 refugees had left the camps for work. At the same time, many remained hesitant, citing concerns over potential labour exploitation and the challenges of adapting to unfamiliar working conditions.

Despite these advances, the broader protection environment grew more complex. In urban areas, refugees and asylum-seekers remained at risk of arrest, detention and, in some cases, deportation amounting to refoulement. Conditions in detention deteriorated while more stringent bail requirements resulted in fewer releases and doubled the number of urban refugees and asylum-seekers in prolonged detention. These pressures were compounded by the steady increase in the number of registered asylum-seekers in urban areas, alongside new arrivals requesting registration. At the same time, sharp funding reductions cut UNHCR's registration and refugee status determination capacity by more than half. This significantly increased the backlog of registration requests and necessitated the prioritization of cases facing the greatest risks. By year-end, services for urban refugees had all largely ceased with only limited emergency assistance by UNHCR and NGO partners.

In parallel, more people sought protection through the National Screening Mechanism and several recognized as 'protected persons' under the National Screening Mechanism were able to enroll in the national health insurance scheme. However, no new protected persons were recognized during the year, highlighting the system's ongoing constraints.

A further positive development was recorded in efforts to address statelessness. Building on an October 2024 Cabinet resolution, new measures came into effect in June 2025 that accelerated pathways to permanent residence and nationality for some 480,000 stateless people. As a result, more than 100,000 stateless people were granted permanent residence or nationality. In addition, the Royal Thai Government initiated the development of a national action plan on statelessness, signaling sustained political will to eradicate statelessness and address challenges for those who remain without legal status, including restrictions on freedom of movement.

Across the region, related efforts were also underway. In Cambodia, the Government began implementing its Civil Registration, Vital Statistics and Identity Law. This included issuing guidance and providing training for local officials to ensure universal civil registration, alongside consultations with civil society. In Viet Nam, the Government continued assessing accession to the 1954 Convention relating to the Status of Stateless Persons and the 1961 Convention on the Reduction of Statelessness, while partnering with UNHCR to resolve the legal status of targeted communities at risk of statelessness.

1.2. Progress Against the Desired Impact

1. Impact Area: Attaining Favorable Protection Environments

Refugees and asylum-seekers have access to territory, are protected from refoulement, can seek asylum and enjoy their full range of rights through strengthened national protection frameworks.

Statelessness is identified, prevented and reduced through effective implementation of improved laws and policies, including those related to civil registration and vital statistics, legal identity, and nationality procedures.

Indicator			
Country	Population Type	Baseline	Actual (2025)
1.2 Proportion of people who are able to move freely within the country of habitual residence			
Thailand	Refugees and Asylum-seekers	0.00%	0.00%
Thailand	Stateless Persons	0.00%	0.00%

The evolving displacement crisis along the Thai-Myanmar border – where an estimated one million people remained internally displaced – continued to shape UNHCR's engagement with the Royal Thai Government in 2025. With fighting across the border remaining fluid in the lead-up to Myanmar's elections, and the proliferation of scam centres luring foreign workers with fake job offers further complicating the border environment, UNHCR maintained a realistic and principled advocacy approach focused on safeguarding access to territory for those fleeing active fighting.

Within this context, revised Government standard operating procedures shifted responsibility for hosting asylum-seekers in temporary designated areas to district authorities. This resulted in greater operational access for UNHCR. By year-end, 15 such areas hosted more than 3,250 people, while an estimated 7,600 people entered Thailand outside these locations through unofficial channels. Most people stayed in the temporary designated areas for short periods – ranging from days to weeks – depending on the intensity of fighting across the border.

Compared to previous years (when access to these temporary areas was heavily restricted), 2025 saw a notable improvement. Expanded access enabled UNHCR and its partners to conduct focus group discussions, carry out rapid needs assessments and deliver emergency education activities, including film screenings. This progress was reinforced through humanitarian response coordination workshops convened by UNHCR-led provincial protection sector working groups, which strengthened structured engagement with civilian authorities, the military and the Thai Red Cross. This model of structured engagement was subsequently replicated in Kanchanaburi province, further consolidating coordination at the local level.

However, improved access to territory did not translate into access to asylum or legal status. Registration remained largely unavailable for refugees from Myanmar in border areas, leaving significant protection gaps. Against this backdrop, the August 2025 Cabinet resolution granting the right to work to registered camp-based refugees represented an important shift towards inclusion and a more rights-based approach. Nevertheless, eligibility remained limited to refugees registered with the Department of Population Administration within the Ministry of Interior. This excluded newly arrived asylum-seekers, as well as the tens of thousands residing unofficially in the camps, underscoring the need for a comprehensive national asylum framework to ensure consistent and principled protection.

In urban settings, refugees generally had access to Thai territory and could seek asylum through UNHCR under its mandate while also requesting protection from deportation through the National Screening Mechanism. In practice, however, both pathways presented significant challenges. Access to territory was intermittently compromised, with dozens of people in need of international protection confirmed to have been forcibly deported, raising serious concerns about adherence to non-refoulement under domestic law. At the same time, funding cuts reduced UNHCR's registration and refugee status determination capacity by more than half, resulting in waiting times of up to two years for registration by the end of 2025.

While the National Screening Mechanism continued to receive new applications, structural limitations persisted. Arrest remained a pre-requisite for applying and no new applicants were recognized as protected persons during the year. Several hundred urban refugees and asylum-seekers secured bail in 2025, but none were able to move freely within Thailand given their lack of legal status. As a result, many remained in a protracted state of insecurity despite the existence of formal protection mechanisms.

At the same time, significant progress was made in addressing statelessness. More than 100,000 registered stateless people obtained permanent residence or nationality through the October 2024 Cabinet resolution, reflecting a substantial reduction in statelessness nationwide. While the resolution improved application processing, those whose applications remained pending, and those who were not among the targeted populations, continued to face restrictions, particularly on freedom of movement.

2. Impact Area: Realizing Rights in Safe Environments

Refugees, asylum-seekers, returnees and stateless people enjoy improved access to basic rights and essential services through strengthened laws and policies, enhanced service provider capacity, and increased recognition of their status as rights holders.

The situation of protracted registered refugees in the camps advanced meaningfully in 2025 following major policy developments – most notably the Cabinet resolution granting refugees access to legal work from October 2025. This marked the first systematic opening of pathways to basic rights and national services, enabling refugees access to national systems after decades of reliance on humanitarian assistance within camp settings. At the same time, the shift introduced new protection risks, as camp-based services were significantly reduced and increasing numbers of refugees sought work outside the camps.

The shift was accompanied by a broader transformation in governmental coordination. Responsibilities expanded beyond the Ministry of Interior to include the Ministries of Labour, Education, Public Health, and Social Development and Human Security. Coordination among Government agencies, service providers and humanitarian actors also evolved and improved in response to the transition from camp-based assistance to more sustainable mechanisms. In parallel, expanded community engagement increased refugees' understanding of their evolving rights and responsibilities, supporting a gradual shift toward more inclusive, self-reliance-oriented approaches while acknowledging the challenges inherent in this transition.

However, this progress was not matched in urban settings. Refugees in urban areas saw no comparable policy improvements and were further affected by sharply reduced UNHCR support. Funding cuts forced UNHCR and NGOs to scale back or discontinue services, including education support, cash assistance, and child protection and gender-based violence case management. Access to national services remained largely unavailable to urban refugees, with the exception of education. While urban refugee children continued to enroll in Thai public schools, this depended heavily on substantial facilitation and support from UNHCR and partners. By year-end, remaining service providers were only able to respond to the most urgent cases, leaving significant unmet needs.

Against this backdrop, UNHCR and its partners ramped up advocacy for the right to work to be extended to urban refugees, including through discussions with the Royal Thai Government on possible livelihood pathways under the National Screening Mechanism. At the same time, initial progress was recorded, as the first protected persons under the mechanism were able to enroll in the national health insurance scheme.

Progress on statelessness further underscored the year's mixed but overall forward trajectory. More than 100,000 stateless people who were granted permanent residence or nationality under the October 2024 Cabinet resolution enjoyed full access to rights and national services. In parallel, some 500,000 others who remained stateless had access to basic rights and services in the provinces they resided but continued to face restrictions on their freedom of movement between provinces, limiting access to education and livelihood opportunities. In response, UNHCR partners expanded community outreach to raise awareness among stateless communities of their rights and nationality procedures, while also providing direct assistance with civil registration, including applications for permanent residence or nationality under the Cabinet resolution.

3. Impact Area: Empowering Communities and Achieving Gender Equality

Refugees, asylum-seekers and stateless people become self-reliant and benefit from inclusive, equitable quality education, meaningful livelihood opportunities, and increased community empowerment in a safe environment.

Indicator			
Country	Population Type	Baseline	Actual (2025)
3.1 Proportion of people who have the right to decent work			
Thailand	Refugees and Asylum-seekers	0.00%	0.00%
Thailand	Stateless Persons	100.00%	100.00%
3.2a Proportion of children and young people enrolled in primary education			
Thailand	Refugees and Asylum-seekers	97.70%	86.15%
Thailand	Stateless Persons	105.46%	128.06%
3.2b Proportion of children and young people enrolled in secondary education			
Thailand	Refugees and Asylum-seekers	168.44%	150.60%
Thailand	Stateless Persons	17.90%	17.97%

Community engagement deepened in 2025, with refugees gaining a clearer understanding of their rights. However, this progress unfolded under increasing pressure, as the Royal Thai Government's new policy granting access to legal work coincided with steep reductions in humanitarian funding.

As NGO-provided humanitarian services began transitioning to community-led or national systems – often with limited accessibility – community networks became increasingly essential in filling information gaps and supporting people to navigate unfamiliar procedures. The evolving policy environment created opportunities for refugees to make more informed decisions about joining the workforce but sustained, tailored outreach remained critical to ensure that women, young people and other at-risk groups could voice concerns and address heightened anxiety within communities.

Efforts to prepare communities for these system transitions strengthened existing structures but also exposed tensions. As communities assumed greater responsibility for identifying and responding to emerging protection risks, including gender-based violence, the limits of available support became more apparent. While the overall direction of change was positive, it underscored the challenges of fostering more empowered communities in a rapidly evolving and resource-constrained environment.

In contrast, refugees in urban areas saw little improvement. Despite concerted UNHCR advocacy, the right to work was not extended to urban refugees, leaving them without access to legal employment or viable pathways to self-reliance. Access to education also became increasingly precarious. While around half of urban refugee children were able to enroll in Thai public schools – largely through substantial support from UNHCR and partners – severe funding cuts led to the discontinuation of this support by year-end, placing many students at risk of dropping out. At the same time, cash assistance for vulnerable families was suspended and reductions in funding forced UNHCR to scale back urban community engagement and reduce available communication channels, further limiting outreach.

Despite these setbacks, UNHCR launched its outreach volunteer programme in the second half of 2025, which trained and supported 13 refugee volunteers to serve as frontline protection focal points and trusted sources of information within their communities. These volunteers became critical conduits for timely information and trusted community-based support, helping sustain a protective presence at a time when formal services were shrinking.

4. Impact Area: Securing Solutions

Refugees have improved access to a range of durable solutions, including local integration, third-country solutions, facilitated voluntary return, and nationality acquisition, while stateless populations have enhanced pathways to acquire nationality and achieve legal recognition.

Indicator			
Country	Population Type	Baseline	Actual (2025)
4.1 Number of refugees who voluntarily return in safety and dignity to their country of origin			
Thailand	Refugees and Asylum-seekers	17	0
4.2a Number of people who departed on resettlement			
Thailand	Refugees and Asylum-seekers	1,655	610
4.2b Number of people who departed through complementary pathways			
Thailand	Refugees and Asylum-seekers	607	810
4.3a Number of stateless people for whom nationality is granted or confirmed			
Thailand	Stateless Persons	5,651	19,166
4.3b Number of refugees for whom residency status is granted or confirmed			
Thailand	Refugees and Asylum-seekers	0	0

In 2025, the Thailand Multi-Country Office continued to advance a multi-solutions strategy for camp-based refugees despite a challenging protection environment and significant funding constraints. The indefinite suspension of United States resettlement processing in January sharply reduced available third-country solutions and created uncertainty for refugees awaiting departure. Nevertheless, UNHCR maintained resettlement opportunities, albeit at a reduced scale, through sustained engagement with other resettlement countries.

Within these constraints, UNHCR strategically leveraged resettlement to support broader protection objectives and complement other durable solutions. Priority was given to refugees facing heightened vulnerabilities, including people with political profiles from neighbouring countries, women and children at risk, and those with serious medical conditions requiring specialized care unavailable locally. Resettlement also remained a critical protection tool for refugees in prolonged or indefinite detention, particularly the Rohingya, for whom alternatives were limited.

In total, 610 refugees departed from Thailand for Australia, Canada and New Zealand. Prior to the suspension of the United States resettlement programme, 133 people were able to depart there. In parallel, six Sri Lankan refugees were also able to depart from Viet Nam to the United States prior to the programme's suspension.

Alongside resettlement, UNHCR expanded access to complementary pathways by encouraging refugees in camps and urban settings to pursue alternative pathways of admission to third countries. In 2025, 810 refugees left Thailand through complementary pathways, primarily through private sponsorship and family reunification programmes in Australia, Canada and New Zealand. Among them were two refugee students who travelled to Australia through the refugee student settlement programme. UNHCR supported these efforts through information dissemination, processing of exit visas for refugees accepted through private sponsorships, and liaising with the relevant embassies and Thai authorities.

At the same time, Thailand achieved a historic milestone in reducing statelessness following Cabinet approval of accelerated pathways to nationality and permanent residency. Implementation began on 30 June 2025 and resulted in 106,883 cases being resolved – the largest annual reduction on record. This included 19,166 people who acquired nationality and 87,717 people who obtained permanent residency. An additional 3,593 people were newly identified and registered as stateless. The Government also initiated the development of a comprehensive National Action Plan on Statelessness, translating its 2023 Global Refugee Forum pledges into coordinated national action.

Across the region, related legal and policy developments further supported efforts to prevent and reduce statelessness. In Viet Nam, amendments to the Nationality Law facilitated the reacquisition of nationality for those who had previously renounced it, including many Vietnamese women who lost their citizenship through marriage but were unable to acquire their spouse's nationality. Advocacy also continued for Viet Nam's accession to the 1954 Convention relating to the Status of Stateless Persons and the 1961 Convention on the Reduction of Statelessness.

In Cambodia, implementation of the Civil Registration, Vital Statistics, and Identification Law advanced with the associated civil registration regulation (*prakas*) in its final stage of review at year-end. The reform is expected to introduce the classification of newborns without Cambodian national parents as having 'undetermined' nationality, marking a significant shift in the Government's approach to long-marginalized ethnic Vietnamese communities. Once issued, the *prakas* will enable the rollout of the new electronic civil registration system and support universal registration with nationwide deployment planned through 2028.

1.3 Challenges to Achieving Impacts

Progress toward durable solutions remained constrained in 2025 by the suspension of United States resettlement programme, reduced global quotas, and a challenging protection and funding environment. These factors limited options for refugees with urgent needs while complex procedures and uncertainty around long-term legal status continued to slow inclusion efforts. Despite these challenges, some prospects remained through sustained engagement with other resettlement countries, the expansion of complementary pathways, and the new Royal Thai Government policy on legal work, which strengthened the foundations for greater self-reliance and longer-term inclusion.

A central obstacle to achieving meaningful protection outcomes for urban refugees in Thailand, the Lao People's Democratic Republic and Viet Nam remained the absence of a legal framework. This continued to prevent access to legal status, basic rights and national services, while exposing people to risks of arbitrary arrest, indefinite detention and refoulement. In 2025, these structural challenges were compounded by a sharp contraction in services provided by non-Government actors, including UNHCR and its partners. Funding cuts led to the near collapse of service provision, leaving many urban refugees in situations of deep poverty and heightened vulnerability to exploitation. At the same time, reduced resources significantly constrained UNHCR's capacity to conduct registration and refugee status determination under its mandate with registration levels falling to approximately one-third of those at the beginning of the year.

In this context, prospects for addressing the lack of legal status for urban refugees centred on the Royal Thai Government's implementation of domestic anti-torture legislation, which prohibits refoulement, and the National Screening Mechanism. UNHCR continued to advocate for and offer support to the Royal Thai Government to improve access to the screening mechanism, increase its processing capacity, expand protected persons' access to rights (including the right to work) and promote due process in the application of non-refoulement provisions under the anti-torture law.

Despite these efforts, durable solutions remained far below identified protection needs, particularly for long-staying camp populations and Rohingya refugees in prolonged detention. Operational and protection barriers limited the immediate impact of access to legal work as a pathway to inclusion and self-reliance. While complementary pathways expanded, access remained uneven due to limited scalability driven by funding constraints and operational complexities.

Against this backdrop, efforts to resolve statelessness in Thailand faced ongoing challenges. Existing policies left some stateless groups without clear pathways to nationality, while large backlogs and limited human and financial resources slowed processing, especially in high caseload areas. Persistent data gaps and corruption risks in some areas further affected fair access to procedures.

Across the region, progress remained uneven. In Viet Nam, administrative reforms and broader Government restructuring affected implementation with UNHCR's support primarily focused on activities

carried out in partnership with the Ministry of Justice due to limited resources. In Cambodia, implementation of universal civil registration under the Civil Registration, Vital Statistics and Identity Management Law had yet to reach communities at risk of statelessness, including those of Vietnamese ethnicity, pending the issuance of implementing regulations.

1.4 Collaboration and Partnerships

UNHCR's partnerships with national, local and international stakeholders remained central to strengthening protection for refugees, asylum-seekers and stateless people in 2025. Over the course of the year, UNHCR's standing with the Royal Thai Government was further reinforced, with the Office increasingly recognized as a trusted advisor in adapting refugee response approaches amid severe funding cuts and the suspension of the United States group resettlement programme. Collaboration with Government counterparts, UN agencies, humanitarian actors, civil society organizations and community-based groups enhanced coordination and resource mobilization, ultimately improving UNHCR's reach and effectiveness.

Key funded partners in 2025 included Thailand's Ministry of Interior, the Adventist Development and Relief Agency, the Catholic Office for Emergency Relief and Refugees Foundation (COERR), Handicap International, Hosts International, the Local Community Network (a stateless-led organization), Viet Nam's Ministry of Justice and UNOPS. However, the financial crisis significantly affected the partnership landscape. Agreements with Handicap International and Hosts International were terminated in June, while the partnership with COERR for the urban programme was gradually phased out by the end of the year.

Despite these constraints, strategic partnerships with international and national NGOs, civil society, faith-based organizations, private sector partners, media and academic institutions supported progress in key areas. These included advancing alternatives to detention, strengthening access to domestic legal and social services, and providing temporary protection mechanisms pending durable solutions. UNHCR also worked closely with UN country teams in Cambodia, Thailand and Viet Nam on the development and implementation of the UN Sustainable Development Cooperation Framework.

In the nine temporary shelters, UNHCR coordinated protection interventions with the Committee for Coordination of Services to Displaced Persons in Thailand, a consortium of NGOs delivering essential services. This partnership deepened in response to funding cuts with increased alignment in advocacy and joint engagement – particularly through multi-partner consultations – to support the Royal Thai Government's transition from an encampment-based approach to a more sustainable, nationally-led model of inclusion. At the same time, reduced assistance in the shelters and the expansion of legal employment opportunities required more deliberate engagement with development stakeholders and line-ministries including Ministries of Labour, Social Development and Human Security, Public Health and Education alongside our longstanding collaboration with the Ministry of Interior.

To support this transition, UNHCR co-hosted two multi-partner consultations with the Ministry of Foreign Affairs on the right to work, alongside a series of joint retreats and technical level meetings involving multiple ministries. As the Royal Thai Government adopted a more inclusive approach toward registered refugees in the shelters, it increasingly drew on UNHCR's global experiences to inform emerging policy options. This shift also catalyzed new forms of collaboration among humanitarian and development partners, including multi-lateral development banks. In this context, a UN technical working group was established to leverage agencies' respective development expertise to guide and support this transition.

At the community level, collaboration with the Local Community Network continued to yield tangible results. Building on a successful partnership in 2024, the network supported 661 stateless people in applying for civil registration documents and delivered training that strengthened the capacities of 35 community members, Government officials and civil society staff. Given the strong results achieved, this partnership is expected to continue into 2026.

Section 2: Results

2.1. Outcomes and Achievements

1. Outcome Area: Access to Territory, Reg. and Documentation

Refugees and asylum-seekers have access to territory and are registered, with specific needs recorded for further assistance or support

Stateless people have access to civil registration and civil status documentation.

Core Outcome Indicators

Indicator				
Country	Population Type	Baseline	Target (2025)	Actual (2025)
1.1 Proportion of refugees and asylum seekers registered on an individual basis				
Thailand	Refugees and Asylum-seekers	98.07%	100.00%	97.05%
1.2 Proportion of children under 5 years of age whose births have been registered with a civil authority				
Thailand	Refugees and Asylum-seekers	28.88%	100.00%	30.15%
Thailand	Stateless Persons	99.89%	99.88%	99.77%
1.3 Proportion of people with legally recognized identity documents or credentials				
Thailand	Refugees and Asylum-seekers	93.05%	92.59%	92.50%
Thailand	Stateless Persons	100.00%	100.00%	100.00%

Core Output Indicators

Indicator		
Country	Population Type	Actual (2025)
01.1.1 Number of people registered on an individual basis		
Thailand	Refugees and Asylum-seekers	1,672
01.2.1 Number of people supported to obtain civil status, identity or legal status documentation		
Thailand	Stateless Persons	17,831

Progress Against the Desired Outcome

In 2025, policy and legislative gaps continued to constrain access to territory, registration and legal documentation for refugees and asylum-seekers in Thailand. Along the Thai-Myanmar border, revised Government standard operating procedures formalized the use of 15 temporary designated areas to receive people fleeing conflict. These areas were only established in Tak province and temporarily hosted 3,265 people, who arrived through official channels. An estimated 7,600 people entered outside these areas through unofficial routes. Registration conducted by border authorities provided basic tracking but did not confer legal status or access to asylum procedures.

Within this context, UNHCR's access to the temporary areas was better than in previous years. This

enabled the Office to conduct focus group discussions, emergency education activities such as film screenings, and rapid needs assessments, with partners. These gains were supported by structured engagement with civilian and military authorities through humanitarian response coordination workshops under the UNHCR-led provincial protection sector working group.

Despite these operational improvements, refugees from Myanmar were unable to lodge asylum claims and continued to be categorized as illegal migrants under domestic law. UNHCR resumed regular registration updates in proGres across camps in Tak, Kanchanaburi, and Ratchaburi provinces. In Mae Hong Son province, registration updates remained suspended in four camps due to the absence of clear authorization from central authorities. Nevertheless, children were added to household records in the UNHCR database when required for protection or resettlement processing, provided they had been registered by the Ministry of Interior in the Department of Provincial Administration database. During the year, the Royal Thai Government issued 1,421 birth certificates to refugee children born in the camps.

In urban areas, UNHCR continued to conduct protection-sensitive registration for asylum-seekers, ensuring people were profiled and recorded in proGres and that specific needs were identified for timely referrals to the appropriate services. UNHCR also undertook verification exercises and data quality improvement checks to maintain accurate records and prioritize people at heightened risk of harm. Overall, 921 new asylum-seekers were registered although registration rate slowed following a two-thirds reduction in registration staffing. People registered with UNHCR were generally protected from deportation. At the same time, the number of people registered under the National Screening Mechanism increased to approximately 300. Those registered benefitted from protection from deportation under the Royal Thai Government's screening framework.

Progress in addressing statelessness was reflected in official figures. By year-end, Thai authorities recorded 509,364 registered stateless people, down from 598,765 in 2024, reflecting progress from the 29 October 2024 Cabinet resolution. During the year, 19,166 people acquired Thai nationality and 87,717 obtained permanent residency. While those granted permanent residency were no longer recorded as stateless by the Thai authorities, they remain stateless under international law until they acquire nationality, for which they will become eligible after five years.

Efforts to support access to legal identity were reinforced through partnerships. Through collaboration with the Adventist Development and Relief Agency in Chiang Rai, 8,763 people received legal assistance, resulting in 7,001 applications and 5,835 submitted. In Chiang Mai, the Local Community Network supported 661 stateless people, including several who received joint assistance through the network. Both organizations also conducted outreach activities to strengthen legal literacy among villagers, students, and volunteers, with a particular focus on procedures introduced under the 2024 Cabinet resolution.

UNHCR further supported Government capacity through engagement with the Department of Provincial Administration in the Ministry of Interior and the Department of Special Investigation in the Ministry of Justice. Through advocacy and IT support, officials were able to process 8,246 applications at central and district levels.

Across the region, complementary progress was recorded. In Viet Nam, the Ministry of Justice granted 413 people Vietnamese nationality. In Cambodia, UNHCR provided IT equipment and supported training for 102 officials to facilitate the rollout of electronic civil registration.

2. Outcome Area: Status Determination

Asylum-seekers can access quality status determination procedures.

Core Outcome Indicators

Country	Population Type	Indicator		
		Baseline	Target (2025)	Actual (2025)
2.1 Average processing time (in days) from registration to first instance asylum decision				
Thailand	Refugees and Asylum-seekers	321.16	270.00	389.36

2.2 Proportion of people undergoing asylum procedures who have access to legal representation				
Thailand	Refugees and Asylum-seekers	100.00%	100.00%	100.00%
2.3 Proportion of people undergoing asylum procedures who have access to an effective appeal mechanism after first instance rejection of their claim				
Thailand	Refugees and Asylum-seekers	100.00%	100.00%	100.00%

Core Output Indicators

Indicator		
Country	Population Type	Actual (2025)
02.1.1 UNHCR has provided capacity development support to strengthen the national status determination system(s), in accordance with international standards		
Thailand	Refugees and Asylum-seekers	Yes

Progress Against the Desired Outcome

Thailand continued to operate two administrative screening mechanisms in the absence of a national refugee status determination framework. These included the provincial admission board for Myanmar refugees in the nine temporary shelters and the National Screening Mechanism for urban refugees. Following the 2023 population verification exercise, exit permit processing remained available to the verified camp population, enabling pathways to resettlement and complementary pathways without recourse to Fast-Track provincial admission board procedures.

Within this framework, individual cases continued to highlight both constraints and opportunities. In 2025, an undocumented child in Ban Mai Nai Soi camp was exceptionally registered, enabling her inclusion in her family's durable solutions plan and access to the exit permit process required for resettlement. This followed a request from the district authorities to the Ministry of Interior at the central level, supported by sustained advocacy by UNHCR and partners. Her case illustrated that access to registration in temporary shelters is directly linked to access to durable solutions and is essential to upholding the principle of family unity, particularly for households with specific protection needs.

Building on such engagement, UNHCR continued to engage national and provincial authorities through sustained advocacy to improve access to registration, promote protection-sensitive screening, and encourage closer alignment with international standards. This included people unable to return to Myanmar due to well-founded fears of persecution.

At the same time, funding cuts significantly reduced UNHCR's capacity to conduct mandate refugee status determination in urban settings. As a result, prioritization focused on urban asylum-seekers at heightened risk of refoulement and those with specific protection needs. Safeguards included child sensitive procedures, survivor-centred and vulnerability-centred interviewing, vulnerability-based scheduling, and the use of competent interpretation. UNHCR ensured access to legal representation and clear information on appeal rights. Legal aid partners, including the Center for Asylum Protection, delivered timely, quality representation at both interview and appeal stages, strengthening procedural fairness and equity.

Despite these efforts, processing times increased. The average duration from registration to first instance increased by 22% – rising from 321 days in 2024 to 390 days in 2025. Nevertheless, efforts remained focused on continuous data clean-up and streamlined refugee status determination procedures to ensure integrity and that the most urgent cases were prioritized.

Meanwhile, progress under the National Screening Mechanism remained limited. No new cases were recognized as protected persons under the National Screening Mechanism, as the Royal Thai Government Screening Committee did not convene during the year. However, authorities advanced screening steps for

selected cases, with UNHCR providing technical support throughout the process.

3. Outcome Area: Protection Policy and Law

Laws and policies protecting stateless people are strengthened, along with administrative institutions and practices.

Laws, policies and administrative institutions are strengthened or developed.

Core Outcome Indicators

Country	Population Type	Indicator		
		Baseline	Target (2025)	Actual (2025)
3.1 Extent national legal framework is in line with the 1951 Convention and/or its 1967 Protocol				
Thailand	None	Not yet aligned	Not yet aligned	Not yet aligned
3.2 Extent national legal framework is in line with the 1961 Convention on the Reduction of Statelessness				
Thailand	None	Not yet aligned	Not yet aligned	Not yet aligned

Core Output Indicators

Country	Population Type	Indicator
		Actual (2025)
03.1.1 UNHCR has engaged in legislative and judicial processes to strengthen laws and policies for the protection of refugees, IDPs, returnees and stateless people and/or the reduction and prevention of statelessness		
Thailand	Refugees and Asylum-seekers	Yes
Thailand	Stateless Persons	Yes

Progress Against the Desired Outcome

The year opened with uncertainty following funding cuts and the suspension of group resettlement for approximately 80,000 refugees in nine temporary shelters. At the same time, Thailand's evolving political priorities and structural labour shortages created an unprecedented opportunity to advocate a shift away from the encampment model toward greater self-reliance.

Against this backdrop UNHCR and partners engaged Thailand's Ministry of Interior, National Security Council, Ministry of Foreign Affairs and other key ministries through bilateral meetings, technical retreats, and multistakeholder seminars to shape feasible work and inclusion policies.

These efforts contributed to a Cabinet resolution granting refugees verified by the Ministry of Interior legal access to work from 1 October 2025. Following this decision, UNHCR worked strategically with partners to review implementation of the resolution, deepen engagement with additional line ministries, and advocate greater efficiency. This included the issuance of Government identification documents, expanded freedom of movement, improved access to education, and, eventually, pathways towards securing legal status.

Laws and policies applicable to the urban population and detained Rohingya remained restrictive, despite consistent advocacy by UNHCR with the National Security Council, Ministry of Foreign Affairs, and Royal Thai Police (including the Immigration Bureau). Without legal status, urban refugees had no access to basic rights and services other than education. They were often subject to arrest and detention. Some were released on bail, but bail requirements became more stringent. All Rohingya apprehended in Thailand remained subject to indefinite detention.

UNHCR sought to expand legal protections within this restricted space. It advocated clearer guidance on the non-refoulement provision of domestic anti-torture legislation, making joint recommendations with the Office of the United Nations High Commissioner for Human Rights to the Ministry of Justice and supporting the immigration authorities to streamline National Screening Mechanism processing for UNHCR-recognized refugees.

There was a generally inclusive legal and policy environment for stateless people, with a focus on implementing the October 2024 Cabinet resolution that accelerated pathways to permanent residence and nationality. In 2025, more than 100,000 stateless people received permanent residence or nationality. UNHCR contributed to this process by continuing to support the Royal Thai Government's efforts publicly and through technical advice, while also encouraging the development of a national action plan to fully end statelessness and expand access to rights and services for people not targeted by the October 2024 Cabinet resolution.

4. Outcome Area: Gender-based Violence

Gender-based violence risks are reduced among forcibly displaced and stateless communities, the quality of response is improved, and prevention of sexual exploitation and abuse is mainstreamed across all interventions

Core Outcome Indicators

Indicator				
Country	Population Type	Baseline	Target (2025)	Actual (2025)
4.1 Proportion of people who know where to access available GBV services				
Thailand	Refugees and Asylum-seekers	92.00%	93.33%	92.00%

Core Output Indicators

Indicator		
Country	Population Type	Actual (2025)
04.1.1 Number of people who benefitted from specialized GBV programmes		
Thailand	Refugees and Asylum-seekers	9,126

Progress Against the Desired Outcome

During the year, gender-based violence support transitioned from individual case management to targeted intervention and community-based risk monitoring.

However, UNHCR did provide specialized gender-based violence support to 9,126 refugees and asylum-seekers.

Along the border, 9,093 refugees benefitted from specialized gender-based violence programmes, a modest decrease compared to 2024 (10,110), despite significant funding cuts and staff reductions. This was made possible largely through the proactive engagement of community-based volunteers, who initiated multiple activities requiring minimal UNHCR resources.

Of those reached, 8,990 refugees participated in gender-based violence awareness-raising activities, covering core concepts, high school-focused messaging, and digital violence against women and girls. In addition, 103 survivors received individualized support, including legal assistance and case management

services, with an emphasis on timely, survivor-centred assistance.

UNHCR also trained 2,096 people – including young people, adults, students, camp-based staff, NGOs and refugee leaders on gender-based violence prevention, risk mitigation and response. This was three times as many as in 2024 (689). The training strengthened knowledge of protection principles, referral pathways, available services and child sexual abuse prevention, expanding the capacity of community actors and frontline responders across the camps.

Furthermore, 19 activities focused on preventing sexual exploitation and abuse reached 6,190 people, including refugee volunteers and leaders' partners, students and district authorities. These activities enhanced understanding of accountability standards, strengthened reporting mechanisms, and contributed to safer camp environments by promoting zero tolerance for sexual exploitation and abuse.

In urban areas, 33 survivors received specialized gender-based violence support in 2025 compared to 43 in 2024. The reduction reflected the discontinuation of a protection assistant position in July and the cessation of individual gender-based violence case management. UNHCR's response shifted to targeted risk assessment and urgent intervention, conducting assessments only where immediate action was required and referring survivors to available partners despite limited services, including emergency cash assistance and shelter. In high-risk cases, gender-based violence assessments informed broader protection responses.

The launch of an outreach volunteer programme in August saw safeguarding measures strengthened as the volunteers were trained on the prevention of sexual exploitation and abuse, confidentiality, do-no-harm principles, and safe referral procedures. A Kobo-based referral form was introduced to facilitate referrals by volunteers of emerging risks and urgent protection concerns. UNHCR staff also attended mandatory in-person training hosted by the prevention of sexual exploitation and abuse task force at the UN Economic and Social Commission for Asia and the Pacific.

5. Outcome Area: Child Protection

Children are better protected through effective structures and response services

Core Outcome Indicators

Indicator				
Country	Population Type	Baseline	Target (2025)	Actual (2025)
5.1 Proportion of children at heightened risk who are supported by a Best Interests Procedure				
Thailand	Refugees and Asylum-seekers	96.04%	95.97%	95.78%
5.2 Proportion of children who participate in community-based child protection programmes				
Thailand	Refugees and Asylum-seekers	30.02%	30.00%	27.55%
5.3 Proportion of unaccompanied and separated children who are in an alternative care arrangement				
Thailand	Refugees and Asylum-seekers	99.11%	100.00%	99.09%

Core Output Indicators

Indicator		
Country	Population Type	Actual (2025)
05.1.1 Number of children and caregivers who received child protection services		
Thailand	Refugees and Asylum-seekers	3,772

Progress Against the Desired Outcome

UNHCR and its partner COERR strengthened child protection systems across the nine refugee camps in 2025, maintaining core safeguards despite prolonged displacement and reductions in services.

COERR identified and monitored 6,730 children at risk, including 1,910 who were newly identified in 2025. Of them, 87% were unaccompanied and separated children (3,160 separated children and 2,695 unaccompanied children). Improved case identification and referral practices reflected growing community trust in protection mechanisms. While the number of children considered at risk was lower than in 2024 (7,513), it remained significantly higher than pre-2023 levels, reflecting sustained vulnerability linked to displacement, economic stress and mobility.

UNHCR and COERR completed 1,121 best interest procedures (including 786 for unaccompanied and separated children), ensuring individual case assessment and protection planning, safeguarding decisions on care arrangements, and supporting access to durable solutions where feasible. Continued collaboration with Government counterparts supported referral pathways to national child protection mechanisms and reinforced the child protection referral system framework across provinces.

Nearly all unaccompanied and separated children were in appropriate care arrangements (approximately 99%), either in family-based settings or in boarding houses, ensuring they had an adult caregiver and were at reduced risk of neglect, exploitation and abuse. COERR continued to monitor boarding houses and provide material and psychological and social support, while family-based foster care remained limited and largely reliant on informal kinship arrangements.

Positive parenting practices were promoted through 124 screenings of the Being Family film in six camps, reaching 9,207 people and promoting non-violent caregiving in a context of heightened stress and economic pressure.

Community-based child protection programming reached 3,701 children (below UNHCR's 30% target) through activities led by young people, strengthening peer support networks and equipping adolescents with the knowledge and skills to mitigate risks, such as child marriage and substance abuse. Together, these activities contributed to maintaining a protective environment for children amid shrinking services and increasing economic stress, ensuring high-risk cases were identified, monitored and supported despite a constrained operating context.

In urban areas, 232 children at risk of harm were identified in 2025, including 66 unaccompanied and separated children. Best interest procedures were conducted for 169 children with complex protection needs, with most completed in the first half of the year. This included 47 for unaccompanied and separated children.

Prior to the early termination of UNHCR's partnership with HOST International due to funding cuts, HOST delivered child protection outreach and mental health services, reaching 251 individuals through parenting skills trainings, community sessions and individual counselling.

When that partnership ended in June 2025, a child protection deployee ensured continuity of critical support to both urban and Rohingya caseloads, maintaining best interest procedures. In the absence of a dedicated child protection partner, and with funding reductions requiring a shift away from case management, UNHCR prioritized urgent risk mitigation, including strengthened referrals from partners and outreach volunteers, and the facilitation of best interest determination processes to support durable solutions for children at risk.

With alternative funding secured, HOST resumed limited child protection, mental health, and case management services in September 2025. Although UNHCR referred several high-risk cases for case management and psychosocial support, follow-up remained constrained due to limited staffing and high demand, underscoring continued pressure on available services.

By year-end, UNHCR, IOM, and partners facilitated the transfer of approximately 50 children and their caregivers from immigration detention facilities to shelters, strengthening protection outcomes for some of the most vulnerable children. UNHCR also coordinated with bail support organizations to prioritize the release of children and their families from detention.

6. Outcome Area: Safety and Access to Justice

Refugees and asylum-seekers have access to legal assistance and solutions

Core Output Indicators

Country	Indicator	
	Population Type	Actual (2025)
06.1.1 Number of people who received legal assistance		
Thailand	Refugees and Asylum-seekers	1,089

Progress Against the Desired Outcome

To enable refugees to better exercise their rights, obtain remedies and navigate complex legal procedures in a timely manner, UNHCR provided legal services to 1,089 refugees on the Thai-Myanmar border in 2025. Cases addressed issues such as gender-based violence, child protection, criminal cases, the issuing of legal documents, and access to the Thai justice system and state compensation mechanisms.

Across the nine refugee camps, it also provided protection counselling to 2,570 refugees on matters such as registration, resettlement, and right to work, while 152 refugees received individualized legal counselling. These interventions supported informed decision making, facilitated access to justice and reduced exposure to protection risks.

Protection counselling was also provided to 4,388 refugees residing on the Thai-Myanmar border and in urban areas of Thailand.

In Mae Hong Son and Mae Sot, UNHCR monitored the situation of 122 residents who were arrested or detained in 2025 in relation to immigration control or legal status. While no arrests of camp residents in Kanchanaburi and Ratchaburi were reported, UNHCR documented 3,151 arrests in Kanchanaburi province linked to migration status and access to asylum, including cases involving families and children, which it learned about through local authorities and partners. This monitoring enabled UNHCR to identify trends, engage with the authorities, and advocate protection safeguards.

UNHCR strengthened detention monitoring safeguards through monthly visits to places of detention, during which it observed conditions, interviewed detainees, facilitated family visits and addressed instances of abuse by security volunteers. In total, UNHCR monitored the situation of 1,354 refugees detained inside the camps and 64 detained outside the camps, helping to ensure respect for their basic rights and contributing to improved oversight and accountability within detention settings.

In urban settings, UNHCR provided legal assistance to refugees who were arrested, detained, or at imminent risk of deportation. It negotiated with arresting authorities to release refugees or asylum-seekers, facilitating release from detention mostly through bail and formally communicating to the Royal Thai Government to prevent the deportation of individuals in need of international protection. In 2025, 296 urban refugees and asylum-seekers were arrested, and UNHCR facilitated the release on bail of 149 people.

UNHCR also sought regular access to Rohingya who were subject to indefinite detention upon arrest, accessing 629 detained in Thailand during the year. UNHCR advocated at all levels of Government for alternatives to detention, particularly for children, in line with the Royal Thai Government's "Memorandum of understanding on the determination of measures and approaches alternative to detention of children in immigration detention centers".

7. Outcome Area: Community Engagement and Women's Empowerment

Community mobilization is strengthened and expanded through inclusive feedback mechanisms

Core Outcome Indicators

Indicator				
Country	Population Type	Baseline	Target (2025)	Actual (2025)
7.1 Extent participation of displaced and stateless people across programme phases is supported.				
Thailand	Refugees and Asylum-seekers	Extensive	Extensive	Moderate
7.3 Proportion of women participating in leadership/management structures				
Thailand	Refugees and Asylum-seekers	32.47%	32.91%	30.99%

Core Output Indicators

Indicator		
Country	Population Type	Actual (2025)
07.1.1 Number of people consulted through Participatory Assessments		
Thailand	Refugees and Asylum-seekers	3,206
07.2.1 Number of people who used UNHCR- supported feedback & response mechanisms to voice their needs/ concerns/feedback		
Thailand	Refugees and Asylum-seekers	3,686
07.3.1 Number of people who received protection services		
Thailand	Others of Concern	598
Thailand	Refugees and Asylum-seekers	27,743
Thailand	Stateless Persons	17,831

Progress Against the Desired Outcome

UNHCR sustained its community engagement mechanisms across the nine refugee camps in 2025, despite significant funding and staffing reductions and a reorientation of programming toward the Government's right to work policy.

During the year, 3,686 refugees and asylum-seekers residing on the Thai-Myanmar border and in urban settings used UNHCR-supported feedback and response mechanisms to voice concerns.

In addition, 3,091 refugees living on the border accessed protection counselling, helplines and confidential communication channels. While engagement was down on 2024 numbers, the mechanisms remained trusted avenues for refugees to raise concerns, seek guidance and inform advocacy. This communication and feedback helped inform decisions on service priorities amid a period of reduced budgets and heightened uncertainty.

Participatory processes remained central to programme design and monitoring. In 2025, 78% of displaced people supported by UNHCR were involved in the design, implementation or monitoring of programmes, exceeding the 71 per cent standard. In addition, 2,553 people were consulted through assessments and focus groups. Feedback from these consultations informed adjustments to Right to Work messaging, mobility guidance and protection safeguards, helping to mitigate risks related to reduced child supervision,

misinformation and gaps in access to services.

Women's participation in camp leadership structures reached 31%, below the 50% target and reflecting persistent structural and social barriers to inclusive governance. Engagement efforts continued to promote more inclusive participation, particularly among women and young people, though generational leadership transitions remained limited.

Through mid-2025, UNHCR's partnership with Handicap International strengthened social inclusion, rehabilitation and psychological and social support for people with disabilities and caregivers. The subsequent funding-driven suspension of this partnership significantly reduced social inclusion activities, underscoring the vulnerability of specialized services in a constrained funding environment, while highlighting the importance of sustained investment in inclusive community-based protection mechanisms.

UNHCR maintained feedback and response mechanisms to ensure urban refugees could raise concerns and access reliable information. In 2025, UNHCR received 49,380 emails and 46,406 calls alongside 595 people who accessed other channels, primarily through weekly protection counselling. As key services were reduced or discontinued and uncertainty grew around United States resettlement, the volume of communications surged, with more than 400 after-hours hotline calls recorded.

Digital platforms remained central to outreach. On the LINE messaging application, UNHCR maintained an account with over 7,000 subscribers to connect refugees and asylum-seekers with UNHCR services and information, and the regularly updated HELP webpage was also used to communicate procedural updates and service changes. Feedback systems were further digitized through an online submission form, replacing physical mailboxes at UNHCR and the Bangkok Refugee Center.

UNHCR consulted 653 people through participatory approaches, including mobile counselling and the outreach volunteer programme. Following the mid-year discontinuation of the community-based protection associate and protection assistant positions, UNHCR launched the outreach volunteer programme in August, mobilizing 13 outreach volunteers from the main refugee communities to sustain engagement.

Through this programme, outreach volunteers conducted 222 community sessions. Wellbeing activities reached 1,618 participants, and Thai language education activities reached 1,384 participants – representing approximately 500 unique individuals with near equal participation of women and men.

Volunteers also supported information-sharing, risk identification and referrals through a Kobo-based mechanism, helping sustain community engagement and protection monitoring despite reduced UNHCR presence.

UNHCR continued to lead the urban protection working group to share service updates and protection trends, and to coordinate responses for urban refugees and asylum-seekers.

8. Outcome Area: Well-Being and Basic Needs

Refugees can sufficiently cover their own basic needs, including through access to work and targeted cash assistance where needed

Core Outcome Indicators

Country	Population Type	Indicator		
		Baseline	Target (2025)	Actual (2025)
8.1 Proportion of people that receive cash transfers and/or non-food items				
Thailand	Others of Concern	48.43%	100.00%	100.00%
Thailand	Refugees and Asylum-seekers	26.86%	56.15%	32.65%

Core Output Indicators

Indicator		
Country	Population Type	Actual (2025)
08.1.1 Number of people who received cash assistance		
Thailand	Refugees and Asylum-seekers	1,227
08.2.1 Number of people who received non-food items		
Thailand	Others of Concern	381
Thailand	Refugees and Asylum-seekers	30,429

Progress Against the Desired Outcome

In 2025, UNHCR combined core relief item distributions with targeted, case-based assistance for refugees in urban areas, reaching refugees at the border, in detention and in cities to meet urgent needs and support safer, more dignified living conditions.

Along the border, Non-Food Items (NFIs) were distributed to 10,243 refugees. The majority received clothing donated by Uniqlo in Kanchanaburi and Ratchaburi provinces, while others were refugees residing in all nine camps who were affected by natural disasters and received assistance to address immediate needs and support their well-being. Items included tarpaulins, blankets, sleeping mats, mosquito nets, plastic buckets, solar lamps, kitchen sets, packaging and garbage bags, washing liquid and sponges.

Ongoing conflict in Myanmar led to continued arrivals of people fleeing to temporary designated areas established by the Royal Thai Government. UNHCR strengthened coordination with the Thai Red Cross, mandated by the Royal Thai Government to manage core relief item distributions in those designated areas.

At the request of the authorities, UNHCR provided core relief items to refugees at the border and to new arrivals from Myanmar, reaching 30,429 people in total during the year. This included 20,186 newly arrived individuals and complemented assistance provided by other humanitarian actors. Though basic, these items were critical in strengthening self-reliance and resilience. Tarpaulins and mosquito nets offered protection against harsh weather and vector-borne diseases during the rainy season. Mats and blankets enhanced sleeping conditions, while kitchen sets enabled families to prepare meals independently. Hygiene supplies reduced health risks, solar lamps improved safety at night – particularly for people with specific needs – and buckets supported water collection.

UNHCR also distributed core relief items to 381 Rohingya refugees in detention and shelter facilities, including educational materials, clothing and recreational supplies, such as embroidery and gardening tools, to support children's well-being and skills development. Hygiene items in these facilities were provided by the IOM. In urban areas, UNHCR provided cash assistance to 1,227 refugees and asylum-seekers for their basic needs, health and education.

With COERR, 389 vulnerability assessments were reviewed, covering 286 households (807 individuals). Of them, 379 individuals (47%) were approved. Monthly assistance ranged from THB 3,000 (approximately \$93) to THB 9,900 (\$278) depending on household size, averaging THB 4,200 (approximately \$130) per household.

Overall, 11% of urban refugees received assistance in 2025 compared to 28% in 2024. This decrease followed the discontinuation of multi-purpose cash grants on 30 June 2025 due to budget constraints and the introduction of a more targeted emergency cash scheme on 1 July, which prioritized highly vulnerable individuals, including older people, people with disabilities and those with severe medical conditions who were without caregivers. Post-distribution monitoring indicated positive outcomes, with more than half (58%) of recipients reporting moderate improvement in living conditions and 42% reporting significant improvement, while 70% were able to meet at least half of their basic needs and 8% meeting all basic needs.

9. Outcome Area: Sustainable Housing and Settlements

Forcibly displaced and stateless people have sufficient access to clean energy.

Core Output Indicators

Country	Indicator	
	Population Type	Actual (2025)
09.1.1 Number of people who received shelter and housing assistance		
Thailand	Refugees and Asylum-seekers	3,509

Progress Against the Desired Outcome

In 2025, UNHCR continued to support greater access to clean energy solutions across temporary shelters, with a focus on enhancing safety and basic living conditions.

In Tak Province, UNHCR distributed 1,253 solar lanterns. Solar streetlights were also distributed to three camp committees in Ban Mae Surin, Mae La Oon, and Mae Ra Ma Luang, building on the 2024 installation of solar lamps in public bathing facilities in Ban Mai Nai Soi. The lights were installed in strategic locations considered higher-risk or more isolated, including bridges, roads without nearby houses that connect key areas of the camps, and pathways leading to essential facilities such as clinics.

Feedback collected through refugee volunteers indicated strong appreciation from residents, who reported that the lighting significantly improved their sense of safety and security during night-time movement. Women and girls in particular noted feeling more comfortable walking after dark, and residents highlighted the importance of lighting for those traveling from more distant parts of the camps to access clinics at night. Camp committees in all three locations also provided positive feedback on the installations.

In 2025, 3,509 people received tarpaulin from UNHCR, representing an increase of 1,521 compared to 2024. Of these, 2,637 were new arrivals in various locations. For camp residents, support primarily addressed shelters in poor or deteriorated conditions, fire damage, natural hazards such as strong winds, and other protection-related incidents, including suicide. These interventions helped restore basic living conditions, enhance safety and reduce protection risks for affected households. The figure also includes assistance provided to 193 persons with disabilities in Tak province through Handicap International.

10. Outcome Area: Healthy Lives

Health status of refugees is improved

Core Outcome Indicators

Country	Population Type	Indicator		
		Baseline	Target (2025)	Actual (2025)
10.1 Proportion of children aged 9 months to five years who have received measles vaccination				
Thailand	Refugees and Asylum-seekers	45.15%	100.00%	27.35%
10.2. Proportion of births attended by skilled health personnel				
Thailand	Refugees and Asylum-seekers	97.12%	100.00%	96.93%

Core Output Indicators

Indicator		
Country	Population Type	Actual (2025)
10.1.1 Number of individual consultations in UNHCR supported health care services		
Thailand	Refugees and Asylum-seekers	1,006
10.2.1 Number of consultations in UNHCR supported mental health and psychosocial support services		
Thailand	Refugees and Asylum-seekers	1,035

Progress Against the Desired Outcome

In early 2025, the suspension of humanitarian projects funded by the United States triggered immediate disruption to health support for forcibly displaced people.

The International Rescue Committee's health programme, which covered seven of the nine temporary shelters in Kanchanaburi, Mae Hong Son, Ratchaburi and Tak were initially suspended, but later resumed, albeit at a much-reduced capacity. For Mae Ra Ma Luang and Ma La Oon camps, health services remained largely available, albeit with slight changes in referral methods. Signalling a transition from NGO-provided services to national public health systems, during 2025, the Ministry of Public Health began assuming responsibility for health services.

Advocacy efforts by UNHCR and NGOs linked to the broader shift from encampment to a sustainable response contributed to a Cabinet resolution for the right to work. This also enabled registered refugees to purchase health insurance and access public health facilities. However, the Ministry of Public Health's border plan, which incorporated services for registered refugees in the temporary shelters, remained under Cabinet review, and funding to adequately assume responsibility was not secured, resulting in pressure on the health system.

During the first half of 2025, UNHCR partnered with Handicap International to provide mental health and psychological and social services to 778 people with disabilities and their caregivers in three Tak camps and two Mae Hong Son camps. This programme ended mid-year due to funding cuts, concluding UNHCR's direct involvement in health programming.

UNHCR nevertheless continued to advocate an effective, sustainable transition from camp-based health services to national systems and engaged the World Health Organization to support technical planning for inclusion.

In urban settings, UNHCR and its partner COERR served as an entry point for medical referrals to secondary and tertiary care at the Bangkok Refugee Centre. Besides making referrals in line with the medical guidelines, the health information and referral desk at Bangkok Refugee Centre provided information to refugees and asylum-seekers regarding access to other available health services, including Tzu Chi Foundation Clinic, which offered free primary healthcare. This enabled refugees to directly seek appropriate, free or low-cost services closer to their residence.

In 2025, 1,006 individual health consultations and 463 mental health and psychological and social consultations were provided. Financial support was limited, with 170 referrals for secondary medical care made. Most cases received only partial support due to funding constraints. Complex or high-cost cases were submitted to a medical panel, comprising representatives from UNHCR, COERR and a Thai medical doctor, which determined eligibility and confirmed the level of financial support.

Mental health and psychological and social support were available for those who needed it through funded partners, such as the Bangkok Refugee Centre and HOST as well as UNHCR psychologists. In 2025, 791 mental health consultations took place. Most mental health needs corresponded to major depressive

disorder and anxiety disorders, and required continual sessions to support processing of grief, trauma and provide coping methods. Many individuals were also attended to by psychiatrists for medication support, and there was a rise in refugees being admitted to psychiatric hospital for acute care.

Other non-funding partners, such as the Jesuit Refugee Service and IOM, provided additional psychological and social support, and Tzu Chi provided referrals and medication coverage for psychiatric needs.

In December, five people in Bangkok became the first urban refugees to enroll in Thailand's national health insurance scheme through their status as protected persons under the National Screening Mechanism.

11. Outcome Area: Education

Displaced and stateless people have access to inclusive and equitable education and learning opportunities within the national education system

Core Outcome Indicators

Indicator				
Country	Population Type	Baseline	Target (2025)	Actual (2025)
11.1 Proportion of young people enrolled in tertiary and higher education				
Thailand	Refugees and Asylum-seekers	3.32%	1.79%	1.47%
11.2 Proportion of children and young people enrolled in the national education system				
Thailand	Refugees and Asylum-seekers	57.06%	100.00%	49.31%
Thailand	Stateless Persons	63.52%	72.04%	71.73%

Core Output Indicators

Indicator		
Country	Population Type	Actual (2025)
11.1.1 Number of people who benefitted from education programming		
Thailand	Refugees and Asylum-seekers	868

Progress Against the Desired Outcome

Community-based organizations and UNHCR partners continued to provide education services in camps despite significant funding reductions.

Following the policy shift allowing refugees access to legal work, UNHCR and NGOs advocated that the Royal Thai Government remove the restriction on refugee children who reside in camps accessing the national education system within Thailand's Education for All Policy. This would enable refugee children and adolescents to accompany parents to their job locations and avoid family separation.

Advocacy intensified after the August 2025 Cabinet resolution. The Ministry of Education was tasked with developing a plan for teaching the Thai language within shelters and exploring pathways for inclusion in the national education system. UNHCR continued to support the Royal Thai Government in exploring feasible modalities for such inclusion as part of a broader transition from encampment to a sustainable, nationally led response and has engaged UNICEF to support technical planning for inclusion.

While Thailand has an education for all policy, UNHCR and partner services remained essential to enable children to access formal education. Services included an intensive 10-month Thai language preparation course and sustained advocacy with schools to facilitate admission.

In 2025, 714 refugee children aged six to 17 years residing in urban settings were enrolled in Thailand's formal education system at either primary or secondary level. UNHCR also supported the continuity of formal Thai education for 37 refugees in urban areas who were aged over 17 years. Another 117 children were enrolled in language classes with UNHCR, including 95 children who attended Thai language classes in Bangkok while 22 Rohingya children attended classes organized at Government shelters. This support, together with education items, helped them develop their academic skills in Thai, English, mathematics, and social studies.

Scholarships to attend university in Thailand provided 11 students opportunities to develop skills, earn qualifications and build a more secure future for themselves and their families, including six funded by a DAFI scholarship and five funded by other NGOs.

In 2025, UNHCR did not implement any education activities for the stateless population. However, it used various engagement opportunities to promote greater inclusivity by underscoring how important a resource stateless individuals are for the country and that when they are able to access their basic rights, including education, they are better positioned to participate in and contribute to Thailand's social and economic development. It also supported the Royal Thai Government to implement the October 2024 Cabinet resolution.

13. Outcome Area: Self Reliance, Economic Inclusion and Livelihoods

Stateless people are self-reliant with access to livelihoods and the labour market

Core Outcome Indicators

Indicator				
Country	Population Type	Baseline	Target (2025)	Actual (2025)
13.1. Proportion of people with an account at a bank or other financial institution or with a mobile-money-service provider				
Thailand	Refugees and Asylum-seekers	0.00%	4.13%	0.00%

Core Output Indicators

Indicator		
Country	Population Type	Actual (2025)
13.1.1 Number of people who benefitted from livelihoods and economic inclusion interventions		
Thailand	Stateless Persons	0

Progress Against the Desired Outcome

UNHCR did not implement any livelihood activities in 2025. Instead, it focused its efforts on advancing the rollout of the October 2024 Cabinet resolution. This work aimed to accelerate progress on granting nationality and permanent residence to stateless individuals, a critical step toward ensuring they can fully exercise their rights and access livelihood opportunities across the country.

The Royal Thai Government's decision to grant registered refugees access to legal employment marked a monumental shift from maintaining aid dependence to building self-reliance, opening formal pathways into the national labour market for the first time.

By year's end some 3,000 refugees were already engaged in lawful employment with additional applications in process. UNHCR supported this shift through counselling, documentation guidance, and targeted outreach to help refugees understand procedures and associated risks. UNHCR also engaged the International Labour Organization (ILO) to support refugees' safe entry into the Thai workforce, in line with national law, and to uphold labour rights.

In parallel, UNHCR with ILO and IOM initiated efforts to engage the private sector more systematically, including employers and chambers of commerce, to expand responsible recruitment practice. As authorities operationalized work processes and civil society organizations, and community networks linked refugees to safe employment opportunities, these combined efforts laid the foundation for durable and nationally grounded economic inclusion.

14. Outcome Area: Voluntary Return and Sustainable Reintegration

Voluntary return is realized for eligible refugees and asylum-seekers who wish to return to their country of origin

Core Output Indicators

Country	Indicator	
	Population Type	Actual (2025)
14.1.1 Number of people who received counselling and/or information on voluntary repatriation		
Thailand	Refugees and Asylum-seekers	30

Progress Against the Desired Outcome

Continued insecurity in Myanmar in 2025 remained a significant constraint on prospects for voluntary repatriation. UNHCR did not promote or facilitate voluntary return for refugees residing in camps along the Thai-Myanmar border, in line with the principle that return must be voluntary, safe and dignified.

UNHCR nevertheless maintained engagement with refugee communities to monitor intentions and concerns related to return through voluntary repatriation centres and community-based protection outreach volunteer teams operating in all nine camps.

Regular dialogue was complemented by participation in tri-annual, border-wide stakeholder meetings. The meetings provided an important forum to exchange information, track emerging dynamics and better understand the perspectives of the verified refugee population. These activities supported preparedness and ensured that refugees remained informed and engaged, despite the absence of conditions conducive to return.

In 2025, assisted voluntary return and reintegration activities funded by IOM in Thailand were constrained by the absence of dedicated funding. As a result, no voluntary returns were facilitated through the assisted voluntary return and reintegration programme during the year. Despite these constraints, UNHCR continued to provide voluntary return counselling, ensuring that refugees and asylum-seekers of various nationalities considering return had access to country-of-origin information to support informed and voluntary decision-making. In total, voluntary return counselling was provided to 30 people in 2025, maintaining readiness for future return opportunities, should funding and operational conditions allow.

15. Outcome Area: Resettlement and Complementary Pathways

Resettlement and complementary pathways opportunities are realized

Core Outcome Indicators

Country	Population Type	Indicator		
		Baseline	Target (2025)	Actual (2025)
15.1 Number of refugees submitted by UNHCR for resettlement				
Thailand	Refugees and Asylum-seekers	10,746	3,233	3,233

Core Output Indicators

Country	Population Type	Indicator
		Actual (2025)
15.1.1 Country issues machine-readable travel documents		
Thailand	Refugees and Asylum-seekers	No

Progress Against the Desired Outcome

Resettlement and complementary pathways in Thailand were delivered in a fluid protection environment during 2025. The indefinite suspension of United States resettlement in January resulted in a sharp reduction in overall resettlement quotas, while subsequent funding cuts affected service availability in refugee camps.

At the same time, an important positive development occurred in August 2025, when the Royal Thai Government adopted a Cabinet Resolution granting camp-based refugees access to legal work. This represented a meaningful step towards increased inclusion and self-reliance.

UNHCR prioritized the resettlement of refugees with heightened protection risks and specific needs among the Myanmar refugees residing in the camps, Rohingya refugees in prolonged or indefinite detention, and vulnerable urban refugees facing heightened risks in Thailand. During the year, 610 refugees departed Thailand for resettlement in third countries.

Complementary pathways continue to expand access to third-country solutions alongside resettlement. In 2025, two refugee students departed Thailand through education pathways to Australia through the refugee student settlement pathway, demonstrating the role of education pathways in supporting refugee self-reliance and skills development.

Refugees in camps and urban areas also accessed family reunification and private sponsorship pathways, mainly to Australia and Canada. UNHCR contributed by providing pre-departure counselling and facilitating departure procedures, enabling refugees to realize lawful admission to third countries despite reduced resettlement spaces. In 2025, 810 refugees and asylum-seekers departed on complementary pathways.

16. Outcome Area: Integration and other Local Solutions

Refugees are integrated into society, including the labour market, and become more self-reliant.

Core Outcome Indicators

Country	Population Type	Indicator		
		Baseline	Target (2025)	Actual (2025)
16.1 Proportion of people with secure tenure rights to housing and/or land				
Thailand	Refugees and Asylum-seekers	Data not available	0.00%	0.00%
Thailand	Stateless Persons	Data not available	60.00%	17.22%
16.2 Proportion of people covered by national social protection systems				
Thailand	Stateless Persons	96.87%	97.11%	95.29%

Core Output Indicators

Country	Population Type	Indicator
		Actual (2025)
16.1.1. Government Social protection system is inclusive of forcibly displaced and stateless people		
Thailand	Refugees and Asylum-seekers	Partially
Thailand	Stateless Persons	Partially
16.2.1 Number of people supported by UNHCR to acquire nationality, permanent residency status or to access naturalization procedures		
Thailand	Stateless Persons	16,553

Progress Against the Desired Outcome

Progress toward self-reliance and inclusion into national services advanced with the Royal Thai Government's decision to grant refugees access to legal work. This policy marked an important step toward expanding economic opportunities and could support broader inclusion over time. At the time of reporting, no policy decision had been taken regarding local integration.

UNHCR supported implementation by advising authorities, strengthening documentation and protection counselling, and preparing refugees for the transition from camp-based assistance to lawful participation in the labour market and related services. Work with refugee communities also focused on improving understanding of rights and obligations linked to employment and mitigating protection risks, such as recruitment abuses and documentation gaps.

Other stakeholders – including Thai line ministries and the Ministry of Interior, National Security Council and Ministry of Foreign Affairs, as well as provincial and district authorities, civil society organizations, employers and business groups – contributed by operationalizing work procedures, expanding outreach and information, and promoting responsible recruitment. Together, these efforts supported the practical rollout of the policy while advancing inclusion within national systems, without prejudging any future policy choices on local integration.

In 2025, UNHCR initiated discussions with the World Bank on a socio-economic study to assess the impact of the policy and highlight its potential benefits for refugee self-reliance and the Thai economy. Preparatory work advanced during the year, with funding being pursued to support implementation in 2026.

UNHCR also expanded public engagement on forced displacement, creating space for informed dialogue with Thai audiences. Marking the 50th anniversary of the Ministry of Interior's Operation Center for Displaced Persons, the Office curated a national exhibition documenting five decades of displacement and response. This exhibition is expected to travel nationwide alongside targeted media and public events in

2026, helping to build awareness, empathy and accurate understanding of refugees' contributions and responsibilities.

There remained no path to local integration for urban refugees, despite continued advocacy by UNHCR and others for the National Screening Mechanism to confer legal status and work authorization. UNHCR's support enabled the first five protected persons under the mechanism to enroll in the national health insurance scheme, alongside continued enrollment of children who are urban refugees and asylum-seekers in Thai public schools.

Over 100,000 stateless people were effectively locally integrated after being granted permanent residence or nationality under the October 2024 Cabinet resolution accelerating such pathways. As Thai permanent residents or nationals, they no longer faced restrictions on movement and had equal access to livelihood and education opportunities. UNHCR supported implementation through technical advice and equipment for Royal Thai Government agencies, as well as partners' direct assistance to stateless communities in submitting applications and raising awareness of procedures.

2.2. Age, Gender and Diversity

The implementation of UNHCR's age, gender and diversity policy progressed during 2025, as UNHCR strengthened its understanding of the differing needs of children, women, young people and other groups affected by the dramatic reduction in services and the shift to legal work in the camps.

Protection monitoring in these camps, through regular presence and protection counselling, highlighted emerging risks for different groups within the community. For example, caregiving arrangements for children changed, while camp structures grew in importance – supporting families and identifying high-risk cases. Women faced increased responsibilities and exposure to risks as spouses left for work, prompting targeted outreach to strengthen their capacity to navigate reduced services and new protection concerns. Reductions in services led to new challenges for older people and people living with disabilities, who were worst affected by the cuts and were unable to transition towards greater self-reliance.

In urban settings, UNHCR was forced to phase out protection counselling, but used age, gender, ethnicity, disability and other data to develop prioritization strategies for remaining services.

UNHCR focused on building community capacity to respond to these changes and supported refugee women, men and young people to make informed decisions. In the camps, strengthened community networks also played a key role in connecting different groups with safe, appropriate work opportunities, while outreach to urban communities moved to a new outreach volunteer programme. UNHCR also supported national social protection service providers to strengthen their understanding of different aspects of refugee protection and both camp and urban contexts.

Section 3: Resources

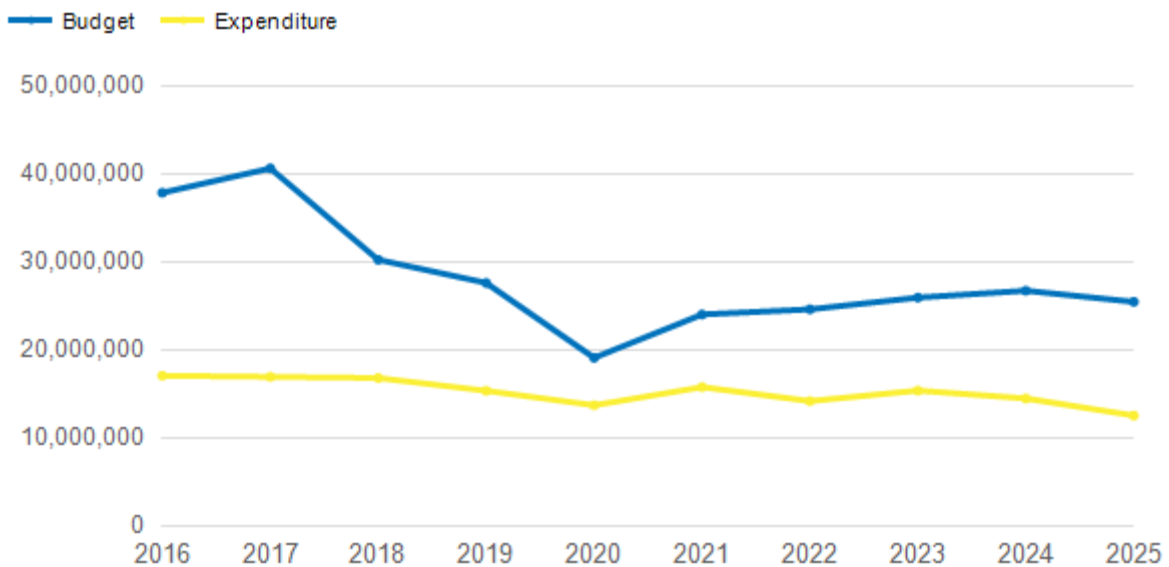
3.1 Financial Data

(Financial figures in USD)

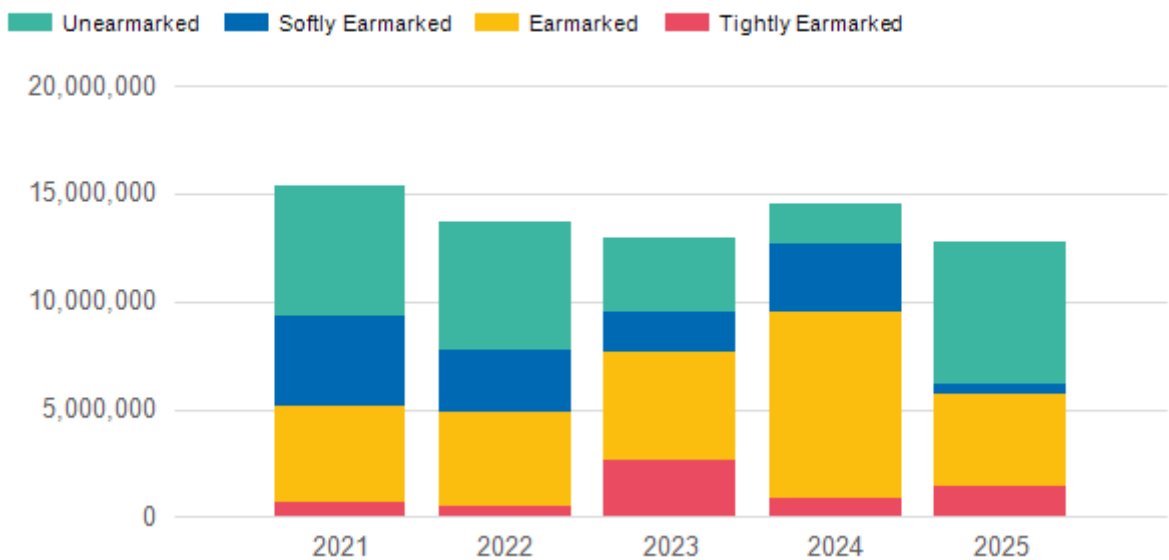
Impact Area	Final Budget	Funds Available	Funds Available as % of Budget	Expenditure	Expenditure as % of Funds Available
IA1: Protect	10,109,317	4,671,169	46.21%	4,671,169	100.00%
IA2: Respond	7,820,352	4,578,780	58.55%	4,578,780	100.00%
IA3: Empower	4,053,685	2,257,015	55.68%	2,257,015	100.00%
IA4: Solve	3,438,148	1,006,555	29.28%	1,006,555	100.00%
Total	25,421,502	12,513,520	49.22%	12,513,520	100.00%

Outcome Area	Final Budget	Funds Available	Funds Available as % of Budget	Expenditure	Expenditure as % of Funds Available
OA1: Access/Doc	6,336,251	2,284,473	36.05%	2,284,473	100.00%
OA2: Status	1,911,968	1,334,843	69.82%	1,334,843	100.00%
OA3: Policy/Law	1,184,655	629,850	53.17%	629,850	100.00%
OA4: GBV	824,565	290,636	35.25%	290,636	100.00%
OA5: Children	2,432,809	2,236,627	91.94%	2,236,627	100.00%
OA6: Justice	676,443	422,003	62.39%	422,003	100.00%
OA7: Community	1,257,231	944,180	75.10%	944,180	100.00%
OA8: Wellbeing	2,797,499	1,150,953	41.14%	1,150,953	100.00%
OA9: Housing	155,162	9,128	5.88%	9,128	100.00%
OA10: Health	1,365,369	705,787	51.69%	705,787	100.00%
OA11: Education	2,060,731	1,312,835	63.71%	1,312,835	100.00%
OA13: Livelihood	735,724				
OA14: Return	204,093	83,437	40.88%	83,437	100.00%
OA15: Resettle	1,562,038	345,135	22.10%	345,135	100.00%
OA16: Integrate	1,672,017	577,984	34.57%	577,984	100.00%
EA18: Support	244,948	185,648	75.79%	185,648	100.00%
Total	25,421,502	12,513,520	49.22%	12,513,520	100.00%

Budget and Expenditure Trend



Contributions Trend by Type



3.2. Resources Overview

Most of UNHCR’s resources were allocated to activities in Thailand. It channeled half of its funding through partners to provide assistance and services to refugees, asylum-seekers and stateless people in Thailand and Viet Nam. The drastic decrease in humanitarian funding in 2025 affected not only UNHCR but other humanitarian actors providing assistance and services to refugees and stateless people. UNHCR’s operational budget was reduced by 21 per cent, resulting in the reduction or discontinuation of several critical activities targeting the most vulnerable, including rehabilitation support for people with specific needs along the border, multipurpose cash grants for urban refugees, and mobile registration exercises for stateless populations.

The Office undertook considerable efforts to identify alternative service providers, coordinate with stakeholders on available services, and responsibly phase out discontinued interventions. In parallel, efforts were intensified to secure funding for priority activities aligned with the UNHCR's multi-year strategy. More than 10 proposals were prepared and submitted to public and corporate donors, and the Office successfully secured funding from several donors for activities in 2026.

Throughout the year, the Office continuously reviewed operational needs, adhered to procurement guidelines to ensure value for money, and optimized the use of available funds for top priority activities. As a result, the overall expenditure rate remained high.

Despite significant funding constraints and limited financial and human resources, the Office successfully advocated that the Royal Thai Government adopt the right to work policy, enabling greater self-reliance for refugees in border camps and offering a pathway toward more sustainable solutions.

For 2025, the overall administrative budget outlook reflected a significant reduction of 17% from the initial budget, following prioritization exercises. The majority of the administrative budget was allocated to covering fixed costs, leaving limited flexibility for discretionary spending. To mitigate the impact of reduced resources and minimize fixed costs, several cost-reduction measures were identified and implemented, including reducing office space and fleet size. At the same time, temporary assistance costs increased significantly, largely due to delays in the comparative review process, creating additional pressure within the administrative budget. To offset these rising costs, the operation considered further efficiency measures, including reducing official mission travels and limiting procurement activities.

The initial staffing budget for Thailand included five specialized positions. However, after several rounds of cuts, all of these positions, along with some other Thailand-based roles, were removed, reducing the final staffing budget by 21%. As part of this change, several essential fixed-term appointment positions were moved to the Affiliate Workforce modality. This reflects a growing trend, and the costs of Affiliate Workforce positions are expected to be included in future staffing proposals for donor review.

Section 4: Lessons Learned and Future Outlook

4.1 Lessons Learned and Future Outlook

Amid funding contractions and the halt on group resettlement, 2025 was defined by uncertainty that nonetheless widened advocacy space with government and unlocked partnerships. This yielded concrete breakthroughs on the right to work and advances on statelessness, while reshaping how protection is sustained. The evolving operational landscape in Thailand underscored the need for stronger, more coordinated and nationally anchored approaches for refugee protection and statelessness interventions to become effective and sustainable. In the temporary shelters, a community-based system continued to provide a reliable foundation for protection activities. However, reduced humanitarian services and expanded legal employment outside the temporary shelters shifted incentives and risks profiles. During the Strategic Moment of Reflection, partners confirmed that this evolving context required more deliberate multi-sectoral collaboration and clearer referral architecture as national systems assumed greater roles. This year showed that protection outcomes increasingly hinge on institutional alignment with Government, NGOs and UN entities – each with varying experience working with refugee populations backed by common standard operating procedures and quality assurance.

As multiple actors expand their roles in and around the camps, strong coordination is increasingly important to avoid duplication of efforts and ensure that refugees receive consistent, accurate and coherent information. Aligning messages and approaches across humanitarian, development and government stakeholders has been critical to preserving protection standards and avoiding confusion among affected communities.

Livelihood interventions generated actionable evidence. Job fairs and employer outreach proved effective where access was favourable, but they also revealed structural inequities for remote temporary shelters and individuals with additional vulnerabilities. Differentiated modalities, such as mobile, or hub and spoke delivery, remote pre-screening, transport stipends, and stronger safeguards against exploitation, are necessary to ensure equitable access to safe employment opportunities and support.

In urban settings, funding reductions and the absence of formal legal status affirmed the limits of parallel, humanitarian-led services. Community-based assistants and outreach volunteers remained cost-effective and impactful but could not offset systemic barriers. Progress on inclusion will depend on deeper Government engagement and targeted capacity building. Priorities include advocating a functioning National Screening Mechanism that grants a legal status permitting the right to work, expanding access to migrant health insurance and Ministry of Education support schemes, tailoring strategies for remote and vulnerable groups, and continuing to invest in community-based protection to support refugees' gradual transition toward national services.

At the Strategic Moment of Reflection meeting, partners emphasized that addressing statelessness in Thailand similarly required stronger coordination between Government and civil society, clearer administrative procedures and stronger public communication to counter misinformation. Outreach-driven approaches remain vital to address uneven district-level capacity, especially in remote areas. Training and supporting community volunteers proved decisive in navigating administrative processes, validating outreach-led models. Financial constraints underscored the need to prioritize caseloads using evidence gathered through direct engagement with communities, and consistent monitoring remain key to advancing progress. Strategic communication and media engagement emerged as critical enablers of a whole-of-society approach to resolving statelessness.

Developments in 2025 demonstrated that uncertainty, which was driven by cuts and a pause in resettlement, can be converted into policy and systems gains when paired with coordinated advocacy and broader partnerships. The priority for 2026 is to consolidate these gains by translating policy advances into operational access, formalizing roles and referral standards with the Government, strengthening Government-led coordination platforms, and embedding quality assurance as services shift to national systems.



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