



# Evaluation Report of UNDP Thailand Country Programme Document (2017-2021)

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## ACRONYMS

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ASEAN	Association of Southeast Asian Nations
BEDO	Biodiversity-Based Economy Development Office
BHR	Business and Human Rights
CAC	Collective Actions against Corruption Initiative
CCA	Common Country Assessment
CO	UNDP Country Office
Covid-19	Novel Coronavirus SARS-CoV2
CPD	Country Programme Documents
CPI	Corruption Perceptions Index
CSO	Civil Society Organization
CSR	Corporate Social Responsibility
DDPM	Department of Disaster Prevention and Mitigation
DNP	Department of National Parks, Wildlife, and Plant Conservation
DRM	Disaster Risk Management
FAO	Food and Agriculture Organization of the United Nations
GCF	Green Climate Fund
GEF	Global Environment Facility
GHG	Greenhouse Gas
HDI	Human Development Index
HDR	Human Development Report
ILO	International Labour Organization
INFORM	Index for Risk Management
IOM	International Organization of Migration
ITA	National Integrity and Transparency Assessment Tool
LGBTI	Lesbian, Gay, Bisexual, Transgender and Intersex Persons
M&E	Monitoring and Evaluation
MFA	Ministry of Foreign Affairs
MONRE	Ministry of Natural Resources and Environment
MOU	Memorandum of Understanding
MPI	Multidimensional Poverty Index
MSDHS	Ministry of Social Development and Human Security
MTR	Mid-term Review
NACC	National Anti-Corruption Commission
NDC	Nationally Determined Contribution
NESDB	National Economic and Social Development Board
NESDP	National Economic and Social Development Plan
NSO	National Statistical Office
OHCHR	Office of the High Commissioner for Human Rights
ONEP	Office of Natural Resources and Environmental Policy and Planning
ROAR	Results Oriented Annual Reports
RRF	Results and Resource Framework
SDGs	Sustainable Development Goals
SEC	Securities and Exchange Commission
SOGIE	Sexual Orientation, Gender Identity, and Gender Expression
SSC	South-South Cooperation
TAO	Tambon Administrative Office
TICA	Thailand International Cooperation Agency

ToR	Terms of Reference
TYACN	Thai Youth Anti-Corruption Network chapters
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNCT	United Nations Country Team
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFCC	United Nations Framework Convention on Climate Change
UNFPA	United Nations Population Fund
UN-Habitat	United Nations Human Settlements Programme
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNIDO	United Nations Industrial Development Organization
UNISDR	United Nations International Strategy for Disaster Reduction
UNODC	United Nations Office on Drugs and Crime
UNPAF	United Nations Partnership Framework
UNV	United Nations Volunteers
USD	United States Dollar
WFP	World Food Programme
WHO	World Health Organization

## EXECUTIVE SUMMARY

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UNDP Thailand's current Country Programme Document (CPD) (2017-2021) is ending in 2021. The CPD evaluation has been commissioned by the UNDP Country office to inform the development of its next CPD for the period 2022-2026. The evaluation aims to take stock of the progress and performance of the current CPD and to generate evidence and knowledge about the programme. The results from the evaluation will be used to inform decision-making, course correction and development of the new CPD.

Thailand is in the process of developing the country to be an innovation-driven and value-based economy by 2036. To achieve more inclusive and sustainable development growth, the country needs to tackle several key challenges, including inequality and regional poverty, vulnerability to climate and disaster risks, environmental degradation, lack of good governance and social exclusion, and innovation deficiency. Thailand is also one of Southeast Asia's hardest hit country by COVID-19, despite its marked success in controlling the outbreak.

The current CPD is the continuation of long-standing development collaboration between the Royal Thai Government and UNDP. It was formulated in consultation with the relevant stakeholders and efforts were made to make it fully consistent and aligned with Thailand's long and short-term national visions, goals and plans. The CPD draws its mandate from the United Nations Partnership Agreement Framework (2017-2021) for Thailand and contributes to its broader outcome. The CPD consists of a total of 10 outputs, which fall under two main thematic areas: a) Promoting anti-corruption, inclusive engagement, and social cohesion (Outputs 1-4) and b) Promoting green and inclusive growth (Outputs 5-10).

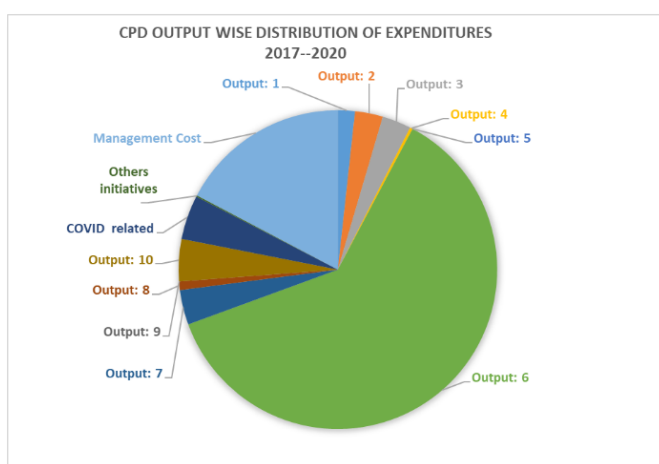
The CPD has been nationally executed under the coordination of the Ministry of Foreign Affairs and the NESDB. Additionally, several partners/stakeholders have been involved in the implementation of CPD, namely relevant governmental ministries and institutions at the national and sub-national levels, UN agencies, international development partners, private sector companies, Civil Society Organizations (CSOs), academia and communities, including women, youth and marginalized groups.

The CPD evaluation exercise was conducted in accordance with UNDP Evaluation Guidelines (2019) and United Nations Evaluation Group (UNEG) norms and standards. The evaluation process consisted of five standard evaluation steps: 1) Evaluation Questions, 2) Evaluation Design, 3) Data Collection Methods, 4) Data Analysis and 5) Presentation and Reporting. The evaluation used the standard criteria of Relevance, Effectiveness, Efficiency and Sustainability to assess the overall CPD progress and performance, including the cross cutting themes of gender equality and human rights.

A mixed method approach was adopted using a range of qualitative and quantitative data collection and analysis methods. Required data was collected through review of programme documents and secondary sources, key informant's interviews and focus group discussions. In total, 62 key informants (36 women and 26 men) among stakeholders were interviewed individually or in groups through online meetings, using mostly Zoom. The informants consisted of officials of UNDP Country and Regional Offices, Governmental Institutions, UN Agencies, Donors/Development partners, Private Sector, Academia and CSOs. In addition, 23 beneficiaries from vulnerable groups like sex workers, LGBTI people and people with

disabilities, were contacted by the national consultant in Bangkok and Phuket areas. Acquired data was accordingly analysed, both qualitatively and quantitatively.

***The total original estimated budget of CPD was \$ 55.3 Million, out of which around \$ 43.1 Million were mobilized from various sources, mostly vertical funds. Overall there was a short fall of 22%. During 2017-2020, the CPD has utilized around \$ 30.1 Million, which is around 70% of the total available programme resources. Overall, UNDP remains the fifth biggest contributor to UNPAF and shared around 10% of the total UNPAF spending during 2017-2020.***



## Main Conclusions

UNDP has made considerable contributions to the joint UNPAF outcome. Overall, CPD mandate and interventions were found fully aligned with national plans and priorities. The most promising contributions were made in the areas of sustainable policy making, capacity building, natural resource management and climate change. This consumed around 62% of the total available resources. Overall, these interventions helped in strengthening the institutional capacities in innovative biodiversity conservation approaches and helped in improving overall coordination, legal frameworks and enforcement mechanisms for bio-diversity conservation and natural resource. CPD initiatives have handsomely contributed in the reduction of GHGs in energy and transport sectors.

CPD has also made contributions to strengthen the mechanisms for anti-corruption, to build capacities to monitor public and business sector integrity, to include the extended definition of 'gender' in Gender Equality Act and to facilitate the development and adoption of national guidelines on Tsunami Evacuation Plans. Considerable contributions were also made to strengthen the south-south cooperation, especially with neighbouring countries, and to promote innovation-based development solutions. However, these contributions were on a very limited scale.

UNDP has also engaged in the southern border provinces with local institutions, CSOs and communities to promote social cohesion and inclusive development. However, engagement in the southern border provinces remained quite limited, due to the very sensitive and complex nature of socio-political circumstances and accessibility issues. Overall, the issues of poverty, inequality and social inclusion—especially those addressing the needs of women, disadvantaged, and vulnerable groups—received limited resources. UNDP has been facing funding constraints in mobilizing required funds from various international donors, due to the upper middle income country status of Thailand.

Overall, UNDP is very well positioned as a development partner in the overall development sphere in Thailand. UNDP's reputation and its positioning has greatly helped in building strong and long-term partnerships with all stakeholders. Collaboration among stakeholders during CPD initiatives implementation remained appropriate and fruitful. Most of the large scale CPD

implementation partnerships pertained to national level ministries and governmental institutions. However, collaboration with local civil society organizations and community groups, including vulnerable groups was found to be a bit limited, spontaneous, and short term. The Monitoring and Evaluation functions at the CO level remained limited in scope and capacities and a comprehensive M&E framework and plan for CPD was lacking. Overall M&E functions remained limited to internal progress reporting and Mid Term Review.

## Recommendations

1. It is recommended that upcoming UNPAF outcomes and respective indicators should be made more specific, which should duly respond to the mandates and scope of work of participating UN agencies, including UNDP. Similarly, the CPD outputs and respective indicators and targets should be made more specific and measurable and should exhibit clear and direct linkages to the UNPAF indicators and targets.
2. It is recommended that the new CPD should continue its main focus on addressing issues related to environmental sustainability and climate change in Thailand. The new CPD should devise specific and measurable outputs to fully comprehend and match the broad scope of this thematic area. Consequently, it is also recommended that other important and pressing issues like poverty, inequality, and social inclusion, especially addressing the needs of women, disadvantaged and vulnerable groups, should be prioritized and duly incorporated in the new CPD, with more specific and tangible outputs and matching allocations. Overall there is a greater need for formulating more balanced CPD outputs, which are equitable in scope and resources.
3. It is recommended that the new CPD should devise and implement more specific and relevant interventions to address the most pressing issues of social inclusion, conflict resolution, peace and development and livelihood improvements in the southern border provinces, through active involvement of local communities and stakeholders. UNDP should use its influence to take up the accessibility issues of international agencies in the target areas, with relevant authorities to give way to easy access/interaction for large scale implementation.
4. It is recommended that in the implementation of upcoming CPD, level of involvement of local CSOs, community groups and private sector should be enhanced considerably, as full partners through longer term partnerships agreements, especially in areas of awareness raising, advocacy and implementation of community based social cohesion and livelihood interventions.
5. It is recommended that capacities at the CO level should be considerably strengthened to effectively undertake the M&E functions in monitoring the progress and performance of the new CPD. A comprehensive M&E framework and work plan for the new CPD should be developed and rigorously implemented in collaboration with stakeholders. Furthermore, capacities of relevant institutions like National Statistical Organization and relevant ministers should be built to monitor SDGs and national level indicators and targets.

# 1. INTRODUCTION

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## 1.1 The CPD Evaluation

The current UNDP Thailand Country Programme Document (2017-2021) is ending in 2021. UNDP has commissioned this CPD evaluation to inform the development of its next CPD for the period 2022-2026. The evaluation aims to generate evidence and knowledge about the ongoing programme and to help guide UNDP's programmes in the future. It will assist UNDP and national partners to learn from experience and better understand what types of development support works well, not well, and in what context. The results from the evaluation will be used to inform decision-making, course correction and development of the new CPD.

The report is structured in line with standard evaluation report template of UNDP Evaluation guidelines (2019). The main sections include; Introduction, Description of the intervention, Evaluation scope and objectives, Evaluation approach and methods, Data analysis, Findings, Conclusions and Recommendations. The Findings section analyses and discusses in detail the overall Relevance, Effectiveness, Efficiency and Sustainability of the programmatic interventions, including the cross-cutting issues of gender equality and human rights. The report also analyses and provides information on the progress of output level indicators and targets. Similarly, it also outlines summary conclusions and lessons and furnishes a set of recommendations to improve the design and implementation of future UNDP programming.

The evaluation exercise was conducted by a team comprised of two independent consultants: 1) An international expert who led the overall evaluation process, including evaluation design, data collection, analysis and draft report writing, incorporation of comments and finalization of the evaluation report, and 2) A national consultant who participated and supported the evaluation process, including evaluation design and data collection. The national consultant also facilitated the organization of meetings and interviews with various stakeholders. Similarly, the national consultant conducted limited field visits to meet selected beneficiaries.

## 1.2 Background and Country Context

Thailand has become an upper-middle income country in 2011 and its Human Development Index has increased considerably from 0.57 in 1990 to 0.77 in 2019<sup>1</sup>. This places the country in the high human development category. Over the years national poverty has decreased considerably, from 67% in 1986 to 6.2% in 2019<sup>2</sup>. However, despite the upper middle-income status and remarkable socio-economic progress, a number of development challenges still remain, including pockets of poverty, widespread inequality by geography and ethnicity and growing vulnerability to climate change and natural disasters. Corruption hampers equal access to social and economic opportunities, and combined with unsustainable growth, contributes to the unsustainable use of natural resources.

Inequalities are exacerbated by regional, urban and rural disparities. Poverty is geographically characterized, where around 80 per cent of the poor live in rural areas, with an increasing

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<sup>1</sup> Thailand - Human Development Report 2019 - UNDP

<sup>2</sup> World Bank estimates



number concentrating in the Bangkok vicinity<sup>3</sup>. Additionally, the rural Northeast is the poorest region, hosting almost half of the poor (44.8 per cent), while two of the top three provinces with high poverty incidence are from the Southern Border Provinces (Pattani and Narathiwat)<sup>4</sup>. Thailand has achieved gender parity in primary and secondary education. However, gender inequality still exists in various forms, including women's limited representation in the parliament and government decision-making positions<sup>5</sup>. Women, especially in the Southern Border Provinces, still face discrimination and are victims of violence. Similarly, people with different sexual orientations including lesbian, gay, bisexual, transgender and intersex (LGBTI) people also face discriminations and are marginalized due to the social stigma and other factors.

Decades of impressive economic growth compounded by global climate trends have produced several environmental challenges. Environmental laws are stringent and meet most international standards, however, enforcement has been slack due to limited national capacities, a cumbersome legal system, overlapping jurisdictions and corruption. The country faces environmental issues like air and water pollution, declining wildlife populations, deforestation, soil erosion, water scarcity and hazardous waste. Thailand is considered one of the 16 countries in the 'extreme risk' category and most vulnerable to climate change impacts over the next 30 years<sup>6</sup>. While many stand to suffer, small farmers and ethnic minorities in the Northern and Lower Mekong River Basin areas in the Northeast, where the majority of the poor live, are most affected by climate change. Corruption enhances unsustainable growth by impeding equal access to resources as well as weakening the implementation and enforcement of environmental regulations.

Regardless, as a middle-income country, Thailand has sufficient capacity and resources to address the major development challenges and to draw on technical expertise from a variety of source where gaps exist. In this context, UNDP occupies a very influential position among development actors/partners in general and among UN agencies in particular. Due to its broad mandate and vast linkages, UNDP is found to be well positioned as a connector and knowledge broker to bring in and share global expertise and solutions to support and achieve the aspirations of the 12<sup>th</sup> NESDP (2017-2021) and long-term national priorities. UNDP's role is found to be very instrumental in providing needed expert technical assistance and resources, building capacities, advocating and promoting social inclusion and human rights, mainstreaming SDGs and the climate change agenda, promoting south- south cooperation and innovation, among others.

It is also important to mention that, in the wake of the prevailing Covid-19 pandemic, Thailand has done quite well to curb infections rates; however, the pandemic has had some severe impacts, especially on the vulnerable segments of society where inequality looms large. The economy has been severely affected by a sharp decline in global trade and tourism. Similarly, development-related work and daily routine, including those of UNDP, have slowed down. Given the urgency of the issue, UNDP mobilized financial and technical resources and

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<sup>3</sup> Ibid., and National Economic and Social Development Board (NESDB) 2015. The national poverty line is approximately \$81 per month.

<sup>4</sup> NESDB 2015

<sup>5</sup> CPD 2017-2021

<sup>6</sup> CPD 2017-2021

implemented a number of activities, in collaboration with stakeholders, to mitigate the impacts of the pandemic.

## 2. DESCRIPTION OF THE INTERVENTION

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Thailand is in the process of developing the country to be an innovation-driven and value-based economy by 2036. Similarly, Thailand's pursuit of the Sustainable Development Goals (SDGs) 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, including inequality and regional poverty, vulnerability to climate and disaster risks, environmental degradation, lack of good governance and social exclusion, and innovation deficiency. Thailand is one of Southeast Asia's countries hardest hit by COVID-19 despite its marked success in controlling the outbreak.

The CPD was designed to have a strong link and alignment with the Government's long- and short-term national development priorities and plans, such as the 12<sup>th</sup> National Economic and Social Development Plan (2017-2021). The CPD draws its mandate from and contributes to the broader outcome of the United Nations Partnership Agreement Framework (2017-2021) (UNPAF) for Thailand. The UNPAF's mandate states that "By 2021, systems and processes are more effective and equitable to progressively advance inclusive, sustainable and people-centered development for all people in Thailand". The CPD is also duly aligned with the UNDP Strategic Plan 2018-2021.

Overall CPD priorities were arranged around two interrelated themes: 1) Promoting anti-corruption, inclusive engagement and social cohesion, and 2) Promoting green and inclusive growth. A number of outputs have been outlined in the CPD Results and Resource Framework. These include:

### ***Thematic area-1: Promoting anti-corruption, inclusive engagement and social cohesion***

- Output 1: Institutions and systems enabled to address awareness, prevention and enforcement of anti-corruption measures across sectors and stakeholders
- Output 2: Civil society organizations and the private sector have increased capacity to raise awareness on and monitor public accountability and business sector integrity
- 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.
- Output 4: The implementation of Thailand's Gender Equality Act is inclusive and taking into consideration the issue of sexual diversity

### ***Thematic area-2: Promoting green and inclusive growth***

- Output 5: Targeted local governments and urban poor communities can effectively define localized multi-dimensional poverty indicators.
- Output 6: Solutions developed at national and sub-national levels for sustainable management of natural resources.
- Output 7: Key institutions and target populations are able to utilize climate/disaster risk information for development purposes.
- 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.

- Output 9: National South-South cooperation mechanism and capacity are strengthened for development solutions.
- Output 10: Innovations enabled for development solutions, partnerships and other collaborative arrangements (Strategic Plan output 7.6).

According to the Results and Resource Framework, the total estimated budget of the CPD is US\$55,329,000, with contributions from internal resources, bilateral donors and the Government of Thailand. It is important to highlight that 78% of the total estimated budget was for Thematic area-2: Promoting green and inclusive growth and the remaining 22% was for Thematic area-1: Promoting anti-corruption, inclusive engagement and social cohesion. The cumulative Programme expenditure at the time of evaluation from 2017-2020 stands at around US\$ 30.18 Million.

The country programme has been nationally executed under the coordination of the Ministry of Foreign Affairs and the Office of the National Economic and Social Development Board (NESDB). The programme has been implemented through national implementation partners selected based on capacity assessments. UNDP direct implementation was also used under special circumstances or on specific issues, such as campaigns, innovation facilities and policy advice.

The resource and results framework of the CPD has identified and called for involvement of a wide range of stakeholders in the implementation of the country programme, including relevant governmental ministries and institutions at the national and sub-national levels, UN agencies, international development partners, private sector, CSOs, academia and communities. The programme has also undergone a mid-term review (MTR) in late 2019.

### 3. EVALUATION SCOPE AND OBJECTIVES

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#### 3.1 Objectives and scope of the evaluation

According to the ToR, the Evaluation was mandated to cover work undertaken in the current CPD cycle (2017-2021), to focus on capturing the country office's contribution to UNPAF outcomes, and to progress towards agreed outputs and output indicators in the country office's results framework. It was also intended to make recommendations for the design and implementation of the next CPD. The main objectives of the evaluation are the following:

- Evaluation of the CPD 2017-21 to capture the contributions to UNPAF outcome.
- Recommend the strategic direction for the next Country Programme Document (2022-26).
- Strengthen accountability of UNDP to national stakeholders and the Executive Board.
- Evaluate the relevance, efficiency, effectiveness or sustainability of the interventions.
- Evaluate to what extent the intervention sought to strengthen the application of the rights-based approach, gender equality, and leave no one behind in development efforts.

#### 3.2 Evaluation Criteria

In line with the ToR and UNDP guidelines the evaluation used the standard criteria of *Relevance, Effectiveness, Efficiency, Sustainability and Impact* to assess the overall CPD progress and performance. Similarly, evaluation also made efforts to ensure the assessment of cross-cutting issues, such as human rights and gender equality. The following is a brief outline of the main evaluation criteria and cross cutting themes. Please see Annex-3: Evaluation Matrix, for details.

- **Relevance:** To assess the extent of CPD alignment and consistency with the national development goals and priorities, needs of the target beneficiaries and global development agenda.
- **Effectiveness:** To assess how successful the CPD was in achieving its stipulated outputs and outcomes and to assess how UNDP can enhance this element in the next UNDP programme.
- **Efficiency:** To assess the extent of mobilized resources (human, technical and financial) and its economic utilization, keeping in view cost effectiveness and best value for money.
- **Sustainability:** To assess the likelihood of continuity of CPD interventions and flow of longer term benefits through assessing availability of institutional capacities, regulatory frameworks, financial and technical resources, social and environmental viability.

**Cross-cutting themes:**

- To assess the extent how gender equality and the empowerment of women have been addressed in the CPD strategic design, implementation and reporting.
- To assess the extent of how poor, indigenous people, people with disabilities and other disadvantaged and marginalized groups benefited from the work of UNDP in the country.

### 3.3 Evaluation Questions

A number of evaluation questions were provided in the ToR, to assess the overall relevance, efficiency, effectiveness, sustainability and cross cutting themes. These questions were further refined used during the key informant interviews and group discussions. A detailed evaluation matrix was prepared, outlining the evaluation criteria, main evaluations questions, data sources/methods, indicators and data analysis methods etc. Following are the main evaluation questions as outlined in the ToR: (Please see Annex-3: Evaluation Matrix for details of criteria wise evaluation questions)

- What progress has UNDP made towards planned country programme outputs, and how is this contributing to UNDP/UNPAF outcomes in the current programme period?
- How has UNDP performed in planning, implementation, reporting, and evaluation of development results?
- How has the coronavirus pandemic affected the UNDP Thailand programme and how has the CO adapted to it in terms of programme implementation and support to the Government of Thailand?
- What has been UNDP's contribution toward cross-cutting issues, e.g. human rights, gender, the leaving no one behind agenda, and capacity development?
- To what extent has UNDP strategically positioned itself, partnering and leveraging the capacity from key actors' resources from the private and public sectors.

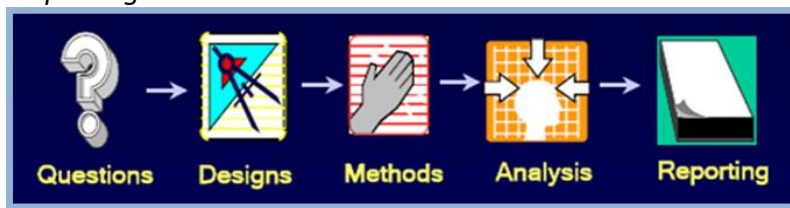
## 4. EVALUATION APPROACH AND METHODS

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### a) Evaluation Approach

Overall, the final evaluation exercise was conducted in accordance with UNDP Evaluation Guidelines 2019 and standard evaluation criteria and principles. Similarly, the evaluation adhered to UNEG norms and standards for CPD evaluations. Keeping in view the scope of the CPD evaluation, a mixed method approach was adopted using a range of qualitative and quantitative data collection and analysis methods, techniques and tools. In summary the overall evaluation process consisted of five standard evaluation steps i.e., 1) *Evaluation*

Questions, 2) Evaluation Design, 3) Data Collection Methods, 4) Data Analysis and 5) Presentation and Reporting.



Overall, the evaluation exercise followed a participatory and consultative approach ensuring close engagement with the UNDP CO, implementing partners and stakeholders and to a limited extent with beneficiaries in the wake of travel restriction due to Covid-19 pandemic.

### **b) Sampling strategy**

In view of the scope and timeline of the evaluation exercise, it was not possible to reach all stakeholder, especially beneficiaries. Furthermore, due to the Covid-19 pandemic, a full scale in country mission was not possible; therefore, meetings with stakeholders were conducted remotely/online. The evaluation adopted a mix of purposive and convenience sampling strategy. Academically, it is a form of non-probability sampling in which researchers (evaluators and CO team) rely on their own judgment when choosing members of the population (stakeholders) to participate in the study. Similarly, in convenience sampling, researchers leverage individuals that can be identified and approached with as little effort as possible.

A long list of stakeholders was drawn with the help of the CO team. These included officials of UNDP Country and Regional Offices, Governmental Institutions, UN Agencies, Donors/Development partners, Private Sector, CSOs and beneficiaries. Due to the large number of stakeholders and limited time frame for stakeholder consultations, most relevant key persons among stakeholders were identified in close consultation with CO team, keeping in view the level of their participation in various projects and initiatives contributing to various CPD outputs.

### **c) Data Collection Methods**

- ***Desk Review of documents***

A good deal of relevance, efficiency, effectiveness and sustainability related data was obtained from the review of relevant documents and secondary sources. Qualitative and quantitative data was extracted from various programme documents and secondary and online sources to assess project progress and performance based on aforementioned evaluation criteria and indicators of the CPD Results Framework. Please see Annex-4 for list of documents/online sources reviewed.

- ***Key Informants interviews and Focus Group Discussions***

Key informant's interviews and focus group discussion remained the main instrument for collection of primary data related to evaluation questions. A preliminary longlist of key persons from stakeholders was compiled. Most relevant key persons among stakeholders were identified in close consultation with the CO team, keeping in mind the level of their participation in implementation of various projects and their availability for interviews.

Due to the prevailing Covid-19 pandemic, international and inter-country travel has been severely restricted. Given the extraordinary situation, stakeholder's consultations were conducted remotely. Key persons among stakeholders were contacted virtually and individual

or group meetings were conducted using online communication tools like Zoom and WhatsApp etc. However, the National Consultant was able to conduct limited field visits to consult and receive feedback of selected beneficiaries among communities.

In total, 62 key informants (36 women and 26 men) among stakeholders were interviewed individually or in groups through online meetings using mostly zoom. These included officials of UNDP Country and Regional Offices, Project teams, Governmental Institutions at the national and subnational levels, UN Agencies, Donors/Development partners, Private Sector, Academia and CSOs. In addition, 23 beneficiaries from vulnerable groups like sex workers, LGBTI people and people with disabilities, were also contacted by the national consultant in Bangkok and Phuket areas. Please see, the following table of number of persons contacted by gender and institutions. For more details, please refer to Annex-1: List of Key Persons consulted/interviewed during the Evaluation.

Summary Table: Persons Consulted during the evaluation exercise				
Stakeholders	Men	Women	LGBTI/PWDs	Total
UNDP CO & Regional Offices	8	12	0	20
Government Institutions	15	8	0	23
UN Agencies	2	2	0	4
Donors/Embassies	1	2	0	3
Civil Society Organizations	0	8	0	8
Private Sector Organizations	0	4	0	4
Communities	3	6	14	23
<b>Total</b>	<b>29</b>	<b>42</b>	<b>14</b>	<b>85</b>

#### d) Limitations of The Evaluation

Like every evaluation, this evaluation exercise also had its own limitations. Due to the Covid-19 pandemic, most of the stakeholder's consultations were conducted virtually through online meetings and group discussions. The online consultations with the CO and project teams were expedited with relative ease. However, organizing online meetings with partners from relevant governmental organizations, private sector and CSOs etc., consumed a considerable amount of time (i.e. more than six weeks), resulting in the extension of the evaluation timeline for deliverables. Reaching out to beneficiaries and vulnerable groups was found very challenging and only a limited number could be consulted by the national consultant. Similarly, at times, connectivity issues posed greater challenges and conversations were interrupted due to bad connections, slow internet or background disturbances. Needless to emphasize, project site visits and in person meetings with stakeholders always provide deeper insight and understanding of programme interventions and impacts as compared to the remote consultations.

## 5. DATA ANALYSIS

In view of the mix-method approach for data collection, the acquired data was analyzed both qualitatively and quantitatively. Since most of the primary data was acquired in qualitative form, it was processed using qualitative data analysis techniques like validations, triangulations, interpretations, and abstractions. Data collected from the review of documents, key informant interviews and group discussions were validated and triangulated. The data from different sources were compared to identify similarities, contradictions, and patterns. While analyzing the data, efforts were made to logically interpret stakeholder's opinions and statements and to keep in mind the specific perspectives of various respondents.

To determine progress and trends, Quantitative data was analyzed using simple statistical methods. CPD Results Framework indicators and targets were used as the main reference during analysis to assess the achievability status of various outputs and outcomes. Quantitative data related to programme outputs indicators were analyzed to assess progress towards specified targets. Those were also validated and triangulated against data obtained from interviews/discussions with key stakeholders etc. Efforts were also made, to the extent possible, to collect and process data disaggregated by gender, while assessing programmatic outputs/outcomes.



## 6. FINDINGS

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The following sections describe the detailed findings of the programme evaluation exercise. The analysis and discussion are intended to assess the overall CPD progress and performance towards contribution in achieving its outputs and outcomes, using the key evaluation criteria of relevance, effectiveness, efficiency and sustainability and cross cutting themes of gender equality and human rights.

### 6.1 RELEVANCE

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The Thailand Country Programme Document (2017-2021) is the continuation of a long-standing development collaboration between the Royal Thai Government and UNDP. Over the years, the UNDP partnership with Thailand has transformed from a donor-recipient relationship into a mutually beneficial partnership. In this context, the CPD (2017-2021) was formulated in consultation with the relevant Government institutions and other stakeholders. Efforts were made to make it fully consistent and aligned with Thailand's long and short-term national visions, goals, and plans.

It is important to note the CPD primarily draws its mandate from and has directly contributed to the United Nations Partnership Framework (2017-2021) outcome. "By 2021, systems and processes are more effective and equitable to progressively advance inclusive, sustainable and people-centered development for all people in Thailand". The UNPAF was designed in close consultation with government and other stakeholders and was duly endorsed by the Government of Thailand through the Ministry of Foreign Affairs. Accordingly, UNPAF duly responds to and supports Thailand's long and short-term national priorities and goals, through a collective and synergized response from the UN system in Thailand. It is important to mention that UNPAF has a single broad outcome (stated above) to which all UN Agencies are collectively contributing, including FAO, ILO, IOM, ITU, UNAIDS, UNDP, UNEP, UNESCO, UNFPA, UN-Habitat, UNHCR, UNICEF, UNIDO, UNISDR, UNODC, OHCHR, UN Women, UNV and WHO<sup>7</sup>.

***Finding-1: The CPD interventions and results are found to be duly consistent, aligned and supported the implementation of the Royal Thai Government's long term national visions, goals and short term national and thematic development plans. Most of the CPD support was concentrated in the areas of sustainable natural resource management, biodiversity conservation and climate change.***

In the long-term, the CPD is found to be duly consistent with Thailand's 20-year National Strategy 2018-2037. The plan calls to ensure that the country achieves its vision of becoming "a developed country with security, prosperity and sustainability in accordance with the Sufficiency Economy Philosophy", with the ultimate goal being all Thai people's happiness and well-being<sup>8</sup>. It is also aligned to support the Thailand 4.0 ambition, which aims to develop

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<sup>7</sup> United Nations Partnership Framework 2017-2021

<sup>8</sup> National Strategy 2018 – 2037 (Summary):  
[https://www.bic.moe.go.th/images/stories/pdf/National\\_Strategy\\_Summary.pdf](https://www.bic.moe.go.th/images/stories/pdf/National_Strategy_Summary.pdf)



Thailand into an innovation-driven and value-based economy by 2036. The CPD is also in line with and contributed to Thailand's pursuit of the Sustainable Development Goals 2030, which aims to make the planned growth more inclusive and environmentally sustainable. Similarly, the CPD is in line with several long-term sectoral development plans. For example, the Thailand Climate Change Master Plan 2015-2050, which aims that "Thailand is resilient to the impacts of climate change and achieves low carbon growth through sustainable development" and 20-Year strategic plan for the Ministry of Natural Resources and Environment (2017-2036) etc.

In the short-term, the CPD was found to be fully aligned with and supported the implementation of the various development strategies of the Twelfth National Economic and Social Development Plan (NESDP 2017-2021), which aimed at "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." NESDP identified a number of key challenges for Thailand's sustainable development. These included inequality and regional poverty, vulnerability to climate and disaster risks, environmental degradation, lack of good governance and social inclusion, and innovation deficiency.

In this regard, UNDP has provided technical and facilitation support to government and other partners to help address prevailing challenges through implementation of a wide range of projects and initiatives in the current CPD cycle. These interventions were intended to promote anti-corruption, inclusive engagement and social cohesion, and green and inclusive growth. It is important to highlight that most of the UNDP support was concentrated in the areas of sustainable natural resource management, biodiversity conservation and climate change. Overall, discussions with government officials and stakeholders suggest that UNDP support was highly relevant and consistent with national priorities. Please see the following section on effectiveness for details of CPD contributions and results.

***Finding-2: The CPD was found to be consistent with and responded to some of the needs and priorities of target communities/beneficiaries, especially women and other vulnerable groups. However relevant and good, these interventions were found to be limited, keeping in view the large scale and very complex nature of various issues faced by the marginalized and vulnerable segments of society, especially in the southern border provinces.***

At the policy level, UNDP has supported various improvements in legal frameworks. First, extended definition of 'gender' that includes LGBTI definitions is now part of the Gender Equality Act. Second, two more acts were drafted to improve gender equality in Thailand. Governmental institutions were supported to develop and implement key guidelines to effectively address various needs of women and LGBTI people and to ensure effective implementation of the Gender Equality Act. Having said this, given the larger scale and gravity of the needs of women and vulnerable groups, there are still several challenges hindering the full-scale implementation of the Gender Equality Act, to effectively uphold the rights of women, LGBTI people and other vulnerable groups of society.

In the wake of Covid-19 pandemic in 2020, vulnerable groups of society, especially sex workers, including LGBTI people, were most impacted by the pandemic. UNDP support was found very relevant and timely to address, in collaboration with partners, some of the basic needs of these vulnerable groups and provided basic livelihood support to strengthen the resilience of around 3,000 LGBTI sex workers. Similarly, 14,000 households from ethnic minorities were supported through grants to mitigate the pandemic impact on their livelihoods. Though these numbers

reflect only a fraction of the total affected vulnerable population of the country, and keeping in view the unforeseen and sudden nature of the issue, UNDP was successfully able to quickly assess the needs of the target population and has mobilized/diverted resources to support the target groups. This can be considered as a good example of adaptive management.

The CPD also envisaged to address the needs for social cohesion, peace building and livelihoods improvements for local communities, especially vulnerable groups in the deep south. In this regard, some inroads have been made, along with partners, to raise awareness about promoting social cohesion and inclusive peace, and to improve livelihoods through capacity building and innovative solutions that promote entrepreneurship. However relevant and good, these interventions effective enough, keeping in view the very complex and sensitive peace and development circumstances in the deep south. There seems to be a long road ahead to address the needs of marginalized and vulnerable segments of society and to bring up the region at par with the rest of Thailand.

The CPD's natural resource management projects also envisaged to address livelihoods improvement related needs of local communities living in or around the conservation areas. Though these projects have performed well on the technical and policy side to improve biodiversity conservation and sustainable natural resource management practices, progress in linking livelihood in the buffer villages with improved conservation remained slow. Additionally, limited efforts have materialized to improve the socio-economic development of local communities. Indeed, there is a greater need to equally focus on the improvement of socio-economic conditions of local communities to give way to long-term prosperity.

***Finding-3: Overall, UNDP's mandate and its positioning in the larger development sphere in Thailand is found to be very relevant and well placed and UNDP is considered a very influential and active development partner, especially among UN agencies and other development partners working in Thailand.***

UNDP is ranked among the most influential and resourceful UN agencies, including UNICEF, UNHCR, IOM, UNOPS and WHO.<sup>9</sup> UNDP also enjoys very good relations and a good reputation with all development actors and stakeholders in general and with the Royal Thai Government in particular. UNDP's role is found to be very relevant and is being well appreciated by all stakeholders for providing needed expert technical assistance and resources, building capacities, advocating and promoting social inclusion and human rights, mainstreaming of SDGs and climate change agenda, promotion of south-south cooperation and promotion of innovation etc. Due to its broad mandate, expertise and vast linkages, UNDP is found to be well positioned as a connector and knowledge broker to bring in and share, especially international expertise and solutions to support national priorities like the NESDP.

UNDP's role is also found to be very instrumental in mobilizing much needed resources from various donors and international agencies. Similarly, it has been providing support to various partners, especially governmental institutions, in formulating and implementing a diverse range of policies and programmes. One of the promising comparative advantages of UNDP, as highlighted by stakeholders, includes its ability to effectively identify, convene and coordinate a diverse range of stakeholders to collaborate on various projects and initiatives.

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<sup>9</sup> According to 2020 UN Thailand Results Report, each of mentioned UN agencies have spent more than USD 7.0 million in 2020.

The analysis also suggests that most of UNDP support in this CPD cycle remained focused around sustainable natural resource management and climate change agenda. This consumed the lion share of CPD resources, due to availability of sufficient vertical funds mostly from the Global Environment Facility (GEF). It is important to mention that due to the higher middle income country status, there are issues in mobilizing funds, especially from bilateral donors and even vertical funds. Since Thailand is among one of the climate change prone countries, there is much focus on environmental issues, which attract large scale GEF funding. Furthermore, efforts have been made in the areas of promotion of innovation, livelihood improvements, business and human rights, disaster risk reduction and Covid-19 relief and mitigation etc.

However, in the next CPD cycle, there is also a greater need to equally focus on and duly use UNDP influence and expertise in addressing the broader issues related to poverty and inequality and inclusion and empowerment of women and vulnerable segments of society. Geographically, there is also a greater demand to focus on addressing the issues of poverty, inequality, conflict resolution and social inclusion in the southern boarder provinces. according to the recent CCA estimates, the poverty rates have remained high at around a third of the population.

## 6.2 EFFECTIVENESS

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### 6.2.1 Progress towards CPD Results/Outputs

A Comprehensive CPD Results and Resource Framework has been developed. It consists of outcomes, outputs, indicators, baselines, targets, main partners and indicative resources. Overall the CPD outputs were intended to contribute to the broader UNPAF outcome i.e. “By 2021, systems and processes are more effective and equitable to progressively advance inclusive, sustainable and people-centred development for all people in Thailand”. As mentioned earlier, in the long and short run, CPD contributions were intended to achieve the aspirations, goals and priorities set forth in the National Strategy, Thailand 4.0 ambition, Twelfth National Economic and Social Development Plans and relevant sectoral development plans.

Overall, UNDP in collaboration with partners, have made rigorous efforts and has implemented a wide range of interventions to achieve the outlined CPD outputs. The CPD consists of a total 10 outputs, which fall under two main thematic areas i.e. a) Promoting anti-corruption, inclusive engagement and social cohesion (Outputs 1-4) and b) Promoting green and inclusive growth (Outputs 5-10). To achieve CPD outputs, around 62 different thematic projects and initiatives have been implemented (completed or ongoing). This occurred in collaboration with a diverse range of partners including governmental institutions, private sector, CSOs, academia and local communities. These projects/initiatives were of different size and budgets, ranging from \$ 10K to \$ 6.8 Million. These also included a number of regional level initiatives/projects (Please see Annex-2 for details of various projects).

In the following section, an effort has been made to assess overall progress, achievement status and effectiveness of outlined CPD outputs and indicators. In addition, towards the end of this section a matrix has been produced which provides the summarized achievement status of the CPD output level indicators and targets as outlined in the Results and Resource Framework.

## a) Thematic area-1: Promoting anti-corruption, inclusive engagement and social cohesion

### **Output 1: Institutions and systems enabled to address awareness, prevention and enforcement of anti-corruption measures across sectors and stakeholders.**

Under this output, following UNDP's prior support to the drafting of the new Public Procurement and Supplies Administration Act 2017, UNDP continued its support to the Comptroller General's Department to implement the new Public Procurement Act as an anti-corruption measure. UNDP's support to the implementation of the Act included technical assistance and capacity enhancement in drafting several implementation guidelines. These guidelines included professionalization of the public procurement function, implementation of price performance, development of long-term agreements, and standard bidding documents etc. Similarly, UNDP and the Comptroller General's Department have jointly reviewed the laws with reference to feedback from stakeholders and international practices. The finding will be utilized for the amendment in the public procurement laws in 2021.

***Finding-4: CPD support of the implementation of the Procurement and Supplies Administration Act 2017 contributed towards improved efficiency and cost saving through reducing corruption in overall public sector procurements. However, the output was found quite broad, as addressing the issues of corruption across sectors is quite complex and cumbersome undertaking involving diverse range of stakeholders.***

Discussions with officials of Comptroller General's Department and review of programme progress reports suggest that UNDP's support in review of public procurement act and development of implementation guidelines contributed towards improved efficiency and cost saving in overall public sector procurements and contracts. Two proposals were jointly developed and adopted by the government to mitigate sector specific corruption risks. These included: 1) Proposal for developing guidelines for the procurement law and 2) Proposal to review the methodology of the National Integrity and Transparency Assessment Tool (ITA).

Overall, the contributions towards the implementation of the procurement act were found quite rewarding. According to the estimates of The Anti-Corruption Organization of Thailand<sup>10</sup> the implementation of the new Procurement Act and the Integrity Pact has helped considerably in saving approximately USD 2.5 billion that would otherwise be lost to corruption etc. Review of progress reports also suggest that UNDP's support on data disclosure on public procurement led to improvement in transparency and accountability in public infrastructure contracts, resulting in a reduction of procurement costs by approximately 20% - equivalent to saving roughly US\$ 360 million, since the Construction Sector Transparency Initiative (CoST) programme started in 2018.

UNDP also supported key institutions to address corruption. The office of the National Anti-Corruption Commission (NACC) was also supported to improve Corruption Perception Index (CPI) in line with recommendations provided based on international practices. NACC has also launched integrity and transparency indicator (ITA). UNDP and NACC have agreed in 2020, to develop Phase II of ITA, which will also include feedback from the private sector. Similarly, a

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<sup>10</sup> Results Oriented Annual Report (ROAR) 2019

series of online webinars were organized on Improving Thailand's Prevention Measures on Corruption.

Having said this, the analysis also suggests that most of the UNDP support was centered around collaboration with Comptroller General's Department for the implementation of public procurement act. As mentioned, this collaboration has resulted in inducing efficiency and reducing corruption in public sector procurement. However, Output-1 proved to be quite broad, which called for addressing awareness, prevention and enforcement of anti-corruption measures across sectors and stakeholders. Overall addressing the issues of corruption across sectors is quite a complex and cumbersome undertaking. It involves a diverse range of stakeholders from public sector, private sector, civil society and academia etc. Therefore, UNDP support for strengthening systems and institutional capacities to effectively promote and enforce anti-corruption measures across sectors needs to continue in times to come. Additionally, all relevant stakeholders need to be duly involved to create a formidable impact.

#### **Output 2: Civil society organizations and private sector have increased capacity to raise awareness on and monitor public accountability and business sector integrity**

The CPD results framework envisaged that, under this output, the CPD will help in increasing the number and participation of students at universities that host previously established Thai Youth Anti-Corruption Network chapters (TYACN). Additionally, the CPD will help the network chapters to become financially sustainable through social enterprises, supported by the private sector. Similarly, it was also envisaged to increase the number of university courses that integrate integrity considerations into their curriculum. In this regard, UNDP has provided technical and capacity building support, to around 20 provincial universities, to implement integrity curriculum in their courses to promote business integrity and transparency. This will greatly help in instilling integrity mindset and will serve as a preparation step to institutionalize anti-corruption curriculum into the education system. However, the envisaged Thai Youth Anti-Corruption Network chapters (TYACN) related activities didn't materialize due to the redundancy of the TYACN. Since 2016, the respective private sector partners have changed their approach and priorities.

***Finding-5: CPD support was found instrumental in building capacities and raising awareness among private sector organizations and listed companies regarding integrating SDGs and human rights based business approaches and practices to enhance business sector integrity. However, the private sector also seems to be a bit reluctant and slow in integrating SDGs and human rights into their business practices, as they think it may hamper their profitability.***

Under this output, UNDP has continued its support to Thailand to implement the National Action Plan on Business and Human Rights that was adopted in 2019. UNDP partnered with and supported a number of organizations, including the Securities and Exchange Commission (SEC), Global Compact Network Thailand, Thai Listed Companies Association, and Social Enterprise Association Thailand, to develop consensus on impact measurement framework for Thailand, to create new data, and to generate evidence to increase investor confidence and market growth. UNDP, jointly with SEC and Global Compact, raised awareness and encouraged listed companies to shift from ESG to SDGs, by integrating SDGs lens into their business strategies and operations while measuring their impacts.

Similarly, support was also provided to Ministry of Justice -Department of Rights and Liberties Protection- to organize workshops on Promoting the Implementation of the National Action Plan on Business and Human Rights in twelve provinces. UNDP also partnered with the Institute of Directors in Collective Actions against Corruption Initiative (CAC)—a network of several hundred listed companies. In this regard, support was provided to CAC in 2020 to conduct a survey/study on businesses' views of public services most prone to corruption. The results will help in informing government agencies and the private sector to promote public accountability and business sector integrity in times to come.

Discussions and feedback from key officials of CAC, SEC, Global Compact Network and Department of Rights and Liberties suggest that UNDP support was found instrumental in building capacities and raising awareness among private sector organizations to enhance business sector integrity. Overall, businesses in Thai capital market and listed companies have gained knowledge and better understanding about the concepts of business and human rights and importance of integrating SDGs into their business strategy as well as how to measure, manage and efficiently report issues on human rights and sustainability to the public. It is expected that this will help contribute to the country's long-term economic growth and the global goals.

Overall, the provided support to stakeholders were very helpful in bringing forth the agenda of integrating SDGs and human rights and generating a stakeholder's discourse on the subject. However, discussions with stakeholders also suggest that since the concept of SDGs and BHR are fairly new and the National Action Plan on Business and Human Rights has been recently adopted. Therefore, the implementation of the NAP poses a number of challenges in fully integrating SDGs and BHR in all kinds of business. The private sector also seems to be a bit reluctant and slow in integrating SDGs and Business for Human Rights. Only big companies have shown some interest in adopting these concepts; however, due to the large number and diversity of the small and medium scale business, it was difficult to reach out to and involve them in the awareness programme. While accounting for the novelty and complexity of the subject, it seems that work has just started and there is a long road ahead to fully streamline the SDGs and business and human rights approaches to achieve the desired objectives.

### **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.**

To achieve various outlined CPD indicators and targets, UNDP has initiated a series of awareness-raising and capacity-development events/workshops around SDG localization in the Southern Border Provinces for all stakeholders including government, CSOs, private sector and academia. The aim was to strengthen the capacities of various actors, including CSOs, to engage in development and crisis issues, to adopt an inclusive approach, and to integrate the SDG agenda in the local level planning and service delivery. Regarding the establishment of communities dialogues platforms, three food systems dialogues were organized with support from provincial administrations in Yala, Pattani, and Narathiwat. This target is somehow lagging behind due to reasons mentioned in the following paras. Regarding the formulation of inclusive Tambon Administrative Office (TAO) Development Plans, six TAOs and two municipalities are now engaged with UNDP, academic institutions, and communities to gather insights, needs, and data for local planning process, however none has yet achieved the target yet.



*Finding-6: Despite sensitive socio-political circumstances, accessibility issues and funding constraints, UNDP has made some inroads and engaged with local institutions, CSOs and youth groups to raise awareness about promoting social cohesion, inclusive peace, and development processes. Additionally, UNDP engaged with the aforementioned parties to build the capacities of local youth to develop innovative solutions to improve harmony and livelihoods. However, these activities, were found quite limited in addressing various issues, mainly because of the very complex and sensitive peace and development circumstances in the southern border provinces.*

UNDP, in collaboration with partners, made continued efforts to enhance socio-economic transformation and livelihood opportunities through entrepreneurship trainings for youth and local authorities. Incubation programs, with the support of private sector (Citi Foundation) and academia, were facilitated. This incubated several ideas from youth teams to create innovative online content to promote social cohesion. A social innovation platform has been designed focusing on the food system as a driver of systemic change. Similarly, a youth social innovation challenge was co-organized by UNICEF and UNDP. It engaged around 400 young people and create 15 social innovations to address challenges in their communities.

The evaluation team could only interview the Ex-Mayor of Yala City. Other stakeholder's, especially the CSOs and community groups, couldn't be reached out. The Mayor highly appreciated the recent support of UNDP, especially the work around improvement of food systems and youth engagement. Discussions with the CO team and the review of progress reports suggest that due to the very sensitive and complex social, ethnic, political, religious and security circumstances of the southern border provinces, it was found quite difficult and cumbersome to implement large scale peace and development related interventions. It is important to note that initially the CPD envisaged that UNDP will partner with other UN and international agencies like UNESCO, UN-Women, UNICEF, World Bank on building confidence between communities and local authorities, and with the USAID on opening civic space through the peace dialogues forum. However, due to prevailing sensitivities, the target areas were not easily accessible to development agencies for the implementation of wider scale interventions.

It is important to highlight that the results framework also outlined indicators and targets related to an increasing number of female-led community groups benefiting from livelihood initiatives, scaling of community livelihood and social cohesion initiatives. This also increasing the number of people benefiting from UNDP-supported community livelihood and social cohesion initiatives. Initially, the program aimed to benefit around 40,000 people, half women, from these interventions. This target was set with the assumption of mobilization and availability of funds for implementing various development projects. However, down the road the envisaged/expected funding didn't materialize; therefore, large scale interventions couldn't be implemented.

There seems to be a long road ahead to address the issues of marginalized and vulnerable segments of society and to bring up the region at par with the rest of Thailand. Therefore, efforts need to continue in the coming times. It important to highlight that there is a need for adopting a holistic approach to promote inclusive and sustainable peace and socio-economic development in the region, aligned with the Global Goals. Possibilities of developing and implementing comprehensive and integrated joint programmes, in collaboration with development partners, need to be explored. These programmes must have the specific objectives of focusing on capacity building of institutions and empowerment of marginalized

communities. There is also a greater need to smoothen the accessibility issues for development partners through lobbying with central and local governmental institutions. The goal is to reach out and address the issue of vulnerable and disadvantaged groups

**Output 4: The implementation of Thailand's Gender Equality Act is inclusive and taking into consideration the issue of sexual diversity**

***Finding-7: UNDP provided technical support in improving the inclusivity of the Gender Equality Act and in the development of two more acts to safeguard the rights of people with different sexual orientation. Capacities of the relevant government functionaries were built for implementation of the Gender Equality Act. However, there are still several challenges hindering the full scale implementation of the Gender Equality Act and approval of other acts by parliament.***

Under this output, UNDP has provided technical support to successfully include the extended definition of 'gender' to include localized LGBTI definitions in the Gender Equality Act (2015). Technical support was also provided for the implementation of the change. UNDP also advocated and provided technical support to the Government and national stakeholders in developing the two draft laws through a participatory process, taking into account the voices of the LGBTI community and International Human Rights Standards. These include the draft Civil Partnership Act and Gender Recognition Act. A series of trainings were also organized to build the capacities of the officials of the Ministry for implementation of the law.

An Assessment Report on the implementation of the Gender Equality Act was also accomplished. The report identifies the successes and challenges of the enforcement of the law, its impact, and the influence it has in the formulation of other policies and laws related to gender equality and social inclusion. Similarly, a national survey on experiences of discrimination and social attitudes towards LGBTI people in Thailand was conducted to examine the experiences and social attitudes towards LGBTI people. Technical support was provided to the government in developing three key documents to promote gender equality and ensure that LGBTI people have equitable access to services that meet their specific needs. These documents include: 1) a Handbook for Ministry of Social Development and Human Security officials to effectively implement the Gender Equality Act, 2) a Standard Operating Procedure (SOP) for Department of Corrections on the management of transgender prisoners; and 3) a SOGIE training curriculum for law enforcement officers.

Discussions with project staff and the review of progress reports suggest that efforts were made to make the Gender equality act more inclusive by extending the definition of gender to cover persons of different sexual orientation. The draft Civil partnership registration Act was pending the review of parliament. However, it was recently returned to the Department of Rights and Liberties Protection for further revision and public hearing. To date, there is no consolidated draft of the Legal Gender Recognition Act. The national survey on experiences of discrimination and social attitudes towards the LGBTI community found that there are favorable attitudes towards LGBT people in Thailand and significant support for inclusive laws and policies. However, persistent experiences of stigma and discrimination, violence and exclusion remain.



The findings of the study “Tolerance but not inclusion”<sup>11</sup> points to the need for programmes and interventions that decrease stigma, eliminate stereotypes and increase knowledge of the consequences of stigma and discrimination towards LGBT people. The findings will also serve to guide future interventions. The assessment also led to a policy tool that informed how MSDHS can improve how they implement the law. Furthermore, the development of SOPs for department of corrections staff has the potential to improve the situation of more than four thousand LGBTI persons currently imprisoned.

## **b) Thematic area-2: Promoting green and inclusive growth**

### **Output 5: Targeted local governments and urban poor communities can effectively define localized multi-dimensional poverty indicators**

Under this output, CPD envisaged that, in response to growing urban poverty, UNDP will introduce multidimensional urban poverty assessments in pilot municipalities to gain a better understanding of the target groups in urban contexts. This will allow local governments to design specific interventions for economic integration and access to basic services. These assessments will also allow the subsequent localization of the Sustainable Development Goals and the promotion of financial inclusion, access to technology, innovation, and capacity-building.

***Finding-8: The CPD has not implemented any specific interventions related to engagement of local governments and urban poor communities to effectively define localized multi-dimensional poverty indicators. Overall the progress on this output remained lagging.***

It was assumed that the National Human Development Report for Thailand will look into issues of inequality. It will also contribute towards generating important poverty/inequality related data, which will form the basis of UNDP's engagement at the sub national level. In turn, this will influence planning and budgetary processes with, both, local governmental and non-governmental actors.

In this regard, the Human Development Report 2020<sup>12</sup> highlights that the most recent survey data that were publicly available for Thailand's MPI estimation refer to 2015/2016. In Thailand, 0.8 percent of the population are multi dimensionally poor while an additional 7.2 percent are classified as vulnerable to multidimensional poverty. The breadth of deprivation in Thailand, which is the average deprivation score experienced by people in multidimensional poverty, is 39.1 percent. The MPI, which is the share of the population that is multi dimensionally poor, adjusted by the intensity of the deprivations, is 0.003. Philippines and Viet Nam have MPIs score of 0.024 and 0.019, respectively.

In conclusion, there is still a greater need to carry forward the work related to multidimensional poverty assessments in the target areas in the coming times. This will allow local governments to identify and deliver basic services for the poor and vulnerable.

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<sup>11</sup> Tolerance but not inclusion: <https://www.undp.org/publications/tolerance-not-inclusion>

<sup>12</sup> Briefing note for countries on the 2020 Human Development Report  
[http://hdr.undp.org/sites/all/themes/hdr\\_theme/country-notes/THA.pdf](http://hdr.undp.org/sites/all/themes/hdr_theme/country-notes/THA.pdf)

## **Output 6: Solutions developed at national and sub-national levels for sustainable management of natural resources.**

This remained the flagship output of the CPD. Around 28 different projects/initiatives have been implemented or are under implementation, some of which were being carried forward from the previous CPD timeframe (please see Annex-2 for details of projects under this output). As of March 2021, due to the large scale of interventions, the initiatives under this output have also consumed a very large chunk **(62%)** of the total utilized CPD resources. Among others, one of the main reasons was the availability of a significant amount of vertical funds, mainly from GEF, to support the country in addressing critical environmental issues, such as climate change impact, biodiversity degradation, and wildlife conservation etc.

Some of the major GEF funded projects (above \$ 1 Million), which falls in the duration of this CPD included; 1) Combating Illegal Wildlife Trade, 2) Wildlife Conservation in Western Forest Complex, 3) Sustainable Management Model of LGOs (Local Government Organizations) for biodiversity, 4) Conserve the Habitats of globally Critical-Flora Fauna, 5) Low Carbon Growth in Cities and 6) Maximizing carbon sink capacity. These projects and initiatives involved a diverse range of stakeholders, including the Department of National Parks, Plan and Wildlife Conservation, Office of Natural Resources and Environmental Policy and Planning, Thailand Greenhouse Gas Management Organization, Biodiversity-Based Economy Development Office, local administrations, CSOs and communities etc.

Five output level indicators were outlined in the CPD results framework, the 1<sup>st</sup> set of 3 indicators included: establishment and adoption of natural resources co-management models, establishment of biodiversity-based enterprises, and establishment of incentive structures established to support private sector and community engagement in environmental protection. The 2<sup>nd</sup> set of 2 indicators were related to upgrading canals and flood gates in the irrigation network in the Yom and Nan river basins. The upgraded infrastructure was also expected to benefit farm households (target 20,000) in the Yom and Nan river basins.

***Finding-9: CPD projects and interventions considerably helped in strengthening the capacities of relevant institutions. Innovative biodiversity conservation approaches and efforts were also made to improve coordination, legal frameworks. Finally, enforcement mechanisms were made to combat illegal wildlife trade and to protect endangered species from extinction.***

CPD supported the integration of biodiversity management into local development planning and budgeting. Additionally, a handbook was developed for local authorities on biodiversity management in collaboration with communities using the Biodiversity Health Index (BHI) indicators. This is intended to be used as a tool to mainstream natural resources management into key performance indicators of local governments. A GIS-based management and monitoring system was developed with information on ten species. The system is connected to the government's main biodiversity database. Although conservation and recovery plans were not developed for these species, it is hoped that the information gathered will provide the basis for development of such plans.

The Biodiversity Finance methodology, including the biodiversity finance plan, was adopted for developing the National Biodiversity Strategic and Action Plan. The process of Biodiversity Expenditure Review was also adopted to report on the UN Convention of Biological Diversity.

UNDP continued to work with national agencies and local governments to introduce innovative finance solutions for sustainable biodiversity management through a wildlife license plate scheme, island environmental fund, impact investment, and local budget realignment.

According to estimates of BEDO<sup>13</sup>, around 128 biodiversity-based enterprises were established and 64 were scaled up. Review of reports also suggest that in the Western Forest Complex, wildlife-friendly communities were identified in the buffer zone of the World Heritage Site. A comprehensive plan and landscape design of Wildlife-based Ecotourism in the buffer zone has been formulated. However, the MTR of the GEF stated in their project notes that there is limited progress in linking livelihood development activities, with improved conservation outcomes, in the enclave. Limited efforts have been placed on supporting the social and economic development of local communities.

To provide incentive for private sector and community engagement in environmental protection, UNDP's 'Biodiversity Finance Initiative' supported tourism sector while preserving biodiversity and supporting the vulnerable communities. A crowdfunding initiative "Koh Tao, Better Together" was launched in Oct 2020, which has raised USD 91,980 USD to help 200 small tourist boat operators of Koh Tao island during the coronavirus outbreak. Similarly, 20 selected impact enterprises were supported through an intensive investment readiness program. These social impact enterprises were trained to develop their own business case to promote innovative biodiversity-related impact investment. However, as mentioned previously the limited efforts have been done to promote incentives for engagement of private sector, especially local communities in environmental protection.

***Finding-10: The CPD had initially envisaged large scale interventions to upgrade the irrigation infrastructure in Yom and Nam river basins and had also anticipated benefits for the local population. However, these interventions didn't materialize, due to funding constraints.***

Regarding the 2<sup>nd</sup> set of indicators the canals and flood gates in the irrigation network in the Yom and Nan river basins were expected to be upgraded, which in turn also would have benefited the farm households (20,000), if materialized. Discussions with the CO team suggest that these targets were set with the assumption that funds from the Green Climate Fund (GCF) would be available for a large climate adaptation project focusing on the agricultural and water sectors. The development of the proposal and several revisions have consumed considerable time; it is still pending for GCF approval. Therefore, no progress has been made to attain the stipulated targets. Nevertheless, the proposal process has influenced the Royal Irrigation Department to start improving the flood gates through their annual O&M budget. The remaining work will be done once the GCF proposal is approved.

***Finding-11: By the end of 2020, the CPD projects and interventions for GHG reduction in energy and transport sectors have resulted in reduction of greenhouse gases equivalent to 120,000 tons of carbon dioxide.***

UNDP supported 24 demonstration projects for GHG emission reduction, covering the three main sectors, waste, transport, and energy efficiency, in four partner cities. By the end of 2020, it was estimated that these demonstration projects have potentially reduced greenhouse gases equivalent to approximately 120,000 tons of carbon dioxide. The initiative also generated a

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<sup>13</sup> BEDO Annual Report, 2020

good deal of interest and mobilized a handsome amount of co-financing from the private sector. However, significant ratios of plastic waste in the waste-to-energy plants have also emitted unintended carbon dioxide into the air, thereby reducing the net positive impact from the pilots.

Having said this, the output was found to be quite comprehensive and resource consuming, due to the diverse range of projects and stakeholders. Analysis of the original CPD results framework suggest that the provided indicators couldn't sufficiently capture the true scale of CPD work related to this output, especially related to biodiversity conservation and reduction of GHG emissions. Some of the main accomplishments under this output, not captured adequately in the results framework, relate to UNDP's support towards wildlife conservation. In this case the Tiger project significantly contributed in the early achievement of Thailand's national target of increasing by half wild tiger population by 2022. According to conservative estimates of DNP, in recent years the population of tigers have been doubled from 53 to 100 tigers in the western forest complex.

The analysis suggests that, with the only exception of delays in the approval of GCF proposal, which slightly hampered the achievement status of that specific component, the rest of the interventions significantly contributed in the development and implementation of various solutions at national and sub-national levels for sustainable management of natural resources involving all relevant stakeholders.

**Output 7: Key institutions and target populations are able to utilize climate/disaster risk information for development purposes.**

***Finding-12: Considerable progress has been made to build the capacities of key institutions to utilize climate/disaster risk information for development purposes. However, the work related to Multi-Criteria Assessment across all provinces need to be further streamlined and scaled up to cover the entire country.***

Under this output, UNDP provided support to government and other partners in the development and launching of first national guidelines on Tsunami Evacuation Plans and Drills. An estimated 29,000 schools, under the Office of the Basic Education Commission, have adopted these Tsunami Guidelines and Drills into their preparedness programmes. In 24 pilot schools of tsunami prone areas, over 800 students, teachers, communities, and officials participated in the drills. UNDP also supported the preparation of detailed manuals.

Support was provided to the Ministry of Agriculture and Agricultural Cooperatives for the development of a multi-criteria assessment guidelines for mainstreaming climate risk information in agricultural planning. About 200 people (officers, farmers, and academia) from Kham Pengphet, Udon Thani, Song Khla provinces participated in the Multi-Criteria Assessment. They were also informed about an evidence-based monitoring into the current planning and budgeting process. Similarly, the Department of Disaster Prevention and Mitigation (DDPM) used the assessment guideline as a reference for supporting the development of provincial disaster risk assessment. So far, about 30 provinces have developed Disaster Risk Management Plans. Over 50% of Local Administrative Office are equipped with the disaster risk management plans, which covers more than 8.4 million people. However, the provinces cannot afford the cost of detailed climate risk assessment, requiring external assistance.

Furthermore, the international acceptable carbon footprint framework, which complies emissions from human activities, was adopted by Thai cities. Accordingly, a carbon footprint was developed in 4 cities. The monitoring, reporting and verification system, coupled with capacity building, have enabled the Thai cities to collect data, track sources of greenhouse gas emissions and monitor results of the intervention in a systematic method while aligning policies with SDGs at the local level.

**Output 8: The National Statistical Office and relevant ministries and agencies have the capacity to collect, manage and use data required for SDGs reporting.**

***Finding-13: UNDP supported the preparations of the National Voluntary SDG Report (2018) and the National Human Development Report (2020). UNDP, with the support of the regional hub, has provided support for the SDGs localization and reporting. However, UNDP support towards the capacity building of NSO and relevant ministries to collect, manage and use data required for SDGs reporting were very limited.***

Thailand produced its National Voluntary Report in 2018 to review country performance against SDGs targets. UNDP contributed to the preparation and finalization of the National Human Development Report 2020, which focuses on Empowering People and Communities to achieve the SDGs. The report, focusing on 10 marginalized groups, includes data and provides an analysis of inequality in Thailand. UNDP CO, with the support of the regional hub, has provided support for SDGs localization; however, the process of integrating SDGs into local level plans was slow and cumbersome.

As part of the support for SDGs localization, UNDP conducted an analysis of indicators and data gaps for SDGs reporting. Support was also provided in the preparation and submission of the 6th National Report on Implementation of the Convention on Biological Diversity (CBD). Similarly, the socioeconomic impact assessment of COVID-19 has been finalized. It emphasizes the pandemic's impact on the country's SDG progress. In addition, Thailand has successfully completed the third Biennial Update Report for national Greenhouse Gas inventories. The report includes a national inventory report and information on mitigation actions, needs and support received. UNDP has also signed an MOU with parliament to integrate SDGs in legislative, budget, monitoring and representation functions. Knowledge on SDGs among parliamentarians and parliamentary staff were enhanced through a co-organized SDG introductory workshop on role of parliament and SDGs.

Overall, the output intended to foster collaboration, especially with NSO and relevant ministries, and build their capacities to collect and use SDGs related data. However, the capacity building interventions, especially with NSO, were found to be very limited. Most of the UNDP support under this output was directed towards the preparation of the HDR, which provided some SDGs related data. As mentioned, work on SDGs localization has been slow and there is still a greater need to further improve the capacities of NSO and other ministries to collect, manage and use disaggregated data for SDG Reporting. Currently, SDG monitoring is done by sector ministries. The data set feeds to the NESDC for SDGs assessment report. There is no direct link of each SDG monitoring data from sector ministry and NESDC to the NSO. Connecting ministries with NSO for SDGs related data will help improve the compilation and reporting of country level SDGs data.

## **Output 9: National South-South cooperation mechanism and capacity are strengthened for development solutions.**

***Finding-14: UNDP supported a number of initiatives which has significantly contributed in improving south-south cooperation for development solutions, especially with neighboring ASEAN countries. Commendable progress has been made under this output through a wide range of knowledge exchanges to learn and benefit from each other's experiences in addressing various development issues.***

UNDP supported a number of initiatives which has helped in strengthening south-south cooperation for development solutions. These include:

- Thailand has shared its experiences related to its success in the public procurement reforms with neighbouring ASEAN countries, in the Community of Practice Conference organized by UNDP 2019.
- Thailand Policy Lab has launched several initiatives to improve information sharing among countries. This includes the organization of NextGenGov summit, in which Thailand exchanged knowledge on policy innovation with other countries. Similarly, the Policy Lab, has also launched an initiative to look into how countries in Asia and Pacific applied innovative approaches to redesign public policy and services in the post-COVID era.
- Establishment of the Regional Training Center for Tiger Conservation will contribute to south-south cooperation among the tiger range countries.
- Thai government has held a ministerial meeting on illegal wildlife trade, which outlined ASEAN's commitment to increased action-oriented policy and law enforcement.
- UNDP has leveraged its global network to connect with Thai social entrepreneurs, to exchange knowledge and to foster collaborations.
- National capacities were enhanced by establishing a mechanism for south-south cooperation and facilitating thematic knowledge exchange between Thailand and other countries through a UNDP network.
- UNDP supported the National Security Council of Thailand and the Indonesia Counter Terrorism Office on sharing experience in developing National Action Plan for Preventing Violence Extremism. Similarly, knowledge exchange between Bangladesh Peace Observatory and Thai government was conducted, leading to setup of a peace monitoring centre in Thailand.
- Study visits of government officials from various countries has been organized by UNDP to learn from Thailand's experience in drafting national action plans on business and human rights.

Having said this, there is a need for continued interaction and capacity building among various countries in the region. The forum of ASEAN was used to promote innovative development solutions, especially to address the issues of the poor and vulnerable segments of the society in the region.

## **Output 10: Innovations enabled for development solutions, partnerships and other collaborative arrangements**

***Finding-15: UNDP has supported a number of initiatives which contributed in the promotion of innovation based development solutions. Overall these initiatives contributed to developing innovative approaches in policy making, empowering young people to create***



*innovative ideas to improve social inclusion and livelihoods. However, most of the work that have started in the near past are in initial stages; therefore, the results and benefits will flow soon.*

In 2019 UNDP, in collaboration with National Innovation Agency, the private sector and academia, launched a youth empowerment programme called Youth: CoLab. The goal was to incubate and create innovative ideas to promote social inclusion. The programme incubated several ideas from youth teams to create innovative online content to promote social cohesion. Similarly, a youth social innovation challenge was co-organized by UNICEF and UNDP, which engaged around 400 young people. 15 social innovations were created to address challenges in their communities. UNDP also conducted a series of training sessions to train local experts, aiming at facilitating the creation of innovative ideas to address development challenges in their local communities.

UNDP also supported the establishment of Thailand Policy Lab in 2020. The Policy Lab was co-financed by the government to support innovative approaches in policy making, mainly focusing on sustainable tourism, climate change and inclusion. The Policy Lab also launched several initiatives to improve knowledge and information sharing on policy innovation with other countries. The NextGenGov summit is an example of these initiatives. Similarly, the Policy Lab has also launched an initiative to investigate how countries in Asia and Pacific applied innovative approaches to redesign public policy and services in the post-Covid era.

In partnership with the Office of Public Sector Development Commission, various prototypes for people-centered public services were also developed. For example, a prototype to reform and simplify the reporting process of internal movements of migrant workers was developed. Once implemented, the policy would simplify the process for more than 2 million migrant workers, saving them both time and money.

Similarly, UNDP supported the launching of SDG Impact Accelerator Programme in 2020, to support 20 impact enterprises. The goal was to achieve financial sustainability through guidance on impact measurement and management and on tailored business and impact acceleration assistance. Accordingly, in partnership with Citi Foundation, a programme was launched to strengthen community micro-entrepreneurship in the southern border provinces. The programme targeted the most vulnerable groups affected by the Covid-19 pandemic. This will enable community groups to develop their own viable and sustainable community enterprises.

The UNDP handsomely supported the development and use of innovative approaches to address development challenges. Most of the innovation work is technology oriented and focuses on incubation programmes, especially for youth. However, most of the work has started in the near past therefore the results and benefits will flow in the future. Having said this, the UNDP Intelligence Report (2020) indicates that approach to innovation has been ad-hoc, reactive, and mostly focused on individual entities. There is a greater need to develop and employ innovative solutions to address bigger and complex issues, like improving governance, promoting inclusion and peace building, reducing inequalities and promoting sustainable natural resource management and climate change.

## **Covid-19 related intervention and results during 2020**

2020 was a critical year due to the Covid-19 crisis. Nonetheless, the country's ability to curb infections has been remarkable. Additionally, the country remains in the high human development category. However, the impact of the crisis was also severe, especially on the vulnerable segments of society where inequality looms large. The economy has been severely affected by a sharp decline in global trade and tourism. Similarly, the routine/normal work day and implementation of development agencies, including UNDP, were considerably slowed down by lockdowns and movement/meeting restrictions. UNDP made the effort to continue implementation of projects and programmes by working remotely using technologies; however, physical/field level interventions remained limited or postponed.

***Finding-16: Since the outbreak of the Covid-19 pandemic in 2020, UNDP has supported a number of initiatives to mitigate the impacts of the pandemic and to provide policy recommendations for post-COVID recovery. The advice specifically addresses the basic needs of some of the most vulnerable segments of society. UNDP has played a catalyzing role, despite the scale and impact of the crisis.***

Even though these interventions were not part of the original CPD the issue was urgent. Therefore, UNDP took action quickly. It mobilized financial and technical resources and implemented a number of to respond to and mitigate the impacts of the pandemic. This can be considered as a good example of adaptive management to deal with urgent unforeseen issues. The following are the highlights of the interventions conducted during Covid-19 period:

- UNDP, together with UNICEF, led the UN-commissioned national socioeconomic impact assessment in partnership with NESDC. The report documented the multifaceted impact of the pandemic, emphasized the asymmetric impact on vulnerable groups, and provided policy recommendations for green, inclusive, and sustainable post-Covid recovery.
- At the sub-national level, a socio-economic impact assessment of Covid-19 in Phuket island has been conducted to assess its impacts on vulnerable groups. The assessment will inform Phuket's post-COVID-19 vision.
- On the island of Koh Tao, UNDP provided cash-for-work to 200 boat owners in exchange for work on marine conservation. These boat owners/operators have lost their livelihoods due to lack of tourists.
- Grants covering basic needs (i.e. water, food and PPE) were provided to 3000 LGBTI sex workers who lost their income. Grants were also given to around 14,000 households from ethnic minorities to mitigate Covid-19 impact on livelihoods. Similarly, 1,000 barbers and hair dressers were supported through provision of hygiene equipment and online training on safe working conditions.
- UN agencies commissioned a study to carry out a gap analysis and needs assessment of the government's response to GBV, especially during Covid times.
- In partnership with Citi Foundation, a programme was launched to strengthen community micro-entrepreneurship in the southern border provinces. The most vulnerable groups affected by the COVID-19 pandemic were targeted

UNDP support was very relevant, appropriate, and timely in addressing the urgent basic needs of vulnerable people who were most impacted by COVID-19. It is also important to highlight that Covid related interventions have consumed a significant 4.5% of the financial resources of the CPD financial resources. However, due to its larger scale, it was found difficult to reach out to all vulnerable people in need, especially the poor, daily workers and sex workers. Similarly, due to restrictions resulting from the normal pandemic project field, capacity building



interventions have been also considerably slowed down or postpone. All of this will have implications on achieving overall CPD targets.

*The following matrix provides a summary of achievements of the CPD output level indicators and targets as outlined in the Results and Resource Framework. The matrix also provides color code progress in a “traffic light system” for output level indicators.*

**Table 1: Programme Results Framework Targets and Achievements**

<b>Green= Fully Achieved</b>	<b>Yellow= Partially Achieved</b>	<b>Red= Not achieved</b>
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CPD Outputs	Output Indicators	Baseline/ Target	Achievement March 2021	Remarks on achievement or non-achievement of the target
Output 1: Institutions and systems enabled to address awareness, prevention and enforcement of anti-corruption measures across sectors and stakeholders	1.1 Number of proposals adopted to mitigate sector specific corruption risks	Baseline: 1 Target: 5	2	1. Proposal for developing guidelines for the procurement law 2. Proposal to review the methodology of the National Integrity and Transparency Assessment Tool (ITA)
Output 2: Civil society organizations and private sector have increased capacity to raise awareness on and monitor public accountability and business sector integrity	2.1 Percentage of students at universities that host a Thai Youth Anti-Corruption Network chapter (TYACN)	Baseline: 69% Target:	No progress	The network has not been active since 2016, due to the private sector partner's change of approach and priorities.
	2.2 Number of Network chapters that become financially sustainable through social enterprises, as supported by the private sector	Baseline: 2 Target: 10	No progress	As above.
	2.3 Number of university courses that integrate integrity considerations into their curriculum.	Baseline: 0 Target: 10	20	20 provincial universities have implemented integrity curriculum in their courses.
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	3.1 Extent to which relevant civil society groups have strengthened capacity to engage in development and crisis issues	Baseline: partially Target: largely	Partially	Through a series of workshop and events capacities of CSOs and other stakeholders were strengthened around SDG localization and peace and development.
	3.2 Number of dialogue platforms (with community participation) established with support from SBPAC	Baseline: 3 Target: 10	3	3 food systems dialogues were organized in early March established with support from provincial administrations in Yala, Pattani, and Narathiwat.
	3.3 Number of Tambon Administrative Office (TAO) Development Plans that are inclusive, gender-sensitive and address social cohesion	Baseline: 1 Target: 50	8	6 Tambon administrations and 2 municipalities are now in collaboration with UNDP, academic institutions, and communities to gather insights, needs, and data for local planning process, so none has yet achieved the target yet.

CPD Outputs	Output Indicators	Baseline/ Target	Achievement March 2021	Remarks on achievement or non-achievement of the target
	3.4 Number of female-led community groups benefiting from livelihood initiatives to promote social cohesion	Baseline: 12 Target: 400		2 female led groups in local incubation program under LVG project. Overall the target is lagging behind.
	3.5 Number of community livelihood and social cohesion initiatives brought to scale through partnership with the private sector.	Baseline: 2 Target: 10		This target is set with assumption of availability of fund for implementing projects. However, this is no longer relevant due to unavailability of fund
	3.6 Number of people (disaggregated by sex) benefiting from UNDP-supported community livelihood and social cohesion initiatives	Baseline: 1,200 (580 Male/620 Female) Target: 40,000 (19,600 Males/ 20,400 Female)		This target is set with assumption of availability of fund for implementing projects. However, this is no longer relevant due to unavailability of fund
Output 4: The implementation of Thailand's Gender Equality Act is inclusive and taking into consideration the issue of sexual diversity	4.1 The existence of an extended definition of 'gender' that includes localized LGBTI definitions	Baseline: No Target: Yes	Yes	The extended definition of 'gender' that includes localized LGBTI definitions has been included in the Gender Equality Act (2015).
Output 5: Targeted local governments and urban poor communities can effectively define localized multi-dimensional poverty indicators	5.1 Extent to which the urban poor communities are engaged in defining the indicators	Baseline: None Target: Fully		Not applicable since no project is developed to address this issue.
	5.2 Percentage of the newly defined multi-dimensional urban poverty indicators that are sex-disaggregated	Baseline: 0% Target: 50%		Not applicable since no project is developed to address this issue.
Output 6: Solutions developed at national and sub-national levels for sustainable management of natural resources (Strategic Plan output 1.3)	6.1 Number of natural resources co-management models established and adopted in policy and regulatory frameworks of relevant ministries	Baseline: 1 Target: 3	2	The Biodiversity Finance methodology including the biodiversity finance plan, was adopted for developing the National Biodiversity Strategic and Action Plan. The process of Biodiversity Expenditure Review was also adopted reporting on the UN Convention of Biological Diversity. Co-management model for Kuan Kreng Peat Swamp Landscape (Nakhon Sri Thammarat, Song Khla, Phatalung) has been endorsed by the Office of Natural Resources and Environmental Policy and

CPD Outputs	Output Indicators	Baseline/ Target	Achievement March 2021	Remarks on achievement or non-achievement of the target
				Planning (ONEP) and the Governor Office of Nakhon Sri Thammarat.
	6.2 Number of biodiversity-based enterprises established and scaled up	Baseline: 4 Target: 12	128	128 biodiversity-based enterprises were established and 64 were scaled up. (BEDO Annual Report, 2020)
	6.3 Number of incentive structures established to support the private sector's investments and community engagement in environmental protection, and sustainable production.	Baseline: 0 Target: 2	1	A crowdfunding initiative "Koh Tao, Better Together" was launched in Oct 2020, which has raised USD 91,9800 USD in order to help 200 small tourist boat operators during the coronavirus outbreak.  20 selected impact enterprises were supported through an intensive investment readiness program. These social impact enterprises were trained to develop their own business case to promote innovative biodiversity-related impact investment.
	6.4 Number of canals and flood gates in the irrigation network in the Yom and Nan river basins upgraded	Baseline: 0 Target: 6 (2 canals, 4 flood gates)	No	This target was set with assumption of fund availability from the Green Climate Fund (GCF). The proposal is still pending for approval in 2021. Therefore, there is no progress on this indicator.
	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	Baseline: 0 Target: 20,000	No	As above
Output 7: Key institutions and target populations are able 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.	Baseline: 2 Target: 10	30	The assessment guideline was used as a reference for supporting the development of provincial disaster risk assessment. So far, about 30 provinces have developed Disaster Risk Management Plans led by the Department of Disaster Prevention and Mitigation (DDPM)
	7.2 Number of communities that collect, analyze and share risk information through innovative methods	Baseline: 0 Target: 50	Yes	Through the Multi-Criteria Assessment Technique. About 200 people (officers, farmers, and academia) from Kham Pengphet, Udon Thani, Song Khla Provinces participated in the assessment.
	7.3 Number of people covered by provincial development plans that are informed by multi-hazard disaster and climate risk assessments	Baseline: 2.57 million (1.26 million male/1.31 million female) Target: 8.4M (4.1 million male/4.3million female)	Yes	So far, about 30 provinces developed the Disaster Risk Management Plans. Over 50% of Thai Local Administrative Office are well equipped with the local disaster risk management plan. The plans cover more than 8.4 million people. No data aggregated for female and male.
Output 8: The National Statistical Office and	8.1 Percentage of identified data gaps, including	Baseline: 0% Target: 90%	NA	As part of support to SDGs localization, UNDP conducted analysis of indicators

CPD Outputs	Output Indicators	Baseline/ Target	Achievement March 2021	Remarks on achievement or non-achievement of the target
relevant ministries and agencies have the capacity to collect, manage and use disaggregated data required for Sustainable Development Goal reporting	disaggregation, addressed by NSO and relevant line ministries			and data gaps for SDGs reporting. However, support to NSO was very limited and UNDP support under this output was mostly directed to the preparation of HDR.
Output 9: National South-South cooperation mechanism and capacity are strengthened for development solutions	9.1 Number of South-South and triangular cooperation partnerships, supported by UNDP.	Baseline: 1 Target: 15	10	Several partnerships were supported in the context of South South Cooperation. Please see details in the following section under output 9.
Output 10: 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	Baseline: 0 Target: 1 (Thailand Social Innovation for Development Facility (TSI4DF))	2	Thailand Social Innovation Platform Youth: CoLaB and Thailand Policy Lab and are established to provide innovative solutions for development
	10.2 Number of social impact start-ups supported (and scaled-up nationally)	Baseline: 0 Target: 50 (5)	20	20 SEs were supported under the SDGs Impact Accelerator Program  A program was launched to strengthen community micro-entrepreneurship in deep south targeting most vulnerable groups affected by the COVID-19.

### 6.2.2 Overall CPD Contributions to UNPAF Outcome

As mentioned earlier, the CPD has drawn its mandate from and has contributed to the overall UNPAF outcome i.e. ***By 2021, inclusive systems, structures and processes advance sustainable people-centred, equitable development for all people in Thailand***. UNPAF envisaged four interlinked, inter-dependent outcome strategies to achieve the stipulated outcome. These included<sup>14</sup>: 1) Collaborate at national and sub-national levels to strengthen systems, structures and processes for effective, inclusive, and sustainable policymaking and implementation, Strategy 2) Collaborate at national and sub-national levels to build systems, structures and processes that expand civic space and enable a strong civil society sector, especially inclusive of the most marginalized, Strategy 3) Collaborate at national and sub-national levels to build systems, structures and processes that recognize and engage the private sector as a collaborator in national development, Strategy 4) Collaborate at national and sub-national levels to build systems, structures and processes that expand the methodical exchange of expertise and technology available regionally/globally to support social, political and economic development.

<sup>14</sup> UNPAF Thailand (2017-2021)

**Finding-17: CPD outputs have contributed handsomely to all four of the outlined UNPAF outcome strategies. In monetary terms among all UN Agencies, UNDP remained the fifth biggest contributor with around 10% of the total UNPAF expenses during 2017-2020. Most promising contributions were made in the areas of sustainable policy making, capacity building, natural resource management and climate change. Over the years, there have been slight improvements in several relevant UNPAF outcome indicators. However, the singular UNPAF outcome and respective indicators were found to be very broad in scope and posed challenges in terms of measuring the exact extent of contributions of the CPD's outputs and interventions towards these indicators and targets.**

As detailed in the previous section, the considerable progress made to achieve CPD outputs suggests that the CPD has contributed handsomely to all four of the UNPAF outcome strategies. It contributed to strengthen sustainable policy making and implementation, promoted inclusivity through enabling civil society and involving marginalized groups, promoted private sector engagement and provided needed knowledge, expertise and skills to achieve national priorities in Thailand.

To measure the progress of UNPAF, a wide range of indicators are provided in the UNPAF results framework. Out of these some of the most relevant indicators are borrowed by the CPD results framework to assess progress towards outcomes. However, it will be mainly up to UNPAF evaluators to duly assess the overall progress of UNPAF outcome indicators. Regardless, for the purpose of this exercise, the following table summarizes the status of various related outcome indicators for which data could be readily obtained.

Table: UNPAF Outcome Indicators (relevant CPD results) <sup>15</sup>					
#	Outcome Indicators	Baseline 2017- prior	Target 2021	Achievement status	Remarks
1	Thailand's Score in the Corruption Perceptions Index	38	50	36 (2020) <sup>16</sup>	Slight decline in the indicator
2	Percentage of people in the Southern Border Provinces with confidence in the Government's dialogue process	81.2%	85%		Recent data not available
3	Level of inequality as measured by Gini coefficient	0.465	0.424	34.9% <sup>17</sup> (2019)	Slight improvement in the indicator
4	Hectares of land that are managed sustainably under an in-situ conservation regime, sustainable use regime	10,882,777 Hectares	12,564,240 Ha	10,944,700 <sup>18</sup> Ha, Total Terrestrial and Marine protected areas	Slight improvement in the target (Year of data not clear from source)
5	Extent to which implementation of comprehensive measures - plans, strategies, policies, programmes	Very Partially	Largely		The indicator is subjective and hard to determine <sup>19</sup>

<sup>15</sup> Extracted from CPD 2017-2021

<sup>16</sup> <https://www.2020 Human Development Report.org/en/countries/thailand>

<sup>17</sup> Gini index (World Bank estimate) – Thailand  
<https://data.worldbank.org/indicator/SI.POV.GINI?end=2019&locations=TH&start=2016>

<sup>18</sup> World Database on Protected Areas (WDPA) <https://www.protectedplanet.net/country/THA>

<sup>19</sup> It will be up to the UNPAF evaluation to determine the extent of progress, as other UN agencies are also contributing to the same indicators.

	and budgets – to achieve low-emission and climate-resilient development objectives has improved				
<b>6</b>	INFORM Risk Index	4.3	3.5	4.0 <sup>20</sup>	Slight improvement in the indicators
<b>7</b>	Extent to which updated and disaggregated data is used to monitor progress on national development goals aligned with post-2015 agenda	Partially	Largely		The indicator is subjective and hard to determine
<b>8</b>	Amount of Thailand's official development assistance	2,824,080,891 Thai baht	3,500,000,000 Thai baht		Recent data from (TICA) not available

Analysis shows that slight improvements have been witnessed in a number of stipulated indicators for which the data could be easily obtained from authentic sources. The exception is CPI, which has slightly declined. However, authentic data is not readily available for some indicators. Additionally, a couple of indicators are of subjective nature, making it hard to determine the exact extent it progressed.

Although several UNPAF outcome indicators show positive trends, it is important to note that the singular UNPAF outcome and respective indicators were found to be very broad in scope. They also posed challenges in measuring the extent of contributions of the CPD's outputs and interventions. For example, there has been improvement in the Gini index, which is a measure for inequality; however it is very hard to determine the extent of CPD interventions and their role in reducing inequality. Furthermore, it is important to note that UNPAF is a joint/collaborative venture of the UN System in Thailand and is signed up by 25 UN agencies in Thailand or the region. Therefore, all UN agencies are also simultaneously contributing to the same broader outcome and its indicators. This poses greater challenges in measuring the specific contributions of individual agencies towards achieving the common outcome.

Having said this, further efforts have been made to assess the extent of contributions made by UNDP in the current CPD cycle to overall UNPAF outcomes. To this end, UNDP's monetary contributions/expenditures were compared to total UNPAF's expenditures. UNPAF's Financial analysis suggest that the total UNPAF estimated expenditures from 2017 to 2020 was about USD 325.90 Million<sup>21</sup>. Which around USD 30.1 Million<sup>22</sup> were spent by UNDP, which is around 9.1% of the total cumulative expenditures of UNPAF.

Further analysis of UNPAF expenditures during 2020<sup>23</sup>, suggest that, among all UN Agencies, UNDP monetarily remained the fifth biggest contributor. It contributed 10.5% of the total UNPAF expense during 2020, preceded by WHO, IOM, UNOPS and UNICEF. It is important to highlight that, among all UNPAF participating UN agencies, UNDP remained the top most contributor towards the SDGs goals 6,12,13,14,15, categorized as "Planet". Most of the interventions were related to sustainable natural resource management and climate change .

<sup>20</sup> DRMKC – INFORM. <https://drmhc.jrc.ec.europa.eu/inform-index/INFORM-Risk/Results-and-data/moduleId/1782/id/419/controller/Admin/action/Results#inline-nav-3>

<sup>21</sup> UNPAF Annual Reports (2017-2020)

<sup>22</sup> See expenditure table in efficiency section

<sup>23</sup> 2020 UN Thailand Result Report



UNDP expense in this area was around half (50%) of the total UNPAF expenditures during 2020. UNDP also remained 2<sup>nd</sup> highest spender, at around 13.5% of total, on interventions related to SDGs goals 7,8,9,10,11. These goals were categorized as “Prosperity” related to economic growth, reducing inequality and energy and sustainable cities. However, UNDP expenditures on interventions to SDGs goals 1,2,3,4,5, categorized as “People” related to poverty, health, education and gender remained around only 4% of total UNPAF expense during 2020. UNDP also handsomely contributed to Goals 17 on partnership, where it has spent around 18% of the total UNPAF expenses. From the above analysis, it can be deduced that UNDP remained the main contributor in the areas of sustainable natural resource management and climate change related interventions and processes. However, contributions to address issues like poverty, gender and inequality remained on the lower side. Please see the following table for UNPAF expenditures during 2020.

UNPAF ESTIMATED EXPENDITURES DURING 2020						
Agency	Sustainable Development Goals:					Total
	People	Planet	Prosperity	Peace	Partnership	
	1 2 3 4 5	6 12 13 14 15	7 8 9 10 11	16	17	
FAO	\$171,057	\$546,881	\$0	\$0	\$0	\$717,938
ILO*	\$318,485	\$0	\$1,708,181	\$0	\$0	\$2,026,666
IOM	\$6,758,551	\$78,841	\$9,240,127	\$504,762	\$0	\$16,582,281
ITC	\$0	\$0	\$0	\$0	\$0	\$0
ITU*	\$80,000	\$0	\$0	\$0	\$15,000	\$95,000
OHCHR*	\$0	\$0	\$0	\$0	\$0	\$0
UN Women	\$583,512	\$0	\$217,754	\$60,000	\$0	\$861,266
UNAIDS	\$216,695	\$0	\$0	\$0	\$0	\$216,695
<b>UNDP</b>	<b>\$1,371,052</b>	<b>\$3,829,917</b>	<b>\$1,838,157</b>	<b>\$448,992</b>	<b>\$461,361</b>	<b>\$7,949,479</b>
UNDRR*	\$13,000	\$25,000	\$55,000	\$0	\$0	\$93,000
UNEP*	\$0	\$900,000	\$0	\$0	\$0	\$900,000
UNESCO	\$354,360	\$12,881	\$50,119	\$2,174	\$0	\$419,534
UNFPA	\$1,239,796	\$0	\$0	\$0	\$0	\$1,239,796
UN-Habitat		\$32,200	\$246,278		\$7,122	\$285,600
UNHCR	\$2,722,500	\$149,509	\$0	\$3,081,614	\$1,207,339	\$7,160,962
UNICEF*	\$8,011,570	\$0	\$0	\$1,880,959	\$49,004	\$9,941,533
UNIDO	\$0	\$1,678,200	\$47,200	\$0	\$0	\$1,725,400
UNODC*	\$370,000	\$0	\$0	\$3,750,000	\$0	\$4,120,000
UNOPS	\$8,504,398	\$416,728	\$0	\$0	\$0	\$8,921,126
UNV**	\$0	\$0	\$0	\$0	\$890,226	\$890,226
WHO	\$11,000,000	\$0	\$0	\$0	\$0	\$11,000,000
<b>Total</b>	<b>\$41,714,976</b>	<b>\$7,670,157</b>	<b>\$13,402,816</b>	<b>\$9,728,501</b>	<b>\$2,630,052</b>	<b>\$75,146,502</b>

\* Includes regional and budget contributing to the Thailand component

\*\* Budget includes UNV funded volunteers only and activities in Thailand, staff includes UN Volunteers in the UN entities in Thailand

**Source: Extracted from 2020 UN Thailand Results Report**

## 6.3 EFFICIENCY

### a) Financial progress and efficiency

According to the Results and Resource Framework, the total estimated original budget of CPD was \$ **55.3 Million**. Around \$ **43.1 Million** were mobilized from various sources, including internal resources, funding windows, thematic and vertical trust funds and various cost sharing mechanisms. The biggest contributor was vertical trust funds, mainly GEF, which contributed around 54% of the total available resources. Please see the table for breakdown of the programme resources.

***Finding-18: there was around 22% short fall in the mobilized funds as compared to the original CPD budget. From 2017 to 2020, around 70% of the total available programme resources has been utilized. There has been a greater disparity among the magnitudes of individual output level spending. Output-6 i.e. "Solutions developed for sustainable management of natural resources" consumed 61.6%, while the 2nd highest spending was 4.3% under output-10, the rest of outputs have spent respectively further low.***

CPD Available Resources 2017 – 2021	
Funds Description	Amount (\$)
EC Cost Sharing	1,304,956
Funding Windows	3,323,742
Local Cost Sharing	3,014,479
Other Resources	200,163
Other Trust Funds	607,938
Regular Resources	2,618,815
Thematic Trust Funds	846,320
Third Party Cost Sharing	7,627,736
Vertical Trust Funds	23,638,792
<b>Grand Total</b>	<b>43,182,941</b>
Source: Data provided by the UNDP CO	

It is important to highlight that due the upper middle income status of Thailand, UNDP has been facing difficulties in mobilizing funds, especially from bilateral donors and vertical funds. Similarly, anticipated project funding from Green Climate Fund for the irrigation infrastructure in Yom and Nan river basins, was considerably delayed due to revisions of the proposals. It is expected that it may materialize in the next CPD cycle. Nevertheless, there have been significant cost sharing from government agencies and private sector in various projects to bridge some of the gaps.

To achieve programmatic outputs, around 62 different thematic projects and initiatives have been implemented (completed or ongoing). The projects were fulfilled in collaboration with diverse range of partners including governmental institutions, private sector, CSOs, academia and local communities. These projects/initiatives were of different size and budgets, ranging from \$ 10K to \$ 6.8 Million. These also included a number of regional level initiatives/projects. Please see Annex for details of various projects and initiatives which falls in time frame of this CPD.

According to the CPD project wise expenditure data provided by the UNDP CO, from 2017 to 2020, the country programme has utilized around \$ **30.1 Million**. It is important to note that output level expenditures are being calculated by aggregating expenditures of various projects/initiatives which are contributing to a particular output. Please see the below table for CPD output wise utilizations from 2017 to 2020.

Table: CPD Output Wise Expenditures 2017--2020



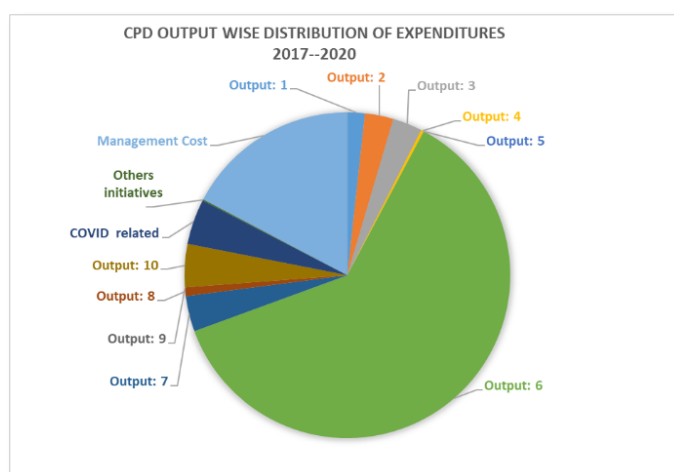
No	CPD Outputs	Total Expenditure (\$)	% of Total Expenditure	Remarks
1	Output: 1	521,927	1.7%	
2	Output: 2	854,892	2.8%	
3	Output: 3	885,365	2.9%	
4	Output: 4	85,732	0.3%	
5	Output: 5	-	0.0%	No specific interventions/projects implemented under this output
6	Output: 6	18,602,836	61.6%	Remained the flagship output of CPD
7	Output: 7	1,063,640	3.5%	
8	Output: 8	261,061	0.9%	
9	Output: 9	-	0.0%	Interventions under this output overlapped with activities performed under other outputs
10	Output: 10	1,292,655	4.3%	
11	COVID related Initiatives	1,351,566	4.5%	Include COVID-19 Response & Recovery initiatives
12	Others initiatives	42,689	0.1%	Two initiatives can't be classified
13	Management Cost	5,218,345	17.3%	
<b>Grand Total</b>		<b>30,180,708</b>	<b>100%</b>	

Source: This summary table has been prepared after analysis of project wise expenditure data provided by the UNDP CO. Please see Annex-2 for details of project expenditures.

Analysis of the overall utilization of programme resources suggest that from 2017 to 2020, around 70% of the total available programme resources has been utilized. Given the implementation slow down resulting from the COVID pandemic in 2020, the overall utilization rate of 70% can be deemed satisfactory at this stage. It is also expected that span the programme will consume more resources to get closer to maximum utilization. As mentioned earlier in the effectiveness section, several envisaged interventions, like the improvement of irrigation infrastructure and livelihoods in the Yom Nam river basins and community livelihood improvement work in southern boarder province are severely hampered due to the shortfall in original CPD budget and amount actually mobilized.

The CPD RRF didn't provide specific output wise allocations; it has provided resources break downs at the thematic level. most (78%) of the CPD resources were allocated for thematic area-2, Green and Inclusive Growth (consisting of outputs 5-10), while 22% of the resources were allocated for thematic area-1, Anti-corruption, Inclusive Engagement (consisting of outputs 1-4).

Analysis of output-wise utilization suggests that a major chunk (61.6%) of the total CPD spent resources has been utilized under Output-6 i.e. “Solutions developed for sustainable management of natural resources”, followed by Outputs 10, 7, 3, 2, 1, 8 and 4 respectively. For Output-5, no spending was recorded due to non implementation of any specific interventions. Output-9 was found of crosscutting nature and its interventions overlapped with activities booked under other outputs.



Analysis also suggests that there has been a greater disparity among the magnitudes of individual output level spending. As mentioned, output-6 consumed 61.6%, while the 2<sup>nd</sup> highest spending was only 4.3% under output-10. The rest of outputs have spent much less, respectively. Apart from issues of funding availability, this also highlights the very uneven scope and nature of individual CPD outputs. Some are too broad and overarching and some are too narrow and limited in scope. There is always a greater need for formulating more balanced CPD outputs, which are equal in scope and resource allocation. Dedicated output wise, resource allocations in the RRF always helps in balancing the scope of various outputs.

Accumulatively, 70.3% of the total expense was made under thematic area-2 (outputs 5-10), which is quite in line with the CPD RRF allocation target of 78%. The main reason for the high rate of spending is the availability of funding from vertical funds, mainly from GEF. However, only 7.7% was spent on thematic area-1 (outputs 1-4), which is quite below the RRF allocation target of 22%. This low rate of spending can be attributed to, among others, the difficult access and working environment in the deep south, especially lack of availability of anticipated funding for large scale community livelihood and social cohesion initiatives in the southern provinces.

In addition, 4.5% of the total CPD spending was incurred on Covid-19 related initiatives in 2020. Since this couldn't be anticipated in the original CPD, specialized Covid-19 related interventions were designed and implemented to address related issues and mitigate the pandemic impact. Nevertheless, the overall programme management cost also accounted for 17.3% of the total CPD expenditures.

***Finding-19: Overall programme funds flow was smooth. Funds were managed by UNDP CO, with support from UNDP regional hub, to provide transactional support services and procurement, human resources, and IT related services.***

Project funds were transferred from UNDP to relevant implementation partners on a quarterly basis, subject to regular progress reporting and adequate utilization of previously released tranches. It is also important to highlight that substantial co-financing was also mobilized from governmental institutions and private sector. This is especially true in the case of environment and climate change related GEF projects because they require mandatory financial (or in kind) contribution from partners. Discussions with partners and the CO team suggest that the

overall fund flow from UNDP to partners was smooth. Moreover, available financial resources and inputs were managed using UNDP and Government standard financial management and tendering/procurement mechanisms and procedures.

#### **b) Implementation arrangements and partnerships**

The country programme has been nationally executed under the coordination of the Ministry of Foreign Affairs and the NESDB. At the higher level, the overall guidance and oversight is provided by UNPAF steering committee and UNCT, while the management and implementation of the CPD rests with UNDP CO and implementing partners. CO and project teams have provided technical and facilitation support to a wide range of partner organizations to implement various projects and initiatives.

***Finding-20: implementation arrangements and collaboration and partnerships among various stakeholders during programme implementation remained appropriate and swift. However, most of the CPD partnerships pertained to national level ministries and governmental institutions, collaboration with local administrations. Partnerships with civil society, community groups and the private sector were a bit limited and spontaneous.***

As mentioned, the CPD implementation involved a diverse range of stakeholders. Needless to emphasize, all partnering organizations were highly reputable and were selected for various level of partnerships. They were selected due to their capacities and specialized nature of mandate and services to achieve specific outputs and outcomes of the CPD. Main partners included relevant governmental ministries and institutions at the national and sub-national levels, UN agencies, international development partners, private sector companies, CSOs, academia and communities, including women, youth and marginalized groups. Among other national and sub-national governmental institutions, the main partners included Department of International Organizations, Office of Natural Resources and Environmental Policy and Planning (ONEP), Department of National Parks, Wildlife and Plants Conservation (DNP), Department of Rights and Liberties Protection, Controller General Department, Office of the Basic Education Commission, Department of Disaster Prevention and Mitigation, and Biodiversity-Based Economy Development Office (BEDO). Among civil society, academia and private sector, some of the main partners include various universities, IUCN, RECOFTC, Sisters Foundation, SWING Foundation, Thai Private Sector Collective Action Against Corruption (CAC), Blue Carbon Society, Citibank and the Securities and Exchange Commission (SEC) etc.

Discussions with stakeholders suggest that the overall collaboration with various national level governmental institutions remained appropriate and forthcoming. There was also no significant collaboration related issues among stakeholders. However, collaboration with local administrations and civil society was found to be limited. Furthermore, partnerships with the local civil society in programmatic interventions was also found slightly inadequate and was mostly related to Covid-19 response and mitigation.

Most of the projects and initiatives were implemented using UNDP's national implementation modality (NIM), where the implementation is led by the relevant governmental institutions. It is important to highlight that most of the GEF sponsored sustainable natural resources management and climate change projects were implemented in collaboration with various organs of the Thailand's Ministry of Natural Resources and Environment, using national implementation modality. On the other hand, UNDP's direct implementation modality (DIM) was used in collaboration/MOUs with civil society, academia and the private sector related to

specific interventions such as capacity building, awareness campaigns, policy related work and promotion of innovative approaches etc.

Discussions with development partners also suggest that they were engaged from time to time in various events, workshops and field visits. However, presently, there is no specific coordination mechanisms or forum for international development partners, especially donors, where they can regularly meet and discuss various development related issues and solutions. Furthermore, UNDP also partnered with UN Agencies like UNICEF, FAO, UNFPA, OHCHR, UNFPA for implementation of activities related to livelihood improvement, youth empowerment, natural resource management, human rights and Covid-19 response. However, there were no specific UN joint programmes.

As mentioned, the CPD implementation was managed and facilitated by the UNDP CO team supported by respective project teams. Until October 2020, CO had around 21 team members, including RR, DRR, Team Leaders, Programme Analysts, Advisors and support staff. In addition to these, there were around 33 project level officials, who were engaged, along with partners, in the implementation of various projects. Similarly, from time to time, national and international consultants were also regularly engaged to provide needed technical assistance and expertise in the implementation of various projects and initiatives.

Discussions with the CO team suggest that, in late 2020, the CO has embarked on an organizational restructuring process to better position itself for the next CPD cycle. As a result, of this restructuring process, a number of previous positions have been abolished and new ones have been created. As of March 2020, a number of CO level positions are vacant and are currently in the recruitment process. These includes, Integrated Team Leader, Senior Economist, Communications and Engagement Officer, SDGs Advisor, Results Based Management Analyst, Management Analyst and other support staff. Discussions with regional hub officials, who are facilitating and managing the overall recruitment process, suggest that the recruitment process was found to be very time consuming and cumbersome due to due diligence to uphold meritocracy and transparency.

It is important to highlight that the previous CO structure had two team leader positions, one for the Democratic Governance and one for the Green Growth/Sustainable Development portfolios. However, in the new structure, these positions have been merged into one, i.e. the Integrated Team Leader. Analysis suggests that UNDP Thailand has been working in multiple thematic areas, of which the environment and climate change is the most important one. These initiatives consumed most of the programmatic resources and energies. It seems to be slightly cumbersome for a single Integrated Team Leader to keep track of all programmatic interventions and provide timely technical expertise and guidance. Furthermore, with the turnover of some senior level CO team members, a good deal of institutional memory will also be gone, and new team members will also require considerable time to acclimatise to the new work space and scope and build their rapport with the stakeholders.

Most of the UNDP work is related to provision of technical assistance to partners, especially the government, in implementing various projects and programmes. Therefore, there is a greater need to employ senior level thematic/professional experts at the CO to provide high level technical support and guidance for the implementation of various thematic interventions. In this regard, it is suggested that UNDP CO may carry out a thorough mapping exercise to determine the workload and required expertise for the implementation of the upcoming CPD.

Having said this, as mentioned earlier, the environment and climate change remains the single largest thematic area and it is expected that, in the coming times, this will continue to dominate the work of UNDP in Thailand. Therefore, there is a greater need for a separate Environment and Climate Change Unit at the CO, duly staffed with senior and support level professionals to take care of the wide range of projects and interventions in this particular thematic area.

### **c) Monitoring and Evaluation**

The CPD emphasized that the monitoring and evaluation of the country programme will be based on the use of national systems. In this regard, it called for strengthening the capacities of UNDP and partner organizations to improve coordination, collection, and analysis of disaggregated data to generate information for decision-making.

The CPD Results and Resource Framework (RRF) provided the basis for the programme monitoring and evaluation. A number of output level indicators, baselines and targets have been provided to measure the progress and performance of individual CPD outputs. However, analysis of the RRF suggest that the given indicators couldn't sufficiently capture the true scale of CPD work, especially under output-6, i.e. related to biodiversity and GHG emissions. Similarly, the RRF also included some indicators under output-6, related to improvement of irrigation networks in the Yom and Nan rivers and number of people benefiting from the improved infrastructure. Similarly, under output-3, it targeted around 40,000 persons to benefit from UNDP-supported community livelihood initiatives in the deep south. However, down the road, these targets didn't materialize, and the indicators became irrelevant due to non-availability of desired funds. In such circumstances, there is always a need to take adoptive measures and to duly revise the RRF to adjust it to the changing circumstances.

***Finding-21: At the higher level, CPD relies on the UNPAF steering committee for overall oversight. Most of the programmatic M&E related functions takes place at the CO level, with support from the regional hub. CPD progress has been regularly monitored and reported through Annual Reports and Mid-term evaluation. However, the CO level M&E related capacities remained a bit limited, which has somehow hampered the development and implementation of a comprehensive CPD M&E framework and plan.***

Discussions with stakeholders and review of documents suggest that the CPD doesn't have a dedicated programme level oversight body/board. Therefore, at the higher level, it relies on the UNPAF steering committee and UNCT for overall oversight and guidance in the broader context of UNPAF. Most of the programmatic oversight and M&E related functions takes place at the CO level, with support from the regional hub. Whereas at project level, respective Project Steering Committees, consisting of relevant stakeholders, are regularly engaged in overseeing and reviewing project progress and performance.

CPD progress has been mainly reported on an annual basis through UNDP standard Results Oriented Annual Reports (ROARs). Since inception, a number of ROARs have been produced from 2017 to 2020. The main sections of ROAR consist of Strategic Overview, Indicator Reporting, Development Results Analysis, Contributions to Strategic Plan Implementation, Organisational Results Analysis and Lessons Learning and Forward Looking Agenda. Overall, from the perspective of a common reader, ROARs are found to be comprehensive but complex. These are only used as an UNDP internal reporting mechanism and are not shared with wider stakeholders. Keeping in mind the need of the stakeholders, since 2019, CO has also started

preparing Annual Reports to document CPD progress and performance. Similarly, progress of individual projects is reported on quarterly and annual basis.

The CPD has undergone through a comprehensive Mid-term Review in 2019. The review evaluated the CPD progress and performance and provided detailed findings, conclusions, and recommendations. Among others, the MTR also recommended further strengthening of CPD M&E processes and mechanisms. Similarly, individual projects, especially GEF sponsored, have also regularly had mid-term and terminal evaluation from time to time, providing detailed assessments and recommendations on the progress and performance of projects.

It is important to highlight that the CO didn't employ/engage a full time M&E expert. The M&E related functions have been conducted by the programme and project staff. This has somehow hampered the development and implementation of a comprehensive M&E plan at the programme level. Keeping in view the scale and scope of CPD interventions, there is always a greater need for engaging specialized monitoring and evaluation expertise, with dedicated resource allocations, at the CO level, which should be responsible for facilitating, planning and implementing all M&E related activities, including collection and processing of timely data on CPD indicators and compilation of progress reports etc.

As mentioned earlier, the CPD also called for fostering collaboration with National Statistical Organization and relevant ministers to build their capacities. The goal was to collect and analyse SDGs related disaggregated data and to use it for informed decision making. However, the capacity building interventions, especially with NSO were very limited, with the only exception of support provided in the preparation of the HDR. There is still a greater need to further improve the capacities of NSO and other ministries to collect, manage and use disaggregated data for SDG reporting and decision making.

## 6.4 SUSTAINABILITY

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Overall CPD outcomes and outputs are duly aligned with and respond to the Government of Thailand's long-term visions and plans, including Thailand National Strategy 2018-2037 and the Thailand 4.0 ambition: 2036. Similarly, CPD interventions are also contributing towards the attainment of Sustainable Development Goals agenda in Thailand by 2030, the government has shown a greater level of commitments to achievement of set targets. In the short term, the CPD interventions were aligned with and supported the implementation of the Twelfth National Economic and Social Development Plan (NESDP 2017-2021).

***Finding-22: Overall, the high level of alignment of the CPD with the national priorities, policies and plans, and the strong buy in and ownership of governmental institutions provides sound basis for the likelihood of the sustainability of programmatic interventions and continuity of benefits. However, the main risks to sustainability of natural resource management interventions pertains mostly to the poor socio-economic conditions of local communities. There are also significant financial constraints in mobilizing desired financial resources to sustain and scale up inclusion and livelihood interventions, especially in the deep south.***

As mentioned in the earlier sections, most of the CPD interventions were related to sustainable natural resource management, bio-diversity conservation and reduction of GHGs. Discussions with various implementing partners especially ONEP, Department of National Parks, BEDO and TGO etc., suggest that there is high level of ownership for the CPD interventions by relevant



governmental institutions. The main reason for the strong ownership is the alignment of these interventions with their organizational mandates and sectoral policies and plans like the Climate Change Master Plan 2015-2050 and 20-Year strategic plan for the Ministry of Natural Resources and Environment (2017-2036).

Overall, the CPD strongly advocated to promote environmental, climate change and sustainable natural resource management agenda through implementation of range of environmental projects and inducing the SDGs agenda into national and sub-national level development planning and implementation. In view of the strong buy-in and ownership of government and the availability of necessary institutional frameworks, it is likely that many of the natural resource management and climate change related interventions will continue, and benefits will flow in time to come. Discussions also suggest that relevant governmental organizations have already adopted and are willing to scale up the good practices. It was also highlighted that the low carbon emissions targets have been integrated in the city development plans to ensure sustainability and scalability.

Furthermore, review of available Mid-term Reviews and Terminal Evaluations of several, GEF supported, natural resource management and climate change related projects, which falls in the timeframe of the CPD, suggest that sustainability of project interventions and benefits has been rated as likely to moderately likely. According to standard UNDP-GEF rating system, for each of the projects three main sustainability risks i.e. financial, socio-economic and environmental has been assessed and rating has been determined. (please see below table for details)

Few of these project evaluations have outlined the scarcity of financial resources as a main risk for sustainability of specific interventions. Most evaluations have highlighted severe to moderate socio-economic risks, which has the potential to hamper the sustainability of project interventions and benefits in the longer run. These risks are basically prevalent due to the poor socio-economic conditions of the local communities living in and around conservation areas, who depend on the use of various natural resources for their livelihoods. There is a greater need for governmental institutions and upcoming projects. Initiatives should also duly identify, integrate and implement relevant socio-economic improvement intervention in collaboration with local communities to give way to long term sustainability.

**Table: Sustainability Rating of various UNDP-GEF Project Reviews and Evaluations**

#	Project Reviews/Evaluations	Date of Evaluation	Sustainability Rating**	Main risks to sustainability (extracted from Project Evaluations)
1	Mid-term Review of Maximizing carbon sink capacity and conserving biodiversity through sustainable conservation, restoration, and management of peat swamp ecosystems	July 2019	Moderately Likely	There are significant socio-economic risks for sustainability.
2	Terminal Evaluation of Promoting Energy Efficiency in Commercial Buildings in Thailand (PEECB)	August 2018	Moderately Likely	The risk of less fiscal resource availability to smaller commercial building owners to implement EE measures and technologies.
3	Terminal Evaluation Report of Conserving Habitats for Globally Important Flora and Fauna in Production Landscapes in Thailand	January 2020	Likely	Measures have been taken in all categories to address the likelihood of project results continuing after project completion
4	Mid-Term Review of UNDP-GEF Project "Conserving Habitats for Globally Important	March 2019	Moderately Likely	The only risk that can be considered critical is the socio-economic risk of

	Flora and Fauna in Production Landscapes in Thailand"			communities and business interest in Samut Sakhon.
5	Midterm Review of Strengthening Capacity and Incentives for Wildlife Conservation in the Western Forest Complex	December 2018	Moderately Likely	The biggest risk to project sustainability is considered to be availability of financial resources.
6	Midterm Review of Achieving Low Carbon Growth in Cities through Sustainable Urban Systems Management in Thailand	April 2020	Moderately Likely	There are certain financial risk and environmental risks to sustainability.
7	Terminal Evaluation of Promoting Renewable Energy in Mae Hong Son Province (MHS-RE) UNDP-GEF Project	December 2017	Likely	No major risk to sustainability
8	Mid Term Review of Sustainable Management Models for Local Government Organizations to Enhance Biodiversity Protection and Utilization	December 2018	Moderately Likely.	Some socio-economic risks to sustainability.
9	Terminal Evaluation of Sustainable Management Models for Local Government Organizations to Enhance Biodiversity Protection and Utilization	March 2020	Moderately Likely	Limited capacities of local administration poses risks to socio-economic sustainability
** 4=Likely (L): negligible risks to sustainability; 3 = Moderately Likely (ML): moderate risks to sustainability; 2 = Moderately Unlikely (MU): significant risks to sustainability; and 1 = Unlikely (U): severe risks to sustainability; and				
Source: Compiled from available MTR and TE of GEF supported projects, falling in the timeframe of the CPD.				

Regarding the sustainability of UNDP's support to the government in the anticorruption and accountability of public sector related interventions, especially in the implementation of the Public Procurement Act, discussions with the office of Comptroller General's Department suggest that there is a high level of ownership, which will duly ensure continuity and sustainability. However, involvement and capacities of other stakeholders, especially private sector, civil society and academia needs to be further streamlined and strengthened to monitor public accountability and integrate, sustain and scale up the agenda of business and human rights in the private sector in the longer run.

UNDP has engaged with local institutions, CSOs and local communities in the southern boarder provinces, to promote social cohesion, inclusive peace and development and building capacities of local communities to develop solutions to improve livelihoods and inclusion. Overall, these activities, however good, were found too little, keeping in view the very complex and sensitive peace and development circumstances in the deep south. Furthermore, there have been significant constraints in mobilizing desired financial resources to implement, sustain and scale up inclusion and livelihood related interventions. There seems to be a long road ahead to address the very complex socio-economic and cultural issues of marginalized and vulnerable segments of society, especially in the deep south.

UNDP's policy and capacity development support for improvement in the existing Gender Equality Act and drafting of relevant legislations have resulted in providing a sound legal and institutional foundations to enhance gender equality and to ensure rights of marginalized segments like LGBTI. However, there are still several challenges hindering the full scale implementation of the Gender Equality Act. Therefore, there is a continued need for development of specific mechanisms and building the capacities of relevant stakeholders for effective implementation of these legislations in time to come.

UNDP has also supported several initiatives to promote innovations, in collaboration with National Innovation Agency, private sector, academia and youth. These included establishment of Policy Lab, Youth Co:Lab, SDG Impact Accelerator Programme and organization of youth innovation challenges. It is important to mention that the Policy Lab is co-financed and led by the government; therefore, it can be deduced that it will continue its work in the long run to support innovative approaches in policy making. As it comes to some of the interventions, like youth innovative entrepreneurship programmes, sponsored by private sector, there is greater need for sustained commitment and financing to implement and scale up these programmes in times to come to reach out and productively engage the wider youth population.

To address the issues resulting from Covid-19 pandemic in 2020, UNDP supported a number of initiatives to address the urgent basic needs, particularly those of vulnerable population, and provide policy recommendations for national-level and subnational-level post-COVID recovery. Similarly, government is also doing its best to curtail the spread of pandemic and reduce its overall impacts, especially on the vulnerable people, including poor, women and LGBTI people etc. The pandemic is still raging on and continues to impact the livelihoods of more and more vulnerable people around the country. Therefore, there is a dire need for all partners to continue and expand, especially the livelihood support interventions, as long as the pandemic is around. Indeed, due to the unanticipated and grievous nature of Covid impacts, additional external technical and financial resources will be required to address the health and socio-economic related issues in times to come.

Overall the Government of Thailand, as a higher middle income country, has been allocating considerable resources to implement diverse range of initiatives and programmes, which duly complemented the CPD interventions. Due to the resolve and the strong ownership of the Government, it is expected that the Government will keep allocating adequate financial resources for replication and scalability of the good practices in times to come to multiply and enhance the benefits. Having said this, due the resource intensive nature of these interventions, wider scale replicability of good practices will also require continued technical and especially financial support from external (international) sources to support stakeholders, especially CSOs to scale up the interventions to achieve overall goals in the longer-term.

## **6.5 CROSS CUTTING ISSUES OF GENDER EQUALITY AND HUMAN RIGHTS**

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It is important to mention that the cross cutting issues of gender equality and human rights have been duly discussed in the above sections under various outputs. However, this section has been added to further emphasize and elaborate the mainstreaming of cross cutting issues in the programme design, outputs and interventions. Overall, the Programme has made efforts to incorporate the cross cutting issues and gender equality and human rights approaches in its design and implementation. Specific outputs were included in the CPD design to address specific issues related to gender equality and inclusion of vulnerable groups.

Similarly, where applicable, the results framework also included gender disaggregated indicators to monitor the contribution of interventions towards gender equality and social inclusion. However, the lack of availability of disaggregated data, at the national and subnational level, pose several challenges in effectively monitoring the progress and impacts and better targeting of vulnerable people in the delivery of services. It is also important to note that gender and human rights elements have been incorporated to some extent in the design

and implementation of various sustainable development and other projects, implemented under the CPD, to address the specific needs of women and vulnerable groups.

***Finding 23: Overall, the CPD has made considerable efforts to incorporate gender equality and human rights approaches in its design and implementation. Most interventions were directed towards improvement and capacity building for the implementation of the Gender Equality Act, implementation of NAP on Business and Human Rights and providing relief to Covid-19 affected vulnerable groups etc. However, these interventions were found a bit limited keeping in view the larger scale of issues faced by women and vulnerable groups.***

As mentioned in earlier sections, the CPD is found consistent with and responded to some of the needs and priorities of target communities/beneficiaries especially women and other vulnerable groups. In this regard support was provided to improve the legal frameworks through the inclusion of an extended definition of 'gender' that includes LGBTI definitions in the Gender Equality Act. Accordingly, technical and advocacy support was also provided to drafting of the Civil Partnership Registration Act and the Gender Recognition Act. The draft Civil Partnership Registration Act has been approved by the Cabinet. Once adopted by parliament, it will help in granting several rights to same-sex couples. Thailand will also become the first country in Asia and Pacific to formally recognize the registration of same sex couples.

The work on the Gender Equality Act and the Draft Civil Partnership Registration Act will also help improve gender equality and uphold the rights of people with varied sexual orientation and gender identities like LGBTI people. However, there are still several challenges hindering the full scale implementation of the Gender Equality Act, therefore there is a continued need for development of specific mechanisms and building the capacities of relevant stakeholders for effective implementation of this legislation in time to come.

With support from UNDP, the Gender Equality Act was thoroughly assessed to identify successes and challenges of the enforcement of the law and its impacts on gender equality and social inclusion. UNDP also supported in the developing guidelines and SOPs to effectively implement the Gender Equality Act, and the capacities of the Ministry of Social Development and Human Security and other relevant officials of law enforcement and correction facilities were enhanced, to improve their understanding regarding implementation of the law and upholding the rights of women and LGBTI persons etc. Once the SOPs are implemented by the correction facilities, it has the potential to improve the situation of more than four thousand LGBTI persons currently incarcerated.

Similarly, to examine the experiences and social attitudes towards LGBT people, a national survey was also expedited. It was discovered that there are overall favourable attitudes towards LGBT people in Thailand, but there still remains persistent experiences of stigma and discrimination, violence and exclusion. The findings also pointed out the need for programmes and interventions that decrease stigma, eliminate stereotypes towards LGBT people. UNDP, in collaboration with partners, has also supported several awareness raising interventions to promote empowerment of women and has mobilized stakeholders towards upholding the rights of LGBT people and other marginalized groups of the society.

It is important to note that vulnerable groups, including sex workers LGBT people, and indigenous people were the most impacted by the Covid-19 pandemic; most of them have lost their income. UNDP provided support to around 3,000 LGBT sex workers, through grants

covering basic needs, e.g. water, food and protection gear etc. Around 14,000 indigenous households were also supported through grants to mitigate Covid-19 impact on livelihoods. Similarly, 1,000 barbers and hair dressers were supported through provision of hygiene equipment and online training on safe working conditions.

Under the Nationally Determined Contributions (NDC) support project, a handbook on social inclusive and gender responsive Climate Change Benefit Analysis has been developed. The inclusive, gender-responsive CCBA working group is receiving agencies' active engagement and has helped in developing a Gender Action Plan for biodiversity finance in Koh Tao area. Improvement of awareness and capacity on gender equality in the BEDO, under Ministry of Natural Resources and Environment, have been strengthened. Women's participation in decision-making in natural resource have been enhanced with approximately 50 women actively participating in leader groups. Sustainable livelihood and income-generation opportunities have been created for women, by increasing awareness of the roles of women and men in the sustainable management and use of natural resources. Women's entrepreneurship was supported and access to credit and finance provided. Women's organizations have also mobilized for collective action in natural resource management.

The CPD had also envisaged that UNDP will collaborate with other partners on building confidence between communities and local authorities and on opening civic space through the peace dialogues forum in the southern border provinces. Similarly, it was also envisioned that UNDP will scale up work on strengthening social cohesion and improving livelihoods, especially for women and vulnerable communities through substantially increasing the number of locally initiated female-headed community enterprise initiatives. However, down the road this activity didn't materialize due to political sensitivities, accessibility issues and non-availability of dedicated funds.

Despite difficult working environment in the deep south UNDP has made some inroads and engaged with local institutions, CSOs and vulnerable groups to raise awareness about promoting social cohesion, inclusive peace and livelihood improvement, especially for women and disadvantaged groups. However, there seems to be a long road ahead to address the issues of women and marginalized and vulnerable segments of society and to bring up the region at par with the rest of Thailand.

UNDP also supported the implementation of the National Action Plan on Business and Human Rights by providing technical assistance to the Ministry of Justice -Department of Rights and Liberties Protection to create awareness on the implementation of the National Action Plan in twelve provinces. UNDP also partnered with a number of private sector organizations to promote integration and implementation of human rights approaches in business practices, which was found instrumental in building capacities and raising awareness among private sector organizations regarding integrating human rights based business approaches to enhance business sector integrity and to safeguard the human rights of workers.

Overall, the provided support helped in bringing forth the agenda of business and human rights. However, the implementation of NAP on BHR poses a number of challenges in fully integrating these approaches in all kinds of business. Private sector also seems to be a bit reluctant and slow in integrating human rights into their business practices, as they think it may hamper their profitability. Due to the novelty and complexity of the subject, it seems that work has just started and there is a long road ahead to fully streamline the business and human rights approaches to achieve desired objectives.

## 7. CONCLUSIONS

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***Conclusion-1: UNDP, along with other UN Agencies, have made considerable contributions to the joint UNPAF outcome. Overall CPD mandate and interventions were fully aligned with national plans and priorities. UNDP remained the fifth biggest contributor, among UN agencies, with around 10% of the total UNPAF expenses during 2017-2020. Most promising contributions were made in the areas of sustainable policy making, capacity building, natural resource management and climate change. However, the single UNPAF outcome and respective indicators were found to be very broad in scope and posed challenges in terms of measuring the exact extent of contributions of the CPD's towards these targets.***

UNDP has contributed considerably to all of the four UNPAF outcome strategies by strengthening sustainable policy making and implementation, promoting inclusivity through enabling civil society and involving marginalized groups, promoting private sector engagement and providing needed knowledge, expertise and skills to achieve national priorities in Thailand. UNDP remained the fifth biggest contributor and has shared around 10% of the total UNPAF expense from 2017-2020. It is important to highlight that UNDP remained the primary contributor (with 50% of total UNPAF spending during 2020) towards the SDGs goals related to sustainable management and climate change etc.

It has also made contributions to SDGs goals related to economic growth, reducing inequality and energy and sustainable cities. Over the years, slight improvements have been also witnessed in a number of related UNPAF indicators. Though a number of UNPAF outcome indicators show positive trends, it is important to note that the single UNPAF outcome and respective indicators were found to be very broad in scope. They also proved to pose challenges in measuring the extent of contributions of the CPD's outputs and interventions towards these indicators and for that matter to the broader outcome. The UNPAF and CPD indicators were also unable to capture the true scale of progress made by UNDP, especially in the areas of natural resource management and climate change.

***Conclusion-2: Overall a major share of CPD resources (62%) were utilized by various projects and initiatives addressing sustainable natural resource management and climate change related issues. Considerable contributions have been made in the development and implementation of various solutions for sustainable management of natural resources and to address climate change issues. However, other important issues, like poverty, inequality and social inclusion, especially addressing the needs of women, disadvantaged and vulnerable groups received limited resources. Among others, the main reason was the difficulties faced in mobilizing required funding, due to the upper middle income country status of Thailand.***

Providing solutions for sustainable management of natural resources and climate change issues remained the flagship output of the CPD. Around 28 different size and scope projects/initiatives have been implemented or under implementation, in close collaboration with relevant partners. Overall this output has consumed a large chunk (62%) of the total utilized CPD resources as of 2020. Indeed, there was a considerable need to address critical environmental issues in Thailand, such as climate change impact, biodiversity degradation, and wildlife conservation etc. However, one of the main reasons for the larger share in spending was the availability of significant amount of vertical funds, mainly from GEF.



Overall these project and initiatives have considerably helped in strengthening the capacities of relevant institutions and in innovative biodiversity conservation approaches. Efforts were also made to improve coordination, legal frameworks and enforcement mechanisms to combat illegal wildlife trade and protection of endangered species from extinction. These projects and initiatives also contributed in the reduction of GHGs energy and transport sectors. However, the original CPD indicators and targets couldn't sufficiently capture the true scale of this output, especially related to biodiversity conservation and reduction of GHG emissions.

The CPD is also found to be consistent with and responded to some of the needs and priorities of target communities/beneficiaries, especially women and other vulnerable groups. However, some of the important issues faced by women and vulnerable groups like poverty, inequality, social inclusion and income generation etc., received less attention. UNDP's role is also found to be very instrumental in mobilizing much needed resources from various donors and international agencies, however, due the upper middle income country status of Thailand, greater level of difficulties has been faced in mobilizing matching funding for the CPD. Overall a shortfall of around 22% has been observed in total required CPD budget, which has, at times, prevented UNDP from realizing its full potential, especially in its work related to addressing the needs of poor, disadvantaged and vulnerable groups of the society.

UNDP support was also found to be very timely to address some of the basic livelihood needs of Covid-19 impacted vulnerable groups. Though these interventions were not part of the CPD, however UNDP quickly repositioned its focus and responded to the urgency. Having said this, these interventions were found a bit limited as compared to the scale and extent of the very complex issues faced especially by vulnerable groups in the wake of Covid pandemic.

***Conclusion-3: CPD has also made contributions towards strengthening of mechanisms for anti-corruption and building capacities to monitor public and business sector integrity. Contributions were made to include of extended definition of 'gender' in Gender Equality Act. Contribution to disaster risk reduction include development and adoption of national guidelines on Tsunami Evacuation Plans. Considerable contributions were made towards strengthening of south-south cooperation, especially with neighboring countries. CPD has also contributed in the promotion of innovation based development solutions. However, these contributions were on a very limited scale. Cumulatively interventions related to outputs 1,2,4,5,7,8,9,10 consumed only 13.5% of the total spent resources.***

CPD support in the implementation of the Public Procurement Act, was found instrumental in improving and inducing efficiency in the public procurement process, resulting in saving of approximately USD 2.5 billion. However, the output was found quite broad calling for addressing awareness, prevention and enforcement of anti-corruption measures across all sectors and stakeholders. CPD provided support in the implementation the National Action Plan on Business and Human Rights. However, the implementation of, recently adopted, National Action Plan poses a number of challenges. CPD support resulted in the inclusion of extended definition of 'gender' that includes LGBTI in the Gender Equality Act and development of two more acts. However, there are still several challenges hindering the full scale implementation of the Gender Equality Act.

In the areas of disaster risk reduction CPD supported the development of national guidelines on Tsunami Evacuation Plans and Drills. Which has been adopted by around 29,000 schools, in the tsunami prone areas. So far, around 30 provinces have developed Disaster Risk

Management Plans. However, the provinces cannot afford the cost of detailed climate risk assessment, requiring external assistance. CPD support in improving south-south cooperation for development solutions, especially with neighboring ASEAN countries, was very effective and commendable in promoting knowledge sharing and learning from each other experiences. CPD also supported and contributed in developing innovative approaches in policy making and empowering young people to create innovative ideas to improve social inclusion and livelihoods of local communities. However, most of the work has started in the near past therefore the results and benefits will flow in times to come. Furthermore, the overall approach to innovation has been ad-hoc, reactive, and mostly focused on individual entities.

Overall there has been a greater disparity among scope and magnitudes of individual output level spending, as mentioned, output-6 alone consumed around 62%, while cumulatively outputs 1,2,4,5,7,8,9,10 consumed only 13.5% of the total spent resources. Apart from issues of funding availability, this also highlights the very uneven scope and nature of individual CPD outputs, some are too broad and overarching and some are too narrow and limited in scope.

*Conclusion-4: UNDP has made continued efforts to engage local institutions, CSOs and especially youth groups in the southern border provinces to promote social cohesion and inclusive development. Overall CPD interventions helped in building the capacities of CSOs, local communities, especially youth to develop innovative solutions to improve harmony and livelihoods. However, UNDP engagement in the southern border provinces remained quite limited, due to the very sensitive and complex nature of socio-political circumstances, accessibility issues and funding constraints.*

UNDP supported awareness and capacity building interventions to strengthen capacities of local stakeholders to adopt an inclusive approach to promote engagement of and address needs of vulnerable groups in southern border provinces. The hallmark was implementation of various innovation programs for youth, to create and promote innovative solutions to improve social cohesion, entrepreneurship and livelihoods. Overall these activities, however good were found too little, keeping in view wider scale needs of the local communities, especially vulnerable groups, for social inclusion, peace and harmony and livelihood improvements.

The CPD initially envisaged large scale livelihood improvement and social cohesion interventions targeting around 40,000 people. However, large scale implementation didn't materialize due to funding constraints and very sensitive and complex social, ethnic, political, religious and security circumstances of the southern boarder provinces. Furthermore, greater level of difficulties is also faced by development agencies in accessing the target areas and population due to political and security reasons. There seems to be a long road ahead to address the issues of marginalized and vulnerable segments of the society in the region.

*Conclusion-5: UNDP is very well positioned as development partner in the overall development sphere in Thailand. UNDP is also held in good esteem by all stakeholders, as a very trusted, influential and active partner. UNDP's reputation and its positioning has helped greatly in building strong and long term partnerships with all stakeholders. Overall collaboration among stakeholders during CPD initiatives implementation remained appropriate and fruitful. Most of the large scale CPD implementation partnerships pertained to national level ministries and governmental institutions. However, collaborations especially with local civil society organizations and community groups, including vulnerable groups was found a bit limited, spontaneous and short term.*

UNDP is among the top most influential and resourceful UN agencies including UNICEF, UNHCR, IOM, UNOPS and WHO etc.<sup>24</sup> UNDP also enjoys very good relations and reputation with all development actors and stakeholders in general and with the Thai Government in particular. UNDP's role is found very relevant and is being well appreciated by all stakeholders for providing needed expert technical assistance and resources, building capacities, advocating and promoting social inclusion and human rights, mainstreaming of SDGs and climate change agenda, promotion of south-south cooperation and promotion of innovation etc. Due to its broad mandate, expertise and vast linkages UNDP is found to be well positioned as a connector and knowledge broker.

UNDP has successfully partnered with diverse range of stakeholder including governmental ministries and institutions, UN agencies, international partners, private sector, CSOs, academia and local communities. UNDP's abilities to effectively identify, convene and coordinate diverse range of stakeholders to collaborate on various projects and initiatives has been much appreciated by all stakeholders. It is important to note that most of the large scale CPD implementation partnerships pertained to national level ministries and governmental institutions and the collaboration remained appropriate and forthcoming during CPD implementation. However, partnerships with civil society organizations and local communities was found limited, spontaneous and short term.

***Conclusion-6: The Monitoring and Evaluation functions at the CO level remained limited in scope and capacities and a comprehensive M&E framework for CPD was lacking. At the higher level, CPD relied on the UNPAF steering committee for oversight and guidance, which was found less rigorous and spontaneous. Little efforts have been made to regularly monitor CPD output and especially relevant UNPAF outcome indicators. Some of the outputs level indicators also couldn't sufficiently capture the true scale of CPD work. Overall M&E functions remained limited to internal progress reporting and MTR.***

The CO team did not consist of full-time/dedicated senior level M&E experts/staff, which has somehow hampered the development and implementation of a comprehensive M&E framework and plan for CPD. At the higher level, CPD relied on the UNPAF steering committee and UNCT for overall oversight and guidance, which was slightly less rigorous. The CPD Results and Resource Framework (RRF) provided a number of output level indicators, baselines and targets, however limited efforts have been made to regularly monitor CPD output and especially relevant UNPAF outcome indicators. Furthermore, some outputs level indicators also couldn't sufficiently capture the true scale of CPD work, especially under output-6. Similarly, some of the indicators became redundant due to non-implementation of desired interventions, which should have been revised during implementation.

CPD progress has been mainly reported on annual basis through UNDP standard Results Oriented Annual Reports (ROARs). Overall ROARs are found comprehensive but complex, which are only used for internal reporting and are not shared with wider stakeholders. The CPD has undergone through a Mid-term Review in 2019, similarly, individual projects, especially GEF sponsored, have also regularly undergone through mid-term and terminal evaluation from time to time.

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<sup>24</sup> 2020 UN Thailand Results Report

## 8. RECOMMENDATIONS

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Based on the detailed findings and conclusions of the evaluation exercise, the following are the main recommendations to improve design and implementation of future country programmes:

### Recommendation-1:

**1. It is recommended that upcoming UNSDCF outcomes and respective indicators should be made more specific, which should duly respond to the mandates and scope of the work of participating UN agencies, including UNDP. CPD outputs, corresponding indicators and targets should be made more specific and measurable and exhibiting clear and direct linkages to the UNSDCF indicators and targets.**

Overall during the design of the new CPD, there is a greater need to further improve the linkages and connections among CPD outputs and UNPAF outcomes. In this regard, there is a need for defining multiple UNPAF outcomes, to which individual agencies can link their outputs and interventions. Similarly, linking of CPD outputs and indicators will greatly help in measuring the extent of contributions of CPD outputs to UNPAF outcomes. Although UNPAF is a collective effort of all UN agencies, UNDP should use its influence to make UNPAF outcomes more specific and targeted

### Recommendation-2:

**It is recommended that the new CPD should continue its main focus on addressing issues related to environmental sustainability and climate change in Thailand. The new CPD should devise specific and measurable outputs to fully comprehend and match the broad scope of this thematic area. With this, it is also recommended that other important and pressing issues like poverty, inequality and social inclusion, especially addressing the needs of women, disadvantaged and vulnerable groups should also be prioritized and duly incorporated in the new CPD, with more specific and tangible outputs and matching allocations. Overall there is a greater need for formulating more balanced CPD outputs, which are equitable in scope and resources.**

Keeping in view the UNDP's extensive expertise and availability of desired (vertical) funds, it is expected that the environment and climate change agenda will continue to dominate the overall scope of the CPD in the upcoming cycle. Therefore, this portfolio needs to be carefully developed to fully comprehend and match the broad scope of the thematic area. There is a greater need for ensuring active participation of local communities and integration of livelihood improvement interventions to give way to long term sustainability.

It is important to note that in the current CPD, limited attention and resources were diverted to some of the most important and pressing issues related to poverty and inequality, and inclusion and empowerment of women and vulnerable segments of society. Therefore, the new CPD should duly incorporate various outputs and interventions to address these important issues. In the current CPD, there has been a greater disparity among scope and magnitudes of individual output level spending, some outputs are too broad and overarching and some are too narrow and limited in scope. Therefore, CPD outputs needs to be more balanced with equitable scope and resources.

In the wake of Covid-19 pandemic, there is also a greater need to develop and integrate suitable interventions into the new CPD design, and allocate matching financial and human resources

to implement various health and socio-economic mitigation measures with specific focus on most impacted vulnerable groups of society. The new CPD should also continue promoting innovative approaches to address various development challenges. The potential of communication and digital technologies should be duly harnessed through actively involving and facilitating youth, universities and private sector. For example, to promote financial inclusion of marginalized groups there is a greater need to develop and promote digital financial services targeting women and vulnerable groups.

### **Reccomendation-3:**

**It is recommended that the new CPD should devise and implement more specific and relevant interventions to address the most pressing issues of social inclusion, conflict resolution, peace and development and livelihood improvements in the southern border provinces. This should be done through active involvement of local communities and stakeholders. UNDP should use its influence to take up the accessibility issues of international agencies in the target areas, with relevant national and provincial authorities to give way to easy access/interaction for large scale implementation.**

Overall CPD interventions in the southern border provinces remained quite limited, due to the very sensitive and complex nature of socio-political circumstances and accessibility issues. Geographically, there is a greater demand to address the issues of poverty, inequality, conflict resolution and social inclusion in the target provinces. In this regard there is a greater need for adopting a holistic, human rights based and gender and conflict sensitive approaches. Possibilities of developing and implementing comprehensive and integrated joint programmes, in collaboration with development partners, need to be explored. With greater focus on capacity building of local institutions and empowerment of marginalized communities.

### **Reccomendation-4:**

**It is recommended that in the implementation of upcoming CPD, the level of involvement of local CSOs, community groups and private sector should be enhanced considerably, as full partners through longer term partnerships agreements, especially in areas of awareness raising, advocacy and implementation of community based social cohesion and livelihood interventions.**

UNDP has established very strong partnerships with all stakeholders, especially with governmental institutions. In the new CPD these partnerships should be further strengthened, especially with the governmental agencies at the sub-national level. There is also greater need build longer term partnerships with private sector and academia in implementation of relevant interventions. Private sector shows greater interest in the areas of innovation and GHG reduction. Therefore, there is also a need to identify more willing private sector partners to scale up the best practices in the area of innovation and GHG reduction in various sectors.

Partnerships with civil society organizations and local communities were found a bit limited and spontaneous. Therefore, there is a greater need to involve CSOs and community groups as full partners, through long term agreements, in the implementation of upcoming CPD interventions especially related to inclusion and livelihood improvements for the vulnerable groups.

It is also suggested that, due to the very large number of stakeholders, there is also greater need to carry out a detailed mapping exercise of key actors/stakeholders, especially CSOs, at

the time of new CPD design, outlining what contribution they may bring, including risks and threats, which will form the basis for developing a strategy, and will help in defining specific roles of various partners in the implementation of upcoming CPD. Similarly, specific coordination mechanisms, among stakeholders, need to be integrated into the new CPD design.

#### **Recommendation-5:**

**It is recommended that capacities at the CO level should be considerably strengthened to effectively undertake the M&E functions in monitoring the progress and performance of the new CPD. A comprehensive M&E framework and work plan for the new CPD should be developed and rigorously implemented in collaboration with stakeholders. Furthermore, capacities of relevant institutions like National Statistical Organization and relevant ministers should be built to monitor SDGs and national level indicators and targets.**

In view of the complexities of measuring and reporting the diverse range of CPD interventions and results, there is a greater need to develop comprehensive CPD monitoring and evaluation framework and plans and employ dedicated M&E expertise at the CO level, to coordinate the overall monitoring, evaluation and reporting of the new CPD. The CPD higher level oversight mechanisms should also be strengthened through, if possible, establishing a dedicated CPD Steering Committee and Thematic Working Groups, consisting of main stakeholders, who should meet regularly and review the progress and performance of the CPD and provide timely guidance and course correction.

Furthermore, the progress reporting system need to be refined and streamlined and progress reports should be regularly shared with all partners. Annual progress review meetings, involving all stockholders, will also help in providing needed feedback and guidance. Similarly, the new CPD should duly incorporate specific interventions to improve the statistical capacities of relevant governmental organizations to promote evidence based policy making and to better target and deliver basic services for the poor and vulnerable.



## Annex-1: List of Key Persons consulted/interviewed during the Evaluation

### UNDP Country and Regional Office

No	Name	Designation	Organization
1	Mr. Renaud Meyer	Resident Representative	UNDP Thailand
2	Ms. Lovita Ramguttee	Deputy Representative	UNDP Thailand
3	Ms. Nittaya Mek-aroonreaung	Resource Management Associate	UNDP Thailand
4	Mr. Wisoot Tantanin	Ex. Team Leader for the Governance team at the Country Office.	UNDP Thailand
5	Supanee Pongruengphant	Project manager Gender Equality and Social Inclusion (especially LGBTI)	UNDP Thailand
6	Ms. Napaporn Yuberk	Programme analyst (Environment and Climate Change)	UNDP Thailand
7	Ms. Arachapon Nimitkulpon	PM Fair business and anti-corruption and prevention of violent extremisms and justice system.	UNDP Thailand
8	Mr. Thepadol Punyatipat		
9	Ms. Kansiree Sittipoonaegkap		
10	Mr. Saengroj Srisawaskraisorn	Team Leader (formerly Climate Change and Environment)	UNDP Thailand
11	Ms. Amornwan Resanond	Project managers climate change/environment portfolio	UNDP Thailand
12	Ms. Anchidtha Roonguthai		
13	Ms. Rattanaporn Pitakthepsom		
14	Ms. Suwimol Sereepaowong		
15	Ms. Phansiri Winichagoon		
16	Ms. Keshini Wijesundera	Manager, Transactional Services	UNDP Regional Office
17	Mr. Kriangkrai Chotchaisatit	Finance Analyst, Transactional Services	UNDP Regional Office
18	Ms. Tarinee Suravoranon	Project manager for the EU-funded Business and Human Rights.	UNDP Thailand
19	Mr. Tim Alchin	Peace and Development Advisor	Resident Coordinator Office
20	Mr. Patrick Duong	SDG Localization Advisor	UNDP Regional Office

## Government Institutions

No	Name	Designation	Organization
1	Ms. Nareeluc Pairchaiyapoom	Director of International Human Rights Division, Rights and Liberties Protection Department, Ministry of Justice	Department of Rights and Liberties Protection, Ministry of Justice
2	Mr. Thanachok Rungthipanont	Director of system development	Controller General Department, Ministry of Finance
3	Mr. Kittisak Prukkanone,	Director of Climate Measure and Mechanism Development Section	The Climate Change Management and Coordination Division (CCMC), Office of Natural Resources and Environmental Policy and Planning (ONEP)
4	Mr. Sivach Kaewchareon	Director of Database and Knowledge Section	
5	Mr. Rachai Cholsindusongkramchai	Advisor	Biodiversity-Based Economy Development Office (BEDO)
6	Mr. Sompong Thongsikhem	Director, Wildlife Conservation Office, Director of GEF 5 and GEF6 projects	Department of National Parks, Wildlife and Plants Conservation (DNP)
7	Mrs. Tippawan Sethapun	Director of International Cooperation Sub-Division	
8	Dr. Ronasit Maneesa	Project Manager, Combatting Illegal Wild Fauna and Flora Trade of Thailand Office  Co Project Manager, Combatting Illegal Wildlife Trade;	
9	Mr.Panya Sooksomkit	International Cooperation Sub-Division	
10	Dr.Thuttai Keeratipongpaiboon,	Director, International Strategy and Coordination Division,	Office of Natural Resources and Environmental Policy and Planning, National Economic and Social Development Council (NESDC)
11	Mr. Chaiyant Thurasakul	Mayor of Koh Tao district	Koh Tao Municipality Office
12	Dr. Saipan Sripongpankul	Deputy Director, Student Protection Center,	Office of the Basic Education Commission, Ministry of Education (MOE)
13	Rear Admiral Thaworn Charoendee,	Specialist in Early Warning, National Disaster Warning	Research and International Cooperation Bureau,

		Center, Prevention Promotion Division	Department of Disaster Prevention and Mitigation, Ministry of Interior (MOI)
14	Ms. Jansima Saengsuriya,	Director of Disaster Promotion Networking Participation Section, Disaster	
15	Ms. Duangnapa Uttamangkpong	Director of Natural Disaster Policy Section, Disaster Prevention and Mitigation Policy Division	
16	Ms. Kamonwan Ekachoth,	Plan and Policy Analyst, Professional Level, Research and International Cooperation Bureau	
17	Mr. Thanchanok Nuntatikul	Plan and Policy Analyst	
18	Ms. Cataleya Phatoomros,	Director, Development Affairs Division	Department of International Organizations, Ministry of Foreign Affairs (MFA)
19	Mr. Ekawut Weskosith	Officer, Development Affairs Division	
20	Mr. Parkpoom Mingmitre,	Director of Group of Secretary-General of the House of Representatives Officiate as ASEAN Community Center of the Parliament	Group of Secretary General of the House of Representatives Officiate as ASEAN Community Center of the Parliament,
21	Mrs. Thapanee Indradat	Director of International Cooperation Section	Department of the Empowerment of Persons with Disabilities, Ministry of Social Development and Human Security (MSDHS)
22	Ms. Bunyawee Thongsom	Social Worker	
23	Mr. Weeraphat Kaewpia	Foreign Affairs Officer	

### UN Agencies in Thailand

No	Name	Designation	Organization
1	Mr. Jong-Jin Kim	Deputy Regional Representative	Food and Agriculture Organization (FAO), Regional Office for Asia and the Pacific
2	Mr. Badar Farrukh	Human Rights Officer/ Thailand Team Leader	Office of High Commissioner for Human Rights (OHCHR)
3	Ms. Duangkamol Ponchamni	Officer-in-Charge	UNFPA Thailand Country Office

4	Ms. Kyungsun Kim	Representative	UNICEF Office for Thailand
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### Donors and Development Partners

No	Name	Designation	Organization
1	H.E. Ms.Kjersti Rødsmoen	Ambassador	Norwegian Embassy
2	H.E. Ms. Sarah Taylor	Ambassador	Embassy of Canada
3	H.E Mr. Kees Rade	Ambassador	Embassy of the Netherlands

### Civil Society Organizations

No	Name	Designation	Name of organization
1	Ms. Boonthida Ketsomboon	Focal Point	Raks Thai Foundation
2	Ms. Haidy Leung	Focal Point	Changefusion
3	Ms. Thitiyanun Nakphor	Focal Point	Sisters Foundation
4	Ms. Siriporn Sriaram	Focal Point	IUCN
5	Ms. Warangkana Rattanarak	Director	RECOFTC
6	Ms. Surang Janyam	Director	SWING Foundation
7	Ms. Chanunda Phongposob	Focal Point	Thai Private Sector Collective Action Against Corruption (CAC)
8	Ms. Soipetch Resanond, PhD.	Director	ZONTA Thailand

### Private Sector Organizations

No	Name	Designation	Organization
1	Ms. Thanyaporn Krichitayawuth	Focal Point	Global Compact Network
2	Ms. Kanokvalai Bordikarn	Focal Point	Blue Carbon Society
3	Ms. Wanvisa Komindr	Focal Point	Citibank
4	Ms. Winita Kultangwatana	Focal Point	The Securities and Exchange Commission (SEC)

## Field mission schedule of National Consultant

Name of Organization	Contact person	Issue covered	Number of beneficiaries	remarks
SWING Foundation	Surang Janyam	LGBTI	1) 6 sex workers 2) 6 PWD + sign interpreter	2 groups interview
SISTER Foundation	Thitiyanun Nakphor	LGBTI	2 persons	interview
Social Administration Foundation and Vulcan Coalition	Methawee Thatsanasateankit	Bridging the Disability Employment Gap through Digital Skill Training and Recruiting Program	2 PWD persons + 1 CEO	Group interview
Chumchon thai	Maitri Jongkrajak	Livelihood and community development	1 community 7 persons	Visit to community and group interview

## Annex-2: List of Projects implemented during the timeframe of the CPD

(The data has been compiled/extracted from Projects details provided by CO)

No	CO Output	CPD Output	Project Title	Output/Project Duration	Budget		Expenditure
				Start	End	2017-2021	2017-2020
1	Yes	OUTPUT: 1	Advancing Anti-corruption	1/6/2015	31/12/2020	170,108	132,383
2	No	OUTPUT: 1	Anti-Corruption (Australia)			137,500	73,198
3	No	OUTPUT: 1	Anti-corruption	1/8/2018	30/09/2021	-	316,346

No	CO Out put	CPD Output	Project Title	Output/Project Duration	Budget		Expenditure
				Start	End	2017-2021	2017-2020
		<b>OUTPUT: 1</b>	<b>Total</b>				<b>521,927</b>
4	Yes	OUTPUT: 2	Development Advisory Services	18/04/2007	31/21/2021	876,021	666,587
5	No	OUTPUT: 2	Business and Human Rights	1/4/2019	31/12/2024	442,000	188,305
		<b>OUTPUT: 2</b>	<b>Total</b>				<b>854,892</b>
6	Yes	OUTPUT: 3	Southern THA Empower for SDGs	1/1/2018	31/12/2020	628,997	561,769
7	Yes	OUTPUT: 3	Southern Thailand Empowerment (STEP II)	1/10/2014	30/12/2017	159,159	158,373
8	No	OUTPUT: 3	Joint UNDP-DPPA Programme CP	1/1/2019	31/12/2021		88,523
9	No	OUTPUT: 3	Promoting Community Resilience & Food Security In The Deep South	1/5/2020	30/06/2021	75,000	23,000
10	No	OUTPUT: 3	SIP THAILAND: Social innovation platform	1/11/2020	30/06/2021	150,000	
11	Yes	OUTPUT: 3	Livelihood recovery in South	27/03/2017	31/12/2017	56,500	53,700
		<b>OUTPUT: 3</b>	<b>Total</b>				<b>885,365</b>
12	No	OUTPUT: 4	Asia and Pacific HIV & Health	1/1/2020	31/12/2021	85,000	33,613
13	No	OUTPUT: 4	Being LGBTI in Asia and the Pacific	1/3/2019	31/12/2021	139,000	52,119
		<b>OUTPUT: 4</b>	<b>Total</b>				<b>85,732</b>
		<b>OUTPUT: 5</b>	<b>Total</b>				<b>-</b>
14	Yes	OUTPUT: 6	PPG Mainstreaming biodiversity	10/12/2019	10/6/2021	100,000	23,208
15	Yes	OUTPUT: 6	Sustainable Mangrove management and Coastal Ecosystem Development in Phetchaburi Province	10/11/2019	31/10/2022	176,454	72,799
16	Yes	OUTPUT: 6	6th Operational Phase-SGP Thailand	1/7/2019	30/09/2022	2,381,620	330,752
17	Yes	OUTPUT: 6	PPG Sixth Operation	1/2/2018	31/12/2020	75,000	75,000
18	Yes	OUTPUT: 6	NDC Support Project	1/1/2018	31/12/2021	481,500	310,727
19	Yes	OUTPUT: 6	THA NC4 and BUR3 for UNFCCC	1/6/2019	30/06/2023	582,033	249,487
20	Yes	OUTPUT: 6	Sustainable tourism	1/1/2017	31/12/2020	231,440	231,440
21	Yes	OUTPUT: 6	Thailand SBUR to the UNFCC	1/2/2017	30/06/2020	352,000	337,529
22	Yes	OUTPUT: 6	Combating Illegal Wildlife Trafficking	1/5/2018	31/12/2023	2,838,065	801,457
23	Yes	OUTPUT: 6	Low Carbon Growth in Cities	1/1/2017	26/04/2021	3,150,000	2,399,289
24	Yes	OUTPUT: 6	Sustainable Management Model LGOs	12/2/2016	31/12/2021	1,725,285	1,439,334
25	Yes	OUTPUT: 6	Maximizing carbon sink capacity	16/06/2016	31/12/2021	3,199,580	2,609,433
26	Yes	OUTPUT: 6	Conserve Habitats -Flora Fauna	1/10/2015	30/07/2020	1,422,300	1,389,113
27	Yes	OUTPUT: 6	Wildlife Conservation in WEFCOM	15/07/2015	31/12/2021	6,841,858	4,948,293
28	Yes	OUTPUT: 6	Third National Communication	1/6/2014	31/12/2018	276,845	208,927
29	Yes	OUTPUT: 6	Low Emission Capacity Building	12/9/2012	31/12/2020	225,801	219,017
30	Yes	OUTPUT: 6	Renewable Energy in MaeHongSon	17/09/2010	31/12/2018	602,504	590,160
31	Yes	OUTPUT: 6	Financing Options for Thailand	4/1/2021	31/08/2022		-
32	Yes	OUTPUT: 6	MADRID	1/8/2014	2/1/2018		6,807
33	Yes	OUTPUT: 6	THA Protected Area System	27/09/2010	30/06/2017	150,000	55,453
34	Yes	OUTPUT: 6	CB forest/catchment manage	1/1/2012	31/12/2017	471,789	338,961
35	Yes	OUTPUT: 6	PPG: Combating Illegal Wildlife	19/07/2016	31/12/2017	110,000	95,433



No	CO Out put	CPD Output	Project Title	Output/Project Duration	Budget		Expenditure
				Start	End	2017-2021	2017-2020
36	No	OUTPUT: 6	BIOFIN II - Thailand	1/1/2017	31/12/2022	2,320,000	1,260,742
37	No	OUTPUT: 6	Climate Change Finance	1/1/2018	31/12/2021	450,000	195,651
38	No	OUTPUT: 6	RBAP Climate Promise	1/1/2020	31/12/2021	150,000	94,617
39	No	OUTPUT: 6	NAP Agriculture Thailand			111,126	91,417
40	Yes	OUTPUT: 6	Mangroves for Future - Phase 3	1/5/2015	30/06/2018	77,877	51,863
41	No	OUTPUT: 6	Support Programme on SCALA	1/2/2021	31/12/2024		
42	Yes	OUTPUT: 6	Strengthening TH Capacity: Climate and Public Finance	22/03/2013	30/06/2018	150,000	175,927
		<b>OUTPUT: 6</b>	<b>Total</b>				<b>18,602,836</b>
43	Yes	OUTPUT: 7	Thailand Nat Adaptation Plan	27/08/2020	26/08/2024	447,456	-
44	Yes	OUTPUT: 7	Promoting Energy efficiency in Commercial Building	1/1/2012	31/12/2018	1,106,981	1,035,771
45	No	OUTPUT: 7	Disaster Risk Reduction	1/7/2020	31/12/2020	50,000	27,869
		<b>OUTPUT: 7</b>	<b>Total</b>				<b>1,063,640</b>
46	Yes	OUTPUT: 8	Human Development Report 2019	12/2/2019	31/03/2021	315,546	261,061
		<b>OUTPUT: 8</b>	<b>Total</b>				<b>261,061</b>
		<b>OUTPUT: 9</b>	<b>Total</b>				<b>-</b>
47	Yes	OUTPUT: 10	SDG campaigns and crowdfunding	24/07/2017	31/12/2019	10,918	8,006
48	Yes	OUTPUT: 10	Social innovation platform.	1/8/2017	30/04/2021	482,120	450,930
49	Yes	OUTPUT: 10	Water for People' Partnership	1/6/2011	31/12/2018	1,540	1,355
50	Yes	OUTPUT: 10	Accelerator Lab	31/12/20	31/12/21	483,940	9,310
51	Yes	OUTPUT: 10	Micro Credit and SE	10/5/2018	31/12/2018	27,000	29,427
52	No	OUTPUT: 10	Youth Co: Lab	1/7/2019	31/12/2021	180,000	71,733
53	No	OUTPUT: 10	Prevent Violent Extremism	1/7/2020	30/05/2023	1,170,142	606,012
54	Yes	OUTPUT: 10	Thailand Policy Lab	1/12/2020	31/05/2022		-
55	No	OUTPUT: 10	RBAP Pipeline & Innovation Fund	1/1/2017	31/12/2018	120,000	115,882
		<b>OUTPUT: 10</b>	<b>Total</b>				<b>1,292,655</b>
56	Yes	COVID related	COVID Socio-economic Impacts	10/4/2020	31/12/2020	277,500	239,638
57	Yes	COVID related	Sustainable Environment-COVID	22/05/2020	21/11/2021	125,000	38,417
58	Yes	COVID related	COVID Resilience for Vulnerable	14/05/2020	31/12/2021	280,238	113,689
59	Yes	COVID related	COVID-19 Response & Recovery	15/06/2020	31/12/2021	2,489,143	959,822
		<b>COVID related</b>	<b>Total</b>				<b>1,351,566</b>
60	Yes	Others	Parliamentary Engagement				-
61	Yes	Others	Course on Sufficiency Economy	10/5/2018	31/12/2018	26,000	18,065
62	Yes	Others	Community Health Development	1/1/2019	31/12/2019	32,000	24,624
		<b>Others</b>	<b>Total</b>				<b>42,689</b>
		<b>Grand</b>	<b>Total</b>			<b>41,441,222</b>	<b>24,962,363</b>

### Annex-3: Evaluation Matrix

Evaluation criteria	Key questions	Data Sources/Methods	Indicators	Methods for Data Analysis
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<b>Relevance</b>	<ul style="list-style-type: none"> <li>To what extent has the current UNDP programme supported the government of Thailand in achieving the national development goals, responding to unexpected events, implementing the 2030 Agenda for sustainable development and delivering UNPAF intended results?</li> <li>To what extent the CPD is aligned with UNPAF outcomes and indicators.</li> <li>To what extent has the UNDP programme responded to the priorities and the needs of target beneficiaries of all genders (including PWDs, LGBTI community and other vulnerable groups) as defined in the programme document?</li> <li>To what extent did UNDP adopt gender-sensitive and -responsive, human rights-based and conflict-sensitive approaches?</li> <li>Is UNDP perceived by stakeholders as a strong advocate in the areas of focus of the CPD – what is the positioning of UNDP in the larger development sphere?</li> <li>To what degree has UNDP’s COVID-19 support been relevant to the needs of partner countries?</li> </ul>	<ul style="list-style-type: none"> <li>Review of Programme documents and secondary sources including online resources</li> <li>Online Key informant interviews and focus group discussions</li> </ul>	<ul style="list-style-type: none"> <li>- Alignment with National goals, plans and priorities</li> <li>- Alignment with needs of the target groups and beneficiaries</li> <li>-Alignment with gender-sensitive, human rights-based approaches.</li> <li>-Alignment with SDGs</li> <li>- Alignment with BCG model, international commitment on climate change, biodiversity, leave no one behind, gender, human right etc.</li> </ul>	<p>Qualitative methods</p> <ul style="list-style-type: none"> <li>- Triangulation</li> <li>- Validations</li> <li>- Interpretations</li> <li>- Abstractions</li> </ul>
<b>Effectiveness</b>	<ul style="list-style-type: none"> <li>To what extent has UNDP programme contributed towards an improvement in national government capacity, including institutional strengthening? How could UNDP enhance this element in the next UNDP programme?</li> <li>Which programme areas are the most relevant and strategic for UNDP to scale up going forward?</li> <li>What have been the contributing factors in the effectiveness of UNDP projects and programmes? What are the key enabling factors for success and the key challenges?</li> <li>To what extent has UNDP improved the capacities of national implementing partners to advocate on environmental issues, including climate change issues and disaster risk reduction?</li> </ul>	<ul style="list-style-type: none"> <li>Review of programme documents and secondary sources including online resources</li> <li>Online Key informant interviews and focus group discussions</li> </ul>	<ul style="list-style-type: none"> <li>- Progress towards outcome and output indicators and targets of programme results framework</li> <li>-level of contribution to national goals, UNPAF outcomes and SDGs etc.</li> <li>- Number and kind of beneficiaries involved or benefited (if available)</li> <li>- Level of contribution to gender equality and needs of the disadvantaged groups.</li> </ul>	<p>Qualitative methods</p> <ul style="list-style-type: none"> <li>- Triangulation</li> <li>- Validations</li> <li>- Interpretations</li> <li>- Abstractions</li> </ul> <p>Quantitative methods</p> <ul style="list-style-type: none"> <li>- Progress and trend analysis</li> </ul>

- To what extent has UNDP partnered with civil society and local communities to promote in the areas of work UNDP supported?
- To what extent have the results at the outcome and output levels generated results for gender equality and the empowerment of women?
- To what extent have marginalized groups benefited?
- To what extent did the UNDP programme promote SSC/Triangular cooperation?
- Has UNDP been able to effectively adapt the programme to the effects of the COVID-19 pandemic in Thailand?
- How well has UNDP supported Thailand to develop responses that reduced loss of life and protected longer-term social and economic development?

#### Efficiency

- |  |   |   |   |
|--|---|---|---|
| <ul style="list-style-type: none"> <li>• To what extent has there been an economical use of resources (funds, human resources, time, expertise, etc.)? What are the main administrative constraints/strengths?</li> <li>• Is the results-based management system operating effectively and is monitoring data informing management decision making?</li> <li>• To what extent has UNDP been efficient in building synergies and leveraging with other programmes and stakeholders in Thailand?</li> <li>• How well does the workflow between UNDP and national/international implementing partners perform?</li> <li>• To what extent have programme funds have been delivered in a timely manner?</li> <li>• When UNDP provides implementation support services as per MOU with an implementing partner, how well has UNDP performed?</li> <li>• Has UNDP been able to offer a timely and cost-efficient solutions for</li> </ul> | <ul style="list-style-type: none"> <li>• Review of documents and secondary sources including online resources</li> <li>• Financial statements and Audit Reports</li> <li>• Online Key informant interviews and group discussions</li> </ul> | <ul style="list-style-type: none"> <li>- Output and activity level allocations per budgetary framework</li> <li>- Output and activity level spending, so far</li> <li>- Planned and actual implementation timelines for interventions</li> <li>-Cost effectiveness and value for money of project interventions</li> <li>-Availability and use of effective M&amp;E mechanisms</li> </ul> | <p>Qualitative methods</p> <ul style="list-style-type: none"> <li>- Triangulation</li> <li>- Validations</li> </ul> <p>Quantitative methods</p> <ul style="list-style-type: none"> <li>- Progress and trend analysis</li> </ul> |
|--|---|---|---|

implementation of CPD activities during Covid pandemic?				
<b>Sustainability</b>	<ul style="list-style-type: none"> <li>What outcome results and outputs have the most likelihood of sustainability and being adopted by partners and why?</li> <li>To what extent do national partners have the institutional capacities, including sustainability strategies, in place to sustain the outcome- and output level results?</li> <li>To what extent are policy and regulatory frameworks in place that will support the continuation of benefits?</li> <li>To what extent do mechanisms, procedures and policies exist to carry forward the results attained on gender equality, empowerment of women, human rights and human development by primary stakeholders?</li> <li>To what extent have national partners committed to providing continuing support (financial, staff, aspirational, etc.)?</li> <li>To what extent do partnerships exist with other national institutions, international and national NGOs, United Nations agencies, the private sector and development partners to sustain the attained results?</li> <li>Have the efforts made by UNDP and national partners to mobilize resources and knowledge been in line with the current development landscape?</li> <li>What are main implications of Covid pandemic for sustainability of programmatic interventions</li> </ul>	<ul style="list-style-type: none"> <li>Review of programme documents and secondary sources including online resources</li> <li>Online Key informant interviews and group discussions</li> </ul>	<ul style="list-style-type: none"> <li>Financial, Social, Institutional and Environmental risks to sustainability of benefits</li> <li>level of ownership of project interventions and availability of regulatory frameworks and mechanisms to carry forward the results attained</li> <li>Availability or plans of an exit strategy to ensure sustainability</li> </ul>	<ul style="list-style-type: none"> <li>Qualitative methods</li> <li>Triangulation</li> <li>Validations</li> <li>Interpretations</li> <li>Abstractions</li> </ul>
<b>Cross cutting themes: Human Rights and Gender equality</b>	<ul style="list-style-type: none"> <li>To what extent have poor, indigenous people, people with disabilities, women and other disadvantaged and marginalized groups benefited from the work of UNDP in the country?</li> <li>What barriers have been seen to the inclusion of vulnerable groups in UNDP's work and what can be done to improve inclusion of these groups?</li> </ul>	<ul style="list-style-type: none"> <li>Review of programme documents and secondary sources including online resources</li> </ul>	<ul style="list-style-type: none"> <li>No and ratio of women involved and benefited from project</li> <li>Availability of gender sensitive indicators in the RF Interventions</li> </ul>	<ul style="list-style-type: none"> <li>Qualitative methods</li> <li>Triangulation</li> <li>Validations</li> <li>Interpretations</li> <li>Abstractions</li> <li>Quantitative methods</li> </ul>

- |   |   |   |   |
|---|---|---|---|
| <ul style="list-style-type: none"> <li>• In what way could UNDP ensure the respect and protection of Human Rights more effectively in the next country programme?</li> <li>• To what extent have gender equality and the empowerment of women been addressed in the programme strategic design, implementation and reporting? Are there key achievements?</li> <li>• To what extent has the programme promoted positive changes in gender equality and the empowerment of women? Were there any unintended effects? What have been the challenges?</li> <li>• In what way could UNDP enhance gender equality in the next country programme?</li> <li>• To what extent has considerations been given to gender disaggregated data and gender analysis</li> </ul> | <ul style="list-style-type: none"> <li>• Online Key informant interviews and group discussions</li> </ul> | <ul style="list-style-type: none"> <li>-No and extent of people from disadvantaged and vulnerable groups involved and benefited</li> <li>-Availability of disaggregated data by sex and other characteristics of vulnerable groups</li> </ul> | <ul style="list-style-type: none"> <li>- Progress and trend analysis</li> </ul> |
|---|---|---|---|

#### Annex-4: List of Reviewed Documents

- UNDP Country Programme Document (2017-2021)
- United Nations Partnership Framework Thailand (2017-2021)
- Consolidated CCA second draft - February 2020

- Results-Oriented Annual Reporting (ROAR) (2017-2020)
- Programme Annual Reports (2019, 2020)
- UN Thailand Annual Reports (2017-2020)
- CPD integrated work plans (2017-2020)
- CPD Mid-term Evaluation Report
- Project Mid-term and Terminal Evaluation Reports (9 Environmental projects.)
- National Policy and Programme Documents like National Strategy (2018-2037), National Economic and Social Development Plan (NESDP -2017-2021), Thailand Climate Change Master Plan (2015-2050), Thailand Gender Equality Act 2015 etc.
- CPD's Projects Financial Statements
- Thailand Human Development Report 2019
- 2020 Human Development Report
- Other publications like Intelligence/Sense Making Report and Report on Tolerance but not inclusion etc.
- Online resources from Websites of UN Agencies, Partner organizations, World Bank, Transparency international, World Database on Protected Areas, DRMKC – INFORM and others sources were reviewed from time to time to extract and triangulate data.



## Annex-5: UNEG Code of Conduct for Evaluators


Agreement to abide by the Code of Conduct for Evaluation in the UN System:

Name of Consultant: Nisar Ahmad Khan

Name of Consultancy Organization (where relevant): \_\_\_\_\_

I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.

Signed at Islamabad \_\_\_\_\_ (Place) on 11 Feb 2021  
(Date)

Signature:  \_\_\_\_\_

