

**INDEPENDENT REVIEW  
&  
LESSONS LEARNED**

**UNITED NATIONS PARTNERSHIP ASSISTANCE  
FRAMEWORK (UNPAF)  
2017 – 2021**

**THAILAND**

**Final Report of the Independent Consultant  
21 October 2021**

# Purpose of the Independent Review and Lessons Learned Exercise

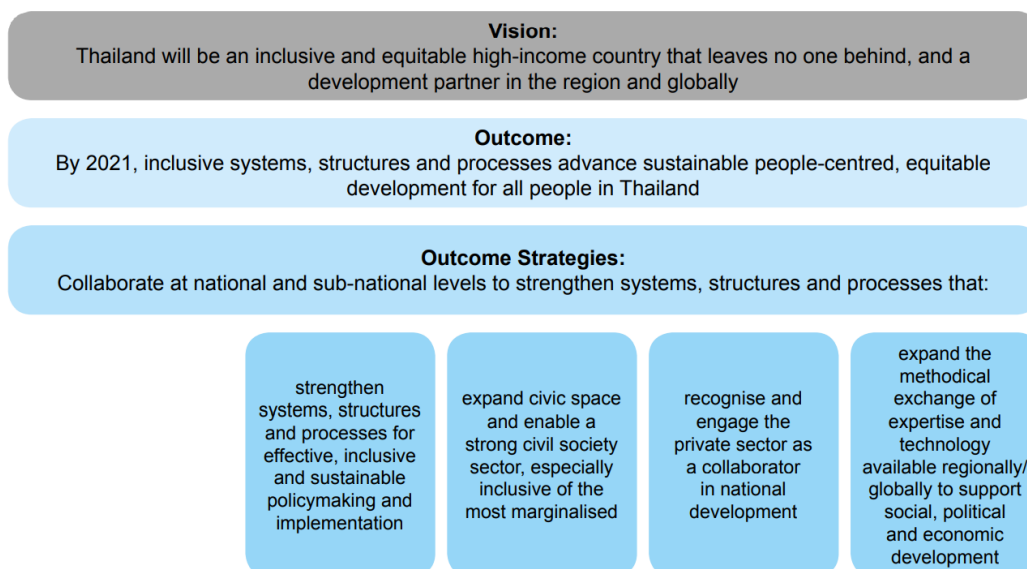
This independent review was commissioned by the United Nations in Thailand to generate key findings, lessons learned and recommendations from the implementation of the United Nations Partnership Framework (UNPAF) in Thailand (2017 – 2021)<sup>1</sup>. The exercise is important for the purposes of strategic reflection and insights to inform the design and execution of the successor United Nations Sustainable Development Cooperation Framework (UNSDCF).

The review covers aspects of:

- i) the contribution made by the UN system to the development goals and objectives contained in the UNPAF (see Figure 1 below) and their alignment to national development priorities;
- ii) support provided to advance the Sustainable Development Goals (SDGs), including central attention to gender equality and human rights;
- iii) management, coordination and delivery mechanisms that enable implementation by the United Nations Development System in Thailand.

The review is founded on the central evaluation principles of ‘relevance’, ‘effectiveness’, ‘efficiency’, and ‘partnerships and sustainability’. Integral to the review is the consideration of human rights, gender equality, Leave No-One Behind (LNOB) and accountability and results-based management’. In terms of its methodology the review benefitted from an independent desk review of relevant documents<sup>i</sup>, which included a number of UN agency evaluations and reports<sup>2</sup>, a participant’s survey, and consultations with relevant stakeholders, including the Government of Thailand, international and national development partners, the private and civil society sectors, as well as the members of the United Nations Country Team in Thailand.<sup>3</sup>

**Figure 1. Summary of the UNPAF vision, outcomes and strategies:**



<sup>1</sup> The UNPAF (2017 – 2021) and its successor UNSDCF is the strategic framework of development cooperation between the United Nations and the Government of Thailand in support of the 2030 Sustainable Development Agenda and advancement of the SDGs.

<sup>2</sup> UNICEF, WHO, UNDP, IOM and UNODC evaluations were made available, meanwhile UNESCO and UNDRR submitted reports that corroborated the achievement of development results linked to the UNPAF.

<sup>3</sup> The United Nations Country Team in Thailand consists of: FAO, ILO, IOM, ITU, UNAIDS, UNDP, UNEP, UNESCO, UNFPA, UN-Habitat, UNHCR, UNICEF, UNIDO, UNISDR, UNODC, OHCHR, UN Women, UNV and WHO

## Summary of Main Findings

### Relevance.

The UNPAF retained its strategic relevance to the development priorities of Thailand across the four years of its cycle. The framework was aligned to the 12th National Economic and Social Development Plan (NESDP) for 2017-2021 and the majority of its targets and indicators were drawn from national sources. The UNPAF was sufficiently flexible to be able to cope with the disruptive consequences of the COVID-19 pandemic whilst maintaining a long-term focus on the goal of sustainable development. However, the UNPAF was not sufficiently utilized as a strategic document by the UN Development System in Thailand throughout its cycle and the results framework of the UNPAF contained some design flaws that will need to be avoided in the next Co-operation Framework.

**Box 1. The UNPAF was flexible in light of the COVID-19 Pandemic.**

The UNPAF was considered flexible and adaptable to the ability of UN agencies to respond to the COVID-19 pandemic which saw major changes in the way agencies collaborated to support the Government, in particular around the common UN needs assessment, and in support many challenging supply-chain and logistical issues, as well as SSTC in which Thailand served as a beacon for knowledge transfer, especially in the early months of the pandemic.

The UNPAF was developed with a high degree of participation from the Government of Thailand, in particular the Ministry of Foreign Affairs. At the highest level the outcomes are closely aligned to priorities set out in Thailand's National Social & Economic Development Plan (NESDP), confirming their relevance. As a strategic guide, the UNPAF provided a basis by which individual UN agencies' programming documents were subsequently formulated. These in turn benefited from further collaboration with respective line ministries and development partners. Hence, the UNPAF and implementation strategies of the UN that flowed from it were relevant to the development priorities of the Government. On the other hand, consultations with the UNCT conducted as part of this review exercise revealed that UN agencies referred much less to the UNPAF in practical terms as a strategic operating framework, indicating some redundancy in its overall utility as a strategic guiding document.

From a policy perspective, there was a good breadth of objectives within the UNPAF across the traditional governance sector, including engagement on issues of civic space and civil society, private sector development and the international exchange of development solutions. Human rights, social equity and environmental sustainability featured prominently. There was also evidence that populations most at risk of 'Being left Behind' were included in consultations and activities related to the policy, programming and advocacy work of the UN.

### Effectiveness.

Translating the UNPAF into development outcomes was framed around the overall requirement for 'inclusive systems, structures and processes' to advance 'sustainable people-centered, equitable development for all people in Thailand' (see Figure 1 on the previous page). Whilst impact indicative of development success in these objectives takes time to bear fruit, some clear signals of progress are apparent. For example, the UN systems' close

**Box 2. Relatively high levels of satisfaction among Government counterparts regarding UNPAF design, reporting and synergies with national strategies.**

When surveyed as part of this review, indicated around 80 percent of whom were either 'very satisfied' or 'satisfied' with the design of the UNPAF, and a similar recorded in relation to its monitoring and reporting. Regarding the complementarities and synergies between and among Thai Government and UN agencies in the implementation of the UNPAF, 93 percent expressed that they were either 'satisfied' or 'very satisfied'.

collaboration with the Thai authorities and development partners in priority areas of health and education, social protection, migration and labour rights, the fishing sector<sup>4</sup>, and road safety<sup>5</sup> shines light on how the policy intervention and technical cooperation provided by the UN has enabled national legislative and regulatory adjustment. UNPAF partners acknowledged that in these and other areas the UN has provided high quality policy and technical support. Mobilization of UN support in the face of the COVID-19 pandemic, both in terms of the immediate logistical and supply chain challenges, and then with the social and economic needs assessment and related recovery strategies, also proved to be highly effective and appreciated.

Government partners also observe that the UN still inclines towards ‘dis-integrated’ un-coordinated individual UN agency generated policy advice to its counterparts, for example, on climate change, private sector development, youth development and South-South/Triangular Cooperation (SSTC), whereas strategic, integrated, coherent and sustained policy support is sought. A case in point is provided in regard to SSTC, in which the UNCT in 2021 listed 69 separate SSTC initiatives,<sup>6</sup> twenty-one of which demonstrated a strong human rights-based approach in the area of labour, migration and trafficking; fifteen related to the natural and built environment; and a further eleven to health and social development. This leaves no doubt as to the breadth of issues and intent, but does give rise to questions around the extent to which these are genuinely multi-UN agency in nature and of strategic ‘flagship’ significance to the UN/Government of Thailand partnership.

**Table 1. Six summary examples of UN development effectiveness<sup>7</sup>**

EVIDENCE OF EFFECTIVENESS		
1. Migration	2. Social Protection	3. Non-Communicable Diseases
The UN has made important inroads on inclusive migration policy and strategy by launching the “Thailand Migration Report”, a joint UN collaboration, which assessed the challenges faced by migrants as well as progress made in protection and inclusion to inform future policy. The report demonstrated the importance of the issue in Thailand, looking at social and economic dimensions and the role the UN in technical advice and advocacy.	Through the joint programme of the SDG Fund on Social Protection, the UN is providing integrated policy solutions for Thailand’s social protection system, supporting the Government to maximize the Child Support Grant, covering two million children under the age of six and by linking the grant to other social services, and is advocating for domestic workers, including migrants, by providing policy options to ensure a more effective coverage for them within the existing social security schemes	The UN and the Government have developed a unique partnership through the Task Force on Non-Communicable Diseases, co-chaired by the Prime Minister and the Resident Coordinator, which combats the growing threats to health by introducing plain packaging for tobacco, addressing interference from tobacco, alcohol, air pollutants and the food industry, increasing the tax on sugar-sweetened beverages, and simplifying the cigarette tax system.

<sup>4</sup> For example, ILO’s ‘Ship to Shore’ project was driven by strong incentives (continued access to EU markets) and entailed a strong partnership with the Government of Thailand, yielding improvements in labour standards in the fishing industry.

<sup>5</sup> A further example, WHO is reported to have contributed to Thailand having ‘world-class policies and legislation’, implementation nevertheless relatively weak and road safety remains a challenge.

<sup>6</sup> South-South and Triangular (SSTC) Background Paper for UNCT Thailand, 5<sup>th</sup> February 2021.

<sup>7</sup> <https://thailand.un.org/en/about/about-the-un>

**EVIDENCE OF EFFECTIVENESS**

4. COVID-19 Response	5. Improvements to Health	6. Towards a Low-Carbon Society
<p>The UN provided significant support to the Government and the people of Thailand to address the COVID19 pandemic by strengthening governments public health services and capacity. To leave no one behind, the UN advocated for topping up of old age, child and disability grants and is supporting the government with real-time monitoring of gender-based violence and violence against children. To build back better, the UN undertook socio-economic, labour and industrial impact assessments. To promote solidarity, the UN is reaching over 21 million viewers to amplify risk communications, generate narratives to counter hate speech and promote mental wellness</p>	<p>The UN supported the achievement of eliminating Hepatitis B in Thailand in 2019 ahead of the regional 2020 target. The UN contributed to successful malaria reduction by 77% from 2017 to 2019 at the community level, and the UN’s technical support to the intensive immunization campaign responded to the measles epidemic in the Deep South. The UN is supporting the Government in achieving its ambitious target to cut the rate of teenage pregnancies to 25 per 1,000 by 2026, as compared to the current rate of 50 per 1,000 teenage girls by contributing to reversing the current trend through policy advocacy and technical support.</p>	<p>The UN is promoting investment in low-carbon enterprises by supporting small and medium enterprises to adapt energy-efficient practices and use low carbon technologies. The UN supported action towards achieving reduction targets by improving the management of peatland ecosystems as carbon sinks, integrating low-carbon development plans, and demonstrating solutions in target cities, as well as building gender and social inclusion into the climate budgeting framework. Reductions totaled 14,000 tons of carbon emissions, more than 210,000 tons per year of solid waste was utilized, and 266,000 MWh of power generated.</p>

Alongside these success stories the review found some discontent that the UN did not fully utilize the UNPAF or leverage its position to harmonize and integrate its policy offer, which on occasions was viewed as ‘diluted’ as individual UN agencies sought to project piecemeal policies and advocacy messages. This message was also echoed in the stock-take of an impressive number of South-South and Triangular Cooperation (SSTC) initiatives currently supported by the UN in Thailand (69 in total), although which of these initiatives are truly standout ‘flagships’ is not altogether clear.

In terms of implementation effectiveness of the UNPAF, the functioning of the 4 P’s Results Groups (‘People’, ‘Prosperity’, ‘Planet’ and ‘Peace’), provided important ‘engines for delivery’.

**Box 3. Strong evidence of development results arising from UN activities.**  
 Analysis of recent mid-term reviews of the individual UN agencies programme strategies that were anchored into the UNPAF outcomes and targets reveals that nearly 80 percent success rate associated with recorded development results and impact. The review also found that the UNPAF provided an important entry point for development dialogue between the UNCT and the Government.

Established from 2018 onwards, participants from both within and outwith the UN system acknowledged that these fora contributed towards information exchange between UN agencies and development partners. The Results Groups increased awareness and understanding of the full range of development partners and altogether enabled better support the government’s national development priorities. The Results Groups were reported to provide some additional stimulus for programmatic synergies and enhanced joint programming initiatives, in addition to valuable learning networking environments with other agencies and line ministries. Some of the key joint programming initiatives referred to include: i) WHO and partners on NCDs; ii) ILO and UNICEF on social protection; iii) Engaging in the Deep South; iv) the One UN platform for

HIV/AIDS; v) Migrant and Migration joint review (every 2-3 years). Joint programming often provides the basis for common UN advocacy.

### **Efficiency.**

**The UN System in Thailand is mature and comprehensive in its overall levels of performance and functions well, however, there are some key areas in which further efficiencies can be unlocked. Chief among these include stronger utilization of the UNPAF as the primary vehicle of UN development strategy (as referred above) and via deeper implementation of the UN reform agenda. A more strategic approach, building on the experience and benefits of closer coordination, collaboration and joint programming across UN agencies, including with the Government, will be supportive of ii) strategic communications, policy and advocacy coherence; and iii) collaborative resource-mobilization and SDG financing strategies.**

The review found that over the current UNPAF cycle efforts towards greater coordination ‘initially grew slowly’ but gradually gathered pace over the four years. UN agencies were able to work more closely together to leverage collective impact and avoid duplication, through better information exchange. Enhanced communication and mutual understanding stemmed from a well-established and stable UNCT and from the establishment of Results Groups in 2018 (see also effectiveness above). These gave rise to examples of joint programming and improved impact.

However, despite these and other positive signals in the direction of greater coordination there remains an inertia, reported chiefly by Government partners, in which UN agencies are in the default mode of ‘going it alone’ at the technical level and as a result, often pursue a more fragmented approach to tackling what are ultimately holistic and integrated challenges. This has its advantages in some cases, but can also lead to confusion, higher transaction costs on the Government, and in some cases, add to a perception of un-coordinated UN activities of a similar or overlapping nature. This also indicates a potential weakness if agencies stray too far from the unifying power of the UNPAF, or become too fixated with their own agency agenda within the broader framework, prospectively losing sight of achieving larger more enduring impact.

Regarding its financial impact, the review also found that the UNPAF had been under-utilized and of limited benefit as a strategic instrument for resource mobilisation on collaborative outcomes by the UNCT as a whole. Similarly, a government led, one-UN supported SDG-financing strategy, embedded within Government, and in support of Government prioritized SDGs has yet to emerge.

The review also heard from participants that they would like to see the UN being able to ‘speak with one voice’ in order maximize its value add and influence in particular on inclusion, human rights, accountability and climate change for example. Joint advocacy on specific issues were regarded by stakeholders to have worked well in respect to migration, alternatives to detention, the COVID-19 response, social protection and on universal health coverage. Notwithstanding these and other examples of progress, the tendency remains for individual UN agencies to pursue a silo approach to advocacy (see also effectiveness above).

#### **Box. 4. Pursuing UN Reform that Changes Operating Culture.**

Participants in the review noted that in an overall sense, the levels of collaboration and efficiency between UN agencies had improved over the two programming cycles (last 8 years). The design and implementation of the UN development framework, structures and processes were seen to be constructive, supportive and stream-lined. Participants remarked on the ongoing ‘change in culture’, which had gradually accelerated in the latest round of UN Reforms, implemented over the past 3 years and which had coinciding with a better resourced and independent Resident Coordinators Office. **The UNCT may wish to set internal goals for achieving culture change in the next Cooperation cycle.**

### **Partnerships and Sustainability.**

**The majority of policy-related interventions appear to have been integrated within national level institutions, legislation, policies and regulations. As a result, there is a strong indication that the development approaches through policy support measures are being pursued by the UN in Thailand are capable of being sustained. There is an important caveat, in that in some areas of support, both UN and Government acknowledge that it takes time for such measures and adjustments to be fully implemented. An example of this includes support provided in the road safety sector which requires significant long-term political will, technical perseverance, investment and coordination to realize across a multitude of actors and levels of Government.**

Unsurprisingly for a high middle-income country, much of the work undertaken in Thailand under the auspices of the UNPAF was directed towards providing the Government with upstream policy advice and specific technical support, including co-facilitation of platforms, the convening of conferences, workshops, re-training and capacity strengthening opportunities for national development partners. This was reflected in the creation or adjustment of national policies, legislation, regulations and standards. Such interventions, supported by the UN development system, and taken up by the Thai Government, clearly demonstrate a high degree of sustainability as they are integrated into national institutions, policies, regulations and systems, even though there was broad appreciation that development impact occurs beyond the current UNPAF cycle.

The partnership model being pursued by the UN in Thailand can be regarded as ‘effective’ in contributing to the UNPAF outcomes and SDGs. For example, it is evident that UN agencies are in a dynamic partnership with young people across a number of fronts, including education, social protection, health, LGBTI, migration, disability, climate change, human rights, entrepreneurship, and as champions for the SDGs. In this respect it should be noted that

**Box 5. Exciting and dynamic partnerships exist in Thailand between the UN and Civil Society.**

Among the UN agencies engaged in this review UNICEF placed particular emphasis on the fact that some of their strongest and most sustainable development results were achieved through ‘exciting partnerships’ with Thai civil society groups with a long track record and sophisticated capacity, for example, on the addressing the priority issue of migrant detention.

Similarly, UNAIDS reported working extensively in partnership with young people, civil society and the private sector.

feedback from the SDG Youth Panel revealed that the language of the UN is often inaccessible and that the platforms created for young people’s engagement in the SDG are not sufficiently ‘youth friendly’. Furthermore, in terms of the breadth of the UNPAF and its operational plan, there was a sense among a number of the participants in this review that more could be done in the next iteration to provide a more effective outreach mechanism for engaging stakeholders at the sub-national level.

One of the most impressive examples of partnership working and UN Joint programming that also accords with the objective of LNOB is in the social protection sector – see box 6 below.

**Box 6. Partnership Working and the UN Joint Programme in the Social Protection Sector.**

The UN joint programme entails a social protection diagnostic review and includes related studies, including a mapping and vulnerability analysis report. LNOB populations affected by the study include migrant and domestic workers, women – including pregnant women and pensioners. The programme is founded on close collaboration between a number of UN agencies (ILO, UNICEF, UN Women and IOM) who secured financing from the SDGs Joint Fund). The programme enjoys a long-standing collaboration with a range of Government and non-governmental partners. In addition to detailed analysis the programme has also enabled integrated policy advice and positioned the UN in terms of joint advocacy.

## Lessons Learned

- 1. Whilst the UNPAF, as the over-arching development framework for cooperation between the UN and the Government of Thailand was fit for purpose, although it was not ultimately utilized as a strategic operating document by the UNCT or its members, and the results framework associated with it was not sufficiently robust.**

This did not prevent or detract from UNPAF results, although it did mean that the strategic focus of the UNPAF, once adopted, was not fully utilized. The full rigour of a clear theory of change, underpinned by a disciplined results-based log-frame was not present. In addition, some datasets were absent. In addition, the causal relationship between intervention and development result could not always be satisfactorily made.

- 2. Although the overall UNPAF achieved the engagement and ascent of the Ministry of Foreign Affairs, the detailed sector-oriented targets and baselines appear not to have been fully socialized or co-owned by the respective line ministries or National Statistical Office (NSO). Notwithstanding these deficiencies which resulted in implications for monitoring, the UNCT proceeded in delivering a strong track record of results across the four outcome areas of the UNPAF.**

The (35) indicators, targets and baselines incorporated into the UNPAF results framework were relevant to the Thai development context and are largely drawn from the 12<sup>th</sup> NESDP and Government 20-year strategy (2018-2037). However, as noted above, they were not all fully connected to the UNPAF Outcome Strategies, and did not all get carried forward into the dedicated Results Groups, which were configured at a later date around the '4 Ps' (see explanation above). In addition, not all indicators and baselines were anchored into Government data, for example, with the NSO, and opportunities were lost for capacity strengthening on SDG data.



No mid-term review of the UNPAF took place through which some of the design deficiencies could have been addressed and greater traction with line ministries achieved. Notwithstanding the implications for monitoring, it appears a pragmatic approach was pursued by the UNCT to work within the constraints of the results framework and concentrate instead on the delivery of range of measures across the four outcome areas, chiefly for policy support, civil society, private sector development and SSTC. This delivered development results in key areas set out in the descriptive sections of the UNPAF and is evidenced by the evaluation reports of individual UN agencies referred above and by comprehensive and accessible annual reports of development results produced by the UNCT throughout the UNPAF period.

**3. Despite some noteworthy efforts aimed at deepening UN reform, Thai Government counterparts still note the propensity of UN agencies to operate in isolation, independently of each other. If not carefully coordinated and managed, this can create the conditions for a fragmented approach, whereas overall policy and programming coherence is required.**

**Box. 7 Opportunities for collaborative UN programming on strategic issues.**

According to the UNCT and individual UN agency annual reports, there is room for improvement in coordination and collaborative programming. For example, several agencies have activities on fishing (IUU - FAO, UNDP; UNODC, IOM) but there are no joint actions for this specific topic. It is accepted that different agencies are approaching the issue from different perspectives which can be justified, as mentioned in interviews e.g. ILO is concerned with labour rights, whereas other agencies are concerned with fishing practices. However, the UNCT is encouraged to strengthen its collaboration further in areas where greater impact and coherence can be achieved.

In terms of education and activities for children, entails agencies such as UNESCO and UNDP carrying out activities without the participation of UNICEF. For example, 'Ending School-Related Gender Based Violence' is a UNESCO initiative, but which does not appear to have joint activities with agencies that intervene in the same areas) i.e. UNICEF, UN Women).

Finally, the SDGs are natural rallying points for UN collaboration. Piloting and testing opportunities for collaboration based on the SDGs appears as a logical opportunity.

There is clearly space for the UNCT to enhance its value proposition and strategic offer when it comes to policy coherence on some of the larger development challenges confronting Thailand. For example, climate change, and the identification of specific 'flagships' for South-South and Triangular Cooperation (SSTC) from among the range of initiatives currently supported by the UN development system in Thailand.

**4. There is good evidence that a consultation process among national stakeholders helped inform the direction, content and implementation of the UNPAF among national stakeholders.<sup>8</sup> However, it is not clear whether those consultations engaged nationwide views and voices from across the provinces and from population cohorts deemed to be at great risk of being left behind.**

Since regional inequalities and LNOB groups featured prominently in the Common Country Analysis (CCA) the participation of the provinces and LNOB group in an ongoing dialogue throughout implementation of the cooperation framework may also be appropriate, and beneficial through sharpening interventions and broadening accountabilities. In addition, greater outreach by the UN across the country may help to improve awareness, since only

<sup>8</sup> "The UNPAF was developed through a broad consultative process that involved key RTG counterparts, civil society organisations, the private sector, communities and marginalised populations, other relevant partners, and the UN" – UNPAF, p.11

around 50 percent of the population are aware of the UN and only around 20 percent are aware of the Sustainable Development Goals (SDGs).<sup>9</sup>

## Recommendations

**Recommendation 1.** Within its broad and all-encompassing development framework, the UN is encouraged to adopt a more strategic posture to take better advantage of its value proposition and global network of development solutions. More could be done by the UNCT to identify and align behind a number of key priorities contained in the next cycle and maintain a strong visual and operational presence of the Co-operation Framework. Agencies will need to collaborate meaningfully across their programmes towards, perhaps fewer, but more strategically oriented, higher value interventions, and with greater long-term development impact in mind. This would entail greater allegiance to the principle of ‘Delivering as One’ (DaO), a longstanding objective of the UN system. This would not negate the specialist niche areas of individual agencies, but seek to build stronger programmes and more effectual policy coherence around issues of national priority that matter most to the Government and people of Thailand.

**Recommendation 2.** A One UN communications and advocacy plan should be developed and implemented, aligned to the primary objectives of the Cooperation Framework, for the purposes of the UN to more deliberately and effectively advocate for contentious issues related to human rights, for example. A stronger collaborative effort should be undertaken by the UNCT for co-financing the Cooperation Framework and for supporting the Government with a unified SDG financing strategy.

**Recommendation 3.** Opportunity exists to further strengthen the accountabilities, partnerships, functioning and reporting lines of the ‘Results Groups’. Efforts in this regard have commenced under the current UNPAF with signs that improved development effectiveness occurs where collaboration occurs more consciously and systematically among UNPAF partners. Strengthening the working arrangements between the Results Groups and UNCT, and the Results Groups, Steering Committee and the Tripartite Committee will also enhance implementation, monitoring and learning.

**Recommendation 4.** A robust results framework (respectively outcomes, outputs, targets, indicators and baselines) should be integral to the next UNCF, constructed on a sound theory of change and in line with the strong discipline of logical, results-based management and approved by the United Nations Evaluation Group (UNEG). The results framework should ideally be streamlined (fewer more strategic results areas listed) and populated with SDG related data generated from national data-sets, socialized fully with collaborating ministries and NSO. Its accompanying monitoring and evaluation plan, should include a mid-term review that is fully implemented.

**Recommendation 5.** The next cooperation framework should continue to build on the quality and diversify of partnerships, in particular with the Government of Thailand at the national and sub-national levels, with the private sector and with civil society. Similarly, partnerships with ‘Leave No One Behind’ at risk populations are important for ensuring development is meaningfully inclusive and impacts these groups constructively. In addition to consultations with national stakeholders, to help inform future Cooperation Frameworks, and in alignment with the overall goal of sustainable development and ‘Leave No One Behind, the UN in Thailand should also give consideration to a more embracing nation-wide consultation,

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<sup>9</sup> UN and SDG Awareness Poll, July 2011

**including with the private sector, academia and civil society, women and young people, and reflect the differentiated development conditions that exist across the length and breadth of the country, with a deeper dive into the development challenges of the most at-risk groups of being left behind.**

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<sup>i</sup> Primary documents consulted: 1. The twelfth national economic and social development plan (2017-2021), Office of the National Economic and Social Development Board Office of the Prime Minister Bangkok, Thailand; 2. The United Nations Partnership Framework (2017-2021); 3. South-South Cooperation Inventory of UNCT Thailand, 2020; 4. Thailand - Joint SDG Fund Prodoc – Final, 2019; 5. Joint programme 2020 Annual Progress Report, joint SGD fund portfolio on integrated social protection and LNOB Implementation arrangements Steering Committee UNPAF; 6. UNCT Socio-Economic Response Plan Thailand; 2020; 7. Thailand Common Country Assessment, 2016; 8. UNPAF Annual Review Meeting, 2018; 9. Minutes of the UNPAF Annual Review Meeting, 2019; 10. UNICEF Evaluation Office, Study on Influential Evaluations in UNICEF, 2020; 11. UNDRR - Disaster Risk Reduction in Thailand Status report, 2020; 12. UNODC - Final independent in-depth evaluation regional programme for southeast Asia (including the Country Programme Myanmar and Country Programme Indonesia), 2020; 13. IOM - Final Evaluation “Promoting Stability, Well-being and Harmony for Myanmar Muslims and Host Communities in Thailand (2016-2020), 2020; 14. Learning Coin for Equitable Education; 15. UNICEF Thailand Mid-Term Review Report, 2019; 16. UNICEF Evaluability Assessment of Country Programme Document 2017-2021, 2018; 17. WHO-Thailand Country Cooperation Strategy 2017-2021, Independent Mid-term Evaluation, 2020; 18. UNDP CPD MTR 2017-2021, 2019. UNICEF - an evaluation of advocacy as a strategy in the UNICEF Thailand Country Programme 2012-2016, 2018; 19. UNCT Thailand 2017 Annual Progress Report Final; 20. UNCT Thailand 2018 Annual Progress Report Final; 21. UNCT Thailand 2019 Annual Progress Report Final