

**Strengthening SDG Localization
in Thailand: Project Evaluation Report**
**Funded by the European Commission,
implemented by UNDP in collaboration with
Thai governmental agencies and civil society
organizations**

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Project and evaluation information details

PROJECT/OUTCOME INFORMATION		
Project/outcome title	Strengthening SDG Localization in Thailand	
Quantum ID	ID 00144678	
Project outcome and output	Output 1 : Develop SDG profiles for 15 target provinces Output 2 : Organize multi stakeholder consultations to discuss the outcome of the SDG profiles and engage community actors Output 3 : Support to civic consultations on provincial plans Output 4 : Conduct awareness raising, trainings and develop training materials for SDG localization for different stakeholders Output 5 : Communications, knowledge products and visibility Output 6 : Provide grants to civil society actors working on issues related to the SDGs at a local level, seeking innovative approaches	
Country	Thailand	
Region	Southeast Asia	
Date project document signed	13 December 2022	
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Evaluation type	Project	
Final/midterm review/ other	Final Evaluation	
Period under evaluation	Start	End
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Evaluator	Dr. Bank Ngamarunchot	
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Table of Contents

ACRONYMS AND ABBREVIATIONS	V
TERMINOLOGY	VI
SPECIFIC TERMS EN-TH COMPARISON:	VII
EXECUTIVE SUMMARY	1
1. PROJECT CONTEXT AND DESCRIPTION	6
1.1 BACKGROUND	6
1.2 PROJECT OBJECTIVES AND IMPLEMENTATION	6
1.3 KEY PROJECT COMPONENTS:.....	7
1.4 PROJECT STRATEGIES AND THEORY AND CHANGE	7
1.5 STAKEHOLDERS.....	8
2. EVALUATION OBJECTIVE AND SCOPE	9
3. EVALUATION QUESTIONS.....	9
4. EVALUATION METHODOLOGY	12
4.1 OVERVIEW	12
4.2 DOCUMENT REVIEW	13
4.3 QUESTIONNAIRES	14
4.4 INTERVIEWS	16
4.5 DATA COLLECTION CODE OF CONDUCT	20
4.6 LIMITATIONS AND RISK MITIGATION.....	22
5. FINDINGS.....	23
5.1 RELEVANCE.....	23
5.2 COHERENCE	26
5.3 EFFECTIVENESS.....	30
5.4 EFFICIENCY.....	44
5.5 SUSTAINABILITY.....	48
5.6 HUMAN RIGHTS, GENDER EQUALITY, LEAVING NO ONE BEHIND.....	51
6. CONCLUSION.....	55
7. LESSON LEARNED	56
7.1 COORDINATION AND COHERENCE ISSUES:	56
7.2 GENDER ISSUE.....	56
7.3 DISABILITY AND SOCIAL INCLUSION	57
7.4 STAKEHOLDER ENGAGEMENT ISSUE	57
7.5 OTHER FEEDBACK FROM STAKEHOLDERS.....	58
8. RECOMMENDATIONS	59
8.1 PROMOTE THE ADOPTION OF “ADVANCED TRACK”	59
8.2 ENHANCE MEDIA STRATEGIES	59
8.3 EXPAND SDG PROFILES	59
8.4 PROMOTE COOPERATION FOR SUSTAINABLE DEVELOPMENT BEYOND PHASE 1	60
8.5 PROMOTE A TAILORED APPROACH TO PROMOTING GENDER DIVERSITY AND GENDER EQUALITY	60
8.6 INCREASE ENGAGEMENT AND SUPPORT FOR PEOPLE WITH DISABILITIES, YOUTH, AND VULNERABLE GROUPS.....	61
9. BIBLIOGRAPHY	62
ANNEXES :	64

List of Tables

TABLE 1: SUMMARY OF PROJECT ASSESSMENT AND EVALUATION	2
TABLE 2: STAKEHOLDER IDENTIFICATION	8
TABLE 3: EVALUATION QUESTIONS BY CATEGORY	9
TABLE 4: LIST OF THE ORGANIZATIONS AND THE NUMBER OF PEOPLE INTERVIEWED.....	16
TABLE 5: SELECTED INTERVIEWEES BASED ON CRITERIA	18
TABLE 6: PROJECT’S RELEVANCE TO THAILAND’S NATIONAL DEVELOPMENT PLANS	24
TABLE 7: PROJECT RELEVANCE FROM THE PERSPECTIVE OF GRANTEE PROJECT STAFF AND PROJECT PARTICIPANTS	26
TABLE 8: PROJECT COHERENCE FROM THE PERSPECTIVE OF GRANTEE PROJECT STAFF AND PARTICIPANTS.....	28
TABLE 9: SUMMARY OF PROJECT OUTPUT, ITS INDICATORS, AND RELEVANT DETAILS	30
TABLE 10: LIST OF ALL LEARNING SESSIONS/WORKSHOPS/CONSULTATION UNDER OUTPUT 3 AND 4.....	35
TABLE 11: PROJECT EFFECTIVENESS FROM GRANTEE AND PARTICIPANTS PERSPECTIVES.....	39
TABLE 12: RISK MANAGEMENT EVIDENCE BY RISK CATEGORIES.....	41
TABLE 13: PROJECT EFFICIENCY FROM THE PERSPECTIVE OF GRANTEES.....	46
TABLE 14: SUSTAINABILITY FROM GRANTEE AND PARTICIPANTS PERSPECTIVES	50
TABLE 15: HR, GE, LNOB FROM GRANTEE AND PARTICIPANTS PERSPECTIVES	53

List of Figures

FIGURE 1: BUDGET ALLOCATION BY OUTPUT	44
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Acronyms and abbreviations

CSO	Civil Society Organization
DLA	Department of Local Administration
EU	European Union
GE	Gender Equality
HR	Human Rights
LNOB	Leave No One Behind
MOI	Ministry of Interior
NESDC	National Economic and Social Development Council
NIDA	National Institute Of Development Administration
NGO	Non-Governmental Organization
NSO	National Statistical Office
OECD/DAC	Organisation for Economic Cooperation and Development / Development Assistance Committee
PSDI	Provincial Sustainable Development Index
RTG	The Royal Thai Government
SAO	Subdistrict Administrative Organization
SDG	Sustainable Development Goals
SDG-L	Strengthening SDG Localization in Thailand project
TOR	Term of Reference
TDRI	Thailand Development Research Institution
UN	United Nations
UNDP	United Nations Development Programme
UNV	United Nations Volunteers
VNR	Voluntary National Review
VLR	Voluntary Local Review

Terminology

SDG Localization	refers to the action of localizing the SDG in a country (in this report mostly refers to Thailand)
SDG-L / The Project	refers to the Strengthening SDG Localization in Thailand Project which is the subject of evaluation in this report
Funding organizations	refers to organization who provide fund for the project (In this report, the term is mostly used to refer to the European Commission or the European Union Delegation to Thailand.)
Partner agencies / organizations	refers to the organization who partner up with UNDP in the manner which facilitate the completion or have done action in complementary with the SDG-L project (In this report, the term is mostly used to refer to UN agencies and Thai governmental organization.)
National governmental organization	refers to the national-level governmental organization who partner with UNDP to facilitate and provide consultation in completing SDG-L project (In this report, the term is mostly used to refer to MOI (both the Office of the Permanent Secretary of Interior and DLA), NESDC, MFA, etc.)
Local administration	refers to the local-level governing bodies (usually provincial level) under the MOI who help facilitate and participate in the workshop as a part of the local level implementation of SDG-L project.
Implementing contractors / partners	refers to the organization who have carried out the implementation of certain output (except for Output 6 ¹ which will only be refers to as grantee organization) (In this report, the term is mostly used to refer to TDRI, NIDA and SDG Move.)
Grantee organizations	refers to the CSOs who are chosen to carried out the implementation of SDG-related activities in the local level (which will be referred to as “grantee projects”).
Grantee projects	refers to SDG-related projects/activities which are carried out by chosen CSOs
Participants	refers to local participants who participated in CSOs’ SDG-related activities.
Survey participants	refers to members of the public chosen to complete awareness assessment survey which is carried out by NIDA.
Workshop / Consultation / Training participants	refers to representatives from all stakeholder organization who participated in multi-stakeholder workshop/consultation/training.

¹ Output 6 : Provide grants to civil society actors working on issues related to the SDGs at a local level, seeking innovative approaches

Specific terms EN-TH comparison:

Thai terms	English terms
กระทรวงมหาดไทย	Ministry of Interior
กรุงเทพมหานคร	Bangkok Metropolitan Administration
กำนัน	Subdistrict Headman
กิ่งอำเภอ	Minor District
อำเภอ/ เขต	District
ตำบล / แขวง	Subdistrict
เทศบาล	Municipality
นายอำเภอ	District Chief
ปลัดจังหวัด	Deputy Governor
ปลัดอำเภอ	Deputy District Chief
ผู้ใหญ่บ้าน	Village Headman
ผู้ว่าราชการจังหวัด	Governor
รองผู้ว่าราชการจังหวัด	Vice Governor
ศาลากลางจังหวัด	Provincial Hall
หมู่บ้าน	Village
องค์การบริหารส่วนจังหวัด (อบจ.)	Provincial Administration Organization
องค์การบริหารส่วนตำบล (อบต.)	Subdistrict Administration Organization

Executive Summary

The "Strengthening SDG Localization in Thailand" (SDG-L) project, funded by the European Union Commission and managed by the United Nations Development Programme (UNDP) in collaboration with The Ministry of Interior of Thailand, local government bodies and other stakeholders, was designed to integrate the Sustainable Development Goals (SDGs) within local governance frameworks across 15 provinces in Thailand. The Project, which ran from December 2022 and was scheduled to conclude in June 2024, sought to enhance local capacities, raise awareness, and promote inclusive policy dialogue.

A. Purpose and Objectives

The purpose of this assessment was to provide UNDP Thailand, its partners, and key stakeholders with insights into the project's outcomes and to inform future initiatives. This summative study focused on measuring the project's impact on international, national, and provincial priorities across 15 provinces. It aimed to determine the extent to which the project met its objectives in promoting sustainable development through effective SDG localization.

Additionally, the evaluation documented successes and challenges, offering a balanced view of the project's implementation. It provided recommendations to guide future projects and ensure the replication of successful strategies while addressing challenges. Finally, the evaluation emphasized accountability to donors, stakeholders, and beneficiaries, aligning with UNDP's commitment to transparency and effectiveness.

B. Scope

The study, conducted from December 2022 to May 2024, included reviewing project and partner data, mapping key stakeholders, preparing data collection methods (desk reviews, questionnaires, interviews), and documenting factors influencing the program. Data was collected from UN agencies, government organizations, CSO partners, and beneficiaries in Chiangmai, Chiangrai, Udon Thani, Ubon Ratchathani, Nakhon Ratchasima, Songkla, Pattani, and Phuket province. It provided recommendations for UNDP Thailand on designing the next phase of SDG localization programs.

The scope of the evaluation includes results at the outcome level for the project's results framework, as per DA guidelines. Evaluation Criteria and Evaluation Questions were drawn from the Evaluation Terms of Reference, and indicators selected from the main streams of work contributing to outcome level results. Stakeholder mapping for partnerships conducted by project cities was used to identify participants for data collection by interviews and online survey. The entire evaluation was conducted remotely and a Case Study approach was used for the evaluation.

C. Methodology

This report evaluates the Project's effectiveness, coherence, relevance, efficiency, sustainability, and adherence to human rights and gender-responsive principles. A multi-dimensional triangulation method was employed, consisting of 3 elements:

- **Desk Review:** Analysis of relevant project documents and partner reports.
- **Surveys/Questionnaires:** Online (Google Forms) and paper-based questionnaires distributed to various respondent groups.
- **Interviews:** In-depth interviews (both in-person and virtual) and group interviews with key stakeholders.

This mixed-methods approach included gender and LNOB-responsive evaluation methods to account for the gender and social inclusion aspects of all interventions. By triangulating data from these sources, the evaluation cross-validated findings, identified converging and diverging perspectives, and drew robust conclusions about the project's overall impact.

Theory of Change and Logical Framework

The evaluation assessed the project's theory of change and logical framework. The project aimed to mitigate the setbacks caused by the COVID-19 pandemic on Thailand's progress towards the Sustainable Development Goals (SDGs), focusing on SDG localization at provincial and local levels.

The project's theory of change posited a series of interconnected steps to achieve its goals:

- **Increased Awareness:** Raising awareness among state and non-state actors, including vulnerable groups, about the importance of SDG localization would lead to increased engagement in policy dialogue and gender-responsive SDG initiatives.
- **Improved Capacities:** Enhancing the capacity of these actors to develop inclusive and gender-responsive solutions would further strengthen their engagement in identifying, developing, implementing, and measuring innovative SDG localization initiatives.
- **Strengthened Partnerships:** The increased awareness and improved capacities of key stakeholders would, in turn, strengthen the EU-UN-Thailand partnership towards Agenda 2030 and accelerate Thailand's progress in achieving the SDGs.

The evaluation confirmed the relevance and appropriateness of the project's theory of change within the Thai context. It effectively addressed local challenges and promoted sustainable development through inclusive participation and capacity-building. The project's strategic approach, which included SDG profiles and stakeholder dialogues, aligned well with Thailand's socio-economic needs in the wake of the pandemic and supported the broader EU-UN-Thailand partnership towards achieving Agenda 2030.

The results from output 1-6 indicated that the Project was steering toward achieving changes in increased awareness and improved capacities. However, strengthening partnerships will require future interventions.

D. Key Findings

The SDG-L initiative has achieved significant milestones in promoting sustainable development across 15 target provinces. The Project successfully generated an SDGs survey report and created detailed SDG profiles for each province, aligning local development plans with national and global sustainability goals. Extensive multi-stakeholder consultations played a critical role in validating and refining these profiles and fostering a collaborative approach to local development challenges. Capacity-building initiatives, including numerous training programs and workshops, enhanced the skills and knowledge of local officials, private sectors, CSOs and community leaders on SDG implementation strategies. The initiative also supported civic consultations and policy advocacy sessions, embedding sustainable practices into local governance. Additionally, grants were distributed to 15 local civil society organizations across 15 provinces, enabling them to implement innovative, community-centered projects addressing specific SDGs.

The table below summarizes the Project's assessment and evaluation based on all evaluation activity. The rating terminology is based on four-point rating scale to quantify performance variables as per the Country Programme Performance Rating System Manual.

Table 1: Summary of Project Assessment and Evaluation

Evaluation criteria	Summary
Relevance: To what extent do the intervention's objectives and design align with global, national, and local needs, policies, and priorities of participants and partners?	The Project strongly aligned with Thailand's national development priorities and UNDP's strategic goals, addressing the needs of targeted provinces. It was consistent with key documents such as Thailand's 20-year National Strategy and the 13th National Economic and Social Development Plan, which emphasize sustainable development and economic inclusivity. Endorsements from NESDC, MOI, UN-Habitat, and IOM further confirm the Project's relevance, however insight from interviews suggest that The Project's communication to local stakeholders could be further improved.

<p>Coherence: To what extent does this intervention collaborate with and build upon other relevant initiatives in the country, sector, or institution?</p>	<p>The Project showed significant complementarity with UN agencies and local government initiatives, effectively leveraging existing frameworks to avoid duplication and enhance strategic coherence. MOI and DLA highlighted strong data sharing and integration efforts, despite coordination challenges. NESDC praised the project's role in utilizing SDG data for tailored development planning. While the degree of coherence varied across provinces, 77% of grantees and 90% of participants recognized the Project's effective alignment with ongoing development efforts. However, challenges included limited understanding of sustainable development concepts. To address this, recommendations include enhanced capacity-building and a more active coordinating role for UNDP.</p>
<p>Effectiveness: To what extent has the intervention achieved, or is it on track to achieve, its stated objectives?</p>	<p>The Project successfully achieved its planned outputs and outcomes, demonstrating tangible impacts in 15 target provinces. Key accomplishments included the development of SDG profiles, multi-stakeholder consultations, and capacity-building initiatives. Feedback from project stakeholders confirmed the Project's success, with 95% of grantees and 96% of participants affirming its effectiveness. However, some outputs, such as the finalization of SDG profiles and the translation and printing of Thai VLR guidance, are still pending completion.</p>
<p>Efficiency: To what extent have resources been utilized effectively to achieve results in a timely and cost-effective manner?</p>	<p>The Project demonstrated high efficiency in budget allocation, adhering to UN and UNDP regulations. Time management was efficient despite some external delays, with adjustments made to keep activities on track. Human resource management successfully integrated international and local expertise. Stakeholder feedback indicated the need for flexibility in scheduling and longer project durations could further enhance efficiency.</p>
<p>Sustainability: To what extent are the benefits of the intervention likely to be sustained over time?</p>	<p>The Project had moderate success in fostering stakeholder commitment to SDG promotion and data indicator collection. Challenges included funding and adapting to specific local contexts. While 97% of participants expressed a desire to remain involved in SDG initiatives, only 59% of grantees felt confident in their ability to secure ongoing support from funding sources and partners. To address this, 77% of grantees proactively sought to integrate the Project's outcomes into local policymaking and budgeting processes, highlighting the critical need for continued local and external investment to maintain and expand the project's achievement. Integration to address this. The evaluation underscores the necessity of ongoing support and funding to ensure the project's long-term success and expansion.</p>
<p>Human rights, gender equality, and Leaving No One Behind (LNOB): To what extent does this intervention integrated considerations of vulnerable groups, gender sensitivities, disability, and human rights?</p>	<p>The Project aimed to integrate these principles by ensuring diverse participation and raising stakeholder awareness. However, gender issues received less emphasis than other aspects. The Project adopted a "gender 2" classification, requiring gender integration across activities, and collaborated with the Ministry of Social Development and Human Security (MSDH) to align with human rights and gender equality principles. Challenges included traditional norms that limited women's participation and limited recognition of certain rights. The Project had moderate success in integrating women, youth, and vulnerable groups, but raising awareness about human rights and gender equality proved challenging. Also, there is a lack of disabilities people's engagement and limitation of youth participants' roles and decision. Future efforts should prioritize promoting these principles more effectively within Thailand's local context to ensure broader reach and impact.</p>

E. Conclusion

The Project sought to embed SDGs into local governance across 15 provinces. Despite challenges such as deeply ingrained social norms hindering full gender equality and inclusivity efforts, limited resources, and local involvement of stakeholders from different sectors in some activities, the project was able to achieve notable achievements such as successfully organizing SDG profiles workshops and producing the report, capacity-building initiatives, and supporting civic consultations. This project is meaningful to Thailand as it enhances sustainable development efforts and empowers local communities to actively participate in their own development. Finally, the evaluation highlighted the necessity of addressing gaps in gender equality, inclusivity, and private sector involvement to ensure the sustainability and acceleration of SDG progress in Thailand.

F. Lesson Learned

The evaluation highlighted several key lessons from the Project, emphasizing coordination and coherence, gender issues, and stakeholder engagement.

- **Coordination and Coherence:** Differing priorities among local government agencies posed challenges to effective coordination. The provincial governor's office was identified as a potential leader in setting priorities and driving sustainable development. While annual civil servant rotations impacted program continuity, establishing a clear communication framework for transitioning governors could improve local development.
- **Gender Issues:** Assessments revealed challenges in promoting gender inclusivity, particularly in traditional and less educated local communities. However, successful cases from Nakhon Ratchasima and Udon Thani demonstrated growing gender awareness and involvement, offering valuable examples to further promote gender equality and women's participation in sustainable development.
- **Disability and Social Inclusion:** Although the aspect of vulnerable groups was incorporated into the Project, the evaluation discovered that there is a room to improve in disabled people and youth engagement. Disabled people rarely appeared in the Project's activities and were not much included in grantee project activities. The case from Phuket and Ubon Ratchathani demonstrate that local youth are eager to involve in local sustainable development activities, but they still lacked opportunities to voice their ideas to improve and suggest ideas fitting their needs.
- **Stakeholder Engagement:** The Project's success was closely linked to active engagement of local government entities, CSOs, private sector, and academic institutions. However, private sector involvement was limited. Successful collaborations in Tak with the private sector and Songkhla (with academic institutions) highlighted the potential for expanding such partnerships to enhance project accessibility and efficiency.
- **Project Implementation and Sustainability:** Stakeholder feedback confirmed the Project's effectiveness in capacity-building among local officials and community leaders, as well as integrating sustainable development goals at all levels. The Project's flexibility in implementation allowed for extensions to address challenges. However, resource constraints and short project durations were identified as factors impacting sustainability. Future projects should consider longer timelines and continued focus on capacity-building and resource integration to ensure long-term success.

G. Key Recommendations

- **Promote the Adoption of the "Advanced Track":** The UNDP should actively promote the Advanced Track mechanism to enhance the long-term impact and sustainability of the SDG Localization Project. By offering longer funding periods (2-3 years) and higher budgets for successful projects, this approach addresses key challenges identified in the evaluation. Longer funding cycles ensure enduring benefits and enable projects to focus on sustainability. Increased funding fosters stronger coordination among CSOs and government agencies, facilitating comprehensive local development strategies. Extended timelines allow for more meaningful and lasting results, advancing progress towards the SDGs. Sustained resources enhance community-level capacity building, empowering local actors to continue development initiatives beyond the project's lifespan. Furthermore, the prospect of

qualifying for the Advanced Track incentivizes projects to strive for excellence, promoting innovation, impact, and sustainability.

- **Enhance Communication Strategies for Broader Impact:** The UNDP should implement a comprehensive and diversified communication strategy to significantly expand the project's reach and impact. The evaluation highlighted that communication efforts, while present, could be significantly enhanced to reach wider audiences and create a more profound impact.
- **Expand SDG Profile Coverage Nationwide:** The UNDP should prioritize the expansion of SDG profiles coverage beyond the initial 15 provinces, aiming for nationwide expansion. This involves actively supporting government efforts in data collection and calculation, ensuring adequate time and resources are allocated for meaningful local consultations and including key stakeholders in the review process.
- **Foster Broader Cooperation for Sustainable Development:** The UNDP should actively pursue partnerships beyond existing collaborators, exploring strategic alliances with organizations like the World Bank and the Thai financial sector. The evaluation highlighted that while the project successfully engaged with a variety of partners, expanding collaboration could significantly amplify its impact. By partnering with organizations like the World Bank and the Thai financial sector.
- **Promote a Contextually Relevant Approach to Gender Equality and Inclusivity:** The UNDP should actively support Thailand in designing and implementing a tailored approach to promoting gender equality and inclusivity. This approach should recognize and respond to the nuanced sociocultural landscape of the country. A one-size-fits-all approach to gender equality is unlikely to be effective in the diverse and complex context of Thailand.
- **Increase Engagement and Support for People with Disabilities, Youth, and Vulnerable Groups:** The UNDP should implement a comprehensive strategy to support people with disabilities, youth, and vulnerable groups. Immediate actions include developing national and local strategies with civil society and academics and providing financial support to CSOs focusing on these groups. Long-term goals should involve nationwide expansion, enhancing understanding through training, and fostering inclusive planning by involving disability-focused organizations in project planning. Recognizing provincial limitations, the strategy must include risk assessments and careful planning to avoid delays. Additionally, raising public awareness, educating stakeholders on disability inclusion, and collecting disaggregated data to monitor progress by gender, age, and disability status is crucial. This will help identify gaps and measure progress effectively, ensuring the inclusion and active participation of these groups in all development processes.

1. Project Context and Description

"Strengthening SDG Localization in Thailand" (SDG-L) project (December 2022 – June 2024) is an initiative funded by the European Union Commission and managed by the United Nations Development Programme (UNDP), aims to integrate Sustainable Development Goals (SDGs) into local governance across 15 provinces in Thailand. This initiative, implemented in collaboration with government bodies and stakeholders focuses on enhancing local capacities, raising awareness, and promoting inclusive policy dialogue.

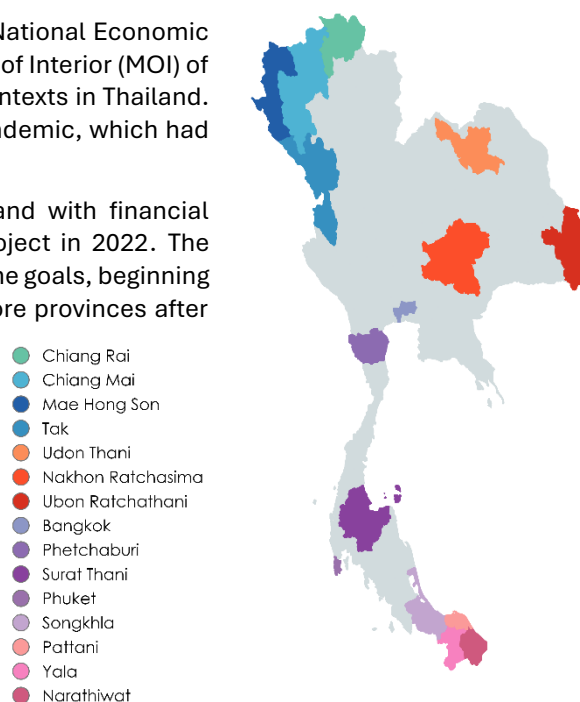
1.1 Background

The Project arose from heightened awareness within the National Economic and Social Development Council (NESDC) and the Ministry of Interior (MOI) of Thailand for the urgent need to adapt the SDGs to local contexts in Thailand. This urgency was especially evident in the wake of the pandemic, which had adversely affected Thailand's development progress.

To address this need, UNDP, in partnership with MOI and with financial support from the European Union (EU), launched the project in 2022. The Project aims to accelerate SDG achievement by localizing the goals, beginning with selected target provinces and ultimately engaging more provinces after successful implementation.²

The Project envisioned that Thailand could accelerate progress towards the SDGs by localizing the goals. Building on established partnerships with state and non-state actors, selected target provinces served as the starting point for this effort, with the aim of scaling up SDG localization to more provinces upon successful implementation.

UNDP, in consultation with the EU Delegation to Thailand, the MOI, the NESDC, and other relevant Thai government agencies, identified 15 priority provinces for SDG localization. This selection was based on two



key criteria:

- **Existing Work and Partnerships:** Areas with prior UNDP, UN, and EU engagement in SDG localization were prioritized to leverage established partnerships, streamline the scaling-up of efforts, and facilitate resource mobilization.
- **National Needs and Priorities:** Data from the Provincial Sustainable Development Index (PSDI), which assesses SDG progress across 24 indicators and five dimensions (people, prosperity, planet, partnership, and peace), along with consultations with government agencies, informed the selection of provinces with the greatest needs and potential for impactful interventions.

The 15 targeted provinces were Chiang Mai, Chiang Rai, Mae Hong Son, Tak, Udon Thani, Ubon Ratchathani, Nakhon Ratchasima, Petchaburi, Bangkok, Surat Thani, Phuket, Songkhla, Pattani, Yala, and Narathiwat. This targeted approach aimed to facilitate SDG localization while directly addressing the specific socioeconomic and environmental needs of local communities in these areas. This approach aimed to facilitate SDG localization while directly addressing the socioeconomic and environmental needs of local communities in these areas.

1.2 Project Objectives and Implementation

The Project's primary objectives were to enhance local-level SDG data availability, raise awareness and build capacity around the SDGs, and create a supportive ecosystem for sustainable development planning at the provincial level. This involves identifying solutions to development challenges through enhanced engagement among government and diverse stakeholders at the local level, with a particular focus on vulnerable groups and gender-responsive approaches. During its 18-month implementation period from December 2022 to June

² United Cities and Local Governments (UCLG). (n.d.). Roadmap for localizing the SDGs: Implementation and monitoring at subnational level. Retrieved from https://www.uclg.org/sites/default/files/roadmap_for_localizing_the_sdgs_0.pdf.

2024, the Project collaborated with the MOI to engage a wide range of stakeholders, including local administration entities, CSOs, and academic institutions. The Project placed a particular focus on empowering women, LGBTI, youth, vulnerable groups, and ethnic minorities. The Project aimed to deliver key components, which included:

1.3 Key Project Components:

- **Producing Aggregated Data on the SDGs at the Local Level:** This component focused on collecting and analyzing local SDG data, including the creation of SDG Profiles for targeted provinces.
- **Capacity Building and Stakeholder Engagement:** This component aimed to enhance stakeholders' understanding of the SDGs and their practical application. It involved awareness campaigns, training programs, and engagement with diverse groups.
- **Support for Local Initiatives:** This component provided support to local community projects aligned with the SDGs. It included grants and advisory services to empower communities to address their development needs in line with the SDGs.

These efforts were designed to foster sustainable and inclusive development in the target provinces, promoting a collaborative approach to local governance and development challenges.

1.4 Project Strategies and Theory and Change

The Project strategy document outlines an EU, UNDP, and UN system initiative to counteract the setbacks caused by the COVID-19 pandemic on Thailand's progress towards the Sustainable Development Goals (SDGs). The Project focuses on SDG localization at the provincial and local levels, emphasizing inclusive participation from all stakeholders, including vulnerable groups.

The project's theory of change provides a structured approach for achieving its goals. It posits that:

- **Increased Awareness:** If state and non-state actors, including vulnerable groups, are increasingly aware of the importance of SDG localization, then key stakeholders will engage more actively in SDG policy dialogue as well as LNOB and gender-responsive localization.
- **Enhanced Capacities:** If the capacity of these actors to develop gender-responsive and inclusive solutions is improved, they will increasingly engage in identifying, developing, implementing, and measuring innovative SDG localization initiatives.
- **Partnership Strengthening:** If increased awareness and capacity lead to stronger engagement in SDG policy dialogue as well as LNOB and gender-responsive localization, the EU-UN-Thailand partnership towards Agenda 2030 will be strengthened, accelerating Thailand's progress in achieving the SDGs.

The project's strategic approach centers on localizing the SDGs in selected provinces, with plans to expand to more provinces after successful implementation. It also addresses the socio-economic impacts of the pandemic on vulnerable groups. A key tool is the development of SDG profiles to foster dialogue between authorities and communities, identify local needs, and support SDG-aligned local development plans.

Key project activities include raising awareness, developing SDG profiles, facilitating dialogues, and building capacity. The Project adopts a human rights-based approach, mainstreaming gender and youth considerations, and ensuring conflict-sensitive implementation in southern border provinces.

Implementation principles emphasize "do no harm," participatory, inclusive, and conflict-sensitive approaches. Continuous context analysis will be conducted to mitigate risks and avoid negative impacts.

The Project aims to create an environment conducive to sustainable local development, addressing issues like food security, gender equality, and climate action. Ultimately, it seeks to transform findings into policies and investments aligned with the SDGs.

1.5 Stakeholders

Stakeholders are mapped by their roles and interrelationships in relation to each project output as shown in table 2:

Table 2: Stakeholder Identification

Stakeholder groups	Organizations, Involvement, Role, and Importance
Donor agencies	<ul style="list-style-type: none"> • EU Delegation to Thailand: Provided funding, co-developing and governing the Project.
Project owner	<ul style="list-style-type: none"> • UNDP: The primary facilitator and coordinator of the Project, providing funding, strategic direction, and ensuring integration of outputs with global SDG goals. Involved in all outputs.
Government Stakeholders	<ul style="list-style-type: none"> • National Government Agencies: Ensured alignment with national policies, provided strategic guidance, and supported coherence with broader government initiatives, impacting all outputs, especially Output 2 (multi-stakeholder consultations). <ul style="list-style-type: none"> ◦ NESDC: The main agency responsible for formulating the National Economic and Social Development Plan and the 20-year national strategy (2017-2036). Served as relevance and coherence tracker, ensuring project alignment with Thailand's development goals. ◦ MOI: The main Thai-side implementing agency, providing support on coordination with provincial/local administrations. Helped NESDC track ongoing SDG localization initiatives in the country. ◦ MFA: Observed the SDG-L project board process, integrated SDG-L into Voluntary National Reviews (VNRs), and chaired the Open-ended Working Group for Sustainable Development Goals. • Provincial Government Agencies (15 target provinces): Provided local data, facilitated community engagement, and integrated SDG profiles into local development plans. Key for all outputs, but especially Outputs 1 and 3.
Implementing contractors / partners	<ul style="list-style-type: none"> • TDRI: Provided research support, data analysis, and helped develop SDG profiles. Key players in Output 1 and involved in training and capacity building (Output 4). • NIDA: Conducted pre- and post-knowledge testing, analyzed post-event satisfaction surveys, and produced detailed event reports, particularly for Output 4.2. • SDGs Move Thailand: Supported awareness-raising, training, and training material development for SDG localization, particularly in Output 4.1.
Grantee Organisations (CSOs)	<ul style="list-style-type: none"> • Grantee Organisations (CSOs): Engaged in advocacy, feedback provision, and implementation of ground-level activities, particularly in Outputs 2, 3, and 6.
Participants	<ul style="list-style-type: none"> • Community Leaders: Acted as liaisons between the project and local communities, crucial for gathering feedback and facilitating civic consultations (Outputs 3 and 4). • Local Community Members: Direct beneficiaries of the project's initiatives, providing feedback and participating in activities across all outputs. Their experiences and responses were crucial for evaluating the project's impact.

2. Evaluation Objective and Scope

The purpose of this assessment was to provide UNDP, its partners, and key stakeholders with valuable insights into the outcomes of the Project. The aim was to inform the planning and implementation of similar initiatives in the future. This summative evaluation focused on measuring and analyzing the Projects' contributions to the results achieved in international, national, and provincial priorities across 15 provinces.

The specific purposes of the assessment were to:

- **Measure outputs:** Determine the extent to which the Project met its objectives in promoting sustainable development through the effective localization of SDGs.
- **Identify successes and challenges:** Document the successful strategies and practices implemented during the Project, as well as identify any challenges encountered, to provide a balanced view of the Project's implementation.
- **Inform future projects:** Offer recommendations based on the evaluation findings to guide future projects and interventions aimed at SDG localization, ensuring successful strategies are replicated, and challenges are addressed.
- **Maintain accountability:** Ensure accountability to donors, stakeholders, and participants regarding the use of resources and the Project's achievements, aligning with UNDP's commitment to transparency and effectiveness.

The evaluation covered the period from project conception on 13 December 2022, until the last day of interviews on 29 May 2024. The evaluation encompassed the following key activities:

- Review of relevant project and partner data and reports
- Mapping of the program's key stakeholders and partners
- Preparation of data collection methods, including desk review, online and onsite questionnaires, in-depth interviews (conducted both onsite and online), and group interviews
- Identification and documentation of supporting and limiting factors, the approach's effectiveness, good practices, lessons learned, and unintended consequences of the program
- Provision of recommendations to UNDP Thailand for designing the next phase of SDG localization programs

Data collection encompassed UN agencies, governmental organizations, CSO partners, CSO projects' participants located in the following provinces: Chiang Mai, Chiang Rai, Tak, Udon Thani, Ubon Ratchathani, Nakhon Ratchasima, Petchaburi, Phuket, Songkhla, Pattani, and Yala.

3. Evaluation Questions

The evaluation questions were organized into the following categories: relevance, coherence, effectiveness, efficiency, sustainability, and inclusivity (encompassing human rights, gender equality, and Leaving No One Behind). These questions are detailed in Table 3.

Table 3: Evaluation Questions by Category

Category	Key Questions
Relevance	<i>To what extent do the intervention's objectives and design align with global, national, and local needs, policies, and priorities of participants and partners? How well has this alignment been maintained as circumstances have evolved?</i>
	<ul style="list-style-type: none"> • To what extent is the project aligned with Thailand's national development priorities? • To what extent is the project's support relevant to the achievement of the SDGs in the country?

Category	Key Questions
	<ul style="list-style-type: none"> • To what extent is the project's support relevant to the effort to localize the SDGs? • To what extent did the project adopt gender-sensitive, human rights-based, and conflict-sensitive approaches, in compliance with the principle of Leaving No One Behind (LNOB)? • To what extent was the theory of change presented in the outcome model a relevant and appropriate vision for this initiative? • To what extent was the project structure as outlined in the project document efficient in generating the expected results?
Coherence	<p><i>To what extent does the intervention fit? To what extent does this intervention collaborate with and build upon other relevant initiatives in the country, sector, or institution?</i></p> <ul style="list-style-type: none"> • To what extent is the project's complement relevant SDGs development in the country? • To what extent is the project responsive to the development context of Thailand and its provinces? • To what extent was the method of delivery selected by the project appropriate to the Thailand provincial context?
Effectiveness	<p><i>Is the intervention achieving its objectives? To what extent has the intervention achieved, or is it on track to achieve, its stated objectives? What results have been observed, including any variations across different participant groups?</i></p> <ul style="list-style-type: none"> • To what extent are the project outputs likely to be achieved by the end of the project duration, and to what extent have the project's achievements contributed to progress against the intended results/outcomes? • To what extent has the project improved the awareness of SDGs and SDG localization amongst provincial, local stakeholders, and community members, including from vulnerable groups? • To what extent has the project improved the capacities of state, non-state actors, and community members, including vulnerable groups, for gender responsive and inclusive SDG localization solutions? • To what extent has the project been successful in ensuring the participation of women, LGBTI individuals, people with disabilities, ethnic minorities, and other vulnerable groups?
Efficiency	<p><i>How well are resources being used? To what extent have resources been utilized effectively to achieve results in a timely and cost-effective manner?</i></p>
	<ul style="list-style-type: none"> • To what extent have resources (funds, human resources, time, expertise) been allocated strategically to achieve outcomes? • To what extent have resources been used efficiently? • To what extent were resources dedicated to women and vulnerable groups? • To what extent were partnership modalities conducive to the delivery of project's outputs and outcomes? • To what extent has the project engage with different beneficiaries, implementing partners, other UN agencies to achieve project's outputs and outcomes?

Category	Key Questions
	<ul style="list-style-type: none"> To what extent has the project been effective in managing partnerships to enhance optimal results through building synergy with others in an efficient manner? To what extent did the monitoring systems provide management with a stream of data, disaggregated by genders, that allowed it to learn and adjust implementation accordingly?
Sustainability	<p><i>Will the benefits of this intervention last? To what extent are the benefits of the intervention likely to be sustained over time?</i></p> <ul style="list-style-type: none"> To what extent are the aspects of this project relevant for UNDP to consider scaling up or continuing in the future? To what extent are the project's approaches adopted and integrated into government policies? Or what is the likelihood of the project being integrated into national programs and policies? To what extent has the project contributed to promoting Government ownership and leadership regarding the SDG localization? To what extent do national partners have the institutional capacities, including sustainability strategies, in place to sustain the outcome-level results? To what extent have partners committed to providing continuing support (financial, human resources, etc.)? To what extent do mechanisms, procedures, and policies exist to carry forward the project's results? To what extent do partnerships exist with other national institutions, NGOs, UN agencies, the private sector, and development partners to sustain the attained results? To what extent has new partnerships been identified during the implementation of the project? To what extent were the major factors/risks which influenced or hampered the sustainability of results produced by the project?
Human rights, gender equality, and Leaving No One Behind	<p>To what extent does this intervention integrated considerations of vulnerable groups, gender sensitivities, disability, and human rights, as guided by "<u>Integrating Human Rights and Gender Equality in Evaluation - Towards UNEG Guidance</u>"?³</p> <ul style="list-style-type: none"> How were vulnerable groups considered, and how have they benefited from the Project? Does the assigned gender marker accurately reflect the Project's gender impact? To what extent were women and vulnerable groups consulted and meaningfully involved in project planning, implementation, and monitoring?

³ United Nations Evaluation Group. (2016). Norms and standards for evaluation. Retrieved from <https://www.uneval.org/document/detail/980>.

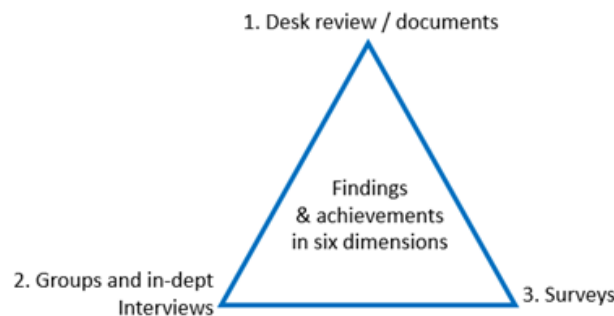
4. Evaluation Methodology

4.1 Overview

This evaluation employed a multi-dimensional triangulation method that consists of 3 elements:

- **Desk Review:** Analysis of relevant project documents and partner reports.
- **Surveys/Questionnaires:** Online (Google Forms) and paper-based questionnaires distributed to various respondent groups.
- **Interviews:** In-depth interviews (both in-person and virtual) and group interviews with key stakeholders.

By triangulating data from these sources, the evaluation cross-validated findings, identify converging and diverging perspectives, and ultimately draw more robust and nuanced conclusions about the Project's overall impact.



This approach ensured a comprehensive assessment across six evaluation dimensions: relevance, coherence, effectiveness, efficiency, sustainability, and inclusivity.

Based on the aforementioned method, the evaluation will be carried out following these 4 steps:

- **Step 1: Document Review for Initial Verification**

Purpose: To verify the project's relevance, effectiveness, and efficiency by analyzing existing documents.

- **Step 2: Supplementing with Questionnaires, Interviews, and Group interviews**

To complement the document review and address areas not fully covered in existing documentation, a two-pronged approach involving questionnaires and qualitative methods (interviews and group interviews) will be used:

- **2.1 Circulate Questionnaires**

Purpose: To gather quantifiable data that provides insights into specific questions of achievement and stakeholder perceptions.

- **2.2 Conduct Interviews and Group interviews**

Purpose: To validate and gather in-depth information on implicit issues, stakeholder experiences, and insights that documents and quantitative methods cannot fully capture.

- **Step 3: Integration and Analysis**

- Synthesis: Data from the following sources will be synthesized to form a comprehensive picture of the project's overall performance.
 - Literature review from documents
 - Data responses from questionnaires
 - Insights from interviews and group interviews

- Quantitative Data Analysis: Quantitative data collected from questionnaires will be analyzed using statistical methods to identify patterns. Descriptive statistics provided a summary of the data, while inferential statistics helped in understanding the relationships between different variables.
 - Qualitative Data Analysis: Qualitative data from interviews and open-ended questionnaire responses will be analyzed using thematic analysis. This involved coding the data to identify recurring themes and patterns, providing deeper insights into stakeholders' perspectives and experiences.
 - Validation: Information from interviews and group interviews will particularly be used to validate findings from document reviews and questionnaires, ensuring that the evaluation results are robust, reliable, and well-rounded.
- **Step 4: Reporting**

The final evaluation report will present findings categorized under the key evaluation criteria—relevance, effectiveness, efficiency, sustainability, and HR/GE/LNOB. Each section will integrate insights from the various methodologies, providing a detailed analysis supported by data from the diverse sources.

- Incorporates sub-criteria, indicators, guiding questions, and data sources for a detailed performance assessment.
- Focused attention on gender and social inclusion throughout the evaluation. Ensuring all interviews and discussions asked probing questions around the project's approach to gender and social inclusion throughout the evaluation through including some women only discussions

4.2 Document Review

The evaluation reviewed key project documents to gain a baseline understanding of the Project's objectives, strategies, and progress. This review was essential for framing the evaluation questions and interpreting findings from other data sources.

The following documents were reviewed to provide a comprehensive understanding of the project's context, objectives, and implementation:

UN and UNDP Strategic Plans and Frameworks:

These documents provided context for the Project's purpose within the broader strategic landscape and verified its relevance to the larger strategic plan:

- The United Nations Sustainable Development Cooperation Framework (2022-2026)
- The UNDP's strategic plan (2022-2025)
- The Country Programme of UNDP in Thailand (2022-2026)
- The UNDP Gender Equality Strategy (2022-2025)

Project-Specific Documents:

- Project Document: Outlining the project's goals, outputs, target participants, planned activities, and expected outcomes.
- Progress Reports: Tracking the project's timeline adherence, milestone achievements, challenges faced, and mitigation strategies.
- Project Monitoring and Evaluation Report (SDG Profiles, SDG Survey, and SDG Campaign): Assessing the development and relevance of SDG profiles, the accuracy and insights from SDG surveys, and the effectiveness and reach of SDG awareness campaigns.

- **Project Board Meeting and Minutes:** Reviewing decision-making processes, stakeholder engagement, and the effectiveness of action items and follow-ups documented in project board meetings and minutes.
- **Training Materials and Workshop Reports:** Evaluating the content and quality of training, participant engagement, and the immediate impact reported in post-workshop evaluations.
- **Partnership Agreements and Terms of Reference (TORs):** Clarifying the roles, contributions, and alignment of partners with project objectives, as well as the effectiveness of collaborative efforts.
- **Deliverables Under the Development of SDG Profiles for Target Provinces (Conducted by TDRI):** Assessing the SDG profile development process, their contextual relevance, and utility in guiding local development plans.
- **Awareness Surveys and Survey Reports (Conducted by NIDA):** Providing insights into participant and community stakeholder perceptions of the project's relevance and impact.
- **Communications and Publicity Materials (from UNDP):** Evaluating strategies for raising public awareness and assessing their reach and effectiveness.
- **Grantee Reports:** Exploring innovative local approaches and outcomes of the 15 grantee projects in the target provinces.

Policy Documents and National Guidelines (from NESDC and MOI):

These relevant policy documents were reviewed to determine how the project aligned with broader national development plans and policies related to the SDGs.

- The 20 years National Strategy (2018 - 2037)
- The 13th National Economic and Social Development Plan (2023 - 2027)
- Bio-Circular-Green Economy Action Plan (2021 - 2027)

4.3 Questionnaires

Purposive sampling was used to select survey respondents, including key stakeholders⁴ who had worked with the Project. were initially identified, with final selection approved by the Project team. CSO grantees also invited additional relevant individuals to participate in group interviews, particularly women, youth, people with disabilities, transborder, and LGBTQI individuals.

4.3.1 Process:

Structured questionnaires were distributed to a wide range of project stakeholders, including project participants, project staff, and partner organizations. These questionnaires were designed to assess satisfaction levels, perceived impact, and the degree to which project outcomes were achieved.

Four distinct questionnaires were developed, each tailored to a specific respondent group:

- **Grantee Organizations:** This questionnaire assessed the impact of funding, the effectiveness of project support, capacity-building outcomes, understanding of SDGs, and challenges related to project sustainability.
- **Participants:** This questionnaire gathered data on the Project's direct impact, participant satisfaction with initiatives, engagement with SDG activities, and overall understanding of sustainable development.
- **Local Authorities and Agencies under MOI:** This questionnaire evaluated the alignment of project objectives with local development plans, the effectiveness of collaboration, the perceived impact on local governance, and challenges in SDG implementation and data collection.

⁴ The "Strengthening SDG Localization in Thailand" project worked with UN agencies, government agencies, and CSOs. For this report, "key stakeholders" refers to all.

- **National Agencies and Partners:** This questionnaire assessed the strategic alignment of the project with national priorities, the effectiveness of inter-agency collaborations, and the project's contribution to national SDG goals.

The questionnaires served multiple purposes:

- **Data Collection:** To gather quantitative and qualitative data on various aspects of the project's implementation and impact.
- **Communication:** To inform stakeholders about the evaluation's purpose and scope.
- **Discussion Facilitation:** To guide and structure interviews, ensuring that all relevant topics were covered and providing an opportunity for clarification and elaboration.

While the questionnaires provided valuable data, some responses, particularly from participants, were limited by their understanding of the questions or project details. To address this, interviews were conducted to complement and enhance the questionnaire data, ensuring a more comprehensive and nuanced evaluation. In cases where interviewees struggled with the written questionnaire, the evaluator provided additional explanations during the interview, and the questionnaire was submitted later.

4.3.2 Questionnaire Scoring Design

The evaluation employed a four-point rating scale to quantify performance variables, based on the Country Programme Performance Rating System Manual⁵.

Application to Questionnaire Responses

For sections of the questionnaire that yielded quantifiable data, the four-point rating scale was applied to measure the degree to which project activities met their intended objectives. This included:

- Assessing stakeholder satisfaction levels with project activities and outcomes.
- Evaluating the achievement of specific, measurable targets, such as the number of individuals trained, the increase in awareness levels, or other relevant indicators.

Each quantifiable response was assessed against predefined targets or benchmarks established during project planning. The resulting score reflected the extent to which these targets were achieved, providing a clear, numerical measure of performance.

Scoring Criteria

- **Fully Achieved/Exceeds Expectations (3.5 ≤ Score ≤ 4):** Applied when project outputs and outcomes not only meet but exceed the planned expectations, indicating high performance and significant positive impact.
- **Mostly Achieved (2.5 ≤ Score < 3.5):** Used when the Project achieves most of its objectives, with minor issues that do not significantly detract from overall success.
- **Partially Achieved (1.5 ≤ Score < 2.5):** Indicates that the Project has significant areas of underperformance, though some objectives were achieved.
- **Not Achieved (0 < Score < 1.5):** Assigned when the Project fails to meet most or all of its objectives, with little to no positive outcomes.

Overall, the survey data comprised 154 respondents as of 29 May 2024, with 21 respondents from international and governmental agencies, 33 respondents from grantee organizations, and 100 respondents from participants of the Project.

⁵ United Nations Development Programme. (2022). UNDP evaluation guidelines and the country programme performance rating system manual. Retrieved from http://web.undp.org/evaluation/documents/rating_system/UNDP_IEO_RatingSystem_Manual.pdf.

Table 4: List of the organizations and the number of people interviewed.

No	Organization	Total	Gender		
			Male	Female	Non-binary
1	European Union Delegation (Thailand)	2	0	2	0
2	National Economic and Social Development Council	2	2	0	0
3	Ministry of Interior	2	1	1	0
4	Department of Local Administration (DLA/MOI)	2	1	1	0
5	Thailand Development Research Institute (TDRI)	3	2	1	0
6	National Institute of Development Administration	1	0	1	0
7	Director of Strategy and Information for Provincial Development Unit, Chiang Rai	1	1	0	0
8	Director of Strategy and Information for Provincial Development Unit, Ubon Ratchathani	1	1	0	0
9	SDG Move Thailand	1	1	0	0
10	United Nations Development Programme (UNDP)	2	1	0	1
11	Department of International Organization (IOD, MFA)	1	0	1	0
12	United Nations Human Settlements Programme (UN-Habitat)	2	1	1	0
13	International Organization for Migration (IOM)	1	0	1	0
14	Grantee Organization in Chiang Mai	6	1	5	0
15	Grantee Organization in Chiang Rai	14	12	2	0
16	Grantee Organization in Nakhon Ratchasima	11	0	11	0
17	Grantee Organization in Pattani	11	2	9	0
18	Grantee Organization in Phetchaburi	7	0	7	0
19	Grantee Organization in Phuket	11	2	9	0
20	Grantee Organization in Songkhla	6	4	2	0
21	Grantee Organization in Tak	7	2	5	0
22	Grantee Organization in Ubon Ratchathani	14	3	11	0
23	Grantee Organization in Udon Thani	13	2	10	1
24	Grantee Organization in Pattani/Yala/Narathiwat	11	4	7	0

* The number include grantee's project participants

4.4 Interviews

The purpose of the interviews was to gather insights and feedback from key stakeholders involved in the Project to evaluate its impact, effectiveness, and challenges. These interviews aimed to ensure comprehensive qualitative understanding and closed gaps from previous method.

4.4.1 Process:

- Interviews: Conduct in-depth, semi-structured interviews with key project stakeholders to explore nuanced perspectives and detailed accounts of project implementation and impacts.

- **Group interviews:** Organize group interviews with different stakeholder segments to facilitate discussions that might reveal consensus views, divergent opinions, and collective insights into the project's effectiveness, sustainability, and inclusivity.

4.4.2 Criteria for Interviewee Selection

Establishing criteria for interviewee selection is crucial to ensure the collection of relevant, focused, and comprehensive data while mitigating time limitations.

- **Government Stakeholders**
 - **Questionnaire Distribution:** Questionnaires were circulated among all national government organizations involved in the Project. This included ministries and agencies identified stakeholder mapping that played roles in policy formulation and execution relevant to SDG localization efforts.
 - **In-Depth Interviews:** Key personnel within these organizations were selected for in-depth interviews based on their direct involvement in project implementation and decision-making processes. These interviews provided deeper insights into governance-related challenges and successes encountered.
- **Development Partners and Donors**
 - **UNDP Officers:** Interviews were conducted with UNDP officers who were responsible for aligning the project's design with global and national development goals.
 - **Funding Agency Interviews:** Representatives from the EU Delegation to Thailand were interviewed to gather their perspective on the Project's impact and alignment with broader EU development priorities.
 - **UN Agency Selection:** UN agencies were selected for interviews based on their commitment level and relevance to the Project's objectives. This includes analyzing their budget allocation and project duration. Agencies with significant roles were prioritized to understand synergies and overlaps with the Project's activities.
 - **Consultations with UNDP Evaluation Team:** Regular consultations were held with the evaluation UNDP evaluation team to discuss emerging findings and ensure alignment integrated throughout the evaluation process.
- **Academic and Research Institutions**
 - **Institutional Interviews:** All three academic and research institutions identified in the stakeholder mapping, which had contributed to the Project's research and development aspects, were interviewed. These interviews focused on assessing the contributions of academic knowledge to practical project outcomes and any research-driven innovations introduced.
- **Grantee Organizations (CSOs) and Participants**
 - **Regional Representation:** Grantee projects selected for interviews and questionnaires ensured geographical diversity, with at least one project from each of Thailand's regions (Northern, Northeastern, Central, and Southern). This guaranteed that regional variations in SDG implementation and challenges are adequately represented.
 - **SDG Topic Coverage:** Projects were also selected based on their focus areas within the SDGs to provide a comprehensive view of the Project's scope across different SDG targets.
 - **Focus on Inclusivity:** Special attention was given to projects that emphasized the inclusion of women, youth, vulnerable groups, ethnic minorities, and non-citizens, aligning with the Project's commitment to promoting inclusivity and equity.

Table 5: Selected interviewees based on criteria

Organization / Target province / location	Involvement / Implementation (For CSO Grantee projects, this column shows the name of CSO and their projects)	SDG Focused	interview date	online / on site
National governmental agencies and partnering organizations				
United Nations Development Programme, Thailand	Main implementing and coordinating agencies <i>(on the project board)</i>	SDG 17: Partnerships for the Goals	9 May 2024	online
European Union Delegation to Thailand	Funding partner/ provide consultations and other support <i>(on the project board)</i>	SDG 17: Partnerships for the Goals	7 June 2024	online
Ministry of Interior	Main coordinating agency for any implementation in the provincial level <i>(on the project board)</i>	SDG 17: Partnerships for the Goals	9 May 2024	on site
Strategy and Information for Provincial Development Unit, Chiang Rai	Provincial governmental agency who assisted the Project in conducting workshop and participating in the SDG profile creation process.	SDG 17: Partnerships for the Goals	27 May 2024	online
Strategy and Information for Provincial Development Unit, Ubon Ratchathani	Provincial governmental agency who assisted the Project in conducting workshop and participating in the SDG profile creation process.	SDG 17: Partnerships for the Goals	29 May 2024	online
Department of Local administration (DLA/MOI)	Provide consultation and advisement as an SDG-L project board member. Help conduct awareness survey with the local administration. <i>(on the project board)</i>	SDG 17: Partnerships for the Goals	3 May 2024	on site
National Economic and Social Development Council (NESDC)	Served as relevance and coherence tracker of the project; making sure that the project aligned with Thailand's development goals <i>(Provide consultation and advisement as an SDG-L project board observer)</i>	SDG 17: Partnerships for the Goals	7 May 2024	on site
Department of International Organization (MFA)	Integrating SDG Localization in the process of Voluntary National Reviews (VNR) <i>(Provide consultation and advisement as an SDG-L project board observer)</i>	SDG 17: Partnerships for the Goals	16 May 2024	online
Thailand Development Research Institute (TDRI)	Conduct the following: Output 1: Develop SDG profiles for 10 target provinces, Output 2: Organize multi stakeholder consultations to discuss the outcome of the SDG profiles and engage community actors Output 4: Conduct awareness raising, trainings and develop training materials for SDG localization for different stakeholders	SDG 17: Partnerships for the Goals	30 April 2024	online
National Institute Of Development Administration (NIDA)	Conducting pre- and post-knowledge testing, analyzing post-event satisfaction surveys, and producing detailed event reports, particularly in Output 4.2.	SDG 17: Partnerships for the Goals	9 May 2024	online
SDG Move Thailand	Conduct SDG Workshop with BMA under the Sustainable City Theme for BMA staffs and provide consultation on SDG indicators data and profile.	SDG 17: Partnerships for the Goals	13 May 2024	online
United Nations Human Settlements Programme (UN-Habitat)	Engages with UNDP on SDG-L related sustainable urbanization projects and capacity building for local planning for SDGs.	SDG 11: Sustainable Cities and Communities SDG 17: Partnerships for the Goals	2 May 2024	online
International Organization for Migration (IOM)	Provide support and consultation on migrant's aspect, especially in Output 2. Partner with UNDP in providing migrant-related consultation and policy recommendation for the Thai government	SDG 8: Decent Work and Economic Growth SDG 10: Reduced Inequalities SDG 17: Partnerships for the Goals	15 May 2024	online
CSO Grantee Projects in target provinces (Involvement: Output 6: Provide grants to civil society actors working on issues related to the SDGs at a local level, seeking innovative approaches)				
CSO Grantee project in Nakhon Ratchasima	Strengthening SDG Awareness and Fostering Social Entrepreneurship in Women and Girls Project	SDG 1: No Poverty SDG 2: Zero Hunger SDG 5: Gender Equality	18 April 2024	on site

Organization / Target province / location	Involvement / Implementation (For CSO Grantee projects, this column shows the name of CSO and their projects)	SDG Focused	interview date	online / on site
	By the Population and Community Development Association	SDG 8: Decent Work and Economic Growth SDG 10: Reduced Inequalities		
CSO Grantee project in Songkhla	Thung Khiem Community Project for Sustainable Development through Local Food Systems and Low-Carbon Agricultural Management Based on the BCG Economy By the Thai Village Co-Operative Community Enterprise Group, Pulita	SDG 8: Decent Work and Economic Growth SDG 9: Industry, Innovation and Infrastructure SDG 12: Responsible Consumption and Production SDG 13: Climate Action SDG 14: Life Below Water SDG 15: Life on Land	22 April 2024	on site
CSO Grantee project in Pattani	Strengthening Human Rights Understanding among Vulnerable Groups (Thai-Buddhists) Project By the Peace and Development Association	SDG 16: Peace, Justice, and Strong Institutions	21 April 2024	on site
CSOs Grantee projects in Pattani/ Yala/ Narathiwat	Global Citizenship Education Teacher Community Project By the Southern Border Youth for Potential Development Association	SDG 1: No Poverty SDG 3: Good Health and Well-Being SDG 4: Quality Education SDG 5: Gender Equality SDG 10: Reduced Inequalities SDG 11: Sustainable Cities and Communities SDG 16: Peace, Justice and Strong Institutions	20 April 2024	on site
CSO Grantee project in Chiang Mai	Learning to Work the SDG Way in Mae-On District, Chiang Mai By Women's Health Advocacy Foundation (WHAF)	SDG 3: Good Health and Well-being SDG 10: Reduced Inequalities	24 April 2024	on site
CSO Grantee project in Chiang Rai	Project to Strengthen Local Community Capacity in the Sustainable Management of Forest Wetland through Participation from the Lower Nam-Ing River in Chiang Rai By the Living River Association	SDG 3: Good Health and Well-Being SDG 6: Clean Water and Sanitation SDG 13: Climate Action SDG 14: Life Below Water SDG 15: Life on Land	23 April 2024	on site
CSO Grantee project in Ubon Ratchathani	Project to Mitigate Climate Change Impacts and Disaster Losses for Sustainable Development in Varin-Chamrab Municipality, Ubon Ratchathani By Chumchon Thai Foundation	SDG 1: No Poverty SDG 2: Zero Hunger SDG 3: Good Health and Well-Being SDG 6: Clean Water and Sanitation SDG 9: Industry, Innovation and Infrastructure SDG 10: Reduced Inequalities SDG 11: Sustainable Cities and Communities SDG 13: Climate Action SDG 17: Partnerships for the Goals	29 April 2024	on site
CSO Grantee project in Tak	Enhancing Skills and Resilience in Border Communities By Has Thoo Lei Foundation	SDG 2: Zero Hunger SDG 3: Good Health and Well-Being SDG 5: Gender Equality SDG 8: Decent Work and Economic Growth SDG 10: Reduced Inequalities SDG 11: Sustainable Cities and Communities SDG 12: Responsible Consumption and Production SDG 13: Climate Action SDG 17: Partnerships for the Goals	1 May 2024	on site
CSO Grantee project in Phuket	Empowering Women and Girls to End Domestic Violence for Gender Equality Project By the Good Shepherd Home Foundation	SDG 5: Gender Equality SDG 10: Reduced Inequalities SDG 16: Peace, Justice, and Strong Institutions SDG 17: Partnerships for the Goals	7 May 2024	on site

Organization / Target province / location	Involvement / Implementation (For CSO Grantee projects, this column shows the name of CSO and their projects)	SDG Focused	interview date	online / on site
CSO Grantee project in Udon Thani	Preserving Song-Khram River Basin Biodiversity through Participatory SDG Initiatives	SDG 7: Affordable and Clean Energy SDG 13: Climate Action SDG 14: Life Below Water SDG 15: Life on Land	11 May 2024	on site
CSO Grantee project in Phetchaburi	Circular Economy Project: Banana Flour Production in Phetchaburi Addressing Agricultural Overproduction By the Community Enterprise Network for the King	SDG 1: No Poverty SDG 4: Quality Education SDG 7: Affordable and Clean Energy SDG 8: Decent Work and Economic Growth SDG 10: Reduced Inequalities SDG 12: Responsible Consumption and Production SDG 17: Partnerships for the Goals	17 May 2024	on site

4.4.3 Interview Statistics

The interviews were conducted as follows:

- **Group interviews:** Held with grantee organizations and participants (133 participants: 43 men, 87 women, and 1 gender non-binary).
- **In-depth interviews:** Conducted with governmental agencies (both national and local) and partner organizations (academic institutes, relevant UN agencies and EU delegation to Thailand) (21 key informants: 11 men, 7 women, 1 gender non-binary).

4.5 Data Collection Code of Conduct

4.5.1 Consideration of Inclusivity (Human Rights, Gender Equality, and Leave No One Behind)

Considerations of human rights, gender, and Leave No One Behind are integrated into every step of the evaluation, including document assessment, questionnaire development, and interviews. The evaluation team employed:

- **LNOB-Responsive Evaluation:** Focusing on the Project's equality, non-discrimination, and equity practices.
- **Gender-Responsive Evaluation:** Concentrating on the Project's changes and impacts on gender equality, power relations, gender norms, and gender awareness.

These approaches ensured a thorough, evidence-based evaluation that accurately reflected the Project's impact on these critical dimensions.

Gender-Responsive Evaluation Analysis

Regarding gender issues, the evaluation conducted a gender-responsive analysis that examined the Project's design and framework, data collection methods (including SDG profiles and surveys), capacity building and awareness-raising efforts, and overall initiatives. This analysis aimed to ensure that all aspects of the Project incorporated a gender perspective and considered gender equality. The evaluation team also consulted with Thai gender and women's experts to ensure a robust gender perspective and adopted a feminist stance to investigate power relations, gender norms, and societal values in Thailand.

4.5.2 Consent

To ensure informed consent and protect participant confidentiality, the evaluation team followed a rigorous protocol:

Informed Consent:

- Participants received clear and comprehensive information (both written and verbal) about the evaluation's purpose, methods, potential risks, and their rights.
- The use of participant data was explained, emphasizing their right to confidentiality and privacy.
- Explicit consent was obtained from all participants before their involvement in any evaluation activities.
- Participants were reminded of their right to withdraw consent at any time during the evaluation process.

Confidentiality and Anonymity:

- No names or personally identifiable information were collected during questionnaires or interviews.
- Data was anonymized and aggregated to ensure individual participants could not be identified.
- Personal details and opinions unrelated to the project were kept strictly confidential, accessible only to the evaluation team.

This approach ensured that participants were fully informed and protected throughout the evaluation process, upholding ethical standards for data collection and analysis.

4.5.3 Data Integrity and Quality Assurance

To ensure data integrity, quality, and reliability, project staff were engaged in a review process to provide feedback on the research methodology and findings. Their input helped refine the evaluation approach and ensure the accuracy of the data collected and analyzed.

4.5.4 Gender and Sexual Orientation Dimension

To gain deeper insights into the Project's impact on gender and sexual orientation, the evaluation asked targeted questions in the interviews, such as:

- *What is your perspective, as a woman/ LGBTQI individual, who participated in or was affected by the Project's activities?*
- *How does your status as a mother, wife, or family member influence your decision to participate in the Project?*
- *How does understanding participants' gender perspectives influence project implementation?*

These questions aimed to reveal the nuanced experiences of women and individuals of diverse gender identities within the Project's context, allowing for a comprehensive assessment of its impact on gender equality and inclusivity.

4.5.5 Leaving No One Behind and Social Inclusion Dimension

To assess the Project's impact on Leaving No One Behind and social inclusion, targeted interview questions were asked, such as:

- *What is your perspective, as a disabled person/ youth/ transborder or minority individual, who participated in or was affected by the Project's activities?*
- *How does the Project enhance your life as a disabled person/ youth/ transborder or minority individual?*
- *As a disabled person/ youth/ transborder or minority individual, what are your suggestions for improving the Project to encourage more diverse participants?*

These questions aimed to uncover the nuanced experiences of women and individuals of diverse identities and status within the context of the Project, allowing for a more comprehensive assessment of its impact on gender equality and inclusivity.

Additionally, the evaluation mapped out the definitions and perceptions of "Leaving No One Behind" across different government organizations and CSOs in the target provinces. This aimed to better understand how these stakeholders interpreted the concept and how they implemented it in their SDG initiatives.

4.6 Limitations and Risk Mitigation

4.6.1 Limitations

The evaluation encountered several limitations that may have impacted the depth and scope of the assessment:

- **Access to Government Agencies:** Gaining access to government agencies for interviews and data collection often required formal letters and approvals, which was time-consuming. This bureaucratic process could delay the evaluation timeline and limit the availability of key informants, especially from government offices.
- **Availability of Evaluation and Monitoring Documents/ Financial Records:** The evaluation team faced challenges in accessing comprehensive project evaluation and monitoring documents. Limited access to these essential records can hinder the ability to perform a thorough analysis and draw accurate conclusions about the project's performance and outcomes.
- **Information Provision by Government Officials:** Some government officials, particularly at the provincial level, faced restrictions in sharing information without authorization from their superiors or relevant departments. This occasionally led to delays and limited the depth of insights available to the evaluation team. Government officials, particularly at the provincial level, may face restrictions in sharing information. They often need authorization from their superiors or relevant departments, which can cause delays and limit the depth of insights available to the evaluation team.

These limitations underscore the importance of establishing clear communication channels and obtaining necessary permissions in advance to facilitate smoother access to information and stakeholders during future evaluations.

4.6.2 Mitigation Strategies

To address these limitations, the evaluation team considered several strategies:

- **Prioritize Key Stakeholders:** Focus on scheduling interviews and group discussions with critical stakeholders to ensure that the most relevant and significant perspectives are captured.
- **Utilize Hybrid Data Collection Methods:** Combine in-person data collection with virtual methods to maximize participation and reduce scheduling conflicts.
- **Streamline Questionnaires:** Design concise and simple yet comprehensive questionnaires to encourage higher and reliable response rates within a shorter timeframe.
- **Survey Grantees and Participants:** Due to the limited number of LGBTQI, disabled, and marginalized individuals participating in the interviews, the evaluation included surveys focused on these groups to assess their experiences and gather relevant data.

5. Findings

5.1 Relevance

The evaluation assessed the Project's relevance by examining its alignment with development strategies at three levels: international (UNDP operations or the EU), national, and local. Based on a review of related documents, questionnaires, and interviews with officials in government organizations, partner agencies, grantee organizations, and participants, the Project was found to be highly relevant to sustainable development strategies at all three levels and fully achieved its relevant objectives.

5.1.1 Relevance to the UNDP and EU Development Strategies

The Country Program Document for the Kingdom of Thailand (2022-2026) clearly identified SDG localization and strengthening of local actors' capacity as priorities in its mid-term plan (p. 4). This document emphasized human capital development's critical role in achieving the SDGs and planned to allocate substantial resources accordingly (1.44 million US dollars or approximately 50.4 million baht) (p. vi).

The Project document systematically referred to the United Nations Sustainable Development Cooperation Framework (2022-26), the 2030 Agenda, and UNDP's Strategic Plan (2022-25). This reflects the Project's meticulous design and alignment with international goals. The 2030 Agenda highlights community empowerment (Article 41) and data collection as crucial for achieving the SDGs, emphasizing the importance of baseline data in understanding the current situation in various countries (Article 57).

The Project received resource support from the European Union, and the EU's intended outcome was integrated into the Project's results framework. This ensured alignment with the EU-Thailand Partnership and Cooperation Agreement which emphasizes SDG policy dialogues, SDG localization, and the principles of gender equality and Leave No One Behind principles (project document result framework, annex 3).

In an in-depth interview, a representative from the EU delegation to Thailand stated, "This aligns with the EU's strategy to engage with the Thai government on shared interests, including SDGs." (Interview, 7 June 2024). The representative also noted that the Project presented a unique opportunity for the EU to work with both national-level and local governmental agencies.

Officers from the UN agencies, such as the UN Habitat, acknowledged that the SDG-L project enhanced SDG awareness and built the capacity of local government agencies to achieve the goals. A UN-Habitat official stated in an interview on 2 May 2024, "In each workshop, we have a session to discuss SDG in general and the priority SDG."

In summary, the evaluation found that project documents indicated relevance of the Project to the United Nations plan and UNDP plans, while also integrating the needs of the European Union. Interviews with various stakeholders confirmed the linkage between international, national, and local development cooperation efforts. Furthermore, UNDP and EU representatives indicated that the project provided them with the opportunity to collaborate with Thailand at both national and local levels simultaneously.

5.1.2 Relevance to Thailand's Strategic Development Plan

The SDG-L project demonstrated strong alignment with Thailand's national development priorities, as evidenced by its adherence to the 20-year National Strategic Plan (2018-2037) and the 13th National Economic and Social Development Plan (2023 – 2027). Interviews with officials from NESDC and MOI, responsible for national and local development, confirmed this alignment. TDRI and NIDA representatives highlighted the Project's effective integration with provincial plans, particularly through the development of SDG profiles that incorporated local data and context.

The document "Linkage between the master plan under the national strategy and the Sustainable Development Goals (SDGs)"⁶ further demonstrated this alignment by comparing the 169 sub-goals of the SDGs with the 37 thematic goals of the 20-year National Strategy. This alone verified the Project's relevance to Thailand's national development plan through the common focus guided by SDGs. Additionally, by looking at the Development gaps and challenges identified by the 20-year National Strategy and the 13th National Economic and Social Development Plan (2023 – 2027) we can verify if the Project's objective supports the

⁶ Linkage between the master plan under the national strategy and the Sustainable Development Goals (SDGs). (2022). Retrieved from <https://www.sdgport-th.org/2022/01/hailands-national-strategy-and-sdgs/>.

effort in closing these gaps or deal with the challenges (see table 6 below for more detail). This process also exists in the Project's design as the project document addressed key pre-project challenges identified in a systematic analysis: lack of accessible data, lack of SDG awareness, and limited agency capacity. These challenges were tackled through pilot provincial surveys, SDG profile development, awareness campaigns, and capacity-building activities.

Table 6: Project's relevance to Thailand's national development plans

Development gaps and challenges identified by the Thailand's national development plans	Project Objectives	Output and Its Relevance to Completing These Challenges
Economic Structure: Low productivity in agriculture and service sectors; workforce not meeting market demands.	Enhance local capacities, promote inclusive policy dialogue, and support innovative community projects.	Output 6: Provide grants to civil society actors working on local issues related to the SDGs, with a focus on innovative approaches. These grants support projects that apply new technologies and sustainable practices to improve agricultural and service sector productivity, directly addressing workforce readiness and market demands.
Social Issues: Income inequality, poverty, low quality of public services.	Raise awareness, support civic consultations, and empower communities to identify and address local needs.	Output 3: Support civic consultations on provincial plans. These consultations ensure that the voices of all community members are heard, particularly the poor and marginalized, leading to more inclusive and equitable public services. Output 6: Provide grants to civil society actors. Grants are directed towards projects aimed at reducing poverty and income inequality through targeted interventions.
Environmental Challenges: Preservation and restoration of natural resources.	Promote sustainable development and eco-friendly practices at the local level.	Output 2: Organize multi-stakeholder consultations. These consultations engage stakeholders from various sectors to collaborate on environmental preservation initiatives, ensuring a comprehensive approach to natural resource management. Output 6: Provide grants to civil society actors. The majority of grantee projects focused on environmental conservation and sustainable resource use, directly tackling local environmental issues.
Administrative Efficiency: Need for improved public sector efficiency and response to civic issues.	Mitigate the setbacks caused by the COVID-19 pandemic on SDG progress, focusing on local and provincial levels.	Output 1: Develop SDG profiles for 15 target provinces. These profiles provide a clear framework for local governments to align their development plans with national strategies, improving coherence and efficiency. Output 3: Support civic consultations on provincial plans. These consultations improve the responsiveness and accountability of local administrations by incorporating community feedback.
Impact of COVID-19: Economic and social disruptions caused by the pandemic.		Output 5: Communications knowledge products and visibility. These products disseminate best practices and success stories for recovery efforts, helping local communities learn from each other and adapt to new challenges. Output 6: Provide grants to civil society actors. Grants support projects that directly address pandemic-induced economic and social disruptions, aiding in recovery and resilience building.
Technological and Innovation Gaps: Slow adoption of technology and innovation.	Encourage innovative approaches in local development projects and capacity-building initiatives.	Output 4: Conduct awareness-raising trainings. These trainings include sessions on the latest technologies and innovations, helping local stakeholders adopt new tools and methods. Output 6: Provide grants to civil society actors. Grants specifically target projects that leverage technological innovations to solve local problems, promoting widespread technology adoption. (later interview with CSO staff also confirm the adoption in local level due to exposure to technology from the Project as well)
Gender Equality and Inclusivity: Persistent gender inequality and limited inclusion of marginalized groups.	Promote gender-responsive initiatives and inclusivity in all project activities.	Output 4: Conduct awareness-raising trainings. These trainings focus on gender equality and inclusivity, raising awareness and building capacity among local actors to implement gender-responsive initiatives. Output 6: Provide grants to civil society actors. Grants fund projects specifically designed to empower women and marginalized groups, advancing gender equality and social inclusion.

The Project's design addressed key challenges identified in a systematic pre-project analysis: lack of accessible data, lack of SDG awareness, and limited agency capacity. These challenges were tackled through pilot provincial surveys, SDG profile development, awareness campaigns, and capacity building for provincial and local agencies.

A UNDP officer confirmed the Project's alignment with the country's sustainable development focus and its effective application of UNDP's development strategy, which considers national and local context to design appropriate interventions.

The NESDC considered the SDG-L project to be a significant contribution in supporting the development and aligning the SDG with the national development plan. It integrates the master plan and Sustainable Development Goals (SDGs) into development and operations with various agencies to achieve sustainable development goals at the national level. During the interview, an NESDC representative stated that "The NESDC considers the SDG-L project quite important in supporting and connecting with the national development plan" (Interview with NESDC officials, May 7, 2024).

Interviews with NESDC and MOI officials echoed the document review findings. An NESDC official emphasized the Project's importance in "supporting and linking with the national development plan" (Interview with NESDC officials, May 7, 2024). An MOI official noted the Project's positive impact on raising awareness and driving progress towards national goals, particularly in Tak Province (Interview with MOI officials, May 11, 2024).

A provincial officer highlighted the key role of governors in localizing the SDGs and integrating them into provincial development plans. The Project facilitated collaboration among government institutions and provided a platform for discussion and alignment of goals. However, the official also noted that while progress was being made at the provincial level, further efforts were needed to reach the community level (Interview with provincial officer, May 27, 2024).

While the Project demonstrated high relevance at the national level, challenges related to limited resources and local agency capacity were noted. These challenges highlight the need for continued support and capacity building at the regional and provincial levels to ensure seamless integration of sustainable development efforts across all governance levels.

5.1.3 Relevance to Local Development Plans, Needs and Priorities

The evaluation assessed this aspect based on questionnaires and interviews with staff from 11 grantee projects (out of 15) and project participants. The consensus was that the Project was highly relevant and successful in achieving its objectives at the local level.

The selection of pilot provinces utilized the Provincial Sustainable Development Index (PSDI) and a survey of project implementation by UN agencies, UNDP and EU. This ensured that the Project aligned with provincial needs and was well-positioned to scale up in the future. The SDG profile development process also prioritized alignment with local contexts (SDG Profile Progress, p. 275-411).

Majority of grantee projects consulted and planned with relevant local agencies before applying for UNDP funding (Interviews with Yala, Songkhla, Ubon Ratchathani, and Udon Thani grantee project staff, 20, 22, 29 April and 11 May 2024). This collaborative approach resulted in activities that were well-aligned with both the needs and priorities of related agencies (Interview with Nakhon Ratchasima grantee project staff, 19 April 2024).

It was also discovered that the Project aligned with communities' goals to improve aspects of human rights, gender equality, and Leave No One Behind. There are grantee projects addressed the area's issues concerning the disadvantaged and marginalized, which include efforts to reduce violence against women and children, promote child development, organize short courses to promote careers for people crossing the border and create forums for Buddhists in Thailand's three southern provinces (Interviews with Pattani, Chiang Mai, Tak, and Phuket grantee project staff, 21 and 24 April, 1 and 7 May 2024).

However, challenges remained in seamless integrating grantee projects with broader development plans at the provincial levels. Most grantee project staff reported that their activities were not fully integrated with provincial-level plans. Additionally, some projects tackled sensitive issues related to security or human rights encountered tensions with local administrations (Interviews with Pattani and Chiang Rai grantee project staff, April 21 and 23, 2024). This highlights the need for further consideration and improvement in the coordination between government agencies and the civil society sector at all levels (Interviews with Directors of Strategy Departments in Chiang Rai and Ubon Ratchathani, May 27 and 30, 2024).

To address these challenges, grantee project staff suggested that UNDP could play a crucial role in bridging the gap between communities and higher-levels government agencies, facilitating better communication and collaboration to enhance the Project's overall impact on local development (Interviews with grantee project staff in Chiang Rai, Chiang Mai, Ubon Ratchathani, and Udon Thani, 23, 24, 29 April and 11 May 2024).

Table 7: Project relevance from the perspective of grantee project staff and project participants

Evaluation dimension: Relevance	Grantee view	Participants' view	Total
Average score	3.5	3.4	3.5
% approval rate that the project is achieved	100%	91%	96%
totally agree	50%	50%	50%
agree	50%	41%	46%
disagree	0%	4%	2%
totally disagree	0%	2%	1%
N/A	0%	3%	2%
Identify achievement	Fully achieved	Mostly achieved	Fully achieved

Quantitative data from Table 7 collaborates the findings from interviews, indicating strong agreement among stakeholders on the Project's relevance. All project staff and 91% of participants agreed that the Project's objectives and design were consistent with the economic development needs and unique priorities of the province and community. This mean score of 3.5 points out of a total of 4 further supports this, reflecting a very high level of perceived relevance.

These results align with the evaluation of project documents and qualitative interview data, which suggest strong alignment with development plans at the international and national levels. The primary challenges to relevance were identified at the local level, indicating potential areas for improvement in future project iterations.

5.2 Coherence

The evaluation assessed the SDG-L project's coherence by examining its compatibility and complementarity with other sustainable development projects in Thailand and with partnering agencies. The Project demonstrated a high level of complementarity with partner activities, indicating that this objective was mostly achieved.

5.2.1 Coherence with Other International Development Agencies

The selection of the 15 pilot provinces was coherent with and built upon projects previously implemented by UNDP, other UN agencies, and the EU.

For example, in Chiang Mai, UNDP had supported local policy-making alongside the Chiang Mai School of Public Policy. This aligned with EU programs focusing on sustainable development, including those supporting smart urban agriculture, land rights and natural resources for poor communities, minorities, and other vulnerable groups (Project Document, p. 8).

In Nakhon Ratchasima Province, UNDP had prior experience with SDG localization projects, such as the Low Carbon City project, which involved collaboration with the Thailand Greenhouse Gas Management Organization. Similar coherence was observed in the selection of other pilot provinces.

The International Organization for Migration (IOM) also collaborated with UNDP on multiple projects, including SDG-L, by providing expertise, data, policy recommendations, and consultation on migrant-related issues. This complemented SDG-L's work, as the IOM emphasized the importance of integrating migrants' roles into national and local development plans.

Officials from both UN-Habitat and IOM suggested that SDG-L could effectively connect various UN agencies to collaborate on sustainable development, strengthening the UN's overall impact in Thailand.

The EU delegation to Thailand reaffirmed that the project supported the capacity building of local CSOs in Thailand, which the EU had been partnering with since 2007. This further highlights the complementarity of the EU's existing work and the Project's role in enhancing cooperation with local administration.

5.2.2 Coherence with National and Regional Agencies in Thailand

The Provincial Sustainable Development Profiles (SDG Profiles) and Sustainable Development Awareness Survey (SDG survey) were instrumental in helping Thai government agencies understand and utilize SDG data for development planning in 15 provinces: Chiang Mai, Chiang Rai, Mae Hong Son, Tak, Udon Thani, Ubon Ratchathani, Nakhon Ratchasima, Petchaburi, Bangkok, Surat Thani, Phuket, Songkhla, Pattani, Yala, and Narathiwat.

Developed in partnership with TDRI, the SDG Profiles enhanced provincial data on global SDG indicators. They identified data gaps, facilitated proactive data management, and covered 147 indicators, aiding local governments in planning, monitoring, and evaluating SDG-aligned initiatives.

The SDG Survey, conducted by NIDA under UNDP, complemented the SDG Profiles by assessing public perceptions of local development challenges. Using in-person and online methods, the survey focused on 16 of the 17 SDGs, identifying priorities like poverty eradication and education improvement. However, it also highlighted the need for better outreach to diverse demographics, including youth and marginalized groups.

TDRI's workshops with ministries and organizations focused on enhancing SDG16 monitoring and reporting, aiming to improve understanding, promote evidence-based decisions, foster collaboration, and advocate for an integrated approach to sustainable development.

The SDG Profiles proved particularly useful in supporting plans and policies tailored to each area's strengths and weaknesses. A provincial officer noted that they were considering incorporating relevant indicators into the provincial development plan (Interview, May 29, 2024).

The SDG-L project facilitated collaboration between national and provincial agencies across regions and ministries. Officials from NESDC, the Ministry of Interior, and the Department of Local Administration (DLA) highlighted close cooperation in developing and integrating work plans, including budget proposals and SDG indicator targeting.

TDRI representatives commended the Project's coordination, particularly in organizing multi-stakeholder consultations, which effectively engaged relevant agencies and advanced the Project's output (Interview with representatives from TDRI, 30 April 2024).

While successful, there was room for further collaboration to achieve even better results. An MOI government official identified three key challenges:

- **The short data collection period** and misunderstandings of variable definitions sometimes led to inconsistencies between information presented in the SDG Profiles and that held by the responsible agencies.
- **Inter-agency coordination** was sometimes difficult with some agencies not prioritizing indicators unrelated to economic growth or citizen welfare (Interview with MOI officials, 3 May 2024).
- Some provinces **lacked clarity on prioritizing SDGs** at the local level due to the large number of indicators and varying provincial contexts.

The director of Provincial Strategy and Planning Division of Ubon Ratchathani Province noted that while the concept of sustainable development was gaining traction in the government sector, it needed further promotion at the local level and among the public at large. They suggested that UNDP could play a crucial role as a coordinator in these areas (Interview with Director of Strategy and Information for Provincial Development Unit, Ubon Ratchathani Province, 29 May 2024).

5.2.3 Coherence with Local Implementation

While grantee projects generally demonstrated high internal consistency, driven by collaboration between communities, civil society, and local administrative organizations, only some projects actively collaborated with provincial agencies.

The project proposal development process for UNDP funding involved formal and informal discussions among stakeholders, ensuring alignment with community needs and priorities. However, interviews with grantee project staff in Songkhla, Udon Thani, Phuket, and Tak revealed that the extent of collaboration with provincial agencies varied.

Successful collaborations with local partner agencies and civil society organizations were observed in Ubon Ratchathani, Phuket, and Tak, highlighting the value of diverse partnerships in achieving common goals.

In Ubon Ratchathani, the Project partnered with the Meteorological Department to provide weather information and training to the community, enhancing their ability to predict and respond to weather-related risks. The department expressed interest in further collaboration with the grantee project and UNDP to provide additional knowledge and support for local communities in dealing with floods, disasters, and extreme weather events.

In Phuket and Tak, interviews with civil society partners revealed the importance of building networks with private sector actors to achieve shared strategic goals. These partnerships allowed organizations with limited resources to leverage each other's strengths and expertise, ultimately enhancing the effectiveness of their efforts.

In Phetchaburi, the Project secured cooperation and funding from both domestic and international sources, showcasing a unique approach to collaboration. The strong community-local administration and partnership led to innovative solutions, such as obtaining funding for the purchase of fire trucks to address community safety concerns (Interview with Phetchaburi grantee project staff, 17 May 2024). This type of collaborative relationship is noteworthy, as it goes beyond traditional forms of partnership and demonstrates the potential for cross-sector engagement in achieving local development goals.

An important observation raised by some grantee project staff is that the understanding of sustainable development by government agencies at the provincial or local level is sometimes insufficient, thus hindering collaboration (Interview with the staff of the Chiang Rai grantee project staff, 23 and 29 April 2024). This observation aligns with feedback from government officials, as discussed in the previous section. Therefore, it is recommended that UNDP prioritize building the capacity and understanding of government officials at the provincial and local levels in future project implementation.

However, the Project faced limitations in documenting these successful cases as best practices or project champions. Additionally, the Project did not facilitate the exchange and sharing of achievements and contributing factors among provinces. This hindered the sustainability of the project as part of knowledge management and knowledge transfer.

Table 8: Project coherence from the perspective of grantee project staff and participants

Evaluation dimension: Coherence	Grantee's view	Participants' view	Total
Average score	2.9	3.3	3.1
% approval rate that the project is achieved	84%	87%	86%
totally agree	9%	45%	27%
Agree	75%	43%	59%
Disagree	16%	10%	13%
totally disagree	0%	1%	1%
N/A	0%	2%	1%
Identify achievement	Mostly achieved	Mostly achieved	Mostly achieved

Table 8 presents quantitative data collected from project staff and participant questionnaires, revealing differing views on the coherence of local capacity development projects. While over 75% of project staff agree that their supported projects are coherent with other sustainable development projects in their area, only 9% strongly agree, and 16% disagree. This discrepancy suggests that while many projects may share the overarching goal of sustainable development, they often operate independently, in siloes, and with varying

speeds and priorities. For example, government agencies might focus on poverty reduction, while civil society organizations prioritize education and gender equality.

Project participants generally held a more positive view than project leaders regarding coherence. This could be attributed to the fact that participants were often selected for projects aligned with their existing interests. Overall, the average coherence score was 3.1 out of 4, suggesting a relatively high level of perceived coherence.

5.3 Effectiveness

The evaluation determined project effectiveness by assessing whether the planned project outputs and outcomes were achieved, along with their tangible impact on project participants and contributions to sustainable development in the 15 target provinces. Table 9 provides details of the Project's 6 outputs and their respective details.

Table 9: Summary of project output, its indicators, and relevant details

Outputs	Indicators	Data sources	Target	Completed	Status	Implementor	Deliverable	Notes
Output 1: Develop 15 SDG profiles for target provinces	1.1 Develop 15 SDG profiles for target provinces	SDG Profiles	15 SDG Profiles	Yet to complete as of 30 April 2024	On track	TDRI	TDRI Concept Note + Agenda and Schedule.pdf Deliverable 1 Proposed methodology.pdf Deliverable 2 SDG Profile Progress report.pdf Deliverable 3 SDG Profile Status report.pdf Deliverable 3 Database.xlsx	Extended final deliverable date to 31 May 2024 (Initially 29 February 2024) 02. Revised TOR for SDG Profile TDRI (NCE 01).docx.pdf
Output 2: Organize multi stakeholder consultations to discuss the outcome of the SDG profiles and engage community actors.	2.1 Consultations organized following the SDG profile developments to discuss results	Minutes of meetings, List of participants Workshop feedback	15 consultations organized	15 consultations organized	Completed	TDRI	3.4 Summary of 15 provincial workshops.pdf Numbers of participants in the consultations.docx (same file as output 2.2, 3.1, and 4.1)	References: Minutes of meetings / participant lists / workshop feedback
	2.1 Number of consultations supported	Contract of community volunteers	5 candidates apply	number of applications are unknow, but 2 candidates were selected	Completed	UNDP	Community Volunteer Northern.pdf Community Volunteer Southern.pdf	
	2.3 Number of participants from target groups, involved in consultations	Participation lists and minutes of meetings	300 participants from involved stakeholder joined	From 18 mentioned event (see note) the project managed to accumulate at least 973 participants from at least 150 organizations	Completed	UNDP, TDRI and SDG Move	Numbers of participants in the consultations.docx (same file as output 2.2, 3.1, and 4.1)	References: TDRI workshop/ MHS event/ Andaman Forum workshop/ BMA city indicator
Output 3 Support to civic consultations on provincial plans	3.1 Number of consultations supported	Consultation reports	1 civic consultation is held for 1 selected province	1 was held in Phetchaburi (SDG Training Module 2: SDG Integration)	Completed	TDRI	Numbers of consultations.docx (same file as output 2.2, 3.1, and 4.1)	References: SDG Training Module 2: SDG Integration

Outputs	Indicators	Data sources	Target	Completed	Status	Implementor	Deliverable	Notes
Output 4 Conduct awareness raising, trainings and develop training materials for SDG localization for different stakeholders	4.1 Number of trainings organized or supported (at least 10 trainings gender specific or with a section dedicated to gender)	Training reports, participants list, Sign-In Sheets	20 conducted	5 conducted in Bangkok via Zoom and 15 training conducted onsite in the target provinces	Completed	UNDP, TDRI and SDG Move	Knowledge sharing session SDG Training Module 1 Deep Dive SDG Training Module 2 - SDG Integration TDRI Workshop in 15 targeted provinces การประชุมเชิงปฏิบัติการพัฒนาศักยภาพบุคลากรกรุงเทพมหานครด้านเป้าหมายการพัฒนาที่ยั่งยืน (SDG Training) 24-25 สิงหาคม 66 The 2nd Cooperation on Faith and Sustainability	References: Enhancing Dialogue and Capacity on SDG16 Monitoring and Reporting in Thailand / Knowledge Sharing: Assessment of Thailand's SDG Progress / Knowledge Sharing: Assessment of Thailand's SDG Progress / SDG Training Module: Deep Dive on the SDGs / SDG Workshop with BMA under the Sustainable City Theme / The 2nd Cooperation on Faith and Sustainability / SDG Training Module 2: SDG Integration
	4.2 Knowledge of the participants on SDGs and SDG localization is enhanced	Pre- and Post-Knowledge Testing, Post-Event Satisfaction Survey, Event Reports	60% of participants have their SDGs and SDG localization knowledge enhanced	The 64.3% of pretest participants answer testing question correctly and 72.5% of posttest participants answer the questions correctly (30 of the 70 participants are not participated in posttest)	Completed	UNDP, TDRI, NIDA and SDG Move	BMA evaluation Knowledge sharing session SDG Training Module 2 - SDG Integration The 2nd Cooperation on Faith and Sustainability	References: SDG16 Report / posttest / Evaluation test / Awareness survey / Kick-off event / Knowledge sharing session / BMA evaluation / TDRI workshop
Output 5 Communications, knowledge products and visibility	5.1 Number of communications and knowledge products aimed at increasing visibility for SDG localization and acceleration of the SDGs in Thailand produced (at least #25 dedicated to gender or with gender included)	Products produced	30 communications and knowledge products produced	30 communications and knowledge products were produced	Completed	UNDP	Communications	References: 6 Articles, 2 Videos, 10 Photo Essay Contest, 9 SDG Exhibition and promotional materials The Matter (นอภ Bangkok), SDG-L Flyers, SDG Booklet 200 copies.

Outputs	Indicators	Data sources	Target	Completed	Status	Implementor	Deliverable	Notes
	5.2 Number of translation and printing of the VLR guidelines into Thai language	Voluntary Local Reviews (VLRs) translated and printed	Thai language VLR guidelines	Translation is in-process	On track	UNDP		Extended final deliverable date to 30 June 2024
Output 6 Provide grants to civil society actors working on issues related to the SDGs at a local level, seeking innovative approaches	6.1 Number of grants disbursed, with a focus on support to vulnerable groups	Grantee reports	15 CSOs are granted fund to implement SDG-related local activities	15 CSOs have completed implementing SDG-related local activities in 15 target provinces	Completed	Grantee selection - Project board (EU, UNDP, MOI, DLA) 15 CSOs - Implementation	Grant Projects 15 grantee report.pdf	References: Grantee contract

The project demonstrated high effectiveness in achieving its planned outcomes, based on the review of relevant documents, questionnaire responses, and interviews with diverse stakeholders. However, some areas warrant further attention to address challenges and optimize impact.

A key aspect identified for improvement is raising awareness of sustainable development at the local level. While the Project's results framework adhered to the S.M.A.R.T. criteria, ensuring specific, measurable, achievable, relevant, and time-bound indicators, the evaluation revealed that awareness-raising efforts could be further enhanced.

The indicators were **Specific** as they clearly define the expected results, such as the number of SDG profiles developed for 15 target provinces or the number of multi-stakeholder consultations supported. These indicators are **Measurable**, with quantifiable targets and baselines, such as achieving 10 SDG profiles by 2022 and 15 by the final year. The targets set are **Achievable**, considering the resources and timeframe, ensuring realistic goals like organizing 20 trainings on SDG-related topics. The indicators are **Relevant**, aligning with the overarching goals of enhancing SDG localization and building capacity among stakeholders. Finally, they are **Time-bound**, with specific deadlines and interim targets set for each year, ensuring continuous progress monitoring and accountability. This structured approach facilitates accurate data verification and quantification of the indicators, ensuring robust evaluation and outcome measurement.

However, despite the well-structured results framework, the evaluation revealed the need for a more comprehensive and targeted approach to raise awareness and understanding of sustainable development goals among local communities and stakeholders.

This suggests a need for the project to explore additional communication and engagement strategies to ensure that the message of sustainable development reaches and resonates with diverse audiences at the local level.

5.3.1 Output 1: Develop SDG Profiles for 15 Target Provinces

The evaluation found that the Project effectively achieved its first output goal of developing SDG Profiles for the 15 target provinces.

Overall, TDRI's objective was to develop a methodology to match the SDG indicators with the SDG goals, gather and analyze available data, and create SDG Profile report. By 30 April 2024, all deliverables except the final report had been submitted. The final deliverable, "Deliverable 4: Analyze the data and develop an SDG Profile report", was on track, but incomplete. The final delivery date was extended to 31 May 2024.

Interviews with officials involved in SDG Profiles development revealed positive feedback. NESDC expressed satisfaction with the initiative and the Project's effectiveness in analyzing data and linking plans with local operations. However, challenges in coordination and data utilization remained, indicating a need for improved mechanisms and more efficient data use (Interview with NESDC officials, 7 May 2024).

Additionally, accessing and obtaining government-held data presented a significant challenge. The EU delegation noted that the Project's short duration and incomplete data availability limited its ability to fully integrate existing data. Interview with IOM officials highlighted the absence of migrant-related data from their databank, which could have enriched the profiles and provided a more comprehensive understanding of community needs (Interview with IOM officers, 15 May 2024). This highlighted a missed opportunity to leverage existing data resources to better understand the needs of specific populations.

The Ministry of Interior indicated that the data collection process could benefit from more input and evaluation from local authorities, acknowledging time constraints as a factor. Some indicators could not be made public due to national security concerns (Interview with MOI officials, 9 May 2024).

From the provincial perspective, an official expressed a desire for greater continuity and compatibility with local communities. They felt that past projects, initiated by the Ministry of Interior, often had a top-down approach with limited time for provincial preparation and too many indicators to cover effectively. They suggested prioritizing specific areas for SDG implementation before expanding further, and emphasized the need for continued knowledge-sharing and capacity-building efforts, particularly with the support of the provincial governor (Interview with a provincial officer, 29 May 2024).

A representative from SDG-Move suggested exploring alternative statistical models for SDG Profile creation, an option currently under consideration by NESDC and the National Statistical Office (Interview with SDG Move representative, 13 May 2024). This feedback indicates a potential avenue for methodological refinement and in future SDG profile development efforts.

5.3.2 Output 2: Organize Multi-Stakeholder Consultations to Discuss SDG Profile Outcomes and Engage Community Actors

Output 2 focused on organizing multi-stakeholder consultations to discuss SDG profile outcomes and engage community actors. The Project exceeded its initial target of 15 consultations, completing 18 events by 1 December 2023. These consultations engaged a diverse range of participants, including community leaders, academics, local government officials, and civil society representatives, totaling at least 973 participants from at least 150 organizations. Additionally, the Project supported the successful selection of two community volunteers.

The Multi-Stakeholder Consultations on SDG Profiles and Community Engagement facilitated consultations involving diverse stakeholders, including national and local government agencies, CSOs (representing various groups like LGBTQI, youth, women, and ethnic minorities), academia, and the private sector. The focus was on discussing SDG localization opportunities and challenges, with the aim of expanding and empowering the number of actors actively involved in accelerating SDG achievement at the local level.

18 multi-stakeholder consultations were held, exceeding the initial target of 10. These consultations provided a platform for structured dialogue among CSOs, businesses, academia, and government agencies in a neutral setting, allowing for deliberations on policies, laws, and local/national development plans.

Based on SDG profile and survey results, UNDP invited specialized UN agencies to share expertise and engage at the local level. For example, UN Women was involved in areas highlighting gender inequality, while the ILO focused on labor rights. In provinces with significant migrant and refugee populations, UNHCR and IOM participated.

UNDP also engaged two UN community volunteers in five provinces to assist with consultations and follow-up activities, particularly with civil society. This approach aimed to ensure a people-centered approach by involving community members in UN initiatives. These volunteers, working alongside the national UN Volunteer, offered local expertise and contributed to knowledge transfer and capacity building at both local and national levels. Their roles included assisting with consultations and providing ongoing support to stakeholders in areas such as awareness raising, grant provision, coordination, and visibility. These community volunteers were contracted on a part-time basis for a period of 12 months.

While the initial plan was to hold workshops in four provinces with approximately 100 participants each, the implementing contractor (TDRI) expanded the workshops to all 15 targeted provinces. This resulted in a total of 973 participants from diverse stakeholder groups, demonstrating the project's effectiveness in exceeding its initial commitments.⁷ This expansion was considered a successful outcome, demonstrating effectiveness in exceeding the original commitments.

However, the evaluation identified opportunities for enhancing stakeholder engagement. The grantee project staff reported that while province organized forums to explain SDG indicators these were often characterized by one-way communication from government agencies to CSOs. They suggested that more opportunities for dialogue and exchange were needed, particularly to incorporate the perspectives of civil society organizations, who possess valuable insights into local challenges and conditions (Interviews with grantee project staff in Ubon Ratchathani and Chiang Rai on 29 and 23 April 2024).

The strong leadership of provincial governors was identified as a key success factor. When governors actively participated in SDG dialogues and profiling, other state agencies in the province prioritized these issues. Academic institutions also played a vital role in helping governors to articulate ideas that emerged from the forums.

Ubon Ratchathani exemplifies a successful case, where the province's engagement with sustainable development began with an MOU signing with UNDP in 2022. A subsequent multi-stakeholder consultation on SDG indicators proved beneficial to provincial development planning, leading to the establishment of a sub-working group on sustainable development, supported by local academic institutions.

In conclusion, the project successfully achieved Output 2 by organizing consultations and training sessions as planned. These activities effectively engaged a diverse range of stakeholders and aligned with the project's theory of change. However, there is room for improvement in fostering more inclusive and participatory dialogue, particularly in ensuring the meaningful engagement of civil society organizations. Future initiatives should prioritize creating platforms for open dialogue and collaboration to ensure that diverse perspectives are considered and incorporated into SDG localization efforts. This would enhance the Project's overall impact and contribute to more sustainable and equitable development outcomes.

5.3.3 Output 3: Support to Civic Consultations on Provincial Plans

Output 3 aimed to support civic consultations on provincial plans, initially targeting one province for improvements based on local realities and SDG progress. However, the Project successfully conducted consultations in all 15 provinces.

A notable example was the "SDG Training Module 2: SDG Integration" event held in Phetchaburi from December 20-22, 2023. This onsite consultation involved 70 participants (41% female, 58% male) from diverse sectors, including Ministry of Interior officers, provincial officers, private sector representatives, CSOs, local administrative organization officers, and academics from Phetchaburi. The consultation facilitated active civic engagement and the integration of SDG principles into provincial planning, successfully aligning with the Project's objective to enhance local governance and sustainable development practices.

5.3.4 Output 4: Conduct Awareness-Raising, Training, and Developing Training Materials for SDG Localization for Different Stakeholders

The activities and events conducted under Outputs 2 and 3 also fulfilled the objectives of Output 4, as consultations and training were often combined. Therefore, this section focuses on two main activities: consultation sessions organized by the SDG-L project in collaboration with partners like SDG-MOVE, TDRI, and

⁷ referring to TOR TDRI Revised version and TDRI's Deliverable 3.4: Summary of 15 Provincial workshops on SDGs indicators and concept note

MOI, and a public awareness assessment conducted by NIDA. Overall, the Project achieved moderate success in this output.

The Project conducted six learning sessions, both online and in-person in Bangkok and Phetchaburi province. Collaboration with international and national organizations, including educational institutions and provincial government agencies, demonstrated the establishment of a robust collaborative network (see Table 10 for details). Twenty training sessions were also organized as per project indicators. Post-event evaluations showed a significant increase in participants' knowledge of sustainable development, meeting the target of a 60% knowledge increase rate.

Table 10: List of all learning sessions/workshops/consultation under Output 3 and 4

Date	Location	Subject	Participants
15-16 June 2023	Onsite in Bangkok	Enhancing Dialogue and Capacity on SDG16 Monitoring and Reporting in Thailand	<ul style="list-style-type: none"> - Ministry of Justice - Ministry of Interior - Royal Thai Police - Attorney General Office - Ministry of Agriculture and Cooperatives - Ministry of Foreign Affairs - Ministry of Natural Resources and Environment - National Anti-Corruption Commission - Office of the National Human Rights Commission - Department of Special Investigation - Office of the Narcotics Control Board - National Statistic Office - Office of the National Economic and Social Development Council - Office of the National Security Council - Anti-Money Laundering Office - Prime Minister Office - Secretariat Office of the Parliament - Thailand Institute of Justice - UNESCAP - UNODC - UNFPA - UNDP Bangkok Regional Hub - UN Resident Coordinator Office <p>Total numbers of participants: 125: 38% male and 62% female</p>
21 August 2023	Zoom	<p>Knowledge Sharing: Assessment of Thailand's SDG Progress</p> <p>Objectives:</p> <ul style="list-style-type: none"> - Provide an overview of how Thailand is being assessed in its progress towards achieving the SDGs and promote the use of data and evidence-based decision-making in monitoring and evaluation. - Foster collaboration and partnerships among stakeholders to accelerate progress towards the SDGs in Thailand. <p>Strengthen understanding of the interlinkages between the different SDGs and the need for an integrated and holistic approach to sustainable development in Thailand</p>	<ul style="list-style-type: none"> - Ministry of Interior - Governor's Offices - Provincial Offices - Ministry of Agriculture and Cooperatives - Ministry of Foreign Affairs - Department of National Parks, Wildlife and Plant Conservation - Office of the National Economic and Social Development Council - National Statistical Office - Academic Scholars from Sustainable Development Solutions Network - UNESCAP <p>Total numbers of participants: 240 (Through Zoom, the data cannot be disaggregated)</p>
19 September 2023	Zoom	<p>SDG Training Module: Deep Dive on the SDGs</p> <p>Objectives:</p> <ul style="list-style-type: none"> - Provide an overview of SDGs. - Share experience on implementing SDGs from UNDP, Mayor of Prik Municipality, Dean of Political Science Faculty of 	<p>Participants:</p> <ul style="list-style-type: none"> - Ministry of Interior - Ministry of Social Development and Human Security - Ministry of Agriculture and Cooperatives - Department of Community Development - Department of Provincial Administration - Department of Disaster Prevention and Management - Land Department

Date	Location	Subject	Participants
		Chiangmai University, NESDC, and SDG Move.	<ul style="list-style-type: none"> - Governors' Offices - Provincial Offices - Provincial Education Offices - Department of Provincial Administration - Office of Natural Resources and Environment - Office of Security Total numbers of participants: 313 (Through Zoom, the data cannot be disaggregated)
24-25 August 2023	Onsite in Bangkok	SDG Workshop with BMA under the Sustainable City Theme	<ul style="list-style-type: none"> - BMA Staffs - Deliverable 3-TH.pdf Total numbers of participants: 48: 33% male, 64% female and 2 % not specified
3 August 2023	Onsite at UNESCAP Building	The 2nd Cooperation on Faith and Sustainability	<ul style="list-style-type: none"> - Mahachula University - Bangkok Thonburi University - Mahidol University - Ministry of Interior Total numbers of participants: 40: 45% male and 55% female
20-22 December 2023	Onsite at Phetchaburi	SDG Training Module 2: SDG Integration	<ul style="list-style-type: none"> - Ministry of Interior's Officers - Provincial Officers/Private sectors /CSOs/The Local Administrative Organization Officers from the 15 targeted provinces - Academic from Phetchaburi Province Total numbers of participants: 70: 58% male and 41% female

These training sessions covered essential topics such as an overview of SDGs, capacity building for SDG monitoring and reporting, and promoting inclusive development with mentions of the inclusion of vulnerable groups. Developed with stakeholder input and tailored to Thailand's context with mention of real examples from Thailand's development challenges, the training aimed to enhance understanding, build capacity, and foster collaboration among various national and local stakeholders. While the learning sessions and consultations successfully fostered an understanding of a holistic approach to sustainable development in Thailand, the evaluation found limited attention to gender equality and disability issues. These topics require greater emphasis in future initiatives.

Additionally, challenges arose in securing participation from designated stakeholders, particularly government agencies, due to the timing of training activities coinciding with the end of the fiscal year (August-September). The need to send alternative representatives may have impacted the effectiveness of dialogues and commitments.

Grantee project staff in several provinces also expressed a preference for on-site workshops alongside online sessions, citing the latter's limitations in focus and opportunities for interaction. This was echoed by Phuket staff, who supplemented their learning with independent research.

The project aimed to reach 10,000 respondents through a survey conducted by NIDA, with 6,000 targeted through questionnaires and the remaining 4,000 through collaboration with partner agencies. However, documentation verifying whether this target was met was not available.

Overall, while the Project successfully conducted training and raised awareness among various stakeholders, challenges in participation and documentation highlight areas for improvement in future initiatives. These areas include addressing underrepresented topics like gender equality and disability, optimizing training schedules to accommodate key stakeholders, and providing more interactive learning opportunities. Ensuring comprehensive documentation of survey participation is also crucial for evaluating the Project's overall reach and impact.

5.3.5 Output 5: Communications, Knowledge Products and Visibility

The Project aimed to communicate and raise awareness about the Sustainable Development Goals (SDGs) and their relevance. While efforts were made to reach a broader audience, limitations persisted.

The project produced 60 learning media products in English and Thai, including:

- **Short Films:** A four phases campaign: "Good Job! Thank You!", "Once Upon Now," "Let's Get Started," and "Connecting the Dot."
- **Interactive Activities:** The SDG Word Quest to educate participants.

- **UNDP Blog:** Six human-interest stories were published on the UNDP Thailand website.
- **Photo Contests:** Organized in Tak and Pattani provinces.
- **Physical Materials:** Notebooks, pens, phone stands, calendars, SDG pins, stickers, flyers, a mobile exhibition, SDG boxes, a wheel, a game called "Genja," and the SDG Assessment 7tap.
- **Social media:** Content shared on YouTube, Facebook, Instagram and TikTok

According to the Project Monitoring and Evaluation Report, a communications specialist was appointed to lead the SDG Campaign, which effectively raised awareness of the SDGs at the local level. The "Human Stories" campaign, for example, ran from October 2023 to January 2024 and encouraged individuals to share personal stories of their contributions to the SDGs. This initiative aimed to humanize the SDGs by showcasing diverse narratives, including activism by people with disabilities and LGBTQI groups, youth involvement in peacebuilding, sustainable practices by female-led businesses, and environmental protection efforts. The campaign generated significant engagement on social media, with Facebook posts averaging 23,734 impressions and 1,688 interactions. On Instagram, posts averaged 520 impressions and 88 engagements.

Additionally, mobile exhibitions themed "Human Stories" were held across targeted provinces, attracting a total of 746 attendees. These exhibitions provided platforms for community engagement and showcased local perspectives on SDG-driven initiatives. The campaign's success was further amplified by collaborations with influential media partners, ensuring widespread coverage and sustained public interest in SDG-related activities.

Despite these efforts, the evaluation identified limitations in reaching broader audiences and encouraging deeper engagement with project materials and information. The focus on younger demographics may have overlooked the importance of involving older generations, particularly given Thailand's aging population. Future communication strategies should prioritize reaching and engaging these demographics for a more inclusive and comprehensive approach to raising SDG awareness.

5.3.6 Output 6: Provide grants to civil society actors working on local issues related to the SDGs, with a focus on innovative approaches

The Project was highly successful in funding 15 civil society grantee projects across provinces in four regions of Thailand, encompassing gender and vulnerable group issues. This was achieved with financial support and insight from the EU, which confirmed that the Project facilitated continued cooperation at the local level. The projects implemented were innovative and aimed to address local sustainable development challenges, with some existing projects being expanded to achieve greater impact.

This output is crucial to fulfill the theory of change premises. Funding these CSOs is a logical step in achieving the Project's objectives as they are well-positioned to identify and address specific local challenges, ensuring that SDG initiatives are relevant and impactful. This initiative facilitated continued cooperation at the local level and enabled the implementation and expansion of innovative projects to tackle local sustainable development challenges. The Project's theory of change posits that increasing awareness among state and non-state actors, including vulnerable groups, about the importance of SDG localization will lead to greater engagement in policy dialogue and gender-responsive SDG initiatives. By enhancing the capacity of these actors to develop inclusive and gender-responsive solutions, the Project further strengthened their involvement in identifying, developing, implementing, and measuring innovative SDG localization initiatives. This increased awareness and improved capacity helped strengthen the EU-UN-Thailand partnership towards Agenda 2030 and accelerate Thailand's progress in achieving the SDGs.

Grantee projects funded by UNDP to launch new activities were seen as opening a "space" and "inspiring" community change. For example, a project in Pattani aimed to create a safe space for dialogue and exchange among Thai Buddhists, organizing several public forums that were well-received by participants.

Similarly, a project in Udon Thani was successful in addressing community forest conservation and raising awareness of land rights laws. Both project staff and participants expressed satisfaction with the project's achievements, emphasizing the value of its concrete problem-solving approach (Interview with participants from grantee's project in Udon Thani, 1 May 2024).

Grantee projects that built upon existing activities or target groups also achieved notable successes. For example, the project in Songkhla expanded its network to cooperate with Trat in selling carbon credits to Saudi Arabia, generating additional income for the community. The project in Phetchaburi used funding to build a larger

solar power dome, increasing production capacity for banana flour and improving product quality and delivery reliability (Interview with grantee's project staff in Phetchaburi, 17 May 2024).

However, there were discrepancies between some project reports and the findings from field visits and interviews. Some reports, despite strong project implementation, lacked detail on the ground, while others were detailed but revealed inconsistencies during interviews. This suggests a need for UNDP to consider providing training on report preparation and effective project management to grantee project staff.

Additionally, while all projects met their targets for participant numbers, the evaluation highlighted the need for improved data management skills to enhance project effectiveness. Few projects systematically collected and analyzed data, such as chemical levels in vegetables or water quality measurements. This finding suggests that capacity building in data collection, analysis, and reporting should be prioritized in future initiatives to strengthen the evidence base for project impact and inform decision-making.

Differences in data collection, preparation of numerical statistics, and methods of project evaluation were identified as potential factors influencing the efficiency and success of grantee projects. Some grantee project staff suggested that providing training on data collection, statistical analysis, and report preparation would be highly beneficial. Such training could help project staff better manage, plan, collect, analyze, and synthesize data, ultimately leading to more effective project implementation and reporting to responsible agencies and funding sources (Interviews with grantee project staff in Pattani and Songkhla on 21 and 22 April 2024).

5.3.7 Impact and Changes Caused by the Project

Beyond the tangible outcomes, the evaluation found significant impacts and changes resulting from the Project.

EU and UN level:

- The Project expanded the roles and working boundaries for EU and UNDP, providing an opportunity for international organizations to directly collaborate with provincial and local levels in Thailand to enhance sustainable development.

National and provincial level:

- The Project served as an initiator and catalyst for sustainable development at the provincial and local levels in Thailand.
- Collaboration with provincial governors led to the signing of the Statement of Commitment to Sustainable Thailand by the governors of 77 provinces of Thailand, integrating sustainable development into provincial strategic planning (United Nations Conference Centre, Bangkok, 6 June 2022) which signify the aim to become a high-income country with inclusive, sustainable development, resilience, and progress in sight. This vision also aligns with the 20-year National Strategy, the draft 13th National Economic and Social Development Plan, and the Bio-Circular-Green Economy (BCG) model.
- Consultations and training sessions empowered provincial administrations and local CSOs to champion sustainable development in their respective areas.

Local level:

- The Project had a profound social impact on local participants and grantee project staff. Community challenges and problems were identified, and residents were encouraged to plan, engage, and initiate dialogues.
- Both grantee project staff and participants expressed satisfaction and recognized positive changes and improvements in their communities following project activities, laying a foundation for continued local-level sustainable development efforts.
- The Project fostered positive changes in women's empowerment, youth engagement, and the inclusion of vulnerable and marginalized groups. Participants reported observing that their benefits, engagement, and voices were valued and heard.

Although some grantee projects are in the initial stages of addressing the needs of these groups, the progress made in promoting gender responsiveness, inclusivity, and human rights is expected to continue.

5.3.8 SDG Knowledge Level of Grantee Project Staff

In addition to operational aspects, interviews with grantee project staff and participants explored the Project's approach to knowledge transfer. Field visits and group interviews revealed that, among 11 grantee projects, roughly half of the staff felt confident in their understanding of sustainable development concepts at a teachable level, while the other half did not feel they had sufficient knowledge for effective transfer.

The confident group often consisted of university professors or individuals with extensive experience in relevant sectors (government, civil society, private companies) who had already been working on sustainable development issues for many years (2-3 years or a decade).

In contrast, the less confident staff acknowledged a lack of deep understanding or a comprehensive view of sustainable development. Some expressed a basic level of understanding but struggled to explain concepts to others or fully grasp all the indicators (Interview with grantee project staff in Chaing Rai, 23 April 2024). Their understanding was often limited to the specific goals addressed by their own projects or organizations. This knowledge gap could hinder effective project design, activity planning, and knowledge transfer, particularly to participants with limited education.

The evaluation indicates that capacity building on sustainable development knowledge for project staff is crucial for UNDP if it aims to effectively disseminate and embed SDG knowledge to the local level in Thailand. Grantee project staff serve as vital intermediaries in conveying SDG knowledge to communities. They possess the relationships and experience necessary to engage with locals on a deeper level, demonstrating the community's role in sustainable development through collaborative processes.

5.3.9 Transfer of SDG Knowledge to Participants

The transfer of SDG knowledge from grantee project staff to participants proved to be the most challenging aspect of capacity building. Staff from all 11 grantee projects reported difficulties in communicating abstract sustainable development concepts, as many of the 17 goals seemed distant from the participant's daily lives. This challenge was further compounded by the fact that half of the project participants have only primary or secondary education.

To address this, project staff relied on concrete examples to make the SDGs more relatable. They focused on a few goals that were directly relevant to the projects or participants' daily lives, linking them to ongoing activities or familiar routines. This approach made the SDGs easier to understand and helped participants see the broader picture (Interviews with grantee project staff in Yala, Songkhla, and Chiang Mai, April 2024).

It is recommended that future projects invest in more intensive training for project staff to ensure they have a deeper understanding of the SDGs and the tools to effectively communicate them. This may involve extending project timelines to allow for comprehensive capacity building, as developing a solid understanding of complex concepts like sustainable development takes time.

Table 11: Project effectiveness from grantee and participants perspectives

Evaluation dimension: Effectiveness	Grantee's view	Participants' view	Total
Average score	3.4	3.4	3.4
% approval rate that the project is achieved	97%	89%	93%
totally agree	44%	45%	44%
agree	53%	44%	49%
disagree	2%	8%	5%
totally disagree	0%	0%	0%
N/A	2%	4%	3%
Identify achievement	Mostly achieved	Mostly achieved	Mostly achieved

Quantitative data from Table 9 supports the qualitative findings from the interviews, indicating strong agreement among respondents regarding the Project's overall effectiveness. Among grantee project staff, a combined 97% (44% "totally agreed" and 53% "agreed") expressed positive views. Similarly, 89% of project participants (45% "totally agreed" and 44% "agreed") indicated positive feedback. Disagreement was minimal, with only 2% of project staff and 8% of participants expressing negative views.

5.3.10 Risk Management Assessment

The Risk Management framework of the Project was comprehensive, detailing measures to safeguard against various risks and employing a participatory approach. The framework includes compliance with the United Nations Security Management System (UNSMS), preventing misuse of funds, recognizing conflicts and human rights issues, ensuring a safe space for women and LGBTQI persons to voice their opinions, and addressing social and environmental sustainability. The Project also outlined specific risks and mitigating measures in the Risk and Assumption table tailored to Thailand's context: "UNDP will consistently analyze the context in which the project will be operating, the interaction between the project activities and the context (how the context affects the activities and how the activities may affect the context), and through understanding of this interaction, risk mitigation measures will be taken to avoid negative impact." In addition, to address delays due to shifting levels of engagement, UNDP would "guarantee close coordination with governmental counterparts and civil society to ensure ownership of the process." All specific evidences and references regarding how the project address each of the 61 Risk Categories is shown in table 12 below.

To realize the Risk Management Framework, the Project made determined efforts to inform and obligate their implementing partners (e.g., TDRI, NIDA) and 15 Project grantees to comply with this framework by requiring them to sign a contract which included a provision requiring that "no fees, gratuities, rebates, gifts, commissions, or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from it shall cooperate with any and all investigations and post-payment audits." This provision aimed to ensure transparency and accountability by mandating that both partners and grantees adhere to the Framework.

Interviews with various stakeholders provided further insights into the Project's risk management practices. Stakeholders indicated an awareness of emerging risks such as community opposition, funding shortages, and political changes. For instance, the project board members noted potential social risks like changes in stakeholder priorities and the need to anticipate financial and political risks effectively (Interview with NESDC officials and MOI officials, 7 and 11 May 2024). The Risk and Assumption table further identifies specific risks and their mitigation strategies. For example, it acknowledges the risk of "delay in development of SDG profiles due to lack of interest from authorities or availability of data," and proposes mitigating this by "discussing the development of SDG profiles with local authorities prior to the start of the project" to build knowledge and enthusiasm around the exercise. This proactive approach to identifying and discussing risks aligns with the Project's dynamic risk management plan. However, the existing risk management plan could be enhanced by incorporating more explicit strategies for these evolving risks to ensure comprehensive coverage.

Interviews with CSOs and villagers also provide bottom-up perspectives that can be leveraged to fill in the gaps in a more thorough understanding of risk management at the local level. The concerns include time management, a shortage of new generation people in communities, and the insurgency in three southernmost provinces. The first issue is the flexibility of the working time frame. CSO grantees stated that the farming community is an important factor that hinders villagers from being able to fully participate in the project activities because their time is spent on seasonal agricultural tasks. Grantees were required to adjust the timetable to accommodate the locals' working cycles rather than the Project's time frame. Another issue is that young and working-aged people are leaving their communities to pursue educational and employment opportunities. As a result, the projects are dependent exclusively on middle-aged and elderly individuals. If the Project wishes to be sustainable, risk management for migration and an ageing society should be more considered. The final concern is that turbulence in the three southern border provinces has hampered participation and establishment of safe spaces for marginalized persons. Thus, future risk management should address security issues affecting locals in specific locations of Thailand.

To improve the Risk Management plan in the future, the project should incorporate a more dynamic and adaptive approach. This includes continuous monitoring and assessment of the evolving risk landscape, regular updates to risk mitigation strategies, and proactive identification of new risks as they emerge. Establishing clear procedures for monitoring regulatory changes, evaluating the impact of sociopolitical instability, and ensuring the safety and security of project personnel and assets is crucial. For example, the project document suggests that "the project will continuously assess security risks and revise project activities accordingly." By addressing these emerging risks comprehensively, the project will better navigate the complexities of its operational environment,

thereby enhancing its overall effectiveness and sustainability. This adaptive approach ensures resilience and responsiveness, aligning with the best practices outlined in the "Managing Risks Across UNDP Programming and Operations Guidance Note" and the "UNDP Evaluation Guidelines."

Table 12: Risk management evidence by risk categories

Risk Category	Evidence (with reference to the page number in project document)
1. Social and Environmental	
1.1. Human rights	"Human rights and environmental rights defenders and victims of violations may be put at risk by the project's support to CSOs and community-based organizations leading to an increase in conflicts or security risks. The project will continuously assess security risks and revise project activities accordingly." (Page 23-24)
1.2. Gender equality and women's empowerment	"The project document includes measures to ensure a safe space for women and LGBTQI persons to voice their opinions." (Page 42)
1.3. Grievances (Accountability to stakeholders)	"UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism." (Page 42)
1.4. Biodiversity conservation and sustainable natural resource management	"Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (http://www.undp.org/ses) and related Accountability Mechanism (http://www.undp.org/secu-srm). " (Page 42-46)
1.5. Climate change and disaster risks	"The activities are designed to be flexible and should be revised based on achievements in years prior. Focus on forward planning will mitigate risks of delays. ("Risk and Assumption" table on page 23-24 of the project document)
1.6. Community health safety and security	"The project will continuously assess security risks and revise project activities accordingly." (Page 23-24)
1.7. Cultural heritage	No data
1.8. Displacement and resettlement	No data
1.9. Indigenous peoples	No data
1.10. Labour and working conditions	"Moreover, and without limitation to the application of other regulations, rules, policies and procedures bearing upon the performance of the activities under this Project Document, in the implementation of activities, each sub-party, shall not engage in any form of sexual harassment ("SH"). SH is defined as any unwelcome conduct of a sexual nature that might reasonably be expected or be perceived to cause offense or humiliation, when such conduct interferes with work, is made a condition of employment or creates an intimidating, hostile or offensive work environment. SH may occur in the workplace or in connection with work. While typically involving a pattern of conduct, SH may take the form of a single incident. In assessing the reasonableness of expectations or perceptions, the perspective of the person who is the target of the conduct shall be considered. " (Page 42-46)
1.11. Pollution prevention and resource efficiency	No data
1.12. Stakeholder engagement	"UNDP will guarantee close coordination with governmental counterparts and civil society to ensure ownership of the process." (Page 23-24)
1.13. Sexual exploitation and abuse	"Each responsible party, subcontractor and sub-recipient (each a "sub-party" and together "sub-parties") acknowledges and agrees that UNDP will not tolerate sexual harassment and sexual exploitation and abuse of anyone by the sub-parties, and other entities involved in Project implementation, either as contractors or subcontractors and their personnel, and any individuals performing services for them under the Project Document. " (Page 42-46)
2. Financial	
2.1. Cost recovery	No data
2.2. Value for money	No data
2.3. Corruption and fraud	"UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the [project funds] [UNDP funds received pursuant to the Project Document] are used to provide support to individuals or entities associated with terrorism." (Page 42)
2.4. Fluctuation in credit rate market currency	No data
2.5. Delivery	No data
2.6. Budget availability and cash flow	No data
3. Operational	
3.1. Responsiveness to audit and evaluations	"Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk." (Page 36)
3.2. Leadership and management	No data

Risk Category	Evidence (with reference to the page number in project document)
3.3. Flexibility and opportunity management	"The activities are designed to be flexible and should be revised based on achievements in years prior." (Page 23-24)
3.4. Reporting and communication	"A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period. " (Page 36)
3.5. Partners' engagement	"UNDP will discuss the development of SDG profiles with local authorities prior to the start of the project to build knowledge and enthusiasm around the exercise." (Page 23-24)
3.6. Transition and exit strategy	No data
3.7. Occupational safety health and well-being	No data
3.8. Capacities of the partners	No data
4. Organizational	
4.1. Governance	No data
4.2. Execution capacity	No data
4.3. Implementation	No data
4.4. Accountability arrangements	"The recipient of funds from it shall cooperate with any and all investigations and post-payment audits." (Page 42)
4.5. Monitoring and oversight	"Monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards." (Page 36)
4.6. Knowledge	"Knowledge, good practices, and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project." (Page 36)
4.7. Human Resources management	No data
4.8. Internal control	"Performance data, risks, lessons, and quality will be discussed by the project board and used to make course corrections." (Page 36)
4.9. Procurement	No data
5. Reputational	
5.1. Public opinion and media	No data
5.2. Engagement with private sector partnership	No data
5.3. Code of conduct and ethics	"All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation." (Page 42-46)
5.4. Communications	"The risk [of central government authorities lack of willingness to support SDG localization programming] can be mitigated by working closely with authorities and government agencies from the start of the project, identifying SDG localization champions as counterparts and ensure effective communication on ongoing initiatives its importance. " (Page 23-24)
5.5. Stakeholder management	"UNDP will guarantee close co-ordination with governmental counterparts and civil society to ensure ownership of the process and bring together actors to discuss opportunities and challenges. UNDP is building on on-going work and strong partnerships to kickstart the process with strong stakeholder engagement " (Page 23-24)
5.6. Exposure to entities involved in money laundering and terrorism financing	"The recipients of any amounts provided by UNDP hereunder do not appear on the United Nations Security Council Consolidated Sanctions List, and that no UNDP funds received pursuant to the Project Document are used for money laundering activities." (Page 42)
6. Regulatory	
6.1. Changes in the regulatory framework within the country of operation	No data
6.2. Changes in the international regulatory framework affecting the whole organization	No data
6.3. Deviation from UNDP internal rules and regulations	No data
7. Strategic	
7.1. Alignment with UNDP strategic priorities	No data
7.2. UN system coordination and reform	No data

Risk Category	Evidence (with reference to the page number in project document)
7.3. Stakeholder relations and partnerships	"Upcoming elections in 2023 may have some effect on partnerships in some provinces. To mitigate that risk, this project is set up in a fashion that it closely interacts with a range of actors on the ground and thus is not heavily dependent on one single partner but rather can keep running as intended even if political realities on the ground change." (Page 23-24)
7.4. Competition	No data
7.5. Government commitment	No data
7.6. Change/turnover in government	"Change in political climate may affect the project implementation as it can swing public attitudes or change political realities." (Page 23-24)
7.7. Alignment with national priorities	No data
7.8. Innovating piloting experimenting	No data
8. Safety and Security	
8.1. Armed conflict	No data
8.2. Political instability	"The project will continuously assess security risks and revise project activities accordingly." (Page 23-24)
8.3. Terrorism	UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the [project funds] [UNDP funds received pursuant to the Project Document] are used to provide support to individuals or entities associated with terrorism , that the recipients of any amounts provided by UNDP hereunder do not appear on the United Nations Security Council Consolidated Sanctions List, and that no UNDP funds received pursuant to the Project Document are used for money laundering activities. (Risk Management 42-46)
8.4. Crime	No data
8.5. Civil unrest threats	No data
8.6. Natural hazards	No data
8.7. Manmade hazards	No data
8.8. Cyber security and threats	No data

5.4 Efficiency

The evaluation assessed the Project's efficiency in two areas: budget management and time management. Based on a review of documents, questionnaires, and interviews with officials from government organizations, partner agencies, grantee project recipients, and participants, the Project was found to be efficient.

5.4.1 Budget Management

A review of financial reports confirmed that the Project adhered to UN and UNDP regulations regarding budget allocation, aiming to optimize resource utilization and achieve the highest possible quality of results. A review of financial data verified that expenditure distribution aligned with project outputs. The breakdown is as follows (Figure 1):

- **Outputs that created tangible contributions (56.8% of total funds)**
 - Output 1: Develop 15 SDG profiles for target provinces (19.0%)
 - Output 5: Communications, knowledge products, and visibility (14.0%)
 - Output 6: Grants to civil society actors working on local SDG-related issues (23.8%)
- **Outputs aimed at knowledge management and sharing among stakeholders (43.2% of total funds)**
 - Output 2: Multi-stakeholder consultations on SDG profiles and community engagement (18.3%)
 - Output 3: Support civic consultations on provincial plans (5.3%)
 - Output 4: Awareness-raising, training, and development of SDG localization materials (19.7%)

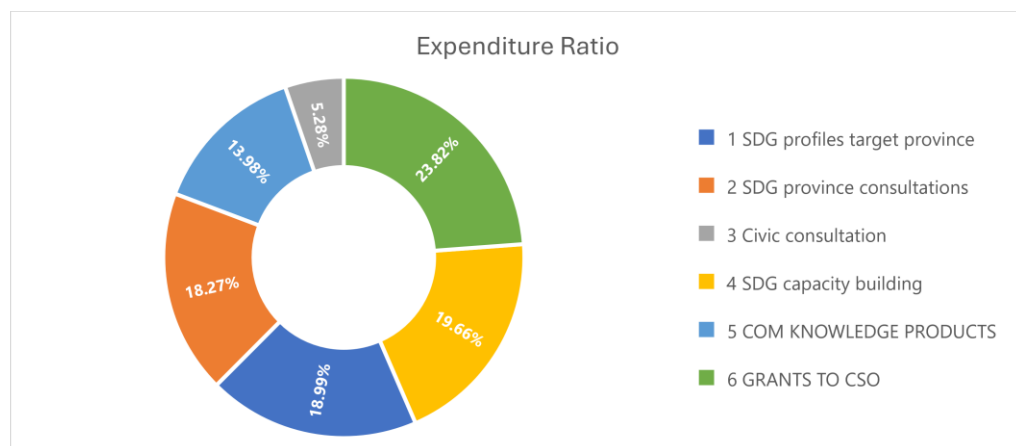


Figure 1: Budget allocation by output

Based on questionnaire responses and interviews with staff from 11 grantee projects and project participants, all projects were deemed highly efficient in meeting their timelines and budgetary constraints. This efficiency is attributed to the Project's primary focus on knowledge exchange, capacity building, and awareness-raising activities related to sustainable development. The allocated budgets were primarily utilized for these core activities, ensuring the effective achievement of project objectives.

The Yala grantee project exemplified effective resource management, completing the community network-building phase ahead of schedule due to proactive planning around teacher availability. This strategic foresight allowed the team to dedicate the final project period to crucial documentation and reporting. Remarkably, the project achieved an expanded network of 37 schools, a growth from the initial 30, despite a 50% reduction in budget for the second phase (450,000 Thai baht, down from 900,000 baht). This demonstrates the project's ability to optimize resource utilization while achieving its objectives.

The Yala project demonstrates that even with a reduced budget, expanding the network is possible by adapting operational methods. Examples of these adaptations include shifting to online training, organizing larger group sessions, and reducing the frequency of training (Interview with grantee project staffs in Yala, 20 April 2024).

A key observation from grantee project staff interviews was that UNDP project budgets helped fill gaps in community needs where government budgets were limited or constrained by disbursement regulations. For example, the Chiang Mai project used the budget to produce an early childhood development manual, create learning materials, and conduct home visits for disadvantaged families (Interview with grantee project staffs in Chiang Mai, 24 April 2024). Other projects used funds for infrastructure improvements like building or repairing community facilities and enhancing agricultural production capacity. These examples demonstrate how the Project can effectively complement government initiatives by addressing specific community needs not fully met by existing government budgets.

The evaluation also assessed efficiency by interviewing relevant officials from agencies like the MOI and DLA. MOI officials noted that most of the sixth output's budget was allocated to the 15 CSO grantee projects. They recommended that future consideration should be given to providing funding to provincial agencies with access to external funding sources, as this could create or support additional interventions, leading to more sustainable operations and stronger links to government agency SDG indicator collection (Interview with MOI officials, 9 May 2024).

It should be noted that the Project was designed to have a long-lasting impact and catalyze systemic progress towards achieving the SDGs in Thailand. A comprehensive assessment of its full value would ideally include an evaluation of the Social Return on Investment (SROI) instead of basic financial return or cost-benefit analysis. However, this was beyond the scope of the current evaluation.

5.4.2 Time Management

The project timeline spanned from August 1, 2023, to June 13, 2024. Despite the inclusion of additional field activities in the revised Terms of Reference (TOR), all planned activities were completed within this timeframe. However, some minor delays occurred due to unforeseen external factors, such as scheduling conflicts among stakeholders (TDRI interview, April 30, 2024). These were efficiently managed through adjustments to activity timelines or details, ensuring the overall project maintained its trajectory.

Extensions for specific deliverables were granted to the implementing contractors, TDRI and NIDA:

- **TDRI:** Deliverable 4, "Analyze the data and develop an SDG Profile report. Validate the availability of data to cross-check with the expected results and objectives," was extended from 29 February 2024, to 31 May 2024.
- **NIDA:**
 - Deliverable 1: "Propose methodology and sample questions to conduct a 'whole of society' approach, which is also aligned with the 17 SDGs," was extended from 15 June 2023, to 22 September 2023.
 - Deliverable 3: "Collect data through survey via proposed methodology (online and offline) and report progress and issues," was extended from 24 July – 22 October 2023, to 20 January 2024.
 - Deliverable 4: "Summarize data and develop a report and analysis aimed to focus on the development of each province's understanding towards the SDG," was extended from 20 November 2023, to 30 April 2024.

While budget management was generally viewed as efficient, the evaluation identified the timeframe for implementing grantee projects as a significant concern. Numerous project staff members expressed that the 6-8 month duration allocated was insufficient to achieve meaningful and measurable results, particularly in the areas of knowledge management and awareness building, which necessitate sustained effort over time.

Feedback from the Songkhla grantee project suggested a 3-year project duration to allow for a phased approach encompassing learning, adaptation, and implementation. They highlighted the risk of project abandonment associated with shorter timelines. Staff from the Chiang Rai and Ubon Ratchathani projects echoed this sentiment, emphasizing the need for flexible timelines and longer durations to ensure that project objectives are fully realized.

This feedback underscores the need for the Project to consider longer and more adaptable timelines in future iterations to accommodate the complex nature of knowledge transfer and sustainable behavior change at the community level.

5.4.3 Human Resource Management

This Project leveraged the expertise of both UNDP and local experts. This integration of international and local knowledge significantly impacted the development of strategies tailored to Thailand's unique social and economic context.

5.4.4 Monitoring and Evaluation (M&E)

The Project implemented a robust M&E mechanism to ensure optimal operation. This mechanism included quarterly tracking of progress against results indicators, proactive risk management through a risk log, capturing and integrating knowledge and lessons learned, and conducting annual quality assurance assessments (detailed in the Project Document).

The M&E tools utilized included progress and final reports from project partners and grantees, pre- and post-tests for workshops, field visits, and tracking of communication and campaign tools. The Project also engaged independent evaluators to assess the impact and sustainability of the Project's results and provide recommendations for future activities. The first project monitoring and evaluation report, "Strengthening SDG Localization in Thailand," focused on SDG profiles, the SDG survey, and the SDG campaign. This current evaluation serves as the final assessment.

Feedback from the EU delegation to Thailand confirmed the adequacy of this M&E mechanism. They stated, "It's also up to us at the delegation to ask for information, and I'm sure that when we do, we get the information we want" (Interview with representatives from EU delegation to Thailand, 7 June 2024). However, they suggested improvements in EU visibility, data collection, and project duration to ensure more comprehensive implementation and impact.

Table 13: Project efficiency from the perspective of grantees

Evaluation dimension: Efficiency	Grantee's view	Participants' view	Total
Average score	3.4	-	3.4
% approval rate that the project is achieved	84%	-	84%
totally agree	47%	-	47%
agree	38%	-	38%
disagree	13%	-	13%
totally disagree	0%	-	0%
N/A	3%	-	3%
Identify achievement	Mostly achieved	-	Mostly achieved

Table 13 presents the results of the questionnaire completed by grantee project staff regarding project efficiency. Participant views were not included as they did not participate in resource allocation or funding decisions.

Overall, 47% of grantee project staff agreed that the Project was efficient. This aligns with interview findings, where staff noted that the SDG-L project addressed some limitations in government budgets or funding for activities. However, 13% of respondents disagreed, primarily due to concerns about the short project duration (six months) and lack of follow-up support.

The short timeframe posed challenges, particularly in the agricultural context of Thai regions, where participant availability and readiness for activities could be affected by seasonal factors. This sometimes led to scheduling conflicts and delays. Additionally, the limited funding duration raised concerns about the long-term sustainability of grantee projects, as many felt they needed more time to fully implement their initiatives and achieve lasting impact.

These issues highlight the need for the Project to consider longer timelines and continued support mechanisms in future iterations. Such adjustments would likely enhance efficiency and sustainability, enabling grantee projects to achieve their full potential and ensure lasting benefits for the communities they serve.

5.5 Sustainability

The evaluation assessed project sustainability by examining the longevity and enduring impact of its outcomes, the capacity of local partners to maintain and expand achievements, and the mechanisms in place to ensure continued benefits. The evaluation observed a certain degree of sustainability in some activities, evidenced by the Project's design targeting sustainable outcomes and its emphasis on expanding collaborative networks with provincial authorities. The Project's focus on fostering cooperation and establishing robust working mechanisms within UN agencies and with Thai government counterparts were key strategies for creating a lasting infrastructure for sustainable development at the local level.⁸

5.5.1 Sustainability in Collaboration with UN Agencies

Based on project progress reports and interviews with officials and partners, the SDG-L project was designed for sustainable outcomes and effectively expanded collaborative networks at the provincial level. The EU delegation emphasized that project sustainability is measured by its ability to trigger lasting change (Interview with representatives from EU delegation to Thailand, 7 June 2024).

Efforts at this level focused on creating cooperative working mechanisms within UN agencies and their connection with Thai government agencies, establishing a robust infrastructure for sustainable development in the country.

The SDG-L project actively expanded cooperation with various stakeholders, including signing agreements with the Provincial Administrative Organization Council of Thailand (PAOC), the National Municipal Association of Thailand (NMT), and the Subdistrict Administration Organization Association of Thailand (SAOA). This aimed to create a systematic network of partner agencies to drive sustainable development in Thailand.

However, the evaluation identified areas needing further attention to enhance effectiveness and ensure the continuation of results. UN-Habitat officials, while acknowledging the Project's efforts to ensure continuity, stressed the importance of ongoing support. They also emphasized empowering local governments and stakeholders to independently maintain and advance sustainable development initiatives (Interview with Programme Manager, UN-Habitat, 2 May 2024). The IOM emphasizes highlighted the importance need to integrate migrant issues into long-term development plans and suggests using SDG localization projects as platforms for sustained collaborative efforts (Interview with IOM officer, 15 May 2024).

5.5.2 Sustainability at the Central Government Level

Interviews with Thai government agencies assessed their perspectives on the continuity of local sustainable development projects or plans after the Project's completion. Overall, the SDG-L project was viewed as well-designed for sustainability, but concerns remained about the effectiveness and full potential of established mechanisms.

TDRI noted that the Project effectively planned for sustainability by raising awareness and fostering participation from provincial-level agencies (Interview with TDRI, 30 April 2024). NESDC commented that the Project's initiation of sustainable design through mechanisms and provincial committees but highlighted the need for further development of local understanding and alignment with Thailand's sustainable development plans. The Ministry of Foreign Affairs (MFA) identified limitations in resource utilization due to budget constraints and emphasized the importance of agency ownership for long-term sustainability (Interview with MFA Officials, 16 May 2024).

A significant challenge identified was the inconsistency in technical knowledge and expertise on sustainable development at the local level, exacerbated by frequent reassignment of government officials. This turnover required the continuous capacity and knowledge redevelopment (interview with MOI officials, 7 May 2024; Interview with UN officers, 15 May 2024). The evaluation considered that addressing these issues is essential to ensure the sustainability of established mechanisms and prevent the need for annual retraining due to personnel changes.

⁸ Data collection for the evaluation took place at the final phase of the Project. A truer test of how sustainable the project would have been if the data collection process had taken place at least six months or later after the completion of the project. This extra time would have made it clearer what outputs from the project will be institutionalized by the key stakeholders, especially, government organizations and CSOs and thus sustained.

At the provincial level, despite the systematic work and clear mechanisms established at both central and provincial levels, interviewees emphasized the need for ongoing UNDP support to ensure project sustainability and the advancement of local sustainable development efforts (Interviews with Directors of Strategy and Information for Provincial Development Unit in Ubon Ratchathani and Chiang Rai, 29 and 27 May 2024, respectively).

5.5.3 Creating Sustainability at the Local Level

The evaluation of sustainability at the local level focused on grantee project documents, questionnaire responses, and interview transcripts from two primary groups: (1) staff overseeing 11 grantee projects funded by UNDP, and (2) participants involved in these projects. The analysis revealed a concerted effort within UNDP initiatives to foster community sustainability at the grassroots level, with a strategic aim to achieve substantial and lasting impacts.

Grantee project staff highlighted the importance of continuous financial support for project continuity, but also stressed the equal importance of building community resilience, enhancing capacity, and fostering youth engagement for long-term sustainability.

To understand the varying levels of sustainability among grantee projects, the evaluation categorized them into two groups: (1) projects in the initial stages of community engagement and (2) projects with longstanding partnerships with the community.

5.5.4 Projects in Initial Stages

As the Project neared its conclusion, both grantee project staff and participants recognized the need to transition from gathering opinions to taking concrete steps, such as fostering livelihoods and strengthening the tourism sector.

For example, in Pattani, economic empowerment and community cohesion, especially in the context of coexisting with Muslim populations, emerged as crucial strategies for ensuring long-term project sustainability. Ultimately, strengthening community bonds was identified as the overarching goal to ensure the Project's lasting impact (Interview with grantee project staff in Pattani, 21 April 2024).

In Udon Thani, the project focused on raising awareness about wetland conservation and land rights. The community demonstrated a strong commitment to these issues, with project staff acting as facilitators and enhancing community confidence. There was notable confidence in the community's ability to continue activities and collaborate with local authorities, even without external funding.

5.5.5 Projects with Established Cooperation

Several grantee project staff had longstanding engagement with communities, providing a foundation for further expansion. The projects were extending collaboration with network partners, local government agencies, and civil society organizations, or expanding project areas, indicating robust grassroots-level growth. However, funding remained crucial for sustainable operations, as staff expressed a desire for continuous support to further develop local livelihoods and implement new technologies.

Youth engagement was a notable aspect of many projects. Children and youth acted as effective mediators between project activities and their parents, contributing to both operational and collaborative success (interviews with grantee project staff in Songkhla, Ubon Ratchathani, Phuket, and Tak). In Ubon Ratchathani, a flood disaster management project shifted towards involving youth in activities traditionally dominated by older women. This approach, emphasizing youth engagement and knowledge transfer, was seen as crucial for community self-reliance and long-term sustainability. In Phuket, youth were integral to various project activities and expressed a strong commitment to continued involvement. They emphasized the importance of targeting genuinely interested participants and suggested increasing youth-oriented activities.

However, engaging youth posed challenges in areas with high outmigration rates, requiring careful consideration of the local socio-economic context (Interviews with grantee project staff in Songkhla, Ubon Ratchathani, Phuket, and Tak).

Overall, local ownership was a key aspect of SDG-L projects. Grantee project staff and participants emphasized building resilient communities capable of independently conducting sustainable development activities. However, the potential transfer of project ownership to government agencies faced challenges due to regulatory and budgetary constraints. Addressing these issues is vital for long-term project sustainability.

Table 14: Sustainability from grantee and participants perspectives

Evaluation dimension: Sustainability	Grantee's view	Participants' view	Total
Average score	3.1	3.3	3.2
% approval rate that the project is achieved	80%	89%	85%
totally agree	27%	39%	33%
agree	53%	51%	52%
disagree	15%	7%	11%
totally disagree	1%	1%	1%
N/A	4%	4%	4%
Identify achievement	Mostly achieved	Mostly achieved	Mostly achieved

Table 14 (above) presents the perspectives of both grantee project staff and participants on the Project's sustainability. The results indicate that while approximately half of the respondents (53% for staff and 51% for participants) believe the Project outcomes are likely to be sustained or continued, the overall agreement rate is modest, (27% for staff and 39% for participants). Notably, disagreement rates are relatively high, with 15% of staff and 7% of participants expressing concerns about potential funding constraints and limitations in support, which could hinder future project implementation. These findings highlight the need to address resource challenges and strengthen sustainability strategies for continued impact.

5.6 Human Rights, Gender Equality, Leaving No One Behind

The desk review and an interview with UNDP's gender and social inclusion advisor revealed a strong emphasis on human rights, gender equality, and LNOB principles in the Project's design, with 15% of the Project's time and resources focused on gender issues. The attempt is clearly seen from incorporating the three aspects into the Project's activities and collaboration among UN agencies and the diverse project population.

However, the evaluation also identified gender as the most challenging dimension to fully integrate, despite the Project's robust efforts.

The Project adopted a "gender 2" classification, requiring gender integration across all activities, and collaborated with the Ministry of Social Development and Human Security (MSDH) to ensure alignment with human rights and gender equality principles. A four-tiered system (gender 0 to gender 3) was used to measure the intensity of gender integration within projects. Local-level sustainable development projects were typically classified as "gender 2." These detailed criteria, implementation practices, and collaboration with MSDH demonstrated the Project's strong commitment to prioritizing gender.

While acknowledging progress, the UNDP gender advisor recognized the need for further action to address traditional gender norms that limit women's participation. Fostering women's self-expression and participation in community spaces remained challenges and requires a long-term approach due to the deeply ingrained nature of gender roles, often perceived as unquestionable societal fixtures. Current UNDP gender initiatives primarily concentrate on promoting general equality; thus, the Project is required to identify context-specific strategies tailored to the Thai context, particularly in under-resourced rural regions characterized by limited educational attainment and adherence to entrenched patriarchal norms regarding sexuality and gender roles (Interview with gender advisor, 14 May 2024).

Additionally, the Project's assessment of public awareness regarding SDGs took into account the different definitions of vulnerable groups by integrating National Research Council of Thailand's (detailed in the National Policy and Guidelines for Human Research⁹) and the UNHCR's Vulnerability Screening Tool¹⁰ to ensure the contextual accuracy of the study (Interview with NIDA representative, 9 May 2024).

5.6.1 Human Rights Efforts and Challenges

In the context of human rights, efforts were made to address issues pertinent to various population groups within Thai society. The International Organization for Migration (IOM) played a pivotal role in advocating the needs of migrants, highlighting their contributions and the need for their inclusion in development plans. "Migrants play a very critical role with socio-economic development in Thailand." (Interview with IOM officer, 15 May 2024). However, challenges included limited engagement with IOM regarding migrant data, under-recognition of migrants' contributions, and difficulties ensuring their rights were respected by local law enforcement (Interview with IOM officer, 15 May 2024).

IOM recommended systematic collaboration with organizations possessing relevant data and expertise from the project's outset, as well as creating platforms for unified action among UN agencies. They also emphasized the need to address the diverse needs of different genders among migrants and stressed the importance of respecting the rights of LGBTQI communities through targeted training and awareness programs (Interview with IOM officer, 15 May 2024).

The evaluation found a stated commitment to integrating human rights, gender equality, and LNOB principles in the SDG-L project, evident in collaboration among UN agencies and the diverse project population. However, a key challenge was fostering a deeper understanding of these three crucial dimensions within Thai society. This gap in understanding, revealed through interviews and grantee documents, highlights the need for continued efforts to effectively promote and implement these principles at the local level.

5.6.2 Prioritizing Human Rights, Gender Equality and Leave No one Behind at the National Level

A thematic analysis of relevant documents and interviews with different agencies (SDG-MOVE, TDRI, and NIDA) revealed a strong emphasis on human rights, gender equality, and leaving no one behind (LNOB) in the Project's

⁹ The National Policy and Guidelines for Human Research. (2015). Retrieved from https://sp.mahidol.ac.th/pdf/ref/National_Policy_Guidelines_for_Human_Research2015.pdf.

¹⁰ Vulnerability Screening Tool. (n.d.). Retrieved from <https://www.unhcr.org/sites/default/files/legacy-pdf/57fe30b14.pdf>.

design. However, challenges were identified in fostering knowledge and understanding among implementing organizations and participants, particularly regarding gender sensitivity.

Interviews indicate a consensus among agencies regarding their efforts to include diverse target groups, including women, youth, and vulnerable populations in SDG-L projects. While these groups were included in data collection and development processes, challenges persisted in raising awareness about gender equality issues (Interview with NIDA representative, 9 May 2024).

A review of documents and workshop observations suggested potential for improved gender sensitivity in TDRI's work. Their Terms of Reference (TOR) did not explicitly address gender issues, indicating a potential area for SDG-L project support. In contrast, NIDA's TOR clearly outlined the Project's intention to survey vulnerable groups, although the sample size (0.5%, or 30 individuals out of the 6,000) raised concerns about adequate representation.

In the implementation of activities, the gender dimension was notably absent from TRDI's documents, and there was no specification of the gender distribution of workshop attendees. While NIDA's research report included an offline survey with various population groups, the limited representation of vulnerable groups raised questions about the sampling methodology's ability to accurately reflect their status and needs.

Overall, the evaluation found a strong emphasis on human rights, gender equality, and leaving no one behind (LNOB) at the national level, with clearly defined goals and responsibilities outlined in project documentation. However, in implementing related activities, such as surveys and workshops, the UNDP could play a more substantial role. This could involve increased collaboration in planning, setting directions, determining proportions, and emphasizing the importance of gathering diverse opinions. Greater participation and benefits could be achieved by actively seeking input from various groups within Thai society, particularly those targeted by the project.

5.6.3 Prioritizing Human Rights, Gender Equality, and Leave No one Behind at Local Level

The evaluation of these principles at the local level was based on grantee project documents, questionnaires, and interviews with 11 grantee project staff and participants. The evaluation found that while the projects successfully included women, youth, and vulnerable groups, raising awareness about human rights and gender equality proved challenging due to the social context. The evaluation outlined the considerations into three distinct dimensions to provide a comprehensive explanation:

5.6.4 Human Rights and Leave No One Behind

The evaluation combined these two principles, despite their conceptual differences, due to the lack of distinction made by grantees and participants during interviews and document reviews. Combining them avoids content duplication.

The assessment reveals that while all grantee projects successfully included and benefited women, youth, and vulnerable groups, clear outcomes in raising awareness about human rights and gender equality, as well as ensuring meaningful participation and input from these groups, were not evident. This can be attributed to the challenges posed by Thailand's local social context, which requires significant time and resources to effectively implement such initiatives.

Two primary issues were identified across nearly all sub-projects: (1) establishing specific goals for human rights and LNOB, and (2) diligently working towards these goals. While each grantee project targeted distinct demographic groups, including children, women, and individuals facing various forms of vulnerability, both project staff and participants demonstrated a clear understanding of concepts related to equality, human rights, and social inclusion. This resulted in successful strategic planning and implementation in terms of human rights and LNOB considerations.

For example, a female project staff in Yala emphasized the project's commitment to inclusivity, stating that meeting audiences included diverse ages, genders, and youth without discrimination. Participants also echoed this sentiment, highlighting the project's efforts to gather diverse opinions, value individual viewpoints, and foster gender equality through inclusive activities and equal treatment (Interview with grantee project staff in Yala, 21 April 2024).

However, a significant gap was identified in the inclusion of people with disabilities. All 11 funded projects predominantly focused on the elderly or caregivers of bedridden patients. This evaluation suggests that the Project

should prioritize the inclusion of people with disabilities to ensure comprehensive coverage of all segments of Thai society.

5.6.5 Gender Equality

The evaluation highlighted the significance of participation figures and gender ratios as crucial indicators of gender equality within projects. These metrics reflect the level of interest and engagement women have in project activities. However, interviews with project participants revealed a notable disparity in understanding; participants did not recognize the significance of their gender identity in relation to their participation, opinions, or benefits derived from the project (Interview, Nakhon Ratchasima and Chiang Mai grantee projects, 18 April and 24 April, respectively).

In some projects, staff or community members exhibited a strong commitment to gender equality, recognizing the transformative potential of women empowerment, amplifying women's voices, and leadership. For example, in Nakhon Ratchasima, project staff emphasized empowering women and noted that female-led communities tend to be more supportive of gender equality (Interview with grantee project staff in Nakhon Ratchasima, 19 April 2024). Similarly, in Udon Thani, a grantee project found women actively advocating for land rights recognition. One participant described herself as a "commander" in the struggle to secure farming land rights (Interview with project participants from the grantee project in Udon Thani, 11 May 2024). This strong gender awareness was attributed to the unique social dynamics of the community, where women often held roles as landowners or managers due to long-standing family ties. While the grantee project may not have initiated the women's movement in this community, it operated within a context where women already held significant influence and voice.

Further insights into gender dynamics were gained through interactions with female project participants. This was evident in interviews with project staff in Chiang Rai, who acknowledged the underrepresentation of gender considerations in their project. During a forum in Chiang Rai, only two out of approximately 40 participants were women. These women primarily engaged in practical activities like composting, with limited involvement in project planning or decision-making. Despite expressing interest in obtaining FDA approval and selling their products online, they faced obstacles in achieving these goals (Interview with grantee project participants in Chiang Rai, 23 April 2024).

After consulting with the UNDP gender advisor, it became clear that the project's emphasis on overall equality for all demographic groups, rather than a specific focus on gender issues, stemmed from UNDP's prioritization of a broader human rights framework. While this approach acknowledged gender as a component of human rights, it may have resulted in less emphasis on the specific nuances and challenges related to gender equality.

The evaluation revealed that integrating gender equality concepts can be difficult due to their abstract nature. Therefore, it is recommended that future projects develop more tangible measurement criteria and structured activities with clear gender-related indicators. Implementing such measures could help to facilitate a more comprehensive understanding of gender dynamics within project contexts before delving deeper into individual perspectives on gender in subsequent phases. This approach could enhance the project's ability to address gender inequality more effectively and promote meaningful change in the lives of women and girls.

The evaluation also found limited acknowledgment and attention towards individuals identifying with alternative gender identities. Only one person self-identified as gay, indicating a lack of recognition or consideration of the LGBTQI community. While some acceptance was noted, deeper attention to their needs and concerns was lacking. This highlights the need for increased awareness and discussions regarding gender diversity at the local and community levels. By prioritizing gender equality and inclusivity, the SDG-L project can more effectively address the needs of all community members and achieve sustainable development outcomes that benefit everyone.

Table 15: HR, GE, LNOB from grantee and participants perspectives

Evaluation dimension: HR, GE, LNOB	Grantee's view	Participants' view	Total
Average score	3.3	3.3	3.3
% approval rate that the project is achieved	94%	77%	86%
totally agree	30%	42%	36%

Evaluation dimension: HR, GE, LNOB	Grantee's view	Participants' view	Total
Agree	63%	36%	50%
Disagree	5%	13%	9%
totally disagree	0%	3%	1%
N/A	1%	7%	4%
Identify achievement	Mostly achieved	Mostly achieved	Mostly achieved

Table 15 presents participant and grantee perspectives on human rights (HR), gender equality (GE), and leaving no one behind (LNOB). 42% of participants agreed that the Project placed significance on human rights, gender equality, and leave no one behind, with an additional 36% expressing agreement.

This data suggests that while most participants recognized the project's focus on inclusivity, there was still room for improvement in understanding and connecting with these principles. The high proportion of "N/A" responses (7%) among participants further indicates limited awareness or engagement with these issues.

In contrast, grantee project staff demonstrated a higher level of agreement (94%) with the Project's emphasis on HR, GE, and LNOB. This discrepancy highlights the need for continued efforts to raise awareness and understanding among participants, particularly regarding gender equality.

The evaluation team noted that several grantee projects successfully integrated vulnerable populations and upheld human rights principles, with significant female participation. This aligns with the positive feedback from grantee staff in the questionnaire. However, the lower agreement rates among participants emphasize the importance of strengthening efforts to communicate the Project's focus on inclusivity and ensure meaningful participation from diverse groups.

Overall, while the Project made progress in promoting HR, GE, and LNOB principles, the evaluation indicates a need for further work to bridge the gap in understanding and engagement among participants, especially regarding gender equality.

6. Conclusion

The "Strengthening SDG Localization in Thailand" (SDG-L) project, a collaborative effort between the European Union Commission and the United Nations Development Programme (UNDP), aimed to integrate the Sustainable Development Goals (SDGs) into local governance across 15 diverse provinces in Thailand. By partnering with national agencies like the MOI and NESDC, as well as local organizations like TDRI and NIDA, the Project sought to enhance local capacities, raise awareness, and promote inclusive policy dialogue.

The Project is significant to Thailand as it fosters sustainable development at both national and local levels. By empowering communities and enhancing local governance, the Project aligns with Thailand's strategic goals and addresses pressing development challenges.

Evaluating this Project is essential to understand its impact, identify successful strategies, and address remaining challenges. The evaluation helps ensure that future initiatives can build on the Project's successes and learn from its shortcomings.

The evaluation was conducted through a comprehensive review of project documents, stakeholder interviews, and surveys. It assessed the Project's relevance, effectiveness, efficiency, sustainability, and inclusivity.

Over its 18-month implementation period (December 2022 to June 2024), the Project achieved significant milestones, including the successful organization of SDG profiles workshops and the production of each of the 15 provinces' report, the delivery of capacity-building initiatives through online and on-site training, and the support of civic consultations and policy advocacy sessions. Fifteen local civil society organizations received grants to implement innovative community-centered projects addressing specific SDGs.

The Project's impact was multifaceted. It offered a unique opportunity for the EU and UNDP to extend their collaboration to the provincial level, fostering direct engagement with local stakeholders. At both national and provincial levels, the Project acted as a catalyst for sustainable development, encouraging collaboration with provincial governors and incorporating sustainability into strategic planning. At the local level, the Project empowered communities to identify challenges, engage in dialogue, and initiate actions to address their needs.

The Project's design, which emphasized relevance and stakeholder ownership, facilitated cross-sectoral collaboration, particularly at the provincial level. The project management team's adaptability and responsiveness to stakeholder priorities and challenges were instrumental to its success. This strong ownership of project activities contributed to the observed sustainability at both community and provincial levels.

The Project also successfully raised awareness of sustainable development, human rights, and the "Leave No One Behind" principle within local communities. Positive changes were observed in women's empowerment, youth engagement, and the inclusion of marginalized groups. However, challenges remain in fully realizing gender equality and inclusivity due to deeply ingrained social norms and limited resources.

The evaluation identified the provincial governor's office as a potential leader in driving local sustainable development. While the annual rotation of civil servants presented a challenge to program continuity, establishing a clear communication framework for transitioning governors could mitigate this issue.

The Project faced challenges in addressing gender issues, particularly related to traditional gender values and limited opportunities for self-expression in community spaces. However, successful cases in some provinces demonstrated growing awareness and provided models for promoting gender equality and women's participation.

Additionally, challenges were noted in the inclusion of people with disabilities and the meaningful engagement of youth. Future initiatives should focus on addressing these gaps to ensure comprehensive inclusion.

While the Project successfully engaged local government entities, CSOs, and academic institutions, private sector involvement remained limited. However, successful collaborations in Tak and Songkhla with the private sector and academic institutions, respectively, highlight the potential of expanding such partnerships to enhance project accessibility and efficiency.

The Project made significant progress towards its theory of change, with increased awareness and engagement among stakeholders in SDG localization. However, further efforts are needed to strengthen the EU-UN-Thailand partnership and accelerate Thailand's overall progress towards achieving the SDGs.

7. Lesson Learned

The evaluation identified key lessons learned from the Project, identifying both the challenges faced and the solutions implemented to overcome them. Three key aspects were identified: coordination and coherence issues, gender issues, and other stakeholder engagement issues.

7.1 Coordination and coherence issues:

Translating broad sustainable development concepts into actionable localities presented communication and cooperation challenges, primarily due to differing priorities among stakeholders. Some local government agencies prioritized economic growth and welfare over other sustainable development indicators.

To address this, it is crucial to have a clear link and lines of communication to a leading agency at the provincial level to set priorities and drive local sustainable development efforts. The provincial governor's office can play this role, as the governor can effectively initiate and expand related projects or activities.

- **The annual rotation of Thai civil servant**, especially governors, impact the design and execution of sustainable development programs. While a departing governor may hinder SDG progress if mechanisms are yet to be established, a rotating governor to a new province can spread knowledge about SDG advancements. Therefore, setting up a framework for incoming governors would facilitate smoother transitions and promote effective local development.
- **Best practice case study:** Ubon Ratchathani Province successfully established a sustainable development working group with the governor's enthusiastic backing. After signing an MOU with UNDP on 6 June 2022, this work has been instrumental in developing strategies, selecting appropriate indicators, and integrating SDG goals into the provincial development plan. Ubon Ratchathani Province is now regarded as a model for its own development activities, which adhere to rigid sustainable development principles.

7.2 Gender issue

Gender-related assessment and awareness raising remain a challenge for the project, despite decent progress in quantitatively involving both male and female participants. Achieving substantial gender inclusivity, encompassing women and LGBTQI individuals, requires further effort. Two major challenges are:

- **Challenging traditional gender values:** Overcoming deeply rooted beliefs that tie gender to specific duties and responsibilities within the family.
- **Promoting courage to express oneself and have a voice in community spaces:** Encouraging women and LGBTQI individuals to express themselves confidently and participate actively in community spaces.

These challenges are particularly prevalent in local areas of Thailand with limited education and adherence to traditional gender norms. However, the evaluation found that some areas with existing gender awareness and understanding of women's participation in socio-economic issues, presented opportunities for building upon these strengths with guidance from local gender experts.

Case study:

- **Nakhon Ratchasima:** Grantee project staff demonstrated a strong understanding of women's in the local governance, suggesting increased female representation in leadership positions to better address women's issues and promote gender equality.
- **Udon Thani:** Project participants expressed a keen awareness of women's role in land rights, linking their community context with inheritance and ownership patterns. This understanding, though yet to be fully connected to women's empowerment, serves as a good starting point to promote women's participation in local sustainable development.

7.3 Disability and Social Inclusion

While the Project incorporated a focus on vulnerable groups, the evaluation identified areas for improvement in the inclusion of people with disabilities and youth engagement.

- **People with Disabilities:** Disabled individuals were rarely involved in project activities, both at the project level and within grantee projects. A participant in Pattani, a disabled woman affected by the insurgency in southern Thailand, suggested incorporating sessions to educate disabled people about their rights and available government support. This highlights the need to not only raise awareness about sustainable development and human rights but also to provide targeted information and resources to address the specific needs of marginalized groups, such as people with disabilities.
- **Youth Engagement:** Although youth demonstrated enthusiasm for participating in local sustainable development, their roles often lacked autonomy and decision-making power. In Phuket, for example, young participants were mainly involved in following instructions from adults. They suggested that project activities should prioritize engaged adolescents over disinterested adults. In Ubon Ratchathani, while the grantee project provided opportunities for youth to practice financial management, there was still room for expanding their roles and empowering them to voice their ideas and contribute to decision-making processes.

Case Studies

- **Pattani:** The interview with the disabled woman in Pattani revealed a lack of awareness among people with disabilities about state policies and resources available to them. This highlights the need for targeted education and information dissemination for this group.
- **Phuket:** Youth participants expressed a desire for greater autonomy and a chance to contribute their ideas and perspectives to project activities.
- **Ubon Ratchathani:** The grantee project's focus on building financial management skills among youth demonstrates a positive step towards empowering young people to participate actively in their community's development. However, more can be done to encourage youth leadership and decision-making.

Recommendations

To enhance inclusivity in future initiatives, it is recommended that the project:

- **Develop Targeted Strategies for People with Disabilities:** Actively seek to include and empower people with disabilities by providing information, resources, and opportunities for meaningful participation in project activities.
- **Empower Youth Leadership:** Create spaces for youth to share their ideas, take on leadership roles, and contribute to decision-making processes within the project.
- **Tailor Engagement Approaches:** Consider the unique needs and perspectives of different vulnerable groups, such as people with disabilities, youth, and women, when designing project activities and communication strategies.
- **Monitor and Evaluate Inclusivity:** Regularly assess the Project's impact on different groups to identify any disparities and adjust implementation strategies accordingly.

By taking these steps, the Project can ensure that it is truly inclusive and equitable, benefiting all members of society and contributing to sustainable development for all.

7.4 Stakeholder engagement issue

Active involvement of diverse stakeholders—including local government entities, private sector, CSOs, and academic institutions—was crucial to the Project's relevance and effectiveness. This practice should be continued in future projects to foster a collaborative approach to sustainable development.

Currently, CSOs and academic institutions are well-represented and are instrumental to the development of the Project. In some cases, academic institutions have become a resource for local administrations. However, the

private sector and local business are still underrepresented in many areas. The following case studies successful collaborations with these sectors:

Case Study

- **Grantee project in Tak:** The grantee organization in Tak extended its cooperation beyond government agencies and civil society to include the private sector. This involved organizing activities to publicize the project and sustainable development concepts at Robinson Department Store in Mae Sot District. The event saw excellent turnout and enthusiasm from the public. Despite some time and space constraints, this collaboration represents a promising starting point for further expanding private sector engagement.
- **Grantee project in Songkhla:** The grantee project in Songkhla established a strong partnership with the local academic institutions, including Thaksin University, Prince of Songkhla University, Rattaphum College. This collaboration provided project staff and participants with access to extensive expertise from lecturers, new technological tools, knowledge, and support channels. It also facilitated more efficient and systematic data collection and analysis for the Project.

These examples demonstrate the value of diverse stakeholder engagement in enhancing project reach, effectiveness, and sustainability. Future initiatives should actively seek to expand partnerships with the private sector and academic institutions to leverage their unique strengths and resources.

7.5 Other feedback from stakeholders

Capacity Building:

The Project successfully enhanced the skills and knowledge of local officials and community leaders through targeted training programs. This improved immediate project outcomes and laid the groundwork for ongoing SDG implementation. However, stakeholders noted the need for better integration of sustainable development goals across all levels of government and society, including increased awareness and understanding among local agencies and communities. Future initiatives should prioritize capacity building to ensure the long-term sustainability of project outcomes.

Flexibility in Implementation:

The Project's ability to adapt to external challenges, such as scheduling conflicts and logistical issues, was key to its success. Flexibility in granting extensions to implementing contractors (TDRI and NIDA) ensured the completion of their deliverables. However, stakeholders feedback indicated that the 18-month project period was insufficient for achieving substantial outcomes, particularly in building sustainable development knowledge among locals. Future projects should consider longer durations to allow for more comprehensive learning, adaptation, and implementation phases.

Resource Constraints:

Limited resources and capacity at the local level affected the Project's sustainability. To address this, future initiatives should prioritize capacity-building initiatives and seek to integrate the Project's outcomes into local policymaking and budgeting processes to secure ongoing support.

8. Recommendations

8.1 Promote the adoption of “Advanced Track”

The UNDP should promote and expand the “Advanced Track” mechanism to enhance the long-term impact and sustainability of the SDG-L project. This track would offer longer funding period (2-3 years) and higher budgets to successful projects demonstrating high potential for sustained impact. A selection committee, comprising representatives from UNDP, government agencies, and relevant stakeholders, would evaluate network performance and proposals to identify suitable candidates for this track.

The Advanced Track is designed to address several key gaps identified in the evaluation by fostering strengthened collaboration, achieving meaningful impact, and ensuring sustainable capacity building. The longer funding period and increased budget will facilitate stronger coordination among CSOs, government agencies, and the private sector, ensuring alignment on shared issues and priorities. Extended project timelines will enable projects to go beyond initial implementation and focus on achieving substantial, long-term results and social impact. Additionally, sustained resources will allow for comprehensive community-level capacity development, empowering local actors to continue driving development initiatives beyond the project's initial funding period.

The Advanced Track offers several key benefits, including increased sustainability, enhanced coherence, and incentives for excellence. By nurturing existing networks and projects, the Advanced Track contributes to lasting impact and fosters sustainable collaboration among stakeholders. Improved coordination between local entities leads to more harmonious and effective development efforts, maximizing the utilization of resources and expertise. Additionally, the prospect of participating in the Advanced Track motivates projects in the Normal Track to strive for exceptional results, promoting innovation and continuous improvement in sustainable development practices.

8.2 Enhance Media Strategies

The UNDP should implement a comprehensive and diversified communication strategy to significantly expand future project reach and impact. The recommended approaches are as follows:

- **Strategic Media Partnerships:** Collaborate with high-impact media outlets, such as The Standard, to amplify the Project's message and reach wider audiences.
- **Multi-Channel Approach:** Utilize a variety of channels beyond Facebook, to engage diverse audiences and foster broader awareness of sustainable development.

Currently, posts on UNDP Thailand's Facebook page average 36 reactions, 1 comment, and 23 shares, while SDG-L-related content receives even less attention (18 reactions, 1 comment, 7 shares). A multi-channel approach can increase engagement and interaction across different platforms. Although UNDP Thailand's Facebook page has a significant following (51,000 followers), partnering with media outlets like The Standard, which has a much larger audience (3.2 million Facebook followers, 3.52 million YouTube subscribers), can substantially expand the project's reach and influence.

8.3 Expand SDG Profiles

The UNDP should prioritize the expansion of SDG profiles coverage beyond the initial 15 provinces, aiming for nationwide adoption in Phase 2 of the Project. The evaluation had identified gaps including insufficient time and resources for consultations, which can be addressed by ensuring adequate resources and time are dedicated to local consultations, leading to more accurate and actionable SDG profiles. Limited stakeholder engagement can be mitigated by expanding the review process to include a broader range of stakeholders, ensuring that diverse perspectives are considered for more comprehensive and relevant SDG profiles. Additionally, the current limited geographic coverage should be extended to all provinces to provide a holistic understanding of Thailand's progress towards the SDGs, enabling better-informed decision-making and resource allocation at both local and national levels. Thus, the recommended approaches are as follows:

- **Insufficient Time and Resources for Consultations:** By ensuring adequate resources and time are dedicated to local consultations, the project can gather comprehensive data and insights, leading to more accurate and actionable SDG profiles.

- **Limited Stakeholder Engagement:** Expanding the review process to include a broader range of stakeholders will ensure that diverse perspectives are considered, leading to more comprehensive and relevant SDG profiles.
- **Limited Geographic Coverage:** Extending SDG profiles to all provinces will provide a holistic understanding of Thailand's progress towards the SDGs, enabling better-informed decision-making and resource allocation at both local and national levels.

8.4 Promote Cooperation for Sustainable Development Beyond Phase 1

The UNDP should actively seek to expand collaboration beyond initial partners in Phase 1 of the Project. This includes exploring collaboration with organizations that share similar objectives, such as the World Bank and Thai financial sector. The Project evaluation and additional research revealed opportunities to expand collaboration beyond the initial partners in Phase 1, so the recommended approaches are as follows:

- **Collaboration with the World Bank:** While phase 1 focused on partnerships with UN Agencies and the European Union, the evaluation identified the potential for collaboration with other international agencies sharing similar sustainable development goals. The World Bank, for example, has identified three strategic priorities in Thailand:
 - Accelerating the green transition
 - Building climate resilience
 - Promoting spatial and inclusive growth,

These three priorities align closely with SDG-L's mission to localize the SDGs, making the World Bank a potential partner for Phase 2.
- **Partnerships with the Private Sector:** Engaging with the private sector, particularly the Thai financial sector, presents a significant opportunity, as these financial institutions are increasingly prioritizing sustainable development and the green transition. Their resources and expertise could be valuable assets for the project.

8.5 Promote A Tailored Approach to promoting Gender Diversity and Gender Equality

The UNDP should support Thailand in designing a contextually relevant approach to promoting gender diversity and gender equality, recognizing the nuanced sociocultural landscape of the country. This can guide the Thai government and stakeholders to focus on practical actions rather than abstract concepts, leverage Thailand's unique strengths, and initiate immediate actions such as strategic development, collaboration on existing projects, fostering safe dialogue, and respecting local values. Thus, the recommended approaches are as follows:

- **Contextual Considerations:** Thailand's diverse geography, cultures, and values necessitate a context-specific approach to gender and LGBTQI initiatives. Recognizing that a one-size-fits-all approach is ineffective, campaigns should be tailored to address the unique challenges and opportunities present in each region.
- **Practical Action over Abstract Concept:** Efforts should prioritize promoting gender equality and inclusivity through tangible actions and practical experiences. Rather than attempting to directly change deeply held beliefs and values, initiatives can foster empowerment and inclusivity through concrete actions that address the realities faced by these individuals from marginalized groups.
- **Leveraging Thailand's Unique Strengths** Historically, Thai women have played vital roles in society, demonstrating agency and resilience. This legacy can be leveraged to encourage greater participation in social and political spheres. While Thai society is relatively open to LGBTQI issues, integrating local exports and advocates into community-level initiatives can further enhance understanding and acceptance.

To lay the groundwork for long-term progress, several immediate actions can be taken: strategic development should involve coordinating civil society, academics, and gender and LGBTQI experts to create comprehensive strategies at national, provincial, and local levels. Collaboration on existing projects in the 15 pilot provinces can

leverage resources and expertise for gender and LGBTQI initiatives. Additionally, creating informal sessions specifically for women and LGBTQI groups can foster open dialogue, empower participants, and identify specific community needs. Activities should be designed to respect local values, promoting gender and LGBTQI inclusion in areas like the environment, economy, education, and tourism, where resistance may be less pronounced.

Building upon these immediate actions, a long-term vision for promoting gender diversity and equality should include extending coordination efforts to all provinces nationwide. This vision should also transition from one-off workshops to ongoing training programs that provide a deeper understanding of the complexities of gender and LGBTQI issues. Engaging men as allies and participants in promoting gender equality is crucial, as it fosters understanding and support within families and communities. Additionally, working with government agencies to increase awareness of gender issues, bridge knowledge gaps, and streamline the implementation of policies promoting gender equality and inclusivity will be essential in reducing barriers and achieving lasting change.

8.6 Increase Engagement and Support for People with Disabilities, Youth, and Vulnerable Groups

The UNDP should implement and expand a comprehensive strategy to reach and create meaningful impact for people with disabilities, youth, and vulnerable people. This includes:

- **Laying down the groundwork for long-term progress:**
 - **Strategic Development:** Coordinate civil society and academics to develop comprehensive strategies at national, provincial, and local levels.
 - **Financial Support:** Grant support to CSOs which focus on supporting people with disabilities and vulnerable groups.
- Promote the implementation of action in-line with **these long-term vision for promoting social inclusivity:**
 - **Nationwide Expansion:** Extend coordination efforts by building on the groundwork to include all provinces nationwide.
 - **Deepening Understanding:** Training session and workshop focusing on the issues of people with disabilities and vulnerable groups is needed. It is also necessary for provincial and local government to fully recognize their abilities and roles in supporting these people and incorporate this dimension into provincial and local strategic development planning and budgeting.
 - **Inclusive Planning and Participation:** By including organizations or CSOs which assist people with disabilities, project planning and implementation will be able to increase the involvement of people with disabilities. In addition, fostering community participation that involves people with disabilities in the decision-making process is significant. It should be noted that provincial areas of Thailand have limited government and financial resources, as well as physical and digital accessibility, transportation, healthcare, and infrastructure to serve this population. Risk assessment is thus needed, and activities might need to be properly planned in order to avoid obstacles and delays of the Project.
 - **Raise Public Awareness and Educate Stakeholders:** It is necessary to train government officials, CSOs, and private sector partnering with the Project on disability inclusions and benefits of a diverse society.
 - **Data and Monitoring:** the Project needs to collect disaggregated data to ensure that data on SDG progress is disaggregated by gender, age, and disability status to sufficiently and effectively identify gaps and measure progress. Also, it needs to establish mechanisms for regular monitoring and reporting on the inclusion of these groups.

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Evaluation and Methodology:

- Organisation for Economic Co-operation and Development (OECD/DAC). *Development Assistance Committee Evaluation Criteria*.
- United Nations Evaluation Group (UNEG). (2014). *Integrating Human Rights and Gender Equality in Evaluation - Towards UNEG Guidance*.

Partner Organizations and Collaborators:

- National Institute of Development Administration (NIDA).
- Thailand Development Research Institute (TDRI).
- Ministry of Interior (MOI), Thailand.
- United Nations Human Settlements Programme (UN-Habitat).
- International Organization for Migration (IOM).

- Various Civil Society Organizations (CSOs) including Women's Health Understanding Foundation, Living River Association, Population and Community Development Association, Buddhist Network for Peace, Good Shepherd Home Foundation, Phulita Community Enterprise, Has Thoo Lei Foundation, Chumchonchai Foundation, Human Rights and Environment Association, and Global Citizenship Education.

Research and Data Collection:

- National Statistical Office (NSO), Thailand. *Data Collection Reports and Surveys*.
- UNDP. *SDG Profile Development Reports*.
- UNDP. *Sustainable Development Awareness Surveys*.

Interviews and Fieldwork:

- Interviews with officials from the National Economic and Social Development Council (NESDC), Ministry of Interior (MOI), Thailand Development Research Institute (TDRI), National Institute of Development Administration (NIDA), United Nations Human Settlements Programme (UN-Habitat), International Organization for Migration (IOM), and various grantee project staff and participants.
- Field observations and direct data collection from 15 target provinces in Thailand including Chiang Mai, Chiang Rai, Mae Hong Son, Tak, Udon Thani, Ubon Ratchathani, Nakhon Ratchasima, Petchaburi, Bangkok, Surat Thani, Phuket, Songkhla, Pattani, Yala, and Narathiwat.

Annexes :

1. List of individuals or groups interviewed or consulted, and sites visited.
2. Project or programme results model or results framework.
3. TOR for the evaluation.
4. Key questions and sub-questions
5. Evaluation matrix and data collection instruments
6. Conceptualization Recommendations: A Strategic Framework
7. Evaluation Consultant Code of Conduct Agreement form (signed)

Annex 1

List of individuals or groups
interviewed or consulted,
and sites visited

No.	Organisation name (EN)	Organisation Name (TH)	SDG-L involvement	Site	Interviewed date
1	United Nations Development Programme (UNDP)	โครงการพัฒนาแห่งสหประชาชาติ	Main implementing and coordinating agencies	Bangkok	14-May-2024
2	Foreign Affairs Division, Office of permanent secretary of Interior (MOI)	กองการต่างประเทศ สำนักงานปลัดกระทรวงมหาดไทย (มท.)	Main coordinating agency for any implementation in the provincial level	Bangkok	9-May-2024
3	Department of Local Administration (DLA/MOI)	กรมส่งเสริมการปกครองท้องถิ่น (มท.)	Provide consultation and advisement as an SDG-L project board members. Help conduct awareness survey with the local administration.	Bangkok	3-May-2024
4	National Economic and Social Development Council	สำนักงานสภาพัฒนาเศรษฐกิจและสังคมแห่งชาติ	Served as relevance and coherence tracker of the project; making sure that the project aligned with Thailand's development goals (Provide consultation and advisement as an SDG-L project board observer)	Bangkok	7-May-2024
5	Department of International Organization (MFA)	กรมองค์การระหว่างประเทศ (กระทรวงการต่างประเทศ)	Integrating SDG Localization in the process of Voluntary National Reviews (VNR) (Provide consultation and advisement as an SDG-L project board observer)	Bangkok	16-May-2024
6	Thailand Development Research Institute	สถาบันวิจัยเพื่อการพัฒนาประเทศไทย	Conduct the following: Output 1: Develop SDG profiles for 10 target provinces, Output 2: Organize multi stakeholder consultations to discuss the outcome of the SDG profiles and engage community actors Output 4: Conduct awareness raising, trainings and develop training materials for SDG localization for different stakeholders	Bangkok	30-April-2024
7	National Institute Of Development Administration	สถาบันบัณฑิตพัฒนบริหารศาสตร์	Conducting pre- and post-knowledge testing, analyzing post-event satisfaction surveys, and producing detailed event reports, particularly in Output 4.2.	Bangkok	9-May-2024
8	SDG Move Thailand	ศูนย์วิจัยและสนับสนุนเป้าหมายการพัฒนาที่ยั่งยืน	Conduct SDG Workshop with BMA under the Sustainable City Theme for BMA staffs and provide consultation on SDG indicators data and profile.	Bangkok	13-May-2024
9	United Nations Human Settlements Programme (UN-Habitat)	โครงการตั้งถิ่นฐานมนุษย์แห่งสหประชาชาติ	Engages with UNDP on SDG-L related sustainable urbanization projects and capacity building for local planning for SDGs.	Bangkok	2-May-2024
10	International Organization for Migration (IOM)	องค์การระหว่างประเทศเพื่อการโยกย้ายถิ่นฐาน	Provide support and consultation on migrant's aspect, especially in Output 2. Partner with UNDP in providing migrant-related consultation and policy recommendation for the Thai government	Bangkok	15-May-2024
11	Living River Association	สมาคมแม่น้ำเพื่อชีวิต	โครงการเสริมสร้างความเข้มแข็งของชุมชนท้องถิ่นในการจัดการป่าชุ่มน้ำอย่างยั่งยืนโดยการมีส่วนร่วมของชุมชน พื้นที่ลุ่มน้ำอิงตอนล่างจังหวัดเชียงราย* Project to strengthen local communities in managing wetland forests sustainably through community participation. Lower Ing River basin area, Chiang Rai Province*	Chiang Rai	23-April-2024
12	Women's Health Understanding Foundation (WHAF)		Learning to Work the SDG Way in Mae-On District, Chiang Mai*	Chiang Mai	24-April-2024
13	Human Rights and Environment Association (Hrea)	สมาคมส่งเสริมสิทธิมนุษยชนและสิ่งแวดล้อม	โครงการเสริมศักยภาพการขับเคลื่อนนโยบายสาธารณะเพื่อการอนุรักษ์และฟื้นฟูระบบนิเวศลุ่มน้ำสงครามตอนบนอย่างมีส่วนร่วม* Project on enhancing the potential of driving public policy for the conservation and restoration of the Upper Songkhram River Basin ecosystem in a participatory way*	Udon Thani	1-May-2024
14	ChumchonThai Foundation	ชุมชนไท	โครงการลดผลกระทบการเปลี่ยนแปลงสภาพภูมิอากาศและลดความสูญเสียจากภัยพิบัติ สู่การพัฒนาที่ยั่งยืน เทศบาลเมืองวารินชำราบ* Project on reducing climate change impacts and reduce losses from disasters towards sustainable development Warin Chamrap Municipality*	Ubon Ratchathani	30-April-2024
15	Population and Community Development Association (PDA)	สมาคมพัฒนาประชากรและชุมชน นครราชสีมา	โครงการสร้างความตระหนักรู้เรื่อง SDGs และพัฒนาศักยภาพด้านธุรกิจเพื่อสังคมแก่สตรีและเยาวชนในพื้นที่ชนบท* Project to raise awareness of SDGs and develop social business potential for women and youth in rural areas*	Nakhon Ratchasima	19-April-2024
16	Has Thoo Lei Foundation	มูลนิธิชาทูเล่	การเสริมสร้างศักยภาพและอาชีพเพื่อสร้างความเข้มแข็งให้แก่ชุมชนชายแดนสู่เป้าหมายการพัฒนาที่ยั่งยืน* Strengthening capacity and careers to strengthen border communities towards the Sustainable Development Goals*	Tak	10-May-2024
17	Community enterprise, Unity Network, following in Father's footsteps (unofficial translation)	วิสาหกิจชุมชนเครือข่ายรวมใจตามรอยพ่อ	การผลิตแปงกล้วยด้วยพลังงานหมุนเวียน	Petchaburi	16-May-2024
18	Good Shepherd Home Foundation	มูลนิธิบ้านศรีชุมพาบาล	โครงการส่งเสริมพลังสตรีและเด็กหญิงยุติความรุนแรงสู่ความเท่าเทียมทางเพศสู่สังคมที่ยั่งยืน SDGs* Project to promote the empowerment of women and girls, ending violence, achieving gender equality and achieving a sustainable society, SDGs*	Phuket	7-May-2024
19	Phulita Community Enterprise	วิสาหกิจชุมชนกลุ่มกิจกรรมไทยบ้านภูลิตา	ชุมชนพึ่งเคียมกับการพัฒนาที่ยั่งยืนจากการขับเคลื่อนระบบอาหารท้องถิ่นตลอดห่วงโซ่และการจัดการสังคมเกษตรคาร์บอนต่ำบนฐานเศรษฐกิจ BCG* Project on Thung Kham community and sustainable development from driving the local food system throughout the chain and managing a low-carbon agricultural society based on the BCG economy*	Songkhla	22-April-2024
20	Buddhist Network for Peace / Peace and Development Association	เครือข่ายชาวพุทธเพื่อสันติภาพ / สมาคมเพื่อสันติภาพและการพัฒนา	โครงการส่งเสริมการเรียนรู้สิทธิมนุษยชนและสันติภาพในกลุ่มเปราะบาง (กลุ่มคนไทยพุทธ)* Project to promote learning about human rights and peace among vulnerable groups (Thai Buddhist group)*	Pattani	21-April-2024
21	GCED: Global Citizenship Education	สมาคมพัฒนาศักยภาพเยาวชนชายแดนใต้	โครงการนวัตกรรมการเรียนรู้การพัฒนาอย่างยั่งยืนและการศึกษาเพื่อสร้างพลเมืองโลก* Innovative learning project for sustainable development and education to create global citizens*	Yala	20-April-2024

Annex 2

Project or programme
results model or results
framework

Strengthening SDG Localization in Thailand project result framework

Intended Outcome as stated in the UNSDCF/Country Programme Results and Resource Framework:

Outcome 1: Thailand's transformation into an inclusive economy based on a green, resilient, low carbon, sustainable development is accelerated.

Outcome 2: Human capital needed for social and inclusive development is improved through strengthening of institutions, partnerships and the empowerment of people

Outcome 3: People living in Thailand, especially those at risk of being left furthest behind, are able to participate in and benefit from development, free from all forms of discrimination

EU Impact level: To strengthen the EU-Thailand partnership towards the goals of Agenda 2030 and achieving the SDGs

Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:

Indicator 8: Proportion of local governments that adopt and implement local disaster risk reduction strategies in line with national disaster risk reduction strategies (Goals indicator 11.b.1) Baseline (2020): 60% Target (2027): 80%

Indicator 18: Global Innovation Index (covering institution, human capital and research, infrastructure, market sophistication, business sophistication, knowledge and technology output, and creative output) Baseline (2020): 36.68; rank, 44 Target (2027): rank, 40

Indicator 27: Average score of Provincial Development Index (based on 24 provincial economic, social and environmental Goals indicators) Baseline (2019): 52.87% (13th Plan Goals Index) Target (2027): 55%

Indicator 28: WB's Government Quality Index (covering corruption control, rule of law, political stability, accountability, effectiveness, and regulatory quality)

Indicator 30: Availability rate of Goals indicator data (Proxy for Strategic Plan indicator 17.18.1) Baseline (2020): 51% Target (2027): 55%

Output Indicators:

Indicator 1.1.4 : Number of provinces and local administration implementing a whole -of-government and whole -of-society approach to foster green, low - emission, climate -resilient, inclusive and gender - sensitive growth

Indicator 2.1.2: Number of vulnerable people with strengthened digital skills who have improved or sustained their socioeconomic status, disaggregated by sex, gender identity, age group, ethnicity and type of disability

Indicator 2.1.4: Number of people accessing digital platforms designed to increase connectivity, learning, and cross-sectoral collaboration for improved access and delivery of quality services (linked to Strategic Plan indicator E.1.3)

Indicator 3.1.1: Number of approved provincial and local government development plans that integrate principles that foster human rights, equality and nondiscrimination in all its forms (linked to Strategic Plan indicator 2.2.1)

Indicator 3.1.2: Percentage of non-state actors participating in platforms on human rights and equality, inclusive culture and rights-based development approach

Indicator 3.1.3: Number of changes in approved public policies that address the needs of vulnerable groups

Indicator 3.2.2: % of vulnerable people with improved opportunities to engage with decision making bodies at national and subnational levels

EU intended Outcome (PIMS):

Improved stakeholders engagement in SDGs policy dialogue and gender responsive SDG localization

EU Intended Outcome Indicators:

1-Increased awareness of provincial, local stakeholders and community members, including from vulnerable groups, of SDGs and SDG localization

2-Improved capacities of state, non-state actors and community members, including from vulnerable groups, for gender responsive and inclusive SDG localization solution

Applicable Output(s) from the UNDP Strategic Plan:

2.2 Civic space and access to justice expanded, racism and discrimination addressed, and rule of law, human rights and equity strengthened

2.3 Responsive governance systems and local governance strengthened for socio economic opportunity, inclusive basic service delivery, community security, and peacebuilding

2.4 Democratic institutions and processes strengthened for an inclusive and open public sphere with expanded public engagement

6.2 Women's leadership and participation advanced through implementing affirmative measures, strengthening institutions and civil society, and addressing structural barriers, in order to advance gender equality, including in crisis contexts

UNDP CPD Outputs:

Output 3.1: State and non-state actors engage in social dialogues and adopt practices that foster human rights and equality for a just and inclusive society

Output 3.2 Vulnerable groups, particularly women, LGBTI, youth, ethnic minorities, and people with disabilities are empowered to engage in decision making bodies and processes at national and local levels

EXPECTED OUTPUTS	OUTPUT INDICATORS ¹	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)						Assumption
			Value	Year	Year 1	Year 2	Year 3	Year 4	Year ...	FINAL	
Output 1 Develop SDG profiles for 15 target provinces	1.1 Number of SDG profiles developed	SDG Profiles	0	2022	10	0				15	At least 10 additional provinces are interested in developing SDG profiles
Output 2 Organize multi stakeholder consultations to discuss the outcome of the SDG	2.1 Number of consultations supported	Minutes of meetings, List of participants Workshop feedback	0	2022	8	2				10	All actors are interested in participating in this process Increased dialogue and consultations can enhance clarity, unity, and a common understanding on how to

¹ It is recommended that projects use output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.

EXPECTED OUTPUTS	OUTPUT INDICATORS ¹	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)						Assumption
			Value	Year	Year 1	Year 2	Year 3	Year 4	Year ...	FINAL	
profiles and engage community actors											accelerate the SDGs in Thailand
	2.2 Number of community volunteers engaged	UNV contracts	0	2022	5					5	Qualified candidates apply
	2.3 Number of participants from target groups ² , involved in consultations	Participation lists and minutes of meetings	0	2022	240	60				300	All target groups are interested in attending
Output 3 Support to civic consultations on provincial plans	3.1 Number of consultations supported	Consultation reports	0	2022		1				1	CSOs are interested in engaging in consultations
Output 4 Conduct awareness raising, trainings and develop training materials for SDG localization for different stakeholders	4.1 Number of trainings organized or supported (at least 10 trainings gender specific or with a section dedicated to gender)	Training reports, participants list, Sign-In Sheets	TBD	2022	10	10				20	Training translates into practice Improved knowledge on SDG related topics, management, and engagement on the issue at all levels – national and local – will bring results on SDG acceleration
	4.2 Knowledge of the participants on SDGs and SDG localization is enhanced	Pre- and Post-Knowledge Testing, Post-Event Satisfaction Survey, Event Reports	TBD		60%	60%				60%	

² Target groups are participants from national government, local governments, private sector, academia, CSOs representing the rights of (1) children and youth, (2) women, (3) LGBTI people, (4) PWDs, (5) ethnic minorities, (6) refugees/migrants/stateless people. A participant from all of these groups should be present during consultations.

EXPECTED OUTPUTS	OUTPUT INDICATORS ¹	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)						Assumption
			Value	Year	Year 1	Year 2	Year 3	Year 4	Year ...	FINAL	
Output 5 Communications, knowledge products and visibility	5.1 Number of communications and knowledge products aimed at increasing visibility for SDG localization and acceleration of the SDGs in Thailand produced ³ (at least #25 dedicated to gender or with gender included)	Products produced	0	2022	30	30				60	Consultants develop high quality materials
	5.2 Number of translation and printing of the VLR guidelines into Thai language	VLRs translated and printed	0		600					600	
Output 6 Provide grants to civil society actors working on issues related to the SDGs at a local level, seeking innovative approaches	6.1 Number of grants disbursed, with a focus on support to vulnerable groups	Grantee reports	0	2022	15						Civil society groups are interested in applying and enough quality applications are received from different provinces

Output 1: Increased awareness of provincial, local stakeholders and community members, including from vulnerable groups, of SDGs and SDG localization

Expected Results for Activity 1.1 -Develop SDG profiles for 15 target provinces

- SDG profiles successfully developed for 15 target provinces
- Availability of data create an overview of each target province on their progress on the SDGs. This will lead to discussions about the findings which in turn will raised awareness on the importance of the SDGs and SDG localization among relevant stakeholders in Thailand for advancing the 2030 agenda.
- Expected Results for Activity 1.2 Organize multi stakeholder consultations to discuss the outcome of the SDG profiles and engage community actors
 - Discussions about the findings of the SDG profiles will result in raised awareness about local issues and challenges, and which local development solutions are needed as well as the importance of the SDGs and SDG localization among relevant stakeholders in Thailand for advancing the 2030 agenda.

³ 15% products for gender

- A whole-of-society approach to SDG localization successfully promoted, bringing state and non-state actors together from central, provincial, and local levels, providing a platform for engagement on development issues and an inclusive manner
- Expected Results for Activity 1.3 Support to civic consultation of provincial plan
 - One civic consultation successfully carried out reviewing a provincial plan identifying where improvements are needed according to realities at the local level and progress on the SDGs (using the SDG profiles and the consultation as a starting point).
 - Solid recommendations provided
 - A strong gender perspective adopted

Output 2: Improved capacities of state, non-state actors and community members, including from vulnerable groups, for gender responsive and inclusive SDG localization solutions

- Expected Results for Activity 2.1 Conduct awareness raising, trainings and develop training materials on SDGs and SDG localization for different stakeholders.
 - Capacity building carried out for non-state actors (including CSOs and marginalized groups) successfully capacitated them with tools to participate more actively in local processes, making them better equipped to take actions at the local level to contribute to the SDGs
 - Capacity building carried out for state actors successfully capacitated them to better align their work to the SDGs and promote and engage in SDG localization
- Expected Results for Activity 2.2 Communications, visibility, and knowledge products
 - Capacity building materials, communication, visibility, and knowledge products developed successfully led to wider knowledge, discussion, and engagement among stakeholders around SDG acceleration and SDG localization in Thailand
 - Communication about the Project such as photo and video series, articles and social media posts strengthen engagement of all stakeholders on SDG localization
- Expected Results for Activity 2.3 Provide grants (financial support to third party) to civil society actors working on issues related to the SDGs at the local level, seeking innovative approaches
 - Supported civil society with grants that successfully build awareness around the SDGs, build capacity for civil society groups and the general public working on specific issues related to the SDGs and support initiatives that can lead to new and innovative local development solutions that address priority SDGs (based on location).
 - Civil society actors are more aware, capacitated and empowered to take action and promote SDG acceleration in their communities

This is in line with the three Outcomes of the UN Sustainable Development Cooperation Framework 2022-26 and UNDP's Country Programme 2022-26.

The outputs needed to reach the expected results are the following:

Output 1.1: Increased awareness of provincial, local stakeholders and community members, including from vulnerable groups, of SDGs and SDG localization

Activity 1.1 -Develop SDG profiles for 15 target provinces

UNDP is currently in the process of developing one SDG profiles for Chiang Mai province. The aim is to continue the development of a total of 10 such profiles with EU support to have a solid evidence base for suggested interventions going forward. UNDP aims to finalize one such profile before the start of the Project as a standard outline and methodology for others to follow.

UNDP is in a good position to use this platform to offer its support for municipalities and provinces to gain a better overview and collect data, especially disaggregated and gender sensitive data on the SDGs, and prepare and publish Voluntary Local Reviews (VLRs) as per the globally defined methodology in the future.

UNDP is planning to develop SDG sub-national profiles as a first step to raise public awareness and promote alignment of existing local efforts, and as an ongoing tool to support reporting and retain focus on results. These SDG profiles will be prepared for each target locality and will provide core baseline data in regard to territorial area and features, population and economy, comparative advantages and key challenges, statistical data per SDG targets and indicators, trends, gaps, low-hanging fruit to be harvested and steps to address more intractable issues. essential part of the process of developing these profiles will be consultations with the local population through surveys in any given location. Through these surveys, the aim is to gain a better understanding of what each community considers to be priority areas, thus ensuring active participation of all stakeholders in the process and promoting dialogues around priority areas and challenges of each location. Gender equality and women's empowerment will be highlighted in each profile. Based on the unique dataset provided by the SDG profiles for each location, UNDP, and other actors such as local governments will be better equipped to offer tailor made interventions according to needs and improve service delivery. Validation consultations will be held with relevant stakeholders after the profile data has been selected to ensure local ownership of the profiles and to make sure there is a wide agreement of the validity of the data gathered. This will also be an opportunity for information sharing among government agencies and to connect.

Deliverables:

- 15 SDG profiles developed for 15 target provinces
- 15 validation consultations prior to finalization of the profiles

Activity 1.2 Organize multi stakeholder consultations to discuss the outcome of the SDG profiles and engage community actors

Facilitate consultations involving relevant national and local government agencies, CSOs (including LGBTQI, youth, women's, and ethnic minority organizations), academia and private sector on the topic of SDG localization with a view of expanding and empowering the number of actors playing an active role in SDG acceleration at local level.

Approximately 10 multi-stakeholder consultations will be held to discuss opportunities and challenges in implementing the SDGs based on the outcome of the SDG profiles. These conferences would also be an arena for CSOs, business, academia, and government to conduct a structured dialogue in a neutral setting, while deliberating on policy, laws, local and national development plans etc.

Depending on the results of the profiles and the surveys, UNDP will invite other specialized UN agencies to attend these consultations to share their expertise and get involved at the local level. For example, where gender inequality and unpaid care and domestic work is highlighted as an issue, UN Women will be asked to be involved, for labour rights ILO will be invited to attend the consultation and in provinces where the migrant and refugee population is high, UNHCR and IOM will be invited to join.

As part of this activity, UNDP aims to engage one UN community volunteer in five provinces to assist with the multi-stakeholder consultations and the follow up, to be especially engaged with civil society. The main purpose of the UN Community Volunteer modality is to ensure people-centred approach by involving community members into UN initiatives. UN Community Volunteers are part of an integrated talent solution to bring local expertise to development and peace solutions, bringing direct impact and resilience building on UN initiatives. Combined with the expertise of the national UN Volunteer hired for this project who will coordinate this initiative, there is a great potential to transfer knowledge and build capacity at the local and national levels with this community-based volunteer solutions. The community volunteers will assist with the consultations and continue to follow up with all relevant stakeholder in the provinces for awareness raising, grants provision, support to civil society, coordination, and visibility support. The UN community volunteers will be contracted for a period of 12 months as part-time volunteers.

Deliverables:

- 15 multi-stakeholder consultations supported in 15 target provinces
- Five community volunteers engaged in five provinces

Activity 1.3 Support to civic consultation of provincial plan

Under this activity, UNDP would support civil society develop one civic consultation workshop to evaluate a provincial plan to identify where improvements are needed according to realities at the local level and progress on the SDGs. The aim is to pilot one such consultation to and possibly build further on this initiative going forward. The aim would for these civic consultations to lead to structured dialogue between civil society organizations, including youth organizations and women's organizations, and local authorities to ensure the mainstreaming of cross-cutting issues in provincial planning. This consultation can also target provincial

Gender Action Plan's to improve implementation if possible. During this consultation, a mock plan can be developed to illustrate where adjustments can be made and to build the capacity of the participants.

Deliverables:

- One civil consultation supported to evaluate a provincial plan (or provincial gender action plan) in one of the target provinces
- Recommendations/mock plan developed based on the consultation and distributed

Output 2. Improved capacities of state, non-state actors and community members, including from vulnerable groups, for gender responsive and inclusive SDG localization solutions

Activity 2.1 Conduct awareness raising, trainings and develop training materials on SDGs and SDG localization for different stakeholders

In several provinces, awareness around the SDGs is low for multiple stakeholders. This activity would increase knowledge of the SDGs (with a focus on specific SDGs depending on the province), targeting all actors.

Non-state actors:

This activity can, if feasible, be organized in connection with the grant provision, focusing on one specific issue/SDG for example SDG 5, 10 or 16. UNDP will support dialogues led or informed by grant-recipient CSOs, involving for example human rights and environmental rights defenders, women's rights activist, LGBTQI activists and youth.

The aim would be for the trainings to capacitate civil society/community-based organizations with tools to build consensus around local challenges, to articulate context-specific and people-centred requests to meet those challenges, particularly of marginalized groups, and to engage in local public consultation processes from for example local level planning or budget submission through to implementation and monitoring. These trainings will bring together selected CSOs to learn best practices, methods and strategies, with a view to building a sustainable network.

For capacity building with CSOs other specialized UN agencies will be invited to be involved, for example OHCHR for human rights-based approach focused capacity building, UNEP when dealing with environmental issues, UN Women when addressing gender inequality, UNICEF with trainings for youth etc. to have a unified one UN approach to SDG localization and benefit from experts in the field.

State actors:

UNDP would continue to provide policy and capacity building support for national and sub-national entities on SDG localization. Based on the SDG profiles, where gaps are identified, UNDP or other UN agencies will be ready to provide training on the SDGs and SDG localization to local authorities in targeted province.

Capacity building for SDG localization will enable in the building of institutional capacities of the local governments and relevant administrative units at the national and sub-national level in terms of developing SDG-based gender responsive and inclusive planning and budgeting. This can have a transformative change in the allocation of resources, prioritization of SDGs, and influencing policymakers to link the local SDG-based planning with the national planning.

UNDP has already carried out several trainings for local authorities, and therefore trainings on gender equality for local administrations following UNDP's existing framework or the scale up of gender-responsive and innovative policy-making workshops applying co-design processes (such as design thinking) under the Thailand Policy Lab can be offered at provincial level. Training curriculum and workshops on disability inclusion for government officials is also foreseen.

UNDP and the Department of Local Administration (DLA) have also conducted a training to support several subnational entities in developing business continuity plans and UNDP and UNDRR contributed to a NESDC Training workshop on SDG localization, which can both be scaled up and utilized for more local authorities.

UNDP would also be hosting and facilitating online peer learning events to showcase best practices on SDG localization in Thailand between provinces aiming to attract other provincial authorities to start scaling up on SDG localization initiatives.

UNDP will support bilateral meetings with provincial governments who are either open to or already actively engaged in SDG localization activities with an aim to strengthen coordination among provinces and government agencies. UNDP will also leverage South-South cooperation by inviting champions from other countries that have developed frameworks on this to share with Thai counterparts through an online consultation.

Overall:

Capacity building on other cross-cutting issues such as gender mainstreaming, gender responsive budgeting, rights-based approach to development, youth engagement for the SDGs can also be offered to both state and non-state actors in cooperation with other specialized agencies such as UNOHCHR, UN Women, UNEP, UNHCR, UNICEF and IOM. The UNDP Advisory team consists of the SDG Advisor⁴, youth team, Gender Equality and Social Inclusion (GESI) team, development economists, partnership advisor, the Acceleration Lab and Thailand Policy Lab. Many of these actors will be involved in providing the trainings based on their expertise, consultants might also be hired for this purpose. The cost of these posts, except for the SDG advisor, will be charged under this activity budget.

Focus should also be put on innovation and data for capacity building of all stakeholders. Innovation tools such as collective intelligence exercise, system thinking, design thinking, among others can be utilized during a training to engage multi-sectoral stakeholders to gain actionable insights and co-create locally viable solutions for priority issues. It is anticipated that lack of quality data will be identified as a challenge in the development of the SDG profiles in certain provinces. A training will therefore be organized to enhance the capacity to collect and analyze data, especially sex and gender disaggregated data and data of vulnerable groups using a human rights-based approach to data. These training courses would be organized depending on needs, for example, workshops on how to analyze and effectively use data for planning and/or for policy recommendation can be organized for local government officials and NSO staff.

⁴ See further below

it would be important to involve other UN agencies as well as other partners for capacity building. For example, UNDP and Thailand Knowledge Park (TK Park) will partner on the “SDG Incubation Programme for Local Hubs” to accelerate the implementation of SDGs at the local level across Thailand. The “SDG Incubation Programme for Local Hubs” aims to build capacity of TK Park on SDGs and foster meaningful youth participation to accelerate youth-led initiatives and possibly give small grant for SDG initiatives in their communities. The train the trainers and mentorship programme will be provided for representative staff of TK Park in 8 provinces.

Deliverables:

- Organize or support around twenty trainings on SDG related topics for state and non-state actors
- Knowledge and capacity of the participants on the selected topics increased by 60% or more (survey-based evaluation)

Activity 2.2 Communications, visibility, and knowledge products

This activity would support the communication and visibility of the different project activities, such as production of short videos from the grant recipients to tell their stories, production of photo series from various of the consultations focused on the different SDGs and the development of materials for social media.

This activity would also translate the VLR guidelines⁵ developed by ESCAP in 2020 into Thai language, guidelines that follow the global VLR methodology slightly adapted to the region. The aim is to start with the translation of these guidelines to introduce them to stakeholders during the SDG profile consultations and training workshops to raise awareness of the process. In correlation with the capacity building trainings on SDGs and SDG localization and data collection and management the aim is to develop an appetite for, and build the necessary capacity to, start a process of VLR development in some of the targeted areas by the end of the project. UNDP in close cooperation with ESCAP is in a good position to support this development as a pilot process for VLR development is already underway in Nakhon Si Thammarat led by ESCAP.

Finally, in support of trainings and consultations articulated above, and in furthering knowledge dissemination more generally, UNDP will create a variety of think pieces, videos, an interactive knowledge platform for youth, and other materials. The aim is for these materials to provoke wider discussion among stakeholders around SDG acceleration and localization in Thailand, with a special focus on gender and youth issues.

Deliverables:

- 60 communication products produced

⁵ The guidelines can be found at [Asia-Pacific Regional Guidelines on VLRs 0.pdf](#)

- 600 VLR guidelines translated

Activity 2.3 Provide grants to civil society actors working on issues related to the SDGs at a local level, seeking innovative initiatives

Under UNDP's grant selection protocols, small grants for up to a maximum of 15000 USD will be provided for civil society actors engaged on topics to accelerate the SDGs at the local level with a special focus on, but not limited to, gender equality, human rights promotion and environmental protection. A selection committee with members from the EU, UNDP and other UN agencies will be established to select which CSOs will receive the grants following a call for applications in accordance with UNDP's rules, regulations, and policies.

This activity would support an enabling environment for civil society in line with the EU's civil society roadmap and the EU Gender Action Plan III to promote the SDGs at a local level with a focus on the different components of the Thai society, including youth, women, ethnic minorities, PWDs, LGBTQI community, human rights defenders.

The grants can be utilized for initiatives to promote capacity building and awareness raising such as workshops on how to align local budgets to the SDGs, organizing flash mobs to promote awareness about youth engagement for climate action, human rights and gender equality, SDG awareness raising through art, local theatre and youth/children's clubs, workshops to support building capacity for local journalists to write about the SDGs or any specific issue related to the SDGs in their province etc. This activity can also be linked to the SDG profile development and raise awareness on where action is needed in the different target provinces to meet the SDGs based on the findings from the SDG profiles and discussion in the consultations.

Monitoring of these activities will be carried out during field visits, progress reports from grantees and monitoring checklists.

Deliverables:

- Approximately 15 grants provided to CSOs to work on local initiatives

Annex 3

TOR for the evaluation

TERMS OF REFERENCE

Individual Contractor

Assignment Title:	Project Evaluator Consultant
Agency/Project Name:	UNDP THA, Strengthening SDG Localization in Thailand
Duty Station:	Home based-Thailand
Expected Place of Travel:	Within the 15 targeted provinces of the project; Chiangmai, Chiangrai, Maehongson, Tak, Udon Thani, Ubon Ratchathani, Nakhon Ratchasima, Petchaburi, Bangkok, Surat Thani, Phuket, Songkhla, Pattani, Yala, and Narathiwat
Contract Duration:	2 April – 13 June 2024

1. Background and context

Under the guidance of the National Economic and Social Development Council (NESDC) and the Ministry of Interior (MOI) of Thailand, there is an increased awareness of the urgency and importance of adapting the Sustainable Development Goals (SDGs) to local contexts, particularly in the aftermath of the pandemic, which has compromised many of Thailand's previous advancements. This has led to the initiation of numerous initiatives.

To support this national goal, UNDP, in partnership with MOI and with support from the European Union, launched the Strengthening SDG Localization in Thailand project in 2023. This project aims to facilitate the localization of the SDGs in 15 targeted provinces while addressing the socio-economic and environmental needs of local communities in areas including Chiangmai, Chiangrai, Maehongson, Tak, Udon Thani, Ubon Ratchathani, Nakhon Ratchasima, Petchaburi, Bangkok, Surat Thani, Phuket, Songkhla, Pattani, Yala, and Narathiwat. The primary objectives of the project include several key aspects: enhancing local-level data availability for the Sustainable Development Goals (SDGs), increasing awareness and building capacity around the SDGs, and creating a supportive ecosystem for sustainable development planning at the provincial level. This involves identifying solutions to address development challenges through enhanced engagement among government and various stakeholders at the local level, with a particular focus on vulnerable groups and ensuring gender-responsive approaches.

During its 18-month implementation phase from December 2022 to June 2024, the project collaborates with the MOI to engage a wide range of stakeholders, such as local government entities, CSOs, and academic institutions, with a particular focus on empowering women, LGBTI, youth, and ethnic minorities. The project aims to deliver key components, which include:

1. **Producing Aggregated Data on the SDGs at the Local Level:** This component focuses on gathering and analyzing data related to the SDGs at the local level. It includes the creation of SDG Profiles, which involve collecting and reporting data on the progress and policies related to the SDGs in the targeted provinces.
2. **Capacity Building and Stakeholder Engagement:** This component aims to enhance stakeholders' understanding of the SDGs and their practical application within development programmes. It includes awareness campaigns, training programs, and engagement with various stakeholders such as local government entities, CSOs, community groups, and academic institutions.

3. **Support for Local Initiatives:** This component involves providing support to local community projects that align with the SDGs. It includes activities such as grant provision and advisory services to empower communities to address their developmental needs in accordance with the SDGs.

PROJECT/OUTCOME INFORMATION		
Project/outcome title	Strengthening SDG Localization in Thailand	
Atlas ID	ID 00144678	
Project outcome and output	<p>Outcome: Improved stakeholders' engagement in SDG policy dialogue and gender responsive SDG localization</p> <p>Output 1: Increased awareness of provincial, local stakeholders and community members, including from vulnerable groups, of SDGs and SDG localization</p> <p>Output 2: Improved capacities of state, non-state actors and community members, including from vulnerable groups, for gender responsive and inclusive SDG localization solutions</p>	
Country	Thailand	
Region	Southeast Asia	
Date project document signed	13 December 2022	
Project dates	Start	Planned end
	13 December 2022	13 June 2024
Project budget	1,024,313.88 USD	
Project expenditure at the time of evaluation	710,584.75 USD (As of December 2023)	
Funding source	30079 / European Commission	
Implementing party¹	UNDP	

2. Evaluation purpose, scope and objectives

Since the project is at the final stage of its implementation, the Terminal Evaluation exercise is planned to prepare a report that provides an independent assessment (based on the four criteria namely relevance, effectiveness, efficiency, and sustainability) on the project's progress and results, key lessons learned, and recommendations for potential future initiatives. Specifically, the final evaluation will assess progress towards project outputs and outcomes as specified in the Project Document. The exercise will also assess what the project has done to address gender equality and women empowerment and other cross cutting issues within its scope, its progress to date and recommend areas of improvement that could

¹ This is the entity that has overall responsibility for implementation of the project (award), effective use of resources and delivery of outputs in the signed project document and workplan.

inform the current project regarding the sustainability of the project intervention/benefit and could be leveraged to inform the new UNDP programming.

The evaluation will span the entirety of the project, starting from its commencement in December 2022. It will include an analysis across the 15 provinces targeted by the project: Chiangmai, Chiangrai, Maehongson, Tak, Udon Thani, Ubon Ratchathani, Nakhon Ratchasima, Petchaburi, Bangkok, Surat Thani, Phuket, Songkhla, Pattani, Yala, and Narathiwat.

The evaluation report is principally intended for the UNDP, the European Union, and other integral stakeholders, including government partners and civil society. The findings will also be accessible to the public.

Below are the specific areas of focus on this evaluation:

- **Relevance and Strategic Positioning:** Assess the project's alignment with Thailand's needs and challenges in localizing the SDGs, and its contribution to national and UNDP country program priorities.
- **Achievements and Impact:** Review the overall success of the project at output, outcome, and impact levels, including the relevance and effectiveness of the results framework indicators.
- **Performance Factors:** Analyze factors that have facilitated or hindered the project's performance and sustainability.
- **Inclusivity and Rights:** Evaluate the project's approach to gender equality and women's empowerment, and its inclusion of diverse groups. These groups can include youth, LGBTI individuals, ethnic minorities, and people with disabilities, as relevant to the project's intended beneficiaries.
- **Project Design and Management:** Assess the effectiveness of project design, implementation, and management, and provide recommendations for future project strategies.
- **Lessons Learned and Replication:** Identify key lessons, including successful and unsuccessful practices, that can inform future projects and potential areas for scaling up or new interventions.

3. Evaluation criteria and key guiding questions

The evaluation will be conducted in such a way to ensure that the key principles of UNDP Evaluation are fully respected and guided by the United Nations Development Evaluation Group's Norms and Standards for Evaluation and the Organization of the Economic Cooperation Development/Development Assistance Committee (OECD/DAC)'s Evaluation Criteria for Evaluation Development Assistance. The review shall be independent, impartial, transparent, ethical, and credible based on data and evidence. The evaluator is expected to adhere to the following evaluation criterions. Below is a recommended set of questions that the evaluation should, at a minimum, answer. The methodology and questions for the evaluation will be reviewed and elaborated in the evaluation inception report following consultation with UNDP.

- **Relevance/coherence:**
 - To what extent is the project aligned with Thailand's national development priorities?
 - To what extent is the project's support relevant to the achievement of the SDGs in the country?
 - To what extent is the project's support relevant to the effort to localize the SDGs?

- To what extent is the project responsive to the development context of Thailand and its provinces?
- To what extent did the project adopt gender-sensitive, human rights-based, and conflict-sensitive approaches, in compliance with the principle of Leaving No One Behind (LNOB)?
- To what extent was the method of delivery selected by the project appropriate to the Thailand provincial context?
- To what extent was the theory of change presented in the outcome model a relevant and appropriate vision for this initiative?
- To what extent was the project structure as outlined in the project document efficient in generating the expected results?
- **Effectiveness:**
 - To what extent are the project outputs likely to be achieved by the end of the project duration, and to what extent have the project's achievements contributed to progress against the intended results/outcomes?
 - To what extent has the project improved the awareness of SDGs and SDG localization amongst provincial, local stakeholders, and community members, including from vulnerable groups?
 - To what extent has the project improved the capacities of state, non-state actors, and community members, including vulnerable groups, for gender responsive and inclusive SDG localization solutions?
 - To what extent has the project been successful in ensuring the participation of women, LGBTI individuals, people with disabilities, ethnic minorities, and other vulnerable groups?
- **Efficiency:**
 - To what extent have resources (funds, human resources, time, expertise) been allocated strategically to achieve outcomes?
 - To what extent have resources been used efficiently?
 - To what extent were resources dedicated to women and vulnerable groups?
 - To what extent were partnership modalities conducive to the delivery of project's outputs and outcomes?
 - To what extent has the project engage with different beneficiaries, implementing partners, other UN agencies to achieve project's outputs and outcomes?
 - To what extent has the project been effective in managing partnerships to enhance optimal results through building synergy with others in an efficient manner?
 - To what extent did the monitoring systems provide management with a stream of data, disaggregated by genders, that allowed it to learn and adjust implementation accordingly?
- **Sustainability:**
 - To what extent are the aspects of this project relevant for UNDP to consider scaling up or continuing in the future?
 - To what extent are the project's approaches adopted and integrated into government policies? Or what is the likelihood of the project being integrated into national programs and policies?
 - To what extent has the project contributed to promoting Government ownership and leadership regarding the SDG localization?
 - To what extent do national partners have the institutional capacities, including sustainability strategies, in place to sustain the outcome-level results?

- To what extent have partners committed to providing continuing support (financial, human resources, etc.)?
- To what extent do mechanisms, procedures, and policies exist to carry forward the project's results?
- To what extent do partnerships exist with other national institutions, NGOs, UN agencies, the private sector, and development partners to sustain the attained results?
- To what extent has new partnerships been identified during the implementation of the project?
- To what extent were the major factors/risks which influenced or hampered the sustainability of results produced by the project?
- **Human rights, gender equality, and Leaving No One Behind:**
 - To what extent were the vulnerable groups considered by and benefited from the project?
 - To what extent is the gender marker assigned to this project representative of reality?
 - To what extent were women and vulnerable groups consulted and meaningfully involved in project planning, implementation, and monitoring?

4. Methodology

The consultant is required to prepare and submit the methodology as part of the evaluation inception report for consultation with and approval by UNDP Thailand. This methodology should be designed to be participatory, inclusive, and responsive to gender considerations. Evaluation should use qualitative and quantitative evaluation methods and instruments. The methodology should include methods for assessing outcomes, outputs, and impacts. Below is the expected set of methodologies:

- **Desk reviews:** At the beginning of the assignment, the consultant will need to review the key documents namely the project document, project progress reports, work plans, minutes of relevant meetings, key project outputs/knowledge products, communication products, stories about the project, and relevant government policies. A complete list of documents to be provided will be shared once the consultant is on board.
- **Data collection:** data collection will be done through interview and field site visits. Ensuring gender inclusive of the interviewees and disaggregated data through the process of data collection.
 - **Interview:** Interviews will be conducted with the UNDP project team and other key UNDP staff involved in the projects, UNDP management, key informants from implementing partners, key UN agencies, and CSOs, either physically or virtually. A list of questions will be included in the methodology and submitted to UNDP beforehand. Names of intended interviewees ensuring gender inclusion will also be submitted to UNDP prior to the interviews.
 - **Field site visits:** Field sites visits will be carried out to at least seven locations among the 15 targeted provinces to validate key tangible outputs and interventions on-site with gender-sensitive lens when designing the visit.
- **Methodology for target Interviewee categories:** For each category of target interviewees, the consultant will need to propose an approach or tool, such as a survey, semi-structured interview, focus group discussion, etc in which gender inclusion is considered in all interview sessions.

- **Gender and Human Rights Lens:** All evaluation products must address gender, disability, and human rights issues. Therefore, the consultant will need to design tools that allow for data collection to provide the evaluation from these perspectives.
- **Diverse Engagement Approaches:** The consultant is required to propose various approaches and multiple ways of engaging, including targeting groups disaggregated by gender, age categories, disabilities, locations, to ensure the representation of different stakeholders.

Data Validation: Data and information collected from different sources and through various means will be triangulated to strengthen the validity of findings and conclusions. The consultant should highlight his/her approach to address this in the inception report.

All conclusions, judgments, and opinions must be qualified by evidence and not be based on opinions.

5. Evaluation products (deliverables)

Evaluation inception report (5-10 pages, excluding Annexes).

The inception report is to be developed after conducting a desk review and engaging in initial discussions with UNDP. It is crucial to complete this report before initiating any evaluation activities. This report is instrumental in demonstrating a comprehensive understanding of both the expectations and the subject matter of the evaluation. Within the inception report, a detailed methodology aligned with the previously outlined scope will be presented. This methodology will encompass strategies for data collection, including interview questions and the planning of field visits. Additionally, the report will set forth a proposed schedule, clearly outlining all tasks, activities, and deliverables, to ensure a well-organized evaluation process.

A key component of the inception report is the inclusion of an updated Evaluation Matrix. This matrix, a critical tool created by the evaluator, serves dual purposes: it provides a structured roadmap for planning and conducting the evaluation, and it acts as a concise and visual tool for summarizing the evaluation design and methodology, facilitating discussions with stakeholders. The Evaluation Matrix details the evaluation questions that need to be addressed, identifying the appropriate data sources, and outlining the data collection and analysis methods suitable for each data source. Furthermore, it defines the criteria or standards against which each question will be evaluated. An example of the evaluation matrix template is provided below.

Relevant evaluation criteria	Key questions	Specific sub-questions	Data sources	Data collection methods/ tools	Indicators/ success standards	Methods for data analysis

Debrief of preliminary evaluation result: Following the completion of data collection, the consultant is expected to provide a preliminary debriefing and findings to UNDP.

Draft evaluation report: Below are the suggested components of the report:

- List of Acronyms and Abbreviations
- Executive Summary summarizing the key findings with rating scale, and recommendation

- Introduction
- Evaluation Scope and Objective
- Evaluation Approach and Methods
- Data analysis, finding, including a table of progress against indicators
- The report will also reflect human/best practice narrative as per the evidence collected from the field visit.
- Conclusion, recommendations and Lessons Learned.
- Annexes: Survey/ questionnaire questions and analyses, List of contacts, and Other relevant information.

Evaluation report audit trail: UNDP will coordinate with key stakeholders to review the draft evaluation report and provide comments to the consultant within an agreed period. The consultant should record comments and changes in response to the draft report using the 'track changes' feature. This will allow the evaluator to demonstrate how the comments have been addressed.

Final evaluation report: The consultant will complete the revision of the draft and submit the report in both Thai and English within the agreed date.

Language of the report: The main language is in English, but the final report should be prepared in both Thai and English.

6. Evaluation ethics

This evaluation will be conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation'. The consultant must safeguard the rights and confidentiality of information providers, interviewees, and stakeholders through measures to ensure compliance with legal and other relevant codes governing collection of data and reporting on data. The consultant must also ensure security of collected information before and after the evaluation and protocols to ensure anonymity and confidentiality of sources of information where that is expected. The information knowledge and data gathered in the evaluation process must also be solely used for the evaluation and not for other uses with the express authorization of UNDP and partners.

7. Implementation arrangements

The consultant will be working under the general guidance of UNDP Thailand's RBM/M&E Analyst, Programme Analyst, and the Integrated Team Leader. The project implementation team will support the consultant by coordinating inputs from the UNDP team, the project's donor, key national partners, and other relevant stakeholders. Additionally, they will assist by providing documents, information, and contacting stakeholders as needed, ensuring that their support does not influence the evaluation's outcome. The deliverables must be reviewed and approved by UNDP Thailand's RBM/M&E Analyst to ensure that the evaluation objectives are met, the reports meet acceptable quality standards, and relevant stakeholders are adequately consulted. The findings and recommendations of the Evaluation Report should be presented to the Senior Management of the UNDP Country Office and the key national partner, if requested. Payment will be released upon confirmation of the deliverables by the RBM/M&E Analyst. UNDP Thailand reserves the right to maintain regular communication with the consultant and to engage in, visit, or monitor the implementing activities as needed. The Report must be produced in both Thai and English languages.

Duty Station: The duty station for this assignment is home-based, with required travel for field visits, spanning a period of three weeks. The consultant is expected to collect data and conduct interviews with key informants, either virtually or in person. Field visits will be conducted to *at least seven* locations within the 15 targeted provinces. Once the consultant is engaged, the field mission plan will be developed and agreed upon by both the UNDP team and the consultant. The consultant is responsible for organizing their own transportation.

Duration of the Assignment: This final evaluation shall be carried out **between 2 April to 13 June 2024**. The consultant is expected to produce deliverables based on the timeframe set in section of this terms of reference.

8. Deliverables and proposed timeline table

No.	Deliverable/Outputs	Estimated Duration to Complete	Target Due Dates	Reviews and Approval Required
1.	Deliverable 1: Submission of the evaluation inception report detailing methodology, interview questions, and timeline (5-10 pages).	10 days	12 April 2024	RBM/M&E Analyst
2.	Deliverable 2: Completion of interviews via physical or virtual meetings and at least 7 field visits amongst 15 targeted provinces. Provide debriefing of the preliminary results including minutes and photographs as relevant.	20 days	15 May 2024	RBM/M&E Analyst
3.	Deliverable 3: Submission of satisfactory final evaluation report both in <i>Thai and English</i> incorporating comments at the quality required in compliance with the required report. outline, evaluation results, and attached with audit trail report.	10 days	7 June 2024	RBM/M&E Analyst

Total # of Days:	40 days
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*Multiple reiterations may be required of the reports until the report is considered approved.

**Inception and final Report must meet IEO's Quality criteria.

Below is the proposed timeline table/workplan, outlining the expected activities that the consultant is required to undertake during the evaluation process. The consultant should update this timeline, referencing the specified target due date, and include it as part of the evaluation inception report.

ACTIVITY	ESTIMATED OF DAYS	EXPECTED DATE OF COMPLETION	RESPONSIBLE PARTY
Kick off meeting with UNDP	1 day	3 April 2024	Consultant RBM/M&E Analyst
Sharing of relevant documents with the consultant	2 days	4 April 2024	Project team
Desk review, evaluation design, methodology and updated workplan including the list of stakeholders to be interviewed	3 days	8 April 2024	Consultant
Preparation and submission of the inception report in English (10 pages maximum excluding annexes)	5 days	12 April 2024	Consultant
Comments and approval of inception report	4 days	17 April 2024	RBM/M&E Analyst UNDP project team
Interviews physical or virtual and field site visits for data collection	10 days	25 April 2024	Consultant The project Team can assist with the scheduling (if needed)
Debriefing to UNDP and key stakeholders	1 day	9 May 2024	RBM/M&E Analyst Consultant
Preparation and submission of draft evaluation report in English	10 days	20 May 2024	Consultant

Consolidated UNDP and stakeholder comments to the draft report	3 days	30 May 2024	RBM/M&E Analyst UNDP project team
Finalization and submission of the evaluation report in both Thai and English	1 day	7 June 2024	Consultant

9. Minimum Qualifications of the Individual Contractor

The consultant should possess the following expertise and qualifications:

Education	<ul style="list-style-type: none"> - Minimum a bachelor's degree in a relevant field such as Public Policy, Economics, International Development, Social Science, Development Studies, or Business Administration. A master's degree will be considered an added advantage.
Experiences	<ul style="list-style-type: none"> - At least 3 years of experience in development project planning and management. - At least 3 samples of work that demonstrate a solid experience in project evaluation (evaluated from sample of work) - At least 2 projects to demonstrate technical knowledge and experience in applying qualitative and quantitative evaluation methods, data collection, analysis and evaluation report writing. - At least 1 sample of work that demonstrate knowledge in applying human right-based approach and gender lens in the evaluation.
Competencies	<ul style="list-style-type: none"> - Excellent interpersonal, coordination, and planning skills. - Sense of diplomacy and tact. - Ability to carry out related activities and meeting. using virtual tools or remote working arrangements. - Computer literary (MS Office).
Language requirement	<ul style="list-style-type: none"> - Excellent written and spoken English and Thai is required.

10. Payment Milestones

Consultant must send a **financial proposal based on Lump Sum Amount**. The total amount quoted shall be all-inclusive and include all costs components required to perform the deliverables identified in the TOR, including professional fee, travel fee to targeted province as detailed out in above section living allowance and any other applicable cost to be incurred by the consultant in completing the assignment. The contract price will be fixed output-based price regardless of extension of the herein specified duration. Payments shall be done on a lumpsum basis, upon verification of satisfactory delivery and of completion of deliverables and approval by the supervisor and as per below percentages.

No.	Outputs/Deliverables	Payment Schedule
1.	Upon satisfactory completion of the 1 st deliverable	20%
2.	Upon satisfactory completion of the 2 nd deliverable	50%
3.	Upon satisfactory completion of the 3 rd deliverable	30%

In the event of unforeseeable travel not anticipated in this TOR, payment of travel costs including tickets, lodging and terminal expenses should be agreed upon between the respective business unit and the Individual Consultant prior to travel and will be reimbursed. In general, UNDP shall not accept travel costs exceeding those of an economy class ticket. Should the IC wish to travel on a higher class he/she should do so using their own resources.

11. CRITERIA FOR SELECTION OF THE BEST OFFER

Candidates will be evaluated based on cumulative analysis. The award of the contract shall be made to the candidate whose offer has been evaluated and determined as a) responsive/compliant/acceptable; and b) having received the highest score out of a set of weighted technical criteria (70%) and financial criteria (30%). The financial score shall be computed as a ratio of the proposal being evaluated and the lowest priced proposal received by UNDP for the assignment.

Technical Evaluation Criteria	Maximum Allocated Points
Criteria 1: Minimum Bachelor's degree in a relevant field such as Public Policy, Economics, International Development, Social Science, Development Studies, or Business Administration <ul style="list-style-type: none"> Master's degree in Public Policy, Economics, International Development, Social Science, Development Studies, or Business Administration or related field (20 Points) Bachelor's degree in Public Policy, Economics, International Development, Social Science, Development Studies, or Business Administration or related field (14 Points) 	20
Criteria 2: Proven experience of at least 3 years in development project planning and management <ul style="list-style-type: none"> More than 3 year of experience in development project planning and management : 1 extra point for 1 additional year of experience up to 20 Points 3 years of experience in development project planning and management (14 Points) 	20
Criteria 3: Demonstrated proven solid experience in project evaluation. <ul style="list-style-type: none"> Demonstrates more than 3 work samples proven solid experience in project evaluation: 1 extra point for 1 additional year of experience up to 10 Points Demonstrates 3 work samples proven solid experience in project evaluation (7 Points) 	10
Criteria 4: Demonstrated technical knowledge and experience in applying qualitative and quantitative evaluation methods, data collection, analysis and evaluation report writing <ul style="list-style-type: none"> Demonstrates more than 2 projects of similar work on technical knowledge and experience in applying qualitative and quantitative evaluation methods, data 	10

<p>collection, analysis and evaluation report writing: 1 extra point for 1 additional year of experience up to 10 Points</p> <ul style="list-style-type: none"> • Demonstrates 2 projects of similar work on technical knowledge and experience in applying qualitative and quantitative evaluation methods, data collection, analysis and evaluation report writing (7 points) 	
<p>Criteria 5: Experiences in applying human right-based approach and gender lens in the evaluation.</p> <ul style="list-style-type: none"> • Sample of work demonstrates Most relevant experiences in applying human right-based approach and gender lens in the evaluation (8-10 Points) • Sample of work demonstrates Relevant of experiences in applying human right-based approach and gender lens in the evaluation (0-7 points) 	10

** Only candidates obtaining a minimum of 70% or above in the technical evaluation would be considered for the Financial Evaluation.

Financial Evaluation (30%)

Financial proposals from all technically qualified candidates will be scored out 30 marks based on the formula provided below. The maximum marks (30) will be assigned to the lowest financial proposal.

All other proposals will receive points according to the following formula:

- $p = y (\mu/z)$.

Where:

- p = points for the financial proposal being evaluated;
- y = maximum number of points for the financial proposal;
- μ = price of the lowest priced proposal;
- z = price of the proposal being evaluated.

12. APPLICATION PROCEDURE/RECOMMENDED PRESENTATION OF OFFER

1. Letter of Confirmation of Interest and Availability (using the template provided as Annex II)

If an Offeror is employed by an organization/ company/ institution, and he/she expects his/her employer to charge a management fee in the process of releasing him/her to UNDP under Reimbursable Loan Agreement (RLA), the Offeror must indicate at this point, and ensure that all such costs are duly incorporated in the financial proposal submitted to UNDP.

2. Financial Proposal in THB (using the template provided as Annex III)

Financial proposal: Consultant shall quote an all-inclusive fixed total contract price, supported by a breakdown of costs, as per template provided for the entire assignment. The term "all-inclusive" implies that all costs (professional fees, communications, consumables, etc.) that could be incurred by the IC in completing the assignment are already factored into the proposed fee submitted in the proposal]

3. P11 or Personal CV, indicating all past experience from similar projects, as well as the contact details (email and telephone number) of the Candidate and at least three (3) professional references (ANNEX IV)

4. At least one 3 accessible sample of work to demonstrate proven solid experience in project evaluation

5. At least 2 projects (report, documents, or related materials) to demonstrate technical knowledge and experience in applying qualitative and quantitative evaluation methods, data collection, analysis and evaluation report writing.

6. At least 1 accessible sample of work to demonstrate the experiences in applying human right-based approach and gender lens in the evaluation.

7. Copy of the highest academic certificate or required academic certificate.

Note: candidate can submit the same documents for requirement 4-6.

*** Failure to submit the above-mentioned documents or Incomplete proposals shall result in disqualification*

*** The short-listed candidates may be contacted, and the successful candidate will be notified.*

13. Annexes to the ToR

- Strengthening SDG Localization in Thailand Project Document
- Project info: <https://www.undp.org/thailand/projects/strengthening-sdg-localization-thailand>
- UNDP evaluation policy, UNEG norms and standards and other policy documents
- Relevant national strategy documents
- A list of key stakeholders and other individuals who should be consulted, together with an indication of their affiliation and relevance for the evaluation and their contact information. This annex can also suggest sites to be visited.

Annex 4

Key questions and sub-questions

Key questions and sub-questions

- **Relevance**

OECD/DAC's Description: Is the Intervention doing the right things? The extent to which the intervention objectives and design respond to global and national needs, policies and priorities and those of participants and partner institutions, and continue to do so as circumstances change.

- **Key questions**

- To what extent is the project aligned with Thailand's national development priorities?
- To what extent is the project's support relevant to the achievement of the SDGs in the country?
- To what extent is the project's support relevant to the effort to localize the SDGs?
- To what extent did the project adopt gender-sensitive, human rights-based, and conflict-sensitive approaches, in compliance with the principle of Leaving No One Behind (LNOB)?
- To what extent was the theory of change presented in the outcome model a relevant and appropriate vision for this initiative?
- To what extent was the project structure as outlined in the project document efficient in generating the expected results?

- **Sub-questions**

- How well do the selected SDG indicators align with Thailand's specific context and development priorities at the national and provincial levels?
- To what extent have the chosen SDG indicators been effectively incorporated into the country's key development benchmarks?
- How well do the selected SDG indicators respond to the needs and priorities of the participants and partner institutions in Thailand?
- What challenges have been encountered in selecting and adapting SDG indicators to suit Thailand's context, and how have these challenges been addressed?
- How have the project's efforts to enhance local-level data availability for the SDGs contributed to better-informed decision-making and policy formulation?
- How well do the primary and secondary data collected for each SDG indicator align with the specific needs and priorities of different provinces in Thailand?
- To what extent has the project engaged with local stakeholders, including government agencies, organizations, and communities, to identify and collect relevant data for each SDG indicator?
- How well do the survey questions and design align with the specific needs and priorities of the Ministry of Interior in assessing the status of SDG targets in Thailand?
- To what extent do the survey results provide relevant and useful data on Thailand's SDG progress that can be utilized by relevant agencies and other organizations to inform policy-making and planning?
- How have the survey questions and design been adapted to ensure their relevance and applicability to the specific contexts and priorities of the selected provinces and communities?
- In what ways do the survey results contribute to filling existing gaps in SDG data availability and informing the development of targeted policies and interventions at the local and national levels?
- How well do the workshop objectives and design align with the specific needs and priorities of the targeted stakeholders, such as local authorities, central government

agencies, the private sector, civil society, and academia, in raising awareness about the SDGs?

- How well does the selection of workshop participants from different sectors and regions of Thailand reflect the diverse stakeholders involved in SDG implementation at the local and national levels?
- To what extent have the workshops contributed to increasing awareness and understanding of the SDGs among the targeted stakeholders, particularly those from central government agencies, civil society, and academia?
- How well do the objectives and design of the 15 grant projects align with the specific economic, social, and environmental development needs and priorities of the targeted provinces and communities?
- In what ways have the grants fostered collaboration and partnerships between the grant projects and various government organizations in each province to ensure alignment with local development plans and priorities?
- Could you please explain the overall picture of grant allocation in each province, how collaboration with various government organizations is divided, and the criteria used to select provinces for grant provision?

- **Coherence**

OECD/DAC's Description: How well does the intervention fit? The compatibility of the intervention with other interventions in a country, sector or institution.

- **Key questions**

- To what extent is the project's complement relevant SDGs development in the country?
- To what extent is the project responsive to the development context of Thailand and its provinces?
- To what extent was the method of delivery selected by the project appropriate to the Thailand provincial context?

- **Sub-questions**

- To what extent has the project collaborated with other relevant government agencies, organizations, and stakeholders to ensure compatibility and synergy in localizing the SDGs?
- Have there been any instances of duplication or overlap with other interventions or initiatives in the process of localizing the SDGs, and how have these been addressed?
- In what ways has the project fostered collaboration and knowledge-sharing among different institutions and stakeholders involved in localizing the SDGs to promote coherence and compatibility?
- How well do the project's efforts to collect primary and secondary data for each SDG indicator align with and support other ongoing initiatives and interventions related to SDG monitoring and reporting in Thailand?
- In what ways has the project engaged with other relevant stakeholders, such as academic institutions, research organizations, and civil society groups, to ensure coherence and avoid duplication in data collection efforts for SDG monitoring and reporting?
- How has the project ensured that the data collected for each SDG indicator is compatible with and can be easily integrated into existing national and local databases and information systems?

- How has the project ensured that the survey questions and data collection methods are consistent and compatible with those used by other organizations and stakeholders working on SDG-related issues in the selected provinces?
- To what extent has the project collaborated with the Ministry of Interior and other relevant government agencies to ensure compatibility and synergy in data collection efforts across the selected provinces?
- How has the project considered and incorporated the different dimensions and criteria used by the Ministry of Interior in selecting the 15 target provinces to ensure coherence with their SDG monitoring and reporting priorities?
- To what extent has the project collaborated with local authorities and other relevant stakeholders to ensure that the workshops complement and build upon existing development plans and priorities in each province?
- To what extent was the method of delivery selected by the project appropriate to the Thailand provincial context?
- How has the project aligned its SDG awareness-raising efforts through workshops with national and sub-national policies, strategies, and frameworks related to sustainable development and the 2030 Agenda?
- Which specific local organizations have been involved in the collaboration and implementation of the grant projects in each province, and what roles have they played?
- How were these local organizations identified and selected as partners for the grant projects, and what criteria were used to assess their capacity, relevance, and potential contribution to the project's objectives?
- To what extent have the local organizations been involved in the design, planning, and decision-making processes of the grant projects to ensure local ownership and alignment with community needs and priorities?
- What challenges or barriers have been encountered in engaging and collaborating with local organizations in the grant projects, and how have these been addressed to ensure effective partnerships and local ownership?

- **Effectiveness**

OECD/DAC's Description: Is the intervention achieving its objectives? The extent to which the intervention achieved, or is expected to achieve, its objectives, and its results, including any differential results across groups.

- **Key questions**

- To what extent are the project outputs likely to be achieved by the end of the project duration, and to what extent have the project's achievements contributed to progress against the intended results/outcomes?
- To what extent has the project improved the awareness of SDGs and SDG localization amongst provincial, local stakeholders, and community members, including from vulnerable groups?
- To what extent has the project improved the capacities of state, non-state actors, and community members, including vulnerable groups, for gender responsive and inclusive SDG localization solutions?
- To what extent has the project been successful in ensuring the participation of women, LGBTI individuals, people with disabilities, ethnic minorities, and other vulnerable groups?

- **Sub-questions**

- How well do the 147 selected SDG indicators, out of the total 248 indicators, capture the key development priorities and challenges faced by different provinces in Thailand?
- How effectively has the project communicated and disseminated the selected SDG indicators to ensure their widespread adoption and use by local authorities and stakeholders across Thailand?
- How has the project ensured that the data collected for each SDG indicator is accurate, complete, and up-to-date, and reflects the current circumstances and challenges faced by different provinces in Thailand?
- In what ways has the collection of primary and secondary data for each SDG indicator contributed to addressing gaps in local-level data availability and improving the monitoring and reporting of SDG progress in Thailand?
- To what extent has the project collaborated with partner institutions and organizations to validate and cross-check the accuracy and completeness of the data collected for each SDG indicator?
- What are the main reasons behind the lack of data availability and accessibility for these indicators, such as data collection challenges, resource constraints, or institutional barriers?
- What role can different stakeholders, such as government agencies, academic institutions, civil society organizations, and development partners, play in improving data accessibility and addressing the identified challenges?
- What strategies can be employed to promote data sharing, integration, and interoperability among different data systems and stakeholders to enhance data accessibility and utilization for SDG monitoring and reporting?
- To what extent has the project achieved its target of conducting in-person interviews with 6,000 people across 15 provinces (400 people per province) in Thailand?
- How well does the sample of 6,000 people interviewed across the 15 provinces represent the diverse population groups and stakeholders relevant to SDG monitoring and reporting in Thailand?
- To what extent have the in-person surveys conducted across the five regions of Thailand captured a comprehensive and balanced picture of SDG progress and challenges at the local level?
- How have the project's data collection efforts through in-person surveys complemented and enhanced the availability and quality of SDG data obtained through other methods, such as online surveys (if applicable)?
- To what extent do the workshop topics and content respond to the knowledge gaps and capacity-building needs of the participants in relation to SDG localization and implementation?
- To what extent have the workshops achieved the project's objective of raising awareness and understanding of the SDGs among the targeted stakeholders, including local authorities, central government agencies, the private sector, civil society, and academia?
- How effective were the workshop content, materials, and activities in conveying key information and messages about the SDGs and their relevance to the participants' work and responsibilities?
- To what extent have the workshops contributed to increased knowledge, skills, and capacity among the participants to integrate the SDGs into their respective sectors, organizations, and areas of work?
- What was the total number of participants and participants engaged across all 15 grant projects, and how does this compare to the project's initial targets and expectations?

- How were the target groups and participants for each grantee project identified and selected, and what criteria were used to ensure their relevance and potential to contribute to the project's capacity-building objectives?
 - To what extent have the grant projects achieved their specific capacity-building objectives in terms of enhancing knowledge, skills, and capabilities related to economic, social, and environmental development among the targeted participants and participants?
 - How have the grant projects addressed and mitigated any potential barriers or challenges faced by different groups, particularly marginalized and vulnerable communities, in accessing and benefiting from the capacity-building activities?
- **Efficiency**

OECD/DAC's Description: How well are resources being used? The extent to which the intervention delivers, or is likely to deliver, results in an economic and timely way.

 - **Key questions**
 - To what extent have resources (funds, human resources, time, expertise) been allocated strategically to achieve outcomes?
 - To what extent have resources been used efficiently?
 - To what extent were resources dedicated to women and vulnerable groups?
 - To what extent were partnership modalities conducive to the delivery of project's outputs and outcomes?
 - To what extent has the project engage with different participants, implementing partners, other UN agencies to achieve project's outputs and outcomes?
 - To what extent has the project been effective in managing partnerships to enhance optimal results through building synergy with others in an efficient manner?
 - To what extent did the monitoring systems provide management with a stream of data, disaggregated by genders, that allowed it to learn and adjust implementation accordingly?
 - **Sub-questions**
 - How efficiently have the project's resources, including budget and personnel, been utilized to achieve the desired results in localizing the SDGs?
 - Have there been any delays or challenges in the process of selecting and adapting SDG indicators for Thailand's context, and how have these affected the project's efficiency?
 - 3. To what extent has the project been able to meet the planned completion date of February 29, 2024, and what factors have contributed to or hindered timely delivery?
 - How well has the project managed to allocate and utilize the budget effectively to ensure the selection of appropriate SDG indicators for each province in Thailand?
 - In what ways has the project demonstrated cost-effectiveness in enhancing local-level data availability for the SDGs, and are there any areas where efficiency could be improved?
 - To what extent has the project been able to collect primary and secondary data for each SDG indicator within the planned timeline, including the project completion date of February 29, 2024?
 - How efficiently have the project's resources, including budget and personnel, been utilized to collect accurate and complete data for each SDG indicator?

- To what extent has the project leveraged existing data sources and collaborated with partner institutions to minimize costs and avoid duplication in data collection efforts for each SDG indicator?
- In what ways has the project demonstrated cost-effectiveness in collecting primary and secondary data for each SDG indicator, and are there any areas where efficiency could be improved?
- How efficiently have the project's resources, including budget and personnel, been utilized to conduct the targeted number of in-person interviews (6,000 people across 15 provinces) within the given timeframe?
- Have there been any delays or challenges in conducting the in-person surveys across the 15 provinces, and how have these affected the project's efficiency and timely delivery of results?
- To what extent has the project leveraged existing resources, partnerships, and local networks to minimize costs and optimize efficiency in conducting the in-person surveys across the selected provinces?
- In what ways has the project demonstrated cost-effectiveness in conducting the in-person surveys, such as by adopting innovative or streamlined data collection methods, and are there any areas where efficiency could be improved?
- How efficiently have the project's resources, including budget and personnel, been utilized to conduct the targeted number of workshops (approximately 400 participants across four regions) within the given timeframe?
- To what extent has the project leveraged existing networks, partnerships, and resources to minimize costs and optimize efficiency in organizing the SDG awareness-raising workshops across the targeted regions?
- In what ways has the project demonstrated cost-effectiveness in organizing the SDG awareness-raising workshops, such as by adopting innovative or streamlined approaches to participant engagement and workshop delivery, and are there any areas where efficiency could be improved?
- How well has the project managed to allocate and utilize the budget effectively to ensure the participation of the targeted number of stakeholders while maintaining high-quality workshop content and facilitation?
- What were the total budget and resources allocated for the 15 grant projects, and how were these distributed across the different provinces and capacity-building focus areas (economic, social, and environmental)?
- What criteria and methods were used to determine the allocation of grants to each grantee project, and how did these ensure the most efficient and effective use of project resources?
- To what extent have the grant projects been able to deliver their intended capacity-building results within the planned timeframes and budgets, and what factors have contributed to or hindered their efficiency?
- To what extent have the grant projects demonstrated value for money in terms of the ratio between the inputs (funds, resources, and time) and the outputs and outcomes achieved in building local capacities for sustainable development?
- Based on the overall performance and efficiency of the grant projects, what lessons and best practices can be identified to inform future resource allocation and capacity-building interventions in the context of localizing the SDGs?

- **Sustainability**

OECD/DAC's Description: Will the benefits last? The extent to which the net benefits of the intervention continue or are likely to continue.

- **Key question**

- To what extent are the aspects of this project relevant for UNDP to consider scaling up or continuing in the future?
 - To what extent are the project's approaches adopted and integrated into government policies? Or what is the likelihood of the project being integrated into national programs and policies?
 - To what extent has the project contributed to promoting Government ownership and leadership regarding the SDG localization?
 - To what extent do national partners have the institutional capacities, including sustainability strategies, in place to sustain the outcome-level results?
 - To what extent have partners committed to providing continuing support (financial, human resources, etc.)?
 - To what extent do mechanisms, procedures, and policies exist to carry forward the project's results?
 - To what extent do partnerships exist with other national institutions, NGOs, UN agencies, the private sector, and development partners to sustain the attained results?
 - To what extent has new partnerships been identified during the implementation of the project?
 - To what extent were the major factors/risks which influenced or hampered the sustainability of results produced by the project?

- **Sub-questions**

- Are there any plans or strategies in place to ensure the continued use and updating of the selected SDG indicators beyond the project's completion date?
 - To what extent have the relevant government agencies, organizations, and stakeholders demonstrated commitment and ownership in maintaining and utilizing the localized SDG indicators?
 - How well have the project's results and lessons learned been documented and disseminated to support the continued adaptation and use of localized SDG indicators?
 - In what ways has the project fostered partnerships and collaboration among different stakeholders to ensure the sustainability of efforts in localizing the SDGs?
 - Are there any plans or strategies in place to ensure the continued collection, updating, and maintenance of primary and secondary data for each SDG indicator beyond the project's completion date?
 - How has the project built the capacity of local institutions and stakeholders to continue collecting and managing primary and secondary data for each SDG indicator?
 - How well have the project's data collection methods and processes been institutionalized and integrated into the regular operations of relevant government agencies and organizations?
 - To what extent have partners committed to providing continuing support (financial, human resources, etc.)?
 - To what extent were the major factors/risks which influenced or hampered the sustainability of results produced by the project?

- Are there any plans or strategies in place to ensure the continued organization of SDG awareness-raising workshops or similar initiatives beyond the project's completion date?
 - How has the project built the capacity of local institutions, organizations, and stakeholders to continue raising awareness and understanding of the SDGs among their respective constituencies and networks?
 - To what extent do mechanisms, procedures, and policies exist to carry forward the project's results?
 - To what extent were the major factors/risks which influenced or hampered the sustainability of results produced by the project?
 - What is the proportion of grant projects that are expected to continue their activities and benefits beyond the project's completion, compared to those that will not have a continuation plan?
 - For the grant projects that are likely to continue, what are the key factors and strategies that have been put in place to ensure their long-term sustainability, such as local ownership, institutional capacities, and financial resources?
 - How have the grant projects built and strengthened the institutional capacities of local partner organizations and stakeholders to continue delivering capacity-building activities and sustaining the project's outcomes?
 - To what extent have the grant projects influenced and contributed to the integration of capacity-building for sustainable development into local policies, plans, and budgets, ensuring long-term institutional and financial support?
 - How have the lessons learned, best practices, and success stories from the grant projects been documented, shared, and disseminated to inform and inspire similar capacity-building interventions in other provinces and contexts?
- **Human rights, gender equality, and Leaving No One Behind:**
According to UNDP Evaluation Guidelines, all evaluation products need to address vulnerable groups, gender sensitivities, disability, and human right issues. The evaluation will be integrating these aspects according to Integrating Human Rights and Gender Equality in Evaluation - Towards UNEG Guidance¹
 - **Key questions**
 - To what extent were the vulnerable groups considered by and benefited from the project?
 - To what extent is the gender marker assigned to this project representative of reality?
 - To what extent were women and vulnerable groups consulted and meaningfully involved in project planning, implementation, and monitoring?
 - **Sub-questions**
 - To what extent has the process of selecting and adapting SDG indicators for Thailand's context taken into account the diverse needs and challenges faced by different groups, including women, marginalized communities, and vulnerable populations?
 - How has the project ensured that the selected SDG indicators are inclusive and disaggregated to capture the progress and challenges faced by different segments of the population, particularly those most at risk of being left behind?
 - In what ways has the project engaged with diverse stakeholders, including representatives from marginalized and vulnerable groups, to ensure that their perspectives and needs are reflected in the localization of the SDGs?

¹ Access at: <https://www.uneval.org/document/detail/980>

- How has the project considered and addressed potential barriers or challenges that different groups, particularly women and marginalized communities, may face in accessing and benefiting from the initiatives related to localizing the SDGs?
- To what extent has the project promoted gender equality and women's empowerment in the process of enhancing local-level data availability for the SDGs?
- How has the project aligned its data collection efforts for each SDG indicator with Thailand's national priorities and commitments related to human rights, gender equality, and inclusive development?
- To what extent were women and vulnerable groups consulted and meaningfully involved in project planning, implementation, and monitoring?
- To what extent has the project been successful in ensuring the participation of women, LGBTI individuals, people with disabilities, ethnic minorities, and other vulnerable groups?
- Please explain the meaning/criteria used in categorizing vulnerable groups, especially those with gender diversity. Why are they classified in this category?
- How has the project ensured that the sample of respondents selected for the in-person surveys adequately represents vulnerable and marginalized groups, such as LGBTQI+ individuals and people with disabilities, in proportion to their presence in the population?
- In what ways has the project used the in-person survey results to inform recommendations and advocacy efforts aimed at promoting the inclusion, rights, and well-being of vulnerable and marginalized groups in the context of SDG implementation?
- To what extent were the vulnerable groups considered by and benefited from the project?
- To what extent have the SDG awareness-raising workshops addressed and integrated issues related to human rights, gender equality, and the inclusion of marginalized groups in the context of sustainable development?
- How have the workshop content, materials, participants, and activities been designed to ensure the inclusion and representation of diverse perspectives, particularly those of women, youth, persons with disabilities, and other marginalized groups?
- To what extent were women and vulnerable groups consulted and meaningfully involved in project planning, implementation, and monitoring?
- Moving forward, what steps can be taken to ensure that future SDG awareness-raising efforts prioritize gender equality, women's empowerment, and the meaningful inclusion of gender diverse communities?
- For the grant projects that do not have a specific focus on vulnerable and marginalized groups, how have they incorporated and mainstreamed gender equality, human rights, and social inclusion considerations into their capacity-building activities and outcomes?
- For the grant projects that specifically target women, children and youth, persons with disabilities, LGBTQI+ individuals, and stateless or cross-border populations. What criteria are used to determine how many grants will be selected for a specific target?
- How have the grant projects monitored and evaluated their impact on reducing inequalities, promoting gender equality, and advancing the rights and well-being of vulnerable and marginalized groups?
- What lessons and best practices have been learned from the grant projects in terms of effectively mainstreaming and addressing the needs and rights of vulnerable and marginalized groups in capacity-building interventions for sustainable development?

Annex 5

Evaluation matrix and data collection instruments

Evaluation Matrix

Relevant evaluation criteria/ sub-criteria	Evaluation questions	Data sources	Data collection methods/ tools	Indicators/success standards	Methods for data analysis ¹
Relevance: The extent to which the intervention objectives and design respond to global and national needs, policies and priorities and those of beneficiaries and partner institutions, and continue to do so as circumstances change.					
Alignment with Thailand's specific context and development priorities at the national levels	1. How well does the project's objectives align with Thailand's specific context and development priorities at the national level? 2. How well do the project's objectives align with local and national priorities for gender equality and social inclusion?	1. SDG-L Project document 2. TDRI Progress report and Status report on SDG data 3. The 13th plan national economic and social development plan 4. Thailand's 20 years National strategy 5. Interview/Questionnaire: UNDP / MOI / DLA (MOI) / NESDC	1. Document review 2. Questionnaires circulation 3. Interviews (subjects/samples are as detailed in the data sources)	Level of alignment of project's objectives and indicators with Thailand's specific context and development priorities in the national level.	Qualitative analysis - Textual analysis of TDRI Progress report, the 13th plan national economic and social development plan and Thailand's 20 years National strategy to verify logical consistency. - Gather additional insight from interviews.
Alignment with Thailand's specific context and development priorities at the provincial levels	1. How well do the project objectives align with Thailand's specific context and development priorities at the provincial level? 2. How well do the project's objectives align with local and national priorities for gender equality and social inclusion?	1. SDG-L Project document 2. TDRI Progress report and Status report on SDG data 3. Provincial development plan 4. Interview/Questionnaire: UNDP / MOI	1. Document review 2. Questionnaires circulation 3. Interviews (subjects/samples are as detailed in the data sources)	Level of alignment of project's objectives and indicators with Thailand's specific context and development priorities in the provincial level.	Qualitative analysis - Textual analysis of TDRI Progress report, the Provincial development plan to verify logical consistency. - Gather additional insight from interviews.
Alignment with UN's development priorities and strategies.	1. Was the project linked with and in-line with UN priorities and strategies for the country? 2. How well do the project's objectives align with local and national priorities for gender equality and social inclusion?	1. SDG-L Project document 2. UNDP-Thailand Country Programme document 3. Interview/Questionnaire: UNDP	1. Document review 2. Questionnaires circulation 3. Interviews (subjects/samples are as detailed in the data sources)	Level of coherence between project objective and design	Qualitative analysis - Textual analysis of UNDP-Thailand Country Programme to verify logical consistency. - Gather additional insight from interviews.
Coherence: The compatibility of the intervention with other interventions in a country, sector or institution.					
Compatibility with Thailand's development effort and approaches in policy level	1. In what ways has the project fostered collaboration and knowledge-sharing among different institutions and stakeholders involved in localizing the SDGs to promote coherence and compatibility? 2. To what extent have the UN partnering and implementation agencies been consulting the relevant Thai organization to ensure alignment with development	1. TDRI Progress report and Status report 2. Relevant UN agencies detailed publication about their project 3. Interview/Questionnaire: relevant UN agencies / UNDP / MOI / NESDC / local stakeholders	1. Document review 2. Questionnaires circulation 3. Interviews (subjects/samples are as detailed in the data sources)	Compatibility with national and provincial development efforts; evidence of policy influence and knowledge-sharing	Qualitative analysis Comparative analysis to identify coherence between project initiatives and other national and local efforts for SDG localization.

¹ To ensure the validity of the data, this evaluation will employ a triangulation approach, which involves the use of multiple data collection methods, including desk review, questionnaire, in-depth interview, and group interview to gain diverse stakeholder perspectives.

Relevant evaluation criteria/ sub-criteria	Evaluation questions	Data sources	Data collection methods/ tools	Indicators/success standards	Methods for data analysis ¹
	actions already existing in the community? 3. How do the project's gender equality and social inclusion efforts align with other interventions at the national or local level?				
Compatibility with Thailand's development effort and approaches by local organizations	1. To what extent have the local organizations been involved in the design, planning, and decision-making processes of the grant projects to ensure local ownership and alignment with development actions already existing in the community? 2. How do the project's gender equality and social inclusion efforts align with other interventions at the local level?	1. Grantee project reports 2. Group interviews /Questionnaire: local organizations, beneficiaries, and community members	1. Document review 2. Group interviews / Questionnaires (subjects/samples are as detailed in the data sources)	Degree of local organization involvement in project design and decision-making; level of local ownership and alignment with community needs	Qualitative analysis focusing on stakeholder engagement, participatory approaches, and the integration of local needs into project strategies.
Effectiveness: The extent to which the intervention achieved, or is expected to achieve, its objectives, and its results, including any differential results across groups.					
Output 1 Develop SDG profiles for at least 10 target provinces	1. How effective does the project encourage/help/support the development of at least 10 targeted provincial SDG profiles? 2. How well has the output been successful in ensuring the participation of women, LGBTI individuals, people with disabilities, ethnic minorities, and other vulnerable groups?	1. TDRI Progress report and Status report on SDG Profiles 2. SDG Profiles	Document review (subjects/samples are as detailed in the data sources)	1. Number of SDG profiles developed for targeted provinces. 2. Quality and completeness of SDG profiles in addressing local priorities and integrating SDG targets. 3. Utilization of SDG profiles in local planning and policy-making processes.	Quantitative analysis Quantitative analysis to count the SDG profiles developed. Qualitative analysis Qualitative analysis for assessing the relevance, quality, and impact of the SDG profiles on local development planning and SDG localization efforts.
Output 2 Organize multi stakeholder consultations to discuss the outcome of the SDG profiles and engage community actors	1. How effective does the project organize multi stakeholder consultations to discuss the outcome of the SDG profiles and engage community actors? 2. How well has the output been successful in ensuring the participation of women, LGBTI individuals, people with disabilities, ethnic minorities, and other vulnerable groups?	1. Project documents and reports 2. Minutes of meetings, List of participants 3. Workshop feedback 4. UNV contracts 5. Participation lists and minutes of meetings	Document review (subjects/samples are as detailed in the data sources)	1. Number of multi-stakeholder consultations organized. 2. Diversity of stakeholders engaged in the consultations, with particular attention to the inclusion of vulnerable groups. 3. Extent to which the consultations influenced the refinement of SDG profiles and integration into local development planning. 4. Stakeholder satisfaction with the consultation process and perceived value in enhancing SDG localization.	Quantitative analysis Quantitative analysis for counting consultations and participants, ensuring diversity and inclusivity. Qualitative analysis Qualitative analysis of participant feedback and interviews to evaluate the consultations' impact on SDG localization efforts and stakeholder engagement.
Output 3 Support to civic consultations on provincial plans	1. How effective has the project been in supporting civic consultations to incorporate SDG localization into provincial plans?	1. Project documents and reports 2. Consultation reports, participant feedback	Document review (subjects/samples are as detailed in the data sources)	Number of consultations supported; diversity and inclusivity of participants;	Quantitative analysis Quantitative analysis for participation metrics; qualitative analysis for content

Relevant evaluation criteria/ sub-criteria	Evaluation questions	Data sources	Data collection methods/ tools	Indicators/success standards	Methods for data analysis ¹
	2. How well has the output been successful in ensuring the participation of women, LGBTI individuals, people with disabilities, ethnic minorities, and other vulnerable groups?			actionable outcomes from consultations	of consultations and stakeholder feedback.
Output 4 Conduct awareness raising, trainings and develop training materials for SDG localization for different stakeholders	1. To what extent have the awareness-raising trainings and materials developed by the project improved stakeholder understanding and capacity for SDG localization? 2. How well has the output been successful in ensuring the participation of women, LGBTI individuals, people with disabilities, ethnic minorities, and other vulnerable groups?	1. Project documents and reports 2. Training reports, pre- and post-knowledge assessments, participant feedback	Document review (subjects/samples are as detailed in the data sources)	Number of trainings held; improvement in participant knowledge and skills; diversity of stakeholders trained	Quantitative analysis Quantitative analysis for pre- and post-assessment scores; qualitative analysis for feedback on training effectiveness and material usability.
Output 5 Communications, knowledge products and visibility	1. How effectively have the communications and knowledge products increased visibility and understanding of SDG localization efforts in Thailand? 2. How well has the output been successful in ensuring the participation of women, LGBTI individuals, people with disabilities, ethnic minorities, and other vulnerable groups?	1. List of products produced, reach 2. engagement metrics 3. stakeholder feedback	1. Document review 2. Interviews (subjects/samples are as detailed in the data sources)	Number of products produced; reach and engagement levels; stakeholder perception of increased visibility	Quantitative analysis Quantitative analysis for reach and engagement; qualitative analysis for stakeholder feedback and perceived impact.
Output 6 Provide grants to civil society actors working on issues related to the SDGs at a local level, seeking innovative approaches	1. How effective have the grants provided to civil society actors been in supporting innovative local solutions for SDG localization? 2. How well has the output been successful in ensuring the participation of women, LGBTI individuals, people with disabilities, ethnic minorities, and other vulnerable groups?	1. Grantee reports 2. project outcomes 3. Questionnaire 4. Group interviews: Grantee project implementor, beneficiaries	1. Document review 2. Questionnaire 3. Interviews / Group interviews (subjects/samples are as detailed in the data sources)	Number of grants disbursed; diversity of projects supported; impact of funded projects on local SDG efforts	Quantitative analysis Quantitative analysis for grant distribution metrics; qualitative analysis for project impact and stakeholder feedback.
Efficiency: The extent to which the intervention delivers, or is likely to deliver, results in an economic and timely way.					
Execution efficiency	1. Have the project log frame and work plans been used as management tools during implementation? 2. Has the project been implemented within deadlines and costs estimates? 3. Was adaptive management used to ensure efficient resource use and timely implementation? 4. Was internal and external communication with project and national stakeholders regular and effective?	1. Project financial reports 2. Project timelines and work plans 3. Interviews with project management and stakeholders	1. Document review of project documents and financial reports 2. Interviews/Group interview/ Questionnaires with UNDP project team and related stakeholders	1. Adherence to project budget and timelines 2. Examples of adaptive management and its impacts 3. Stakeholder satisfaction with project communication and management	Quantitative analysis Quantitative analysis for budget and timeline adherence Qualitative analysis Qualitative analysis of interviews for insights on management efficiency and adaptive strategies

Relevant evaluation criteria/ sub-criteria	Evaluation questions	Data sources	Data collection methods/ tools	Indicators/success standards	Methods for data analysis ¹
	5. How well were resources dedicated to women LGBTI individuals, people with disabilities, ethnic minorities, and other vulnerable groups?				
Implementation efficiency	1. Were the project resources focused on the set of activities that were expected to produce significant results? 2. To what extent were partnerships/ linkages between concerned institutions/organizations supported? 3. How well were resources dedicated to women LGBTI individuals, people with disabilities, ethnic minorities, and other vulnerable groups?	1. Activity reports and resource allocation records 2. Partnership agreements and collaboration reports	1. Document review of project and partnership agreements 2. Questionnaires 3. Conduct a focused group with grantee organisations and beneficiaries	1. Ratio of resource allocation to high-impact activities 2. Number and amount of resources related effectiveness of partnerships/ linkages	Quantitative analysis Quantitative analysis for resource allocation Qualitative analysis Qualitative analysis for partnership effectiveness
Financial management and cost effectiveness	1. How effectively were the financial resources managed and utilized in achieving project outcomes? 2. Were financial controls and decision-making processes transparent and efficient? 3. To what extent were financial resources used efficiently to achieve project outcomes? 4. Were there any budget revisions, and were they justified based on evidence from reporting? 5. What co-financing has been mobilized, and what additional funds have been leveraged during the project? 6. How well were resources dedicated to women LGBTI individuals, people with disabilities, ethnic minorities, and other vulnerable groups?	1. Financial reports and audits 2. Budget revision documents 3. Reports on co-financing and additional funds leveraged 4. Interviews with project financial managers and partners	1. Document review of financial documents and reports 2. Interviews with managers, project coordinators, and funding partners	1. Adherence to original budget estimates with justifiable deviations 2. Establishment and effectiveness of financial controls 3. Efficiency in the use of financial resources relative to project outputs and outcomes 4. Amount of co-financing mobilized and additional funds leveraged 5. Stakeholder perceptions of financial management efficiency	Quantitative analysis Quantitative analysis to assess budget adherence, financial efficiency, and additional funding mobilized Qualitative analysis Qualitative analysis of interviews to understand the effectiveness of financial controls, decision-making processes, and justifications for budget revisions
Sustainability : The extent to which the net benefits of the intervention continue or are likely to continue.					
Design for sustainability	1. How was the project designed to ensure the sustainability of benefits beyond its lifetime? 2. What specific sustainability strategies were integrated into project design?	1. Project proposal and planning documents 2. Sustainability strategy and policy documents 3. Stakeholder interviews (partners, beneficiaries, local government officials)	1. Document review of project planning and strategy documents 2. Interviews with key stakeholders involved in project design and implementation	1. Presence of a clear sustainability plan within project documents 2. Stakeholder awareness and understanding of sustainability strategies 3. Integration of sustainability principles into project activities and outcomes	Qualitative analysis Qualitative analysis to assess the integration and thoroughness of sustainability planning in project design Content analysis Qualitative analysis of interviews to gauge stakeholder perceptions of sustainability efforts

Relevant evaluation criteria/ sub-criteria	Evaluation questions	Data sources	Data collection methods/ tools	Indicators/success standards	Methods for data analysis ¹
Issues at implementation and corrective measures	1. What were the major issues encountered during project implementation? 2. What corrective measures were taken to address these issues, and how effective were these measures in ensuring project continuity and sustainability?	1. Project monitoring and evaluation reports 2. Incident and corrective action reports 3. Interviews with project management and operational staff	1. Review of project M&E reports and corrective action documents 2. Interviews: project team members responsible for managing and implementing corrective measures	1. Identification and documentation of implementation issues 2. Responsiveness and effectiveness of corrective measures 3. Impact of corrective measures on project outcomes and sustainability	Qualitative analysis Qualitative analysis of interview data to understand the effectiveness of interventions
Sustainability Strategy	1. What strategies were developed to ensure the continuation of project benefits and impacts after the project ends? 2. How were stakeholders involved in developing and implementing sustainability strategies?	1. Sustainability planning and strategy documents 2. Stakeholder consultation reports 3. Interviews with project beneficiaries, local partners, and government agencies	1. Document analysis of sustainability and stakeholder engagement plans 2. Interviews/ Group interview/ Questionnaires with stakeholders involved in sustainability planning	1. Existence and comprehensiveness of a sustainability strategy 2. Level of stakeholder engagement in sustainability planning and implementation 3. Plans for resource mobilization to support ongoing activities 4. Mechanisms for transferring ownership and responsibilities to local partners or beneficiaries	Qualitative analysis - Textual analysis of sustainability documents to identify key components and strategies - Thematic analysis of interview data to assess stakeholder engagement and perceptions of sustainability planning
Human rights, gender equality, and Leaving No One Behind : how the intervention address vulnerable groups, gender sensitivities, disability, and human right issues.					
Human rights	How well are the project address any human rights issue in the project design and implementation?	1. Project document review 2. Group interviews interviews	1. Document analysis of sustainability and stakeholder engagement plans 2. Interviews/ Group interview/ Questionnaires with stakeholders	1. Integration of human rights principles in project activities 2. Beneficiary feedback on human rights considerations	Qualitative analysis - Textual analysis of provincial policies concerning SDGs: human rights, gender equality, and the principle of Leaving No One Behind, gender-responsive approaches (e.g. existing indicators, disaggregated data, participation in all processes) - Textual analysis of grantees' project proposal, progress and final report. - Qualitative analysis of interview data to understand the effectiveness of interventions
Gender equality	1. How well are the project address any human rights issue in the project design and implementation? 2. To what extent is the gender marker assigned to this project representative of reality?	1. Project document review 2. Group interviews interviews		1. Activities specifically aimed at promoting gender equality 2. Changes in gender-related indicators over the gender-responsive project design	
Leaving No One Behind	To what extent were the vulnerable groups considered by and benefited from the project?	1. Project document review 2. Group interviews interviews		1. Identification and inclusion of vulnerable groups in project activities 2. Feedback from vulnerable groups on project impact	

Annex 6

Conceptualization Recommendations: A Strategic Framework

Conceptualization Recommendations: A Strategic Framework

The four proposals outlined above can be strategically mapped into a framework that considers their impact timeframe (short-term vs. Long-term) and their focus (scaling up existing efforts vs. targeting specific areas).

The Framework

- Horizontal axis: Represents the emphasis on either **Scaling Up** on existing results or focusing on specific areas for improvement (**Scoping out**).
- Vertical Axis: Represents the time frame for impact, distinguishing between **Short-Term** and **Long-Term** results.

Placement of Proposals:

- **Advanced Track for Capacity Building Grants:** This proposal aims to deepen the impact of high-potential projects and foster long-term sustainability. It focuses on scaling up existing efforts and will yield long-term results. Therefore, it falls in the **upper-left** quadrant of the framework (Long-Term, Scaling Up).
- **Enhanced Media Strategies:** These strategies aim to expand the Project's communication reach and impact. They can be implemented **quickly** and will yield short-term results, placing them in the **lower-right** quadrant.
- **Expanded SDG Profiles:** The proposal aims to expand geographic coverage of SDG profiles, requiring a gradual approach to cover the entire country. Its full impact will be felt in the long run, placing it in the **upper-right** quadrant.
- **Strategic Alliances:** The proposal focuses on creating new partnerships to drive the Project's work. It emphasizes identifying specific areas of collaboration and can be implemented in the short term, placing it in the **lower-left** quadrant.

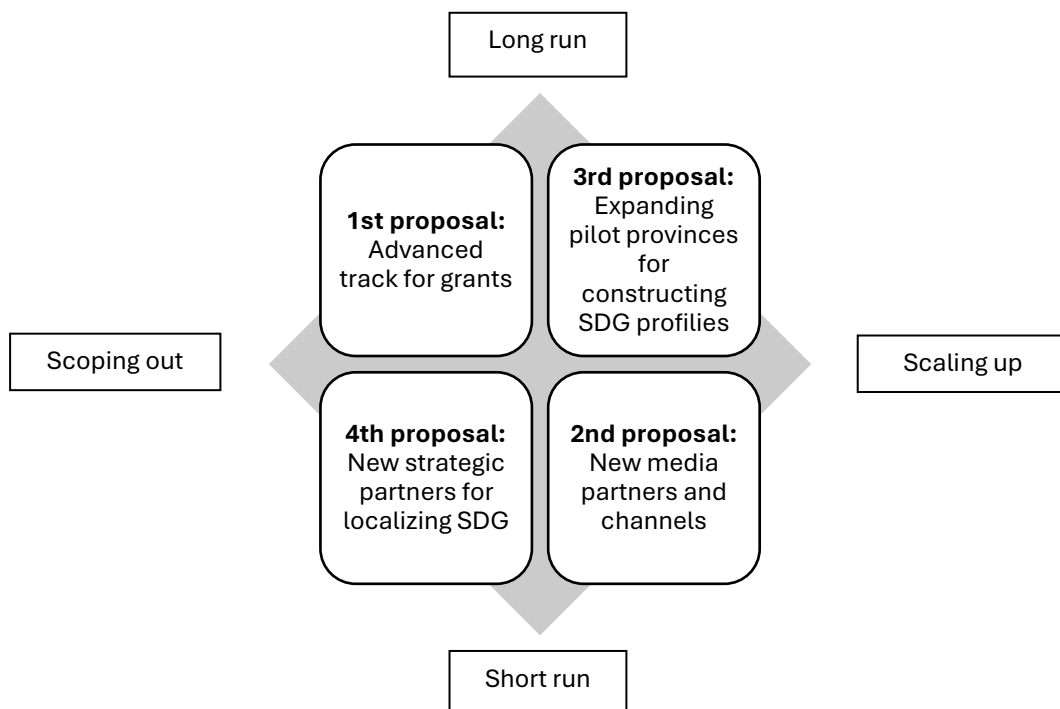


Figure 1: Conceptualization of 4 proposals

Annex 7

Evaluation Consultant
Code of Conduct
Agreement form (signed)

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UNITED NATIONS DEVELOPMENT
PROGRAMME



Contract for the services of
an Individual Contractor

This Contract is entered into on 28-Mar-2024 between the United Nations Development Programme (hereinafter referred to as "UNDP") and Bank Ngamarunchot (hereinafter referred to as "the Individual Contractor") whose address is 380 Ramintra rd. 10230 Bangkok Thailand.

WHEREAS UNDP desires to engage the services of the Individual Contractor on the terms and conditions hereinafter set forth, and:

WHEREAS the Individual Contractor is ready and willing to accept this Contract with UNDP on the said terms and conditions,

NOW, THEREFORE, the Parties hereby agree as follows:

1. Nature of services

The Individual Contractor shall perform the services as described in the Terms of References which form an integral part of this Contract and are attached hereto as *Annex I* in the following Duty Station(s): Homebase with Travel.

2. Duration

This Individual Contract shall commence on 02-Apr-2024, and shall expire upon satisfactory completion of the services described in the Terms of Reference mentioned above, but not later than 13-Jun-2024, unless sooner terminated in accordance with the terms of this Contract. This Contract is subject to the General Conditions of Contract for Individual Contractors which are available on UNDP website at www.undp.org/procurement and are attached hereto as *Annex II*.

3. Consideration

As full consideration for the services performed by the Individual Contractor under the terms of this Contract, including, unless otherwise specified, his/her travel to and from the Duty Station(s), any other travel required in the fulfillment of the Terms of Reference in Annex I, and living expenses in the Duty Station(s), UNDP shall pay the Individual Contractor a total of THB 400,000.00 in accordance with the table set forth below. Payments shall be made following certification by UNDP that the services related to each Deliverable, as described below, have been satisfactorily performed and the Deliverables have been achieved by or before the due dates specified below, if any.

Deliverable	Due Date	Amount in [THB]
1:1 . Deliverable 1. Submission of the evaluation inception report detailing methodology, interview questions, and timeline.	12-Apr-2024	80,000.00
2:1 . Deliverable 2: Completion of interviews via physical or virtual meetings and at least 7 field visits amongst 15 targeted provinces and Provide debriefing of the preliminary results including minutes and photographs as relevant.	15-May-2024	200,000.00
3:1 . Deliverable 3: Submission of satisfactory final evaluation report both in Thai and English, incorporating comments as required in compliance with the required report. Uutline, evaluation results, and attached with audit trail report as TOR.	07-Jun-2024	120,000.00

If unforeseen travel outside the Duty Station not required by the Terms of Reference is requested by UNDP, and upon prior written agreement, such travel shall be at UNDP's expense and the Individual Contractor shall receive a *per diem* not to exceed United Nations daily subsistence allowance rate in such other location(s).

Where two currencies are involved, the rate of exchange shall be the official rate applied by the United Nations on the day the UNDP instructs its bank to effect the payment(s).

4. Rights and Obligations of the Individual contractor

The rights and obligations of the Individual Contractor are strictly limited to the terms and conditions of this Contract, including its Annexes. Accordingly, the Individual Contractor shall not be entitled to any benefit, payment, subsidy, compensation or entitlement, except as expressly provided in this Contract. The Individual Contractor shall be solely liable for claims by third parties arising from the Individual Contractor's own acts or omissions in the course of performing this Contract, and under no circumstances shall UNDP be held liable for such claims by third parties.

5. Beneficiary Sakaorat Satiaruchikanon

The Individual Contractor selects _____ as beneficiary of any amounts owed under this Contract in the event of death of the Individual Contractor while performing services hereunder. This includes the payment of any service-incurred liability insurance attributable to the performance of the services for UNDP.

Mailing address, email address and phone number of beneficiary:

Tel and email: Sakaorat Satiaruchikanon
Address: 185/2 U-thong Road, Ban-nua Sub-district, Muang Kanchanaburi District, Kanchanaburi Province, +669-5952-5455

Mailing address, email address and phone number of emergency contact (if different from beneficiary):

Name: Sakaorat Satiaruchikanon
Tel and email: 185/2 U-thong Road, Ban-nua Sub-district, Muang Kanchanaburi District, Kanchanaburi Province, +669-5952-5455
Address:

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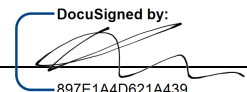
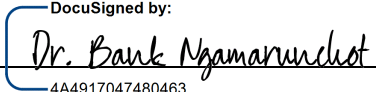
UNITED NATIONS DEVELOPMENT
PROGRAMME




IN WITNESS WHEREOF, the Parties hereto have executed this Contract.

By signing below, I, the Individual Contractor, acknowledge and agree that I have read and accept the terms of this Contract, including the General Conditions of Contracts for Individual contractors available on UNDP website at www.undp.org/procurement and attached hereto in Annex II which form an integral part of this Contract, and that I have read and understood, and agree to abide by the standards of conduct set forth in the Secretary-General's bulletins ST/SGB/2003/13 of 9 October 2003, entitled "Special Measures for Protection from Sexual Exploitation and Sexual Abuse" and ST/SGB/2002/9 of 18 June 2002, entitled "Regulations Governing the Status, Basic Rights and Duties of Officials other than Secretariat Officials, and Experts on Mission", and UNDP's policy on "Harassment, Sexual Harassment, Discrimination and Abuse of Authority" set forth in the Programme and Operations Policies and Procedures.

[X] The Individual Contractor has submitted a Statement of Good Health and confirmation of immunization.

AUTHORIZING OFFICER: Kriangkrai Chotchaisathit	INDIVIDUAL CONTRACTOR: Bank Ngamarunchot
Finance Analyst	SDGL Project Terminal Evaluation consultant
Name;	Name; Bank Ngamarunchot
Signature; 	Signature; 
Date; 01-Apr-2024	Date 03-Apr-2024

DocuSigned by:

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GENERAL CONDITIONS OF CONTRACT FOR THE SERVICES OF INDIVIDUAL CONTRACTORS

1. LEGAL STATUS: The Individual Contractor shall have the legal status of an independent contractor vis-à-vis the United Nations Development Programme (UNDP), and shall not be regarded, for any purposes, as being either a "staff member" of UNDP, under the UN Staff Regulations and Rules, or an "official" of UNDP, for purposes of the Convention on the Privileges and Immunities of the United Nations, adopted by the General Assembly of the United Nations on 13 February 1946. Accordingly, nothing within or relating to the Contract shall establish the relationship of employer and employee, or of principal and agent, between UNDP and the Individual Contractor. The officials, representatives, employees or subcontractors of UNDP and of the Individual Contractor, if any, shall not be considered in any respect as being the employees or agents of the other, and UNDP and the Individual Contractor shall be solely responsible for all claims arising out of or relating to their engagement of such persons or entities.

2. STANDARDS OF CONDUCT:

(a) General: The Individual Contractor shall neither seek nor accept instructions from any authority external to UNDP in connection with the performance of his or her obligations under the Contract. Should any authority external to UNDP seek to impose any instructions regarding the Individual Contractor's performance under the Contract, the Individual Contractor shall promptly notify UNDP and shall provide all reasonable assistance required by UNDP. The Individual Contractor shall not take any action in respect of his or her performance of the Contract or otherwise related to his or her obligations under the Contract that may adversely affect the interests of UNDP. The Individual Contractor shall perform his or her obligations under the Contract with the fullest regard to the interests of UNDP. The

10201163

Individual Contractor warrants that she or he has not and shall not offer any direct or indirect benefit arising from or related to the performance of the Contract or the award thereof to any representative, official, employee or other agent of UNDP. The Individual Contractor shall comply with all laws, ordinances, rules and regulations bearing upon the performance of his or her obligations under the Contract. In the performance of the Contract the Individual Contractor shall comply with the standards of conduct set in the Secretary General's Bulletin ST/SGB/2002/9 of 18 June 2002, entitled "Regulations Governing the Status, Basic Rights and Duties of Officials other than Secretariat Officials, and Expert on Mission". The Individual Contractor must comply with all security directives issued by UNDP.

(b) Prohibition of Sexual Exploitation and Abuse, and Sexual Harassment: Without limitation to the terms set forth in (a) above, in the performance of the Contract, the Individual Contractor shall comply with the standards of conduct set forth in the Secretary-General's bulletin ST/SGB/2003/13 of 9 October 2003, concerning "Special measures for protection from sexual exploitation and sexual abuse". In particular, the Individual Contractor shall not engage in any conduct that would constitute sexual exploitation or sexual abuse ("SEA"), as defined in that bulletin. Moreover, and without limitation to the application of other regulations, rules, policies and procedures, bearing upon the performance of the activities under the Contract, the Individual Contractor shall comply with the standards of conduct stated in UNDP's policy on "Harassment, Sexual Harassment, Discrimination, and Abuse of Authority" set forth in the Programme and Operations Policies and Procedures.

In the performance of the Contract, should sufficient information of prohibited conduct including but not limited to sexual harassment ("SH"), and/or SEA, against the Individual Contractor be brought to UNDP's attention, UNDP shall commence an investigation into the Individual Contractor's conduct in this regard in accordance with UNDP regulations, rules, policies and procedures. Should the allegations (i) be found to have been substantiated and (ii) should they constitute grounds for termination of this Individual Contract, even after the expiry or termination of the Individual Contract, where such prohibited conduct involves SH or SEA, the Individual Contractor's name will be placed into an internal United Nations' database which may affect the Individual Contractor's ability to work with/for the United Nations System in any capacity in the future.

(c) The Individual Contractor acknowledges and agrees that any breach of any of the

10201163

provisions set forth in Article 2 (a) and (b) shall constitute a breach of an essential term of the Contract, and, in addition to any other legal rights or remedies available to any person, shall give rise to grounds for suspension or termination of the Contract. In addition, nothing herein shall limit the right of UNDP to refer any alleged breach of the foregoing standards of conduct or any other terms of the Contract to the relevant national authorities for appropriate legal action.

- 3. TITLE RIGHTS, COPYRIGHTS, PATENTS AND OTHER PROPRIETARY RIGHTS:** Title to any equipment and supplies that may be furnished by UNDP to the Individual Contractor for the performance of any obligations under the Contract shall rest with UNDP, and any such equipment and supplies shall be returned to UNDP at the conclusion of the Contract or when no longer needed by the Individual Contractor. Such equipment and supplies, when returned to UNDP, shall be in the same condition as when delivered to the Individual Contractor, subject to normal wear and tear, and the Individual Contractor shall be liable to compensate UNDP for any damage or degradation of the equipment and supplies that is beyond normal wear and tear.

UNDP shall be entitled to all intellectual property and other proprietary rights, including, but not limited to, patents, copyrights and trademarks, with regard to products, processes, inventions, ideas, know-how or documents and other materials which the Individual Contractor has developed for UNDP under the Contract and which bear a direct relation to, or are produced or prepared or collected in consequence of, or during the course of, the performance of the Contract, and the Individual Contractor acknowledges and agrees that such products, documents and other materials constitute works made for hire for UNDP. However, to the extent that any such intellectual property or other proprietary rights consist of any intellectual property or other proprietary rights of the Individual Contractor: (a) that pre-existed the performance by the Individual Contractor of his or her obligations under the Contract, or (b) that the Individual Contractor may develop or acquire, or may have developed or acquired, independently of the performance of his or her obligations under the Contract, UNDP does not and shall not claim any ownership interest thereto, and the Individual Contractor grants to UNDP a perpetual license to use such intellectual property or other proprietary right solely for the purposes of and in accordance with the requirements of the Contract. At the request of UNDP, the Individual Contractor shall take all necessary steps, execute all necessary documents and generally assist in securing such proprietary rights and transferring or licensing them to UNDP in compliance

10201163

with the requirements of the applicable law and of the Contract. Subject to the foregoing provisions, all maps, drawings, photographs, mosaics, plans, reports, estimates, recommendations, documents and all other data compiled by or received by the Individual Contractor under the Contract shall be the property of UNDP, shall be made available for use or inspection by UNDP at reasonable times and in reasonable places, shall be treated as confidential and shall be delivered only to UNDP authorized officials on completion of services under the Contract

- 4. CONFIDENTIAL NATURE OF DOCUMENTS AND INFORMATION:** Information and data that are considered proprietary by either UNDP or the Individual Contractor or that are delivered or disclosed by one of them ("Discloser") to the other ("Recipient") during the course of performance of the Contract, and that are designated as confidential ("Information"), shall be held in confidence and shall be handled as follows. The Recipient of such Information shall use the same care and discretion to avoid disclosure, publication or dissemination of the Discloser's Information as it uses with its own similar information that it does not wish to disclose, publish or disseminate, and the Recipient may otherwise use the Discloser's Information solely for the purpose for which it was disclosed. The Recipient may disclose confidential Information to any other party with the Discloser's prior written consent, as well as to the Recipient's officials, representatives, employees, subcontractors and agents who have a need to know such confidential Information solely for purposes of performing obligations under the Contract. Subject to and without any waiver of the privileges and immunities of UNDP, the Individual Contractor may disclose Information to the extent required by law, *provided that* the Individual Contractor will give UNDP sufficient prior notice of a request for the disclosure of Information in order to allow UNDP to have a reasonable opportunity to take protective measures or such other action as may be appropriate before any such disclosure is made. UNDP may disclose Information to the extent required pursuant to the Charter of the United Nations, resolutions or regulations of the General Assembly or its other governing bodies, or rules promulgated by the Secretary-General. The Recipient shall not be precluded from disclosing Information that is obtained by the Recipient from a third party without restriction, is disclosed by the Discloser to a third party without any obligation of confidentiality, is previously known by the Recipient, or at any time is developed by the Recipient completely independently of any disclosures hereunder. These obligations and restrictions of confidentiality shall be effective during the term of the Contract, including any extension thereof, and, unless otherwise provided in the Contract,

10201163

shall remain effective following any termination of the Contract. Notwithstanding the foregoing, the Individual Contractor acknowledges that UNDP may, in its sole discretion, disclose the purpose, type, scope, duration and value of the Contract, the name of the Individual Contractor, and any relevant information related to the award of the Contract.

- 5. TRAVEL, MEDICAL CLEARANCE AND SERVICE INCURRED DEATH, INJURY OR ILLNESS:** If the Individual Contractor is required by UNDP to travel beyond commuting distance from the Individual Contractor's usual place of residence, and upon prior written agreement, such travel shall be at the expense of UNDP. Such travel shall be at economy fare when by air.

UNDP may require the Individual Contractor to submit a "statement of good health" from a recognized physician prior to commencement of services in any offices or premises of UNDP, or before engaging in any travel required by UNDP, or connected with the performance of the Contract. The Individual Contractor shall provide such a statement as soon as practicable following such request, and prior to engaging in any such travel, and the Individual Contractor warrants the accuracy of any such statement, including, but not limited to, confirmation that the Individual Contractor has been fully informed regarding the requirements for inoculations for the country or countries to which travel may be authorized.

In the event of death, injury or illness of the Individual Contractor which is attributable to the performance of services on behalf of UNDP under the terms of the Contract while the Individual Contractor is traveling at UNDP expense or is performing any services under the Contract in any offices or premises of UNDP, the Individual Contractor or the Individual Contractor's dependents, as appropriate, shall be entitled to compensation equivalent to that provided under the UNDP insurance policy, available upon request.

- 6. PROHIBITION ON ASSIGNMENT; MODIFICATIONS:** The Individual Contractor may not assign, delegate, transfer, pledge or make any other disposition of the Contract, of any part thereof, or of any of the rights, claims or obligations under the Contract except with the prior written authorization of UNDP, and any attempt to do so shall be null and void. The terms or conditions of any supplemental undertakings, licenses or other forms of Contract concerning any goods or services to be provided under the Contract shall not be valid and enforceable against UNDP nor in any way shall constitute a contract by UNDP thereto, unless any such undertakings, licenses or other forms of contract are the subject of a valid written

10201163

undertaking by UNDP. No modification or change in the Contract shall be valid and enforceable against UNDP unless provided by means of a valid written amendment to the Contract signed by the Individual Contractor and an authorized official or appropriate contracting authority of UNDP.

7. **SUBCONTRACTORS:** In the event that the Individual Contractor requires the services of subcontractors to perform any obligations under the Contract, the Individual Contractor shall obtain the prior written approval of UNDP for any such subcontractors. UNDP may, in its sole discretion, reject any proposed subcontractor or require such subcontractor's removal without having to give any justification therefore, and such rejection shall not entitle the Individual Contractor to claim any delays in the performance, or to assert any excuses for the non-performance, of any of his or her obligations under the Contract. The Individual Contractor shall be solely responsible for all services and obligations performed by his or her subcontractors. The terms of any subcontract shall be subject to, and shall be construed in a manner that is fully in accordance with, all of the terms and conditions of the Contract.
8. **USE OF NAME, EMBLEM OR OFFICIAL SEAL OF THE UNITED NATIONS:** The Individual Contractor shall not advertise or otherwise make public for purposes of commercial advantage or goodwill that it has a contractual relationship with UNDP, nor shall the Individual Contractor, in any manner whatsoever, use the name, emblem or official seal of UNDP, or any abbreviation of the name of UNDP, in connection with his or her business or otherwise without the written permission of UNDP.
9. **INDEMNIFICATION:** The Individual Contractor shall indemnify, defend, and hold and save harmless UNDP, and its officials, agents and employees, from and against all suits, proceedings, claims, demands, losses and liability of any kind or nature, including, but not limited to, all litigation costs and expenses, attorney's fees, settlement payments and damages, based on, arising from, or relating to: (a) allegations or claims that the use by UNDP of any patented device, any copyrighted material or any other goods or services provided to UNDP for its use under the terms of the Contract, in whole or in part, separately or in combination, constitutes an infringement of any patent, copyright, trademark or other intellectual property right of any third party; or (b) any acts or omissions of the Individual Contractor, or of any subcontractor or anyone directly or indirectly employed by them in the

10201163

performance of the Contract, which give rise to legal liability to anyone not a party to the Contract, including, without limitation, claims and liability in the nature of a claim for workers' compensation.

10. INSURANCE: The Individual Contractor shall pay UNDP promptly for all loss, destruction or damage to the property of UNDP caused by the Individual Contractor, or of any subcontractor, or anyone directly or indirectly employed by them in the performance of the Contract. The Individual Contractor shall be solely responsible for taking out and for maintaining adequate insurance required to meet any of his or her obligations under the Contract, as well as for arranging, at the Individual Contractor's sole expense, such life, health and other forms of insurance as the Individual Contractor may consider to be appropriate to cover the period during which the Individual Contractor provides services under the Contract. The Individual Contractor acknowledges and agrees that none of the insurance arrangements the Individual Contractor shall, in any way, be construed to limit the Individual Contractor's liability arising under or relating to the Contract.

11. ENCUMBRANCES AND LIENS: The Individual Contractor shall not cause or permit any lien, attachment or other encumbrance by any person to be placed on file or to remain on file in any public office or on file with UNDP against any monies due to the Individual Contractor or to become due for any work done or against any goods supplied or materials furnished under the Contract, or by reason of any other claim or demand against the Individual Contractor.

12. FORCE MAJEURE; OTHER CHANGES IN CONDITIONS: In the event of and as soon as possible after the occurrence of any cause constituting force majeure, the Individual Contractor shall give notice and full particulars in writing to UNDP of such occurrence or cause if the Individual Contractor is thereby rendered unable, wholly or in part, to perform his or her obligations and meet his or her responsibilities under the Contract. The Individual Contractor shall also notify UNDP of any other changes in conditions or the occurrence of any event, which interferes or threatens to interfere with the performance of the Contract. Not more than fifteen (15) days following the provision of such notice of force majeure or other changes in conditions or occurrence, the Individual Contractor shall also submit a statement to UNDP of estimated expenditures that will likely be incurred for the duration of the change in conditions or the event. On receipt of the notice or notices required

10201163

hereunder, UNDP shall take such action as it considers, in its sole discretion, to be appropriate or necessary in the circumstances, including the granting to the Individual Contractor of a reasonable extension of time in which to perform any obligations under the Contract or suspension thereof.

Force majeure as used herein means any unforeseeable and irresistible act of nature, any act of war (whether declared or not), invasion, revolution, insurrection, or any other acts of a similar nature or force, provided that such acts arise from causes beyond the control and without the fault or negligence of the Individual Contractor. The Individual Contractor acknowledges and agrees that, with respect to any obligations under the Contract that the Individual Contractor must perform in or for any areas in which UNDP is engaged in, preparing to engage in, or disengaging from any peacekeeping, humanitarian or similar operations, any delay or failure to perform such obligations arising from or relating to harsh conditions within such areas or to any incidents of civil unrest occurring in such areas shall not, in and of itself, constitute force majeure under the Contract

13. TERMINATION: Either party may terminate the Contract, in whole or in part, upon giving written notice to the other party. The period of notice shall be five (5) days in the case of contracts for a total period of less than two (2) months and fourteen (14) days in the case of contracts for a longer period. The initiation of conciliation or arbitral proceedings, as provided below, shall not be deemed to be a "cause" for or otherwise to be in itself a termination of the Contract. UNDP may, without prejudice to any other right or remedy available to it, terminate the Contract forthwith in the event that: (a) the Individual Contractor is adjudged bankrupt, or is liquidated, or becomes insolvent, applies for moratorium or stay on any payment or repayment obligations, or applies to be declared insolvent; (b) the Individual Contractor is granted a moratorium or a stay or is declared insolvent; (c) the Individual Contractor makes an assignment for the benefit of one or more of his or her creditors; (d) a Receiver is appointed on account of the insolvency of the Individual Contractor; (e) the Individual Contractor offers a settlement in lieu of bankruptcy or receivership; or (f) UNDP reasonably determines that the Individual Contractor has become subject to a materially adverse change in financial condition that threatens to endanger or otherwise substantially affect the ability of the Individual Contractor to perform any of the obligations under the Contract. In the event of any termination of the Contract, upon receipt of notice of termination by UNDP, the Individual Contractor shall, except as may be directed

10201163

by UNDP in the notice of termination or otherwise in writing: (a) take immediate steps to bring the performance of any obligations under the Contract to a close in a prompt and orderly manner, and in doing so, reduce expenses to a minimum; (b) refrain from undertaking any further or additional commitments under the Contract as of and following the date of receipt of such notice; (c) deliver all completed or partially completed plans, drawings, information and other property that, if the Contract had been completed, would be required to be furnished to UNDP thereunder; (d) complete performance of the services not terminated; and (e) take any other action that may be necessary, or that UNDP may direct in writing, for the protection and preservation of any property, whether tangible or intangible, related to the Contract that is in the possession of the Individual Contractor and in which UNDP has or may be reasonably expected to acquire an interest.

In the event of any termination of the Contract, UNDP shall only be liable to pay the Individual Contractor compensation on a pro rata basis for no more than the actual amount of work performed to the satisfaction of UNDP in accordance with the requirements of the Contract. Additional costs incurred by UNDP as a result of termination of the Contract by the Individual Contractor may be withheld from any amount otherwise due to the Individual Contractor by UNDP.

14. NON-EXCLUSIVITY: UNDP shall have no obligation respecting, and no limitations on, its right to obtain goods of the same kind, quality and quantity, or to obtain any services of the kind described in the Contract, from any other source at any time.

15. TAXATION: Article II, section 7, of the Convention on the Privileges and Immunities of the United Nations provides, inter alia, that the United Nations, including its subsidiary organs, is exempt from all direct taxes, except charges for public utility services, and is exempt from customs restrictions, duties and charges of a similar nature in respect of articles imported or exported for its official use. In the event any governmental authority refuses to recognize the exemptions of the United Nations from such taxes, restrictions, duties or charges, the Individual Contractor shall immediately consult with UNDP to determine a mutually acceptable procedure. UNDP shall have no liability for taxes, duties or other similar charges payable by the Individual Contractor in respect of any amounts paid to the Individual Contractor under this Contract, and the Individual Contractor acknowledges that UNDP will not issue any statements of earnings to the Individual Contractor in respect of any such payments

10201163

16. AUDITS AND INVESTIGATIONS: Each invoice paid by UNDP shall be subject to a post-payment audit by auditors, whether internal or external, of UNDP or by other authorized and qualified agents of UNDP. The Individual Contractor acknowledges and agrees that UNDP may conduct investigations relating to any aspect of the Contract or the award thereof, and the obligations performed thereunder.

The Individual Contractor shall provide full and timely cooperation with any post-payment audits or investigations hereunder. Such cooperation shall include, but shall not be limited to, the Individual Contractor's obligation to make available any relevant documentation and information for the purposes of a post-payment audit or an investigation at reasonable times and on reasonable conditions. The Individual Contractor shall require his or her employees, subcontractors and agents, if any, including, but not limited to, the Individual Contractor's attorneys, accountants or other advisers, to reasonably cooperate with any post-payment audits or investigations carried out by UNDP hereunder.

If the findings or circumstances of a post-payment audit or investigation so warrant, UNDP may, in its sole discretion, take any measures that may be appropriate or necessary, including, but not limited to, suspension of the Contract, with no liability whatsoever to UNDP.

The Individual Contractor shall refund to UNDP any amounts shown by a post-payment audit or investigation to have been paid by UNDP other than in accordance with the terms and conditions of the Contract. Such amount may be deducted by UNDP from any payment due to the Individual Contractor under the Contract.

The right of UNDP to conduct a post-payment audit or an investigation and the Individual Contractor's obligation to comply with such shall not lapse upon expiration or prior termination of the Contract.

17. SETTLEMENT OF DISPUTES:

AMICABLE SETTLEMENT: UNDP and the Individual Contractor shall use their best efforts to amicably settle any dispute, controversy or claim arising out of the Contract or the breach, termination or invalidity thereof. Where the parties wish to seek such an amicable settlement through conciliation, the conciliation shall take place in accordance with the Conciliation Rules then obtaining of the United Nations Commission on International Trade Law ("UNCITRAL"), or according to such other procedure as may be agreed between the parties in writing.

ARBITRATION: Any dispute, controversy or claim between the parties arising out of the Contract, or the breach, termination, or invalidity thereof, unless settled amicably, as provided above, shall be referred by either of the parties to arbitration in accordance with the UNCITRAL

10201163

Arbitration Rules then obtaining. The decisions of the arbitral tribunal shall be based on general principles of international commercial law. For all evidentiary questions, the arbitral tribunal shall be guided by the Supplementary Rules Governing the Presentation and Reception of Evidence in International Commercial Arbitration of the International Bar Association, 28 May 1983 edition. The arbitral tribunal shall be empowered to order the return or destruction of goods or any property, whether tangible or intangible, or of any confidential information provided under the Contract, order the termination of the Contract, or order that any other protective measures be taken with respect to the goods, services or any other property, whether tangible or intangible, or of any confidential information provided under the Contract, as appropriate, all in accordance with the authority of the arbitral tribunal pursuant to Article 26 ("Interim Measures of Protection") and Article 32 ("Form and Effect of the Award") of the UNCITRAL Arbitration Rules. The arbitral tribunal shall have no authority to award punitive damages. In addition, unless otherwise expressly provided in the Contract, the arbitral tribunal shall have no authority to award interest in excess of the London Inter-Bank Offered Rate ("LIBOR") then prevailing, and any such interest shall be simple interest only. The parties shall be bound by any arbitration award rendered as a result of such arbitration as the final adjudication of any such dispute, controversy or claim.

- 18. LIMITATION ON ACTIONS:** Except with respect to any indemnification obligations in Article 9, above, or as are otherwise set forth in the Contract, any arbitral proceedings in accordance with Article 17, above, arising out of the Contract must be commenced within three (3) years after the cause of action has accrued.

The Parties further acknowledge and agree that, for these purposes, a cause of action shall accrue when the breach actually occurs, or, in the case of latent defects, when the injured Party knew or should have known all of the essential elements of the cause of action.

- 19. PRIVILEGES AND IMMUNITIES:** Nothing in or relating to the Contract shall be deemed a waiver, express or implied, of any of the privileges and immunities of the United Nations, including its subsidiary organs.