

ONE STRATEGIC PLAN 2017-2021 EVALUATION MANAGEMENT RESPONSE

Evaluation Title/Year: UNITED NATIONS PARTNERSHIP ASSISTANCE FRAMEWORK (UNPAF) /2017-2021

- Preparation of the management response: UNCT and Evaluation Steering Committee
- Approval of the management response: UNCT and the Joint Steering Committee
- Follow-up monitoring and updating of the management response's implementation: RCO
- Frequency of monitoring and updating: Annually

RECOMMENDATIONS TO IMPROVE FORMULATION AND GOVERNANCE OF THE NEW CF

Recommendation 1: 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 should give consideration to a more embracing nation-wide consultation, 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.

Management response - Accepted/Partially Accepted/rejected : **Accepted**

If rejected or partially accepted, please provide an explanation:

	Key action(s)	Time frame (or deadline)	Responsible unit(s)	Tracking (or monitoring) by RCO	
				Comments (or action taken)	Status
1.1	UNCT maintains regular nation-wide consultation through national level polling to monitor public sentiment and inform UNCT and steering committee on evolving development priorities in response to changing development context.	Annual polling, 2022-2026	Data and Results Reporting Group	RCO through annual reporting	Implemented
1.2	UNCT regularly consults with GCNT and other private enterprise organizations including MSMEs to promote responsible businesses and adoptions of green technologies.	At least once/year	RCO, UNDP, UNIDO, FAO, ILO	Outcome group leaders and Data and Results Reporting Group	Implemented

1.3	Maintain regular consultations with academia, research institutes and media to exchange knowledge and analyses to inform policies and strategies to advance SDGs.	At least once/year	UNCT	Outcome group leaders and Data and Results Reporting Group	Implemented
1.4	UNCT developed a development partner platform bringing together key development partners including International Financial Institutes operating in Thailand, and Member States to exchange development experience and leverage synergies to support the country to fulfill its vision.	Annually	RCO	RCO	Implemented
1.5	UNCT institutionalized CSOs dialogues to enhance civic space and inform UNCT on development gaps of vulnerable groups	Annually	UNCT	RCO	Implemented
1.6	UN agencies consulted and continue to consult with LNOB groups including people living with HIV/AIDS, women, adolescents, youth, elderly, persons with disabilities, minority groups, stateless, migrants and displaced persons	Ongoing	UNCT	Outcome group leaders	Implemented

Recommendation 2: A robust results framework (respectively outcomes, outputs, targets, indicators and baselines) should be integral to the next UNSDCF, 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 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.

Management response - Accepted/Partially Accepted/rejected : **Accepted**

If rejected or partially accepted, please provide an explanation:

Key action(s)	Time frame (or deadline)	Responsible unit(s)	Tracking (or monitoring) by RCO Team Leader	
			Comments (or action taken)	Status

2.1	A robust results framework of UNSDCF with logical results chain from inputs to outputs and outcomes has been developed in consultation with UN agencies and cross-verified by involved line Ministries in 2021. A line-ministry meeting to endorse the UNSDCF and its associated results framework, indicators, baseline, and targets was organized by Ministry of Foreign Affairs in October 2021 prior to receiving the cabinet approval on 28 December 2021. The framework consisted of six high level outputs, three outcomes and 30 indicators with well-defined baseline and targets. All data are sourced from nationally accepted data base.	2021	UNCT	Data and Results Reporting Group provides M&E technical support to UNCT. UNCT reports results to Tri-partite Committee consisting of UNCT represented by RC, Ministry of Foreign Affairs, and National Economic and Social Development Council	completed
2.2	Monitoring, evaluation and learning plan for the UNSDCF 2022-2026 has been developed and endorsed by UNCT. The key elements of the MELP consisted of bi-annual meeting to monitor implementation progress of outcome groups, annual output and outcome reporting to assess progress, annual UNCT Progress Report, and final evaluation.	2022	Co-conveners of result groups supported by Data and Results Reporting Group	First reporting in 2023. 2022 UNCT Annual Report published.	completed
2.3	Full-fledge mid-term evaluation will be carried out at an agency level because programme implementations are foundation for delivery of the UNSDCF outcomes. The evaluation will inform co-conveners and UNCT to make any necessary adjustments to JWP.	2024	Each agency		in pipeline

Recommendation 3: 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 cooperation framework and for agencies to bend and collaborate more meaningfully across their programmes towards a number of higher value interventions, and with greater impact in mind. This would entail greater allegiance to the SGs UN Reform efforts. 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.

Management response - Accepted/Partially Accepted/rejected : **Accepted**

If rejected or partially accepted, please provide an explanation:

Key action(s)	Time frame (or deadline)	Responsible unit(s)	Tracking (or monitoring) by RCO Team Leader	
			Comments (or action taken)	Status
3.1 The UNSDCF 2022-2026 was developed using a strong focused approach by identifying three strategic outcomes derived from extensive consultations with stakeholders. The three outcomes including green, inclusive, resilient and sustainable economic transformation, human capital development and enabling environment for inclusive growth were developed based on 'Leave No One Behind', human rights, gender equality, sustainability and resilience. The three outcomes are aligned with Thailand's 20-year National Strategy and contribute to the Governments milestones contained in the draft 13th National Economic and Social Development Plan (NESDP). The three strategic outcomes are underpinned by six outputs in which UN agencies will collaborate with the Government and development partners to support the country achieve specific results that contribute to the SDGs, where the UN is best placed to leverage its comparative advantages: green growth, resilient community, quality public services, digital inclusion, social protection and good governance.	2021	UNCT	The cabinet approved the UNSDCF 2022-2026 on 28 December 2021.	completed
3.2 The SGs UN Reform is realized in-country through joint working arrangements including the Tri-Partite Committee (made up of MFA, NESDC and RC with UNCT/Line Ministries) which is the highest level of oversight; joint implementation through the Outcome Group Mechanism where agencies share accountability to deliver the CF's results (see more details in response to the 4th recommendation). This architecture is further supported through the Operations Management Team delivering on the Business Operations Strategy, the UN Communications Group, and the Data & Monitoring Group.	2026	UNCT	An oversight architecture has been set up and is actively engaged	completed
...				
RECOMMENDATIONS TO IMPROVE COHERENCE AND COORDINATION OF THE NEW CF				

Recommendation 4: 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 among partners 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 may also enhance implementation, monitoring and learning.

Management response - Accepted/Partially Accepted/rejected :

If rejected or partially accepted, please provide an explanation:

Key action(s)	Time frame (or deadline)	Responsible unit(s)	Tracking (or monitoring) by RCO Team Leader	
			Comments (or action taken)	Status
<p>4.1 Tripartite Steering Committee A Tripartite Steering Committee was established as the highest governing body of the UNSDCF. It is co-convened by the Steering Group, comprising the MFA, NESDC and the UN Resident Coordinator. In addition to the co-conveners, the Tripartite Committee includes the Line Ministries and the UNCT. Development partners, for example, from the private sector, civil society, academia, industry associations, donors, international financial institutions, LNOB groups and communities, and volunteer groups may be invited to send representatives to attend the Tripartite Committee as observers or to make presentations at the approval of the co-conveners. During implementation of the UNSDCF, the Tripartite Committee meets once a year to review progress towards the targeted results and joint work plans and recommend strategic adjustments or new opportunities to accelerate action during the subsequent period. The Steering Group meets at least once a year with the co-conveners of the three Outcome Groups.</p>	2022-2026	UNCT	Annual convening of the Tripartite Steering Committee (first annual meeting held April 2022, with the next scheduled for April 2023)	completed

4.2	<p><u>Outcome Working Groups</u> To ensure a strong focus on results throughout implementation of the UNSDCF, the UNCT established three Outcome Working Groups, which are co-convened by two or three Heads of Agency, These Outcome Groups correspond to the three strategic priorities and outcomes articulated in the UNSDCF. Membership of the Groups reflected the partnerships and collaboration best needed to deliver the results. At the co-conveners' discretion, external stakeholders such as the Government, civil society, IFIs, the private sector and others may be invited to participate in meetings as appropriate. The Outcome Groups will meet at least biannually to facilitate the implementation of the joint work plans, planning and reporting.</p>	2022-2026	UNCT	Outcome group meetings held regularly in 2022	completed
4.3	<p><u>Key Coordination Mechanism</u> The programme implementation of the UNSDCF is supported by three core coordination mechanisms to enable the UN to facilitate joint management of operations, adopt a comprehensive approach to advocacy for the SDGs, and track the delivery of results based on government data. This includes the Operations Management Team, the UN Communications Group, and the Data and Monitoring Group. The Data and Monitoring Group will ensure that the UN's work through the Cooperation Framework is digitized through the UN Info platform.</p>	2022-2026	UNCT	Active OMT, UNCG, and Data & Monitoring groups since 2022	completed
4.4	<p><u>Thematic Group</u> In addition, the UNCT establishes UN thematic groups for collective coordination, including at the request of the Government. These may have mandates that are shorter or longer than the life cycle of the Cooperation Framework, and include groups in which UN is a neutral convener with membership by stakeholders such as Government, parliament, civil society and other stakeholders. As the thematic working groups are established with a fixed timetable, the UNCT has flexibility to change, end or start new ones depending on the context at the time.</p>	2022-2026	UNCT	Robust and active thematic groups in place since 2022	completed

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.

Management response - Accepted/Partially Accepted/rejected : **Accepted**

If rejected or partially accepted, please provide an explanation:

Key action(s)	Time frame (or deadline)	Responsible unit(s)	Tracking (or monitoring) by RCO Team Leader	
			Comments (or action taken)	Status

5.1	<p>The CF's strategic, innovative and operational partnerships that reach across the public, private and civil society sectors at all levels to advance the three overarching priorities identified in the Cooperation Framework include. - Deepening partnership with the governments from national to the sub-national level to support Thailand's provincial, municipal, district and local administration take leadership and driving partnerships for the 2030 Agenda- Partnering with government, private and civil society to maximize SDG financing and resources as Thailand does not benefit from official development assistance - Partnering with civil society organizations for the advancement of social innovation & enterprise, human rights, and young people's and women's empowerment, - Partnering and continuing to engage closely with those groups and communities at greatest risk of being left behind to ensure their voices and experiences are heard, that they have access to their rights, and are extended equal opportunity to participate in Thailand's development, including through access to information and services as well as through volunteers at the community level who serve as the amplifiers of the voices of the vulnerable, - Utilizing available volunteer approaches and mechanisms to ensure engagement of disadvantaged groups and communities,- Enhancing partnerships between the Government and private sector to galvanize Thailand's accelerated economic transformation towards green, resilient, low-carbon, sustainable development. - Partnering with national scientific bodies, research and policy think-tanks, academia and universities, data analytics and institutions with a mandate for advancing innovation, technology and the future of work in line with Industry 4.0 - Partnering with academia, universities and education intuitions to enhance awareness raising on the SDGs and the 2030 Agenda for Sustainable Development towards achieving the three outcomes of this Cooperation Framework. -- Partnering with national and sub-national authorities in the areas of education, skills, health, social protection and population migration to support Thailand's advancement to a more highly skilled society enabled by high efficiency and high-quality public sector services, - Enabling the exchange of research, dialogue, ideas and knowledge generation, including for policy consultation and South-South and Triangular Cooperation, - Utilizing UN convening and facilitating role to ensure these healthy and productive spaces and opportunities are maintained for partnerships with all relevant stakeholders to flourish to advance the SDGs and objectives of this Cooperation Framework, driving forward sustainable development in Thailand.</p>	2022-2026	UNCT		under implementation
-----	--	-----------	------	--	----------------------

Recommendation 6: A UN communications and advocacy plan should be developed and implemented 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 to support the Government with a unified SDG financing strategy.

Management response - Accepted/Partially Accepted/rejected : **Accept**

If rejected or partially accepted, please provide an explanation:

Key action(s)	Time frame (or deadline)	Responsible unit(s)	Tracking (or monitoring) by RCO Team Leader	
			Comments (or action taken)	Status
<p>6.1 UNCT developed UN Communication and Data and Results Reporting Groups as an interagency coordination mechanisms supported joint management of operations, a comprehensive approach to advocacy for the SDGs, and the delivery of results based on government data. Advocacy for the SDGs reached 40 million people, primarily on social media, through the UN Communications Group. In 2022, the UN in Thailand doubled its outreach to a wide range of individuals, civil society and youth groups, reaching 2 million people directly online through the UN Country Team platforms, including Twitter (@unthailand @sabharwalgita) and website (thailand.un.org) alone.</p>	2022-2026	UNCT	Communication Plan and Monitoring and Evaluation Plan developed by the respective coordination support groups	completed
<p>6.2 UNCT provides support to the government to develop unified SDG financing strategy through a development of government SDG budgeting, monitoring & evaluation and accountability & transparency processes as well as through mapping of SDG investment opportunities for both private and public sectors. The Map has identified fifteen investment opportunities in eight SDG-related sectors that can boost the implementation of the National Economic and Social Development Plan. The sectors are: Food & Beverages, Renewable Resources & Alternative Energy, Health Services, Transportation, Financials, Infrastructure, Services and Education. Over 80% of these investment opportunities address productivity issues and over half leverage technology to bridge the digital divide. Almost all the opportunities focus on benefiting vulnerable communities.</p>	2022-2026	UNDP	SDG Investor map launch on Jul 6, 2022	completed