



UNDP

Thailand Policy Lab 2020-2024

(UNDP Atlas ID: 00124098 and 00132111)

Terminal Evaluation, June – Sept 2024

Prepared by

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DISCLAIMER

This report is the work of an independent evaluator and does not necessarily represent the views, or policy, or intentions of the UNDP or other stakeholders referred to in this report.

PROJECT/OUTCOME INFORMATION		
Project/outcome title	Thailand Policy Lab	
Project Number	00124098/00132111	
Corporate outcome and output	Highlight how UNDP's integrated policy and programme support contributed to the progress towards achieving key development goals of the country and the 2030 Agenda across three directions of change: i) structural information; ii) leaving no-one behind; iii) building resilience.	
Country	Thailand	
Region	Asia Pacific	
Date project document signed	3 June 2022	
Project dates Initiation plan Project Document	Start	Planned end
	20 November 2020 1 June 2023	31 May 2022 30 September 2024
Total committed budget	3 million USD	
Project expenditure at the time of evaluation (as of March 2024)	2 280 270.43 USD	
Funding source	National Economic and Social Development Council	
Implementing party¹	UNDP Thailand	

Evaluation information		
Evaluation type (project/outcome/thematic/country programme, etc.)	Project evaluation	
Final/midterm review/ other	Terminal	
Period under evaluation	Start	End
	20 November 2020	30 September 2024
Evaluators	Dr. Silviņa Nora Kalnins	
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Evaluation dates	Start	Completion
	27 June 2024	30 September 2024

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.

Table of Contents

Acronyms and Abbreviations	6
Executive summary	8
Introduction	16
1. Description of the Intervention	16
Key partners and stakeholders	20
2. Evaluation scope and objectives	22
Evaluation criteria and questions	23
3. Evaluation approach and methodology	23
Performance standards	28
Limitations	29
4. Data analysis	29
5. Findings	30
Relevance	30
Coherence	32
Effectiveness	36
<i>Results framework</i>	36
<i>Monitoring and evaluation</i>	39
<i>Stakeholder involvement and public awareness</i>	42
Efficiency	43
<i>Reporting</i>	43
<i>Project management and partnerships</i>	44
<i>Financial matters</i>	45
Sustainability	47
Impact	50
Conclusions	51
Recommendations	52
Lessons learned	55
Annex I. Terms of reference	56
Annex II: Evaluation Matrix	69
Annex III: List of guiding questions	73
Annex IV: List of stakeholders consulted	74
Annex V. Results Framework	75

Annex VI: Survey on TPLab Project trainings.....	82
Annex VII. Signed UNEG Code of Conduct form	83
Annex VIII. Documents reviewed and/or consulted.....	84

Acronyms and Abbreviations

COVID-19	Coronavirus disease of 2019
CSO	civil society organisations
CPD	UNDP Country Programme Document
DAC	Development Assistance Committee
DIM	Direct Implementation
GDP	Gross Domestic Product
GRES	Gender Results Effectiveness Scale
IPs	indigenous peoples
LGBTI	lesbian, gay, bisexual, transgender and intersex
LNOB	Leaving no one behind
ME	Monitoring and Evaluation
NESDC	Office of National Economic and Social Development Council
NESDP	National Economic and Social Development Plan (2023-2027)
NGO	Non-Governmental Organisation
NHCO	National Health Commission Office
NHSO	National Health Security Office
OECD	Organisation for Economic Cooperation and Development
PIJ	Policy Innovation Journey
PIX	Policy Innovation Exchange
PMU	project management unit
ProDoc	Project document
PWD	persons with disabilities
QA	Quality Assurance
RBM	results-based management
RRF	Results Resource Framework
SDGs	Sustainable Development Goals
SESP	UNDP Social and Environmental Screening Report
TBD	To Be Determined
TE	Terminal evaluation
TOR	Terms of Reference
TPLab	Thailand Policy Lab
ToC	Theory of Change
UNDP	United Nations Development Programme

UNEG
UNFPA
UNSDCF

United Nations Evaluation Group
United Nations Population Fund
United Nations Sustainable Development Cooperation Framework

Executive summary

The Thailand Policy Lab (TPLab) project is funded by the National Economic and Social Development Council (NESDC) of Thailand and is designed to enhance the traditional policy design and formulation, as well as the delivery of services which were considered lacking in ability and required improved efficiency and effectiveness. UNDP Thailand commissioned an independent consultant to carry out the Terminal Evaluation (TE) of the TPLab Project (Atlas ID # 00124098 and 00132111). The Initiation plan of the TP Lab Project began on 20 November 2020 and was followed by a Project Document which was signed on 3 June 2022 with a Project completion date set for 31 March 2024. The TPLab Project received an extension until 31 September 2024. The total budget of the project is 3,000,000 USD.

The evaluation was conducted from July to September 2024 with a field visit to Bangkok and Songkla province from 8 – 18 July 2024. The results are to provide an independent assessment of the project and offer recommendations for potential future initiatives. The recommendations should inform the current project team on the sustainability of the project interventions and inform new UNDP programming. It should also help to institutionalise the participative and innovative public policy process.

The project is designed to achieve three sets of outputs:

- **Output 1:** Policy innovation explored and experimented for gender responsive and inclusive policy options and recommendations.
- **Output 2:** National capacities for gender-responsive and inclusive policy innovation in Thailand accelerated.
- **Output 3:** Learning community of innovators strengthened through increased access to approaches and methodologies for policy innovation and networking.

The evaluation was participatory and inclusive and used both qualitative and quantitative evaluation methods applying document review, structured and semi-structured interviews, as well as stakeholder focus group interviews both on-line and in person during the field visit to Thailand. In order to assess the sub-national relevance, the field visit also included interviews outside Bangkok with university and community stakeholders.

The evaluation assessed the Project's performance according to evaluation criteria of the Organisation for Economic Cooperation and Development (OECD) Development Assistance Committee (DAC): i) **Relevance** – the extent to which the objectives and design responds the needs, policies and priorities of the beneficiaries, and continued to do so in the case of changing circumstances, ii) **Coherence** - results and activities are consistent with local and national development priorities, relevant SDGs and UNDP programming priorities in Thailand, iii) **Effectiveness** – the extent to which the TPLab Project has achieved, or is expected to achieve its objectives and results, iv) **Efficiency** – the extent to which the activities are being carried out in a cost effective way and whether the results are being achieved by the best value, and will also consider efficiency in terms of operational efficiency and timeliness, v) **Sustainability** of the interventions and results will be

examined to determine the likelihood of whether benefits would continue to be accrued after the completion of the project, vi) **Impact** – are there indications that the project has contributed to, or enabled progress toward innovative policy design and formulation, whether it has achieved intended or un-intended higher-level effects.

The project is also assessed in respect to the **gender and human rights lens** as cross-cutting criteria – how the project contributed to gender equality and women’s empowerment, how human rights and gender equality principles were incorporated in the project design and implementation. A summary of the ratings attributed to the Project in accordance with the criteria is reflected in Table 1.

Table 1. Summary of terminal evaluation ratings

Evaluation criteria	Maximum rating	TE Rating	Summary description
Relevance	4	4	Government priority in ensuring greater participation in the policy development were supported and reinforced. Focus of stakeholder groups (youth, LGBTQI) where there were perceived gaps and in policy areas that were priorities for the country – health and nutrition.
Coherence	4	4	The design informs government policy through the engagement of innovative tools to expand the involvement of pertinent groups of society not previously addressed. Contributes and is compatible with the UNDP programme in Thailand and with the achievement of several SDGs.
Effectiveness	4	3	Outstanding numbers reached in outputs related to public awareness and training. Indicators were met on the quantitative level. Qualitative measurements for the most part were ignored. Of the eight elements in action for public policy – four were thoroughly tested.
Efficiency	4	2	Project implementation based heavily on the establishment and maintenance of relationships on the personal level generated a lot of genuine enthusiasm. It also requires a lot of effort from all individuals involved. The administrative-leaning PMU makes it difficult to implement strategic, analytical tasks at the final stage of the project.
Sustainability	4	3	Chances of sustainability are moderate. Steps need to be made to secure conditions (legislative framework, resources) that provide key interested stakeholders such as the NESDC and universities

			with ability to sustain innovation. Extension of the project and development of Phase II provide the resources (time, human and financial) to address the issues.
Impact	4	3	Impact of the project on a personal level for those interviewed in terms of new and improved partnerships and expanding perspectives on different policy areas was high.
Gender and human rights	Integrated within the evaluation criteria ratings above		Youth and LGBTQI targeted in some key project activities. GEN2 classification was minimally taken into account during implementation. No gender disaggregated data collected.
Overall:	24	19	

Due to the fact that there was no disaggregated data collected over the course of the project, the evaluator based an assessment of the gender and human rights contribution on the interviews and the documents available. Thus, the project is assessed as:

- *gender responsive* (result addressed gender differentiated needs, equitable distribution of benefits, resources, status, rights, yet fail to address the root causes of inequalities)
- *human rights relevant* (human rights individual sensitive).

There is clear evidence that gender issues were addressed and there was an attempt to consider equity issues in some areas. Human rights issues were within the scope of the discussions.

The findings of the evaluation for TPLab Project are summarised in accordance with the six OECD DAC criteria as follows:

Relevance

Finding 1: The objective and design of the Project addressed the needs of key beneficiaries. The need for improvements in policy design and formulation was identified as important during design, thus attracting the engagement on this issue of the Thai government in terms of financing, and also in terms of institutional backing with the project design including collaboration with the Office of National Economic and Social Development Council. This signifies response to the needs, policies and priorities by the Project, the importance of which continues over the course of implementation as demonstrated by the inclusion of issues such as development of a strong society and need for inclusion of Thailand society in policy work as set in the 13th NESDP.

Finding 2: The intervention design had a diverse and encompassing approach to include the needs and priorities of all genders in Thailand.

Coherence

Finding 3: The design of the TPLab Project informs government policy through the engagement of innovative tools to expand the involvement of pertinent groups of society not previously addressed. It contributes and is compatible with the UNDP country programme in Thailand and with the achievement of several SDGs.

Finding 4: The Project is directly coherent with the role and challenges of the NESDC, addressing

capacity gaps for work with the main external stakeholders. The project met national development challenges to increase engagement of youth, to increase agility of policy development.

Effectiveness

Finding 5: The project reached outstanding numbers of public awareness and training events. This succeeded in creating broad-reaching knowledge among many stakeholders of the existence of the Thailand Policy Lab. The indicators related to number of events and numbers trained were exceeded considerably.

Finding 6: Although many indicators were met on the quantitative level to show success on the output level, the PMU did not collect much qualitative data that could help measure the project on the outcome level.

Finding 7: The project was highly successful in testing the innovation tools included in the Policy Innovation Playbook. Stakeholders emphasized their keen interest and engagement in testing these tools. There is interest on testing the remaining tools which are engaged in the later part of the public policy process – such as implementation and assessment.

Efficiency

Finding 8: The Project was excellent on establishing relationships and thus many partners were engaged. The partnerships agreements and contracts lacked reporting requirements to capture and check the results.

Finding 9: Although the project reported annually in a narrative report, the PMU did not have a methodical system in place for the collection of data on project results and its analysis at regular intervals over the course of implementation, it is vital that at the final stage of the project, the PMU focuses on analysis and preparing information on lessons learned. The current PMU is administrative-heavy and will be heavily challenged to complete implementation.

Sustainability and impact

Finding 10: The sustainability of the project activities and events has not been secured. The complexity of the public policy process makes it important to explore several options in maintaining the application of the tested tools. NESDC and the universities are well-placed in terms of commitment, knowledge and a vested interest to be partners upon termination of the TPLab project.

Finding 11: The agreement reached on the extension of the current project and the development of Phase II provides the opportunity to draft a strategy to resolve the risks to sustainability not currently addressed.

Finding 12: There were many examples of the impact of the project on a personal level for those interviewed in terms of new and improved partnerships and expanding perspectives on different policy areas.

The main conclusions are:

The TPLab project has succeeded in implementing an overwhelming number of activities in the three and a half years of the project. The **intensity of activity has forged partnerships in communities and created an appetite for innovative tools** which increase participatory and dynamic approach to policy-making. The Project has achieved a lot in expanding the audience which was acquainted with a reimagined public policy process. The first four elements of the eight elements in action were

thoroughly tested and it would be beneficial to the process to test those pertaining to the latter part of the policy process (assessment, monitoring and evaluation).

The **project design suggestions on indicators in terms of qualitative markers**, such as demonstrated capabilities of those trained and application of knowledge, **were essentially ignored** and the fact this data was not collected over the course of the project is regrettable – this information could provide vital data in convincing skeptical and reluctant partners both in the government and among the public on the relevance of this project’s activities, and the future potential of the tools.

As explained in the Findings sections, the project organised many activities and events, but did not leave much room for analysing what had been done in order to prepare how to sustain the results of the activities for the long-term. The **project needs to continue and prepare a viable exit strategy**. As it has been decided to extend the TPLab Project, TPLab and its key partners **can benefit from the current momentum and public awareness (and demand) that has been created to make additional investments to ensure the innovative approach becomes a more permanent fixture in the policy process of Thailand**.

The potential impact on gender equality and women’s empowerment was underutilised by the TPLab Project. Although the **project was designed to provide impact to gender equality and women’s empowerment by integrated it as a cross-cutting issues in activities, and providing 15% of the budget for these activities**, this focus was clouded in implementation. Partially, this gap has developed due to the diverse range and number of stakeholders which the project initially set out to target. Thus, in striving to impact more in terms of numbers of people and marginalized groups, gender and women’s empowerment was not integrated into the activities as a whole.

As a result of the evaluation, including the information on the project extension and development of Phase II, the following recommendations are made to the TPLab Project, UNDP Thailand and NESDC:

1. It is highly recommended that the remaining time and resources in the project be focussed on the **analysis of the impact of the project in more specific terms**. A study on whether and how the elements of policy design and formulation have been used by the stakeholders trained is essential (most particularly the first four elements which have been extensively tested). It is important to define this in very practical terms. This information could then be used to share among the target stakeholders of the project to ensure that the innovative approaches are applied beyond the project ecosystem. This might require the development of a template to collect comprehensive information from various stakeholders. It would need to have concrete data and analysis for credibility.

Action: Conduct a study (through the combined use of surveys, interviews and focus groups) on how the elements of policy design and formulation have been used by the stakeholders outside the framework of the training exercised. Determine the effectiveness of the training provided over the

course of the TPLab Project.

Entity: PMU

Timeframe: December 2024

2. Taking into account that a decision has been made to extend the current project and develop Phase II, it is highly important to dedicate the remaining time in the project to collect and analyse the data from the current project before any current capacities are lost or contact information and other issues change.

Action: Conduct a gap analysis of policy areas, stakeholders, including gender and inclusiveness aspects to determine the scope achieved by TPLab project.

Entity: PMU

Timeframe: January 2025

3. The TPLab has at its disposal a very engaged and intrigued audience – it is recommended that the motivation and interest of those engaged can be used to **continue testing the four elements in action which have not been explored up until now**. Phase II is expected to focus on the development of the 14th National Economic and Social Development Plan. The stakeholders involved have not had the opportunity to test the elements of the policy process related to policy implementation, assessment and monitoring & evaluation. It is important that these elements are tested on the same policies that have been developed using innovative (not traditional) approaches. This will provide evidence of the importance of applying the novel methods such as persona, social listening and others.

Action: Choose at least one policy (if possible, one at national level²; one at subnational level) to apply steps five to eight of *Public Policy Process Reimagined* to gather and provide evidence of the benefits of the innovative tools, thereby demonstrating their use in a full policy cycle.

Entity: PMU, UNDP, NESDC and specific policy area government representatives (NHCO)

Timeframe: before the launch of Phase II

4. UNDP should capitalise on its comparative advantage to **institutionalise the policy innovation tools and their application in the public policy process**. The positive results and impact which can be achieved through the new approach should be presented at the Cabinet level. For this to be done effectively, all eight elements in action would need to be tested, analysis would need to be conducted on their efficiency and clear guidelines would most likely need to be prepared. Ideally the NESDC could be supported to develop a template for a legislative proposal format³.

²Perhaps NHA 16 Resolution 3 (national level) and policy on nutrition on the sub-national level.

³ There are various approaches to legislative proposal formats that make it easier for ministries to prepare proposals for approval by parliament with requirements on what needs to be included in a proposal in order for it to be reviewed. In some countries these do contain a requirement to include information on stakeholder analysis, potential impact on the budget, etc.

Action: Conduct an analysis of legislation proposal formats in other countries (by February 2025) and assess their appropriateness in the Thailand legislative structure context. Organize discussions among government officials, parliament and civil society on developing a template for uniform approach to policy making, taking into account the innovative tools.

Entity: UNDP, NESDC

Timeframe: TPLab project Phase II

5. UNDP Thailand has a high overturn of project staff. As explained by UNDP management, this is due to the opportunities for growth and advancement both in Thailand among the international positions and in UNDP in the region and beyond, as well as due to the salaries. It is also, more generally, an issue that plagues all project-based initiatives; the challenge to keep project staff on in the last 6-8 months of a project when there is no clear funding for future steps. Acknowledging this issue, UNDP Thailand kept closer monitoring of the project in its final stages, dedicated more time and staff. Since this is a persistent problem, the evaluator recommends **a structured, institutionalised approach during final stages of DIM projects** – introducing clear exit strategies, defining roles and realistically assessing resources and workloads. A more diligently designed and implemented monitoring plan of progress with a comprehensive handover from project manager to UNDP and the remaining project staff would improve continuity.

Action: Develop a structured, institutionalised approach during the final stages of DIM projects.

Entity: UNDP

Timeframe: as soon as possible

6. The TPLab project has devoted a lot of resources (human, technical and financial) to communication, and excelled in the use and experimentation of forms and channels which piqued interest from many key stakeholders. The second phase of the project could consider developing its communication (and that of the government on policy areas) to broaden the reach of information on public policy to marginalised groups, especially PWD, such as the introduction of **plain language writing** to describe policies and make them more accessible.

Action: Explore plain language writing for communication of policies.

Entity: UNDP, NESDC

Timeframe: in parallel when developing a communication strategy and communication materials

Due to the decision made in the final stages of this evaluation to extend the TPLab project and to develop a second phase, the **lessons learned** are important to consider and integrate into the further design. These include, the design and application of a more **methodical approach to the allocation of grants**, in order to provide a clear strategic direction on the priority policy areas and stakeholders; to consider the importance in providing time and resources to gather information on the results of testing and to **allot time for the analysis and presentation of these results to key stakeholders**;

and the necessity to **apply a more thoughtful approach to the management and implementation of projects expected to provide a significant contribution to gender equality**. In Phase II, if the aspirations to be gender responsive (or transformative) remain, it might be useful to **engage a gender expert to work alongside the policy expert** in the design of trainings and policy.

Introduction

UNDP Thailand commissioned an independent consultant to carry out the Terminal Evaluation (TE) of the UNDP Thailand Policy Lab Project (Atlas ID # 00124098 and 00132111) hereinafter referred to as TPLab Project. The Initiation plan of the TP Lab Project began on 20 November 2020 and was followed by a Project Document which was signed on 3 June 2022 with a Project completion date set for 31 March 2024. The TPLab Project received an extension until 31 September 2024. The total budget of the project is 3,000,000 USD.

A final evaluation was included in the project design which prior to the project extension, was originally to be held in December 2023. The primary audience and users of the evaluation are the members of the Project Board, UNDP Management and the Project Donor. The evaluation results are to provide an independent assessment of the project and offer recommendations for potential future initiatives. The recommendations should inform the current project team on the sustainability of the project interventions and inform new UNDP programming. It should also help to institutionalise the participative and innovative public policy process.

The TE report is structured according to the UNDP evaluation report template and the UNEG quality standards with eight sections. The description of the intervention is presented in the first section, followed by the evaluation scope and objectives which are provided in section two. Section three delves further with a detailed description of the evaluation approach and methods. Section four provides information on how the data was collected and analysed to answer the evaluation questions, and section five presents the evaluation findings in accordance with the criteria, evaluation matrix and key evaluation questions which were formulated and vetted by UNDP in the inception report drafted by the evaluator. The remaining three sections of the report are the conclusions (section six), recommendations (section seven) and lessons learned (section eight) which all stem from the findings and the respective analysis. The report also has a number of annexes which are provided are resources for providing a comprehensive view on the evaluation.

The evaluation is justified, feasible and likely to provide useful information, as the exercise has been initiated during the final stages of the project, and there have been sufficient resources (human and technical resources and time) allotted for the completion of the evaluation.

1. Description of the Intervention

The Thailand Policy Lab (TPLab) project is funded by the National Economic and Social Development Council (NESDC) and is designed to enhance the traditional policy design and formulation, as well as the delivery of services which were considered lacking in ability and required improved efficiency and effectiveness.

The project is aimed to design and test prototypes to develop innovative policy options and recommendations, to connect and build capacities at the national and sub-national levels in policy formulation. The project is to result in an accelerated impact of innovation in public policy and services in Thailand, and exchange of knowledge and experiences with other countries in the Asia-Pacific region and beyond. It is designed to contribute to two outcomes:

I. Human capital needed for social and inclusive development is improved through strengthening of institutions, partnerships, and the empowerment of people; and

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

The project⁴ is structured to achieve three sets of outputs:

- **Output 1:** Policy innovation explored and experimented for gender responsive and inclusive policy options and recommendations.
- **Output 2:** National capacities for gender-responsive and inclusive policy innovation in Thailand accelerated.
- **Output 3:** Learning community of innovators strengthened through increased access to approaches and methodologies for policy innovation and networking.

Each of these inputs has a number of output indicators (ten in total) that are to be achieved by the TPLab activities within the project. Furthermore, the project is also expected to contribute to four outcome-level indicators stated in the UNDP Country Programme Results:

Indicator 2.1.1. # of recommendations integrated into policy and practices;

Indicator 2.1.4. # of people accessing digital platforms;

Indicator 3.1.3. # of changed in approved public policy that address the needs of vulnerable groups;

Indicator 3.2.2. % of vulnerable people with improved opportunities to engage with decision-making bodies.

The Theory of Change (ToC) of the project was not clearly illustrated in the project document, however an illustration developed by the evaluator by extracting information from ProDoc is provided in Figure 1. The TPLab project has a complex project architecture which was designed to achieve the reform the policy making ecosystem in Thailand by demonstrating innovative approaches in public policy design and implementation to bring solutions to the country's development challenges.

⁴ Thailand Policy Lab 2022-2024, Project # 00144300 signed 3 June 2022.

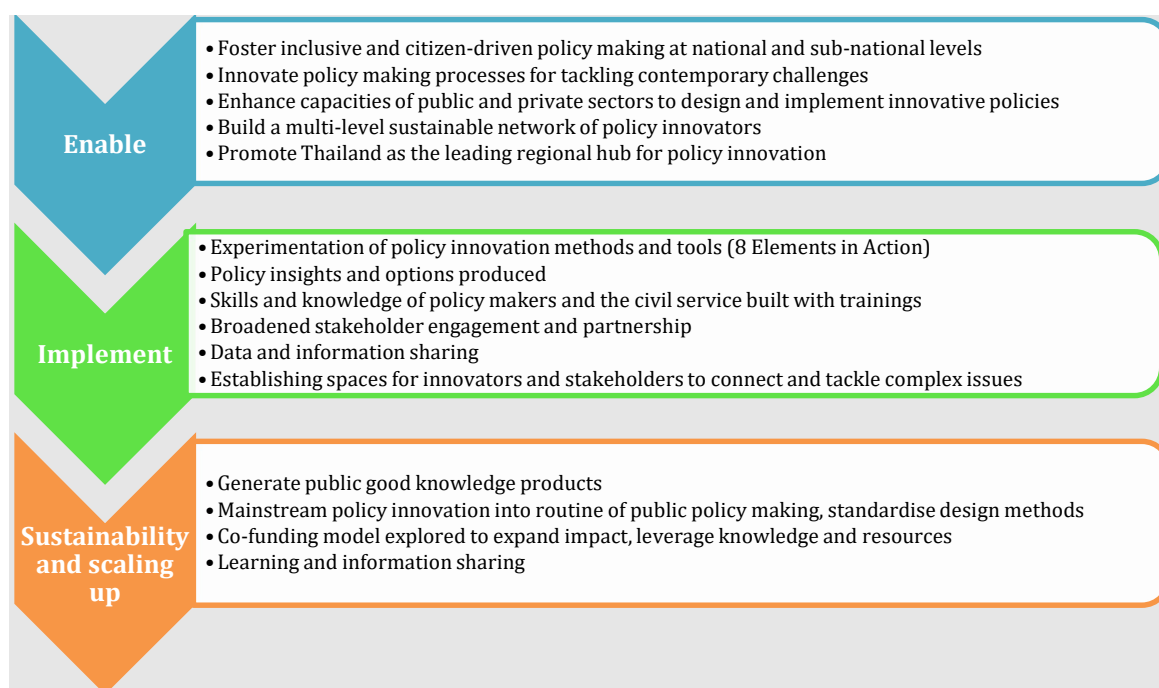


Figure 1. Illustration of information extracted from the ProDoc on the ToC

In terms of the Theory of Change whereby the results framework explains how the intervention (in this case, the TPLab Project) will lead to specific development change, the project framework was designed centring on the output level. The Results Framework uses the UNDAF (UNSDCF)⁵ and CPD to formulation of the higher-level results at the outcome level (on improved human capital and increased participation of people, especially those at risk of being left behind) and the corresponding four indicators. Thus, the framework, in terms of the results of the project, captures them on the output level for each of its three outputs. By focussing results primarily at the output level, the project design does not showcase the story of how the outputs are contributing to the higher level results and their relative importance as stepping stones towards the achievement of the outcomes. It is difficult for UNDP to demonstrate the story of its successes in a clear and visible manner due to the format selected to show results.

The TPLab Project was classified as a GEN2⁶ project. The UNDP Social and Environmental Screening Report (SESP) is included as Annex 2 to the ProDoc and described how the project will:

- Mainstream the human rights-based approach: enhance the availability, accessibility and quality of benefits and services for potentially marginalizes individuals and groups, and increase their inclusion in decision-making processes that may impact them;

⁵ <https://unsdg.un.org/resources/un-sustainable-development-cooperation-framework-thailand-2022-2026> [draft]

⁶ Gender Markers <https://www.undp.org/sites/g/files/zskgke326/files/migration/tr/Annex-9.pdf> Gender equality is not the main objective of the expected output, but the output promotes gender equality in a significant and consistent way. In Project's classified as GEN2, there must be evidence that a gender analysis has been done, that there will be change related to gender equality/women's empowerment and that there are indicators to measure/track this change. This encompasses outputs that are sometimes called "gender mainstreamed" initiatives, in which gender equality is adequately integrated as a cross-cutting issue into the rationale, activities, indicators and budget associated with the output.

- Improve gender equality and women’s empowerment: benefit from gender experts and apply a meaningful participatory process for engagement women’s voices, and incorporate age and sex-disaggregated data and gender statistics;
- Mainstream sustainability and resilience: reduce vulnerabilities and strengthen resilience of communities to shocks and emergency situations;
- Strengthen accountability of stakeholders: support meaningful participation and inclusion of all stakeholders, in particular marginalised individuals, and groups, in processes that may impact them including design, implementation and monitoring of the project, such as through capacity building, creating an enabling environment for participation and ensuring access to relevant information, and support meaningful means for local communities and affected populations to raise concerns including a redress process for local communities when activities may adversely impact them.

The project indicators do contain some indicators which specifically call for gender disaggregated data, including by age, as well as indicators to collect information on the inclusion of vulnerable and marginalised individuals and groups. Within the SESP, the project was stated as having no adverse risk/impact to the society and environment. It was categorised as low risk with no requirements of the SES triggered in June 2022.

The Project organisational structure was designed quite complex, however this suited the ambitions of the activities in terms of scale and scope of stakeholders and topics to be addressed, and the three pillars of outputs.

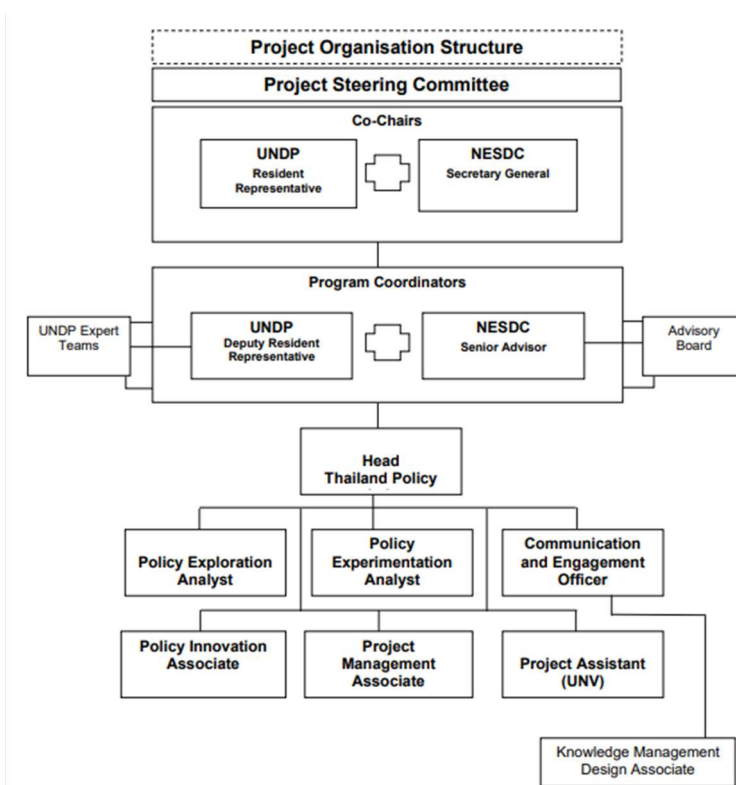


Figure 2. Project organisational structure at project design stage

The project was designed with a project management unit (PMU) comprising of one project manager and six staff – policy exploration analyst, policy experimentation analyst, communication and engagement officer, policy and social innovation associate, project management associate and support from a United Nations Volunteer. The PMU was also to receive technical support from the UNDP Regional Innovation Centre and operational support from UNDP Thailand’s team of officers, advisors and administrative support staff.

Key partners and stakeholders

The project is designed to impact upon a broad range of stakeholder and interest groups including government agencies, development partners, civil society organization, the private sector, academia, and the general public. The project is also seeking to impact these groups both on the national and subnational level. As illustrated in the indicators both on the outcome and output levels vulnerable groups were targeted to benefit from the project. In order to achieve impact on such a large number of stakeholders, partnerships were a crucial part of its strategy. The main partner was NESDC which joined UNDP on both the Project Steering Committee (PSC) level and project coordinator level. Others were designed to support implementation of activities via different mechanisms (party agreements and a grant mechanism) together with academia, NGOs and the private sector, among others. As illustrated in Figure 2, and Advisory Board was to be set up with representation from government agencies, CSOs, academia and the private sector. The Advisory Board was to:

- i) provide advice to the TP Lab;
- ii) bring in gender and leave no one behind (LNOB) perspectives;
- iii) provide guidance based on the principles, strategies and cross-cutting issues for identification of priorities to be dealt with by the project; and
- iv) provide guidance and recommendations on approaches to the project.

In accordance with these tasks, the Advisory Board had a key role in providing focus, identifying priorities and helping the project to keep in line with the gender and LNOB perspectives.

In terms of the extent of involvement of stakeholders, as stated above, one of the roles which was built into the project design was involvement in an Advisory Board as stated above. As indicated the Table 2, this role was abandoned in lieu of direct involvement of CSOs, academia and the private sector through contractual arrangements to fulfil tasks set out in the project. Partnership agreements were signed with the universities for the provision of professional services – contracts were signed with private sector partners for implementation of various activities.

Table 2. Partners and stakeholders

Partner / stakeholder	Role
-----------------------	------

	Project design phase	Evaluation terms of reference	Project implementation
Royal Thai Government via the NESDC	Partner – establish TP Lab, PSC member, recipient of training	Main partner	Main partner, PSC member, recipient of training
UNDP Thailand	Implementing partner under DIM, PSC member	Main partner	Implementing partner under DIM, PSC member
Other government agencies	Advisory board and stakeholders, share and apply new skills	Implementing partners NHSO; Department of Mental Health, Ministry of Public Health; Office of National Higher Education Science Research and Innovation Policy Council; NHCO; Office of the Public Sector Development Commission, Institute of Good Governance	Implementing partners NHSO; Department of Mental Health, Ministry of Public Health; Office of National Higher Education Science Research and Innovation Policy Council; NHCO
CSOs	Advisory board and stakeholders, raise awareness	Other	Contracted parties / grant agreements, raise awareness
Academia	Advisory board and stakeholders, promote application of tools and methodologies	Mahidol University; Thammasat University; Khonkean University; Phayao University; Prince of Songkla University	Implementing partners promoting tools and methodologies
Private sector	Advisory board and target group to create enabling environment for transformation	Other	Contracted parties, support to enabling environment
Local communities	Stakeholders (women, youth, IPs, PWD and LGBTI)	Other	Stakeholder/target groups youth, LGBTI, women

As identified above, over time, the government stakeholders narrowed in terms of the scope – focussing in the area of health and education, whereby academia was a very large stakeholder group which was engaged through partnership agreements.

The objectives and benefits related in the ProDoc are broad-reaching and over-arching the entire public policy environment and include a very diverse list of stakeholders and groups; all of which was to be achieved in a 42-month period, later extended to 48 months. The **risks and assumptions** in the ProDoc do not include issues that may arise from such a broad scaled initiative. Although a comprehensive strategy focussing in one or two policy areas or on a smaller range of stakeholders would result in less flexibility for forging partnerships, it places a lot of coordination and management efforts on the PMU. The ProDoc lists broadened stakeholder engagement and partnership as a countermeasure to the strategic risk “lack of interest and commitment from the government”. Although this is useful to identify, the operational risk of managing the broad stakeholder group has not been taken into account in the design. Furthermore, the design has not tabled the strategic risk in terms of sustainability in engaging stakeholders through agreements and grant mechanism with counter measures to secure capture of lessons learned and best practices upon closure of contractual obligations.

2. Evaluation scope and objectives

The objective of the TE is to provide a report with an independent assessment based on the criteria: relevance, coherence, effectiveness, efficiency, sustainability and impact. The evaluation will evaluate the TPLab Project results including innovative and inclusivity of the processes and long-term impacts. It will also document lessons learned and offer recommendations for future advancement of the Project outcomes, to further sustainability and impact, as well as to inform UNDP programming and the institutionalization of the Participate and Innovative Public Policy Process. The TE will assess results towards TPLab Project outcomes and outputs as set in the Project document.

The specific objectives to be highlighted as set in the Terms of Reference of the TE are:

- To ascertain the effectiveness and efficiency of the TPLab projects, tools and processes provided to the central government and local governments and other relevant sectors in terms of impact, enhanced capacity of stakeholders and building a multi-level sustainable network of policy innovators.
- To measure the coherence, inclusivity and sustainability of the interventions in fostering inclusive and citizen-driven policymaking at the national and sub-national levels.
- To review and assess the risks and opportunities, document key lessons learned, good practices and recommend approaches or scaling-up opportunities in order to ensure sustainability and impactful results.

The TE will cover the duration of the implementation of the TPLab Project.

The scope will include evaluation of:

- The adaptation and adoption of the *Participative and Innovative Public Policy Process 8 Elements into Action* into the government sectors;

- The relevance and strategic positioning of TPLab in responding to the needs and challenges faced by Thailand;
- The extent to which TPLab contributes to national priorities, strategies and plans, and the UNDP Country Programme (CPD 2019-2023);
- Overall achievements of the TPLab Project projects at the outcome and output level and in terms of their impact and sustainability;
- Project performance in order to identify any factors that contributed to, or hindered;
- How TPLab Project enhanced application of rights-based approach, gender equality, and participation of youth, persons with disabilities, ethnic minorities, private sector, etc.;
- Design, implementation and management of TPLab projects with the view to recommend changes in approach for future project design or the project exit strategy (lessons learned, best practices, scaling-up potential).

Evaluation criteria and questions

The TE focussed on the OECD DAC evaluation criteria: relevance, coherence, effectiveness, efficiency, sustainability and impact, and TPLab’s activities and results will be assessed in terms of the main questions connected to these criteria: i) **Relevance** – the extent to which the objectives and design responds the needs, policies and priorities of the beneficiaries, and continued to do so in the case of changing circumstances, ii) **Coherence** - results and activities are consistent with local and national development priorities, relevant SDGs and UNDP programming priorities in Thailand, iii) **Effectiveness** – the extent to which the TPLab Project has achieved, or is expected to achieve its objectives and results, iv) **Efficiency** – the extent to which the activities are being carried out in a cost effective way and whether the results are being achieved by the best value, and will also consider efficiency in terms of operational efficiency and timeliness, v) **Sustainability** of the interventions and results will be examined to determine the likelihood of whether benefits would continue to be accrued after the completion of the project, vi) **Impact** – are there indications that the project has contributed to, or enabled progress toward innovative policy design and formulation, whether it has achieved intended or un-intended higher-level effects.

The activities and results will also be assessed in respect to the **gender and human rights lens** as cross-cutting criteria – how the project contributed to gender equality and women’s empowerment, how human rights and gender equality principles were incorporated in the project design and implementation.

3. Evaluation approach and methodology

The approach for the TE is determined by the Terms of Reference. The evaluation is participatory and inclusive, and uses both qualitative and quantitative evaluation methods. The TE was conducted in July to September of 2024, included a field visit from 8-18 July of the same year, and the TE report was drafted to provide evidence-based information that is credible, reliable and useful. The overall approach and method for establishing an evidence-based report was as follows:

- Documentation review

- Interviews with project teams and key players, PSC members
- Stakeholder interviews, including, some targeted focus groups
- Site visit to Songkla province

A survey was developed to gauge the results and impact of the training provided for the stakeholders over the course of the project ([Annex VI: Survey on TPLab Project trainings](#)). Unfortunately, due to the very low response rate⁷, it was not appropriate to use the information collected.

As proposed in the Inception report to the evaluation, the evaluation was structured in three phases, whereby the methodological approach was applied as illustrated in Figure 3. At the first stage of desk review, based on project documentation made available, a selection of sample stakeholders was made to cover the range of stakeholder groups identified in the ProDoc, both in terms of type (government, CSO, private) and in terms of level (national, sub-national). This was an important part of the methodology, as the ProDoc scope of stakeholders was broad-reaching and without particular focus, covering all policy areas at all levels.

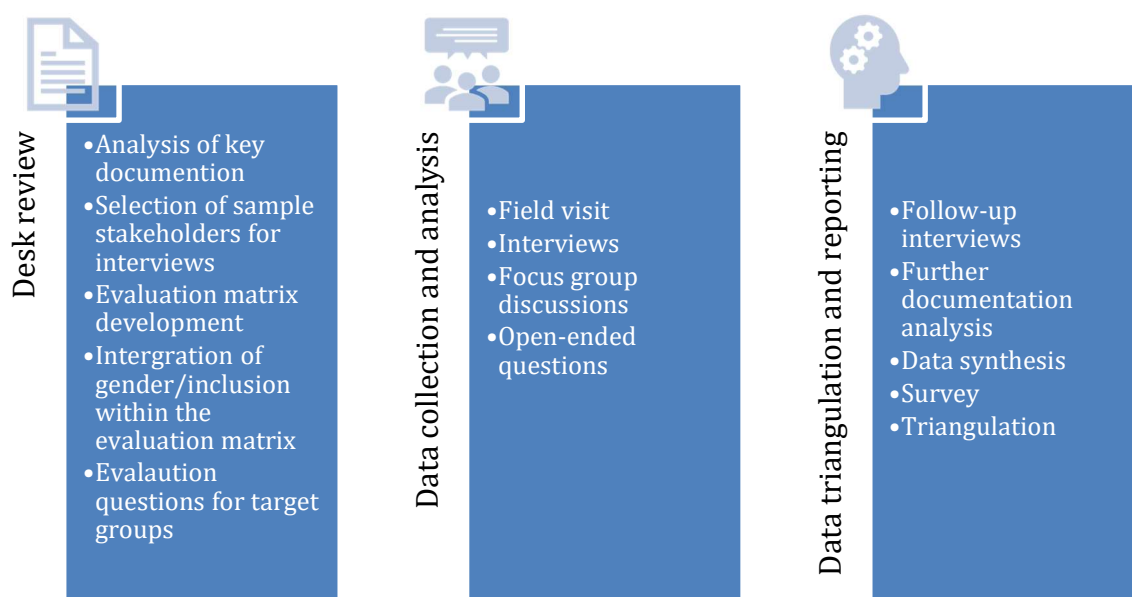


Figure 3. Evaluation methodology in the phases

A field visit (within the “Data collection and analysis evaluation phase) was an essential part of the evaluation and applied a participatory approach and included a series of structured and unstructured interviews, both individually and in small groups. The nature of this project (policy development tool use) meant that ‘field observation’ was designed in the form of confirming that the innovative tools and methodologies introduced were used in practise. This best could be demonstrated through the

⁷ After almost 70 respondents were forwarded the survey by the evaluator, and additional respondents were contacted by the TPLabs PMU, there was a response rate lower than 1%.

collection of information from stakeholders that had received the training, and from the documents and activities generated through the use of these tools (i.e. analysis through verification of findings). In addition to covering a very broad and diverse number of stakeholders, the TPLab Project also, over the course of its timeline, implemented over 70 different activities. Thus, it was crucial, as much as possible, to cover the key stakeholders in the TE process. Interviews were conducted on location in Thailand i) to validate the reports and indicators, and ii) to consult with people engaged in the TPLab project. Annex II: Evaluation Matrix contains the criteria the evaluation used to assess performance. As required, the evaluation was based on the criteria relevance, coherence, effectiveness, efficiency, sustainability and impact. The criteria and questions have been developed based on the OECD DAC guidance. The matrix also integrates criteria on the issues of inclusiveness, gender equality and human rights within the seven main criteria components (highlighted in grey). Each criterion has at least one evaluation matrix question dedicated to gender equality and human rights which consider whether the project design was appropriate to response to persons of all genders and persons of diverse range (relevance); its support to legislation and initiatives on gender equality and human rights (coherence); achievements in expected results on gender equality and inclusiveness (effectiveness); allocation of resources to gender equality and inclusiveness (efficiency); contribution to and achievement of greater equality (sustainability); and impact for genders and social differences (impact).

The visit took place with meetings in Bangkok from 8-12 and 16-18 July. Due to the emphasis of the project strategy in providing support both on the national and subnational level, meetings with subnational stakeholders were carried out in Songkla province on 14 July. Additional meetings were carried out on-line both before and after the field visit. This included a de-briefing for UNDP and NESDC (although NESDC did not join the meeting) on 6 August.

A list of people interviewed is available in Annex IV: List of stakeholders consulted. The number of people interviewed was dependent on availability and, due to the limitation of resources available for conducting the evaluation, on representatives comfortable to relay their experiences and opinions in the language of the evaluator – English. The evaluator relied on the TPLab PMU, who facilitated arranging the interviews based on a proposed list submitted in the evaluator’s Inception Report (Table 3). The evaluator relied on UNDP and the PMU to make suggestions on adjustments to the list, as appropriate, as the proposed list was based on sampling made from documents at the evaluator’s disposal prior to the field visit which may not fully reflect the scope of the project in terms of policy areas and stakeholder groups.

Table 3. Interviewees proposed by the evaluator at the evaluation inception stage

Potential stakeholders to be interviewed
Briefing meeting on the programme and on the technical level
Meetings with: UNDP representatives Project and Thailand Policy Lab staff NESDC (management level and experts, separately) These meetings, since they cover a broad range of issues, may need 1,5 hours each
Meetings with government representatives (health): National health Security Service

<p>Ministry of Public Health, Department of Mental Health National Health Commission Meetings with health issue NGOs: Thai Health Promotion Foundation Child and Adolescent Mental Health Rajanagarindra Institute GLOBEC, start-up companies involved in the “Youth by Youth” could be organized as a focus group Individuals, youth involved in the “Youth by Youth” project and hackathon (Youth in Charge)</p>
<p>Meetings with government representatives (policy and education): Office of National Higher Education Science Research and Innovation Policy Council Office of Public Sector Development, Institute of Good Governance Promotion Meeting with academia: Mahidol University Thammasat University Meetings with representatives of the private sector - targeted by the work on SMEs</p>
<p>Meetings with government representatives (digital economy, innovation, business and finance) Ministry of Commerce Ministry of Finance National Innovation Agency (NIA) Digital Economy Promotion Agency (DEPA) Other meetings: Thailand Institute of Justice</p>
<p>Representatives of Women in Policy making Members of Parliament engaged in the project</p>
<p>Meeting with academia and students: Prince of Songkla University Meetings with local government officials and practitioners involved in the “Policy Innovation Journey” Meetings with sub-national authorities and experts involved in the Policy Innovation Exchange (PIX) College of Local Administration People involved in the <i>Localised, Reimagined Policy-making process</i></p>
<p>De-briefing with UNDP and key stakeholders</p>

Prior to the interviews, in order to facilitate preparation, participants were provided Annex III: List of guiding questions. The launch of each meeting began with an explanation of the purpose of the evaluation and assurance of the confidentiality of information disclosed. Where possible, information was crosschecked among the sources (validation of documented evidence with interviews, for instance). Data validation was conducted to strengthen the validity of findings and conclusions. This was done via triangulation whereby **the evaluator applied cross verification from more than two sources. This tested the consistency of findings obtained through document review and interviews.** During the report drafting phase data synthesis was conducted by inputting the results

from the interviews on the interview questions to identify communalities between the individual sources and the data retrieved from the document review.

All available sources are used, to ensure that reliable data is employed in the project evaluation, thereby ensuring a complete, fair, and unbiased assessment. When data was found to be inconsistent, the consultant returned to the source to obtain more material and determine the correct information. Triangulation was a vital method within the third phase of the evaluation in preparation of information for the report. Review of information collected from the interviews was verified and checked in available document, from data available on-line and in other sources.

A summary of the stakeholders according to the different types of people interviewed is reflected in Table 4. In total 37 people were interviewed from 22 organisations/units; of those interviewed over 60 % were female.

Table 4. Distribution of stakeholders, disaggregated according to gender⁸

Type of stakeholder	Number of organisations /units	Number of men	Number of women
UNDP Management level	2	1	1
Project team	1	1	2
Main partner management level	1	2	-
Main partner expert level	1	1	3
Government partners	3	-	6
University partners	6	3	5
Sub-regional partners	2	-	3
Other implementing partners/contractors (including UN partners)	6	6	3
Media	0	0	0
Total:	22	14	23

In total of the people interviewed, most were located in Bangkok and the national-level institutions, and ~ 26% were interviewed at the sub-national level. At the sub-national level more than 90% of those interviewed were women. As the project did not collect information on stakeholders disaggregated according to gender, it is not possible for the evaluator to provide an assessment on whether the sample was representative of the project participants as a whole in terms of gender. In terms of being representative over the different types of project participants (academia, government, contractors), all types were covered by at least one representative, except media as reflected in the table above.

⁸ This data is prepared to provide a general sense of the level of involvement of men and women, as requested by the *UNDP evaluation report template and quality standards*. **The evaluator notes that interviews were conducted in a gender sensitive manner, using gender neutral terms and thus the gender of each interviewee was neither discussed nor confirmed.**

Performance standards

The evaluation uses a rating scale to rank each evaluation criteria. The evaluation assessed the project against a four-fold rating scale as provided in Table 5.

Table 5. Scoring of project performance

Rating criteria			
Rating	Description	Value	Code
Highly satisfactory	Performance is strong in relation to evaluation question and criterion. Any weaknesses or gaps are insignificant and have been well managed.	4	HS
Satisfactory	Performance is reasonably strong on most aspects of evaluation question and criterion. No or less significant gaps or weaknesses which have been management effectively.	3	S
Moderately satisfactory	Performance lack consistency in relation to the evaluation question and criterion. There are some serious weaknesses, and issues with their effective management. Meets minimum expectations or requirements.	2	MS
Unsatisfactory	Performance is unacceptably weak in relation to the evaluation question and criterion. Weaknesses have not been managed. Does not meet minimum expectations or requirements.	1	U
Not applicable	Does not apply or the answer is not available.	0	n/a

As described in the Evaluation criteria and questions section, **cross-cutting issues on gender equality, inclusiveness and rights-based approach are integrated in consideration of the six evaluation criteria** (relevance, coherence, effectiveness, efficiency, sustainability and impact). The evaluator will work with the data on indicators collected within the project which was to be aggregated by sex and age. A diverse range of data sources and processes were used to ensure the inclusion of diverse stakeholders, including the most vulnerable where appropriate. The TPLab project is classified as GEN2 and thus, the evaluator will apply the Gender Results Effectiveness Scale (GRES)⁹ to assess the project as:

- Gender negative: Resulted in a negative outcome;
- Gender blind: No attention to gender in the results;
- Gender targeted: number of women, men or marginalized populations have been targeted in the result;

⁹ Gender Results Effectiveness Scale, <https://erc.undp.org/evaluation/documents/download/8794>

- Gender responsive: Results address differential needs of men or women and address equitable distribution of benefits, resources, status, rights, etc.;
- Gender transformative: Result contributes to changes in norms, cultural values, power structures and the roots of gender inequalities and discriminations.

As much as possible (where data was collected and made available) this was applied at the evaluation question- and criterion-level.

Limitations

The project results form the basis of the TE, and thus it is critical for the consultant to have information on the status in regard to the indicators set in the results framework. The evaluator highlighted the importance of receiving this data in the inception report, as well as in discussion with the UNDP and Project prior to the field visit. As the results framework and indicators are a core element of monitoring project implementation and evaluation, the evaluator went on the assumption that such data on delivery against indicators was collected. Collection and analysis of this data was also integrated in the project M&E plan design. Efforts were made to explain what information is required to the PMU and there was no indication that other steps would be needed to be taken other than to wait for the PMU to supply this information. This information was not provided before the field visit and the complete data was available only in September. As explained in the inception report, in case the TPLab Project has not collected data disaggregated by gender, age and other groups requested for analysis, the evaluation will be unable to provide assessment on indicators/impact in respect to these results.

The member of the PMU responsible for finance issues was not available over the course of the field visit. Request for information on financial data needed for the evaluation was made and a response was received in mid-August.

Engaging stakeholders and securing their cooperation posed some challenges, as the time for the field visit was limited, and the engagement of stakeholders was restricted due to insufficient funds for interpretation. As a result, as can be noted between the interviews requested by the evaluator in Table 3 and the final stakeholder list of people interviewed in Annex IV, the actual target group scope within the evaluation was much narrower in terms of policy sector area, and in terms of representing the sub-national level. The TPLab Project team did their utmost to arrange interviews with a broad range of stakeholders.

4. Data analysis

The Terminal Evaluation report used mixed method approach to allow data triangulation and analysis, which was used throughout the evaluation. Extensive notes were recorded from the interviews and content analysis was used in consideration of the respondents' views in relation to the evaluation questions and criteria. The reliability and quality of the information collected was assessed through a critical review and analysis, which included the cross-checking of facts with the different interviewees while collecting information. Data from different sources was collected using different data collection techniques, such as document analysis and semi-structured interviews with

stakeholders of different groups. Triangulation of data, source and methods were used to minimise error and discrepancies.

Financial data was provided by the TPLab PMU. The sample of partnership agreements and grant recipients interviewed are not representative of the complete range of activities undertaken within the TPLab Project, but shall be considered illustrative evidence of a portion of the results.

5. Findings

This section presents an analysis of the evaluation criteria and the findings concluded taking into account the evaluation questions presented in Annex II: Evaluation Matrix included in the report.

Relevance

The extent to which the objectives and design responds to the needs, policy and priorities of the beneficiaries, and continued to do so in the case of changing circumstances

The World Bank overview for Thailand¹⁰ indicates that the country has moved from a low-income to upper-middle income country in less than one generation. During this period, sustained growth has created millions of jobs leading to impressive poverty reduction. Stagnation in productivity has more recently occurred and the COVID-19 pandemic also brought challenges. Although there has been great progress in reducing poverty from 59% in 1990 to 6.8% in 2020, 79% of the poor remain in the rural areas, mainly in agricultural households. The review also notes the distribution of poverty is also uneven across geographic regions, with poverty in South and Northeast Thailand almost double the rate at the national level. In the past decades there has been progress to reduce inequality, however in 2021 Thailand had the highest level of income-based inequality in the East Asian and Pacific region. As COVID-19 relief measures are phased out, the overview emphasizes importance of cost-effective social assistance measures to alleviate pressures.

The Human Capital Country Brief on Thailand¹¹ indicates that children born today in Thailand will be 45% as productive in adulthood (for girls it is only 42%) as they could have been if they had access to full health and education. The latest data in this brief on the indicators for Thailand are at good standing in comparison to the regional average. Youth (ages 15-24) literacy is high at 99% in 2021 and youth not in employment, education or training in 2022 was lower than the regional average at 13% (compared to 16% in 2017). The World Bank overview states, however that although Thailand is renowned for its universal health care program and success in child nutrition, the quality of education is a ‘weak point for the country’s human development’. Social assistance schemes are noted to be fragmented, with opportunities available to modernize the level of benefits and their efficiency.

The National Strategy (2018-2037) of Thailand¹² defines six key strategies, among them:

¹⁰ <https://www.worldbank.org/en/country/thailand/overview> [updated April 2024]

¹¹ <https://thedocs.worldbank.org/en/doc/64e578cbeaa522631f08f0cafa8960e-0140062023/related/HCI-AM23-THA.pdf>

¹² https://www.bic.moe.go.th/images/stories/pdf/National_Strategy_Summary.pdf

i) human capital development and strengthening which includes promoting human development, improving learning, developing and promoting innovation, promoting good physical health and mental well-being ; and

ii) social cohesion and just society via activities related to mitigating inequality by promoting equitable access to public health services and education, specifically for low-income and underprivileged people, expanding economic, social and technological hubs to other parts of the country, promoting social empowerment through gender equality and women's roles in social development and through the use of information technology and creative media to accommodate a digital society, as well as empowering local community capacity for development, self-reliance, and independent management.

The 13th National Economic and Social Development Plan (2023-2027)¹³ reports that the Thai public sector has become more responsive to various sectors through upgrading procedures and public service delivery into digital formats and developing information and data systems to support government operations. It also notes that government agencies need to reduce bureaucracy, advance their capacities in digital skills and improve their performance. The NESDP highlights the development of a strong civil society in Thailand, however it also notes that there is a lack of adequate support from the public sector for these organisations and there is a limited connection for them to work together cooperatively. As noted in the NESDP, “The public sector ... need[s] to transform its administration and management so that it can connect with, and provide opportunities for, all sectors in the society, by inviting them to become partners in the national development effort to ensure greater participation and efficiency and to consequently restore trust in the public sector.” The key enablers mentioned to achieve Thailand's transformation within the 13th NESDP are milestone 12 - a high-capability workforce committed to lifelong learning and responsive to future development context and milestone 13 – a modern, efficient and responsive public sector.

The project was designed as a GEN2 project and included gender and LNOB considerations within its scope and the range of stakeholders included as beneficiaries. As described in section one *Description of the Intervention*, the UNDP Social and Environmental Screening Report (SESP) is included as Annex 2 to the ProDoc and articulated inclusion of marginalised individuals and groups in the decision-making processes, strengthened gender equality in a participatory process for public policy, and also addressed to increase engagement in policy work for communities more distant to Bangkok in the regions. The project indicators do contain some indicators which specifically call for gender disaggregated data, including by age, as well as indicators to collect information on the inclusion of vulnerable and marginalised individuals and groups.

The TPLab Project supported and reinforced the government's priority in ensuring greater participation in the policy development, and was responsive to focussing the attention of the project on stakeholder groups (youth, LGBTQI) where there were perceived gaps and in policy areas that were priorities for the country – health and nutrition.

Finding 1: The objective and design of the Project **addressed the needs of key beneficiaries**. The need for improvements in policy design and formulation was identified as important during design,

¹³ https://www.nesdc.go.th/article_attach/article_file_20230615134223.pdf

thus attracting the engagement on this issue of the Thai government in terms of financing, and also in terms of institutional backing with the project design including collaboration with Office of National Economic and Social Development Council. This signifies response to the needs, policies and priorities by the Project, the importance of which continues over the course of implementation as demonstrated by the inclusion of issues such as **development of a strong society and need for inclusion of Thailand society in policy work as set in the 13th NESDP.**

Finding 2: The intervention design had a **diverse and encompassing approach to include the needs and priorities of all genders in Thailand.** It was sensitive to the needs of stakeholders in terms of the **inclusion of Thailand society in policy work.**

Project performance in terms of *Relevance*:

Highly satisfactory	Aligned with national priorities strengthening civil society and developing modern, efficient and responsive public sector. Reinforced priority on youth. Clear integration of project with main government agency for policy design made it highly responsive.	4	HS
Gender and human rights	Designed as GEN2 project, included full range of stakeholder groups including marginalised and LNOB.		

Coherence

The extent to which results and activities are consistent with local and national development priorities, relevant SDGs and UNDP programming priorities in Thailand

In terms of alignment to the UNDP country programme (CPD 2019-2023), an evaluation¹⁴ conducted in July 2021 as one of its findings noted, that there was a lot yet to be done to address the issues of marginalised and vulnerable segments of society. It also noted the importance to focus support on capacity building of institutions and empowerment of marginalised communities. During the period evaluated, the UNDP provided technical support to the Government of Thailand and national stakeholders in developing the draft Civil Partnership Act and the Gender Recognition Act through a participatory process, taking into account the voices of the LGBTI community and International Human Rights Standards.

Table 6. Extract from UNDP Country Programme Document (2019-2023)

CPD (2019-2023)				
Output 10: Innovations enabled for development solutions,	10.1 Number of new public-private partnership mechanisms, with UNDP support, that	Baseline: 0 Target: 1 Thailand Social	Result: 2	Thailand Social Innovation Platform Youth: CoLaB and

¹⁴ Evaluation Report of UNDP Thailand Country Programme Document (2017-2023), July 2021

partnerships and other collaborative arrangements	provide innovative solutions for development	Innovation for Development Facility (TSI4DF)		Thailand Policy Lab and are established to provide innovative solutions for development
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The CPD (2019-2023), as one of the outputs, foresees the development of the Thailand Policy Lab to enable development solutions. This shows a very specific connection between the strategic vision for UNDP in terms of resolving these development challenges in Thailand.

The project continues to be closely aligned to the UNDP Country Programme Document (2022-2026)¹⁵ as the results framework on the outcome level directly cites indicators which are to be contributed to by the Project:

Table 7. TPLab Outcome 2 indicators

NATIONAL PRORITY: Draft 13th National Economic and Social Development Plan: Milestone 6 – Thailand is the Association of Southeast Asian Nations’ hub of smart electronic gadget manufacturing and digital services. Milestone 12 – Thailand has skilled workers with desire to learn and forward mindset. Milestone 13 – Thailand has a highly efficient public sector.			
UNSDCF ¹⁶ /CPD RRF Outcome 2 -- Human capital needed for social and inclusive development is improved through strengthening of institutions, partnerships, and the empowerment of people			
STRATEGIC PLAN OUTCOME: Outcome 2 – No one left behind, centering on equitable access to opportunities and a rights-based approach to human agency and human development			
Output	Indicators	Baseline (2021)	Target (2026)
Output 2.1: Strengthened capacity of state and nonstate actors to support Thailand’s digital transformation and innovation for improving access and delivery of quality services	Indicator 2.1.1: Number of recommendations integrated into policies and practices for improved and inclusive e-government services formulated at national and subnational level	9	20
	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	not available	100,000 (40,000 men, 60,000 women; 10% people with disabilities)

As self-reported by the TPLab Project and UNDP Thailand in September 2024, of the 20 policy recommendations targeted (indicator 2.1.1. of the CPD RRF), TP Lab has contributed one policy recommendation regarding universal health care with one additional policy recommendation in the pipeline related to youth policy on mental health and the population¹⁷. In turn, the TPLab reports to achieving access to digital platforms at 655 users of the total 100,000 (CPD RRF indicator 2.1.4.) anticipated to be reached by 2026. It is important to note that the launch of the platform was delayed

¹⁵ <https://www.undp.org/thailand/publications/country-programme-document-2022-2026>

¹⁶ Referred to in the Project Document Results Framework as UNDAF.

¹⁷ Summary report: <https://acrobat.adobe.com/id/urn:aaid:sc:AP:aef5a3e8-c2eb-4105-bbee-6c3f3c36b317>

significantly and was only launched in August 2024, after the evaluation mission was conducted in July 2024.

Table 8. TPLab Outcome 3 indicators

UNSDCF ¹⁸ /CPD RRF Outcome 3 – People living in Thailand, especially those at risk of being left behind, are able to participate in and benefit from development, free from all forms of discrimination			
STRATEGIC PLAN OUTCOME: Outcome 3 – No one left behind, centering on equitable access to opportunities and a rights-based approach to human agency and human development			
Output	Indicators	Baseline (2021)	Target (2026)
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	Indicator 3.1.3: Number of changes in approved public policies that address the needs of vulnerable groups	14	25
Output 3.2. Vulnerable groups, particularly women, LGBTQI, youth, ethnic minorities, and people with disabilities, are empowered to engage in decision making bodies and processes at national and local levels	Indicator 3.2.2 : Percentage of vulnerable people with improved opportunities to engage with decision - making bodies at national and subnational levels	not available	30% of the estimate of vulnerable people

In terms of the Outcome 3 indicators, the TPLab Project estimates a contribution to the target to be achieved in two years’ time, one case is reported as a change in approved public policies (indicator 3.1.3.). This is the same recommendation on the universal health care policy reported against indicator 2.1.1. Until the completion of TPLab Project, the team and UNDP anticipate on-going development in the area of universal health care by the National Health Security Office for vulnerable groups. In terms of the indicator 3.2.2., the numbers accounted for by TPLab and UNDP by September 2024 were reported as 150 people with improved opportunities to engage with decision-making bodies at the national and subnational levels: 50 youth¹⁹, 50 persons with disabilities²⁰ and 50 members of a population focus group.

Although the Project Results Framework does not mention contribution to Outcome 1 *Thailand’s transformation into an inclusive economy based on green, resilient, low-carbon, sustainable development is accelerated*; the CPD identifies contribution to this outcome which will be made by UNDP Accelerator Lab and TPLab in scaling up interventions at the local level.

The Project aims to impact the achievement of the SDGs in terms of reducing inequalities (SDG 10) by including various groups in policy making. In addition to this, the project design also impacts the policy areas of those SDGs for which the innovative approaches to policy have managed to create

¹⁸ Referred to in the Project Document Results Framework as UNDAF.

¹⁹ Figures from <https://unicef.org/media/116516/file/Thailand-2021-CIAR.pdf> indicate in 2021 that young people aged 15-24 not in education, employment, or training number 1.4 million in Thailand, and there are over 200,000 stateless children in the country.

²⁰ <https://nadt.or.th/en/stat64.html> reports over 2 million people with disabilities in Thailand in 2021.

more inclusive, participatory mechanism for different groups to improve activities and thereby, in the long-term impact of policy on such areas as SDG 2 – zero hunger (in terms of improved nutrition), SDG 3 – good health and well-being (in terms of youth mental health) and SDG 5 – gender equality (in terms of expanding acceptance of a more diverse perception of family and in providing more women and representative of LGBTQI a role in policy design).

The Project focussed on youth in particular. As related in research published in 2024,²¹ protests among Thai youth in 2020 were brought about due to dissatisfaction with the government. Their expression on public policy was innovative and creative and, although the protests used social media, the issues were related to “their lived everyday experiences” (various socio-economic issues related to the educational system in Thailand, students’ rights, government accountability, handling of the COVID-19 pandemic, etc.). In focussing on youth, the TPLab project placed itself in a good position to tap into the interest of youth to be involved in policy design and formulation, and in the government’s interest to find ways to engage with youth on policy issues important to them and children. In terms of the punctuated equilibrium²² referenced in the ProDoc, change is very slow to occur without critical events or moments that break the stable occurrences. In this case, the project could take advantage of the critical events of increased interest from youth about government and earnest openness from government to explore ways of soliciting public opinion, with introducing innovative approaches to the policy development arena.

In terms **internal coherence**, the TPLabs, as outlined in the paragraphs above, the project was aligned, through the CPD, to provide its input, along with other initiatives. The Project had the potential to overlap with the Accelerator Lab, in principle, as both deal with innovation. However, the design of the Thailand Policy Lab was prepared as such to delve in innovation in policy design and development and thus had minimal overlap. In terms of **external coherence**, during the document review and interviews conducted over the course of the evaluation, there was no actor’s intervention dedicated to innovation in the policy context. On the academic level there are a few universities which were testing some of the practises which TPLab promoted among the public sector, however these were primarily in the local communities.

Finding 3: The **design of the TPLab Project informs government policy** through the engagement of innovative tools to expand the involvement of pertinent groups of society not previously addressed. It contributes and is compatible with the UNDP programme in Thailand and with the achievement of several SDGs.

Finding 4: The Project is **directly coherent with the role and challenges of the NESDC, addressing capacity gaps for work with the main external stakeholders**. The project met national development challenges to increase engagement of youth, to increase agility of policy development.

²¹ Anamwathana, P. Thanapornsangsuch, S. Youth Political Participation in Thailand. A Social and Historical Overview. *International Journal of Sociology*, Volume 53, Issue 2, Pages 146, 2024 [doi. 10.1080/00207659.2023.2167381].

²² https://ccnpps-ncchpp.ca/docs/2018_ProcessPP_Intro_PunctuatedEquilibrium_EN.pdf

Project performance in terms of *Coherence*:

Highly satisfactory	Design informs government policy. Meets national objectives on innovative tool use in policy design and involvement of groups of society (youth, LGBTQI). Contribute directly to UNDP CPD results on vulnerable groups. No evidence of duplication of efforts by other external actors.	4	HS
Gender and human rights	Supports youth and LGBTQI in intervention design.		

Effectiveness

The extent to which the TPLab Project has achieved, or is expected to achieve its objectives and results

The evaluation considers the most significant achievement of TPLab Project to be the **success in testing the innovation tools included in the Policy Innovation Playbook**. Stakeholders emphasized their keen interest and engagement in testing these tools and in applying such policy design features as journey mapping, horizon scanning, hopes and fears. Of the eight elements in action, the first four elements were thoroughly tested.

Results framework

One of the other **outstanding indicators of the TPLab Project is the numbers of people who became aware of the TPLab and its activities**. A comprehensive table with detailed information on the indicators is available for review as Annex V. Results Framework. Tables 9-11 in this section outline the main values for the indicators in the three outputs. The tables show that the success of the project in terms of the achievement of the project outputs varies considerably.

Although there are only two listed, the evaluator considers the 8 Elements in Action is a complex system of approaches and methods which encompasses the entire policy cycle. Thus, although the target for output 1.2 was set to reach five prototypes designed, and the project reports only two – the evaluator considers this output as fulfilled as intended by the Project design.

Table 9. Information on implementation of Output 1

Output 1	Indicators	Target	Status at time of evaluation	Gender-responsiveness
Policy innovation explored and experimented for gender responsive and inclusive policy options and	1.1. Number of policy insights, options and suggestions developed for specific policy issues taking into consideration aspect of	6	3 Policy For youth by youth-youth mental health (Youth-led)	

recommendations	gender and LNOB		Population – (Future of family/ LGBTQ/ Diversity cafe) Universal healthcare (vulnerable groups)	The output is evaluated as gender-targeted looking at the number of men and women targeted in terms of representation. In terms of marginalised groups, however, the human-rights and inclusivity is “responsive” as the result addressed the different needs and looked at equitable distribution of rights.
	1.2. Number of policy prototypes designed with increase in awareness and recognition of humanistic and empathetic values in policy process	5	2 Policy Innovation Tools – TIPAD (2021-2022) 8 Elements in Action – Participatory Policy Process (2022 - present)	
	1.3. Number of government agencies incorporating innovation for policy making and service delivery improvement	5	4 NESDC NHSO NHCO Department of Mental Health	

In terms of output indicator 1.3., at time of evaluation, the Project team planned to succeed in further implementation of incorporating innovation in policy making and the improvement of service delivery in the Ministry of Commerce, Ministry of Social Development and Human Security and the Secretariat of the Cabinet of Ministers. Furthermore, if previously the integration of the innovative tools was primarily focussed in the Competitiveness development Strategy and Coordination Division of the NESDC, within the remaining months until project closure, these ideas were to be expanded into two other NESDC departments – agriculture and social issues.

Table 10. Information on implementation of Output 2

Output 2	Indicators	Target	Status at time of evaluation	Gender-responsiveness
National capacities for gender responsive and inclusive policy innovation in Thailand accelerated	2.1. Number of government officials, policy makers, educators and key stakeholders training on how to apply innovative tools to public service delivery and policy formulation taking into consideration aspects of gender and LNOB	800	1 314 trained of which ~ 460 estimated to target taking into consideration aspects of gender and LNOB	The output is evaluated as responsive both in terms of gender and marginalised groups.
	2.2. Number of NESDC staff applying knowledge and skills from policy innovation intensive training as measured by: i) demonstrated capabilities in doing things differently than previously ii) application of knowledge or skills learned over the course of the training	100	120, no information on measurement by demonstrated capabilities or application of knowledge and skills	
	2.3. Number of educators applied gender-responsive and inclusive innovative tools	150	68	

	and methodologies in their curriculum and teaching			
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In terms of output 2, indicator 2.1 on number of people trained on how to apply the innovative policy tools, the target for the completion of the project has been exceeded by more than 64% from what was planned at the project design phase. Despite exceeding the number of officials trained, in accordance with the information provided, the Project has underperformed on taking into consideration aspects on gender and LNOB. This is validated via interviews conducted during the evaluation wherein some participants from these training equated gender inclusiveness in policy development as being synonymous to more women being engaged in the trainings. Within this output, the number of educators is much lower than designed (less than 50% of the target). The number of NESDC staff trained exceeds the target, however it is unclear how and whether the demonstration of “things being done differently” has been verified by the project. The application of the knowledge and skills for which the training was conducted has not been assessed.

Table 11. Information on implementation of Output 3

Output 3	Indicators	Target	Status at time of evaluation	Gender-responsiveness
Learning community of innovators strengthened through increased access to approaches and methodologies for policy innovation and networking	3.1. Number of platforms development for people’s participation in policy design and formulation	1	1 platform Our Policy ²³ was launched in August 2024	The output is considered gender targeted in terms of looking more at the population in terms or representation. In terms of human-rights and inclusivity considered transformative due to events and people reached for policy design in marginalised groups of the Thai population.
	3.2. Number of people reached for raising awareness and knowledge sharing on the advantages of policy and innovation disaggregated by sex and age	7,000	25,921 people reached, data no disaggregated by sex or age	
	3.3. Number of events on policy innovative tools and methodologies organised	10	17 events organised	
	3.4. Number of people reached through Thailand Policy Lab’s digital platforms	1.2 million	1.002 million people reached	

Output 3 indicators, for the most part have been reached. In terms of output indicator 3.2., the number of people who have become aware of the innovation in policy design presented by the project is three times higher than what was planned. The number of events organised on innovative tools and methodologies is almost double and the data for digital platforms are at acceptable levels. Although the one platform planned was only launched in August of this year, it may quickly help the project reach the indicator value planned under 3.4.

²³<https://ourpolicy.org/?locale=en>

The classification of TPLab activities and their gender²⁴ and human rights contributions²⁵ was an element of the project design. Despite classification of the project as GEN2, at the time of the evaluation and completion of the evaluation report, the Project could not provide data related to the project indicators or results disaggregated according to age, sex and vulnerable groups (indicator 3.2.).

Other than the aspect that disaggregated data was not collected, the implementation of Output 3 indicators is quite sound in terms of data and reaching the indicators in reaching the levels designed at the project start. However, if one reflects upon the ToC illustrated in Figure 1 of section 1 *Description of the Intervention*, as result of all the activities (and meeting the defined indicators), the project was seeking to achieve the mainstreaming of policy innovation into routine public policy making. Here, due to the lack of collection of data on progress in qualitative nature as suggested by the results framework (and its analysis over the course of the project) has led to a high achievement on the output-indicator level, with a less clear achievement on the level of outcome and objective.

As explained by a key member of the project team in September 2024, “One point to be noted and for TPLab to improve in the future is regarding participants' information collection. Certain data such as age or gender are not collected in some activities. With this in mind, we are currently designing a template for future usage to collect relevant information.” This is a disservice to both the project stakeholders and results.

Without having the opportunity to assess the data and information needed to provide an thorough analysis of the gender and human rights contributions of the TPLab project, based on the discussions with stakeholders and the documents at their disposal, the evaluator suggests the following ratings for the project:

- *gender responsive* (result addressed gender differentiated needs, equitable distribution of benefits, resources, status, rights, yet fail to address the root causes of inequalities)
- *human rights relevant* (human rights individual sensitive).

Monitoring and evaluation

At the project design phase, a monitoring plan was designed which included seven monitoring activities. There was also one final evaluation to planned to take place, originally, in December 2023. These activities, generally, follow a standard approach to monitoring and evaluation and are presented in Table 12. The project did meet the annual reporting requirements in terms of inputting information. For some activities, it appears they were combined (perhaps for efficiency), however this may have resulted in information not being fully captured and presented to inform management decisions. There

²⁴*Gender negative* (negative outcome aggravating existing gender inequality), *gender blind* (result no attention to gender, no acknowledgement of differentiated gender needs or marginalized population), *gender targeted* (result focused on the equality (50/50) and marginalized population targeted), *gender responsive* (result addressed gender differentiated needs, equitable distribution of benefits, resources, status, rights, yet fail to address the root causes of inequalities), *gender transformative* (result contributed to changes in norms, values, power structure, root causes of gender inequality and discrimination, aim at redefine systems, institutions that created inequalities)

²⁵*Human rights neutral* (not affecting negatively, yet not contributing), *human rights relevant* (human rights individual sensitive), *human rights contributing* (advancing individual rights), *human rights transformative* (addressing root causes in a systemic/systematic manner)

is no clear evidence that there was a system in place to: i) provide a regular collection and analysis of progress data against the results indicators; or ii) regularly capture knowledge, good practices and lessons from the activities implemented by the PMU.

The Project Report which was to be prepared annually was to consist of progress data showing results against pre-defined annual targets at the output level. This information was difficult to retrieve during the evaluation, and thus it is not surprising that this information was unavailable to the Project Steering Committee for review and analysis during implementation. In particular, the absence of qualitative data on the indicators leads one to conclude that the monitoring activities related to quality assurance, learning and the review and correction of the course of the project were most likely ill informed.

Table 12. Summary of monitoring activities

Monitoring activity	Purpose	Frequency	Expected Action	Status
Track results progress	Progress data against results indicators in the RRF collected and analysed to assess project progress in achieving agreed outputs	Quarterly	Slower than expected progress will be addressed by project management	Data against results indicators collected in a fragmented manner, some indicators not addressed at all
Monitor and manage risk	Identify risks to achievement of intended results. Conduct risk management using a risk log, including measures as per UNDP's Social and Environmental Standards.	Quarterly	Risk log actively maintained.	Documentation indicates a formal approach to risk review. Age and sex-disaggregated data and gender statistics not integrated as per UNDP's SESR. No audit conducted; evidence of spot checks under contracts and agreements.
Learn	Knowledge, good practices and lessons captured regularly.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.	Lessons on management issues documented in PSC meeting minutes.
Annual project Quality Assurance (QA)	Quality of project assessed internally under UNDP's quality standards.	Annually	Areas and strengths and weaknesses reviewed and used to inform performance.	Information compiled.
Review and make course corrections	Internal review of data and evidence from all monitoring actions	At least annually	Performance data, risks, lessons and quality	Information posted in PSC minutes on risks, lessons. No evidence that it was used to make course corrections.
Project report	Annual progress report presented to PSC	Annually and in final report		Information prepared.
Project review (Project Board)	Annual project review to assess performance, ensure realistic	At least annually	Any quality concerns or slower	Meetings held. A lot of ad-hoc problem-solving among PB

	budgeting and endorse the work plan.		progress to be discussed and actions taken.	members outside the formal environment.
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The monitoring plan includes **the necessity to monitor and manage risks**. The monitoring plan calls for a quarterly review of the risks through the Risk log. A review of the documentation reflects a formal approach to risk review, since the risk log is updated annually and does not provide evidence of consideration of changes in risks, or adjustments in their management in terms of those risks that came to fruition. In the 2024 report, the project is rated highly satisfactory in terms of its ability to achieve its objectives and exemplary in terms of providing systematic and structured feedback on the project’s target groups despite not having collected or analysed data on indicators available. The PMU has elaborated on one organisational risk which has been added to the seven risks originally noted in the ProDoc (reduced to four risks in the risk register) “There is a risk that the human resources of the project team will be reduced”, however this risk’s impact on the project has been assessed as minor, the impact has been underestimated as the impact on the quality of implementation has not been mentioned. It also notes risk treatment and ownership solely with the Project Manager which clearly is not sufficient when the Project Manager themselves leave the project. As mentioned in section 1, the risks and assumptions in the ProDoc did not include the risk of implemented a broad-scaled initiative with a very wide range of stakeholders and partners. The ProDoc lists broadened stakeholder engagement and partnership as a countermeasure to the strategic risk “lack of interest and commitment from the government”, however, the operational risk of managing a very broad stakeholder group is not tabled. Furthermore, the strategic risk to sustainability when engaging stakeholders through agreements and grant mechanism warrants counter measures to secure capture of lessons learned and best practices upon closure of contractual obligations.

There were no risks identified in the project’s assessment of the **Social and Environmental standards**, and thus the evaluator assumes there was no attention paid to this document after ProDoc approval. Section 1 lists the issues that were integrated into project design as per the SESR in June 2022. The main objective was to increase inclusion of marginalized individuals and groups in policy processes which is evidenced by the number of events that were organised targeting women, LGBTQI and youth (see Annex V. Results Framework), thereby the project, through its approach made progress in mainstreaming the human-right based approach and in strengthening accountability of stakeholders by providing opportunities for these groups to engage with government on policy.

The UNDP’s comparative advantage was utilised in implementation of activities and events. Many interviewed stated they were **excited to be engaged in a project which gave them an opportunity to work with UNDP**. This was an especially important aspect in terms of engaging youth which cited UNDP as an interesting partner which in the project gave them an opportunity to collaborate with government officials. The engagement among the top management of UNDP very actively in this project made it possible for it to receive interest from top officials and key government institutions in the activities.

UNDP’s relations with the Thai government also made it possible for the TPLab project to

introduce its approach and be active in government committees. As an example, the project contributed to a resolution²⁶ of the 16th National Health Assembly as a result. This is an excellent result and this avenue should be supported to tackle shortcomings in the sustainability of results.

The Project also utilised the combined resources of UNDP in **mobilising Accelerator Lab experts to their events as moderators.** There is some evidence of exchanging information and contacts with other on-going UNDP projects in Thailand (such as the SDG Localization Project) to increase the possible impact of UNDP in the public policy arena.

Stakeholder involvement and public awareness

The ProDoc design called for a broad scope of stakeholders and topics. In terms of public awareness, the TPLab made great effort to raise awareness both on the existence of the project and on the innovative tools which it was showcasing for use in public policy. The awareness raising activities were pertinent in creating a demand among different groups in society to approach TPLab, and later become a partner in project implementation. This, however, also meant that the project was driven by its stakeholders, and support was provided based on the interest of others, and less on a structured and systemised assessment of priorities among public policy areas. The absence of the Advisory Board mechanism which was originally designed to provide its guidance in this respect was replaced by an ad-hoc, demand-driven approach.

The sampling of initiatives for review within the evaluation did not include any activities that were designed for persons with disabilities. Nonetheless, during finalisation of the report, it was brought to the attention of the review that there were two activities implemented for this target group over the course of the project:

- i) Workshops “Promoting inclusive employment for people with disabilities” designed to heighten understanding among the government and business sectors on the needs to people with disabilities in the workforce²⁷; and
- ii) Hackathon to develop policy proposal for employment of persons with disabilities²⁸ that aimed to address the promotion of employment and self-employment for persons with disabilities.

Finding 5: The project reached outstanding numbers of public awareness and training events. This succeeded in creating broad-reaching knowledge among many stakeholders of the existence of the Thailand Policy Lab. The indicators related to number of events and numbers trained were exceeded considerably.

Finding 6: Although many indicators were met on the quantitative level to show success on the output level, the PMU did not collect much qualitative data that could help measure the project on the outcome level.

²⁶ The 16th National Health Assembly, Resolution 3: Promoting quality births and child growth for population development.

²⁷ <https://docs.google.com/document/d/19Tlyfrg9WGDQQTIsWV3s8C6lYqL-gUPNg72LYGbyGsk/edit?usp=sharing>

²⁸ <https://www.youtube.com/watch?v=MbUNUYoskul>

Finding 7: The project was highly successful in testing the innovation tools included in the Policy Innovation Playbook. Stakeholders emphasized their keen interest and engagement in testing these tools. There is interest on testing the remaining tools which are engaged in the later part of the public policy process – such as implementation and assessment.

Project performance in terms of *Effectiveness*:

Satisfactory	Success in achieving project outputs varied. UNDP resources engaged from Accelerator Lab. Excellent partnerships established with universities and new players in policy design. Not much qualitative data collected by PMU to measure project at outcome level. Formal approach to M&E, including risk management	3	S
Gender and human rights	General information available on inclusiveness of different stakeholder groups.		

Efficiency

The extent to which activities are carried out in a cost-effective way and whether the results are achieved by best value, operationally efficiency and in a timely manner.

The efficiency was evaluated in terms of efficacy according to several aspects – management processes, budgeting issues and partnerships.

Reporting

There were two progress reports during the course of the initiative – one for the period from January to December 2021 and the other for the period from December 2020 to May 2022. The progress reports provide very detailed information on various activities under implementation within the project. Primarily, the information is presented on the activity-level. In the first report, there is no presentation or review of progress in terms of the project objective and indicators. The financial information is also presented based on activities:

Description	USD
Expenses as of December 2021	
A. Policy Innovation Exploration and Experimentation	
1. Systems and Portfolio Approach in Policy (ongoing)	40,000.00
2. Policy for Youth, by Youth (ongoing)	16,732.79
3. Co-Designing an Empathetic Deliberative Policy Process (ongoing)	35,558.63
B. Capacity Building for Policy Innovation	
4. Training on Foresight and Horizon Scanning (completed)	14,104.96
5. Training/Knowledge Sharing for Educators on Policy Tools (ongoing)	699.32
C. Learning Community of Innovators	
6. Virtual Policy Platform Initial Concept Desk Review (completed)	5,963.44
7. Policy Talk (completed)	5,802.31
8. Policy Innovation Exchange (PIX) (ongoing)	6,258.50
9. Women in Policy Making and Gender Equality in Public Policy (ongoing)	2,521.81
10. Communication and Engagement (ongoing)	54,682.57
D. Sub-total (= A+B+C)	182,324.33
E. Other Expenses	
11. Project Management Unit (PMU)	230,786.46
12. Equipment (Laptops for Thailand Policy Lab)	7,924.70
13. General Management Service (8%)	33,671.55
F. Sub-total Other Expenses (=11+12+13)	272,382.71
G. Total Expenses (=D+F)	454,707.04

Figure 4. Extract from the progress report January to December 2021

The second report provides only totals on the expenditure level (\$1,722,767.13 spent as of 2022) and does not have a copy of the results framework in the report, however there is no description on progress to indicators and thus unclear whether the table depicts plans or actual progress in terms of indicators met. This leads one to suspect that the activities were the main driver of decisions, and that results-based management was not a priority. The reporting was conducted annually in conformity with UNDP templates in terms of structure in content. Nonetheless, in order to provide valid information and data which can inform the decision-making process on an annual basis, the PMU needs to put into place (as outlined in the M&E plan) a system during project implementation for the collection and analysis of the project progress more regularly (at least quarterly). Due to the emphasis in this project on knowledge and learning, it may have been fruitful to integrate such a system within the individual trainings and other activities.

Project management and partnerships

As described in Description of the Intervention, the TPLab Project the broad-scale design which encompassed the entire public policy environment presented a substantial challenge for the

management of stakeholders. **The Advisory Board was to have provided guidance in this and other terms (such as bringing in the gender and LNOB perspective, identifying priorities), however this body was never established.** Those interviewed felt the Board would have only slowed processes. There was a very intensive and deep engagement from both top management from UNDP and NESDC. They met frequently informally and discussed issues related to the project when necessary. Officially, there were only five PSC meetings during the period from January 2021 to the start of the evaluation (30 January 2021, 7 June 2021, 8 June 2022, 30 January 2023 and 25 September 2023). At the top level of UNDP and NESDC, great emphasis was placed on the ad-hoc, problem solving orientation of the relationship. This is certainly a testament to the commitment and interest of the institutions' for the project to be successful.

The delivery on the project management level was also led by **personal engagement, generating enthusiasm from partners and building relations on the personal level.** Although this is a good method for engaging people and organisations in a project idea, especially that require innovation and a visionary approach, it is difficult to uphold in the longer-term. It takes a lot of effort and resources to uphold these relations, especially with the number of people and partners the project had coming on board and with the highly reduced capacities of the staff.

The partnerships in the project were formalised in the form of contracts and agreements. The letters of agreement were established with universities (the evaluator interviewed representatives of six universities) and contracts were primarily signed with limited liability companies (three were interviewed). Primarily the documentation provided on the implementation of these partnerships was purely financial. There seems to have been no clear, structured reporting established on the content created within these contracts and agreements and no analysis from the PMU which could be provided to the evaluation. This may partially have been a result of the high level of trust and personal relations between the PMU and the stakeholders which led to less formalised approach to reviewing and verifying deliverables from the qualitative standpoint. The partnership agreements with universities for the implementation of tools in regions show relatively high efficiency, as there is a high level of ownership and a reasonable assumption of sustainability.

In addition to partnerships outlined in contracts and agreements, the Project also utilised partners on the basis of mutual interests. The UNDP Accelerator Lab contributed to the project events by supporting the PMU with its expertise in moderating and providing training on innovative policy design approaches. The UNFPA also contributed with technical advice and support on the conceptualisation of TPLab events and ideas. These kinds of non-contractual partnerships would be more efficient, and could prove more productive for all parties, if the interaction with TPLab would be planned in advance. This would also present an opportunity to mobilise additional resources – both in terms of human resources and financing.

Financial matters

It was extremely difficult for the evaluator to analyse financial information provided by the TPLab

Project and UNDP. Documentation was fragmented and not-uniform from year to year²⁹, thus making it **impossible to extract information for review on planned budgeting versus actual expenditures**. Multiple requests were made to have information on planned versus actual expenditures distributed according to outputs and budget categories which could help to see how the project diverted from the planned distribution among the three activities and project management, as well as the types of contracts (individual, companies, staff). From the limited time and data made available for analysis provided³⁰ the evaluator notes that the largest discrepancy between planned and actual is in the project’s first year (2021). Over 55% of the expenditures for this year were devoted to project management expenses. This, although high and almost 15% than planned, is not alarming considering in 2021 the world was struggling with the COVID-19 epidemic and Thailand was hit with an outbreak in April of that year³¹. In the subsequent years of 2022-2024, the percentage of project funds dedicated to project management functions was on or below 31%.

Table 13. Project expenditures - Planned versus Actual Financing in USD

Output		2021	2022	2023	2024 ³²	Total*
1: Inclusive policy options and recommendations	Planned	146 300	439 086.04	236 300.04	157 500	979 186.08
	Actual	56 207.44	539 175.49	215 824.80	90 471.34	901 679.07
2: Gender-responsiveness and policy innovation capacities	Planned	67 040	175 000	63 500	581,000	332 641.08
	Actual	70 507.57	108 065.50	413 132.55	465,762	259 859.02
3: Learning community of innovators	Planned	169 580	147 101.08	285 000	10,000	959 497.84
	Actual	77 179.87	302 586.16	169 314.29	35,192.02	728 946.80
Project Management	Planned	267 080	376 309.62	269 060	167 440	1 079 889.62
	Actual	250 812.16	321 583.79	208 886.03	99 156.73	880 438.71
TOTAL:	Planned	650 000	1 301 414.58	853 860.94	545 940	3 351 214.62
	Actual	454 707.04	1 271 410.94	675 154.34	369 651.28	2 770 923.60

In accordance with the TPLab project and in line with the UNDP guidelines³³ for gender markers, “each UNDP project manager bears responsibility for the use of the gender marker and coding his/her project/programme through the whole implementation process”. As designed, the TPLab was coded GEN2 which denotes the project as one where gender is a significant objective (there is only one rating higher GEN3 where gender equality is a principle objective). Although this would require the

²⁹ There were also discrepancies between sources, such as the progress report information shown in Figure .. and the financial information provided by the PMU on 27 August 2024.

³⁰ Data request made on 14 July 2024 for information on: total project expenditures (planned and actual) by year of project and by output; total annual project expenditures (planned and actual) by output in accordance with budget categories (local contracts, international, administration, etc.); information on additional sources of financing (support) generated over the project (if so, source and purpose); total remaining funds as of 1 July 2024 in accordance with output and budget category were finally provided on 27 August 2024 with pertinent information missing on actual expenditures according to budget categories.

³¹ The Thailand government did not implement the same restrictive measures in 2021 that it had previously and vaccinations began in February 2021.

³² Data provided for disbursement and commitments up to 1 July 2024.

³³ UNDP Gender Marker: Tracking Gender-Related Investments and Expenditures in Atlas. A guidance note for UNDP staff, 2017.

project to promote gender equality in a significant and consistent way – it is not possible to assess this issue as there have been no specific resources (human, technical or financial) that can be tracked to have applied gender equality and women’s empowerment consistently. The gender marker guidelines require that 15% of the budget is allocated for this purpose. Furthermore, during the interviews in response to questions on the perceptions of gender issue integration in the project activities, events, most respondents replied that ‘there were more women involved than men, so gender equality was ensured’. For a project which was to have gender as a significant objective, such a response seems indicative that there are some shortcomings in mobilising resources on this issue.

At the time of the evaluation, the project had become quite inefficient. There were four staff members – two substantive and two administrative positions, but no formally appointed project manager. At least one of the substantive team members is spending more than ½ their time on administrative issues. Over the course of the evaluation there appeared to be a lack of clarity in terms of financial management, but also issues on the results framework, strategy of the project, the integration of gender issues and the collection of data on the indicators was hard to retrieve. There were also a number of stakeholders who expressed dissatisfaction with the TPLab team and its lack of capacity to provide administrative support. Some PMU members are clearly overstretched working additional hours to provide both substantive and technical support, and to maintain established partnerships.

Finding 8: The Project was excellent on establishing relationships and thus many partners were engaged. The partnerships agreements and contracts lacked reporting requirements to capture and check the results. A strategic approach to cooperation would make it possible for stakeholders to plan and mobilise more of their own resources (human, technical, financial) to support the Project’s initiatives that are in line with their own programming.

Finding 9: Although the project reported annually in a narrative report, the PMU did not have a methodical system in place for the collection of data on project results and its analysis at regular intervals, it is vital that at the final stage of the project, the PMU focuses on analysis and preparing information on lessons learned. The current PMU is administrative-heavy and will be heavily challenged to complete implementation.

Moderately satisfactory	Reporting formalised. Substantive reporting lacking in contractual arrangements. No strategy or clear criteria introduced to select partners.	2	MS
Gender and human rights	No disaggregated data collected or available on age, gender or inclusiveness.		

Sustainability

Likelihood of whether benefits would continue to be accrued after the completion of the project.

Many people interviewed **praised TPLab in providing the training on innovative tools**. However, in discussions with several of them, when asked about how they will apply these skills in their future policy design (such as elements from the system mapping and policy journey exploration stages), said they will continue to contact TPLab. When asked further what they will do when the project ends, people cited that they would continue to contact individuals for support (out-source). When asked how they will engage the various stakeholders they have been trained to do according to the new approach, most stated they would not have the resources to do so, and explained an approach which reverted to the inclusion of traditional, well-established, institutional stakeholders. This is a clear indication that, although there has been a high level of enthusiasm among many for the innovation tools, there is still a low level of capacity or willingness to apply these skills individually and independently of the project. This is a clear indication of a weakness in terms of sustainability.

The highest probability for sustainability is among two stakeholder groups – the NESDC and the universities.

The NESDC has had the training, is committed to the concept of innovation in public policy design, and has a vested interest to sustain the use of the innovative policy tools which it has at its disposal. However, in order to engage other government officials, a testing of the entire scope of the Public Policy Process Eight Elements in Action. The project and UNDP Thailand, in cooperation with NESDC and other government officials, should explore options to use a legal framework to imbed some of the approaches most effective for policy work in Thailand and establish a practise for submitting legislative proposals with key elements addressed. This, however, will need more time for testing of all elements, analysis on how they can be used and presenting data on the positive impact that this could provide Thailand policy and society in Thailand.

The second group of guarantors of sustainability of the results are the universities. To some extent some of the universities engaged in the project were already practising some of the aspects of the eight elements. There is a high interest among those interviewed to continue teaching and testing advancements in public policy. The ownership and commitment of these partners is high and, similarly to NESDC – they have an interest to continue this work for the implementation of their own strategic directions and purpose.

Once the approaches are imbedded in the policy process, the combination of NESDC and universities will be able to secure the sustainability of the ideas tested by TPLab:

- the inscribed approaches in legislation will become an instrument of the government which will create demand to continue supply of expertise, knowledge and skills in innovative policy design, implementation and monitoring tools;
- the developed curriculum and testing of newly emerging tools will provide a steady supply of information on new innovative tools and their success.

In this way, NESDC can, in the future, become in mechanism through which the capacities of the government are improved in the policy development sphere, and the universities will educate and train members of society interested in policy processes to either enter the civil service, or to participate

in the process through communities, civil society organisations or the private sector.

The level of partnership-building has been outstanding, as previously stated. These partnerships have been in a manner by which the stakeholders, as evidenced, are not yet prepared to ‘go it alone’. In order to embody the innovative tools on the individual level, the One Policy platform which was launched in August 2024 could be helpful. Currently, there needs to be more work done in testing this platform on established and new partners, both at the organisational and individual level, to understand whether this will be useful in sustaining the project’s results in terms of maintaining the stakeholders’ interest in participating in the policy process, and in attracting further interest from new stakeholders not engaged up until now. Upon further testing of the platform, there should be a discussion on what organisation or institution would be best suited to maintain the platform.

During the course of the evaluation, almost every person/institution interviewed spoke in terms of TPLab in the future. Although there were many different views on what that future could be, it was clear that all partners were interested in, firstly, continuing working on the public policy process eight elements in action and secondly – achieving improved policy design and implementation. At the final stages of this evaluation, UNDP and NESDC were successful in agreeing on:

- the extension of the current project until February 2025; and
- the development of phase II of the TPLab project.

The focus of this extension is planned to include working on the 14th Strategic Plan of Thailand. The application of the innovative tools for public policy design on the strategic plan, if successful, will prove a broad-reaching use of the methods across all public service sectors (which have within the current project been primarily focussed in social affairs – in mental health, nutrition and other areas).

Finding 10: The sustainability of the project activities and events has not been secured within the current project timeframe. The complexity of the public policy process makes it important to explore several options in maintaining the application of the tested tools. NESDC and the universities are well-placed in terms of commitment, knowledge and a vest interest to be.

Finding 11: The agreement reached on the extension of the current project and the development of Phase II provides the opportunity to draft a strategy to resolve the risks to sustainability not currently addressed.

Satisfactory	Enabling environment in policy design improved in some specifically targeted areas (mental health, nutrition). Institutional sustainability may need development of a legal framework to integrate methods more permanently in policy making.	3	S
Gender and human rights	No data available to assess.		

Impact

Indications that the project has contributed to, or enabled progress toward innovative policy design and formulation, whether it has achieved intended or un-intended higher-level effects

In terms of impact, the TPLab Project is undoubtedly **very successful in terms of generating a great deal of interest in the policy design tools for which people were trained and about which people became aware**. Almost everyone interviewed expressed their enthusiasm for the knowledge gained and their interest to continue to be involved in similar exercises in the future. The evaluation on the UNDP Country programme for the period 2019-2023 notes TPLab’s contribution to improvement of south-south cooperation. The Project launched several initiatives to improve information sharing among countries, including the organisation of the NextGenGov summit and looking into how Asia and Pacific countries apply innovation to redesign public policy and services in the post-COVID period.

During the interviews with stakeholders, one individual indicated that they **switched their specialist area of study to gender studies as a result of their involvement in project activities**; others expressed their deep satisfaction for the opportunities that the project gave in becoming acquainted with various individuals and groups in their policy area, community, sub-region to be able to understanding other points of view, and to build upon these encounters in forging regular partnerships.

In terms of impact of different genders and social differences and their equality, TPLab events and activities gave **more opportunities for youth and LGBTQI community members to be able to contribute to the policy development process**. The methods used for engagement, created interest among these and other groups that would not traditionally be involved in policy work in Thailand. As a testament to this, in October 2024, the project received an award for its work on Policy for Youths, by youths – Mental Health Policy: awarded for Policy Innovation Recognition 2024 from the Public and Private Innovation Leadership, National Innovation Agency under the Ministry of Higher Education, Science, Research and Innovation. As far as gender equality is concerned, however, the opportunities for impact in this area were underutilised by the project.

Finding 12: There were many examples of the impact of the project on a personal level for those interviewed in terms of new and improved partnerships and expanding perspectives on different policy areas.

Satisfactory	Partial achievement of planned impacts and some significant secondary impacts achieved in regard to developed partnerships among different communities/target groups.	3	S
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Conclusions

The TPLab project has **succeeded in implementing an overwhelming number of activities** in the three and a half years of the project. It has accomplished establishing **a large campaign across many stakeholders in Thailand and motivated them to engage in policy design and development**. This intensity of activity has **forged partnerships in communities and created an appetite for innovative tools which increase participatory and dynamic approach to policy-making**.

The project has achieved a lot in expanding the audience which was acquainted with a reimagined public policy process. The first four elements of the Public Policy Process Eight Elements in Action were thoroughly tested and all stakeholders involved in the evaluation enjoyed the training received. Considering any policy developed using these approaches, has not yet been fully implemented in order to test policy process steps related to assessment, and M&E, it would be beneficial for stakeholders for the project to be given the opportunity to test these elements as well. This is particularly important now, with the news that the project will be extended and a Phase II will be developed. The interest in the elements which have been introduced is outstanding. The high-level of enthusiasm could be tapped into by experimenting with the remaining elements – these are those that will **give the strong evidence that the innovative tools engaged in the beginning actually lead to better policy**.

The project's third pillar was strengthening a learning community of innovators. Central to this was the intent to produce learning products. A critical foundation for producing such products on innovative approaches and methods is to **capture information on how trained individuals continue to use the knowledge on instruments applied *in situ***. Unfortunately, there was no evidence that **the project has collected feedback from those trained on how they have applied the methods beyond the training event**. Those interviewed did not give an indication of being prepared to apply the approaches without engagement of TPLab, Accelerator Lab or other independent moderators or trainers.

The project design suggestions on indicators in terms of qualitative markers were essentially ignored and the fact this data was not collected over the course of the project is regrettable – this information could provide vital data in convincing skeptical and reluctant partners both in the government and among the public on the relevance of this project's activities, and the future potential of the tools. Currently the project bases its success on the more emotive responses of those involved which, although convincing when experienced in person – much harder to use for expanding project impact beyond those specifically involved. The further lack of analysis of the qualitative aspect of indicators meant the **theory of change was not tested and thus opportunities for adjustments in project activities during implementation could not be identified**.

Although the **project was designed to provide impact to gender equality and women's empowerment by integrated it as a cross-cutting issues in activities, and providing 15% of the budget for these activities**, there was no clear evidence that this focus was not followed in

implementation. Partially, this gap has developed due to the diverse range and number of stakeholders which the project initially set out to target. Thus, in striving to impact more in terms of numbers of people and marginalised groups, gender and women's empowerment was not integrated into the activities as a whole.

As explained in the Findings sections, the project organised many activities and events, but did not leave much room for analysing what had been done in order to prepare how to sustain the results of the activities for the long-term. The project has no exit strategy which is critical for a project with a vast number of stakeholders and with involvement in more than one policy area. **The project needs to continue and prepare a viable exit strategy.** As it has been decided to extend the TPLab Project, TPLab and its key partners **can benefit from the current momentum and public awareness (and demand) that has been created to make additional investments to ensure the innovative approach becomes a more permanent fixture in the policy process of Thailand.**

Recommendations

As a result of the evaluation, including the information on the project extension and development of Phase II, the following recommendations are made to the TPLab Project, UNDP Thailand and NESDC:

1. Due to the reactive, demand-driven nature of the project activities, it is highly recommended that the remaining time and resources in the project be focussed on the **analysis of the impact of the project in more specific terms**. A study on whether and how the elements of policy design and formulation have been used by the stakeholders trained is essential (most particularly the first four elements which have been extensively tested). It is important to define this in very practical terms – in what specific ways the elements have been used outside the project activities, what have been the benefits of their use, and, in cases where stakeholders have not used the acquired skills beyond the 'classroom' – what are the reasons? Are they related to capacity constraints, lack of resources available? This information could then be used to share among the target stakeholders of the project to ensure that the innovative approaches are applied beyond the project ecosystem. This might require the development of a template to collect comprehensive information from various stakeholders. It would need to have concrete data and analysis for credibility.

Action: Conduct a study (through the combined use of surveys, interviews and focus groups) on how the elements of policy design and formulation have been used by the stakeholders outside the framework of the training exercised. Determine the effectiveness of the training provided over the course of the TPLab Project.

Entity: PMU

Timeframe: December 2024

2. Taking into account that as decision has been made to extend the current project and develop Phase II, it is highly important to dedicate the remaining time in the project to collect and analyse the data from the current project before any current capacities are lost or contact information and other issues change. In terms of some elements, it may be too late to gain data which has not been gathered over time, however it would be essential at least to:
 - a. understand the policy areas that have been covered;
 - b. compile a clear list of civil society organisations and other stakeholders engaged;
 - c. assess the kinds of marginalised groups (at national and sub-national level) that have been included in the project activities.

Such a gap analysis would also help to provide information on marginalised groups that could benefit more from additional attention (this may apply to people with disabilities which were directly targeted by only two activities).

Action: Conduct a gap analysis of policy areas, stakeholders, including gender and inclusiveness aspects to determine the scope achieved by TPLab project.

Entity: PMU

Timeframe: January 2025

3. The TPLab has at its disposal a very engaged and intrigued audience – it is recommended that the motivation and interest of those engaged can be used to **continue testing the four elements in action which have not been explored up until now**. Phase II is expected to focus on the development of the 14th National Economic and Social Development Plan. The stakeholders involved have not had the opportunity to test the elements of the policy process related to policy implementation, assessment and monitoring & evaluation. It is important that these elements are tested on the same policies that have been developed using innovative (not traditional) approaches. This will provide evidence of the importance of applying the novel methods such as persona, social listening and others.

Action: Choose at least one policy (if possible, one at national level³⁴; one at subnational level) to apply steps five to eight of *Public Policy Process Reimagined* to gather and provide evidence of the benefits of the innovative tools, thereby demonstrating their use in a full policy cycle.

Entity: PMU, UNDP, NESDC and specific policy area government representatives (NHCO)

Timeframe: before the launch of Phase II

4. UNDP should capitalise on its comparative advantage to **institutionalise the policy innovation tools and their application in the public policy process**. The positive results and impact which can be achieved through the new approach should be presented at the Cabinet level. For this to be done effectively, all eight elements in action would need to be tested, analysis would need to be conducted on their efficiency and clear guidelines would most likely need to be prepared. Ideally the NESDC could be supported to develop a template

³⁴Perhaps NHA 16 Resolution 3 (national level) and policy on nutrition on the sub-national level.

for a legislative proposal format³⁵.

Action: Conduct an analysis of legislation proposal formats in other countries (by February 2025) and assess their appropriateness in the Thailand legislative structure context. Organize discussions among government officials, parliament and civil society on developing a template for uniform approach to policy making, taking into account the innovative tools.

Entity: UNDP, NESDC

Timeframe: TPLab project Phase II

5. UNDP Thailand has a high overturn of project staff. As explained by UNDP management, this is due to the opportunities for growth and advancement both in Thailand among the international positions and in UNDP in the region and beyond, as well as due to the salaries. It is also, more generally, an issue that plagues all project-based initiatives; the challenge to keep project staff on in the last 6-8 months of a project when there is no clear funding for future steps. Acknowledging this issue, UNDP Thailand kept closer monitoring of the project in its final stages, dedicated more time and staff. Since this is a persistent problem, the evaluator recommends **a structured, institutionalised approach during final stages of DIM projects** – introducing clear exit strategies, defining roles and realistically assessing resources and workloads. A more diligently designed and implemented monitoring plan of progress with a comprehensive handover from project manager to UNDP and the remaining project staff would improve continuity.

Action: Develop a structured, institutionalised approach during the final stages of DIM projects.

Entity: UNDP

Timeframe: as soon as possible

6. The TPLab project has devoted a lot of resources (human, technical and financial) to communication. The project has excelled in the use and experimentation of communication forms and channels which have piqued interest from both government, civil society and private sector partners. The second phase of the project could consider developing its communication (and that of the government on policy areas) to broaden the reach of information on public policy to marginalised groups, especially PWD, such as the introduction of **plain language writing** to describe policies and make them more accessible.

Action: Explore plain language writing for communication of policies.

Entity: UNDP, NESDC

Timeframe: in parallel when developing a communication strategy and communication materials

³⁵ There are various approaches to legislative proposal formats that make it easier for ministries to prepare proposals for approval by parliament with requirements on what needs to be included in a proposal in order for it to be reviewed. In some countries these do contain a requirement to include information on stakeholder analysis, potential impact on the budget, etc.

Lessons learned

One key lesson learned is the positive impact of personal relationships on driving forward innovation. In order to make the products of these relations sustainable, some **more structured ways of reporting and codifying results need to be applied.**

The grant allocation of the project was driven by demand with no specific criteria for selection other than expressed interest. **In subsequent grant allocation, it is important to establish the use of criteria to determine and define the partnerships selected.** This criteria should include a look at integrating a coverage of the policy areas that are a priority, the stakeholder groups that are marginalised, requirements of the potential grantee to take into account gender equality and inclusiveness and provide information on the approach, as well as potential sustainability. Any launch of a Project of this nature which includes grant submissions should begin by making a thorough gap analysis to provide the PMU with guidance on focus areas and stakeholder groups.

The importance of collecting data in accordance with the design of the Project over the course of implementation was recognised by the PMU fairly late (at the time of the evaluation). **For a project, which has innovation (testing and development) at its core, the information gathered from stakeholders over time is important to assess whether the applications of these tools and methodologies lead to the objective for which they were intended.**

UNDP, and the UN agencies in Thailand more generally, are recognised as one of the key players in advancing gender equality, women's empowerment and human rights issues. As a project that was deemed GEN2, 15% of the project budget was to be dedicated to these issues. Considering gender disaggregated data was not collected over the course of the project, as well as the equation of gender equality by those interviewed to the number of women participating, indicates a **need for a more thoughtful approach to the management, monitoring and implementation of projects expected to provide a significant contribution to gender equality.** Furthermore, due to the nature of the project and its intended impact on public policy design and implementation, in Phase II, if the aspirations to be gender responsive (or transformative) remain, it might be useful to engage a gender expert to work alongside the policy expert in the design of trainings and policy.

Annex I. Terms of reference

FOR TERMINAL EVALUATION OF THAILAND POLICY LAB PROJECT INDIVIDUAL CONTRACT

POSITION TITLE:	International Consultant to Conduct Terminal Evaluation for Thailand Policy Lab project
AGENCY/PROJECT NAME:	Thailand Policy Lab, UNDP Thailand
COUNTRY OF ASSIGNMENT:	Bangkok, Thailand
Duration:	35 days (from 24 June to 30 September 2024)

1) General Background

As an upper-middle-income country, Thailand has the capacity and expertise to address many of the basic development challenges affecting developing nations. However, several challenges remain. COVID-19 pandemic revealed vulnerabilities and weaknesses in some public policies and ability to deliver services. The response to the pandemic, as well as the need to accelerate progress towards Thailand's development objectives, including the Sustainable Development Goals, highlights that traditional or "business-as-usual" approaches for designing and formulating policy and delivering public services are increasingly less relevant, lacking agility and how both efficiency and effectiveness need to be further improved to deliver expected impact.

To address complex development challenges in Thailand, the United Nations Development Programme (UNDP) and the Royal Thai Government through the Office of National Economic and Social Development Council (NESDC) have partnered to establish the Thailand Policy Lab. The Thailand Policy Lab seeks to identify paradigm shifts emerging from the current response of the Royal Thai Government to current challenges. It asks which new models of governance can enable better preparedness for future crises and the achievement of the Sustainable Development Goals (SDG) in Thailand and identifies interventions that are grounded in system-thinking and can accelerate the transition from short-term to long-term policy and planning.

To accelerate innovation in public policy and services, UNDP and the Royal Thai Government through the Office of the National Economic and Social Development Council (NESDC) see an opportunity to accelerate innovation for policies and public services in Thailand and have entered in an agreement to establish a policy innovation platform "Thailand Policy Lab" or "TPLab" to connect and build capacities of various stakeholders in Thailand including the government, academia, private sector, and citizen to accelerate the impact of innovation in public policy and services in Thailand, and exchange knowledge and experience with other countries in the Asia-Pacific region and beyond.

Since 2021, Thailand Policy Lab aims to be a mechanism that innovates the policymaking process and ecosystem that could lead to the institutionalization of innovative, participatory policy approaches and more efficient, effective policies that leave no one behind.

Thailand Policy Lab comprises 3 pillars:

1. Policy Innovation Exploration and Experimentation
2. Capacity Building for Policy Innovation
3. Learning Community of Innovators

To date, the Thailand Policy Lab has garnered a network of national and international experts and development practitioners and incubated a cross-border exchange of innovative tools and processes, which can be used in policymaking in Thailand.

The 5 Core Principles of Thailand Policy Lab:

1. System Thinking
2. Human-Centric Approach
3. Inclusive Participation
4. Action-Oriented
5. Learning Oriented

The Thailand Policy Lab (TPLab) aims to design, develop and deliver the policy innovation tools which inspire the new ways of thinking for policymakers and the general public to utilize through the open-source information and the Public Policy Process Reimagined 8 Elements in Action.:

- To foster inclusive and citizen-driven policymaking at national and sub-national levels.
- To innovate policymaking processes for tackling contemporary challenges.
- To enhance capacities of the public and private sectors at national and subnational levels to design and implement innovative policies.
- To build a multi-level sustainable network of policy innovators.

Some of the innovative and participatory Policy Projects are such as

- *Mental Health - Policy for Youth by Youth and Mental Health Sustainability Project*: aims to enable Thai youths to identify policy issues that are essential and urgent for them to jointly design the solutions. To create policies for youth and promote cooperation between youth, experts, and policy makers. Following the phases of Survey, Internal Focus Group, Social Listening, External Focus Group, Hackathon, Sandbox (testing). Thailand Policy Lab collaborates with various stakeholders to test the policy proposals from youths through a Sandbox format in 2 locations: a school in Bangkok and Lampang Province. The entire process aims to test, deliver and scale up recommended policies on youth mental health to relevant ministries and agencies. In addition, we have collaborated with the Department of Mental Health, Thai Health Promotion Foundation and Thai PBS television station to organize a mental health sustainability hackathon by creating a space for exchanging knowledge and skills of each organization and applying them to achieve results in comprehensive and sustainable mental health promotion and prevention in all sectors including public and private sectors.

Main Partner: Department of Mental Health, Ministry of Public Health. Timeline: 2022– August 2024

- *Universal Health Coverage*, this project is planned in 3 phases to make research and propose a recommendation for the universal healthcare coverage in the 5 year strategic plan; the Fifth National Health Security Office Action Plan (2023-2027). In partnership with the Thailand

Future Foundation (TFF) and King Mongkut's University of Technology Thonburi (KMUTT), we conducted strategic foresight, social listening and service design to improve access to healthcare services by taking vulnerable groups into consideration.

Main Partner: National Health

Security Office Timeline: 2022-2023

- *The Future of Population Policy* - Facing the challenge of declining birth rates and an ageing society, the Thailand Policy Lab employed a Systems and Portfolio Approach to enhance participation and understand the structure of the issue. In-depth data were collected through innovative public surveys conducted at the Shrine of Hopes 'Listen, Hope, Do', an interactive exhibition during Bangkok Design Week 2023 and Isaan Creative Festival 2023, and the Diversity Café (2023). Followed by the focus groups to collect in-depth information which is currently ongoing in 2024. The gathered data with comprehensive analysis has been provided to the Population Development Plan Committee for Long-Term National Development (2022-2037) to formulate policy recommendations concerning population growth through the Health Assembly platform.
Timeline: 2022 – 2024
- *Policy Innovation Knowledge Sharing (PIKS)* The co-designed a curriculum of policy innovation with various universities: Thammasat University (2022), Mahidol University (2023), and other universities. The curriculum is planned and tested the curriculum in class for one semester. This curriculum can be shared and adapted to universities across Thailand to strengthen the innovation capacity of students and policymakers.
Timeline 2022- 2023
- *Future of Public Participation in Policy Process Virtual Policy Platform VPP* - Thailand Policy Lab's Virtual Policy Platform (VPP) aims to foster public participation in the policy-making process and to reduce the gap between policymakers and the public. The platform is designed in collaboration with Digital X Studio, UNDP and the Office of National Higher Education Science Research and Innovation Policy Council (NXPO). VPP aims to provide a platform to facilitate communication and collaboration between two main user groups: policymakers and the public. The Virtual Policy Platform is designed to be easily accessible to the public and user-friendly. VPP supports public policy participation and promotes the strong engagement of various sectors in society in order to overcome gaps and challenges. VPP also intends to support and enhance better cooperation between the central government, local government, and relevant stakeholders.
Timeline: It is expected that the prototype of the Virtual Policy Platform will be successfully developed in mid-2024 for testing and subsequent expansion for broader future use.
- Other projects to be shared.

PROJECT/OUTCOME INFORMATION

Project/outcome title	Thailand Policy Lab	
Atlas ID	1. 00124098	2. 00132111
Corporate outcome and output	Highlight how UNDP's integrated policy and programme support contributed to the progress towards achieving key development goals of the country and the 2030 Agenda across the: the three directions of change: 1. Structural transformation, 2. Leaving no-one behind, 3. Building resilience	
Country	Thailand	
Region	Asia Pacific	
Date project document signed	1. Initiation Plan: No date	2. Project Document: 3 June 2022
Project dates	Start	Planned end
- Initiation Plan	20 November 2020	31 May 2022
- Project Document	1 June 2023	30 September 2024
Project budget	3 million USD	
Project expenditure at the time of evaluation	USD 2,280,270.43 (as of March 2024)	
Funding source	National Economic and Social Development Council	
Implementing party³⁶	Thailand Policy Lab	

³⁶ 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.

Project Title:	1. Thailand Policy Lab 2. Thailand Policy Lab 2022-2024
Atlas Project ID:	1. 00124098 2. 00132111
Quantum Project ID:	1. 00124098 2. 00132111
Implementing Partner:	UNDP
UNDAF/CPD outcomes:	Highlight how UNDP's integrated policy and programme support contributed to the progress towards achieving key development goals of the country and the 2030 Agenda across the: (i) the three directions of change (1. Structural transformation, 2. Leaving no-one behind, 3. Building resilience)
Country	Thailand
Region	Asia Pacific
Date Initiation Plan and Project Document was Signed	1. Initiation Plan: No date 2. Project Document: 3 June 2022
Project Start and End Date:	1. Initiation Plan: 20 November 2020 – 31 May 2022 2. Project Document: 1 June 2023 – 30 September 2024
Project Partners:	Main Partner: <ul style="list-style-type: none"> ○ National Economic and Social Development Council (NESDC) Implementing Partners: <ul style="list-style-type: none"> ○ Office of National Higher Education Science Research and Innovation Policy Council ○ National Health Security Office ○ Department of Mental Health, Ministry of Public Health ○ National Health Commission Office ○ Office of the Public Sector Development Commission ○ School of Public Policy, Chiangmai University ○ Mahidol University ○ College of Local Administration, Khon Kaen University ○ Prince of Songkla University ○ Others
Project Budget:	USD 3,000,000
Project Expenditure:	USD 2,280,270.43 (as of March 2024)

2) Evaluation Purpose

Since the project is in the final stage of its implementation, the Terminal Evaluation exercise is planned to prepare a report that provides an independent assessment based on the OECD DAC evaluation criteria i.e. relevance, coherence, effectiveness, efficiency, sustainability and impact. This report will evaluate the project's results including innovative and inclusivity of the processes, long term impacts, document key lessons learned, and offer recommendations for potential future initiatives. Specifically, the final evaluation will assess results towards the project outputs and outcomes as specified in the Project Document. The exercise will examine the project's contributions to participative and innovative policymaking, as well as other cross-cutting issues within its scope, its progress to date, and recommend areas for improvement. These recommendations could inform the current project regarding the sustainability of the project's interventions/benefits and could be leveraged to inform new UNDP programming as well as the institutionalization of the Participative and Innovative Public Policy Process.

This evaluation covers the entire duration of the project implementation from its actual start in 2021, including both project numbers (00124098, 00132111) and the national interventions within Thailand.

The primary target audiences of this terminal evaluation are the members of the Project Board, UNDP Management, and the Project Donor. The report will also be shared with other project stakeholders, including government agencies, development partners, UN Agencies, civil society organizations, and the private sector. The final evaluation report will be accessible to the public.

3) Scope and objectives

Below are the specific scope of focus and objective for this evaluation:

3.1. Scope:

- Evaluate the Participative and Innovative Public Policy Process 8 Elements in Action in the adaptation and adoption into the governmental sectors.
- Assess the relevance and strategic positioning of the project in responding to the needs and challenges faced by Thailand.
- Evaluate the extent to which the TP Lab contributes to the national priorities, development goals, strategies, plans, and the UNDP country programme (CPD 2019-2023).
- Review and assess the overall achievements of the projects at the outputs, outcomes, and impact levels and sustainability. And analyze the extent to which the planned project/ ongoing project activities are likely to lead to the project's outputs/outcomes.
- Identify factors, if any, that contributed to or hindered the project's performance and, eventually, the sustainability of results. Assess whether and how the project enhanced the application of a rights-based approach, gender equality, and the participation of other groups such as youth, persons with disabilities, ethnic minorities, and the private sector, etc.
- Evaluate the design, implementation, and management of the Thailand Policy Lab projects and provide recommendations for any changes in approach that may be considered for future project design or should be included in the project exit strategy. The following elements under each project's output will be considered:
 - o Identify lessons learned (including successful and unsuccessful practices) in relation to the design, implementation, monitoring, and management of the Thailand Policy Lab, as well as any best practices that should be or have shown significant potential for replication, and inform the design of the potential scaling-up of the project.
 - o Document potential areas for future interventions building on the achievements/lessons from the project.

3.2. Objectives:

- To ascertain the effectiveness and efficiency of the projects, tools and processes by Thailand Policy Lab provided to the central government and local governments and other relevant sectors in terms of impacts of the projects, the enhanced capacity of stakeholders and the building of the multi-level sustainable network of policy innovators.
- To measure the coherence, inclusivity, and sustainability of the interventions in fostering inclusive and citizen-driven policymaking at national and sub-national levels in tackling contemporary

challenges.

- To review and assess the risks and opportunities, document key learnings, lesson learns, achievements, and good practices; and recommend potential approaches for more effective approaches or scaling up opportunities for the sustainability and impactful results of the innovative and participative public policymaking reimagined.

4) Evaluation Criteria and Key Guiding Questions

The evaluation will be conducted to ensure full adherence to the key principles of UNDP Evaluation. The finalevaluation will adopt the six revised evaluation criteria by the Development Assistance

Committee (DAC) of the Organization for Economic Cooperation and Development (OECD) - Relevance, Effectiveness, Coherence, Efficiency, Impact and Sustainability. Moreover, additional cross-cutting criteria such as people-centered, Gender Equality and Social Inclusion, Transparency and Accountability, andresilience will also be included. The review will be independent, impartial, transparent, ethical, and credible, based on data and evidence. Evaluators are expected to adhere to the following evaluation criteria, which will be reviewed and elaborated in the evaluation inception report:

- **Relevance/Coherence:** Assessing the project's strategies, design, and implementation arrangements'relevance to Thailand's needs and priorities.
 - To what extent were the project's interventions aligned with national development priorities?
 - How does the project contribute to the country programme's theory of change and the SDGs in Thailand?
 - Were the Public Policy Process 8 Elements in Action methods, activities, and outputs aligned with the project's overall objectives and goals?
 - How responsive is the project to the changing development context in Thailand?
 - Does the project address national development challenges, leveraging UNDP's comparative advantage and coordinating with other key development players?
 - How well does the project adopt a gender-sensitive, human rights-based approach, in compliance with the principle of Leaving No One Behind (LNOB)?
- **Effectiveness:** Evaluating the project's success in achieving its objectives using the project's result framework.
 - How effective were the project's governance structures including M&E system in facilitating implementation and strategic direction?
 - Are the project outputs likely to be achieved by the end of the project duration? How do these achievements contribute to the intended results/outcomes?
 - What were the major factors influencing the achievement or non-achievement of project results?
 - How effective were the innovative and participative tools and processes in policymaking being utilized?
 - To what extent has capacity-building been effective in supporting project participant's goals?
 - How effective has the project been in forging or strengthening partnerships?

- **Efficiency:** Comparing the project benefits with the budget to assess efficiency and provide recommendations for improvements.
 - How efficient was the project implementation in generating expected results?
 - Were resources allocated strategically and used efficiently?
 - How well have the project's interventions leveraged additional financial or technical support?
 - How conducive were partnership modalities to delivering project outputs?
- **Sustainability:** Assessing how project achievements contribute to long-term sustainability by engaging relevant stakeholders.
 - How are the project's approaches and models being adopted or integrated into government policies?
 - To what extent has the project promoted government ownership on policy issues?
 - Do national and local partners possess the capacities to sustain the result and future implementation?
 - Are mechanisms in place for stakeholders to carry forward project results?
 - What factors influence the sustainability of the project's results?
- **People-centered, Inclusive, Human Rights, Gender Equality, and Leaving No One Behind:**
 - Were the citizens of various backgrounds being involved in the project and capacity building?
 - Were disadvantaged and marginalized groups effectively considered and benefited from the project?

5) Methodology

The methodology for this evaluation will be participatory, inclusive, and innovative, utilizing both qualitative and quantitative evaluation methods and instruments. The methodology will encompass sampling methods for selecting stakeholders and techniques for assessing results as outlined in the results frameworks.

The methodologies provided here are indicative only and the consultants should review and propose the revised methodology including data collection tools during the inception report.

The methods will include:

- **Data Collection:** This will involve various methods, including:
 - Desk reviews: Initially, the consultant will review essential documents such as the project document, progress reports, work plans, quality assurance reports, key outputs/knowledge products, communication materials, stories about the project, and relevant government policies. A comprehensive list of documents will be provided upon the consultant's induction.
 - Interviews with project teams, either physically or virtually, UNDP key staff involved in the projects, UNDP management, and key informants from government agencies, UN Agencies, development partners, and CSOs.

- Interviews with project board members and other strategic partners.
- Key informant interviews/consultations with target groups and focus group discussions, as appropriate.
- Site visits to relevant locations, ensuring a gender-sensitive approach in data collection and analysis.
- Focus groups discussion – The participants of the discussion groups should be inclusive ranging from policymakers, policy designers, academics, youths, local partners, etc.

For these interviews, the consultant will design specific questions tailored to each interviewee category and propose appropriate tools or approaches for engagement, such as surveys, semi-structured interviews, or focus group discussions.

- **Gender and Human Rights Lens:** All evaluation tools and products must address gender, disability, and human rights issues. The consultant will design tools that allow data collection from these perspectives. At least 1 woman and PWDs will also be interviewed.
- **Diverse Stakeholder Engagement:** The consultant is expected to propose various engagement approaches, considering different target groups segmented by gender, age, disability, and geographic location to ensure comprehensive stakeholder representation.

Data Validation: To strengthen the validity of findings and conclusions, data and information collected from different sources will be triangulated. The consultant should detail their approach to data validation in the inception report.

Evidence-based Conclusions: All conclusions, judgments, and opinions must be substantiated by evidence, avoiding reliance on subjective opinions.

Upon commencement, the consultant will develop the methodology in consultation with UNDP. The final methodological approach, including the interview schedule, field visits, and data utilization, will be clearly outlined in the inception report and agreed upon with UNDP.

Post-Data Collection Debriefing: Following data collection, the consultant will conduct a debriefing with key project stakeholders to discuss preliminary findings. This session will also identify areas requiring further analysis and any missing information before proceeding to the synthesis and drafting phase.

6) Evaluation products (deliverables)

Inception Report: The consultant will submit an inception report detailing the proposed approach/methodology for interpreting qualitative data and the input information received from stakeholders as relevant.

Inception Report (7-10 pages, excluding Annexes): The inception report, to be drafted after the desk review and preliminary discussions with UNDP, will lay the foundation for the evaluation. It aims to articulate a deep understanding of the evaluation's scope – what is being evaluated and why – and to

outline how each evaluation question will be addressed. The report will present a detailed schedule of tasks, activities, and deliverables, including:

An overview of the evaluation objectives and key questions.

A proposed methodology and approach, aligning with the expectations outlined in the methodology section.

Detailed data collection tools and specific questions tailored for different stakeholder groups.

Develop Evaluation Matrix: The inception report must incorporate an Evaluation Matrix. This matrix acts as a roadmap for the evaluation, facilitating planning and execution, and serves as a key communication tool with stakeholders. It succinctly summarizes and visually presents the evaluation design and methodology, encompassing:

Evaluation Questions: Clearly defined questions that the evaluation aims to answer, linked to the objectives and scope of the evaluation.

Data Sources: Identification of primary and secondary data sources that will provide the information needed to answer the evaluation questions.

Data Collection and Analysis Tools/Methods: Description of the specific tools or methods to be used for collecting and analyzing data from each identified source, including qualitative and quantitative approaches as appropriate.

Standards/Measures: The criteria or benchmarks against which each evaluation question will be assessed to ensure objectivity and consistency in the evaluation process.

Debrief of Preliminary Evaluation Results: Immediately after completing fieldwork and data collection, the consultant is expected to provide a preliminary debriefing and present findings to UNDP and key stakeholders. This session will facilitate an initial exchange of insights and allow for immediate feedback.

Draft Evaluation Report (approximately 50 – 60 pages excluding the annex pages, excluding annexes): The draft report should be comprehensive, logically structured, and include the following sections:

- List of Acronyms and Abbreviations (1-2 pages): Provide a quick reference to understand the abbreviations used throughout the report.
- Executive Summary (1-3 pages): Summarize key findings, ratings, and recommendations. This section should capture the essence of the evaluation for readers seeking a condensed overview.
- Introduction (1-2 pages): Present the evaluation's context, including the purpose and significance of the evaluation.
- Evaluation Scope and Objective (1-3 pages): Detail what the evaluation covers and aims to achieve, clarifying its boundaries and intentions.
- Evaluation Approach and Methods (1-3 pages): Explain the methodologies employed for data collection and analysis, including sampling and any specific tools or techniques used.
- Data Analysis and Findings (20-35 pages): Present a detailed analysis of the data collected,

including a table showing progress against indicators. Incorporate a human/best practice narrative based on evidence from field visits.

- Conclusions, Recommendations, and Lessons Learned (5 - 10 pages): Synthesize the evaluation's outcomes, providing clear, actionable recommendations and distilling lessons that can inform both the current project and future programming.

The report should maintain a coherent flow, linking data analysis directly to findings, conclusions, and recommendations. Recommendations must be focused, specific, and actionable, while lessons learned should reflect on the project's performance and the consultant's experience, offering valuable insights for future projects.

- Annexes: Include survey/questionnaire questions and analysis, a list of contacts, and other pertinent information.

Review and Feedback Process: UNDP will coordinate with key stakeholders such as the National Economic and Social Development Council and other reference groups, including representatives from the government counterpart, civil society, etc. They will review the draft evaluation report and provide comments within two weeks of receipt, focusing on the content's alignment with the Terms of Reference (ToR) and inception report, as well as adherence to quality criteria.

Final Evaluation Report Audit Trail: The consultant should use "track changes" to document revisions made in response to feedback, creating an Audit Trail Report. This will transparently show how comments have been addressed, ensuring accountability and facilitating the finalization of the report.

Final Evaluation Report Submission: Upon receiving feedback on the draft report, the consultant is required to incorporate the inputs and submit the final evaluation report within two weeks. This final submission should reflect a thorough consideration of all comments and suggestions provided during the review process, ensuring that the report accurately represents the evaluation findings and adheres to the highest standards of clarity, comprehensiveness, and relevance.

Development of Presentation Materials: In addition to finalizing the report, the consultant is tasked with creating a concise PowerPoint presentation that summarizes the key findings, conclusions, and recommendations of the evaluation. This presentation should be designed to effectively communicate the essence of the report to a diverse audience, highlighting the most critical insights and actionable recommendations.

Presentation of Evaluation Results: The consultant is expected to present the evaluation results to UNDP, the project board, and any other relevant stakeholders as identified by the project team. The presentation should be delivered a maximum of two times to ensure broad dissemination and understanding of the findings among all key parties involved. These sessions provide an opportunity for interactive discussion, clarification of findings, and exploration of ways to implement the recommendations for the benefit of ongoing and future projects.

Objectives of the exit Presentation Sessions: The evaluator to present the report/ final report

- To ensure a shared understanding of the evaluation's outcomes among UNDP, project

stakeholders, and other relevant parties.

- To facilitate a dialogue on the implications of the findings for the current project and related future initiatives.

The consultant should be prepared to engage with the audience, answer questions, and provide additional insights as necessary to elucidate the evaluation's findings and recommendations. These presentations are pivotal moments for reflection, learning, and planning the way forward, based on the evaluation's insights.

No.	Deliverables/Outputs	Estimated Duration to Complete	Target Due Dates	Review and Approvals Required
1	Deliverable 1: Submission of the evaluation inception report produced with detailed review methodology, including timelines.	3 days	1 July 2024	Evaluation Manager
2	Deliverable 2: Completion of field work, exercise, and provision of presentation of preliminary findings (Evaluation Debriefing) to key stakeholder	17 days	31 July 2024	Evaluation Manager
3	Deliverable 3: Submission of a draft version of the evaluation report	10 days	15 August 2024	Evaluation Manager
4	Deliverable 4: Submission of satisfactory final evaluation report incorporating comments at the quality required in compliance with the required Evaluation Report Outline, PowerPoint of evaluation results, and attached with Audit Trail Report. And provide the exit presentation to the report/ final report - findings to UNDP and stakeholders	5 days	23 August 2024	Evaluation Manager
Total Number of Working Days		35 days		

**Multiple reiterations may be required of the reports until the report is considered approved.*

7) 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.

8) Implementation Arrangements

The evaluator will work under the general guidance of the Deputy Resident Representative and under the overall coevaluation manager ordination of the Programme Analyst. The deliverables will be reviewed by the evaluation manager who will facilitate contributions from the project implementation team, UNDP advisors, the Programme Oversight Unit, the project’s donor, key national project partners, and other relevant stakeholders. Inputs will be consolidated by the Programme Analyst before being shared with the evaluator. The deliverables must be approved by the evaluation manager to ensure that the evaluation objectives are met, the reports meet acceptable quality standards, and relevant stakeholders are duly consulted. Payment will be released upon confirmation of the deliverables by the evaluation manager.

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 project team will work closely with the evaluator to facilitate the process, including providing relevant documents related to the Thailand Policy Lab project for desk review, identifying stakeholders and sources of information, and assisting in resolving any issues that arise during the assignment period, to the extent possible.

Duty Station: The duty station for this assignment is home-based, with one required travel to Thailand for a period of two weeks, expectedly in June or July 2024. The evaluator is expected to virtually and/or physically collect data and conduct interviews with key informants as relevant during their presence in Thailand. The field visit will include key informant interviews in Bangkok and the two target provinces (the provinces to be identified). The field mission plan will be discussed and agreed upon between the UNDP team and the consultant once the consultant is on board. The consultant is responsible for organizing their daily stipend and transportation during their time in Thailand, which should be included in the proposed budget. In the event of travel to the provinces, transportation will be arranged by UNDP, and the transportation costs will be covered by UNDP.

Duration of the Assignment: This final evaluation is to be carried out between from 19 June to 30 August 2024. The consultant is expected to produce deliverables within the timeframe set in section 5 of this Terms of Reference (expected outputs and deliverables).

Annex II: Evaluation Matrix

Evaluative Criteria Questions	Indicators	Sources	Methodology
Relevance: How does the project's objectives and design respond to the beneficiaries needs and policies on policy development and design?			
<ul style="list-style-type: none"> To what extent does the Project respond to the needs, policies and priorities? Were the Public Policy Process 8 Elements in Action aligned with the project's overall objectives? 	Alignment of initiative to priorities of involved institutions, partners Alignment with Public Policy Process 8 Elements of Action	Strategies and plans of involved institutions, partners	Document review and interviews
<ul style="list-style-type: none"> Have the objectives of the intervention and its design remained appropriate over the course of implementation? 	Adaptation to any changes in policy, priorities. Appropriate responsiveness of project to political, legal, economic, institutional and other changes in the country	National and sub-national government policies and planning documents	Document review and interviews
<ul style="list-style-type: none"> To what extent was the initiative responsive to changing development context, other changes 	Application of adaptive management, changes in external environment (context)	National context, Project documents	Document review and interviews
<ul style="list-style-type: none"> Was the intervention designed in a way to respond to the needs and priorities of all gender in Thailand? 	Alignment of design to needs of genders, Evidence of practical and strategic needs met	Project documents,	Document review and interviews
<ul style="list-style-type: none"> To what extent does the design reflect rights of persons of all genders and include feedback from diverse range of local stakeholders? 	Involvement of diverse representatives at design stage	Project document, initiation stage information	Document review and interviews
Coherence: How compatible is the Project with other interventions in Thailand (both at the national and sub-national level)			
<ul style="list-style-type: none"> Did the project's objective meet the national, subnational objectives? Does the project address national development challenges? 	Alignment to government and sub-national objectives in policy development. Address issues important to local communities.	National and sub-national government policies and planning documents	Review, interviews
<ul style="list-style-type: none"> Did the project contribute to the UNDP Country Programme Results? To the achievement of the SDGs? 	Alignment of project to UNDP Country Programme, SDGs	Project document, UNDP Country Programme, national SDG targets for Thailand	Document review
<ul style="list-style-type: none"> To what extent is the intervention design, delivery and results coherent with international laws and commitments on gender equality and human rights, and does it support national-level legislation and initiatives on gender quality and human rights? 	Alignment to Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), 2030 Agenda, national legislation on women's and human rights	CEDAW and other international commitments, national legislation	Document review and interviews
Effectiveness: To what extent have the expected outcomes and objectives of the project been achieved?			
<ul style="list-style-type: none"> To what extent have the project Objective and Outcomes been achieved? In what timeframe? 	Adherence of project plan	Project indicators, RRFs, Annual report	Document review
<ul style="list-style-type: none"> To what extent does the project leverage UNDP's comparative advantage and coordinate with key development players? 	Alignment with UNDP's comparative advantage in Thailand, engagement of development partners	Meeting minutes	Document review, interviews

Evaluative Criteria Questions	Indicators	Sources	Methodology
<ul style="list-style-type: none"> How did stakeholder involvement and public awareness contribute to the achievement of project objective and outcomes? 	Varied methods of stakeholder engagement, expressed interest from communities/various stakeholder groups	Annual reports, Project indicators, interviews	Document review, interviews
<ul style="list-style-type: none"> Which were the key factors that contributed to project success/underachievement; can positive key factors be replicated in other cases, or could negative factors have been anticipated and minimized? 			
<ul style="list-style-type: none"> How has risk and risk mitigation been managed over course of project? 	Risk management plan and implementation	Progress reports, project team documents	Document review, interviews
<ul style="list-style-type: none"> To what extent were the project expected results in terms of gender quality and inclusiveness achieved 	Involvement of women, youth and other marginalized groups in activities, balance of national/sub-national activities	Gender disaggregated data, project results	Document review, interviews
<ul style="list-style-type: none"> To what extent were there differentiate results for different groups? Was the theory of change and results framework informed on general equality, inclusiveness issues? 	Different approaches applied for different groups, monitoring and analysis applied of differential effects	Evaluation reports from training	Document review, interviews
Efficiency: How economically were the project resources and inputs converted into results?			
<ul style="list-style-type: none"> Was the project economically efficient? 	Project budget conformity with agreed in the project document; project management costs did not exceed acceptable levels; project audits revealed no questionable costs and/or violation of procurement, financial and HR administration rules	Project financial statements, audit reports	Document review
<ul style="list-style-type: none"> Was the project management effective? Were there any particular challenges with the management process? Did the project Steering Committee provide the anticipated input and support to project management? Were risks assessed in time and adequately dealt with? Was the level of communication and support among key partners adequate and appropriate? 	Project management arrangements contributed to attainment of project objective and outcomes, and were implemented according to the established principles and procedures	Project risk log, project Steering Committee minutes	Document review, interviews

Evaluative Criteria Questions	Indicators	Sources	Methodology
<ul style="list-style-type: none"> How efficient are partnership arrangements for the project? 	Terms of the cooperation agreements, sustainability, engagement, etc.	Agreements, meeting minutes	Document review
<ul style="list-style-type: none"> To what extent were resources allocated to consider gender equality, inclusiveness 	Differentiation in allocation of resources	Project documents	Document review, interviews
Sustainability: To what extent will the benefits of the intervention continue or be likely to continue?			
<ul style="list-style-type: none"> To what extent has the Project contributed to improvement the enabling environment 	Increased interest and engagement of stakeholders in policy formulation. Increased capacities of policy-makers	Interviews with stakeholders, project reports	
<ul style="list-style-type: none"> What is the likelihood that institutional and technical achievements, legal framework, policies and governance structures and processes will allow for the project results to be sustained? Are there key institutional and governance risks to sustainability? 	Major institutional changes, agility to uptake innovative approaches to policy design. Leverage of additional financial and/or technical support	Interviews with stakeholders, project reports	
<ul style="list-style-type: none"> Do stakeholders have or are likely to achieve adequate level of 'ownership' of results, interest in ensuring that project benefits are maintained? Do they have the relevant capacities? 	Appropriate capacities of stakeholders, ownership established. Established stakeholder arrangements.	Agreements, feedback from stakeholders, data on engagement	
<ul style="list-style-type: none"> To what extent are project results resilient to socio-economic factors? On issues relating to institutional frameworks and governance? 	Key policies in place to support sustainability. Adoption of models and approaches into government policies/practices.		
<ul style="list-style-type: none"> To what extent did the Project contribute to greater equality within the wider context (nationally and sub-nationally) 	Changes in social norms	Review of initiatives	Interviews
<ul style="list-style-type: none"> Will the achievements in greater equality (involved in policy development persist beyond the Project finalization) 	Mechanisms in place for the long-term	Project documents	Document review, interviews
Impact: Are there indications that the project has contributed to, or enabled progress toward high-level effects in policy design and formulation?			
<ul style="list-style-type: none"> Did the project achieve its planned impacts? Why or why not? 	Contributions to change		

Evaluative Criteria Questions	Indicators	Sources	Methodology
<ul style="list-style-type: none"> • Are there (and what are) secondary impacts achieved by the project? 			
<ul style="list-style-type: none"> • Which were the key lessons learned in course of project implementation? Will other projects, areas of support gain from the project results/outcomes? 	Knowledge captured and transferred	Progress reports, evaluation of training	Document review, interviews
<ul style="list-style-type: none"> • To what extent were the impact for different genders and different social differences equal 	Identified differences in engagement, impact according to gender or marginalized groups	Review of initiatives, training results (follow-up)	Document review, interviews
<ul style="list-style-type: none"> • To what extent did gendered or other socially-related norms or barriers impact outcomes 	Identified norms or barriers	Progress reports	Document review, interviews

Annex III: List of guiding questions

The table provides a list of guiding questions intended for each stakeholder group. These questions will help ensure that stakeholders are well-prepared and can provide critical insights during the interview sessions.

Stakeholder category	Question
Main partner (management level)	<p>Did the project design adequately take into account the national realities, both in terms of institutional and policy frameworks? Did it address problems in project design and formulation?</p> <p>How relevant is the project strategy in relation to national and subnational objectives? In relation to the Public Policy Process 8 Elements of Action?</p> <p>How relevant is the Project to UNDP objectives in Thailand?</p> <p>Provide your comments on the Project Steering Committee and its role in the Project? Advisory Board?</p> <p>What were the key mechanisms/measures that allowed you to provide input in oversight of project progress? Of project outcomes in meeting objectives?</p> <p>How were gender and inclusiveness issues addressed in project design and implementation?</p> <p>How were decisions made on which projects/activities to support?</p>
Main partner (expert/operational level)	<p>Provide your comments on the Project Steering Committee and its role in the Project? Advisory Board?</p> <p>What were the key mechanisms/measures that you applied in monitoring and ensuring project progress? Of project outcomes in meeting objectives?</p> <p>What were the best ways to engage the management level? Give examples of their input that lead to improved project?</p> <p>What were the key successes in engagement of partners? In engaging various stakeholder groups?</p> <p>How were gender and inclusiveness issues addressed in project design and implementation?</p>
Government partners	<p>Did the project activities take into account the national realities and challenges in your institution's policy area?</p> <p>Describe the relevance of the project to your policy area?</p>
University partners	<p>How were gender and inclusiveness issues addressed in project implementation?</p> <p>How was your work and output (result) monitoring by the Project team?</p>
Implementing partners	<p>Describe the relevance of the project to your area of intervention?</p> <p>How were gender and inclusiveness issues addressed in project implementation?</p> <p>How was your work and output (result) monitoring by the Project team?</p>
Media partners	<p>Describe the relevance of the project to your audience?</p> <p>What are your thoughts on the way the project highlighted their focus in terms of results (what they were trying to achieve)? And in terms of gender and inclusiveness issues?</p>
Generic questions	
What are your thoughts on the project strategy and its design? Did the project address the problems on public policy design and formulation?	
Please name the three successes of this project from your perspective?	
Please name what you think would be the most important thing to consider to sustain the project results?	
What is your opinion in terms of TPLab's area of expertise/competence	
What are your thoughts in terms of the sustainability of results? Risks of ensuring continuity? Impacts of the project?	

Annex IV: List of stakeholders consulted

#	Organisation/Institution	Names, titles
1.	UNDP Thailand*	Renuad Meyer, Resident Representative Irina Goryunova, Deputy Resident Representative Peeranut Supinanon, RBM & ME analyst Suparnee Pongruengphant, Gender Equality and Social Inclusion advisor
2.	Project team	Tiffany Chen, Policy Experimentation analyst Parppim Pimmaratana, Policy Innovation Knowledge Management analyst Nutthawut Naowabutra, Project assistant
3.	Office of the National Economic and Social Development Council (separate meetings for PSC members/upper management-level & experts who involved in key projects)	Suriyon Thunkjanukij, Senior advisor Sutamma Dharmasakti, Senior analyst (team leader) Thomthawee Leelahalamlert, Competitiveness department, Plan and Policy Analyst, Professional Level Satima Chalaermmit, Competitiveness department, Plan and Policy Analyst, Practitioner Level Phaewnapha Phosalasaeng, Competitiveness department, General Administration Officer 3 Nattawara Neamkaew, Competitiveness department, Plan and Policy Analyst, Practitioner Level
4.	UNFPA	Adhipat Warangkanand, Programme coordinator on Population Change, Data and Innovation
5.	UNDP Accelerator Lab*	Pattamon Rungchavalnont, Head of Solutions mapping Nutthapon Rathie, Head of Experimentation
6.	National Health Security Office (NHSO) *	Waraporn Suwanwela, Deputy Secretary-General National Health Security Service
7.	National Health Commission Office	Wanwimol Kwunyajai, Expert Officer
8.	Child and Adolescent Mental Health Rajanagarindra Institute (CAMRI)	Dr. Wimonrat Wanpen, Director
9.	Chiang Mai University*	Dr. Ora-orn Poocharoen, Assistant professor, Director of the School of Public Policy
10.	Thammasat University*	Dr. Naim Laeni, Faculty of Political Science
11.	Khonkean University, College of Local Administration*	Dr. Sirisak Laochankham, Assistang professor, Dean
12.	Mahidol University*	Dr. Theerapat Ungsuchaval, Assistant professor, Faculty of Social sciences and humanities
13.	Phayao University*	Dararat Khampeng, Assistant professor Chatthip Chaichakan, Ph.D., Assistant professor
14.	Prince of Songkla University, Public Policy Institute+	Dr. Phen Sukmag, Director Wanna Suwanchatree
15.	Songkhla province community leaders+	Rohanee Waeyaena, Public health scholar Husiniyah Adae, Public health scholar Sakeeyah Jeyoh, Public health scholar
16.	Blackbox limited liability company	Warat Cherdkiettrakul, Co-founder and learning designer
17.	Cross and friends limited liability company	Mek Sayasevi, Co-founder Witee Wisuthumporn, Working team member
18.	InsKru teachers' community	Aimvarang Siriratanakumvog, Managing director
19.	Rise impact limited liability company*	Montra Vesarach, Co-founder and Board of Directors

* denotes that the interview took place on-line

+ denotes the meetings that took place in Songkla province

Annex V. Results Framework

Results, where indicators are reached are indicated in green; those that are not reached are indicated in yellow; inconclusive due to inability to confirm data – white.

Intended Outcome as stated in the UNDAF/Country Programme Results and Resource Framework				Data self-reported by TPLab and UNDP		
Outcome 2: Human capital needed for social and inclusive developed is improved through strengthening of institutions, partnerships, and the empowerment of people	Indicator 2.1.1. # of recommendations integrated into policies and practices for improved and inclusive e-government services formulated at national and subnational level		One policy recommendation regarding Universal Health Care (five-year strategic plan for the National Health Security Office)			
	Indicator 2.1.4. # of people accessing digital platforms designed to increase connectivity, learning, and cross-sectoral collaboration for improved access and delivery of quality services		655 users from 20 countries: Thailand (521), India (50) South Korea (20)			
Outcome 3: People living in Thailand, especially those at risk of being left behind, are able to participate in and benefit from development, free from all forms of discrimination	Indicator 3.1.3. # of changes in approved public policies that address the needs of vulnerable groups		1 case on universal health care			
	Indicator 3.2.2. % of vulnerable people with improved opportunities to engage with decision-making bodies		150 people which include youth (50), people with disabilities (50) and a population focus group (50)			
Project Title and Atlas Project number: Thailand Policy Lab 2022-2024; ATLAS Award ID 00144300; ATLAS Project ID 00132111						
Expected outputs	Output indicators	Data Source	Baseline ³⁷	Final Target (planned)	Actual	Comments
Output 1: Policy innovation explored and experimented for gender responsive and inclusive policy options and recommendations	1.1. Number of policy insights, options and suggestions developed for specific policy issues taking into consideration aspect of gender and LNOB	Project progress report	0	6	3 Policy For youth by youth-youth mental health (Youth-led) Population – (Future of family/ LGBTQ/ Diversity cafe) Universal healthcare (vulnerable groups)	
	1.2. Number of policy prototypes designed with increase in awareness and recognition of humanistic and empathetic values in policy process		0	5	2 Policy Innovation Tools – TIPAD (2021-2022) 8 Elements in Action – Participatory Policy Process (2022 - present)	Although there are only two listed, the evaluator considers the 8 Elements in Action is a complex system of approaches and methods which encompasses the entire policy cycle.

³⁷ Baseline year is 2021.

	1.3. Number of government agencies incorporating innovation for policy making and service delivery improvement		0	5	4 NESDC NHSO NHCO Department of Mental Health	In addition to be expanded to: Ministry of Commerce, Ministry of social development and human security and the Secretariat of the cabinet by end of 2024. This appears to meet indicator in terms of incorporation in policy making. However whether this is sustainable and led to service delivery improvement remains to be seen and assessed by the Project.
Output 2: National capacities for gender responsive and inclusive policy innovation in Thailand accelerated	2.1. Number of government officials, policy makers, educators and key stakeholders training on how to apply innovative tools to public service delivery and policy formulation taking into consideration aspects of gender and LNOB	Project progress report	0	800	1 314 trained of which ~ 460 estimated to target taking aspects of gender and LNOB <ul style="list-style-type: none"> • Foresight Training with LKYSPP Singapore 2023, 40 participants • Design Thinking Training for Policy Making and Public Service in collaboration with CSC Singapore 2022, 68 participants • System Thinking in collaboration with Chora Foundation, 2022, 30 participants • Foresight Training, Future of Family with youths in the North – 2022, 30 youths • PIJ North in Phayao province on gender with local leaders and administration, 40 participants 	Numbers of trained in application of various tools for policy formulation exceeds planned by ~ 60%. In terms of the training conducted and people trained in aspects of gender and LNOB, the planned target has reached almost 50% of that which as planned.

					<ul style="list-style-type: none"> • PIJ South in Hatyai on Food Security for local governmental administration, private sector in the food industries, provincial local leaders, 60 participants • PIJ Central in Saraburi province on Sustainable Tourism with local leaders/ administrators and communities (market operator, craftsmen, etc), 30 participants • PIJ North East in Khon Kaen province on Local governance, <i>no information on number of participants</i> • Policy Innovation Class in Khonkean University, 240 students • PSAC, OPDC, 2023 – present, 40 young civil servants • Policy innovation course at Thammasat University, 30 students • Hackathon Election 2575 in 2023, 80 participants • Hackathon People with Disability, Hack Hug Hug 2023, 50 participants • Hackathon Mental Health, Hack Jai in 2024, 50 participants • Training of trainers and local leaders in Pattani province in 2024, 200 participants 	
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					<ul style="list-style-type: none"> • IMD Workshop "Developing Thai labour productivity to enhance the country's competitiveness", 50 participants • Workshop Agriculture Service Provider, 120 participants • Workshop on Quality Organizational Development and Social Policy Design with Ministry of Social Development and Human Security, 60 participants • Workshop Pain points with The Secretariat of the cabinet, 40 participants • Brainstorming workshop to determine the future direction of Thai trade and the vision of the Ministry of Commerce, 36 participants • System mapping workshop with the Secretariat of the Cabinet, 20 participants 	
	2.2. Number of NESDC staff applying knowledge and skills from policy innovation intensive training as measured by: i) demonstrated capabilities in doing things differently than previously		0	100	<p>120 NESDC staff trained</p> <ul style="list-style-type: none"> • 10 from Competitiveness development Strategy and Coordination Division • 40 from Bangkok and Southern Thailand trained in Foresight and Horizon Scanning • 20 from the social division, Agriculture, and Tourism Division engaged in the work and utilize the tools and process by TPLab in projects and planning 	Data collection methods were expected as "a mix of qualitative and quantitative evidence to demonstrate capability development". Up to the point of the evaluation data and information available on numbers trained and satisfaction with training, however no evidence of collecting information on i) demonstrated

	ii) application of knowledge or skills learned over the course of the training				<ul style="list-style-type: none"> • 50 participants in IMD Workshop 2023 and 2024 • ASPs Workshop 2024 	capabilities or ii) application of skills learned.
	2.3. Number of educators applied gender-responsive and inclusive innovative tools and methodologies in their curriculum and teaching	Project progress report	10	150	<p style="text-align: center;">68</p> <ul style="list-style-type: none"> • Policy and Justice Innovation Tools for Educators in 2021, 50 professors • Thammasat University in 2022, 1 professor • Mahidol University in 2023, 4 professors • Khonkaen University in 2023 , 1 professor • Prince of Songkhla University, 12 professors 	Planned target has not been reached (48%).
Output 3: Learning community of innovators strengthened through increased access to approaches and methodologies for policy innovation and networking	3.1. Number of platforms development for people's participation in policy design and formulation	Project progress report	0	1	1 platform (Our Policy)	The development of the virtual Policy Platform (OurPolicy Platform) was launched in August 2024. Since the platform was just launched, it was not possible to assess whether the platform would serve the purposes for which it was designed.
	3.2. Number of people reached for raising awareness and knowledge sharing on the advantages of policy and innovation disaggregated by sex and age		1,000	7,000	<p style="text-align: center;">25 921 people</p> <ul style="list-style-type: none"> • Shrine of hope (2022), 1,121 people • PIX 1 – 500 people • PIX 2 –2,000 people • PIX 3 – 3,500 people • Policy Innovation Knowledge Sharing in Nov, 2022 - 11,000 views 	Although in terms of numbers the project has reached has exceeded the numbers planned by more than 3 times, the data has not been collected in terms of the requirements by the project design (i.e. disaggregated by sex and age).

					<ul style="list-style-type: none"> • PIX 4 – 3,300 people • Diversity café and talk – 1,500 • Standard economic forum – 3,000 	
	3.3. Number of events on policy innovative tools and methodologies organised		3	10	<ul style="list-style-type: none"> • 17 events • PIX 2, PIX 3, PIX 4 • PIJ South in Hatyai on Food Security (September 2022) • Policy Innovation Knowledge Sharing (November 2022) • PIJ North in Phayao province on gender (December 2022) • PIJ Central in Saraburi province on Sustainable Tourism (March 2023) • PIJ North East in Khon Kaen province on Local governance (September 2023) • Standard Economic Forum 2023 and 2024 • Hackathon Election 2575 (2023) • Hackathon People with Disability (2023) • Hackathon Mental Health (2024) • Bangkok Design week 2023 and 2024 • Khonkean Creative Festival 2023 • Diversity Café (2023) 	
	3.4. Number of people reached through	Data from	300,000	1,2 million	<ul style="list-style-type: none"> • 1,002 million people reached • Facebook Jan 2022 – Jul 2024: 1 M • Instagram Jun 2023 – Jul 2024: 1,005 users 	

	Thailand Policy Lab's digital platforms	digital platform			• OurPolicy Platform 677	
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Annex VI: Survey on TPLab Project trainings



Thailand Policy Lab Project trainings ³

บทนำ: แอมบาสเดอร์ต่างชาติซึ่งเป็นส่วนหนึ่งของโครงการนี้ถูกขอให้ประเมินความสำเร็จของการฝึกอบรมที่ดำเนินการโดยทีม
 การออกแบบและจัดทำแผนนโยบาย คุณได้รับข้อความนี้เนื่องจากคุณมีส่วนร่วมในการฝึกอบรมที่ดำเนินการโดยทีมโครงการพัฒนา
 แอมบาสเดอร์ต่างชาติในกรุงเทพฯ "ฟอรัมปฏิบัติการนโยบายสาธารณะ" (Thailand Policy Lab) ซึ่งเป็นความร่วมมือระหว่างโครงการ
 พัฒนาแอมบาสเดอร์ต่างชาติในกรุงเทพฯ และสถาบันเศรษฐกิจและสังคมแห่งชาติ เราขอขอบคุณเป็นอย่างสูงที่คุณสามารถสรร
 เวลาเพื่อให้ข้อเสนอแนะเกี่ยวกับการฝึกอบรมที่คุณมีส่วนร่วม แอมบาสเดอร์จะไม่เปิดเผยชื่อคุณ ระยะเวลาไม่เกิน 10 นาที และเราขอเชิญคุณ
 กรอกแบบฟอร์มภายในวันที่ 23 สิงหาคม

ขอขอบคุณมาก!

Introduction: This survey is conducted as part of an evaluation which is looking to assess the success of training
 conducted on policy design and formulation. You have received this message because you have been involved in training
 provided within the framework of the United Nations Development Programme in Thailand "Thailand Policy Lab". We
 would highly appreciate if you could take some time to provide your feedback on the training you were involved in. The
 survey is anonymous, it should not take more than 10 minutes of your time, and we invite you to complete the form by
 23 August.

Thank you!

*** Required**

1. โปรดระบุอาชีพของคุณ: /Please indicate your occupation: *
 Please select at most 2 options.

- เจ้าหน้าที่รัฐ / government official
- ผู้กำหนดนโยบาย / policy maker
- ผู้กำหนดนโยบาย / educator researcher
- ภาครัฐ/ข้าราชการศึกษา/พนักงาน / local government official or employee
- เจ้าหน้าที่สหประชาชาติ/ประชาสังคม / civil society organisation
- อื่นๆ other

2. คุณได้เข้าร่วมการฝึกอบรมเมื่อไร (เดือน/ปี)? /When did you participate in the training (month/year)? *

3. โปรดระบุสิ่งที่คุณได้เรียนรู้จากการฝึกอบรมที่คุณเข้าร่วมในโครงการ Thailand Policy Lab: / Please indicate what you learned in the training you participated in within the Thailand Policy Lab project. *


4. คุณได้นำสิ่งที่เรียนรู้จากกิจกรรมไปใช้ในการทำงานหรือไม่ / Did you apply any of the things you learned in your work after the training? *

ใช่ / yes
 ไม่ใช่ / no

5. หากใช่ โปรดอธิบายสั้นๆ ว่าคุณนำสิ่งที่ได้เรียนรู้ไปใช้อย่างไร / If yes, please describe how you applied the new ideas *

6. หากไม่ใช่เป็นเช่นนั้น โปรดอธิบายว่าเหตุใดคุณจึงไม่สามารถใช้ทักษะเหล่านั้นได้ / If no, please explain why you could not apply these ideas *

This content is neither created nor endorsed by Microsoft. The data you submit will be sent to the form owner.



Annex VII. Signed UNEG Code of Conduct form

Evaluation Consultants Agreement Form

To be signed by all consultants as individuals (not by or on behalf of a consultancy company) before a contract can be issued.

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

Name of Consultant: Silvija nora kalnins

Name of Consultancy Organisation (where relevant): _____

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

Signed at (place) on (date)

Signature: _____

DocuSigned by:
Silvija Nora Kalnins
B7CFAF507E2C417...

Dated in Rīga, Latvia on 19 September 2024

Annex VIII. Documents reviewed and/or consulted (incomplete list)

- Initiation Plan_00124098_Thailand Policy Lab
- Project Document_00132111_Thailand Policy Lab
- Protocol to Amend_00132111_Project Extension
- Social and Environmental Screening_Thailand Policy Lab
- PQA Closure
- Project Risk Register_Thailand Policy Lab
- Project Structure_Thailand Policy Lab
- 2021 Progress Report
- Partnership Agreement_Between NESDC and UNDP_RIC
- Project Board Meeting Minutes_2020_2021_2022_2023
- Annual Workplan_2020-2023
- CPFRR Report_2021-2022-2023
- BTOR Reports
- Budget Revision Documents_2021-2022-2023-2024
- Letter of Agreement_School of Public Policy-Chiang Mai University (SPP)
- Letter of Agreement_University of Phayao (UP)
- Letter of Agreement_King Mongkut University (KMUTT)
- FACE Reports_for all LOAs
- CDR Reports_2021-2022-2023
- Spot Check Report for KMUTT
- Procurement Plan and Transactions_2022-2023-2024
- Project Asset Listing
- Health Security System Redesign Summary Report_NHSO
- Mahidol University Knowledge Management Documents
- Thammasat University Knowledge Management Documents
- 8 Elements in Action_Policy Innovation for Public Policy Process
- Feedback from Food Security_PuloPuyo_Pattani
- Policy Innovation Course Feedback
- Feedback from PSAC course

The full amount of documents provided over the course of the evaluation is available:

https://drive.google.com/drive/folders/1KZ5X_TTI93q-MDxPpS_5J6rPeKU_hqpN?usp=sharing