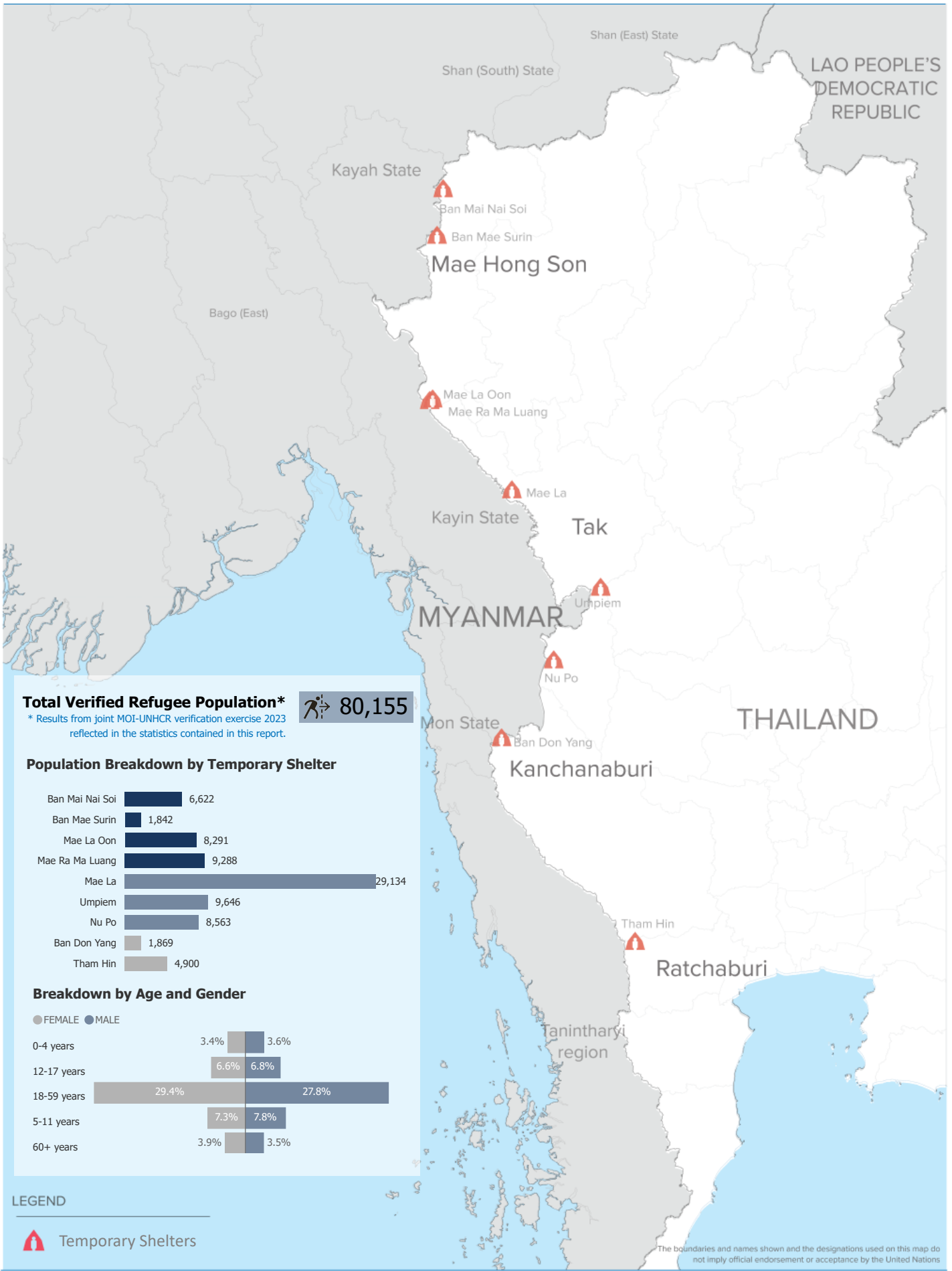


APPEAL – JUNE 2026-DECEMBER 2030

Towards Sustainable Solutions for Refugees in Thailand

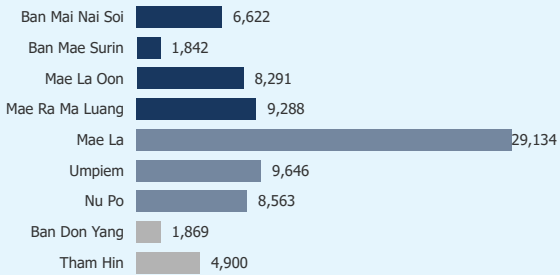




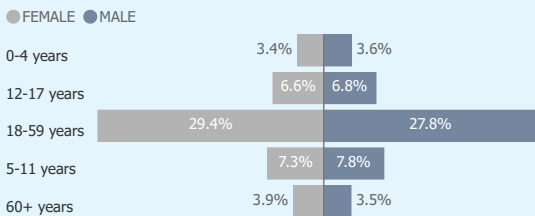
Total Verified Refugee Population* **80,155**

* Results from joint MOI-UNHCR verification exercise 2023 reflected in the statistics contained in this report.

Population Breakdown by Temporary Shelter



Breakdown by Age and Gender



LEGEND

Temporary Shelters

The boundaries and names shown and the designations used on this map do not imply official endorsement or acceptance by the United Nations

Creation Date: 03 June 2026 | Source: UNHCR Thailand MCO | Author: UNHCR Thailand MCO

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List of Acronyms

ADRA	Adventist Development and Relief Agency
CCSDPT	Committee for Coordination of Services to Displaced Persons in Thailand
CITs	Community Information Teams
COERR	Catholic Office for Emergency Relief and Refugees
EFA	Education for All
HI	Humanity & Inclusion
IEC	Information, Education and Communication
IFC	International Finance Corporation
ILO	International Labour Organization
IOM	International Organization for Migration
IRC	International Rescue Committee
ISCs	Information Sharing Centres
ITU	International Telecommunication Union
ITUC-TC	International Trade Union Confederation – Thailand Committee
JRS	Jesuit Refugee Service
KRCEE	Karen Refugee Committee Education Entity
KnED	Karenni Education Department
KnWO	Karenni National Women’s Organization
KWO	Karen Women’s Organization
MI	Malteser International
MoE	Ministry of Education
MoI	Ministry of Interior
MoL	Ministry of Labour
MoPH	Ministry of Public Health
MSDHS	Ministry of Social Development and Human Security
MHPSS	Mental Health and Psychosocial Support
MRCs	Migrant Resource Centres
MSDHS	Ministry of Social Development and Human Security
MTB-MLE	Mother Tongue-Based Multilingual Education
OBEC	Office of the Basic Education Commission
RTG	Royal Thai Government
SCT	Save the Children Thailand
SPF	Sermpanya Foundation
SOPs	Standard Operating Procedures
SVA	Shanti Volunteer Association
TBC	The Border Consortium
TMR	Thailand Migration Reform Consortium
ToTs	Training of Trainers
UN	United Nations
UNICEF	United Nations Children’s Fund
UNDP	United Nations Development Programme
UNHCR	United Nations High Commissioner for Refugees
UN-Habitat	United Nations Human Settlements Programme
UNSDCF	United Nations Sustainable Development Cooperation Framework
WASH	Water, Sanitation and Hygiene
WEAVE	Women’s Education for Advancement and Empowerment
WB	World Bank
WHO	World Health Organization

Overview

For over four decades, Thailand has provided safe refuge to people fleeing conflict and persecution in Myanmar. Today, a protracted refugee population remains in nine temporary shelters along the Thai–Myanmar border. Initially established as emergency measures, these arrangements have evolved into parallel systems of assistance and service delivery that are increasingly misaligned with Thailand’s development trajectory and are becoming financially unsustainable amid declining humanitarian funding.

Since 2025, Thailand has begun a transition in its approach to refugee assistance – shifting away from short-term humanitarian support towards longer-term, development-oriented programming that promotes self-reliance and inclusion in national systems. In partnership with refugees, humanitarian partners, development actors, the private sector and Thai civil society, this approach aligns with Government leadership and seeks to support sustainable pathways.

With the support of the Royal Thai Government (RTG), non-governmental organizations (NGOs) and United Nations (UN) agencies have launched this joint appeal to advance this transition. This appeal targets both the international community and key stakeholders in Thailand who can support inclusive and sustainable approaches. It sets out a pragmatic pathway grounded in the humanitarian–development–peace nexus, building on the long-standing presence of humanitarian actors who are well placed to support protection-sensitive transitions.

The key considerations are as follows:

1. Recognizing national and regional importance

This transition is both a national and regional priority. Protracted displacement, if left unaddressed, risks reinforcing marginalization and long-term dependency. Conversely, sustained investment in education, skills, and access to work can strengthen human capital, promote dignity and social cohesion, and contribute to future recovery and stability in Myanmar.

2. Leveraging Thailand’s economic and demographic opportunities

Thailand’s context presents both urgency and opportunity. As an upper-middle-income country facing demographic ageing and labour shortages, there is growing recognition of the need to better utilize available human capital. With appropriate safeguards and coordination, refugees can progressively access the labour market in compliance with Thai labour laws, contributing to local economies.

3. Supporting workforce transition

This transition is inherently complex. Refugees who have spent decades in closed settings require sustained support to build Thai language proficiency, develop market-relevant skills, and navigate formal employment. Employment pathways must be demand-driven and linked to responsible employers committed to fair recruitment and decent work standards.

4. Expanding inclusion in public services

The inclusion of refugees in public services, particularly health, education, and social protection, is central to this transition. Such inclusion must be carefully managed to strengthen local systems and deliver shared benefits for host communities, helping to reduce the risk of potential pressures and tensions. Children and youth require targeted support to transition into Thai-language education and national curricula, ensuring continuity and quality of learning.

5. Transitioning and integrating temporary shelters

The future of the temporary shelters themselves is also evolving. After more than forty years, the Government has indicated its intention to close and/or progressively adapt them towards greater integration with surrounding communities through well-sequenced, coordinated area-based approaches supported by trusted actors.

6. Strengthening public confidence and social cohesion

Public confidence is equally critical. Transparent, evidence-based communication – supported by robust data on labour participation and economic contributions – will be key to informing policy decisions and maintaining social cohesion.

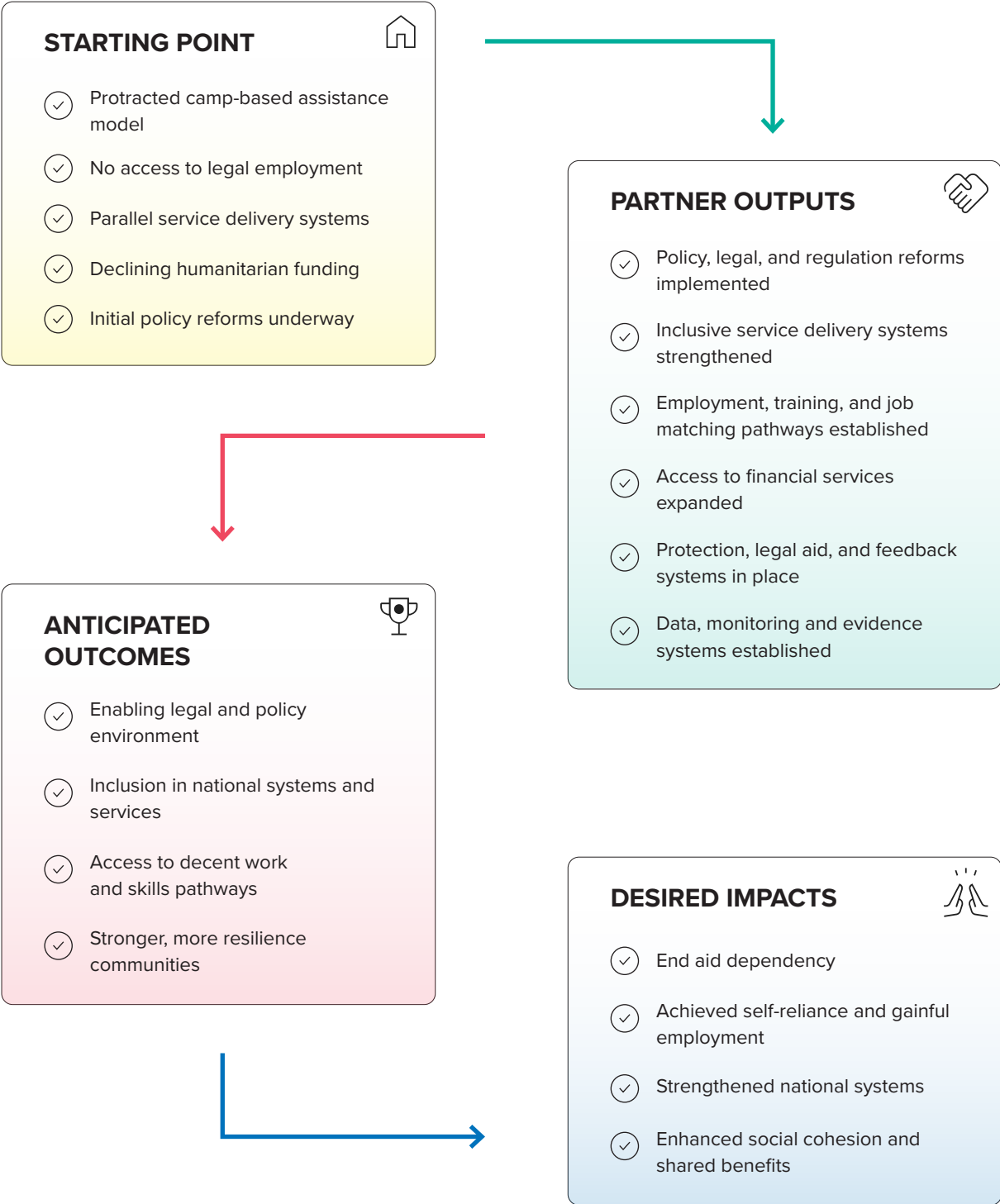
This appeal calls for coordinated, catalytic investment to support a managed transition towards inclusive, nationally aligned solutions. By leveraging existing trust, aligning with Thailand's development priorities, and contributing to longer-term regional stability, this approach offers an opportunity to reduce dependency, strengthen resilience, and generate shared benefits for refugees, host communities, and Thailand as a whole.



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Thailand Sustainable Response

Myanmar displaced persons living in temporary shelters in Thailand are able to live with dignity, maintain family unity, access legal employment and national services, reduce aid dependency, and contribute meaningfully to Thailand’s economy and society—supporting social cohesion, inclusive growth, and national development priorities.



Sectoral Chapters

Community Engagement and Empowerment

Communication with Communities and Connectivity

Agencies: Acted, HI, IRC, ITU, JRS, MoI, SCT, SPF, TBC, UNHCR

Effective communication with refugee communities is central to the roll-out of the Right to Work policy and the broader transition towards inclusion in national systems. Efforts focus on providing clear, practical information on rights, documentation, employment pathways, and access to services. This is delivered through trusted community structures, including Community Information Teams (CITs), Information Sharing Centres (ISCs), and Camp Committees, complemented by mobile outreach, information, education and communication (IEC) materials, and digital tools. In a rapidly evolving context, consistent and accurate messaging is essential to counter misinformation and support informed decision-making. As implementation advances, information needs will continue to shift, requiring sustained and adaptive engagement.

Priority activities underway

- Coordinated messaging through community-based structures (CITs, ISCs, Camp Committees)
- Mobile outreach and IEC materials on rights, documentation, and services
- Community-based information sharing and feedback mechanisms

Key gaps and investment needs

- Improving consistency, quality, and reach of messaging, including for vulnerable groups
- Addressing misinformation through sustained, coordinated communication strategies
- Expanding narrative storytelling and digital tools to support outreach and understanding
- Enhancing two-way communication and feedback mechanisms

Connectivity and digital access are increasingly critical enablers of transition outcomes. Reliable access supports communication between refugees engaged in external employment and their families, enables participation in labour markets through digital platforms, and facilitates access to financial services such as mobile money and remittances. Collectively, this bolsters economic participation and reduces protection risks linked to separation and movement.

Connectivity assessments have informed ongoing advocacy with the Government and telecommunication providers to expand coverage, creating opportunities to scale more digitally enabled approaches. Progress will require improved infrastructure in shelters and strengthened digital literacy, enabling greater access to online services such as job matching platforms, training, and remote service provision. As transition planning advances, ensuring equitable access across all shelters will be essential.

Priority activities underway

- Policy engagement on the expansion of mobile connectivity and digital infrastructure in shelters
- Exploration of online services, including employment platforms, training, and telemedicine

Key gaps and investment needs

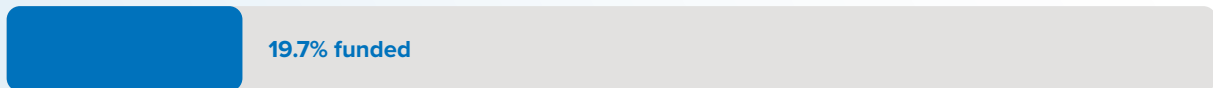
- Expanding connectivity infrastructure to ensure coverage across all shelters
- Improving access to digital communication tools for families and workers

- Bolstering access and digital literacy for employment, financial services, and service delivery
- Expanding telemedicine and remote service delivery, including mental health and psychosocial support (MHPSS)
- Introducing digital learning opportunities and skills development

Reinforcing both community communication and connectivity systems is critical to supporting a well-managed and protection-sensitive transition. Stronger coordinated messaging, digital access, and integrated feedback mechanisms will help refugees engage with confidence and agency, while accessing opportunities, services, and support within national systems.

\$1,187,079

\$4,840,134



■ Amount confirmed (USD) ■ Projected gap (USD)

Community Systems & Governance

Agencies: MoI, TBC, UNDP, UNHCR

Community structures remain central to stability, service continuity, and social cohesion as the transition progresses. Refugee-led mechanisms (including Camp Committees and volunteer networks) continue to play a key role in coordination, conflict resolution, and in fostering understanding of, and support for, transition processes within the temporary shelters.

However, these systems are coming under increasing pressure. Funding reductions, combined with competition from external employment opportunities, are contributing to volunteer attrition. At the same time, limited stipends and rising living costs are placing additional strain on community leadership structures. Without sustained support, there is a risk that core governance and coordination capacities may weaken at a critical point in the transition.

Efforts are underway to reinforce community resilience and participation. Engagement initiatives, people-centred and participatory approaches, self-help group formation, and targeted capacity support are helping to sustain collective problem-solving, enhance accountability mechanisms, and prepare communities in navigating increased interaction with external systems and opportunities.

Priority activities underway

- Supporting Camp Committees and refugee-led governance structures
- Strengthening volunteer networks and community coordination mechanisms
- Community engagement initiatives to sustain participation and accountability
- Capacity-building for community leadership and governance functions
- Facilitating access to services and information through community systems

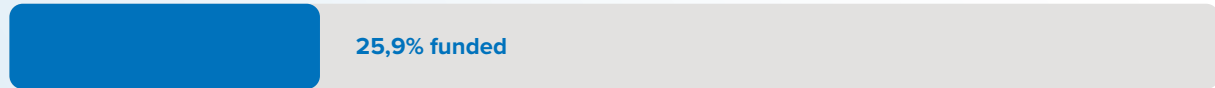
Key gaps and investment needs

- Reinforcing refugee-led governance structures and leadership capacity
- Addressing volunteer attrition through incentives and support mechanisms
- Sustaining participation in community systems amid economic pressures
- Enhancing linkages between community structures and formal national systems

Effective community systems are key to maintaining coordination, service continuity, and social cohesion during the transition. Without adequate support, these functions risk weakening at a critical juncture. Sustained investment in refugee-led governance structures will be key to supporting an orderly, inclusive, and community-centred transition.

\$2,435,000

\$6,968,000



25,9% funded

■ Amount confirmed (USD)

■ Projected gap (USD)

Education

Agencies: JRS, KnED, KnWO, KRCEE, KWO, MoE, SCT, SVA, UNICEF

The refugee education response is increasingly oriented towards inclusion in national systems, supported by emerging reforms and new opportunities for integration. Strengthened Thai language instruction, curriculum alignment, mother tongue-based multilingual education (MTB-MLE), and expanded secondary and higher education pathways are laying the foundation for longer-term inclusion. These efforts are underpinned by the sustained leadership and delivery capacity of frontline education actors and community-based education authorities, particularly the Karen Refugee Committee Education Entity (KRCEE), Karenni Education Department (KnED), and Karenni National Women's Organization (KnWO), alongside ongoing engagement with the RTG, including technical collaboration with the Office of the Basic Education Commission (OBEC) on Thai language and curriculum alignment.

However, the transition is unfolding alongside significant operational pressures. Education services in the shelters are increasingly strained by teacher attrition— driven both by constrained humanitarian funding and widening gaps between teacher stipends and external earning opportunities under the right to work policy. Low stipend levels are further affecting the quality and continuity of learning. Structural barriers also persist, including policy constraints on access to Thai public education, limited recognition of shelter-based curricula, and low Thai language proficiency, which together restrict progression into national systems and contribute to dropout risks and inequities. Funding shortfalls are also affecting early childhood development services and specialized support for learners with disabilities.

Without targeted support, these pressures risk translating into teacher shortages, overcrowded classrooms, declining learning outcomes, and reduced student retention, alongside heightened protection risks such as child labour, child marriage, and unsafe migration pathways. Education therefore remains a critical protection and stabilization mechanism within shelters, supporting learning outcomes, social cohesion, adolescent wellbeing, and longer-term resilience.

In light of these challenges, a phased, Government-led approach is being advanced to expand access to national systems while safeguarding continuity of learning during the transition. Continued investment and coordination will be essential to ensure that emerging pathways for recognition and inclusion translate into practical access for all learners, including young children, youth and learners with disabilities.

Priority activities underway

- Engaging with RTG on a time-bound, Government-led transition plan
- Ongoing reforms to:



- Strengthening Thai language instruction
- Advancing curriculum alignment and MTB-MLE approaches, including engagement with OBEC on technical review processes
- Expanding inclusive education and expanded secondary pathways, including support for children with disabilities
- Exploring higher education access through pilot scholarships and strengthened university partnerships
- Enhancing Thai language instruction to enable integration into national systems
- Developing interim equivalency and certification pathways
- Expanding access to accredited Thai curriculum within shelters
- Delivering bridging and accelerated learning programmes for transition to:
 - Thai public schools
 - Vocational education
 - Non-formal pathways

Key gaps and investment needs

- Stabilizing and professionalizing the teaching workforce (incentives, training, recognition of prior learning)
- Addressing teacher attrition and critically low stipend levels
- Expanding access to Thai public education and formal recognition of learning
- Strengthening Thai language proficiency among shelter-based learners
- Sustaining early childhood development services, including nutrition support and school readiness
- Maintaining specialized teaching capacity and inclusive education services for children with disabilities
- Supporting schools in shelters and host communities to manage transition pressures

- Scaling pathways to secondary, vocational, and higher education
- Maintaining targeted support for young people not currently in education, employment or training

Continued support is essential to sustain recent progress in education and prevent setbacks during the transition. Without targeted investment, there is a risk of increased dropout rates, weakened protective community structures, and widening inequities. Stabilizing education systems enables inclusion in national services in a meaningful, protective, and durable manner and contributes to human capital development.

\$5,960,044

\$2,605,148



■ Amount confirmed (USD) ■ Projected gap (USD)

* Please note that the above costing excludes investments required within Thai public schools and the national education system to support the meaningful inclusion of refugee students. These costs will be further elaborated under the Education Inclusion Roadmap currently under discussion with the Ministry of Education and are contingent on progress on amendments to the EFA policy.

Health

Agencies: DARE Network, HI, IRC, MI, MoPH, SPF, UNICEF, WHO

The refugee health response is being integrated within national systems, with healthcare services in seven shelters now delivered through Ministry of Public Health (MoPH) district hospitals. This marks a significant step towards more sustainable service delivery, with growing Government leadership and the gradual expansion of insurance-based coverage.

However, the transition is unfolding alongside operational pressures. District hospitals are absorbing increased patient loads without corresponding budget allocations, limiting full implementation of the Border Health Plan and placing pressure on financial sustainability. Health insurance enrolment is progressing but remains incomplete, with current coverage reaching only a portion of those outside the working-age population, leaving gaps for children, older persons, and persons with disabilities. At the same time, the downscaling of humanitarian services has reduced outreach capacity, affecting vaccination coverage, maternal and child health, and preventive services.

In light of these challenges, the transition has established the foundations of a more nationally anchored system, with the MoPH increasingly assuming responsibility. Sustaining this progress will require targeted investment in district health system capacity, financing, and service delivery, alongside continued expansion of insurance coverage. A phased approach will be essential to ensure continuity of care (particularly in more remote areas) and to enable MoPH systems to effectively absorb and sustain expanded responsibilities during the transition.

Priority activities underway

- Transitioning service delivery in seven shelters to MoPH district hospitals
- Providing health insurance coverage for approximately 13,000 non-working-age people
- Supporting initial investments in:
 - Strengthening hospital capacity in Tak province

- Exploring integration of displaced health workers into national systems
- Enabling gradual initial health insurance enrolment
- Transitioning of service responsibility from humanitarian actors to MoPH structures
- Maintaining essential services in Mae Ra Ma Luang and Mae La Oon shelters through end-2026

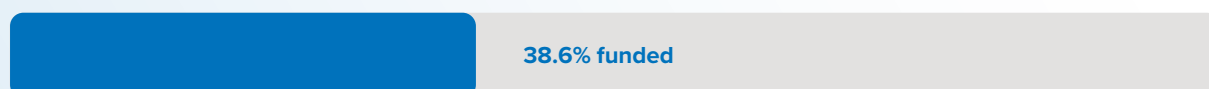
Key gaps and investment needs

- Expanding health insurance coverage – particularly for children, older persons, and persons with disabilities – to improve access essential health services and bolster district hospitals’ capacity
- Increasing financing for district hospitals to manage higher patient loads and fully implement the Border Health Plan
- Strengthening outreach for vaccinations, maternal and child health, and preventive services, including disease outbreak preparedness and response
- Targeting support for remote and underserved areas
- Expanding availability of basic and specialized services including Mental Health and Psychosocial Support (MHPSS), addiction prevention education and recovery services
- Enabling affordable transport support for referrals and for access to Thai health facilities
- Providing phased transitional support from November 2026 in Mae Ra Ma Luang and Mae La Oon – starting with referrals and expanding to full health services by 1 December – to mitigate district readiness and service coverage gaps and ensure continuity of care

Timely and sustained support is critical to prevent district health systems from becoming overstretched during the transition. Without targeted investment, service coverage may decline, particularly for vulnerable populations. Increased financing and system support will be essential to stabilise delivery and support effective integration into national health services.

\$6,601,640

\$10,499,443



■ Amount confirmed (USD) ■ Projected gap (USD)

Protection

Refugee Protection

Agencies: COERR, HI, IRC, MoI, MSDHS, SPF, TBC, UNHCR, UNICEF, WEAVE

Across the nine temporary shelters, protection structures remain central to the transition toward greater inclusion. Community-based mechanisms support the identification of risks, facilitate referrals, and enable access to services and information. Dedicated child protection and gender-based violence programmes provide critical prevention and response functions, helping to safeguard vulnerable people and maintain social cohesion in a changing context.

However, protection risks are intensifying and existing gaps are becoming more visible. A significant number of unaccompanied and separated children remain unregistered, limiting their access to services and increasing exposure to harm, including unsafe care arrangements and rising child labour linked to economic pressures. In some cases, the roll-out of the right to work contributes to family separation,

with children remaining in the care of elderly relatives. Gender-based violence risks remain high, particularly as funding constraints have reduced service coverage. At the same time, community-based protection systems are under increasing strain due to declining resources, rising living costs, and reduced participation in volunteer networks. Across all protection areas, constraints persist in access to referral pathways, psychosocial support, and legal assistance.

In response, efforts are focused on strengthening protection responses in a more integrated and adaptive manner. Community-based protection is being reinforced through improved coordination and service-linked feedback mechanisms. Child protection interventions are being enhanced through strengthened case management, improved data systems, and investments in para-social workforces, interpreters, and caregiver support. Gender-based violence programming continues to prioritize prevention and response while deepening linkages with national systems, including coordination with the Ministry of Social Development and Human Security (MSDHS), One Stop Crisis Centres, and increased use of state-run shelters. Cross-cutting capacity-building for social workers, law enforcement actors, and community structures is also supporting more effective responses within the broader migration context.

Priority activities underway

- Strengthening community-based protection systems, child safeguarding and coordination mechanisms
- Addressing the protection needs of unaccompanied and separated children, including registration and case management, while bolstering linkages with national systems
- Supporting para-social workforces, interpreters, and caregiver networks
- Continued delivery of gender-based violence prevention and response services
- Enhancing collaboration with national protection systems, including MSDHS and One Stop Crisis Centres
- Capacity-building for social workers, law enforcement, and community actors to support national inclusion.

Key gaps and investment needs

- Reinforcing community-based protection structures and volunteer networks
- Mitigating risks linked to family separation and child labour
- Sustaining and expanding gender-based violence prevention and response services

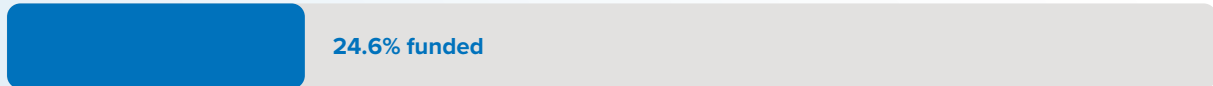


- Expanding access to referral pathways, psychosocial support, and legal assistance
- Improving linkages with national protection systems to support longer-term inclusion

Protection systems must remain responsive as risks evolve during the transition. Without adequate support, protection gaps may widen, particularly for the most vulnerable. Strengthened protection and community-based mechanisms will be essential to support a transition that is inclusive, protection-sensitive and risk-aware.

\$4,983,557

\$15,222,191



24.6% funded

■ Amount confirmed (USD) ■ Projected gap (USD)

Legal Identity and Documentation

Agencies: CCSDPT, MoI, UNHCR

Access to legal identity is central to enabling inclusion and access to rights. Ongoing efforts to issue Government-recognized identification cards are helping lay the foundations for access to employment, services, and legal protections, while also strengthening data systems and coordination across stakeholders.

Despite this progress, challenges remain in ensuring that documentation systems are accessible and effectively linked to protection outcomes. Gaps in registration (particularly among vulnerable groups such as unaccompanied children) continue to limit access to services and increase exposure to risk. Operational constraints, including delays, limited awareness, and uncertainty around procedures further affect uptake and the effective use of documentation.

In response, efforts are underway to strengthen and harmonize registration systems, expand outreach, and reinforce Government capacity at national and local levels. These efforts are complemented by initiatives to ensure refugees can understand and use documentation to access services, employment, and legal protections.

Priority activities underway

- Harmonizing databases and strengthening of registration systems
- Issuing Government-recognized identification cards
- Outreach and communication to improve awareness and uptake
- Capacity-building for Government actors at central and local levels
- Strengthening data systems and coordination across stakeholders
- Supporting the effective use of documentation for access to services, employment, and protection

Key gaps and investment needs

- Closing registration gaps, particularly for vulnerable populations, including unaccompanied and separated children
- Addressing delays and operational bottlenecks in documentation processes
- Improving awareness and clarity around procedures among refugee communities
- Enhancing interoperability between registration, protection, and service delivery systems



- Monitoring practical access to rights, services, and employment and using findings to inform policy discussions

Continued and targeted investment is essential to ensure that legal identity systems are accessible and operationally effective. Without sustained support, documentation processes may not fully translate into improved protection outcomes or meaningful access to rights. A robust and well-functioning legal identity framework will be central to enabling a safe, orderly, and inclusive transition.

\$287,331

\$600,000



■ Amount confirmed (USD) ■ Projected gap (USD)

Durable Solutions

Agencies: MoI and UNHCR

Durable solutions remain a strategic investment in supporting longer-term outcomes for refugees in Thailand through resettlement and complementary pathways, alongside continued access to asylum and protection. These mechanisms provide critical opportunities for the most vulnerable to access safe and regular solutions while contributing to broader protection objectives.

However, access to solutions remains limited relative to needs. Constraints in processing capacity, case identification, and referral systems, combined with limited pathway availability and ongoing regional pressures, risk slowing progress and increasing reliance on irregular movement and negative coping strategies. Structural challenges also persist in scaling complementary pathways and advancing viable in-country options.

Efforts are focused on sustaining core systems for case identification, referral, and processing, while bolstering engagement with receiving countries and supporting an enabling environment through investments in protection, legal identity, and economic inclusion. In parallel, evidence generation and advocacy are helping to advance policy dialogue on expanding pathways and strengthening longer-term inclusion options.

Priority activities underway

- Case identification, referral, and processing for durable solutions
- Facilitating resettlement and complementary pathways
- Coordinating with receiving countries to support safe and orderly departures
- Strengthening linkages between solutions programming and protection systems
- Investing in legal identity and economic inclusion to enable solutions
- Advocacy and evidence-generation to support expanded pathways and inclusion

Key gaps and investment needs

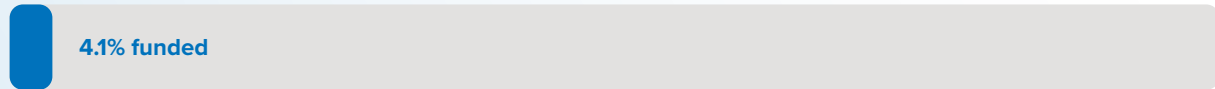
- Maintaining and expanding resettlement and complementary pathways
- Strengthening processing capacity, case identification, and referral systems
- Addressing risks linked to irregular movement and negative coping strategies

- Demonstrating and scaling viable complementary pathways and in-country options
- Enhancing coordination across partners and alignment with inclusion efforts

Sustained investment will be required to maintain access to durable solutions and expand pathways over time. Without continued support, there is a risk that limited solutions opportunities will constrain progress and increase pressure on protection systems. A balanced approach – combining external pathways with strengthened in-country inclusion – will be key to supporting more sustainable outcomes for refugee populations.

\$155,312

\$3,560,705



4.1% funded

■ Amount confirmed (USD) ■ Projected gap (USD)

Subsistence Support for the Most Vulnerable

Agencies: TBC, Food Card Refugee System Working Groups, Refugee and Camp Committees

Food security remains a concern for the most vulnerable as the response transitions from humanitarian assistance toward greater self-reliance. Prior to the introduction of the Right to Work policy, refugee households benefited from regular food assistance. While the policy is creating new income opportunities, access to employment remains limited for the most vulnerable households.

Severe funding cuts have significantly reduced food assistance. Most households no longer receive support, with minimal resources focused on the most vulnerable groups who now only receive partial rations. At the same time, underfunding of cooking fuel could lead to an increased risk of firewood collection, with associated environmental and social pressures. In addition, targeted nutrition programmes continue to prioritize the first 1,000 days of life. Support for the most vulnerable is expected to be gradually scaled back as national social protection schemes are extended to these communities, with agencies continuing to monitor and track impacts to ensure a safe and well-managed transition.

Currently funded/Priority activities underway

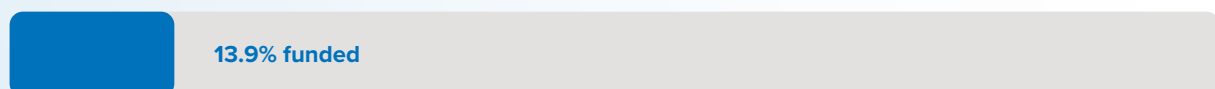
- Providing food support for vulnerable households
- Supplying cooking fuel
- Delivering nutrition support

Key gaps and investment needs

- Targeting support for most vulnerable people and bridging assistance during transition

\$1,590,000

\$10,464,000



13.9% funded

■ Amount confirmed (USD) ■ Projected gap (USD)

Right to Work

Economic Inclusion

Agencies: ADRA, COERR, HI, ILO, IOM, IRC, ISSA, ITUC-TC, MoI, MoL, MRCs, SPF, TBC, UNHCR

Economic inclusion is a central pillar of the transition, enabling refugees to access safe, regulated, and sustainable employment in line with the right to work policy. As opportunities expand, greater emphasis is being placed on strengthening linkages with the formal labour market, while ensuring that recruitment processes, labour protections, and working conditions are aligned with international labour standards.

While access to employment is gradually expanding, a number of structural and operational barriers continue to constrain progress. Challenges related to documentation, access to information, mobility restrictions, and limited engagement by employers and refugees persist, slowing uptake and limiting scale. Continued outreach to responsible employers, particularly in labour-shortage sectors, and improved connectivity with the more remote camps remain essential, alongside clearer and more accessible information for refugees on job opportunities and rights at work.

Efforts are therefore shifting towards a more systematic and coordinated approach. Engagement with the Ministry of Labour (MoL) is supporting structured hiring pathways, alongside strengthened collaboration on labour protection, inspection systems, and access to grievance mechanisms. In parallel, financial inclusion initiatives are gradually advancing with the issuance of identity documents. However, more progress is needed to support access to secure wage payments and remittance channels, savings mechanisms, and formal banking services. Complementary in-camp livelihood activities continue to provide an important safety net for those not yet able to access external employment.

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Priority activities underway

- Review and refining standard operating procedures (SOPs) to improve access and clarity on Right to Work pathways
- Strengthening engagement with MoL to support coordinated hiring pathways
- Oversight and participation in job fairs and hiring processes
- Expanding employer engagement in camp-based recruitment and job matching, including outreach and pilot digital platforms
- Grievance handling through MoL's Migrant Worker Assistance Centres and legal aid through ILO's Migrant Worker Resource Centres
- Advocacy and awareness raising with financial institutions to support access to services
- Continued support to in-camp livelihood activities as complementary income sources

ILO's Migrant Worker Resource Centres

- Advocacy and awareness raising with financial institutions to support access to services
- Continued support to in-camp livelihood activities as complementary income sources

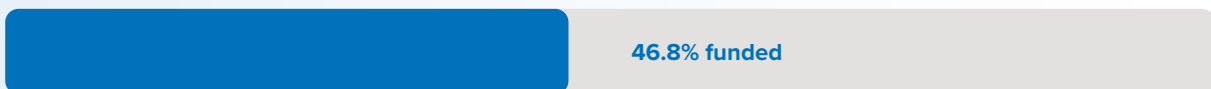
Key gaps and investment needs

- Addressing barriers to access, including documentation, mobility, and information gaps
- Expanding responsible employer engagement in key labour-shortage sectors
- Strengthening job matching, recruitment transparency, and system coordination
- Ensuring SOPs remain practical, scalable, and aligned with labour market needs
- Labour protection monitoring through MOL labour inspectorate, including language interpretation support for access to Government grievance mechanisms,
- Strengthening financial inclusion systems linked to employment
- Training of trainers (ToTs) with employers to support onboarding and on-the-job skills development for refugee workers

Expanding access to safe and dignified economic opportunities will require continued system strengthening and targeted support. Without this, existing barriers risk limiting both the scale and inclusiveness of employment pathways. A protection-sensitive approach to economic integration will remain essential to supporting a sustainable and orderly transition.

\$2,534,000

\$2,878,250



■ Amount confirmed (USD) ■ Projected gap (USD)

Refugee Readiness for Life and Work

Agencies: ADRA, COERR, HI, HRDF, ILO, IRC, JRS, MoI, MoL, SPF, TBC, UNHCR, WEAVE

As the right to work policy advances, efforts to prepare refugees for employment and life beyond the temporary shelters are expanding. However, readiness remains uneven and under increasing pressure. While previous described activities are being implemented many refugees (particularly women with caregiving responsibilities, persons with disabilities, and older persons) continue to face barriers to

access work. At the same time, funding constraints and reduced operational capacity are limiting the scale and consistency of programming, resulting in preparedness across populations. Without sufficient and inclusive preparation, there is a risk that segments of the refugee population will be unable to engage safely and effectively with emerging labour market opportunities. Readiness support will therefore need to continue even as people take up work, including through continued Thai language learning and the development of technical and transferable skills in destination provinces.

Priority activities underway

- Skills profiling initiatives to assess individual capacities and match labour market demand
- Labour market mapping to inform targeted programming
- Expanding pre-departure and job readiness training across all shelters through community-based structures and partners, including:
 - Thai language and cultural orientation
 - Digital and financial literacy
 - Workplace orientation and awareness of labour rights, processes and expectations
- Developing vocational training pathways linked to employer demand and Government-recognized systems
- Improved alignment between skills development and labour market demand
- Delivery of disability-inclusive skills development and livelihood support, including technical and soft skills

Key gaps and investment needs

- Expanding access to training and readiness programmes, particularly for vulnerable and underserved groups
- Bolstering Thai language, digital, and financial literacy at scale, including in work destinations
- Ensuring consistent provision of pre-departure orientation across locations
- Deepening alignment between training provision and private sector demand
- Reinforcing coordination across actors to ensure coherent and sequenced preparation pathways
- Sustaining and strengthening community-based delivery systems
- Sustaining disability-inclusive readiness programming beyond 2028, including technical and soft skills support, business development, and financial literacy for persons with disabilities and their family members
- Expanding employer engagement and inclusive HR capacity-building with RTG agencies, including MoI and MoL, as well as private sector companies to ensure that employment pathways are accessible to refugees with disabilities

Closing preparedness gaps will be essential to enable safe and successful participation in the labour market. Without targeted support, refugees may face increased exposure to exploitative and unsafe recruitment and employment practices. Scaling inclusive readiness efforts will help facilitate equitable access to opportunities and reinforce the intended outcomes of the right to work policy.

\$210,041

\$1,588,600



■ Amount confirmed (USD) ■ Projected gap (USD)



Settlement, Shelter and Housing

Agencies: Mol, TBC, UN-Habitat, UNHCR

Shelter remains a fundamental element of safety, dignity, and stability across the nine temporary shelters, particularly as planning advances towards longer-term solutions. Ongoing maintenance and repair support enables housing structures to meet minimum standards despite prolonged use and environmental exposure. In this evolving context, shelter interventions are being considered in relation to RTG-led plans for consolidation and the gradual closure of selected sites, requiring alignment between immediate needs and future relocation processes.

An increasingly complex operating environment is shaping shelter needs. While maintaining adequate living conditions in the short term remains essential, preparations for population movements between shelters are introducing additional pressures. Receiving sites may face constraints in infrastructure capacity, including risks of overcrowding and strain on basic services. Without forward planning and targeted upgrades, living conditions may deteriorate during consolidation processes. At the same time, uncertainty around timelines and modalities may complicate planning for both partners and affected communities.

Approaches are gradually adapting to balance immediate shelter maintenance with forward-looking consolidation planning. Current efforts focus on sustaining minimum housing standards in existing shelters while assessing infrastructure capacity in potential receiving sites. Priority upgrades are being identified to mitigate anticipated pressures, supported by coordination with Government counterparts and partners. In parallel, partners are also exploring integrated settlement profiling, spatial mapping, and infrastructure and service capacity assessments to support evidence-based planning for consolidation and transition scenarios. Early planning for relocation aims to minimize disruption and ensure continuity of protection and essential services throughout consolidation processes.

Priority activities underway

- Ongoing maintenance and shelter infrastructure repairs
- Assessing infrastructure capacity in potential receiving shelters to inform consolidation planning
- Identifying and prioritizing upgrades to address anticipated pressures
- Coordination with RTG and partners on consolidation planning
- Early planning for population movements to ensure continuity of services
- Aligning shelter support with RTG consolidation plans

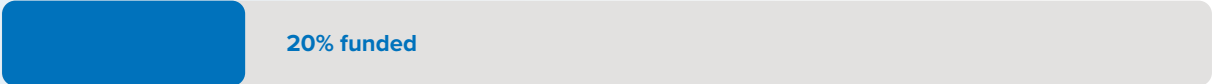
Key gaps and investment needs

- Strengthening site planning to align with projected population movements
- Integrated settlement profiling, spatial mapping, and infrastructure and service capacity assessments to support evidence-based transition and consolidation planning
- Supporting safe, orderly, and well-coordinated relocation processes
- Addressing uncertainty through improved planning, communication, and contingency measures

Safeguarding adequate living conditions will be essential as consolidation processes advance. Without sufficient resources, there is a risk of deterioration in shelter conditions. Well-supported relocation and site planning will help maintain safety, dignity, and stability during the transition.

\$652,000

\$2,608,000



■ Amount confirmed (USD) ■ Projected gap (USD)

* Please note that the costs presented above do not account for projected integrated settlement planning costs for shelters that may transition to integrated settlements. These estimates are currently under review, pending site selection by the RTG.

Water, Sanitation and Hygiene (WASH)

Agencies: COERR, IRC, MI, MoI

Reliable water, sanitation, and hygiene (WASH) services remain essential to protecting public health and sustaining environmental conditions in both the temporary shelters and neighbouring host communities. Refugee-led systems continue to manage key aspects of service delivery, including water supply and waste management. Established programmes such as the community-based waste management system in Mae La serve both the camp and surrounding host communities, processing an average of over five metric tons of solid household waste per day, reducing health risks and helping protect the local ecosystem.

However, the sustainability of these systems is under increasing pressure. Financial responsibility has shifted to refugee households, while ageing infrastructure and high maintenance costs – particularly for water systems – pose ongoing operational challenges. Partners supporting WASH services have resumed working with refugee WASH committees to sustain community-based water supply and waste management systems through household contributions – a model that remains fragile given growing economic pressures. Population movements linked to consolidation are also expected to place

additional strain on WASH infrastructure in receiving sites, requiring targeted service adjustments to maintain continuity.

Priority activities underway

- Maintaining water supply, sanitation, and waste management systems
- Operation of community-based waste management systems
- Supporting refugee-led WASH committees and service delivery structures
- Infrastructure upgrades, including renovation of high-cost water systems
- Assessing WASH system capacity in consolidation-affected sites
- Continuing services in Mae Ra Ma Luang and Mae La Oon shelters through 2026, alongside capacity-building of WASH committees ahead of planned service handover in March 2027

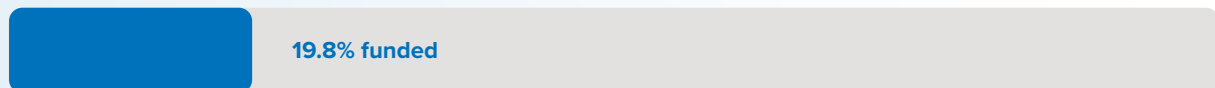
Key gaps and investment needs

- Ensuring financial sustainability of WASH systems, including reducing reliance on household contributions
- Rehabilitating and upgrading ageing infrastructure, particularly water supply systems
- Bolstering system capacity in receiving sites to manage increased population pressures
- Supporting adaptation of WASH services in the context of consolidation and relocation
- Clarifying roles and responsibilities, including engagement of Government duty bearers

Maintaining reliable WASH services will be critical to protecting public health and environmental conditions. Without adequate support, service delivery may weaken, with negative impacts on living standards. Strengthened and sustainable systems will be key to maintaining safe and dignified conditions throughout the transition.

\$420,000

\$1,692,000



19.8% funded

■ Amount confirmed (USD)

■ Projected gap (USD)

Adaptive Learning and Evidence-Based Advocacy

Agencies: TMR, UNHCR, WB

As the transition towards inclusion in national systems progresses, this appeal adopts an adaptive partnership-driven and learning-oriented approach. Given the complexity of shifting from long-standing shelter-based parallel services to national systems, continuous learning and multi-stakeholder engagement will be essential to refine approaches, address implementation bottlenecks, and ensure that interventions remain aligned with both Government priorities and operational realities. Experience from multi-year strategies highlights the importance of clear planning frameworks grounded in a strong theory of change and using lessons learned to inform course correction over time.

Recognizing that the transition will unfold in a dynamic environment – with evolving policy frameworks, system capacity, and refugee readiness – this appeal is conceived as a living document. It will be accompanied by regular policy dialogue and annual multi-stakeholder reviews of right to work implementation and broader inclusion efforts. These reviews will support monitoring, evaluation, and

learning processes through progress assessments, reporting, lessons learned, and the development of practical policy recommendations to inform updates to priorities, sequencing, and resources requirements. Analytical tools such as settlement profiling, spatial mapping and infrastructure and service capacity assessments will inform transition planning, identify pressures on receiving areas, support coordination with local authorities and service providers and guide investment prioritization.

To strengthen evidence-based advocacy, integrated area-based analysis and transformative change, the appeal also supports strategic policy engagement with Government agencies, parliamentary stakeholders, and key actors at national and local levels. To date, this engagement has advanced reforms related to refugee inclusion, access to services, legal status pathways, and livelihood opportunities, while fostering stronger coordination and shared ownership among stakeholders. Sustaining this engagement will remain essential as the transition progresses.

Planned strategic research and analysis will further underpin policy development and programme adaptation. This includes research on sustainable employment models, healthcare system integration, and legal status pathways to strengthen rights protection and self-reliance for camp-based refugees. Findings will contribute to policy dialogue, support evidence-informed decision-making, and identify scalable approaches for longer-term inclusion within national systems. Evidence generation can also support public dialogue on refugee inclusion and help build broader understanding and legitimacy for refugee inclusion efforts within Thai society.

To support a well-sequenced transition, the appeal calls for predictable, flexible, and multi-year donor engagement. Sustained multi-year financing will be critical to enable longer-term planning, reduce fragmentation across sectors, and support system-level investments that require time to deliver results, particularly in education, health, and livelihoods. Flexible funding will also allow for adjustment as the transition evolves and new evidence emerges. Early and adequate investment in the transition in Thailand will be essential to safeguard gains achieved to date, support their sustainability, and advance the humanitarian–development–peace nexus by enabling refugees to move progressively towards inclusion and self-reliance.

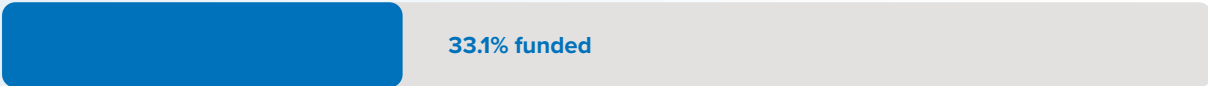
Monitoring and evaluation will underpin both accountability and learning. Greater emphasis will be placed on outcomes – such as access to services, participation in the labour market, progression into national systems and strengthened self-reliance – while recognizing that results will materialize progressively and require cumulative assessment over time.

Regular review of key assumptions, including labour market demand and system absorption capacity, will be integrated into monitoring processes. Evaluation and analysis will be used not only to assess progress but also to inform ongoing adaptation, support policy dialogue with the Government, and strengthen communication with donors and partners.

Together, this approach seeks to ensure that implementation remains responsive, evidence-based, and aligned with the objective of supporting a gradual, protection-sensitive transition towards sustainable solutions in Thailand.

\$256,170

\$515,535



■ Amount confirmed (USD) ■ Projected gap (USD)



Partnership and Coordination

The response in Thailand builds on longstanding partnerships and established coordination mechanisms, with an emphasis on leveraging existing government structures while fostering complementary collaboration among stakeholders. The Ministry of Interior plays a central role, overseeing the protection of people displaced from Myanmar and guiding coordination through government systems at the capital, provincial, and district levels, including via the National Security Council framework.

Within the temporary shelters, service delivery continues to be coordinated through the Committee for Coordination of Services to Displaced Persons in Thailand (CCSDPT), a mechanism established in 1975 and currently comprising 13 NGOs operating under the oversight of the Ministry of Interior (see Annex 1 for further details). Protection and Inter-sectoral Working Groups at Provincial level, and within the shelters remain the primary platforms for operational collaboration.

As the UN agency mandated for refugees, UNHCR engages with the Royal Thai Government through established partnership and cooperation frameworks, including with the Ministry of Interior and the Ministry of Foreign Affairs. UNHCR convenes a technical working group comprising UN agencies to advance the sustainable response for the protracted refugee population to support their inclusion in national systems as the community begins life outside the shelters, ensuring alignment with, and contribution to, the current and forthcoming United Nations Sustainable Development Cooperation Framework (UNSDCF).

In parallel, a complementary and evolving coordination arrangement at the capital level brings together UNHCR, CCSDPT, and Thailand Migration Reform Consortium to support transition-oriented approaches and policy dialogue. To maintain a manageable structure, UN agencies have to date been represented within this forum by UNHCR, while remaining engaged as needed as the platform continues to develop.

Across the response, UN agencies draw on established partnerships with key line ministries—including the Ministries of Education, Public Health, Labour, and Social Development and Human Security—to support the progressive inclusion of refugees into national systems and public services. These engagements span national, provincial, and district levels, linking policy development with implementation.

The response also benefits from global partnerships that support sustainable solutions, most notably with the World Bank and the International Finance Corporation (IFC)-UNHCR Joint Initiative, which contribute to advancing inclusive, development-oriented approaches.

Engagement with donors is anchored in inclusive, multi-stakeholder dialogue, including seminars held in June and December 2025, which brought together a whole-of-government and whole-of-society approach, including Member States, to build shared understanding and support for the transition agenda.

Overall, the approach prioritizes maximizing the effectiveness of existing structures and relationships, while introducing light and pragmatic enhancements to coordination where needed, in order to support a coherent transition toward more sustainable, government-led responses.

Conclusion

The transition underway in Thailand is not a single intervention, but a process of gradual alignment—linking emerging policy reforms, evolving service delivery models, and expanding economic opportunities into a coherent pathway toward inclusion.

This appeal outlines the key building blocks required to support that process. Its emphasis is on sequencing: ensuring that access to employment is matched by system readiness, that reforms are operationalized consistently across provinces, and that both refugees and host communities are supported through the transition. The balance between maintaining essential services and enabling new opportunities will remain central in the coming period.

Progress will depend on sustained collaboration across Government, development actors, humanitarian partners, refugee communities and refugee-led governance systems, and the private sector. Each has a distinct role to play—whether in strengthening systems, facilitating access, generating evidence, or supporting implementation. Maintaining alignment across these actors will be critical to avoid fragmentation and ensure that reforms translate into tangible outcomes.

Given the evolving nature of the operating environment, this appeal is intended as a living framework. Annual reviews of progress will inform updates to priorities, sequencing, and resourcing, ensuring that the response remains grounded in operational realities and responsive to emerging opportunities and constraints.

Ultimately, the approach set out here is designed to support a transition that is both realistic and durable—one that strengthens national systems while enabling individuals to participate more fully in economic and social life. If implemented in a coordinated and well-sequenced manner, it offers a pathway toward a more sustainable and coherent model of response in Thailand.



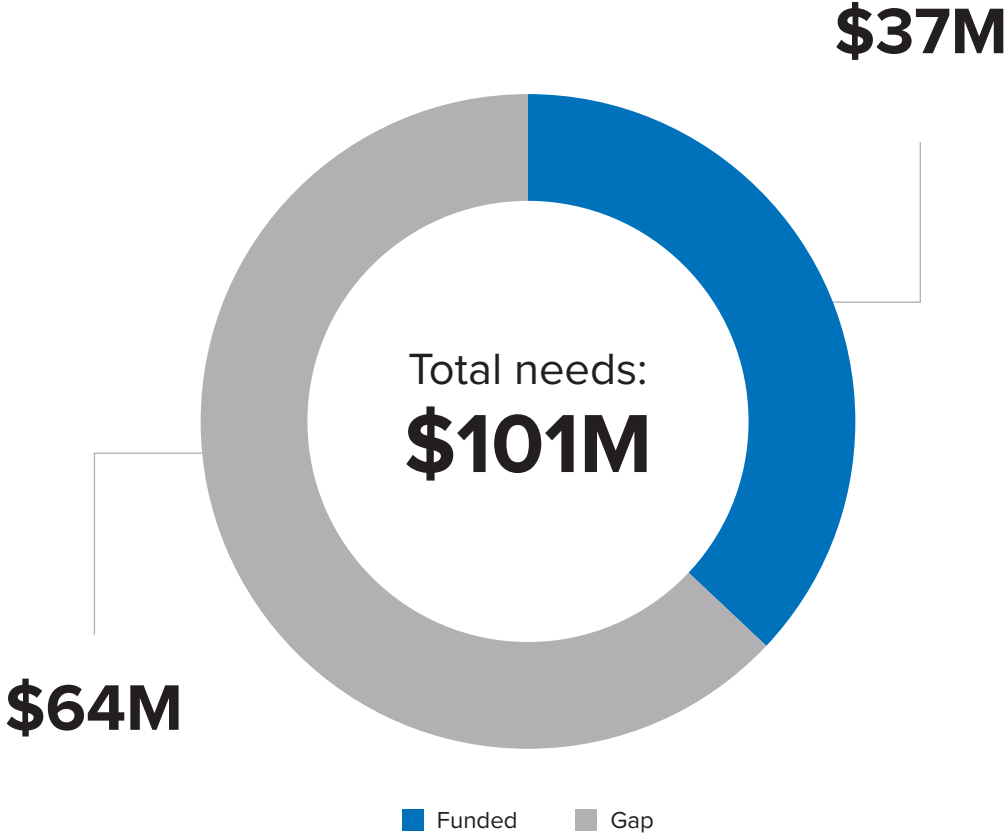
Funding Needs

This appeal outlines total funding requirements of USD 64 million over five years (2026–2030) to support sustainable solutions for refugees in Thailand during this critical period of transition. It brings together the consolidated financial needs of a wide range of actors essential to advancing this process, including government entities, non-governmental organizations, United Nations agencies, and civil society partners.

We are grateful for the support already provided by several donors to help accelerate the transition, which has already begun to enable critical early actions on the ground. This document presents a comprehensive overview of financial requirements, underscoring the scale of investment needed to ensure a well-managed, inclusive, and sustainable transition.

Sectors	2026	2027	2028	2029	2030	Total	Implementing Agencies
1. Community Engagement and Empowerment							
1.1. Communications with Communities and Connectivity	688,883	1,104,509	1,202,636	1,066,123	777,983	4,840,134	Acted, HI, IRC, ITU, JRS, MoI, SCT, SPF, TBC, UNHCR
1.2. Community Systems & Governance	560,000	2,340,000	2,325,000	1,162,000	581,000	6,968,000	MoI, TBC, UNDP, UNHCR
2. Education	548,976	643,526	663,526	374,560	374,560	2,605,148	Acted, HI, JRS, KnED, KnWO, KRCEE, KWO, MoE, SCT, SVA, UNICEF
3. Health	3,355,000	3,855,058	2,118,327	729,327	441,731	10,499,443	DARE Network, HI, IRC, MI, MoPH, SPF, UNICEF, WHO
4. Protection							
4.1. Refugee Protection	1,257,909	4,038,192	3,469,467	3,247,074	3,209,549	15,222,191	COERR, HI, IRC, MoI, SPF, TBC, UNHCR, UNICEF, WEAVE
4.2. Legal Identity and Documentation	200,000	400,000	-	-	-	600,000	CCSDPT, MoI, UNHCR
4.3. Durable Solutions	491,047	682,478	705,959	867,504	813,717	3,560,705	MoI, UNHCR
4.4. Subsistence Support for the Most Vulnerable	1,624,000	3,124,000	3,174,000	1,667,000	875,000	10,464,000	TBC, Food Card Refugee System Working Groups, Refugee and Camp Committees
5. Right to Work							
5.1. Economic Inclusion	1,022,000	780,000	-	633,750	442,500	2,878,250	ADRA, COERR, HI, ILO, IOM, IRC, ISSA, ITUC-TC, MoI, MoL, MRCs, SPF, TBC, UNHCR
5.2. Refugee Readiness for Life and work	582,650	311,450	268,600	212,950	212,950	1,588,600	ADRA, COERR, HI, HRDF, ILO, IRC, JRS, MoI, SPF, TBC, UNHCR, WEAVE
6. Settlement, Shelter and Housing	-	652,000	652,000	652,000	652,000	2,608,000	MoI, TBC, UN-Habitat, UNHCR
7. WASH	430,000	339,000	315,000	304,000	304,000	1,692,000	COERR, IRC, MI, MoI
8. Adaptive Learning and Evidence-Based Advocacy	51,579	90,949	136,688	129,445	106,874	515,535	CCSDPT, TMR, UNHCR, WB
Total	10,812,044	18,361,162	15,031,203	11,045,733	8,791,864	64,042,006	

Funding needs for Thailand Sustainable Response (as of June 2026)



Donor Acknowledgements

We are grateful for the support already provided by several donors to help accelerate the transition:

Australia | Belgium | Canada | Denmark | European Union | Germany | Ireland | Japan | Norway | Republic of Korea | Sweden | Switzerland | United Kingdom | United States of America | The Global Fund

With thanks to the following organizations and private sector partners (non-exhaustive list):

Caritas Internationalis | British Columbia General Employees' Union | GlobalGiving | Inter Pares | Jesuit Mission | Loom Foundation | Maryknoll | Misereor | Missio Aachen | Myriad Canada Foundation | PEACE Japan | Philanthropy Connections Foundation | PlayOnside | Porticus | Refugees Empowerment International | Rotary International | Swiss Foundation | Thailand Oilmen's Charity Invitational



Annexes

Annex 1. Explanation of Costing Approach and Assumptions

The costing presented in this appeal is based on a modelling framework developed in consultation with the RTG and partners. The model assumes a gradual reduction in reliance on temporary shelter-based service delivery, including the potential consolidation of sites, with an indicative scenario in which two shelters may be closed or transitioned by 2027, and remaining sites phased out or adapted by 2029. This may include a combination of camp consolidation, population movement, and, in selected areas, a transition towards more integrated settlement approaches.

The projections are inherently indicative and assume an enabling environment in which refugees progressively become self-reliant and access national services and systems. Where feasible, the modelling adopts an optimistic but realistic assumption of gradual expansion of access to public services, including health, education, and elements of social protection, recognizing that implementation modalities and timelines will vary between services and continue to evolve.

Given the dynamic policy environment and the ongoing refinement of Government frameworks this appeal is a living document. Timelines and associated resource requirements may therefore shift. Regular review and adjustment of assumptions will be required to ensure continued alignment with Government direction and emerging evidence.

At the same time, the model reflects a deliberate emphasis on supporting self-reliance and transition pathways, while maintaining a protection-sensitive approach. Assumptions are therefore built around gradual, phased shifts to national systems, designed to avoid overburdening existing services and to ensure that safeguards remain in place for vulnerable populations. This includes maintaining a balance between sustaining essential services in the short term and enabling access to national systems over time.

Based on these parameters, cost projections for the initial years of the appeal period (2026–2028) are considered more robust, reflecting known operational requirements and existing programme structures. Projections for later years are indicative and will require further validation as transition pathways, site-level planning, and system integration processes become clearer.

It should also be noted that certain cost elements are not fully reflected within the current financial estimates. This includes, in particular, investments associated with the expansion of national system capacity (such as public education inclusion costs) as well as the potential transition of select temporary shelters into integrated settlements. These costs remain under development, pending further clarification of timelines, site selection, and implementation modalities.

Annex 2. Background on CCSDPT

The Committee for Coordination of Services to Displaced Persons in Thailand (CCSDPT) was established by the Ministry of Interior in 1975 as the coordination platform for non-governmental organizations (NGOs) working in support of displaced persons in Thailand. The CCSDPT reports quarterly to the MOI's Operation Center for Displaced Persons.

For over five decades, CCSDPT has facilitated collaboration, information sharing, and coordination among humanitarian organizations while engaging with the Royal Thai Government (RTG), international organizations, embassies, and other key stakeholders on issues affecting displaced communities. At its peak in 1981, CCSDPT membership included 52 agencies supporting refugees from Laos, Vietnam, and Cambodia. Today, CCSDPT consists of 13 member organizations primarily supporting displaced persons from Myanmar along the Thailand–Myanmar border. In addition to ongoing support to the refugee population, CCSDPT developed and led the COVID-19 mitigation and response and co-led the Inter-Sectoral Working Group with UNHCR to respond to new refugee influxes following the 2021 Myanmar coup.

In response to recent policy developments by the Royal Thai Government enabling displaced persons residing in temporary shelters to legally access employment opportunities in Thailand, CCSDPT has again evolved – expanding its role in supporting coordination of refugee transition and self-reliance/ CCSDPT works through several sectoral and thematic working groups, including:

- **Health/Water & Sanitation**
- **Camp Management**
- **Shelter, Food and Nutrition**
- **Education**
- **Livelihood and Refugee Readiness**
- **Protection, including Safe and Dignified Employment**
- **Communication**
- **Job Matching/Employment Creation**

These working groups support coordination, information sharing, advocacy, and collaborative approaches among humanitarian actors and stakeholders via individual working groups and monthly multi-sector meetings. They are further supported by the cadre of organizational directors and an annually rotating executive committee which serves as the representative body for CCSDPT engagement with governments, international partners, and all other external stakeholders.

CCSDPT is:

International Rescue Committee (Chair)	Shanti Volunteer Association
Humanity & Inclusion	Malteser International
Save the Children Thailand	Adventist Development and Relief Agency
The Border Consortium (Vice Chair)	Agency for Technical Coordination and Development
COERR Foundation	Jesuit Refugee Service Thailand
Women's Education for Advancement and Empowerment	DARE Network
Sermpanya Foundation	

Annex 2. Background on CCSDPT (cont.)



