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**MID-TERM REVIEW**

**UNITED NATIONS DEVELOPMENT PROGRAMME**

**COUNTRY PROGRAMME DOCUMENT (CPD) FOR THAILAND**

**2017-2021**

**DRAFT**

**FINAL REPORT**

**Prepared for UNDP Thailand**

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## LIST OF ABBREVIATIONS AND ACRONYMS

ASEAN	Association of Southeast Asian Nations
BEDO	Biodiversity-Based Economy Development Office (Public Organization)
CO	Country Office
CPD	Country Programme Document
CSO	Civil Society Organization
DGSA	Democratic Governance and Social Advocacy
DNP	Department of National Park, Wildlife and Plant Conservation
GCF	Green Climate Fund
GEF	Global Environment Facility
IGSD	Inclusive Growth and Sustainable Development
IPs	Implementing partners
LGBTI	Lesbian, Gay, Bisexual, Transgender and Intersex
MTR	Mid-Term Review
NESCB	National Economic and Social Development Board
NESDC	National Economic and Social Development Council
NESDP	National Economic and Social Development Plan
NGO	Non-Governmental Organization
NSO	National Statistics Office
OHCHR	Office of the High Commissioner for Human Rights
ONEP	Office of Natural Resources and Environmental Policy and Planning
ProDoc	Programme Document
PSU	Prince of Songkhla University
RBM	Results-Based Management
RIC	Regional Innovation Centre, UNDP Asia-Pacific
SDGs	Sustainable Development Goals
SOPs	Standard Operating Procedures
TCO	Thailand Country Office
TGO	Thailand Greenhouse Gas Management Organisation
UNCT	United Nations Country Team
UNDP	United Nations Development Programme
UNDP BRH	United Nations Development Programme Bangkok Regional Hub
UNPAF	United Nations Partnership Agreement Framework

## EXECUTIVE SUMMARY

## **1. INTRODUCTION**

### **1.1. Background and Rationale**

In the past few years, Thailand has continued to develop into an innovative-driven, value-based economy by 2036, as is Thailand 4.0's ambition. Thailand's pursuit of the United Nations 2030 Sustainable Development Goals reflects the country's commitment to make the planned growth more inclusive and environmentally sustainable. To achieve more inclusive and sustainable development growth, the country needs to tackle a number of key challenges identified in the Twelfth National Economic and Social Development Plan (NESDP) 2017-2021 and the UNDP Thailand Country Program Document (CPD) 2017-2021. Key challenges for Thailand's sustainable development include inequality and regional poverty, vulnerability to climate and disaster risks, environmental degradation, lacks of good governance and social exclusion, and innovation deficiency.

This mid-term review (MTR) of Thailand CPD 2017-2021 builds on the results of the first half of the Country Program Document (CPD) implementation which covers the period from 2017 to 2019. The report presents the purpose, scope, expected contents and structure of the evaluation and its related deliverables or outputs. It contains the evaluation matrix that summarizes the overall design and methodology, targets and indicators, data sources and collection methods as well as assessment measures by which the overall mid-term performance of the Country Programme 2017-2021 will be evaluated. The MTR report also provides concrete recommendations for the further advancement and improved performance of UNDP Thailand in its fulfilment of the Country Programme in the year 2021.

### **1.2. UNDP CPD for Thailand: National Context and Delivery Mechanisms**

UNDP Thailand Country Program Document (CPD) for the period of 2017-2021 cycle aims to support the country with intervening programs aligned with the country priorities and based on UNDP's experience and expertise in working with Thailand, as well as its established partnerships with stakeholders and partners at both national and local levels. The Thailand CPD 2017-2021, endorsed by the Executive Board of United Nations Development Programme, United Nations Population Fund and United Nations Office for Project Services, was designed to have a strong link and alignment with the Government's national development plans and the Thailand United Nations Partnership Agreement Framework (UNPAF) 2017-2021 signed on 27 July 2017.

The CPD provides the necessary level of prioritization, coverage, impact and sustainability for achieving the expected outcomes of the Thailand UNPAF: "By 2021, systems and processes are more effective and equitable to progressively advance inclusive, sustainable and people-centred development for all people in Thailand." In line with the UNPAF, the Twelfth National Economic and Social Development Plan (NESDP) 2017-2021 and the UNDP Strategic Plan 2014-2017, the CPD 2017-2021 has been primarily implemented through two programme priority themes: (a) promoting anti-corruption, inclusive engagement and social cohesion; and, (b) promoting green and inclusive growth.

The Thailand CPD 2017-2021 is expected to contribute to the Vision of the 20-Year National Strategy 2018-2037 and the Twelfth NESDP, which aims to transform "Thailand as a developed country with security, prosperity, and sustainability in accordance with the principles of the Sufficiency Economy Philosophy". The Results and Resources Framework for

Thailand (2017-2021) (Annex 6) translates the CPD into a set of development and organizational results to be delivered based on UNDP's entrusted resources, in close collaboration with key partners and stakeholders.

## **2. MID-TERM REVIEW (MTR) APPROACH AND METHODOLOGY**

Guided by the Terms of Reference (Annex 1), this section describes the purpose of the UNDP CPD MTR and objectives, scope and methodology, including principles of design and execution of the MTR, the approach and data collection methods, underlying Theory of Change, limitations to the assessment; and structure of the MTR report.

### **2.1. MTR Objectives, Scope and Management**

The MTR provides an independent assessment of UNDP CPD 2017-2021 in Thailand against the criteria of relevance, effectiveness, efficiency and sustainability and its alignment with the country's development priorities as well as coordination and added value. The intent of the MTR is to contribute to a better understanding of the progress achieved in implementing the CPD for Thailand during the period of 2017-2019, to determine whether UNDP is achieving programmatic and strategic results as described in the programme framework, and to make recommendations about improvements that will strengthen performance for the remaining period (2019-2021). The objective of the MTR is to undertake a review of UNDP Thailand's ongoing work, assess changes in the programme and operational environment towards the achievement of the desired targets and outcomes, stock take the results achieved and lessons learnt from programme implementation, and, in view of new developments in Thailand, shape the strategic and programmatic focuses of the programme in view of better responding to the needs of Thailand in supporting its efforts in achieving the SDGs.

The MTR focuses on:

- Assessing the level of achievement of key indicators specified in the Results and Resources Framework for Thailand (2017-2021) based on information and evidence received through
- Analysis of the data from CPD MTR survey received from partners and non-partners of UNDP Thailand,
- Stakeholder consultations (in and outside Bangkok) intended for gathering first-hand inputs to analyse key thematic issues raised, including conducting problem analysis and formulating Theory of Change;
- Identification of possible gaps, challenges and risks, as well as lessons learnt for monitoring of implementation and adaptive management to improve outcomes of the country programme going forward during the remaining period of the CPD's time span;
- Presentation of findings, conclusions and supportive recommendations for amending, adding or eliminating content in line with comments received and evidence analysed, and;
- Preparing and finalizing the CPD MTR Report to be submitted to the UNDP Thailand Country Office.

### **2.2. Review Methodology and Theory of Change**

The CPD 2017-2021 MTR was conducted in accordance with the UNDP Evaluation Guidelines (2019) of the UNDP Evaluation Office, as well as standard evaluation practices such as the



triangulation principle (i.e. using more than one method to collect data to ensure the validity of assessments) and the validation of facts and findings with relevant stakeholders. The MTR employs a variety of data-collection methods to ensure triangulation of findings, including: focus group discussions/interviews; survey; and review of documentary data obtained from the UNDP country office in Thailand, such as existing evaluation reports and from related third-party research reports.

The MTR covers most of activities implemented under the CPD during the 2017-2019 period within each programme area: (a) promoting anti-corruption, inclusive engagement and social cohesion (i.e. anti-corruption across sectors and stakeholders, public accountability and business sector integrity, vulnerable groups, and gender equality), and (b) promoting green and inclusive growth (urban poverty, sustainable management of natural resources, climate-related disaster risk reduction, SDGs, south-south cooperation, and public-private partnership), respectively aligned to outcomes 1 and 2 of the UNDP Strategic Plan.

### **Assessment of Evidence**

Key methodological techniques and/or tools that are applied for the MTR of the country programme (CP) include:

- A critical review of the underlying Theory of Change – problem tree analysis as well as related risk/barrier analysis at respective Results – Outcome and Output levels;
- An assessment matrix of the strategic relevance and responsiveness of the UNDP support under the CPD 2017-2021 (Annex 2) in view of contributing to specific needs and requirements as laid out in the national development agenda;
- For overall assessment purposes, key elements including financial efficiency, average delivery against milestones/targets by indicator, overall progress against final (initial and/or revised) target will be employed.

The following categories of the programme/project progress are assessed:

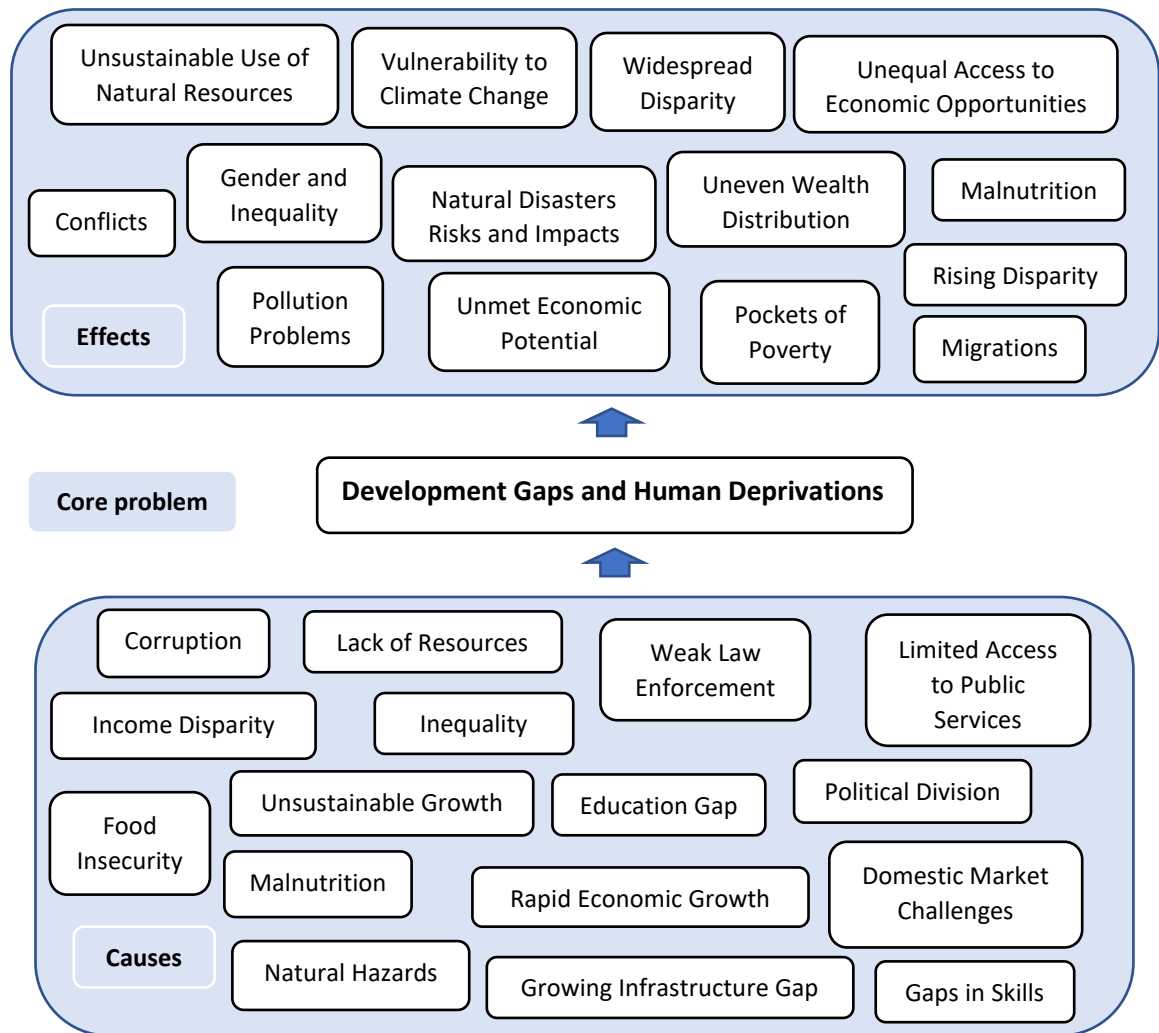
- a. Programme Rationale and Priority (Relevance)
  - i. Programme design – i.e. problem addressed by the CP, effect of any incorrect assumptions or changes to the context to achieving the programme results as outlined in the CP, relevance of the CP strategy, extent to which the programme conceptualization had its origin within national development plans/priorities, extent to which relevant gender issues were integrated in programme design
  - ii. Results Framework/Logframe – i.e. assess how “SMART” (Specific, Measurable, Attainable, Relevant, Time-bound) the midterm and end-of project indicators and targets are, how the project’s objectives and outcomes or components are enough clear, practical, and feasible within the time frame, identification of potential beneficial development effects including gender aspect;
- b. Progress Towards Results (Effectiveness and Efficiency) – the MTR reviews the Results and Resources Framework for Thailand (2017-2021) indicators against progress made towards the end-of-project targets and the outcomes analysis using the Assessment Matrix described in Section 5 below;

- c. (Programmatic) Project Implementation and Adaptive Management
  - i. Management arrangement – overall effectiveness, quality of execution
  - ii. Work planning – delays in project start-up and implementation, changes made since project start
  - iii. Finance – changes to fund allocations/budget revisions, appropriate budget/expense controls
  - iv. Stakeholders engagement and communications – establishment of partnerships and collaborative relationships, extent of governmental support, mechanisms for information dissemination, appropriate outreach and public awareness campaigns
- d. Impact and Sustainability – changes in the extent to which ‘inclusive, sustainable and people-centred development for all people in Thailand’ is included in UNDP’s operations at national level, the likelihood of the outputs and outcomes that country programme is producing bringing about durable change, outcomes and processes already taken place (such as training, capacity-building, and the production of enhanced guidelines for the desired outcomes), major challenges to sustaining any momentum gained and the threats are to new ideas being adopted.

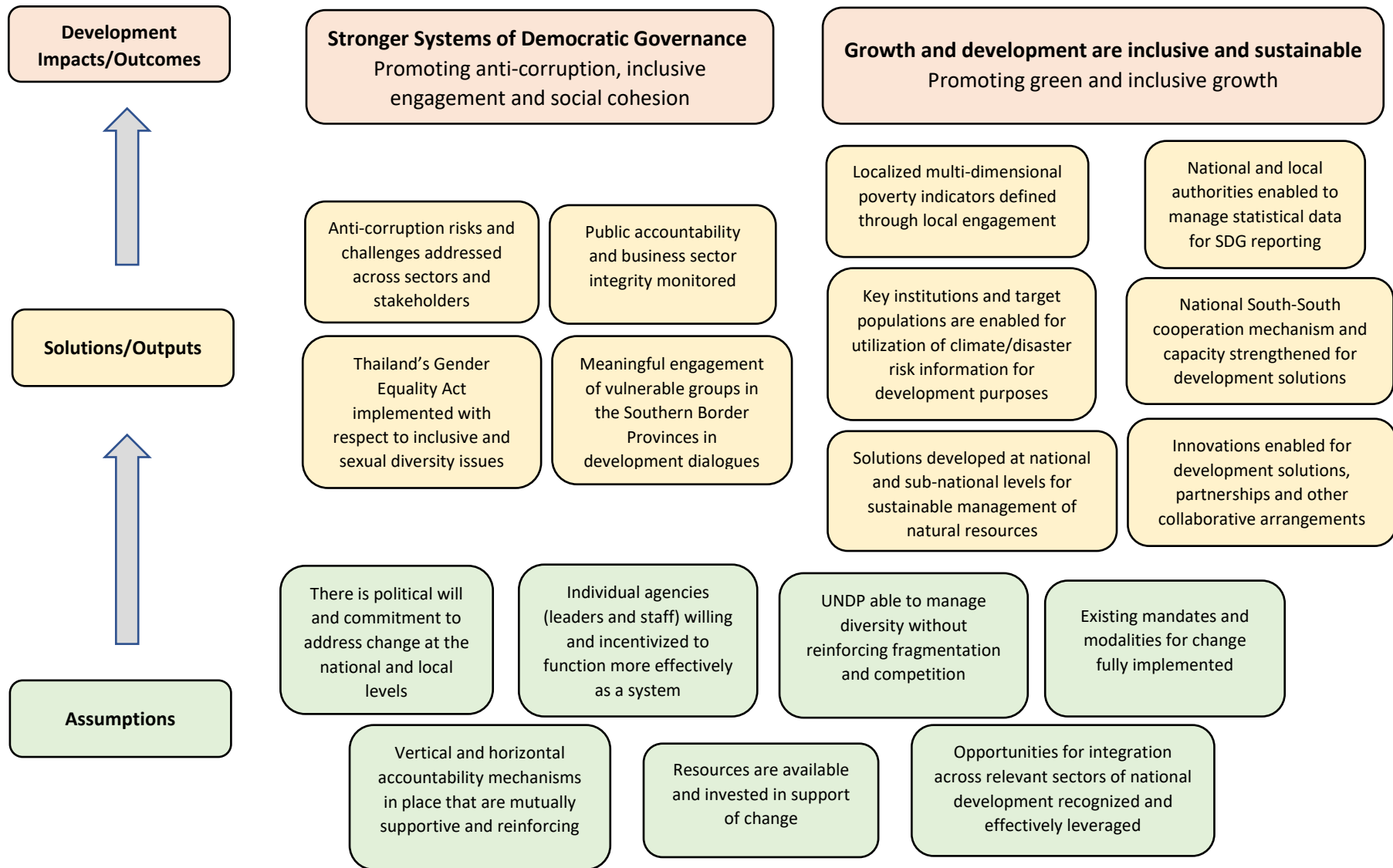
#### **MTR Implementation Strategies: Theory of Change**

Based on the Results and Resources Framework for Thailand (2017-2021) and the stakeholder consultations, the theory of change explains how UNDP Country Programme and project interventions have been designed to contribute to specific results within and across national development contexts and priorities towards transformations for sustainable development and supporting the implementation of Agenda 2030. This theory of change focuses on explaining and describing barriers faced by the programme (i.e. Problem Tree Analysis) and Pathways of Change developed to identify and highlight interventions and assumptions that are critical to produce the outcomes stated as a result and in terms of the desired change.

## The Problem Tree Analysis



## Pathways of Change



## **2.3. Data Collection and Limitations**

### **Data Collection Methods**

The MTR of the Thailand Country Programme 2017-2021 was carried out through a wide participation of relevant stakeholders including the UNDP CO, UN agencies and international organizations, donors, relevant government agencies, academic and research institutions, media, private sector, and CSOs. Data and information were collected from various primary and secondary sources.

#### **(1) Online Survey**

An online survey was conducted by the UNDP Thailand Country Office between 13 September 2019 to 04 October 2019. Two groups of question were used in the surveys. The first set concerned personal background questions and involved selecting one answer from a defined list of choices, for which the percentage score means simply the percentage of respondents making that selection. The second set involved open-ended opinion questions with respondents asked the extent to which they are familiar with UNDP's mission in Thailand, as well as the role that UNDP can play. These questions were testing out the strategic relevance and responsiveness of the UNDP support under the CPD 2017-2021 in view of contributing to specific needs and requirements as laid out in the national development agenda; assessing through problem analysis and mapping of the underlying Theory of Change, as outlined in the above sections. Of UNDP's national and local stakeholders invited to take the survey, 94 responded and provided valid responses. The scoring system used in the survey is included in Annex 3a.

#### **(2) Key Informant Interviews**

Face-to-face consultations were conducted with UNDP Thailand staff, personnel and stakeholders, using "semi-structured interviews" with a key set of questions in a conversational format. The interview questions aimed to provide answers to the points described in the following section. Key informants included the UNDP Thailand Country Office senior management team (i.e. the Resident Representative, the Deputy Resident Representative, programme managers, project managers) and relevant UNDP Thailand staff and personnel. The key informants (Annex 3b) were interviewed with a set of specific programmatic and strategic questions that would move UNDP's goals forward.

#### **(3) Stakeholder Workshops**

A series of stakeholder consultation workshops were held during the period of 29 October to 17 December 2019 in Bangkok (i.e. international organizations and donors, NGOs and academics, media and private sector, government) and in the regions (i.e. north, northeast, west, and south). Hosted by UNDP Thailand, engaging a total of 245 UNDP stakeholders and partners (i.e. government agencies at national and local levels, business representatives, international organizations and donors, non-governmental organizations, CSOs and local communities, media professionals, and scholars and academics). The workshops gathered participants from UNDP's current and potential development partners. workshops conducted, engaging existing and potential stakeholders and partners from Bangkok and

other provinces in different regions of the country. Triangulation of data and results, i.e. comparing information from different sources, such as documentation and interviews, or interviews on the same subject with different stakeholders, were used to corroborate or check the reliability of evidence. The lists of consultation workshop participants are presented in Annex 4.

#### **(4) Literature Review of Relevant Documents**

The MTR reviewed the UNDP Thailand Country Program Document (CPD) 2017-2021, the 20-Year National Strategy 2018-2037, the Twelfth National Economic and Social Development Plan (NESDP) 2017-2021, the Thailand United Nations Partnership Agreement Framework (UNPAF) 2017-2021, and selected UNDP's programmatic and project documents and reports available from relevant UNDP staff and stakeholders (Annex 5). Other related key reference documents comprise the Guidance for Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects, selected official project evaluation reports, as well as information and literature retrieved from relevant web links such as UNDP Transparency Portal.

#### **Challenges and Limitations**

To take a possible future circumstance into account, the implementation of the MTR of the CPD for Thailand 2017-2021 has identified key potential risks or challenges that might hinder data collection and analytical work foreseen for the drafting of the MTR. The potential risks, challenges and limitations as well as related risk management strategies are as follows.

<b>Risk or Challenge</b>	<b>Risk Management Strategy</b>
1. No or incomplete status quo (or baseline) data available and/or no clear indication of data source or responsible data provider, milestones, year the baseline data especially for higher level qualitative indicators related to outputs and outcomes described in the CPD.	Design proxy indicators and collect related data; triangulation and deductive tentative data reconstruction, i.e. that can be observed and recorded.
2. If feedback, especially from the planned online survey questionnaire, is not provided clearly (perhaps due to questions were unclear) or on time but keeps trickling in way after the stipulated deadline, there is a risk of such late-coming input delaying the process beyond the agreed-upon timelines, or of specific/key stakeholders whose late comments are not included in the final product submitted in line with the official schedule.	Stakeholders need to be clearly told that there is a well-defined finite window of opportunity for them to provide feedback, and that there is absolutely no room for negotiation in terms of accepting late input. Additional inputs may be gained from well planned consultation workshops.
3. No time for conducting intensive individual interviews with key stakeholders or field visits might prevent gathering insights given assumed differences between stakeholder groups and target areas.	Gather stakeholder opinions and information from the planned consultation workshops, given potential challenges of determining the appropriate stakeholders, inaccurate or incomplete information provided by stakeholders, and unrealistic

Risk or Challenge	Risk Management Strategy
	expectations by stakeholders as to what is possible and relevant.
4. Cross-cutting issues such as institutional capacity building and gender equality and women's empowerment might suffer from not gaining the essence of the analysis due to lack of time, information, and opportunity to interview ultimate end beneficiaries (esp. of the most disadvantaged).	Rely on existing qualitative and quantitative data available in reports and from projects and UNDP staff, as well as relevant stakeholders.
5. Planned programme/project activities yet to be initiated/executed during the first half of the Country Programme implementation limited the extent to which respondents in the review process are able to articulate their responses in term outputs and performance.	Rely on readily available in-house data systems, analyses, and relevant insights from their on-going work for consideration in the context of the CPD MTR.

### 3. CONTEXT AND SITUATIONAL ASSESSMENT FOR THE CPD 2017-2019

This section analyzes the context and settings in which Thailand CPD 2017-2021 is being reviewed, in terms of: 1) the level of achievement of key indicators specified in the Results and Resources Framework; 2) the most relevant UNDP initiatives that contribute to specific needs and requirements as laid out in the national development agenda; and 3) the developments within the CPD Implementation. Key lessons learned are summarized.

#### 3.1. Overview of the Country Programme Results and Indicators

The UNDP CPD for Thailand 2017-2021 is strategically linked to the pillars of the Thai government's policy vision "Stability, Prosperity, and Sustainability". The CPD identifies a focus on addressing the persistent inequality, environmental degradation, public service delivery challenges, and inherent vulnerability of social incoherence and climate change impacts. The specific approaches utilised by the CO involves: increased focus on its comparative advantage as an impartial partner; employing inclusive, participatory and results-based approach to its programming; engagement with private sector, donors, civil society, philanthropic foundations and public entities for resource mobilization; contribution to research agenda with ongoing internal analysis on key democratic processes; and investment in climate-related planning for business continuity and emergency preparedness, contingency funds and information management .

#### 3.2. Programme Priorities and Partnership

The programme priorities under the CPD are identified from the present situation as crucial for Thailand's sustainable development and arranged within two interrelated themes of addressing six key development issues (Annex 8) have: (i) inequality (widespread by geography, gender and ethnicity); (ii) environmental degradation (due to ineffective law enforcement and implementation); (iii) climate change (growing vulnerability to impacts in terms of land quality, health and natural disasters); (iv) public service delivery (centralized system, limited public participation, corruption); (v) social cohesion (political or social tension

linked to economic disparity and inequality); and, (vi) innovation (investment on facility for research and knowledge that promotes democratic governance and sustainability).

### **3.2.1. Promoting Anti-Corruption, Inclusive Engagement and Social Cohesion**

A wide range of approaches and partnerships are applied to achieve the programme priority on promoting anti-corruption, inclusive engagement and social cohesion. This includes fostering partnerships between civil society and the private sector through capacity-building for the private sector; strengthening citizen participation in public accountability; using innovative technologies for public engagement enable reporting mechanisms for corruption in accessing social services and in measuring the implementation of environmental regulations and laws, engaging youth for more accountable institutions and scaling the results through geographical expansion; promoting the sustainability of the network and its outreach activities; scaling up work on strengthening social cohesion and livelihoods of women and communities through substantially increasing the number of locally initiated female-headed community enterprise initiatives; ensuring sustainability through reinvestment at the community level of the profit generated by the social enterprises; working on gender rights in areas where women are at a disadvantage, LGBTI rights, and inequality; and, developing the capacity of civil society to facilitate participation of communities and women in the dialogue process as potential agents of change.

Sample projects under implementation/planned include:

- Promoting a fair Business Environment (Anti-corruption)
- Business and Human Rights
- Non-discrimination and LGBTI Inclusion
- Social Innovation
- Preventing Violent Extremism
- Southern Thailand Empowerment Programme/Peacebuilding in the Deep South (both ongoing and forward looking)

### **3.2.2. Promoting Green and Inclusive Growth**

To achieve the desired output/outcomes of the programme priority on promoting green and inclusive growth, approaches and partnerships applied include: working with local governments to design specific interventions for economic integration and access to basic services; engaging in monitoring and advocacy for SDGs, allowing SDGs localization; promoting financial inclusion, access to technology, innovation and capacity-building; assisting and promoting public capacity and private engagement on SDG implementation and data collection systems; targeting areas most affected by environmental and biodiversity degradation; assisting the government to seek funding from the Green Climate Fund (GCF) and other potential sources; support for environmentally sustainable development ranging from high-level policy advice to community-level conservation and livelihood interventions; assisting the Government to design more effective policy frameworks with incentives for private sector investments particularly SMEs and social enterprises, as well as advocating awareness and behavioral change campaigns, to promote sustainable production and consumption; strengthening risk-informed development planning; establishment of coordinated planning and budgeting systems for climate adaptation and disasters; promoting citizen-based data collection systems; and promoting South-South cooperation through decontextualizing and promoting the Philosophy of Sufficiency Economy in line with SDGs.



Sample projects under implementation/planned include:

- Strengthening Capacity and Incentives for Wildlife Conservation in the Western Forest Complex (Tiger Project)
- Biodiversity Financing (BIOFIN)
- Achieving Low Carbon Growth in Cities through Sustainable Urban Systems Management in Thailand
- Nationally Determined Contribution Support + UNFCCC Reporting (National Communication and Biannual reporting to UNFCCC)
- Combating Illegal Wildlife Trade in Thailand
- Sustainable Management Models for Local Government Organizations to Enhance Biodiversity Protection and Utilization in Selected Eco-regions of Thailand
- Building the Resilience of Persons with Disabilities to Cope with Climate Change (Pipeline)
- Enhancing climate resilience in Thailand through effective water management and sustainable agriculture (Pipeline)
- Mainstreaming community-based ecotourism in Thailand to support sustainable tourism development (Pipeline)

### 3.3. Programme Implementation and Risk Management

The CPD 2017-2021 is implemented through national implementing partners, under the coordination of the Ministry of Foreign Affairs and the NESDB<sup>1</sup>, with UNDP direct implementation under special circumstances or on specific issues such as campaigns, innovation facilities and policy advice. Financial resources<sup>2</sup> are dominantly from GEF. To achieve the \$50 million target for resource mobilization under the current CDP, additional non-traditional partners will be engaged through “flexible and adaptable cutting-edge interventions”. To reaffirm its neutrality and professionalism to maintain the Government’s trust, UNDP works with civil society or communities, while continuing to coordinate closely with the public sector partners and monitoring national political and economic dynamics through ongoing programmes implementation and advocacy to leverage resources that are responsive to the national environment and in the core UNDP mandate areas. The CPD also outlines specific actions (i.e. contingency funds and information management) to cope with potential threat from environmental risks, including climate change and disasters.

In November 2019, the CO and the RIC of UNDP Asia-Pacific organized a Portfolio Sensemaking Workshop – UNDP Thailand, engaging senior executive and management staff, project managers, and support staff. The objectives of the workshops were to examine the current portfolio of activities, including looking at interlinkages across activities, needs, resources, and effective levers of change, to reflect collectively on the cohesion of the programme against Thailand’s changing development context; and to extract elements of actionable intelligence that can be used by the CO to accelerate the effects of its current portfolio of activities. Key UNDP partners and stakeholders were invited to join a morning session for opinions and sharing of information (i.e. reflections on the challenges, most concerns, and excitements). The workshop discussed challenges in UNDP’s programme execution and project implementation in Thailand, including a lack of connection with other

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<sup>1</sup> Since 2018, the National Economic and Social Development Council (NESDC).

<sup>2</sup> Shrinking funding sources was identified as a management risk to which UNDP Thailand had been exposed, according to the UNDP ADR Thailand 2011 report.

projects or existing partners and stakeholders, inadequate engagement or lack of inclusive engagement particularly with people in need or vulnerability, and the need for proactive social innovation initiatives.

### 3.4. CPD MTR Survey and Consultation Findings

#### 3.4.1. Online Survey Results

As of 04 October 2019, ninety-four (94) individuals responded to the survey. The 94 respondents were primarily: male (51.1%); age between 26-46 (53.2%); from Bangkok Metropolitan Area (45.7%); representing government (38.3%) or NGOs (35.1%); and the majority were working, or used to work, with UNDP (75.5%). Of the eighty (80) respondents, 58.8% have been (or were) engaging with UNDP as project/activity implementation partner, while the remaining respondents are/were grant receiver (15.0%) or serve(d) UNDP as consultant/sub-contractor/employee (25%).

**Institutional/Programmatic/Strategic Context.** Ninety-two (92) respondents acknowledged a wide range of UNDP's development work in Thailand, which can be organized into four groups:

1. Capacity building for government and empowering CSOs (40.2)
2. Country support platforms for sustainable development, including SDGs (21.7%);
3. Policy advocacy, technical and financing support (20.7%);
4. Environmental Management and Climate Change (12.0%).
5. Innovation for inclusive development (5.4%); and,

**Development Impacts/Outcomes.** In view of development areas of work that UNDP should engage in the next 5 years, the respondents identified a wide area of existing and potential interventions where they perceive relevance and importance, which are grouped and listed as follows (not in priority order). Note: Two (2) respondents, however, identified some challenges that UNDP's intervention tends to focus more on policy advocacy, but less on detailed or in-depth practices, and there are potential areas of duplication with other UN agencies (e.g., UNEP).

#### **Promoting stronger systems of democratic governance**

- Governance, human rights, inequality, gender equality
- Youth and new generations, migrant and mobile populations, disadvantaged, ethnic minority groups, community development, local community empowerment
- Peace and conflict, democratic development/governance, social advocacy, social safety and security
- Social welfare, poverty reduction, human development, social marketing and innovation, development in rural and remote areas

#### **Promoting inclusive and sustainable development**

- Sustainable development, including SDGs and means of implementation (e.g., financing, information and knowledge management, capacity building, partnership building and networking).

- Climate change and landscape resilience, integrated natural resource management, ecosystems and biodiversity, nature conservation and protected area management, water management, energy efficiency and renewable energy, sea and ocean, environmental standards, ecosystem mapping, forest landscape governance and conflict transformation.
- Public procurement, development financing.
- Health and education, digital literacy, cultural diversity recognition.
- Disaster risk management, humanitarian and emergency.
- Circular economy, blue economy, sustainable cities and communities, economic growth, risk reduction in business sector, tourism industry, illegal trade, trans-boundary environmental management.

**Influencing Partners.** The survey respondents identified stakeholder groups that UNDP should work and partner with: national (e.g., Ministry of Natural and Environmental Resources, Ministry of Education, Ministry of Interior, Ministry of Social Development and Human Security, Ministry of Energy, Ministry of Agriculture and Cooperatives, Ministry of Finance, Prime Minister's Office, Tourism Authority of Thailand, Designated Areas for Sustainable Tourism Administration, Ministry of Tourism and Sports,) and local government, private sector (e.g., commercial banks, Stock Exchange of Thailand/Market for Alternative Investment, PTT groups, Siam Cement Group, social enterprises, local business, ingenious multinational companies), CSOs (including interest groups and people's network), NGOs (e.g., Seub Nakhasathien Foundation, Rabbit In The Moon Foundation) and communities, vulnerable groups, academic and research institutions (e.g., Prince of Songkla University), international organizations (including UN, international human rights organizations, World Trade Organization, Global Sustainable Tourism Council, sustainable tourism associations) and donors, and others (including regional organizations, media, as well as other developing countries).

### **Problem Analysis.**

National development areas that UNDP could strengthen its contribution in Thailand, as identified by the survey respondents, include education, inclusive and integrated development, community-based development, empowerment and networking; and information development.

### **Intervention Impacts.**

The survey also revealed that the respondents view UNDP's programmatic and strategic positioning and its ability to respond to Thailand's development as appropriate, relevant, efficient, and seen as a valuable partner (as shown in Table 1). The respondents, however, identified specific gaps and challenges that UNDP faces when working on Thailand's development (as shown in Table 2).

**Table 1: Areas of UNDP's Comparative Advantage**

Impact Assessment Area	Experience
<p><b>Relevance:</b> Significance of the intervention regarding local and national requirements and priorities</p>	<ul style="list-style-type: none"> <li>• Democratic governance, social inclusion, gender equality</li> <li>• Inclusive growth and sustainable development</li> <li>• Human development focus</li> <li>• Focusing on sustainable development and environmental management, water management, sustainable forest management</li> <li>• Work across Sustainable Development Goals (SDGs)</li> <li>• Promoting action towards sustainability</li> <li>• Advocate critical issues such as climate change, youths, disadvantaged, community empowerment</li> <li>• Youth towards sustainability</li> </ul>
<p><b>Effectiveness:</b> Achieving development intervention objectives as planned/expected</p>	<ul style="list-style-type: none"> <li>• Transparency</li> <li>• Good institutional platform and reputation</li> <li>• Partnership with stakeholders from various sectors</li> <li>• Support participation approach</li> <li>• Flexibility in adapting ideas and linkages to other UN Agencies</li> <li>• Accessibility by local community</li> <li>• Systematic organization structure, clear strategies/plans</li> <li>• Monitoring and assessment systems</li> </ul>
<p><b>Efficiency:</b> Achieving development intervention objectives economically (resource utilization)</p>	<ul style="list-style-type: none"> <li>• Fund raising, has funding support for CSOs and GOs</li> <li>• Good facility, good coordination, good research</li> <li>• Good reputation as a UN agency, high impact</li> <li>• Integration and interlinkages among development issues</li> <li>• National representation/offices</li> <li>• Quality staff and teamwork</li> <li>• Global and regional network</li> <li>• Collection of consultants and experts</li> </ul>
<p><b>Impact:</b> Reaching higher level policy and development objectives or overall situation of the target group or those effected</p>	<ul style="list-style-type: none"> <li>• Up-to-date research and innovation</li> <li>• Platform for development issues such as SDGs</li> <li>• Has knowledge networks in its working areas</li> <li>• Bring best practices or policy adaptation from other countries</li> </ul>
<p><b>Sustainability:</b> Continuation of benefits from a development intervention</p>	<ul style="list-style-type: none"> <li>• Good relationship with Thai government agencies, access to government and high-level officials</li> <li>• Good position in global community, sources of funding</li> <li>• International standards, based on international agreements</li> <li>• Worldwide network of experts</li> <li>• Impartiality, practicality, not for profit organization</li> <li>• Facilitate collaboration process, multi-sectoral engagement</li> <li>• Technical networking and collaborations</li> </ul>

**Table 2: Challenges/Areas for Improvement**

Impact Assessment Area	Experience
<p><b>Relevance:</b> Significance of the intervention regarding local and national requirements and priorities</p>	<ul style="list-style-type: none"> <li>• Social innovation initiatives over emphasize on youth</li> <li>• SDGs localization</li> <li>• Develop frequent multi-sector dialog on issues related to SDGs, particularly with the private sector (provision of incentives and platforms for knowledge exchange and learning) and different groups of people</li> <li>• Promote international collaboration on practices responding to climate change</li> <li>• Promoting sustainability in doing business, applying the Sufficiency Economy Philosophy concept</li> </ul>
<p><b>Effectiveness:</b> Achieving development intervention objectives as planned/expected</p>	<ul style="list-style-type: none"> <li>• Slow/delayed action</li> <li>• Delayed procurement and payment processes</li> <li>• Semi-bureaucratic causing excessive reporting, hierarchical decision making, Administrative practices and bureaucracy</li> <li>• (Need) ease of work processes</li> <li>• Communications - making it easier for people to learn and participate in the development initiative/projects</li> <li>• (Need) integrated data &amp; information management systems</li> <li>• Less understanding of development situations on the ground, lack of understanding on the contexts</li> <li>• (Need for/to) recruit capable staff, realistic timeline, information validation, integrated monitoring and evaluation of projects, sufficient budget, good auditing process, visibility and transparency</li> <li>• Increase practicality - bridging the gap between high-level policy and implementation in the local settings</li> <li>• Need roadmaps for programme/project management, in-depth and flexible approaches, effective M&amp;E systems</li> <li>• UNDP staff must shift their roles from controller toward partnership creator, more engagement on the ground</li> <li>• Perform a catalyst role in supporting changing processes within society toward SDGs, focus more on UNDP core mandate</li> <li>• UNDP must recognize and trust the roles of regional, national and sub-national agencies unconditionally by ensuring its partners have received enough technical and resource supports to run program or project as agreed</li> </ul>
<p><b>Efficiency:</b> Achieving development intervention objectives economically (resource utilization)</p>	<ul style="list-style-type: none"> <li>• Need more network and international experts</li> <li>• Small number of staff, increase local/field staff</li> <li>• Increase access to funding sources, public procurement</li> <li>• Internal process - remove the unnecessary complex protocols while building lean organization and agile work environment, more result-based and sustainable activities/projects</li> <li>• Too many employees with too high salary and benefits</li> </ul>

Impact Assessment Area	Experience
<b>Impact:</b> Reaching higher level policy and development objectives or overall situation of the target group or those effected	<ul style="list-style-type: none"> <li>• Lack ability to communicate and public relations</li> <li>• (Need) close consultation with relevant government agencies, foreword looking, engage more private sector</li> <li>• Need to focus more support on CSOs or communities, particularly remote communities</li> <li>• Diversify partners and implementation areas</li> <li>• (Open) more opportunities for engagement, access to disadvantaged groups</li> <li>• Long term planning, networking or actions towards addressing social issues</li> <li>• Work more with the both mainstream and social media</li> <li>• Translation of English information to local language especially critical issues like climate change</li> <li>• Provide financial support to local CSOs (on project development and implementation)</li> </ul>
<b>Sustainability:</b> Continuation of benefits from a development intervention	<ul style="list-style-type: none"> <li>• Engage more community groups in development projects</li> <li>• Knowledge sharing with local stakeholders</li> <li>• Collaboration with local authorities and community engagement</li> <li>• Improve accessibility, visibility, public relations, increase communication channels</li> <li>• Need more follow through/continuity and integrated work</li> <li>• Enhance funding sources</li> <li>• Provide resources for countries to learn and practice successful development models</li> <li>• (Need) field-based initiatives, teamwork, continuity, enhance coordination</li> <li>• provision of guidelines on project reporting</li> <li>• (Organize) annual conferences to communicate results</li> </ul>

**Table 3: Analysis of Survey Results: A consolidation of Experience**

Assessment Criteria	Experience Analysis
<b>Relevance of UNDP Country Programme for Thailand</b>	<p>The responses to the survey conducted by UNDP demonstrated that the partners and stakeholders are strongly convinced regarding the relevance of UNDP's work in Thailand (specifically in areas of democratic governance, sustainable development, social inclusion, gender equality, and critical issues such as climate change, youths, disadvantaged, community empowerment).</p> <p>The survey results also indicated that stakeholders and partners are not yet fully aware of the relevance of the UNDP's work on promoting SDG localization and engaging multi-stakeholders in social innovation development and initiatives; and that they are less convinced about the relevance of UNDP's engagement with the private sector for sustainable results.</p>

Assessment Criteria	Experience Analysis
<b>Effectiveness of Country Programme Implementation</b>	<p>The survey results show that implementing partners believe that the implementing arrangements in the partnership are successful and achieving good results (i.e. transparency, partnership and participation, flexibility, accessibility, systematic organization structure, and M&amp;E system). In terms of effectiveness, respondents were asked what group of stakeholders they believe benefit the most from UNDP support. CSOs, NGOs and communities were among the leading groups for benefits, with national/local governments and private sector also directly and potentially benefiting.</p> <p>There was less benefit perceived for academic/research Institutions and international organization/donors. There was also less confidence in relation to the extent partners have been engaged in an effective way (i.e. slow/delayed action, long procurement processes, bureaucracy, insufficient support on the ground, lack understanding in the context). This suggests that UNDP needs to increase its available resources, as well as being clear internally about how, to support the implementation of the country programme and projects. However, the qualitative responses on areas for improvement generated a wide range of statements, ranging from ease of work processes and flexible approaches, to increased internal capability and improved M&amp;E systems.</p>
<b>Efficiency of Country Programme Implementation</b>	<p>Feedback from the survey respondents commended UNDP for not only funding the CSOs and GOs but also playing a major role in the coordination, supervision, planning and networking of the intervention. Management arrangements of projects are for the most part sufficient at the Implementing/responsible partner level.</p> <p>The respondents, however, observed that the implementation of existing thematic programmes and projects are understaffed and unable to manage and monitor projects/programs efficiently, i.e. with limited capacity to engage technically and competently with stakeholder regarding analytical work and knowledge products. This is also reflected in the inability to mobilize resources to fund more result-based and sustainable programs with long-term impacts. There is also the need to synchronize activity timeline with the money allocation timeline. The respondents perceived that the level of UNDP visibility and consistency in communication is generally lacking; and there is a need for clear communication especially on their status and reporting lines.</p>
<b>Impact of Country Programme on Policy and Development</b>	<p>The survey respondents recognized the impact of UNDP intervention on a number of fronts: Up-to-date research and innovation, national platform for development issues such as SDGs, development of knowledge networks in specific areas, and bringing best practices or policy adaptation from other countries.</p> <p>There are however major challenges limiting the potential efficiency gains of the UNDP intervention, as perceived by the surveyed partners and stakeholders: a stronger knowledge management, dissemination and advocacy approach required to engage a wider range of stakeholders (i.e. relevant government agencies, private sector, CSOs, disadvantaged groups, and remote communities) and accelerate long</p>

Assessment Criteria	Experience Analysis
	term planning practices, networking or actions towards addressing social issues. Some feedback received indicated the absence of engagement with social media and a lack of communication skills in local language on some critical issues such as climate change, as well as sufficient financial support to local CSOs (on project development and implementation).
<b>Sustainability of UNDP Interventions</b>	<p>The respondents were somewhat convinced of the need for UNDP's continued interventions, identifying some evidence of sustainability in terms of sectoral relevance (i.e. perceived that thematic areas under the CPD be further identified as priorities, the need for long-term strategies and approaches), project-level concerns and institutional capacity (i.e. good relationships, networking and international standards), as well as perspective on funding continuity and linkages to the stakeholders' level of ownership; with less mentioning of policy aspect of, and the mechanisms for, sustainability (i.e., engaging with other influential stakeholder groups, enhancing funding sources, increasing capacity building and communication on policy realignment at national/local institutional and community level).</p> <p>Based on the survey results, while the respondents perceived UNDP making strong contributions to building capacity and strengthening the enabling environment, they did not express specific concern about sustainability of UNDP interventions. (e.g., the need for long-term strategies and approaches that could generate transformational and sustainable development results, securing national (in addition to stakeholder-level) ownership for the existing projects and country programme, the articulation of exit strategies).</p>

### 3.4.2. A Brief Summary of Key Points from Informant Interviews

#### On Programme Execution:

- UNDP-Thailand partnership has covered mainly project support, policy dialogue, research and publication, capacity development, and advocacy.
- Projects are designed and executed in accordance with the requirement of project implementation partners, based on the availability of funding.
- Implementing partners may or may not be fully engaged or taken full responsibility – potential for a lack of joint commitment on project outcomes and impacts.
- High ratio of (small) projects compared with the number of UNDP programme staff – reduce effectiveness and efficiency in project implementation.
- Most initiatives/projects (as designed) do not establish a means of leaving the current situation after a predetermined objective has been achieved – inadequate exit strategy that may have effects on the future of the project impacts.

#### On Strategic Positioning:

- Implementing partners mostly value UNDP's support and are willing to continue the partnership.



- Project-based approach, which mandates UNDP as the implementing agency to control and monitor implementation according to agreed plan – weaken the relationship as the partner for development; need to explore linkages between national priorities to strategically design holistic programmes.
- No clear connection or linkages between projects being implemented by UNDP (based on isolated project design and funding source).

### 3.4.3. Overview of Stakeholder Consultation Findings

#### Identifying Key Challenges and Opportunities/Recommended Actions

A summary of key messages emerged from the eight consultation workshops is presented in the matrix below.

Challenges	Opportunities/Recommended Actions
<b>International Organizations and Donors – 29 October 2019, Bangkok</b>	
<ul style="list-style-type: none"> <li>• Reduced funding for high- and middle-income countries</li> <li>• Driven by demand of the country (through bilateral collaboration) and guided by available sources of funding</li> <li>• UNDP to become the integrator of the UN development system in Thailand for effective delivery of results, working from specific perspective such as SDGs (including raising awareness, performance reporting, enhancing private contribution), with a clearly defined role vis-à-vis specialized UN agencies (i.e. mobilizing support for specific issue areas)</li> <li>• Collective understanding and ability to develop and implement sound exit strategies from development programmes and projects</li> <li>• Maintaining adequate personnel with the requisite technical expertise and capacity for problem solving</li> </ul>	<ul style="list-style-type: none"> <li>• Building development partnerships through co-financing; promoting innovative public and private financing for development</li> <li>• Existing and potential channel to communicate with government at policy level</li> <li>• Multiple areas of collaboration in line with national interests (i.e. gender equality, human rights, inequality, social protection, engaging CSOs and NGOs in decision making, decentralization, peace building, democratic governance, public budgeting and procurement, justice processes and accountability, wildlife trafficking, climate change, energy, environment, air quality, biodiversity, SDGs, sustainable growth through inclusive and knowledge-based economic development, SCP, circular economy, innovation, migration issues, education, digital transformation, peace in deep south, private sector on aging society, organic farming, climate change-related diseases, road safety)</li> <li>• Promoting the rule of law and justice through the network and partnerships with the parliament and judiciary</li> <li>• Volunteer engagement in the SDGs implementation process</li> <li>• Focusing on regional perspectives of resolving development problems such as climate change</li> </ul>
<b>NGOs and Academics – 05 November 2019, Bangkok</b>	
<ul style="list-style-type: none"> <li>• Need for clear positioning strategies and differentiation against various UN agencies and IOs presented in Thailand</li> </ul>	<ul style="list-style-type: none"> <li>• UNDP has a broad development mandate, including that of supporting country-led efforts to achieve the 2030 Agenda and ensuring that no one will be left behind.</li> </ul>

Challenges	Opportunities/Recommended Actions
<ul style="list-style-type: none"> <li>• Need to be more holistic and inclusive – understanding and acting among a broad range of partners and stakeholders on interconnections between the economy, society and the environment</li> <li>• UNDP’s policy and strategic operation in Thailand need to be visible to and recognized by its partners and the public</li> <li>• Exit Strategies for UNDP-supported programmes and projects that based on local capacity strengthening and sustainable impact</li> </ul>	<ul style="list-style-type: none"> <li>• Multiple areas of collaboration in line with national interests (i.e. democracy and good governance, human rights, decentralization, inequality, minority issues, LGBT rights and capacity (i.e. women, youths, prisoners), social cohesion, gender equality, youth, education – particularly for those in LGBT, peace in southern provinces, local capacity building, environmental issues, access to natural resources (i.e. forests), climate governance, SDGs localization and linkages, ecosystem-based management, sustainable tourism and social enterprise)</li> <li>• Existing and potential channel to communicate with government at policy level</li> <li>• UNDP needs to focus on its core mandates and competences, including poverty reduction, democratic governance, conflict prevention and prevention of, and recovery from, crises</li> </ul>
<b>Media and Private Sector – 08 November 2019, Bangkok</b>	
<ul style="list-style-type: none"> <li>• Lack of UNDP’s visibility through media</li> <li>• Need to explore/calculate value-based/social impact collaboration with new and unconventional partners, particularly social media and influencer agency as well as the private sector</li> </ul>	<ul style="list-style-type: none"> <li>• Multiple areas of collaboration in line with national and local interests (i.e. climate change mitigation and industrial innovation, commercial forestry, plastic circular economy, smart city, SD and SDGs awareness and communication, gender, climate change, circular economy, waste management, sustainable production and consumption)</li> <li>• Focusing on micro and small influencers/brand ambassadors for promoting economic sustainability</li> <li>• Engaging different segments of society in SD, i.e. kids to parents, driving from bottom up and policy top down</li> <li>• Addressing local challenge with global impact, such as ocean pollution and fish species, with local gov’t and communities, on budget allocation/money distribution</li> <li>• UNDP is in position to serve as a key “bridge” to promote public-private partnerships</li> <li>• Increase UNDP’s visibility with existing and potential stakeholders as well as the public through conventional media as well as digital and social media channels or online influencers, provide efficient communication to all partners in relation to local programme and project implementation, as well as on response to emerging and important issues</li> </ul>
<b>Government – 14 November 2019, Bangkok</b>	
<ul style="list-style-type: none"> <li>• Need for more holistic and inclusive development framework under rapid socio-economic and environmental changes</li> </ul>	<ul style="list-style-type: none"> <li>• Increase in analysis of the country’s situation at both macro (overall social-economic-environment assessment) and micro (local and social groups) levels to support SDGs; as well as on synergies and linkages among Rio conventions</li> </ul>

Challenges	Opportunities/Recommended Actions
<ul style="list-style-type: none"> <li>• Lack of UNDP's visibility, i.e. as stimuli for executive engagement, at the local level, as well as through media</li> <li>• Lack of funding for scaling up and sustaining results from project implementation</li> <li>• Lack of contact points within UNDP's specific areas of operation (e.g., SDG15, SDG 5)</li> <li>• Need for statistical information system to measure and monitor the progress of SDGs implementation</li> <li>• Lack of exit strategies from development programmes and projects</li> </ul>	<ul style="list-style-type: none"> <li>• Multiple areas of collaboration in line with national and local interests (i.e. biodiversity and financing for biodiversity preservation and conservation, biodiversity for community livelihoods, gender equality and gender-related climate issues, climate change, disaster risk management and vulnerable groups, information system for SDGs, LGBT and legal resources, business and human rights, sustainable tourism, land management, human rights in the Thai context, rights-based approaches to development, forest-related SDGs and NYDF goals linkages)</li> <li>• Enhancing collaboration through coherent national and local policy advice and programme support services drawing on the pool of evidence, knowledge and expertise gained by UNDP across all countries</li> </ul>
<b>Northern Region – 22 November 2019, Chiang Mai</b>	
<ul style="list-style-type: none"> <li>• Insufficient stakeholder consultation and transparency in data verification when measuring SDG achievement</li> <li>• Lack or insufficiency of state funding to support local communities, particularly those from disadvantaged or vulnerable groups</li> </ul>	<ul style="list-style-type: none"> <li>• Supporting local based development through formulation of area-based strategies and support services in accessing and securing finance for local communities</li> <li>• Data collection and stakeholder consultation undertaken to assess progress towards achieving SDGs, particularly SDG 1 (on poverty reduction) and SDG 14 (on plastic pollution)</li> <li>• Multiple areas of collaboration in line with national and local interests (i.e. air pollution, HIV and gender rights, inclusive development for ethnic minorities, water resources management and agriculture in highlands, inequality, unemployment, lack of income for youth, more innovative solutions in addressing LGBT issues, climate change, governance and social cohesion, knowledge management and technology innovation for sustainable development, agricultural land allocation to address inequality, reducing dependence on coal for energy, ethnic justice, innovative education for sustainable development particularly in schools and universities, career development for youths and women in rural or remote areas)</li> <li>• Preparation of alternative (shadow) reports that reflect the views of non-state stakeholders and civil society groups</li> <li>• Development and implementation of measures for sustaining solutions to promote the full integration of social and environmental dimensions in the development process</li> </ul>

Challenges	Opportunities/Recommended Actions
<b>Northeastern Region – 04 December 2019, Khon Kaen</b>	
<ul style="list-style-type: none"> <li>• Lack of decentralization in center-provincial-local relations</li> <li>• Converting land for either food or energy is becoming a critical issue, with no common agreement and understanding among policy-makers or rural farmers as well as between them, causing conflict among community groups and government officials</li> <li>• Increases tensions over the quality and quantity of water resources, causing economic and social insecurity</li> <li>• Lack of opportunity for people with hearing or communication impairment</li> </ul>	<ul style="list-style-type: none"> <li>• Multiple areas of collaboration in line with national and local interests (i.e. local development through decentralization approach, low carbon rural and urban development, area-based natural resource and environmental management, water-related pollution and disaster response, land-forest issues and inequality/human rights, chemical contamination of natural water supplies, household waste and e-waste management, inclusive tourism, participatory and inclusive budgeting, localizing the SDGs, road safety, empowerment of civil society as well as youths and marginalized, gender and inequality, creating financial discipline among youth and young people, democracy through non-traditional means and tactics such as informal groups and unstructured activities)</li> <li>• Creating platforms for local/area-based development, as well as for engaging stakeholders in UNDP's endeavor and advocacy for change particularly at the local level through the existing initiatives (e.g., WEEE- BPW-Khonkaen)</li> <li>• Supporting development of change agents through empowerment of young people and local community members, building on existing initiatives and networks</li> <li>• Rehabilitation for disabled persons (hearing) to be complied with the Ministerial Regulations A.D. 1994 (B.E. 2537) issued pursuant to the Rehabilitation of Disabled Persons Act A.D. 1991 (B.E. 2534)<sup>3</sup></li> </ul>
<b>Western Region – 13 December 2019, Kanchanaburi</b>	
<ul style="list-style-type: none"> <li>• The need for a response to the problems of centralized systems (i.e. finance, administration, control, regulation, reporting and accountability)</li> <li>• Economic and social problems caused by ethnic inequality (i.e. land use/allocation, climate change, access to natural resources for livelihood, water-related disasters)</li> <li>• Lack of access to project financing sources for ethnic minority groups</li> <li>• Delay in disbursement of project funds</li> </ul>	<ul style="list-style-type: none"> <li>• Finding innovative approaches/mechanisms to resolve conflicts between development and nature conservation – preventing wildlife-human conflicts through better understanding of local needs that can lead to adoption of coexistence and communication models and practices</li> <li>• Multiple areas of collaboration in line with national and local interests (i.e. sustainable land/forest land use and sustainable/subsistence agricultural practice, inclusive and ecosystem-based tourism, initiatives to assist ethnic minorities into entrepreneurship, innovation in participatory governance/democracy - local policy development and delivery, clean energy, decentralization approach through local development and vice versa, capacity building for</li> </ul>

<sup>3</sup> Rehabilitation of Disabled Persons Act and Ministerial Regulations Disability Information Resources: Thailand. Available at: <https://www.dinf.ne.jp/doc/english/intl/z15/z15007le/z1500750.html>.

Challenges	Opportunities/Recommended Actions
<ul style="list-style-type: none"> <li>• Lack of platform-specific mechanisms for engaging various groups of partners and stakeholders in knowledge sharing, decentralization and local development</li> </ul>	<p>local government and partnering with local academic institutions/universities as well as community empowerment, water-related issues, public and local community partnership, innovative mechanisms or platforms developed to address inequality and gender issues, SDGs localization through platform development and information management, youth empowerment and participation - to assert their human rights more effectively, local entrepreneurs and their potential contribution to local economy and community, collaboration with legislative and judicial branches)</p> <ul style="list-style-type: none"> <li>• Improving the processes of project preparation and fund execution to enhance project performance and productivity</li> </ul>
<b>Southern Region – 17 December 2019, Songkhla</b>	
<ul style="list-style-type: none"> <li>• Lack of dealing directly with youth and local community</li> <li>• Delay in disbursement of project funds</li> <li>• Lack of opportunity for women engaging in politics</li> <li>• Barriers to accessing public funds</li> </ul>	<ul style="list-style-type: none"> <li>• Multiple areas of collaboration in line with national and local interests (i.e. clean energy, sustainable city planning, disaster prevention and climate change training, youth and women in politics, pollution and human health, decentralization through local youth and community, household sanitation, democratic governance and knowledge for young people linked to SDGs, gender diversity for positive effect on local development and innovation, addressing local conflicts through ICT/communication and development, cyber security, SDGs localization, coastal resources management for equal access, social cohesion and empowering local community, local election, sustainable tourism,</li> <li>• Improving the processes of project preparation and fund execution to enhance project performance and productivity</li> <li>• Empowering and engaging youth and young people as change agent in conflict prevention, with proper training</li> <li>• Capacity strengthening to enable local universities to become stronger drivers of fair and sustainable development through better support functions, higher quality of research, education and outreach</li> </ul>

### 3.5. Key Lessons Learned

- The UNDP Thailand CPD 2017-2021 has been well aligned with country's priorities and coherently responded to needs.
- The CO has successfully stimulated and improved relevant national policies and strategies streamlining in the key sectors supported by the interventions in terms of institutional strengthening and contribution to policies and strategies, as expected in the programme's objectives.
- UNDP is well positioned to effectively respond to the country's needs (i.e., sharing of global good practices and experiences, country-based facilities, networks of expertise), and is positively perceived among partners as an institution able to translate those needs into tangible support (i.e., localization of SDGs and development functions).
- The UNDP potential and comparative advantages is not fully communicated and not sufficiently marketed among development partners.
- At the programme level: more efforts are needed to better articulate and structure the programme, especially in terms of holistic design and sustainability; improved management and coordination standard and regularity could ensure a proper and objective assessment of benefits and gaps; and more attention should be paid on monitoring and evaluation as well as sustainability issues, which are not adequately addressed at programme design and monitoring level.
- At the Project Level: projects have been more successful where they were carried out in synchrony with sector reforms and legislative developments; in some projects, the combination of weak capacities of implementing partners, heavy structuring of the action, both in terms of quantity of activities and number of stakeholders involved in the implementation, and unexpected disruption of funds has hindered the effectiveness of actions, impacted on results, and diminished or delayed positive effects.

## 4. CONCLUSION AND RECOMMENDATION FOR THE PERIOD OF 2019-2021

The CPD Thailand 2017-2021 mid-term assessment concluded that the country programme is relevant to national development priorities and the CO's performance has established a good foundation for development effectiveness and sustainability. UNDP Thailand has positioned itself as a valued partner in the country through the provision of technical expertise, project assurance and programme management support during the first half of the CPD period.

There were excellent partnerships with core ministries and this further solidifies the CO's role as a key development partner in the country. The relationships established with the civil society, donor agencies and academia has enabled UNDP to be viewed as a successful development partner with the solid technical capacity to effectively support the country in its pursuit of sustainable development. Albeit early on, UNDP Thailand has also been proactively pursuing and promoting partnerships with the private sector to address specific issues such as water and sanitation (i.e., Coca-Cola Foundation). Based on these successes, the office should further and systematically pursue such partnerships.

During the remaining period of the CPD, areas noted for further strengthening include economic and social inequality, environmental degradation and climate change, youth and



women empowerment, democracy and social cohesion, public services, and innovation to support building a knowledge intensive economy; all of which are outlines in the CPD and should be integrated in a cross-cutting manner in the next country programme design. It is further noted that the CO has the capacity to capitalize on the gains realized through the outcomes of the CPD, and firmly establish itself as a valued partner of the Thai Government, civil society, donor agencies, academia, and the private sector, with potential involvement of the legislative and judicial branches. This will provide the base for greater sustainability of outcomes and positive change, which will have a demonstrable impact on alignment with UNDP corporate goals and the well-being of the people in Thailand.

#### 4.1. Programmatic Level

Criteria	CPD MTR Findings	Recommendation
<b>Relevance</b>	<ul style="list-style-type: none"> <li>It has been observed that the CPD for the period is relevant to the Thai context and reflects the country's needs and priorities.</li> <li>However, it seems that UNDP is not familiar to some institutions and people, particularly those in non-government sector and outside the capital.</li> </ul>	<ul style="list-style-type: none"> <li>UNDP should communicate more on its efforts, working through SDGs localization and engaging multi-stakeholders in social innovation development and initiatives, as well as engaging more with the private sector for sustainable results.</li> </ul>
<b>Effectiveness</b>	<ul style="list-style-type: none"> <li>The CPD effectiveness is mixed. It seems higher in the IGSD programme, where the adoption of regional fund management tools has allowed for enhanced planning and monitoring. There appears to be too small projects/activities, particularly in the DGSA programme.</li> <li>Programming, planning and management processes were observed to be very different across programmes. In some projects, the excessive number of stakeholders and activities hindered the impact and effectiveness of planned actions.</li> <li>The achievement of project results seems uneven across thematic areas. It depends upon project structure, number and typology of actions, nature of the IPs, as well as institutional context.</li> </ul>	<ul style="list-style-type: none"> <li>Continuous capacity building of national and local institutions.</li> <li>Exploring strategic innovative partnerships and enhancing national-local cooperation.</li> <li>Re-think the structure of programmes and projects – more focused can make more impact (i.e. innovative project design that require inclusive and integrated approaches).</li> </ul>
<b>Efficiency</b>	<ul style="list-style-type: none"> <li>The project managers noted some improvements but stakeholders concluded that much needs to be done to</li> </ul>	<ul style="list-style-type: none"> <li>Strengthening and enhancing M&amp;E with IT systems.</li> <li>Resource Mobilization Strategy.</li> </ul>

Criteria	CPD MTR Findings	Recommendation
	<p>improve resource planning, programme management, reporting (timing and format).</p> <ul style="list-style-type: none"> <li>Project resources seem correctly and reasonably allocated, albeit adjustment required in some projects.</li> </ul>	<ul style="list-style-type: none"> <li>Standardise management tools across programmes and projects.</li> <li>Introduce a proper knowledge management system.</li> </ul>
<b>Sustainability</b>	<ul style="list-style-type: none"> <li>Sustainability is still an issue and not adequately supported by management mechanisms and tools. Sustainability elements should be inserted in the CPD, in project documents (i.e., exit strategy) and in reporting arrangements.</li> <li>The use of knowledge resources developed within the programmes or projects is not obvious</li> <li>However, the support of UNDP to Thailand's policies through capacity building and other actions will continue.</li> </ul>	<ul style="list-style-type: none"> <li>More attention is required by IPs and UNDP programme staff/project personnel to make further use of the knowledge resources.</li> <li>Insert a sustainability (exit strategy) section in all projects' templates – including reporting - and in the CPD.</li> <li>Focus on institutional sustainability, ensuring as much as possible that training material and knowledge resources are duly embedded in the beneficiary institutions.</li> </ul>

## 4.2. Strategic Level

1. UNDP to further enhance and broaden the outreach of its advocacy to the general public, particularly those living in poverty, disadvantaged, and vulnerable people.
2. UNDP's relative strength is its close cooperation with the relevant government institutions and in the setting of priorities for capacity building as the creation of an enabling environment with appropriate policy and legal frameworks, institutional development, including community participation and engagement through integrated solutions (i.e. data and analytics, innovation and learning, and financing expertise) to allow development transformation within these institutions.
3. To promote its SDGs integration and localization role, UNDP Thailand should become more active in the area of programme synchronization and coordination between specialized institutions of the government and the UN system. This might counteract projectitis and labour-intensive project cycle management.
4. UNDP Thailand is not fully capitalizing on its full potential with regards to building partnerships. Conscious outreach to bilateral and embassies, as well as the private sector and foundations, for collaborations, through designing specific resource mobilization strategies and institutionalizing regular programme meetings that cut across development sectors, is highly recommended.
5. UNDP could support more effectively Thailand's efforts in decentralizing development, social innovation and reducing inequalities by using its global experiences and networks.





## **TERMS OF REFERENCE**

### **FOR INDIVIDUAL CONTRACT**

**POST TITLE:** CPD 2017-2021 Mid-Term Review Consultant  
**AGENCY/PROJECT NAME:** Programme Division, UNDP Thailand  
**COUNTRY OF ASSIGNMENT:** Thailand

#### **1) PROJECT DESCRIPTION**

The United Nations Development Programme (UNDP) Thailand Country Office (CO) is currently working, under Country Programme Document (CPD) 2017-2021, endorsed by the Executive Board of United Nations Development Programme, United Nations Population Fund and United Nations Office for Project Services, towards achieving Thailand's efforts to meet Sustainable Development Goals (SDGs) by 2030. UNDP has been working with the Royal Thai government, civil society, national partners and the Thai public to help find solutions to persistent development challenges.

UNDP's priority in a middle-income country like Thailand is to work within outlined agreements like the United Nations Partnership Agreement Framework (UNPAF) signed on 27 July 2017. We are working at both national and local levels, providing policy advisory services and technical assistance to help Thailand improve the management and increase the country's resilience to adverse effect of climate change and degradation of its rich biodiversity resources. We continue to provide strong policy advice and advocacy on normative UN issues such as gender equality, social and economic inequality, human rights, and rule of law.

Since we are currently midway through the current CPD, UNDP Thailand wishes to undertake a review of our ongoing work, assess changes in the programme and operational environment, stock take the results achieved and lessons learnt thus far in the programme, and in view of new developments in Thailand, shape the strategic programmatic focus of the programme in view of better responding to the needs of Thailand in supporting its efforts in achieving the SDGs.

#### **2) SCOPE OF WORK**

The objective of the assignment is for the selected consultant to facilitate, moderate, prepare and finalize a mid-term review Thailand CPD 2017-2021 report which comprises of the followings:

- Analyze the data from CPD MTR survey received from partners and non-partners of UNDP Thailand.
- Prepare, facilitate and moderate 4 consultation workshops in Bangkok and 4 provincial consultation workshops outside Bangkok. These workshops are to discuss and analyze the key thematic issues raised, including conducting problem analysis and formulate Theory of Change, if needed.
- Prepare a draft of the CPD MTR and related annexes/attachment as well as consolidate the inputs/feedback from the relevant stakeholders.
- Finalize the CPD MTR draft after receiving validation with key stakeholders and final comments from programme units and UNDP Thailand CO management.

### 3) EXPECTED OUTPUTS AND DELIVERABLES

The final CPD MTR with the following contents:

- Introduction
- How CPD MTR was conducted?
- Update of Situation Analysis
- Overview of the Country Programme Results
- CPD MTR Survey Analysis
- Programme Rationale
- Programme Priorities and Partnership
- Programme and Risk Management
- Lessons Learned
- Theory of Change
- Key Recommendations
- Summary of Key Actions; start, stop and continue.

Deliverables/ Outputs	Estimated Duration to Complete	Target Due Dates	Review and Approvals Required
CPD MTR Survey Analysis	1 day	04 October 2019	By Lovita Ramguttee, DRR
Prepare, facilitate and moderate in 8 consultation workshops	16 days	22 October - 13 December 2019	
Submission of the 1st Draft of CPD MTR report	6 days	27 December 2019	
Final submission of the CPD MTR report	4 days	31 January 2019	

#### 4) INSTITUTIONAL ARRANGEMENTS

- The consultant will report directly to the Deputy Resident Representative
- The consultant is required to consult with the Resident Representative, the Deputy Resident Representative, and unit heads. The consultant is also required attend working sessions with UNDP staff and document discussions related to developing theories of change, and to meet with relevant UNDP staff and stakeholders for consultations workshops and presentation of findings for the draft of CPD MTR report.
- The consultant will be provided with temporary working space in the UNDP CO as and when necessary. The consultant is responsible for his/her own computer.

#### 5) DURATION OF ASSIGNMENT, DUTY STATION AND EXPECTED PLACES OF TRAVEL

##### Duration

01 October 2019 - 28 February 2020

##### Duty Station

Home-based in Bangkok, Thailand, with some travels within Thailand. The travel cost, if incurred, will be paid/reimbursed by the actual cost but within UNDP Financial Rules and Regulations.

#### 6) DEGREE OF EXPERTISE AND QUALIFICATIONS

An experienced national expert with substantive knowledge of development issues in Thailand particularly issues related to UNDP practice areas: Democratic Governance, Energy and Environment, poverty reduction and SDGs, Crisis Prevention and Recovery and cross-cutting issues (HIV/AIDS, gender mainstreaming, youth, disabilities, capacity development). Advanced degree in social science or related field, proven drafting skills and leadership skills. Familiarity with UNDP or UN operations will be advantageous. Must be able to work collaboratively in a multi-cultural team. Commitment to respecting deadlines and the delivery of outputs within the agreed timeframe.

Advanced university degree (Master's Degree or above) in social sciences, or other relevant disciplines, with proven track record in programme development and advanced social research and analysis

- At least 5-7 years of relevant professional experience and solid experience in programme development and implementation related to UNDP Thailand practice areas
- Prior experience drafting a UNPAF or UNDP country programme or UN Agency country programme document would be an asset.
- Facilitation and drafting skills are a requirement, and substantive knowledge of development issues in Thailand particularly issues related to UNDP practice areas: Democratic Governance, Energy and Environment, Poverty Reduction and SDGs, Crisis Prevention and Recovery, and cross-cutting issues (gender mainstreaming and capacity development) will be an asset.
- Proficient in English language, spoken and written.
- Ability to write reports and make presentation.

## 7) REQUIRED DOCUMENTS

The following documents are requested as part of the submission of application:

- a) Duly accomplished Letter of Confirmation of Interest and Availability using the template provided by UNDP;
- b) Personal CV or P11, indicating all past experience from similar projects, as well as the contact details (email and telephone number) of the Candidate and at least three (3) professional references;
- c) Brief description of why the applicant considers him/herself as the most suitable for the assignment, and a brief methodology on how the applicant will approach and complete the assignment;
- d) Financial Proposal that indicates the all-inclusive fixed total contract price, supported by a breakdown of costs, as per template provided. If an applicant is employed by an organization/company/institution, and he/she expects his/her employer to charge a management fee in the process of releasing him/her to UNDP under Reimbursable Loan Agreement (RLA), the Applicant must indicate at this point, and ensure that all such costs are duly incorporated in the financial proposal submitted to UNDP.

## 8) CRITERIA FOR SELECTION OF THE BEST OFFER

The best offer will be selected based on a Combined Scoring method where the qualifications, experience and methodology will be weighted 70%, combined with the price offer which will be weighted 30%

## 9) CONSULTANT PRESENCE REQUIRED ON DUTY STATION/UNDP PREMISES

NONE

PARTIAL

INTERMITTENT

FULL TIME

## 10) PAYMENT TERMS

The payment will be made to the consultant upon the submission of below deliverables:

60% of payment upon the submission of the 1<sup>st</sup> draft of CPD MTR report.

40% of remaining of the payment upon the satisfactory of the submission of the final CPD MTR report.

## 11) ANNEXES TO THE TOR

CPD 2017-2021

## ANNEX 2: MTR Assessment Matrix

The assessment of UNDP's contribution to development results for Thailand comprises two main parts: (a) assessment by programmatic areas – using the evaluation criteria of relevance, effectiveness, efficiency and sustainability; and (b) assessment of the strategic positioning of UNDP – assessing against coordination and value added criteria in relation to Thailand's development policy, how UNDP positioned itself and what strategies it took in assisting the development effort by the country. This assessment will be made according to the following criteria: strategic relevance and responsiveness; use of networks and comparative strengths; and promoting UN values from a human development perspective.

### (a) **Assessment by Programmatic Areas** (Achievement of Outputs/Outcomes Against Country Programme 2017-2021 Strategies and Targets)

Programme Outcome/Output	Indicator	Baseline Level (2015)	Target Level (2021)	Mid-Term Level (2019) Assessment	Progress Towards Targets
<b>Outcome/Priority:</b> Promoting anti-corruption, inclusive engagement and social cohesion					
<b>Output 1:</b> Institutions and systems enabled to address anti-corruption risks and challenges across sectors and stakeholders	1.1 Number of proposals adopted to mitigate sector specific corruption risks	1 (Public procurement corruption risk assessment)	5		
<b>Output 2:</b> Capacity increased for CSOs and private sector to monitor public accountability and business sector integrity	2.1 Percentage of students at universities that host a Thai Youth Anti-Corruption Network chapter (TYACN), disaggregated by sex, that endorse corruption if they stand to gain from it	69%	40%		
	2.2 Number of Network chapters that become financially sustainable through social enterprises, as supported by the private	2	10		

Programme Outcome/Output	Indicator	Baseline Level (2015)	Target Level (2021)	Mid-Term Level (2019) Assessment	Progress Towards Targets
	sector				
	2.3 Number of university courses that integrate integrity considerations into their curriculum.	0	10		
<b>Output 3:</b> Stakeholder engagement work in the Southern Border Provinces of key institutions and civil society networks facilitated and improved	3.1 Extent to which relevant civil society groups have strengthened capacity to engage in critical development and crisis issues, disaggregated by women's, youth and excluded groups	Partially	Largely		
	3.2 Number of dialogue platforms (with community participation) established with support from SBPAC	3	10		
	3.3 Number of Tambon Administrative Office (TAO) (subdistrict administration) Development Plans that are inclusive, gender-sensitive and address social cohesion	1	50		
	3.4 Number of female-led community groups	12 (2016)	400		



Programme Outcome/Output	Indicator	Baseline Level (2015)	Target Level (2021)	Mid-Term Level (2019) Assessment	Progress Towards Targets
	benefiting from livelihood initiatives to promote social cohesion				
	3.5 Number of community livelihood and social cohesion initiatives brought to scale through partnership with the private sector	2	10		
	3.6 Number of people (disaggregated by sex) benefiting from UNDP-supported community livelihood and social cohesion initiatives	1,200 (580 Male/620 Female) (2016)	40,000 (19,600 Males/20,400 Female)		
<b>Output 4:</b> Thailand's Gender Equality Act implemented with respect to inclusive and sexual diversity issues	4.1 Existence of an extended definition of 'gender' that includes localized LGBTI definitions	No (2016)	Yes		
<b>Outcome/Priority:</b> Promoting green and inclusive growth					
<b>Output 5:</b> Increased engagement and ability of targeted local governments and urban poor communities to effectively define localized multi-dimensional poverty indicators	5.1 Extent to which the urban poor communities are engaged in defining the indicators	None (2016)	Fully		
	5.2 Percentage of the newly defined multi-dimensional urban poverty indicators that are sex-disaggregated	0% (2016)	50%		

Programme Outcome/Output	Indicator	Baseline Level (2015)	Target Level (2021)	Mid-Term Level (2019) Assessment	Progress Towards Targets
<b>Output 6:</b> Solutions developed at national and sub-national levels for sustainable management of natural resources	6.1 Number of natural resources co-management models established and adopted in policy and regulatory frameworks of relevant ministries	1	3		
	6.2 Number of biodiversity-based enterprises established and scaled up	4 established, 0 scaled	12 established, 4 scaled		
	6.3 Number of incentive structures established to support the private sector's investments and community engagement in biodiversity, environmental protection, and sustainable production and consumption	0	2		
	6.4 Number of canals and flood gates in the irrigation network in the Yom and Nan river basins upgraded	0	6 (2 canals, 4 flood gates)		
	6.5 Number of farm households in the Yom and Nan river basins benefiting from upgraded canals and	0	20,000		



Programme Outcome/Output	Indicator	Baseline Level (2015)	Target Level (2021)	Mid-Term Level (2019) Assessment	Progress Towards Targets
	flood gates, and other soft adaptation measures				
<b>Output 7:</b> Ability of key institutions and target populations improved to utilize climate/disaster risk information for development purposes	7.1 Number of plans and programmes that are informed by multi-hazard national and sub-national disaster and climate risk assessments, taking into account differentiated impacts on women and men	2	10		
	7.2 Number of communities that collect, analyze and share risk information through innovative methods	0	50		
	7.3 Number of people covered by provincial development plans that are informed by multi-hazard disaster and climate risk assessments (disaggregated by sex)	2.57 million (1.26 million male/1.31 million female)	8.4M (4.1 million male/4.3million female)		
<b>Output 8:</b> Capacity enhanced for National Statistical Office and relevant ministries and agencies to collect, manage	8.1 Percentage of identified data gaps, including disaggregation, addressed by NSO and relevant line ministries	0%	90%		

Programme Outcome/Output	Indicator	Baseline Level (2015)	Target Level (2021)	Mid-Term Level (2019) Assessment	Progress Towards Targets
and use disaggregated data required for Sustainable Development Goal reporting					
<b>Output 9:</b> National South-South cooperation mechanism and capacity strengthened for development solutions	9.1 Number of South-South and triangular cooperation partnerships, supported by UNDP, that deliver measurable and sustainable development benefits for participants	1 (Thailand-China on Health sector – E-waste)	15		
<b>Output 10:</b> Innovations enabled for development solutions, partnerships and other collaborative arrangements	10.1 Number of new public-private partnership mechanisms, with UNDP support, that provide innovative solutions for development	0	1 (Thailand Social Innovation for Development Facility (TSI4DF))		
	10.2 Number of social impact start-ups supported (and scaled-up nationally)	0	50 (5)		

**(b) Assessment of the Strategic Positioning of UNDP** (Reviewed in terms of the relevance and responsiveness of UNDP's country programme to national priorities as well as to UNDP's mandate; and the balance between UNDP's involvement in the design and implementation of projects and its other activities.)

Criteria	Description
1. Relevance of Country Programmes	To what extent is the objectives of the action under the CPD are consistent with beneficiaries' requirements, country needs, global priorities and partners' and UN/UNDP strategies and policies
2. Responsiveness to National Priorities	To what extent is the country programme responsive to the changing environment in country at national and subnational levels, including changing partner priorities, and how should it adapt to these changes? To what extent have the projects been appropriately responsive to political, legal, economic, institutional, and other changes in the country?
3. Strategic Partnerships	To what extent has UNDP been able to form and maintain partnerships with other development actors including bilateral and multilateral organizations, civil society organizations and the private sector to leverage results? How UNDP have strategized its partnership with relevant partners in Thailand? To what extent have partnership modalities been conducive to the delivery of country programme outputs? How much progress has been reported?
4. Resource Mobilization	To what extent has there been an economical use of financial and human resources? Have resources (funds, human resources, time, expertise, etc.) been allocated strategically to achieve outcomes? To what extent have resources been used efficiently? Have activities supporting the strategy been cost-effective?
5. Awareness of UNDP and Knowledge of Its Role and Services	Are the nature and extent of the role and involvement of UNDP in the project/programme explained adequately? Is the role of UNDP vis-à-vis partners deliberately considered for programming contributing to SDGs? To what extent awareness and knowledge of UNDP's role as a development agency is outside of direct counterparts?
6. Development Value and Balance of UNDP's Activities	How successful actions under the CPD have been in achieving or progressing towards its objectives, and analyses the determining factors of the successful or unsuccessful implementation, aiming to draw useful lessons for future programming?

## ANNEX 3: Survey Questions, Initial Results from the Survey, List of Informants, and Mission Itinerary

### (a) Online Survey: Questions and Results

1. Personal Background Questions	2. Opinion Questions
1.1 Your Full Name in Thai or English (Optional). (This information is provided just in case we would like to contact you for further consultation.)	2.1 Do you have experience working with UNDP? (can be more than one)
1.2 Gender	2.2 How do you relevant to UNDP now or in the past?
1.3 Age	2.3 How relevant is UNDP's work to the development of Thailand?
1.4 Where are you based in Thailand/Location?	2.4 What three development areas of work you think UNDP should be the most engaged in the next 5 years?
1.5 Occupation	2.5 Who should UNDP work and partner with?
1.6 Organization	2.6 What would you suggest for UNDP to improve its contribution to the development of Thailand?
1.7 Contact information (Optional) i.e. Email/Phone Number (With your permission by giving us the detail, this information is provided just in case we would like to contact you for further consultation.)	2.7 What are 3 areas UNDP is good at?
	2.8 What are 3 areas UNDP needs improvement in?
	2.9 If you don't know nor have worked with UNDP before, what would you suggest for UNDP to improve its contribution to the development of Thailand?

### A Summary of Results from the Survey

Summary of Information/Comments	Count (%)
<b>Gender</b>	
Male	48 (51.1)
Female	44 (46.8)
Other	0 (0)
Prefer not to say	2 (2.1)
<b>Age</b>	
Under 18 years old	0 (0)
18-25	4 (4.3)
26-46	50 (53.2)
47-64	35 (37.2)

Summary of Information/Comments	Count (%)
65 years or older	5 (5.3)
<b>Location</b>	
Bangkok Metropolitan Area	43 (45.7)
North	17 (18.1)
Central	12 (12.8)
Esan (Northeast)	4 (4.2)
East	1 (1.1)
West	9 (9.6)
South	8 (8.5)
<b>Occupation</b>	
Student	3 (3.2)
Teacher, Lecturer, Academia, Researcher	11 (11.7)
Government Officer, State Enterprise Employee	29 (30.9)
Private Sector Officer	8 (8.5)
Freelance	18 (19.1)
Other (UN Staff, NGO Staff)	25 (26.6)
<b>Organization</b>	
Government-Public Sector	36 (38.3)
Private Sector	8 (8.5)
NGOs	33 (35.1)
UN Agencies and International Organization	10 (10.6)
Media	1 (1.1)
Academic	5 (5.3)
Other (Self Employed Farmer)	1 (1.1)
<b>2.2 Do you have experience working with UNDP? (can be more than one) 94</b>	
Yes, I used to work/am working with UNDP	71 (75.5)
Yes, I used to join the event organized by UNDP	16 (17.0)
No	7 (7.5)
<b>2.3 How do (are) you relevant to UNDP now or in the past? 80</b>	
Project/Activity Implementation Partner	47 (58.8)
Grant Receiver	12 (15.0)
Consultant/Sub-contractor/Employee	20 (25)
Not Relevant	1 (1.2)

Summary of Information/Comments	Count (%)
<b>2.4 How relevant is UNDP's work to the development of Thailand? 92</b>	
Country support platforms for Sustainable Development, including SDGs	20 (24.7)
Capacity Building for Government and Empowering CSOs	37 (45.7)
Policy Advocacy, Technical and Financing Support	19 (23.5)
Innovation for Inclusive Development	5 (6.2)
Environmental Management and Climate Change	11 ()
<b>2.5 What three development areas of work you think UNDP should be the most engaged in the next 5 years? 187</b>	
Governance, Human Rights, Inequality, Gender Equality	28 (15.0)
Sustainable Development and SDGs	9 (4.8)
Climate Change, Biodiversity, Water Management, Energy, Sea and Ocean	89 (47.6)
Public Procurement, Development Financing	11 (5.9)
Social Welfare, Poverty, Human Development, Social Innovation, Migrant and Mobile Populations	17 (9.1)
Circular Economy	4 (2.1)
Health and Education	7 (3.7)
Disaster Risk Management, Humanitarian and Emergency	6 (3.2)
Sustainable Cities and Communities	6 (3.2)
Others (Trans-boundary environmental management, economic growth, youth, tourism Industry, peace and conflict, digital literacy, democratic development, Blue Economy, Illegal Trade)	10 (5.4)
<b>2.6 Who should UNDP work and partner with? 157</b>	
National and Local Government	58 (36.9)
Private Sector	21 (13.4)
CSOs, NGOs and Communities	62 (39.5)
Academic and Research Institutions	9 (5.7)
International Organizations and Donors	4 (2.6)
Others (Regional Organizations, Media, Countries)	3 (1.9)
<b>2.7 What would you suggest for UNDP to improve its contribution to the development of Thailand?</b>	
Education, Inclusive and integrated development, Capacity development for local community and networking, Independent from Government, Information development	
<b>2.8 What are 3 areas UNDP is good at?</b>	
International standards, impartial, practical, not for profit organization, good facility, good coordination, good academia, good reputation as a UN agency, has knowledge networks in its	

Summary of Information/Comments	Count (%)
<p>working areas, and has funding support for CSOs and GOs, impartiality, flexibility, network building / partnership with stakeholders from various sectors, facilitate collaboration process, access to government and high-level officials, multi-sectoral engagement, technical networking and collaborations, sources of funding, worldwide network of experts, human development focus, UNDP can help bringing best practices or policy adaptation from other countries, UNDP has tackled many important issues (this can also be weakness) which help to integrate or link them together, flexibility in adapting ideas and linkages to other UN Agencies, transparency, support participation approach, systematic organization structure, focusing on sustainable development and environmental management, accessibility by local community, fund raising, global and regional network, collection of consultants and experts.</p> <p>UNDP is good at raising awareness to certain issues such as climate change to youths, at promoting action towards sustainability by organizing their own events, and at supporting youths in working towards sustainability. Democratic governance and social advocacy, inclusive growth and sustainable development and gender equality</p> <p>Up-to-date researches and innovations, platform for development issues such as SDGs, good institutional platform and reputation, good relationship with Thai government agencies, good position in global community</p>	
<b>2.9 What are 3 areas UNDP needs improvement in?</b>	
<p>Not much visible in general public, slow action, should be more focus and have more actions on issues, need more follow through/continuous and integrated work, close consultation with relevant government agencies, foreword looking, engage more private sector, small number of staff, less public relation, need more network, foreign experts lack ability to communicate and public relations, provide technical supports for a country in its expertise, should focus its supports to CSOs or communities, help a countries to access funding sources, accessibility, increase communication channels, more work with remote communities, engage more community groups in development projects, social innovation initiatives over emphasize youth, diversify partners, improve funding sources, semi-bureaucratic causing excessive reporting, hierarchical decision making, practicality - bridging the gap between high-level policy and implementation in the local settings, communications - making it easier for people to learn and participate in the development initiative/projects, internal process - remove the unnecessary complex protocols while building lean organization and agile work environment, more result-based and sustainable activities/projects, have frequent multi-sector dialog on issues related to SDG.</p> <p>Provide resources for countries to learn and practice successful development models; promote international collaboration on practices responding to climate change, administration &amp; bureaucracy, too many employees with too high salary &amp; benefits, less understanding of development situations on the ground, field-based initiatives, teamwork, continuity, enhance coordination, lack of understanding on the contexts, delayed procurement and payment, increase local/field staff, guidelines on project reporting, recruit capable staff, realistic timeline, information validation, integrated monitoring and evaluation of projects, sufficient budget, good auditing process, visibility and transparency, annual conference to communicate results, more opportunities for engagement, access to disadvantaged groups, need roadmaps for programme/project management, in-depth and flexible approaches, UNDP staff must shift their roles from controller toward partnership creator.</p> <p>UNDP must recognize and trust the roles of regional, national and sub-national agencies unconditionally by ensuring its partners have got enough technical and resource supports to run program or project as agreed, UNDP should not play its roles as controller but rather</p>	

Summary of Information/Comments	Count (%)
<p>perform a catalyst role in supporting changing processes within society toward SDGs, focus more on UNDP core mandate, ease of work processes, UNDP can improve in making long term networks or actions towards the social issues, a continuation of the events, or to have annual installments of the events so that it reaches more people, UNDP can improve in involving adults working in the private sector in mobilizing them to contribute towards the SDGs in their own ways as well. There are many people who do not know about the SDGs and who are able to contribute if they have the incentive to learn and act and have the venue to do so.</p> <p>UNDP can improve by promoting sustainability in the ways to do business, such as the Sufficiency Economy Philosophy, so that Thais are motivated to include sustainability in their lives. There are many ways each business can be sustainable. UNDP can share these practices of sustainability to different groups of people.</p> <p>Work more with the both mainstream and social media, translation of English information to local language especially critical issues like climate change, provide financial support to local CSOs, Collaboration with local authorities and community engagement, application of SDGs to local implementation, knowledge sharing with local stakeholders, accessibility of stakeholder</p>	
<b>2.10 If you don't know nor have worked with UNDP before, what would you suggest for UNDP to improve its contribution to the development of Thailand?</b>	
No response.	-

## (b) In-house Interview: Key Questions and List of Informants

### Programmatic Analysis

1. What are the issues or challenges that the programme/project seeks to address? What are immediate and development objectives of the programme/project? Who are the main stakeholders? What results are expected?
2. Are there signs of advances towards programme/project outputs/outcomes? To what extent have the programme/project outputs been achieved?
3. Is it feasible to complete with the remaining resources and the existing context? What challenges are causing delays (if any)? How can the challenges be overcome? What has changed in the context?
4. Is the programme/project still relevant? To what extent have the outputs contributed to the achievement of the CPD outcomes?
5. To what extent was the programme/project carried out ensuring that the most efficient process being adopted?
6. What is the likelihood that the interventions supported by the UNDP will be sustainable (capacity building and financing mechanisms)? Are there new opportunities (project/programme/engagement) in the near future?

### Strategic Analysis

1. To what extent did UNDP programmes/projects contribute to the coordination mechanisms in the UN system in Thailand?



2. To what extent did UNDP programmes/projects contribute to a more coherent and efficient response to national priorities as well as to ensuring greater coherence in planning, implementation and operational management?
3. What is it that UNDP does particularly and distinctively well as compared to other development partners in Thailand?
4. What specific roles could UNDP Thailand Office play, or what products could be delivered to mobilize resources and enhance its contribution to the development results in Thailand?

Informant	Date	Position/Affiliation
1. Mr. Renaud Meyer	Wednesday, 25 September 2019	Resident Representative of UNDP Thailand
2. Ms. Lovita Ramguttee		Deputy Resident Representative of UNDP Thailand
3. Mr. Suparnee Pongruengphant (Jay)	Thursday, 26 September 2019	Project Manager, Business, Human Rights and LGBTI
4. Mr. Rattaphon Pitakthepsombat (Beh)		Project Manager, Illegal Wildlife and Trade (IWT)
5. Ms. Thanyaporn Jarukittikun (Mint)		Social Innovation Manager
6. Ms. Suwimol Sereepaowong (Tae)		GEF Small Grants Programme
7. Ms. Amornwan Resanond (Mai)		Project Manager, Low Carbon Growth in Cities (LCC)
8. Ms. Napaporn Yuberk (Cherry)		Programme Analyst, Inclusive Green Growth and Sustainable Development
9. Ms. Phansiri Winichagoon (Yai)		Project Manager, Wildlife Conservation (Tiger)
10. Mr. Krib Sitathani		Project Manager, NDC and NAPAQ
11. Mr. Wisoot Tantanin	Wednesday, 02 October 2019	Team Leader, Democratic Governance and Social Advocacy
12. Mr. Saengroj Srisawaskraisorn		Team Leader, Inclusive Green Growth and Sustainable Development
13. Ms. Niran Nirannoot		Project Coordinator BIOFIN
14. Mr. Timothy Alchin	Wednesday, 02 October 2019	Peace and Development Advisor

Informant	Date	Position/Affiliation
15. Ms. Dilrukshi Fonseka	Wednesday, 02 October 2019	UNDP Consultant, Framework for Sustaining Peace
16. Mr. Santi Nindang	Wednesday, 09 October 2019	Project Manager STEP II-III

**(c) Mission Itinerary**

Actions	Date
In-house Interviews	25 September 2019 – 09 October 2019
Portfolio Sensemaking Workshop – UNDP Thailand	09 October 2019
Consultation Workshop – Bangkok (UN Agencies, International Organizations, and Donors)	29 October 2019
Consultation Workshop – Bangkok (NGOs and Academics)	5 November 2019
Consultation Workshop – Bangkok (Media and Private Sector)	8 November 2019
Consultation Workshop – Bangkok (Government Agencies)	14 November 2019
Consultation Workshop – Northern Region (Chiang Mai)	21-22 November 2019
Consultation Workshop – North-Eastern Region (Khon Kaen)	03-04 December 2019
Consultation Workshop – Western Region (Kanchanaburi)	12-13 December 2019
Consultation Workshop – Southern Region (Songkhla)	16-17 December 2019

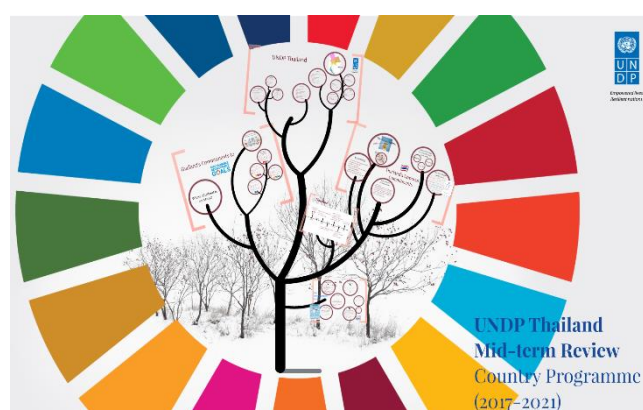
## ANNEX 4: A Summary of Partner and Stakeholder Workshops and Lists of Participants

### Overview of Workshops

During the period of 29 October to 17 December 2019, a series of stakeholder consultation workshops (4 in Bangkok and 4 at the regional level) were hosted by UNDP Thailand, gathered participants from UNDP's current and potential development partners (i.e. government agencies at national and local levels, business representatives, international organizations and donors, non-governmental organizations, CSOs and local communities, media professionals, and scholars and academics). As part of the Mid-term Review (MTR) process of UNDP Thailand Country Programme 2017–2021, the objectives of the workshops were two-folds: to communicate with key stakeholders and partners on UNDP's work in Thailand; and to consult stakeholders and receive insights to the implementation of the current Country Programme, changes in the operational environment, as well as key challenges and opportunities for UNDP intervention in supporting Thailand's efforts to achieving sustainable development.

The workshop was delivered through plenary presentations (Prezi slides were presented in both English and Thai languages) with two video clips (one on peace and social coherence, introducing UNDP's Youth Co:Lab activities; and the other on wildlife-human coexistence, introducing UNDP/GEF Tiger Project), and discussions (see the full agenda below). The Prezi presentations were given by UNDP Thailand on the context of UNDP operation in the country through implementation of the country programme. The presentation session also included brief introduction of the settings and outline of the MTR, and a summary of results from an online survey conducted by UNDP from 13 September 2019 to 04 October 2019 (Annex 3). Participants were then asked to discuss the five key questions, as follows:

- How do we improve the relevance of UNDP for Thailand's development?
- What else do you think UNDP should focus on to address Thailand's challenges / What do you think we should not be doing?
- Who else do you think we should be partnering with?
- How can we engage more at local level?
- Where should UNDP look for resources?



## Workshop Agenda

- 09.00 – 09.45 Welcome Remarks and Context we operate in and UNDP in Thailand
- Mr. Renaud Meyer, UNDP Resident Representative
- Ms. Lovita Ramguttee, UNDP Deputy Resident Representative
- 09.45 – 10.00 Feedback from our partners
- Ms. Nittaya Mek-aroonreung, UNDP Programme Associate (at four workshops held in Bangkok)
- Ms. Arachapon Nimitkulpon, UNDP Project Coordinating Associate (at workshop held in Chiangmai)
- Mr. Rattaphon Pitakthepsombat, UNDP Project Manager (at workshop held in Khon Kaen)
- (No presentation at workshop held in Kanchanaburi to allow more time for discussion)
- Mr. Santi Nindang, Project Manager of Southern Thailand Empowerment and Participation Project (at workshop held in Songkhla)
- 10.00 – 10.30 Coffee and Networking
- 10.30 – 12.30 Plenary Discussion
- 12.30 – 14.00 Lunch

## List of Participants

No.	Title	First name	Last name	Job Title	Organization
<b>International Organizations and Donors – 29 October 2019, Bangkok</b>					
1	Mr.	Idesbald	van der Gracht	First Secretary	Embassy of the Kingdom of Belgium
2	Ms.	Caroline	Gilops	Trainee	Embassy of the Kingdom of Belgium
3	Mr.	Yazid	Bensaid	Director of Development Agency	Embassy of France
4	Ms.	Suwida	Kingmuangkow		Embassy of France
5	Ms.	Kjersti	Rødsmoen	Ambassador	Embassy of Norway
6	Ms.	Julie	Berg Melfald		Embassy of Norway
7	Mr.	Waldemar	Dubaniowski	Ambassador	Embassy of the Republic of Poland
8	Ms.	Nirachon	Kerdkidsadanon	Assistant to Political and Cultural Affairs	Embassy of Spain

No.	Title	First name	Last name	Job Title	Organization
9	Mr.	Ignacio	Sobrino Ballesteros	Intern	Embassy of Spain
10	Mr.	Jerome	Pons		Delegation of the European Union to Thailand
11	Mr.	Liviu	Vedrasco	Programme Officer	World Health Organization (WHO)
12	Ms.	Birgit	Hansl	Country Manager	World Bank Thailand
13	Mr.	Jay	Roop	Senior Climate Change Specialist	Asian Development Bank (ADB)
14	Ms.	Sanhawan	Srisod	Legal Adviser	International Commission of Jurists (ICJ)
15	Ms.	Bianca	Cravenna	Programme Officer	United Nations Industrial Development Organization (UNIDO) Regional Office in Thailand
16	Ms.	Manon	Bernier	Regional Portfolio Manager	United Nations Volunteers (UNV) Programme
17	Mr.	Alessandro	Nobile	Programme Officer	United Nations High Commissioner for Refugees (UNHCR)
18	Mr.	Artak	Melkonyan	Chief Operations Officer	UNDP SDG Impact Finance (UNSIF)
19	Mr.	Paul	Buckley	Development Coordination Specialist	Office of the Resident Coordinator Thailand
20	Ms.	Deirdre	Boyd	UN Resident Coordinator in Thailand	Office of UN Resident Coordinator in Thailand
21	Mr.	Renaud	Meyer	Resident Representative	UNDP Thailand
22	Ms.	Lovita	Ramguttee	Deputy Representative	UNDP Thailand
23	Mr.	Saengroj	Srisawaskraisorn	Programme Specialist / Team Leader	UNDP Thailand
24	Ms.	Napaporn	Yuberk	Programme Analyst	UNDP Thailand
25	Ms.	Areerat	Chabada	Programme Associate	UNDP Thailand
26	Mr.	Thanawat	Wachiratongkum	Research and Information Assistant	UNDP Thailand

No.	Title	First name	Last name	Job Title	Organization
27	Mr.	Kittikun	Saksung	Youth Outreach and Engagement Consultant	UNDP Thailand
28	Ms.	Ampai	Harakunarak	UNDP MTR Consultant	UNDP Thailand
29	Mr.	Timothy	Alchin	Peace and Development Advisor	UNDP Thailand
30	Mr.	Wisoot	Tantinan	Team Leader/ Democratic Governance and Social Advocacy	UNDP Thailand
31	Mx.	Supanee	Pongruengphant	Project Manager- Business, Human Rights and LGBTI	UNDP Thailand
32	Ms.	Nittaya	Mek-aroonreaung	Resource Management Associate	UNDP Thailand
33	Ms.	Natsuda	Suwattanabunpot	Programme Associate	UNDP Thailand
34	Ms.	Kirke	Kyander	Gender Advisor	UNDP Thailand
35	Ms.	Niran	Nirannoot	Project Manager	UNDP Thailand
<b>NGOs and Academic – 05 November 2019, Bangkok</b>					
36	Mrs.	Angkhana	Neelapaijit	President	Justice for Peace Foundation
37	Mr.	Anak	Pattanavibool	Country Program Director	Wildlife Conservation Society Thailand Program
38	Ms.	Raine	Cortes	Project Manager	Asia Pacific Transgender Network (APTNet)
39	Not specify	Sangsan	Phumsathan	Assistant Professor	Conservation Department, Faculty of Forestry, Kasetsart University
40	Mr.	Nantachai	Pongpattanurak	Assistant Professor	Department of Forest Biology, Faculty of Forestry, Kasetsart University
41	Mr.	David	Ganz	Executive Director	The Center for People and Forests (RECOFTC)
42	Mr.	Chatchai	Aphibanpoonpon	Founder and CEO	Klongdinsor Co., Ltd.
43	Mr.	Alexander	Duke	Senior Manager - Partnerships	Kenan Foundation Asia
44	Mr.	Ronnakorn	Triraganon	Senior Strategic Advisor	RECOFTC

No.	Title	First name	Last name	Job Title	Organization
45	Not specify	Anticha	Sangchai	Director	BUKU
46	Ms.	Nann	Vongpuapan	Project Manager	Global Compact Network Thailand
47	Mr.	Kittidej	Chantangkul	Director	Anticorruption Organization
48	Mr.	Promboon	Panitchpakdi	Executive Director	Raks Thai Foundation
49	Ms.	Tanakorn	Amarinthewa	Program Assistant	Raks Thai Organization
50	Mr.	Assoc.Prof. Dr.Panjai	Tantatsanawong	Acting Director	Princess Maha Chakri Sirindhorn Anthropology Centre (SAC)
51	Mr.	Yuttana	Petchnil	Development in Western Forest Complex Project	Seub Nakhasathien Foudation
52	Mrs.	Ruengrawee	Pichaikul	Director	Gender and Development Research Institute (GDRI)
53	Ms.	Boonthida	Ketsomboon	Environmental Program Manager	Raks Thai Foundation (CARE Thailand)
54	Mr.	Tayut	Sirivorakanvanit	Sustainable Finance Project Coordinator	WWF Thailand
55	Mr.	Vorakorn	Ruetaivanichkul	Specialist to Member of House of Representatives of Thailand	Future Forward Party
56	Ms.	Pensiri	Sornbut	Outreach Manager	Local Alike Co., Ltd.
57	Mr.	Sasinapun	Pipatwattanakun	Human Rights and Coordinator	Rainbow Sky Association of Thailand
58	Ms.	Suda	Bootchadee	Human Rights and Coordinator	Rainbow Sky Association of Thailand
59	Mr.	Tunyawaj	Kamolwongwat	MP	Future Forward Party
60	Mr.	Sittha	Kruarat	Impact & Learning Consultant	Amnesty International Thailand
61	Ms.	Piyanut	Kotsan	Director	Amnesty International Thailand
62	Ms.	Ponipha	Selvan	M&E Officer	APCOM
63	Ms.	Pimlapat	Chaosakorn	Liaison Officer	ACT
64	Ms.	Kannikar	Srithunyalucksana	Energy Policy Analyst	Energy for Environment Foundation
65	Mr.	Akekawat	Pimsawan	Core Member	TEP

No.	Title	First name	Last name	Job Title	Organization
66	Mr.	Paisit	Pusittrakul	Coordinator to Prof. Vitit Muntarbhorn	-
67	Mr.	Charan	Khongnam	Future Forward Party	-
68	Mr.	Mike Panupan	Joongjai	-	-
<b>Media and Private Sector – 08 November 2019, Bangkok</b>					
69	Mr.	Burin	Hemthat	Managing Director	Kith & Kin Communication & Consultant
70	Ms.	Sirinath	Jamieson	Vice President, Social Impact Development	DTGO
71	Mr.	Pran	Siamwalla	Environment & Social Risk Management	Krungsri Bank
72	Mr.	Kriddikorn	Padermkunkul-pong	Head of Content	Workpoint News
73	Mr.	Kanin	Kaewin	General Manager	Blue Carbon Society Association
74	Mr.	Tewarit	Maneechai	Executive Editor	Prachatai
75	Mr.	Somjettana	Pasakanon	Sustainability Development Director	Charoen Pokphand Group
76	Mr.	Viranon	Futrakul	Assistant Vice President	Charoen Pokphand Group
77	Mr.	Torplus	Yomnak	CEO	Hand Social Enterprise
78	Mr.	Nattapat	Neokul	Project Manager	Hand Social Enterprise
79	Mr.	Israchai	Jongpattranitchap un	Journalist	Matichon Co. Ltd
80	Mr.	Piya	Piriyapokanont		Wisdom Vast Co Ltd
81	Mr.	Phichaphong	Wattanapanich		Wisdom Vast Co Ltd
82	Ms.	Thansiri	Samran	Project Manager	Wisdom Vast Co Ltd
83	Ms.	Panchana	Wattanasatien	Owner	Pen Lao Restaurant
84	Mrs	Soontharee	Chawengchawalit	Senior Team Leader: HR	AP (Thailand) Public Company Limited
85	Ms.	Kanyanuch	Eksook	Specialist, Strategy & Sustainable Development	True Corporation Public Company Limited
86	Mr.	Varapol	Klahan	Department Manager	CPALL -Sustainability Policy and Strategy Support Department
87	Mr.	Thada	Phenchip	Vice President - Office Service Department	The Stock Exchange of Thailand
88	Mr.	Varapol	Klahan	Department Manager	CPALL



No.	Title	First name	Last name	Job Title	Organization
89	Mr.	Supot	Katetopragran	Commercial Director	Dow Chemical Thailand and SCG-Dow Group
90	Ms.	Poranee	Kongamornpinyo	Public Affairs Director	Dow Thailand Group
91	Ms.	Khwanrudee	Imardoon	Analyst	PTT Global Chemical PLC
92	Ms.	Panitee	Chatpolarak	Senior Officer, ESG	Securities and Exchange Commission (SEC)
93	Ms.	Topaz	Subunruk	Head of Sustainability and Communications	AirAsia
<b>Government – 14 November 2019, Bangkok</b>					
94	Mr.	Passakon	Prathombutr	Senior Executive Vice President	Digital Economy Promotion Agency (DEPA), Ministry of Digital Economy and Society
95	Mrs.	Chularat	Niratisayakul	Director General	Biodiversity-based Economy Development officer (Public Organization)
96	Ms.	Piyarat	Hunthong	Bioeconomy Development Officer	Biodiversity-based Economy Development officer (Public Organization)
97	Not specify	Varisara	Boonma	Social Development Worker (Senior Professional Level)	Department of Women 's Affairs and family development
98	Mr.	Sakkawet	Yorsaeng	Team Leader of Digital Startup Institute	Digital Economy Promotion Agency (DEPA), Ministry of Digital Economy and Society
99	Ms.	Benjawan	Tangsatapornpan	Judge of the Office of the President of the Supreme Court	Office of the Judiciary
100	Ms.	Patcharin	Rui-on	Legal Officer	Office of the Judiciary
101	Mrs.	Prakairatana	Thontiravong	Commissioner	National Human Rights Commission of Thailand
102	Mr.	Jedsada	Panyawong	Human Rights Officer	National Human Rights Commission of Thailand

No.	Title	First name	Last name	Job Title	Organization
103	Mrs.	Chatsuda	Chandeeying	Commissioner	National Human Rights Commission of Thailand
104	Ms.	Petchara	Pliensiri	Head of International Human Rights Cooperation Unit 1	National Human Rights Commission of Thailand
105	Mr.	Wisit	Ngamsom	Policy and Plan Analyst	Land Development Department, Ministry of Agriculture and Cooperatives
106	Mrs.	Srisuda J	arayabhand	Multilateral Environmental Agreement Expert	Ministry of Natural Resources and Environment
107	Ms.	Tippamars	Taracheewin	Environmentalism, Professional Level	Ministry of Natural Resources and Environment
108	Ms.	Ladawan	Kumpa	n/a	National Reform Council of Thailand
109	Mr.	Pornchai	Chuthamas	Chief of RSPG Office	Royal Initiative of Her Royal Highness Princess Maha Chakri Sirindhorn (RSPG)
110	Mrs.	Pornpith	Petcharoen	Deputy Secretary General	Secretariat of the House of Representatives
111	Mr.	Pakpoom	Mingmitr	Director of the Bureau of Secretary General of the House of Representative, Officiate as ASEAN Parliamentary Centre	Seretaryiat of the House of Representatives
112	Ms.	Nuchjaree	Purchkoon	Chief of Conservation	Bureau of Conservation and Research, ZPO
113	Mr.	Adisorn	Champathong	Director of Hydrology Division	Royal Irrigation Department
114	Mr.	Supanat	Kaewlek	Justice Officer	Rights and Protection Department
115	Ms.	Nareeluc	Paichaiyapoom	Director of International Human Rights Division	Rights and Protection Department
116	Ms.	Poruedee	Khlungkorn	Public Sector Development Officer	Office of the Public Sector Development Commission

No.	Title	First name	Last name	Job Title	Organization
117	Ms.	Alisa	Rukbunkerd	International Affairs Officer	Office of the National Anti-Corruption Commission
118	Mr.	Parises	Rattapaphirom	Fiscal Analysts, Practitioner Level	Comptroller General's Department
119	Mr.	Thanachoke	Rungthaipanon	Fiscal Analyst, Senior Professional Level	Comptroller General's Department
120	Ms.	Nitiyaporn	Imjai	Acting International Public Procurement Policy Specialist	Comptroller General's Department
121	Ms.	Wiphavee	Sriprapai	Social Worker, Professional Level	Department of Disaster Prevention and Mitigation
122	Ms.	Woranuch	Emmanoch	Head of NYDF Coordination Centre	Royal Forest Department (RFD)
123	Mr.	Wanchat	Suwankitti	Senior Advisor	National Economic and Social Development Council (NESDC)
124	Ms.	Orachat	Sungkhamanee	Policy Analyst	National Economic and Social Development Council (NESDC)
125	Ms.	Darin	Kummertrut	News Editor	Thai PBS
126	Mr.	Chanakun	Ksrisamai	Production Team	Thai PBS
127	Ms.	Nathanan	Sukosit	Production Team	Thai PBS
128	Mr.	Surachet	Inanchan	Production Team	Thai PBS
<b>Northern Region – 22 November 2019, Chiang Mai</b>					
129	Mr.	Prasert	Trakansuphakon	Advisory Board Member	Asia Indigenous Peoples Pact (AIPP)
130	Mr.	Nutdanai	Trakansuphakon	President	Pgakenyaw Association for Sustainable Development (PASD)
131	Ms.	Kwanjit	Khamsaen	Assistant Director	Social Development and Service Unit
132	Mr.	Kittisak	Rattanakrajangsri	Executive Director	Indigenous Peoples Foundation for Education and Environment (IPF)
133	Mr.	Kruejinli	-	Project coordinator	Raksthai Foundation
134	Mrs.	Dararat	Phiwphan	School Director	Khunyuam District Local School
135	Mrs.	Jiraporn	Chaoprayoon Yamamoto	Head of Chiang Mai Provincial Social	Chiang Mai Provincial Social Development

No.	Title	First name	Last name	Job Title	Organization
				Development and Human Security	and Human Security Office
136	Mr.	Jumlong	Pawkham	Project Manager	Mae Yao Environmental Network
137	Mrs.	Pongtip	Thiengburanathum	Senior Researcher	Chiang Mai University, School of Public Policy
138	Ms.	Parichard	Kasamsuk	Project Coordinator	Chiang Mai University, School of Public Policy
139	Mr.	Sakda	Saenmi	Director of IMPECT	Inter Mountain Peoples' Education and Culture in Thailand Association (IMPECT)
140	Ms.	Phimonphan	Sakitram	Manager	Hug Muang Nan Foundation
141	Ms.	Kittima	Montathong	-	National Children and Youth Council
142	Mr.	Daiju	Vithayathil	Secondary School Principal	Panyaden International School
143	Mr.	Kampol	Jitsue	-	Srisangwan Hospital, Mae Hong Son
144	Ms.	Wiraya	Wachiranuwat	-	Chiangmai Provincial Office of Tourism and Sports
145	Ms.	Pimon	Thano	-	Interprofessional Practice and Education (IPE) Foundation
146	Ms.	Sowaree	Singpetch	-	Regional Environment Office 1 (Chiangmai)
147	Mrs.	Charunee	Pumpuang	-	Regional Environment Office 1 (Chiangmai)
148	Not specify	Ratiwat	Wachinukarn	Chiang Mai Pride Ambassador	Chiang Mai Pride and Young Pride
149	Mr.	Jassada	Sakulku	Director of Information Center (Chiangmai)	Thailand Greenhouse Gas Management Organization
150	Mrs.	Walaitat	Worakul	Independent Consultant	-
151	Ms.	Mali	Jator	-	Inter Mountain Peoples' Education and Culture in Thailand Association (IMPECT)

No.	Title	First name	Last name	Job Title	Organization
152	Not specify	Natthaporn	Manojai	-	MPLUS Foundation
153	Ms.	Acharawadee	-	-	ThaiPBS
154	Mr.	Sumitchai	Huttasan	Director	Centre for Protection & Revival of Local Community Rights (CPCR)
<b>Northeastern Region – 04 December 2019, Khon Kaen</b>					
155	Dr.	Chalermchai	Wongruk	Deputy Dean of International Relations and Studies	Ubon Ratchathani University
156	Ms.	Saowanee Treerat	Alexander	Professor	Faculty of Liberal Arts, Ubon Ratchathani University
157	Mr.	Buapan	Prompakphing	Director	Centre for Civil Society and Non-profit Management
158	Mr.	Yanyong	Inmuong	Climate Change Adaptation Specialist	Centre for Civil Society and Non-profit Management
159	Mr.	Tassanai	Prachubmorn	Director of Public Health and Environment Promotion Division	Khon Kaen Municipality
160	Ms.	Sinee	Chuangcham	Senior Researcher	Research and Development Institute (RDI), Khon Kaen University
161	Ms.	Sumittra	Supyaem	Co-founder	Isara Foundation, Nongkhai
162	Mr.	Pakphum	Pattanaseththanon	Khon Kaen Chamber of Commerce Committee	Chamber of Commerce
163	Ms.	Thitari	Watanathirawut	Chair	Young Career BPW Khon Kaen
164	Ms.	Aphisama	Chinpawo	-	Children and Youth Council of Thailand, Khon Kaen
165	Ms.	Kaskaew	Boonbar	-	Khon Kaen School for the Deaf
166	Dr.	David	Streckfuss	Director	CIEE Khon Kaen
167	Mr.	Phoorich	Phumlaojaeng	Vice President	Young Entrepreneur Chamber of Commerce (YEC), Khon Kaen Chamber of Commerce

No.	Title	First name	Last name	Job Title	Organization
168	Ms.	Kritika	Apichontrakul	-	BPW Khon Kaen
169	Mr.	Thanwa	Srisupbop	-	ThaiPBS
170	Ms.	Sutharat	Khoryun	Coordinator	Khon Kaen Chamber of Commerce
171	Ms.	Oranuch	Polpinyo	Executive Director	ISAN Land Reform Network
172	Ms.	Petchsiri	Machaipoom	Intern	Suranaree University of Technology
173	Mr.	Lertsak	Kumkongsak	-	Campaign for Public Policy on Mineral Resources (PPM)
174	Ms.	Sirinatt	Thiemthaisong	Sanitation Technical Officer	Khon Kaen Municipality
175	Mr.	Pongsakorn	Klangwichien	Intern	Suranaree University of Technology
<b>Western Region – 13 December 2019, Kanchanaburi</b>					
176	Ms.	Patcharaporn	Taku	Chairman	Karen Craft Network
177	Mr.	Aroon	Sukjitdee	Project Manager	The Mae Pa Association
178	Ms.	Supaporn	Malailoy	Manager	ENLAWTHAI Foundation (EnLAW)
179	Mr.	Panudet	Kerd mali	Secretary General	Sueb Nakasatien Foundation
180	Mr.	Krieangkrai	Cheechuang	Coordinator	Council of Indigenous People in Thailand
181	Mr.	Piyapat	Vongdowang	Director	Tourism Authority of Thailand, Kanchanaburi
182	Mr.	Narongsak	Maleesrisopa	Founder	TEELOR-SU COFFEE
183	Mr.	Thawatchai	Saisungtassanee	Founder	Liwo Coffee, Coffee for Forest in the Western Section of the Thung Yai Naresuan Wildlife Sanctuary
184	Mr.	Pongpun	Wichiensamut	Former Vice Governor of Angthong, Former Kui Buri District Chief, Committee Member of Foundation for the King's Wild Elephant	
185	Mr.	Roong	Suriyakarn	Baan Talingsung School Director	The Development of local curriculum on Environment

No.	Title	First name	Last name	Job Title	Organization
186	Mr.	Suthee	Sadee	Founder	Social Enterprise (Fish Crisp) and Alternative Livelihoods in Huai Kha Khaeng community
187	Mr.	Adisorn	Kongsil	Representative	Community Forest and Tai Baan Research in Lan Sak, Uthai Thani Province
188	Mr.	Samrit	Parekheaw	Representative	Agroforestry and Alternative Livelihoods in substitute of mono-crop agriculture, Huai Kha Khaeng
189	Mr.	Somdech	Reanpit	Manager of Community-based Learning Center and Wildlife Friendly Community Model	Huai Kha Khaeng Uthaithani Foundation
190	Ms.	Supaporn	Kulkort	Coordinator, Community Learning Center	Farmer/former dweller in wildlife protection area
191	Ms.	Warangkana	Binhawihok	Officer	Huai Kha Khaeng Wildlife Breeding Station
192	Ms.	Jarunee	Amparam	Main Coordinator	Good Governance Project through Women Participation in Huai Kha Khaeng
193	Mr.	Somsak	Klongwa	Indigenous Representative	Forestation and Forest Conservation Group
194	Mr.	Suphisit	Jitwichak	Main Coordinator and Asian Elephant Specialist	POWER Kuiburi (Public Private Partnership Offering for Wildlife and Ecosystem Resilience)
195	Mr.	Polwee	Buchakiat	Department Head	Umphang Wildlife Sanctuary
196	Ms.	Duangwadee	Insomphaksorn	-	Tourism Authority of Thailand, Kanchanaburi
197	Mr.	Chainarong	Tharasawat	Core Member	Huai Kha Khaeng Network
198	Ms.	Rattana	Pumaen	Core Member	Huai Khot Forest Park Network, Uthai Thani Province

No.	Title	First name	Last name	Job Title	Organization
199	Ms.	SayearBurk	Nyamyang	Core Member	Huai Kha Khaeng Network
200	Mr.	Charin	Thonglang	Core Member	Phra Kiat Thai Prachan 7 Network Ratchaburi
201	Mr.	Niyom	Tiewpry	Core Member	Ya Plong No-Hunting Zone Network in Petchaburi
202	Mr.	Pongsak	Tonnampetch	Core Member	Huai Kha Khaeng Network
203	Ms.	Nuansasithorn	Suppakul	Director	Uthai Thani Provincial Offices of Natural Resources and Environment
204	Mr.	Yuthana	Petchnil	Officer	Sueb Nakasatien Foundation
205	Ms.	Angsana	Mongsab	Department Head	Huai Kha Khaeng Wildlife Breeding Station
206	Dr.	Kulthida	Maopetch	-	-
207	Mr.	Sahaschai	Anantamek	-	-
208	Mr.	Wichien	Chinnawong	Head of Wildlife Sanctuary	Huai Kha Khaeng Wildlife Sancturay – Western Section
209	Mr.	Montri	Kulchornmanee	Field Officer - Kanchanaburi	Sueb Nakasatien Foundation
210	Ms.	Panissara	Sukserm	Ethnic Network Officer	Future Forward Party
<b>Southern Region – 17 December 2019, Songkhla</b>					
211	Mr.	Rachroat	Punyaboon	Teacher	Phuket College of International Tourism
212	Mr.	Waeismaael	Naesae	Head (Director)	People's College
213	Mr.	Amonsak	Sawusdee	Director	Center for Academic Services, Walailak University
214	Mr.	Wichai	Kanchanasuwon	Acting Director	Institute for Peace Studies
215	Mr.	Tanu	Nabnien	Director	Andaman Organization for Participatory Restoration of Natural Resource
216	Ms.	Haswanee	Lemkatem	Coordinator	Faculty of Environmental Management



No.	Title	First name	Last name	Job Title	Organization
217	Dr.	Noparat	Bamroongrugs	Director of Wetlands research center	Faculty of Environment Management
218	Dr.	Kuanan	Techato	Dean	Faculty of Environmental Management
219	Mr.	Saisompub	Jitpiromsri	-	Deep South Watch, Pattani
220	Ms.	Sofia	Jeana	DCOP-Chumchon Harapan Project	Kenan Foundation Asia
221	Ms.	Farida	Musemsadao	-	Prik Tambon Municipality
222	Mr.	Danai	Yadee	-	-
223	Mr.	Rakchart	Suwan		B4P (Buddhists Network for Peace)
224	Ms.	Suwaida	Hayeewangoh	Foreign Relations Officer	Southern Border Provinces Administrative Centre
225	Ms.	Amiga	Chamsrirat	Plan and Policy Analyst, Professional Level	Surat Thani Provincial Office of Natural Resources and Environment
226	Mr.	Pakawat	Sirimahachai	Committee Member	Songkhla Chamber of Commerce
227	Mr.	Thaweesak	Putsukee	-	Thaksin University
228	Ms.	Fontip	Kaewsuwan	Administrative Staff	International College, Thaksin University
229	Mr.	Surachet	Suthikul	-	Public Relations Department 6 (PDR6), Hat Yai, Songkhla?
230	Ms.	Pateemoh	Pohitaoboh	-	We Peace
231	Ms.	Petchdao	Tohmeena	MP	Bhumjaithai Party
232	Mr.	Muhammad paosi	Aleeha	Provincial Head	Muslim Attorney Centre Foundation - Narathiwas
233	Mr.	Ramzee	Dobho	-	-
234	Mr.	Pichet	Pandam	Project Leader	The Food Security Project for Coastal Community in Phang-Nga Bay
235	Ms.	Rattanaorn	Jaenjaidee	Project Leader	Phuket Women's Capacity Development Project
236	Mr.	Jaturon	Iamsopha	Director	Haji Sulong Foundation
237	Ms.	Paweena	Junpradit	Head, International College Office	Thaksin University

No.	Title	First name	Last name	Job Title	Organization
238	Mr.	Panas	Limsantitham	Mayor	Lammai Municipality, Yala Province
239	Ms.	Thammasat	Sotthibandhu	Lecturer	Institute for Peace Studies - PSU
240	Ms	Kanokrat	Kuekij	Assistant Secretary- General	Southern Border Provinces Administrative Center (SBPAC)
241	Mr.	Muhammad anwar	Hajiteh	Operator – Pattani Project Sama Sama	CHABAA Entrepreneur Group
242	Mr.	Maruf	Chebueraheng	Director - Yala	Digital4Peace
243	Mr.	Adul	Mulae	-	Yala Province
244	Mr.	Manus	Dormor	-	Yala Province
245	Mr.	Boonthaam	Totob	-	Yala Province

## ANNEX 5: List of Key Documents Reviewed

Ariyaprichya, Kiatipong, et al. 2019. Thailand Economic Monitor: Harnessing Fintech for Financial Inclusion (Vol. 2) (English). Washington, D.C.: World Bank Group. Available at: <http://documents.worldbank.org/curated/en/765751562176921636/pdf/Thailand-Economic-Monitor-Harnessing-Fintech-for-Financial-Inclusion.pdf>

<https://www.undp.org/content/undp/en/home/three-development-settings.html>

<https://www.undp.org/content/undp/en/home/our-focus.html>

<https://www.unv.org/our-stories/supporting-government-efforts-implement-sdgs-undp-azerbaijan>

[https://www.undp.org/content/dam/undp/library/SDGs/SDG%20Implementation%20and%20UNDP Policy and Programme Brief.pdf](https://www.undp.org/content/dam/undp/library/SDGs/SDG%20Implementation%20and%20UNDP%20Policy%20and%20Programme%20Brief.pdf)

United Nations. 2016. Country programme document for Thailand (2017-2021). Executive Board of the United Nations Development Programme, the United Nations Population Fund and the United Nations Office for Project Services, Second regular session 2016, 6-9 September 2016, New York, DP/DCP/THA/3. Available at: <https://undocs.org/pdf?symbol=en/DP/DCP/THA/3>.

United Nations Development Programme (UNDP). 2011. Assessment of Development Results: Thailand, UNDP Evaluation Office, New York. Available at <http://web.undp.org/evaluation/evaluations/adr/thailand.shtml>.

## ANNEX 6: UNDP Country Programme Monitoring and Evaluation: Results and Resources Framework for Thailand (2017-2021)

<b>NATIONAL VISION:</b> "Thailand is developing towards becoming a high-income country with stability and sustainability; the society lives happily towards the achievement of Stability, Prosperity, and Sustainability of the country." <sup>31</sup>				
<b>Thailand United Nations Partnership Framework (UNPAF) OUTCOME:</b> By 2021, systems and processes are more effective and equitable to progressively advance inclusive, sustainable and people-centred development for all people in Thailand. <sup>32</sup>				
UNPAF OUTCOME INDICATOR(S), BASELINES, TARGET(S)	DATA SOURCE AND FREQUENCY OF DATA COLLECTION, AND RESPONSIBILITIES	INDICATIVE COUNTRY PROGRAMME OUTPUTS	MAJOR PARTNERS / PARTNERSHIPS FRAMEWORKS	INDICATIVE RESOURCES BY OUTCOME (\$)
<b>NATIONAL PRIORITY OR GOAL:</b> Promoting anti-corruption, inclusive engagement and social cohesion: Strategy 5: Security; Strategy 6: Improved effectiveness and good governance in administration				
<b>UNDP STRATEGIC PLAN OUTCOME 2</b>				
Thailand's Score in the Corruption Perceptions Index Baseline (2015): 38 Target: More than 50  Percentage of people in the Southern Border Provinces with confidence in the Government's dialogue process Baseline (2015): 81.2% Target: 85%	Transparency International, annually  Centre for Conflict Studies and Cultural Diversity, biennially	<b>Output 1: Institutions and systems enabled to address awareness, prevention and enforcement of anti-corruption measures across sectors and stakeholders (Strategic Plan output 2.2)</b>  1.1 Number of proposals adopted to mitigate sector specific corruption risks <b>Baseline (2015):</b> 1 (Public procurement corruption risk assessment) <b>Target:</b> 5 <b>Source:</b> Comptroller General's Department Annual Report, Annually  <b>Output 2: Civil society organizations and private sector have increased capacity to raise awareness on and monitor public accountability and business sector integrity</b>  2.1 Percentage of students at universities that host a Thai Youth Anti-Corruption Network chapter (TYACN), disaggregated by sex, that endorse corruption if they stand to gain from it <b>Baseline (2015):</b> 69% <b>Target:</b> 40% <b>Source:</b> UNDP perception survey among university students, Biennially	Comptroller General's Department  Office of Public Sector Development Commission  Sectoral ministries  Anti-Corruption Network of Thailand  Government of Republic of Korea  Thai Youth Anti-Corruption Network  UbonRatchathani, KhonKaen, Chiang Mai Universities  Universities identified with Ministry of Education  TRUE Corporation	<b>Regular:</b> \$1,076,000 <b>Other:</b> \$10, 803,000

<sup>31</sup> Draft 12<sup>th</sup> NESDP.

<sup>32</sup> The Thailand United Nations Partnership Framework 2017-2021 has one outcome.

		<p>2.2 Number of Network chapters that become financially sustainable through social enterprises, as supported by the private sector  <b>Baseline (2015): 2</b>  <b>Target: 10</b>  <b>Source:</b> TYACN Annual Report</p> <p>2.3 Number of university courses that integrate integrity considerations into their curriculum.  <b>Baseline (2015): 0</b>  <b>Target: 10</b>  <b>Source:</b> Ministry of Education Annual Report, Annually</p> <p><b>Output 3: Key institutions and civil society networks can effectively work with vulnerable groups in the Southern Border Provinces to promote their meaningful engagement in development dialogues</b></p> <p>3.1 Extent to which relevant civil society groups have strengthened capacity to engage in critical development and crisis issues, disaggregated by women's, youth and excluded groups  <b>Baseline (2015): partially</b>  <b>Target: largely</b>  <b>Source:</b> Southern Border Province Administrative Centre (SBPAC), Annually</p> <p>3.2 Number of dialogue platforms (with community participation) established with support from SBPAC  <b>Baseline (2015): 3</b>  <b>Target: 10</b>  <b>Source:</b> SBPAC, Annually</p> <p>3.3 Number of Tambon Administrative Office (TAO) (subdistrict administration) Development Plans that are inclusive, gender-sensitive and address social cohesion  <b>Baseline (2015): 1</b>  <b>Target: 50</b>  <b>Source:</b> Desk review of TAO Development Plans, Annually</p> <p>3.4 Number of female-led community groups benefiting from livelihood initiatives to promote social cohesion  <b>Baseline (2016): 12</b></p>	<p>Identified private sector companies</p> <p>Integrity Action</p> <p>Public Sector Development Commission</p> <p>National Anti-Corruption Commission</p> <p>SBPAC</p> <p>Ministry of Justice</p> <p>Prince of Songkhla University</p> <p>CSOs</p> <p>Deep South Watch</p> <p>People's College</p> <p>Private sector companies</p> <p>UNESCO</p> <p>UN-Women</p> <p>UNICEF</p> <p>USAID</p> <p>World Bank</p>	
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		<p><b>Target: 400</b>  <b>Source:</b> Grant Approval Committee, Annually</p> <p>3.5 Number of community livelihood and social cohesion initiatives brought to scale through partnership with the private sector.  <b>Baseline (2015): 2</b>  <b>Target: 10</b>  <b>Source:</b> Grant Approval Committee, Annually</p> <p>3.6 Number of people (disaggregated by sex) benefiting from UNDP-supported community livelihood and social cohesion initiatives  <b>Baseline (2016): 1,200 (580 Male/620 Female)</b>  <b>Target: 40,000 (19,600 Males/20,400 Female)</b>  <b>Source:</b> Grant Approval Committee, Annually</p> <p><b>Output 4: The implementation of Thailand's Gender Equality Act is inclusive and taking into consideration the issue of sexual diversity</b></p> <p>4.1 The existence of an extended definition of 'gender' that includes localized LGBTI definitions  <b>Baseline (2016): No</b>  <b>Target: Yes</b>  <b>Source:</b> MHDHS, Annually</p>	Ministry of Social Development and Human Security (MSDHS)	
<b>NATIONAL PRIORITY OR GOAL:</b> Promoting green and inclusive growth: Strategy 1: Creation of fairness, reducing inequality in the society; Strategy 4: Green growth for sustainable development				
<b>RELATED UNDP CORPORATE STRATEGIC PLAN OUTCOME:</b> Outcome 1 <sup>33</sup>				
<p>Level of inequality as measured by Gini coefficient  <b>Baseline (2013): 0.465</b>  <b>Target: 0.424</b></p> <p>Hectares of land that are managed sustainably under an in-situ conservation regime, sustainable use regime (Strategic Plan Indicator 1.5)  <b>Baseline (2014): 10,882,777 hectares under in-situ conservation regime; 228,393 hectares under the sustainable use regime</b>  <b>Target: 12,564,240 and 263,588</b></p>	<p>National Economic and Social Development Board, Biennially</p> <p>World Database on Protected Areas; Organic World Net/Forest Stewardship Council/GEF, Biennially</p>	<p><b>Output 5: Targeted local governments and urban poor communities can effectively define localized multi-dimensional poverty indicators</b></p> <p>5.1 Extent to which the urban poor communities are engaged in defining the indicators  <b>Baseline (2016): None</b>  <b>Target: Fully</b>  <b>Source:</b> NESDB, Annually</p> <p>5.2 Percentage of the newly defined multi-dimensional urban poverty indicators that are sex-</p>	<p>NESDB</p> <p>Pilot municipalities</p>	<p><b>Regular: \$1,000,000</b>  <b>Other: \$42,450,000</b></p>

<sup>33</sup> Some of the output results under this pillar will also contribute to Strategic Plan outcomes 5 and 7.

<p>Extent to which implementation of comprehensive measures - plans, strategies, policies, programmes and budgets – to achieve low-emission and climate-resilient development objectives has improved (Strategic Plan indicator 1.4.2)  <b>Baseline</b> (2015): Very Partially  <b>Target:</b> Largely</p> <p>INFORM Risk Index  <b>Baseline</b> (2016): 4.3 (medium)  <b>Target:</b> 3.5-4.3 (medium)</p> <p>Extent to which updated and disaggregated data is used to monitor progress on national development goals aligned with post-2015 agenda (Strategic Plan indicator 7.2.2)  <b>Baseline</b> (2015): Partially  <b>Target:</b> Largely</p> <p>Amount of Thailand's official development assistance  <b>Baseline</b> (2014): 2,824,080,891 Thai baht  <b>Target:</b> 3,500,000,000 Thai baht</p>	<p>Office of Natural Resources and Environmental Policy and Planning, Annually</p> <p>Inter-Agency Standing Committee Task Team for Preparedness and Resilience and the European Commission, Annually</p> <p>Thailand National Annual Sustainable Development Goals report, Annually</p> <p>Thai International Cooperation Agency (TICA) Report, Annually</p>	<p>disaggregated  <b>Baseline</b> (2016): 0%  <b>Target:</b> 50%  <b>Source:</b> NESDB, Annually</p> <p><b>Output 6: Solutions developed at national and sub-national levels for sustainable management of natural resources (Strategic Plan output 1.3)</b></p> <p>6.1 Number of natural resources co-management models established and adopted in policy and regulatory frameworks of relevant ministries  <b>Baseline</b> (2015): 1  <b>Target:</b> 3  <b>Source:</b> Ministerial orders, Annually</p> <p>6.2 Number of biodiversity-based enterprises established and scaled up  <b>Baseline</b> (2015): 4 established, 0 scaled  <b>Target:</b> 12 established, 4 scaled  <b>Source:</b> Biodiversity-based Economy Development Organisation (BEDO) Annual Report, Annually</p> <p>6.3 Number of incentive structures established to support the private sector's investments and community engagement in biodiversity, environmental protection, and sustainable production and consumption.  <b>Baseline</b> (2015): 0  <b>Target:</b> 2  <b>Source:</b> Cabinet orders, Stock exchange report, Ministerial regulations, Annually</p> <p>6.4 Number of canals and flood gates in the irrigation network in the Yom and Nan river basins upgraded  <b>Baseline</b> (2015): 0  <b>Target:</b> 6 (2 canals, 4 flood gates)  <b>Source:</b> Royal Irrigation Department, Annually</p> <p>6.5 Number of farm households in the Yom and Nan river basins benefiting from upgraded canals and flood gates, and other soft adaptation measures  <b>Baseline</b> (2015): 0  <b>Target:</b> 20,000  <b>Source:</b> Royal Irrigation Department, Annually</p> <p><b>Output 7: Key institutions and target populations are able to utilize climate/disaster risk information for development purposes</b></p>	<p>BEDO</p> <p>Public financing institutions</p> <p>NESDB</p> <p>Private sector companies</p> <p>Ministries of Finance; Agriculture; Natural Resources and Environment</p> <p>Tambon (subdistrict) Administrative Organizations</p> <p>Federation of Thai Industry</p> <p>Thai Chamber of Commerce</p> <p>GEF</p> <p>GCF</p> <p>UNEP</p> <p>Department of Disaster Prevention and Mitigation,</p> <p>NESDB</p>	
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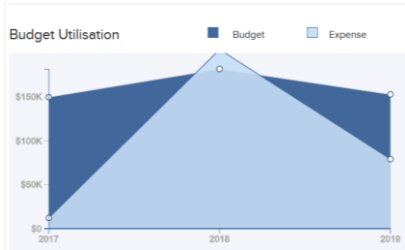
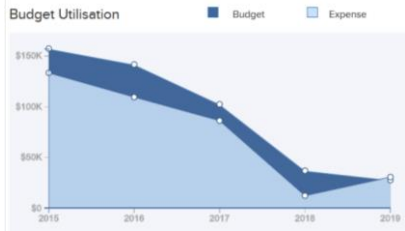
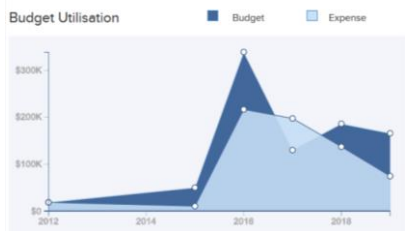
		<p>7.1 Number of plans and programmes that are informed by multi-hazard national and sub-national disaster and climate risk assessments, taking into account differentiated impacts on women and men  <b>Baseline (2015): 2</b>  <b>Target: 10</b>  <b>Source:</b> Department of Disaster Prevention and Mitigation, Annually</p> <p>7.2 Number of communities that collect, analyse and share risk information through innovative methods  <b>Baseline (2015): 0</b>  <b>Target: 50</b>  <b>Source:</b> Risk Information System, Annually</p> <p>7.3 Number of people covered by provincial development plans that are informed by multi-hazard disaster and climate risk assessments (disaggregated by sex)  <b>Baseline (2015): 2.57 million (1.26 million male/1.31 million female)</b>  <b>Target: 8.4M (4.1 million male/4.3million female)</b>  <b>Source:</b> Department of Disaster Prevention and Mitigation, Annually</p> <p><b>Output 8: The National Statistical Office and relevant ministries and agencies have the capacity to collect, manage and use disaggregated data required for Sustainable Development Goal reporting</b></p> <p>8.1 Percentage of identified data gaps, including disaggregation, addressed by NSO and relevant line ministries  <b>Baseline (2015): 0%</b>  <b>Target: 90%</b>  <b>Source:</b> NSO report, Annually</p> <p><b>Output 9: National South-South cooperation mechanism and capacity are strengthened for development solutions</b></p> <p>9.1 Number of South-South and triangular cooperation partnerships, supported by UNDP, that deliver measurable and sustainable development</p>	<p>Thai Geo-Informatics and Space Technology Development Agency</p> <p>Provincial administrations</p> <p>Sectoral ministries</p> <p>Private sector companies</p> <p>CSOs</p> <p>NSO</p> <p>NESDB</p> <p>National Sustainable Development Goal Committee and subcommittees</p> <p>Ministry of Interior</p> <p>UNEP, UNICEF, UNFPA</p> <p>TICA</p> <p>UNFPA, WHO, FAO</p> <p>Line ministries</p>	
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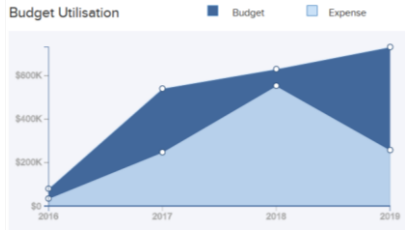
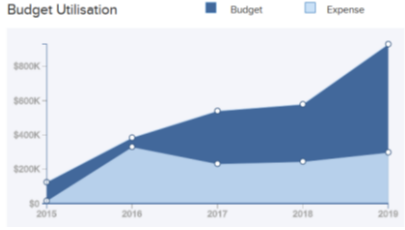
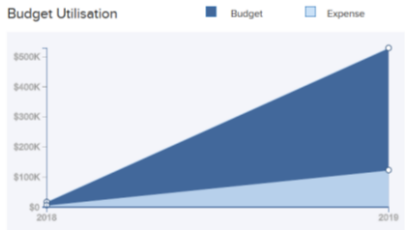
		<p>benefits for participants  <b>Baseline (2015):</b> 1 (Thailand-China on Health sector – E-waste)  <b>Target:</b> 15  <b>Source:</b> TICA, Annually</p> <p><b>Output 10: Innovations enabled for development solutions, partnerships and other collaborative arrangements (Strategic Plan output 7.6)</b></p> <p>10.1 Number of new public-private partnership mechanisms, with UNDP support, that provide innovative solutions for development  <b>Baseline (2015):</b> 0  <b>Target:</b> 1 (Thailand Social Innovation for Development Facility (TSI4DF)  <b>Source:</b> signed MOUs, Annually</p> <p>10.2 Number of social impact start-ups supported (and scaled-up nationally)  <b>Baseline (2015):</b> 0  <b>Target:</b> 50 (5)  <b>Source:</b> TSI4DF, annual report</p>	<p>Recipient countries</p> <p>Intel Thailand Plc  C-ASEAN  Ministry of Science and Technology  Software Park  Yushan Ventures</p>	
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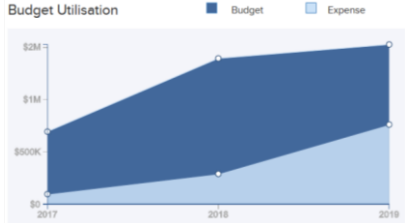
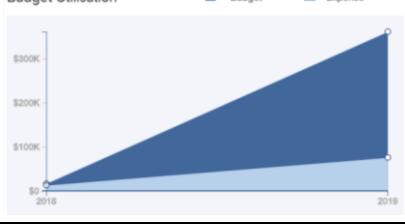
## ANNEX 7: List of Key On-going and Planned Projects Under Country Programme for Thailand 2017-2021

Project	Responsible Unit/ Implementing Partner	Duration	Project Budget (USD)/Funding Source	Project Status/Budget Utilization
<b>Programme Priority I: Promoting anti-corruption, inclusive engagement and social cohesion</b>				
Sustainable Tourism for Human Development	DGSA/TAT	2017-2019	293,580 (UNDP)	
Southern Thailand Empowerment and Participation (STEP Phase I-III)	DGSD/PSU	2014-2019	940,301.94 (UNDP and other donors)	
SDG Campaigns and Crowdfunding	DGSD/UNDP	2017-2019	14,188 (UNDP and other donors)	

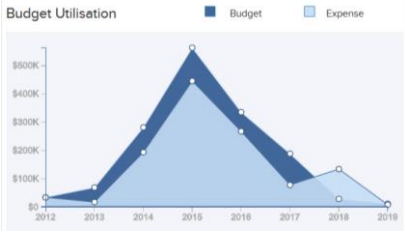
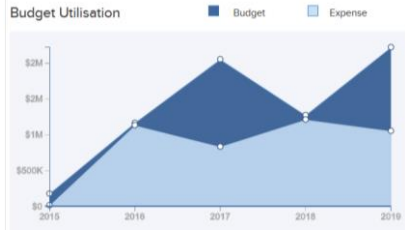
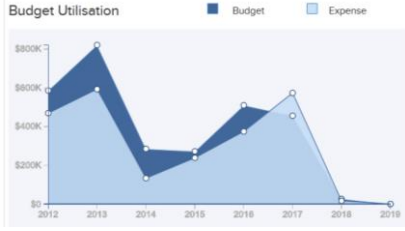
Project	Responsible Unit/ Implementing Partner	Duration	Project Budget (USD)/Funding Source	Project Status/Budget Utilization
Promoting Social Innovation through the creation of the Thailand Social Innovation for Development Facility	DGSD/UNDP	2017-2019	485,140 (UNDP and other donors)	
Advancing Anti-corruption Efforts in Thailand - A Multifaceted Approach (AAA) Project	DGSD/UNDP	2015-2019	465,842 (UNDP and other donors)	
Development Advisory Services for project preparation and upstream advisory/coordination services	DGSD/UNDP	2012-2019	889,020 (UNDP)	
Thailand National Human Development Report 2019	DGSD/UNDP	2019	235,500 (UNDP and GoT)	<ul style="list-style-type: none"> <li>2019 expense: 18,037 Baht</li> </ul>
O3.1_Prevent Violent Extremism	BRH/DGSA/UNDP	2019	432,661 ( )	

Project	Responsible Unit/ Implementing Partner	Duration	Project Budget (USD)/Funding Source	Project Status/Budget Utilization
O2.2_Anti-corruption	BRH/DGSA/UNDP	2019	196,100 ( )	
O2.3_Youth Co:Lab	BRH/DGSA/UNDP	2019	54,000 ( )	
O2.3_Business and Human Rights	BRH/DGSA/UNDP	2019	51,300 ( )	
Asia and Pacific HIV & Health	BRH/DGSA/UNDP	2019	50,000 ( )	
O1.5_Being LGBTI	BRH/DGSA/UNDP	2019	50,000 ( )	
O3.2_Disaster Risk Reduction	BRH/DGSA/UNDP	2019	30,000 ( )	
<b>Programme Priority II: Promoting green and inclusive growth</b>				
Sustainable Management Models for Local Government Organizations to Enhance Biodiversity Protection and Utilization in Selected Eco-regions of Thailand (SLBT) <a href="https://www.bedo.or.th/bedo/new-content.php?id=588">https://www.bedo.or.th/bedo/new-content.php?id=588</a>	IGSD/BEDO	2016-2020	1,980,000 (GEF)	<ul style="list-style-type: none"> <li>As of March 2019, areas of 1,891ha (out of the 69,618ha target) declared environmentally protected area</li> <li>Use the Biodiversity Health Index (BHI) as an annual performance measure committed</li> <li>Eurasian Curlew populations in a target area declined; new survey on target endangered species scheduled in November 2019</li> </ul>

Project	Responsible Unit/ Implementing Partner	Duration	Project Budget (USD)/Funding Source	Project Status/Budget Utilization
				
Conserving Habitats for Globally Important Flora and Fauna in Production Landscapes	IGSD/ONEP	2015-2019	2,560,000 (GEF)	<ul style="list-style-type: none"> <li>• Mid-term review conducted</li> <li>• Target area slightly reduced due to incorrect baseline information</li> </ul> 
Strengthening Enforcement Networks, Forensic Techniques, Capacities, and Awareness to Combat Illegal Wildlife Trade in Thailand	IGSD/DNP	2018-2023	546,479 (GEF)	<ul style="list-style-type: none"> <li>• </li> </ul> 
Achieving Low Carbon Growth in Cities through Sustainable Urban System Management in Thailand	IGSD/TGO	2017-2021	3,620,000 (GEF)	<ul style="list-style-type: none"> <li>• CCF for all cities developed and training provided to all participating cities</li> </ul>

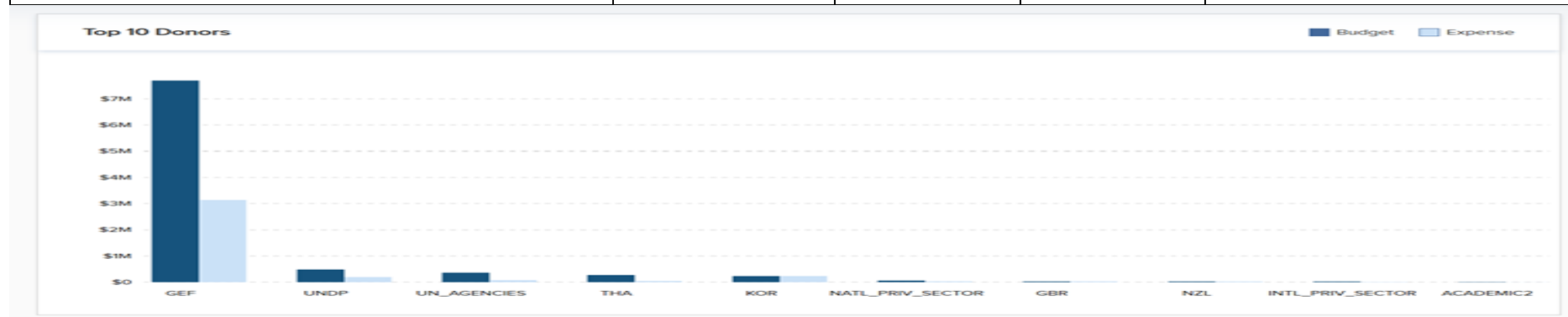
Project	Responsible Unit/ Implementing Partner	Duration	Project Budget (USD)/Funding Source	Project Status/Budget Utilization
				<ul style="list-style-type: none"> <li>Low carbon city plan for each city is being developed and training provided</li> <li>15 out of 17 demonstration projects rolled out</li> <li>MRV on energy efficiency, waste and transport fully developed</li> </ul> 
Nationally Determined Contribution (NDC) Support Project: Delivering Sustainability through Climate Finance Actions in Thailand	IGSD/ONEP	2018-2020	379,140 (UNDP)	
BIOFIN-The Biodiversity Finance Initiative	IGSD/NESDB	2014-2018 (Phase 1) 2018-2022 (Phase 2)	530,000 (Phase 1) 2,250,000 (Phase 2)	<ul style="list-style-type: none"> <li></li> </ul>
Maximizing carbon sink capacity and conserving biodiversity through sustainable conservation, restoration, and management of peat swamp ecosystems	IGSD/ONEP	2016-2020	2,890,000 (GEF)	<ul style="list-style-type: none"> <li>Carbon stock monitoring system established</li> </ul>

Project	Responsible Unit/ Implementing Partner	Duration	Project Budget (USD)/Funding Source	Project Status/Budget Utilization
				<ul style="list-style-type: none"> <li>Water table management designed by the modelling system</li> <li>Developing prescriptions for sustainable management</li> <li>Implementation of science-based inventory/monitoring system</li> <li>Reforestation initiated (nursery built and selective plant species reviewed)</li> </ul> <p>Budget Utilisation</p>
Thailand Second Biennial Update Report to the United Nations Framework Convention on Climate Change	IGSD/ONEP	2017-2019	499,260 (GEF)	<p>Budget Utilisation</p>
Low Emission Capacity Building Project in Thailand	IGSD/ONEP/TGO	2012-2019	1,510,970 (UNDP and other donors)	

Project	Responsible Unit/ Implementing Partner	Duration	Project Budget (USD)/Funding Source	Project Status/Budget Utilization
				 <p>Budget Utilisation</p> <p>■ Budget ■ Expense</p>
Strengthening Capacity and Incentives for Wildlife Conservation in the Western Forest Complex Project (Tiger Project)	IGSD/DNP	2015-2021	7,300,000 (GEF)	 <p>Budget Utilisation</p> <p>■ Budget ■ Expense</p>
Thailand: Promoting Renewable Energy in Mae Hong Son Province reducing carbon dioxide emissions	IGSD/UNDP	2012-2019	2,960,000 (GEF)	<p>Project was financially closed.</p>  <p>Budget Utilisation</p> <p>■ Budget ■ Expense</p>
Promoting Energy Efficiency in Commercial Buildings (PEECB)	IGSD/DEDE	2013-2017	4,400,000 (GEF)	Project was financially closed.
Third National Communication (TNC) and Biennial Update Report (BUR) to the UN Framework Convention on Climate Change (UNFCCC)	IGSD/SIIT/ONEP/ UNDP	2014-2018	850,000 (GEF)	Project was financially closed.



Project	Responsible Unit/ Implementing Partner	Duration	Project Budget (USD)/Funding Source	Project Status/Budget Utilization
Integrating Agriculture in National Adaptation Plans (NAP-Ag)	IGSD/UNDP/FAO/ OAE	2016-2019	741,000 (German BMU)	
Fourth National Communication (TNC) and Third Biennial Update Report (TBUR) to the UN Framework Convention on Climate Change (UNFCCC)	IGSD/UNDP/ONEP	2019-	852,000 (GEF)	
Support to Produce the 6 <sup>th</sup> National Report to the Convention on Biological Diversity (CBD) (Asia)	IGSD/UNDP	2018-2019	(GEF)	
PPG Sixth Operational Phase of the GEF Small Grants Programme in Thailand	IGSD/UNOPS	2018	75,000 (GEF)	Project was financially closed.
O1.6_Climate Change Finance	BRH/IGSD/UNSP	2019-	81,652 ( )	
Sixth Operational Phase of the GEF Small Grants Programme in Thailand	IGSD/UNOPS	2019-2022	2,300,000 (GEF)	



\*Sources: UNDP Country Office documents and In-house interviews; Data and information on Budget Utilization are taken from the UNDP Transparency Portal (2019), available at <https://open.undp.org/profile/TH/recipientprofile>.

## **ANNEX 8: A Brief Background-Setting Overview of Key Issues Identified in the Country Programme 2017-2021**

### **INEQUALITY**

- Thailand has been moderately successful in reducing inequality. By using the World Bank Gini coefficient as a measure, Thailand's income inequality declined over the past decade, as the Gini coefficient dropped to 0.365 in 2017 from 0.398 in 2007.
- However, in recent years, progress in poverty and inequality reduction has slowed down, mainly due to Thailand's weakening domestic economic performance. This led to low and negative growth in household consumption among the poorer segments of the population and caused a small increase in inequality.
- Apart from income inequality and other economic dimensions (i.e. distribution of wealth), Thailand also experiences continuous and increasing problems of inequality of opportunity including education quality and attainment, employment, youth, gender, health status, and nutrition.
- The Twelfth National Economic and Social Development Plan (2017-2021) identifies economic inequality and social exclusion as characteristics that prevent the achievement of Thailand's balanced development. The Twelfth Plan set forth development targets for "Thai society to have low inequality," encourages "a form of economic growth that contributes to inequality reduction," and focuses on "inclusive growth in order to expand the middle-class population group."

### **CLIMATE CHANGE**

- Thailand has actively contributed to international efforts in addressing climate change issues as a Party to the United Nations Framework Convention on Climate Change (UNFCCC) and related instruments including the Kyoto Protocol and the Paris Agreement. The country has explored options for integrating climate change into national planning and budgeting.
- Under the Nationally Appropriate Mitigation Actions (NAMAs) submitted to the UNFCCC, Thailand commits to "reduce greenhouse gas (GHG) emission within the country for 7-20 per cent of business as usual (BAU) level by 2020 particularly from energy and transport sector." In addition, the country's Nationally Determined Contributions (NDCs) have aimed to "reduce national GHG emission for 20 per cent of BAU level by 2030 and for 25 per cent within improved technology development and transfer as well as financial support and capacity building," as well as prioritized adaptation efforts in key sectors such as agriculture and water management.
- Thailand's climate change strategies and policies have been developed and implemented at the national, sectoral, and municipality levels. At the national level, the 20-year National Strategies (2018-2037) endorsed by the Cabinet and approved by the National Legislative Assembly emphasizes environmental-friendly growth to promote sustainable development in line with the sufficiency economy philosophy. The 12<sup>th</sup> National Economic and Social Development Plan (NESDP) 2017- 2021 further stated climate change mitigation policies and measures pledged under the country's

NAMAs to the UNFCCC. At the sectoral level, in May 2017, the Royal Thai Government approved the Nationally Determined Contribution (NDC) Roadmap 2030 that identifies a set of mitigation actions in the energy, transport, waste management, as well as industrial processes and product use sectors. At the sub-national level, policies related to GHG emissions mitigation have been developed and implemented including the Bangkok Master Plan on Climate Change (BMPCC) 2013-2023 and the Low Carbon Cities initiative by the National Municipal League of Thailand and the Thailand Greenhouse Gas Management Organization (TGO).

- Thailand's Climate Change Master Plan (2012-2050) is a framework of integrated policies and action plans related to climate change. The plan aims to support climate change preparedness through both adaptation and mitigation actions. The National Strategies on Climate Change (2013-2017) was established to support the climate change actions in the short-term, which consist of three strategies including adaptation, mitigation and strengthening capacity building.

## **ENVIRONMENTAL DEGRADATION**

- Thailand is rich in natural resources (including forests, watersheds, marine environments, and mineral resources), which have played a significant role in supporting local livelihoods and driving economic growth. However, unsustainable exploitation of these natural resources has caused the deterioration of the environmental systems; threatening Thailand's economic prosperity and social well-being.
- The country has faced increasing environmental degradation through depletion of resources such as air, water and soil; climate change; ecosystems destruction and loss of biodiversity; habitat destruction and deforestation; declining wildlife populations; and air and water pollution. The recurring haze and smog incidents in Bangkok, its vicinity, and some cities in the southern and northern regions, for example, are manifestations of man-made environmental degradation caused by traffic exhaust, construction works, open burning (household waste and crop residuals) and pollution from factories. Haze and smog have caused Thailand significant economic costs (i.e. losses to agriculture, forestry, transport, trade, industry, tourism, and other sectors), social costs and human suffering (i.e. impacting the health, education and livelihoods), and environmental costs (i.e. costs related to biodiversity and habitat losses, greenhouse gas emissions).
- To address environmental degradation and hazards, Thailand has adopted conservation policies and regulations with a focus on environmental sustainability. The Twelfth Plan has stated goals of "stability, prosperity, and sustainability" for the economy, society, and natural resources through a "sufficiency economy" philosophy. Environmentally-friendly "green growth" for sustainable development is one of the key approaches intended to align with the 2030 Agenda of the UN Sustainable Development Goals. In line with the 20-year National Strategy (2017–2036), the Ministry of Natural Resources and Environment has developed policy frameworks that enable more sustainable environmental outcomes. For example, the National Environment Quality Management Plan (2017–2021) highlights four main

components related to natural resources management in Thailand, including environmental quality management, protection and rehabilitation of natural resources, increased efficiency of natural resource use, and international cooperation on climate change.

- Thailand also complies with other global policy frameworks, including the Global Strategic Plan for Biodiversity 2011–2020 and the Aichi Biodiversity Targets. Thailand intends to use these frameworks to meet international obligations to agreements such as the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES), and the Ramsar Convention on Wetlands. Thailand's 4.0 policy is aimed at realizing a livable society that possesses an economic system capable of adjusting to climate change and achieving a low carbon society.

## **PUBLIC SERVICE**

- The bureaucratic structure of Thai government agencies had become recognized as a source of inefficiency, and administrative reforms begun in 1997 sought to ameliorate the issue by creating new forms of state agencies with greater autonomy and operational flexibility. The Public Administration Act of 2002 states that public administration must be carried out for the benefit and well-being of the people. In 2003, the Royal Decree on Criteria and Procedure for Good Governance was enacted. It sets management guidelines and directions for all government agencies in order to respond to the needs of all citizens.
- During the national reform in 2014, five principles for enhancing the administration of the public sector were adopted: reduce working procedures, shorten time for public services, facilitate access to public services, adopt information technology for maximum use, and encourage officials to be service-minded.
- Through its public service improvement program over the past decade, Thailand has implemented reforms to improve the ease of doing business. This has benefited local entrepreneurs, who now have fewer regulatory hurdles to deal with and more resources to focus on their business.
- Public sector reform in line with the Thailand 4.0 policy includes the establishment of national reform steering mechanisms, which include the Committee for National Administration under the Framework of National Reform, Strategy and Reconciliation, Committee for Accelerated Law Reform, Committee for National Reform on the Justice Process (Police), and the Independent Committee for Education Reform. As a result, achievements have been made in many areas, for example, the reform of public budgeting and finance systems (which put greater emphasis on area-based management), enactment of the Government Procurement and Supplies Management Act B.E. 2560 (2017), setting up of the Criminal Court for Corruption and Malfeasance Offences, restructuring the tax system, developing digital basic infrastructure, providing greater access to government information and services, and improvement of the overall public administration.

## **SOCIAL COHESION**

- A certain level of social cohesion is expected in order to maintain social harmony and to reduce political or social tension in Thailand. To achieve this goal, in 2010 (during the Abhisit Vejjajiva Administration), a reconciliation policy was developed, with the five-point roadmap: the monarchy must not be used as a tool in political conflicts; the country must be reformed by tackling economic disparities and inequality; the media must refrain from reports which exacerbate social or political conflicts; an independent fact-finding panel must be appointed to review fatal incidents involving security forces and protesters; and the reconciliation process must be carried out with the cooperation of all sides. With the roadmap of social policy, the social cohesion was expected to increase in Thai society. However, due to political conflicts, the creation of reconciliation and solidarity among people in the nation has been the urgent policy of the Thai government until today.
- A study by King Prajadhipok's Institute reveals that Thailand is still very fragile in terms of social cohesion as a measure of quality in society. People's trust in their fellow citizens, institutions and political parties has declined over the past two decades. However, the strength of Thai identity and pride in Thai citizenship has allowed Thai society to maintain some cohesion. The study concludes that enhancing social empowerment through policy making is the best way to rebuild trust and reduce the status gap, ensuring that all those who live in a community can take part (i.e. the opportunity to be involved and the accessibility of rights) in the way that community is governed. In addition, the government's effort to enhance social cohesion includes the in-kind provision of health (i.e. the Universal Care scheme) and education as a major contributor to reducing inequalities.

## **INNOVATION**

- Since 2014, the Thai government policy on science, technology and innovation (STI) include: reform STI administration system to increase effectiveness of public-private linkage and partnership; accelerate support for STI manpower development through science, technology, engineering and mathematics (STEM) education, work-integrated learning, talent mobility, technological assistance to SMEs; reform incentive systems, regulations and laws to enable commercialization of R&D and Intellectual Property (IP); use public mega investment projects and government procurement to stimulate innovation in strategic areas, e.g., rail system and water management; and, develop STI infrastructure and services to effectively support technology and R&D commercialization.
- Thailand 4.0 – the government's ambitious 20-year strategy to accelerate the Kingdom's development to a more advanced level – is designed to promote and support innovation, creativity, research and development, higher technologies and green technologies. An agenda under Thailand 4.0 – Incubate Entrepreneurs and Develop Networks of Innovation-Driven Enterprise – focuses on 5 technology cluster as well as newly-emerging industries to support entrepreneurs and networks of innovation – driven enterprises through the developments of "Smart Farmer," "Smart

SMEs,” “High Value Services,” and startup development promotion. To achieve these goals, three measures have been set to build ecosystems for incubating startups: financial support and risk management measures; capacity-building measures for Thai startups; and, building connectivity with the regional and global community.