EVALUATION REPORT

UNICEF Thailand Country Programme 2017-2021 Strategic Positioning and Partnerships Strategy Evaluation

EVALUATION OFFICE
August 2021

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UNICEF Thailand Country Programme 2017-2021Strategic Positioning and Partnerships Strategy Evaluation
Final Report

United Nations Children's Fund
Three United Nations Plaza
New York, New York 10017

August 2021

Attribution: Please cite the work as follows: UNICEF. 2021. *"UNICEF Thailand Country Programme 2017-2021 Strategic Positioning and Partnerships Strategy Evaluation"*. UNICEF Evaluation Office, New York.

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Abbreviations and acronyms

ADAP	Adolescent Development and Participation
AHRD	ASEAN Human Rights Declaration
ASEAN	Association of Southeast Asian Nations
B4R	Business for Results
C4D	Communication for Development
CMFA	Chiang Mai Framework for Action
CO	Country office
CP	Country Programme
CPD	Country programme document
CPE	Country programme evaluation
CRBP	Children’s Rights and Business Principles
CRC	Convention on the Rights of the Child
CSG	Child Support Grant
CSO	Civil society organization
CSR	Corporate Social Responsibility
CYCT	Children and Youth Council of Thailand
DAC	Development Assistance Committee
EAPRO	UNICEF East Asia and Pacific Regional Office
EEF	Equitable Education Fund
ECD	Early childhood development
EU	European Union
FGD	Focus group discussion
GCNT	Global Compact Network Thailand
HRBA	Human rights-based approach
IOM	International Organization for Migration
IRB	Internal (Ethics) Review Board
KPI	Key Performance Indicators
LGBTI	Lesbian, gay, bisexual, transgender and intersex
MFA	Ministry of Foreign Affairs
MICS	Multiple Indicator Cluster Survey
MOU	Memorandum of Understanding
MSDHS	Ministry of Social Development and Human Security
MTR	Midterm review
NCPC	National Child Protection Committee
NESDB	National Economic and Social Development Board
NESDP	National Economic and Social Development Plan
NGO	Non-governmental organization
NSO	National Statistical Office
OECD	Organisation for Economic Co-operation and Development
PCA	Programme cooperation agreement
PSFR	Private Sector Fundraising
PSP	Private Sector Plan
RAM	Results Assessment Module
RoI	Return on Investment
RTG	Royal Thai Government

SCSM	Sasin Centre for Sustainability Management
SDG	Sustainable Development Goal
SET	Stock Exchange of Thailand
SSFA	Small-scale funding agreement
SSI	Semi-structured interview
TCO	Thailand Country Office
TICA	Thailand International Cooperation Agency
TCP	Thailand Country Programme
ToC	Theory of Change
TOR	Terms of Reference
THPF	Thai Health Promotion Foundation
UDHR	Universal Declaration of Human Rights
UNCT	United Nations Country Team
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNEG	United Nations Evaluation Group
UNFPA	United Nations Population Fund
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations International Children's Emergency Fund
UNODC	United Nations Office on Drugs and Crime
UNPAF	United Nations Partnerships Framework
UNSDCF	United Nations Sustainable Development Cooperation Framework
UN-SWAP	United Nations System-Wide Action Plan

Executive summary

This evaluation focused on the UNICEF Thailand Country Programme (TCP) 2017–2021. The overarching goal of the TCP 2017-2021 is to contribute to national efforts to enable all children in Thailand, especially the most disadvantaged and excluded, to have their rights progressively fulfilled and develop to their full potential in an inclusive and protective society. The Thailand Country Office (TCO) is unique within UNICEF as a self-funded implementing Country Office (CO). The evaluation looks at strategic positioning, partnering, and the leverage capacity from key actors' resources from the private and public sectors. The evaluation timeframe covered the first three and a half years of the country programme (CP), from January 2017 to mid-2020.

The primary purpose of a UNICEF Country Programme Evaluation (CPE) is to inform the preparation of the next five-year phase of UNICEF's work and the development of the country programme document (CPD) 2022 – 2026. Considering the CO's wealth of evaluative research and the quality of the reports available, this CPE is a formative evaluation around the CO strategy of engagement with various stakeholders and leveraging results through such engagement. The evaluation did not focus on the advocacy strategy since this was already evaluated in 2018, nor the programmatic implementation strategy, given that the CPE is not an impact evaluation.

In line with the content of the terms of reference (TOR), the evaluation is conducted according to the Organisation for Economic Co-operation and Development (OECD) evaluation criteria of relevance, effectiveness, coherence, and sustainability pre-selected by the UNICEF TCO. The evaluation also considers human rights, equity, and gender equality as critical cross-cutting components. The objectives of this assessment include:

1. Provide an independent assessment of UNICEF’s added value and comparative advantages in the national context in terms of achieving the CP’s expected results.
2. Provide an assessment of UNICEF's positioning within the Royal Thai Government (RTG), with national partners, and within the public and private sectors, given its ability to respond to Thailand's needs.
3. Draw critical lessons from the TCO’s engagement strategy with partners so as to leverage results and provide a set of forward-looking, actionable recommendations for the TCO’s next programming cycle.

The geographic emphasis of the evaluation is at the national level. The primary users are UNICEF TCO, UNICEF’s East Asia and Pacific Regional Office (EAPRO). The secondary users are the RTG, private sector and donors, United Nations Country Team (UNCT) and key UNICEF partners, including United Nations sister organisations operating in Thailand, UNICEF HQ, other implementing agencies.

This evaluation occurred during COVID-19, leadership changes within TCO and while piloting a new organisation wide initiative “Business 4 Results” (B4R). B4R was launched in 2019 and considers business as a key stakeholder in UNICEF’s agenda for children. The Sustainable Development Goal (SDG) 17 is a primary focus of this evaluation as it aims to strengthen Partnership for Sustainable Development.[1]

Methodology

The methodological framework was based on [the United Nations Evaluation Group (UNEG) Norms and Standards for Evaluation (2016)] and informed by UNICEF guidelines. A**ll evaluation tools and processes are implemented in line with a human-rights based approach (HRBA) to ensure sensitivity to the needs of**

[1] Target 17 indicators relevant to the evaluation: 17.1.2, 17.2.1, 17.3.1, 17.5.1, 17.7.1, 17.8.1, 17.11.1, 17.14.1, 17.16.1, 17.17.1, 17.18.2, 17.19.1, 17.19.2.

rights holders and ethics by using empowering and non-stigmatising language. Accordingly, this evaluation relies on participatory, practical and evidence-based approaches, with mixed methods (qualitative and quantitative) of data collection and analysis.

Data was collected, analysed, triangulated and validated using several strategies in combination to maximise reliability and representativeness of results. The evaluation included desk review (literature review and documentation analysis), stakeholder mapping/analysis, online perception survey, semi-structured interviews (SSIs) and focus group discussions (FGDs). These were in-person when possible and online via Zoom/Google Meet when not possible. Relevant case studies highlighting specific aspects of the UNICEF TCO partnership strategy were also developed. The final analysis results were presented in a series of validation workshops with targeted priority stakeholders to confirm the conclusions and recommendations.

Conclusions

This evaluation comes at a critical time for UNICEF TCO, not only because the TCP will be redeveloped this year. Partnerships for development results are increasing in importance for the TCO and globally through the SDG 17. Moreover, COVID-19 restrictions have accelerated the rapid transformation to an online reality. This uncertain climate has emphasised the need for sustainable partnerships. The following summarises the evaluation conclusions by criteria:

Conclusion on relevance: UNICEF TCO has a range of comparative advantages and added value, however, there may be a misperception around what UNICEF actually does and stands for in Thailand. The TCO fundraises primarily for programmes implemented in Thailand and also contributes to regular resources at the global level. In this regard, the TCO is UNICEF's only 100 per cent self-funding office. UNICEF's varied partners present additional challenges for the TCO in establishing (and communicating) its strategic position. The lack of internal systems and processes to review the effectiveness of partnership engagements has led to some assumptions, tensions and conflicts, particularly around the role the UNICEF TCO should play to be strategically positioned. Reaching consensus on how much the TCO should aim to please its various partners, along with the key audience of UNICEF's messaging, will enable the TCO to develop a stronger strategic position.

Conclusion on child rights/gender and inclusion: UNICEF is partnered with many of Thailand's leading child/human rights groups and yet, more partnerships for gender equality and disability inclusion were anticipated, given that the latest MICS shows that these are important to Thailand's development. If the definition of inclusion is expanded to include migrants and stateless minorities then the TCO has had more success, although perception survey respondents are unaware of this work. The TCP has inconsistently applied gender and inclusion-sensitive approaches. The current way of monitoring programmes and reporting results can overlook gender and disability.

Conclusion on effectiveness: TCO has been effective in articulating and developing strategies to approach, engage, pitch and secure a broad array of different partners. Part of ensuring UNICEF's future success in Thailand will come from maintaining the brand's high value and trustworthiness. Ethics, including transparency, are a component of this. There is potential to be more strategic and intentional around amplification through partnerships. More thinking on the role of ambassadors and celebrities and some type of engagement agreement may be warranted in order to balance risk with amplification. Consolidating learning, developing and documenting some new partnership types, along with clarifying how to measure partnership success and effectiveness will help to engage, pitch and secure more relevant and mutually satisfying partnerships.

Conclusion on coherence/connectedness: UNICEF is developing multi-stakeholder coalitions and optimising its engagement around the government's planning processes (that extend regionally) to better meet the needs of targeted rights holders. Donors, NGOs and foundations would like to see UNICEF convene more multi-stakeholder, impactful engagements that widen the space for working with CSOs/NGOs. To avoid duplication and silos, a need to strengthen communication on partnerships internally and externally was found. TCO's hybrid strategic position places a time burden on staff that reduces opportunities for coordination.

Conclusion on sustainability: Joint interventions have been designed with sustainability in mind, although there is a tendency for short term project agreements, outside RTG MOUs. In lieu of a compelling (sellable) narrative, the PSFR is dependent on packaging pilot projects and branding work, rather than UNICEF's systems change and policy impact. Increasing fundraising targets each year is considered unsustainable, especially if it pulls the CP towards short term interventions and dilutes its systems change focus, although securing funding does help to advance UNICEF's work. Any move toward B4R could result in a decrease in funds in the short term and could decrease brand trustworthiness in medium term, especially given the gap in the understanding of B4R risks and assumptions among more than half of TCO staff. TCO staff have different visions for TCO in 10 years, as well as varying understandings of sustainability. This will further increase the silos and dilute the CP if not reconciled. The current way of planning and measuring partnership effectiveness and sustainability is insufficient.

Recommendations

Recommendation 1: TCO should clarify and measure partnerships' effectiveness

At present, there are several partnership gaps and bottlenecks that need to be clarified and measured. TCO can better document their strategic planning processes, establish holistic partnership engagements across divisions and partnership types, and utilise tools to measure partnership performance. There is also a largely untapped potential to work with CSO/NGO networks to engage their member organisations more fully in amplifying UNICEF's agenda. To address this, some type of restructure, or cross-functional team is needed (especially given TCO's hybrid role) to help align partnership approaches and decision-making and maximise impact and resources.

Recommendation 2: Promote partnerships for inclusion

TCO should develop an inclusion strategy to *leave no one behind* in the Thai context. To achieve this, a gender analysis and a SitAn study on inclusion in the Thai context should be commissioned that builds upon the MICS survey results. Such an analysis will ensure UNICEF's efforts will be politically savvy and do no harm, while enabling TCO to take advantage of emerging opportunities and work with key stakeholders. Establishing inclusion indicators and a baseline will be necessary to measure strategic success. There is a role for TCO to play in gathering public opinion on sensitive topics, forming multi-partner platforms and business cases for inclusion.

Recommendation 3: Drive programmatic impact at scale, measure systems change and improve the communication of results

More strategic and creative communication to partners will help to share learnings, reflections, clarify aims and objectives and partnership challenges. The sharing of strategies and stories, particularly through narratives or storytelling approaches to the regional office and regional partners, will engage all TCO sections and reach change at different levels. This will lead to actively transforming relationships among systems, sectors, and stakeholders, altering power dynamics related to decision making and influence, and shifting mental models that influence how people think, talk, and act. TCO should further embed the usage of the systems change approach. By doing so and through better capturing and communicating results, TCO can more effectively report to donors and their shareholders. Reviewing reporting and public communications for gaps and inconsistencies will help to identify and improve upon the weakest areas, and a knowledge management system should be developed to document progress.

Recommendation 4: [re]position business as a key stakeholder in TCO's agenda for children

TCO should take a social-ecological approach to mapping CSR/inclusive business throughout the region to identify B4R/shared value opportunities every CP cycle. This will help TCO determine whether they should prioritise: large, unrestricted financial gifts; cultivating relationships with business influencers; B4R; long term sustainable partnerships; or a mixed portfolio.

Repackaging/marketing what UNICEF already does in more astute business sector terminology can help TCO develop 'sellable' narratives (offerings/products) that appeal to the business sector. TCO should allow the business sector to choose between these offerings (e.g., unrestricted[2], B4R…). Consideration should also be given to co-funding innovative pilots with the business sector to assess what works and how to scale. Short-term vs long-term business sector donation journeys should be documented and used to build a knowledge management system and a Theory of Change for deepening engagement with the business sector.

Recommendation 5: Reach a consensus about TCO's brand

The TCO should align on broader brand considerations linked to CP goals that reflect both financial and non-financial partnerships, building on successes to date and areas to strengthen (e.g., B4R, inclusion and sustainability). This new 3 to 5-year brand positioning should consider TCO's image, influence, and targets for engagement with the public and private sector, RTG, key influencers, relevant multi-stakeholder and faith-based entities and supporters to articulate how the TCO brand is distinguished from other development actors (and how the TCO brand might be different to HQ UNICEF's brand). Clear objectives and measurable results should accompany this brand strategy. By coordinating efforts across sections, establishing the long-term vision for TCO, measuring the way the brand is perceived across audience types, exploring the way TCO communicates compared to other partners/competitors, mapping stakeholders in terms of influence and power and alignment with UNICEF/shared value, and holding a participatory workshop with the whole TCO, TCO's unique brand should emerge.

[2] Unrestricted in this sense refers to a donation (from the business sector) where funds are not restricted to being spent within the country, and thus can be used in UNICEF's (global) regular resources

1. Introduction

The UNICEF Thailand Country Programme (TCP) is central to implementing the Convention on the Rights of the Child (CRC) in Thailand.[3] The overarching goal of the TCP 2017–2021 is to contribute to national efforts to enable all children in Thailand, especially those most disadvantaged and excluded, to have their rights progressively fulfilled and to develop to their full potential in an inclusive and protective society. The country programme (CP) contributes to the vision of the Royal Thai Government (RTG), which is articulated in the 12th National Economic and Social Development Plan (NESDP) 2017–2021 and to the outcome strategies of the United Nations Partnerships Framework (UNPAF) 2017–2021. The RTG works in Thailand with the United Nations Country Team (UNCT), 21 agencies who have specific programmes and activities being carried out in Thailand.

The evaluation's purpose is to assess and provide recommendations on UNICEF Thailand's strategic positioning and partnerships strategy. This evaluation occurred during COVID-19 and leadership changes within TCO and while piloting a new organisation wide initiative "Business 4 Results" (B4R). B4R was launched in 2019 and aims to [re]position business as a key stakeholder in UNICEF's agenda for children, and thus, contribute to the Sustainable Development Goals (SDGs). Box 1 outlines the increasing relevance of the private sector to UNICEF's partnership work. The evaluation will be used to inform the 2022-2026 CPD and to understand how UNICEF is strategically positioned to not only meet their CP goals but also to be a partner of choice going forward for the issues prioritised by the RTG and Thai society.

Box 1: CRC and the private sector

The Convention on the Rights of the Child entered into force 2 September 1990 and does not specifically mention the private sector. The 2030 Agenda for Sustainable Development increases the importance of business to act as development stakeholders as a vital and critical component to accomplish the Sustainable Development Goals (SDGs). However, even before the SDGs were created committee reports on the private sector's role in upholding rights of the child appears. For example, General comment No. 15 (2013) on the right of the child to the enjoyment of the highest attainable standard of health details:

> All business enterprises have an obligation of due diligence with respect to human rights, which include all rights enshrined under the Convention. States should require businesses to undertake children's rights due diligence. This will ensure that business enterprises identify, prevent and mitigate their negative impact on children's right to health including across their business relationships and within any global operations. Large business enterprises should be encouraged and, where appropriate, required to make public their efforts to address their impact on children's rights.[4]

Meanwhile, General Comment No.16 addresses the state obligations regarding the impact of businesses on children's rights.[5] It provides guidance to prevent and remedy violations of child rights

[3] Thailand was one of the first countries to ratify CRC. The RTG supported key policy decisions that improved underprivileged children's access to essential care, services, and nutrition, enabling growth in long-term productivity through better accumulation of human capital. The adoption of policies such as the Child Support Grant (CSG) Scheme in 2015 and subsequent extensions attest to the RTG's support for early childhood development and commitment to breaking the intergenerational transmission of poverty. (Source: TDRI & and EPRI, *CSG Impact Assessment*)

[4] United Nations Committee on the Rights of the Child. CRC/C/GC/15 (2013) Available at: https://www2.ohchr.org/english/bodies/crc/docs/GC/CRC-C-GC-15_en.doc

[5] United Nations Committee on the Rights of the Child. CRC/C/GC/16, (2013) Available at: https://www2.ohchr.org/english/bodies/crc/docs/CRC.C.GC.16.pdf.

by business actors and ensure business enterprises carry out their responsibilities in the realisation of the rights of the child and encourages businesses to positively contribute to the realisation of these rights.

The evaluation has the following objectives and performance measures:

1. Provide an independent assessment of UNICEF's added value and comparative advantages in the national context to achieve the CP's expected results.
2. Provide an assessment of UNICEF's positioning within the Government, national partners, and the private sector, given its ability to respond to Thailand's needs. A contribution to this objective will be a stand-alone deliverable that presents a perception survey of major stakeholders about UNICEF's roles is well or poorly positioned to play.
3. Draw critical lessons from the Country Office (CO)'s engagement strategy with partners and leverage results and provide a set of forward-looking and actionable recommendations for the next programming cycle.

This report outlines the methodology the evaluation team has taken throughout the evaluation, the findings from the evaluation, and the conclusions and recommendations.

1.1 Country context

Decades of sustained economic growth and social development supported by effective government policies have contributed to Thailand's upper-middle-income status and its success in virtually eradicating extreme poverty.[6] Thailand has made significant progress in terms of reducing poverty, although 1.4 million children, representing 10% of the child population, still live below the national poverty line, with significant clusters in the northeast, the north, the southern border provinces, and among migrant children and children living with disabilities.[7] Children in Thailand continue to face important challenges in regard to access to education; nutrition and breastfeeding; general health and immunisation; sexual and reproductive health, leading to high rates of adolescent pregnancy and HIV transmission;[8] mental health; migration; and the impact of climate change.[9] An estimated 25% of all children in Thailand, representing more than three million children, live with caregivers who are not their biological parents.[10] The Multiple Indicator Cluster Survey (MICS) completed in 2019 reveals that there are some multidimensional (age, sex, education and regional) disparities that warrant adopting an inclusive approach.[11]

Developing the human capital of young children – the workforce of the future – by ensuring adequate physical, social, and cognitive development, improved educational outcomes, and higher future labour productivity, will pre-empt the impending middle-income trap in the context of Thailand's ageing population.[12] A country whose workforce productivity rises faster than the nation ages can sustain shared prosperity for everyone, especially when an inclusive approach is applied. According to the World Bank, Thailand still has some human development issues to tackle: a Thai child born today will grow up to become only 60% as productive as s/he would have been had they received adequate health and education.[13] An

[6] Thailand Development Research Institute and Economic Policy Research Institute, *Thailand Child Support Grant (CSG) Impact Assessment Endline Report,* (Bangkok, 2019).
[7] UNICEF Thailand, *UNICEF Thailand Mid-Term Review Report (Bangkok, 2019)*.
[8] ibid.
[9] UNICEF Thailand, *UNICEF Thailand Annual Report 2019 (*Bangkok, 2020)
[10] UNICEF Thailand, *Mid-Term Review Report (internal document, 2019).*
[11] National Statistical Office, *The Thailand Multiple Indicator Cluster Survey (MICS) Survey Findings Report* (Bangkok, 2020).
[12] TDRI & and EPRI, *CSG Impact Assessment,* sect 1.1 (2019).
[13] World Bank, *Human Capital Project Report,* (Washington, D.C., 2018) Available at: https://openknowledge.worldbank.org/handle/10986/30498.

investment in children will be critical to boosting Thailand's economic and social growth as well as helping to achieve the CRC.[14]

The COVID-19 pandemic has had a significant socioeconomic impact on Thailand leading to employment and labour market shocks which disproportionately affect the most vulnerable groups in society, including children.[15] While the early response to the pandemic by the RTG including wide-reaching social protection schemes was comprehensive, rapid and well-sequenced, there remains a significant challenge, particularly considering Thailand's GDP reduced by 6.1% in 2020.[16] The third wave of COVID-19 infections in Thailand, emerging in April 2021, has disproportionately affected the 4-5 million migrant workers and their families who are estimated to be living in Thailand, leading to widespread concern over their working and living conditions and an increase in xenophobia and stigmatisation towards them.[17] Economic activity is not expected to return to pre-pandemic levels until 2022 or 2023, and depending on the country's progress with domestic vaccination rates and an improvement in the international tourism sector, this may be a slow and uneven recovery.

Thailand, a constitutional monarchy, has been led by Prime Minister Prayuth Chan-ocha since taking power in 2017 through a military coup and winning Thailand's last general election in March 2019. The country has endured dozens of wide-scale protests since, with citizens across the country calling for the constitution to be rewritten and for the Prime Minister's government to peacefully step down. Many youths have engaged in the protests.

1.2 The UNICEF Country Programme (2017-2021)

UNICEF's CP is an essential component in ensuring the fulfilment of children's rights and improvement of their situation, all within an inclusive society. Four programmatic components have been identified by the Thailand Country Office (TCO) that are anchored in national priorities:

1. **Child and adolescent development and participation**
2. **Child protection**
3. **Inclusive social policy and child-sensitive social protection**
4. **Programme effectiveness**

Disaster risk reduction and emergency preparedness and response are integrated across all four components. In addition, the CP supports strengthening national systems regarding the monitoring and oversight of children and women's situations and advocacy for promotion and protection of their rights. The operationalisation of these four components relies on a mix of implementation strategies:

- Policy dialogue and advocacy to strengthen legislative frameworks and policies and leverage resources for the delivery of results for children;
- Capacity development for policy and law implementation, delivery of quality services and creation of demand for services;

[14] World Bank, *Thailand's Poverty on the Rise Amid Slowing Economic Growth*, (2020).
[15] Oxford Policy Management Limited & United Nations Thailand, *Social Impact Assessment of COVID-19 in Thailand*, (Bangkok, 2020); United Nations in Thailand, *Socio-Economic Impact Assessment of COVID-19 in Thailand*, (Bangkok, 2020).
[16] World Bank, "Thailand Economic Monitor July 2021: The Road to Recovery*", (2021), Available at* https://www.worldbank.org/en/country/thailand/publication/thailand-economic-monitor-july-2021-the-road-to-recovery (accessed July 15, 2021).
[17] IOM Thailand, *COVID-19 Response and Recovery Plan 2021 (n.d.)*, Available at https://thailand.iom.int/sites/thailand/files/COVID19Response/IOM%20Thailand%20SRRP%20%202021.pdf.

- Evidence generation to ensure that evidence is used to improve policies, programmes, and accountability, leveraging research capacities in national academia; and
- Innovation and communication for development to complement the other strategies and enhance social accountability for children's rights.[18]

In its strategic note on programme effectiveness, UNICEF Thailand identified five key outputs to facilitate implementation of a well-managed, high-quality country programme that will contribute to achieving the programme's outcome objectives for all children in Thailand.[19] The five outputs are:

1. **Programme Coordination**: Through effective coordination and technical support in planning, monitoring and evaluation, UNICEF staff will have the guidance, tools and resources to effectively plan, implement, monitor and evaluate the components of the country programme.
2. **Strategic Positioning:** UNICEF's voice, reach and public engagement will be progressively increased, and its brand perception strengthened to position UNICEF as the leading expert, advocate and actor for children in Thailand.
3. **Advocacy & Partnerships:** Strategic partnerships and coalitions will be established, through which partners will have the increased knowledge, capacity, and opportunity to effectively advocate for the protection and realisation of children's rights.
4. **Children's Rights and Business:** Key businesses and strategic partners will have an increased understanding of, capacity for, and take concrete action to respect and support children's rights.
5. **Cross-Cutting Strategies:** Strategies to address cross-cutting issues related to child rights are to be developed and applied.

The CP relies on effectively mobilising a range of stakeholders.

1.3 Targeted key stakeholders

Table 1 breaks down the initial targeted key stakeholders for the evaluation. To attain sufficient saturation with the data obtained, it was important to collect data from a wide range of UNICEF and United Nations organisations in Thailand, along with organisations that partner with UNICEF via a contractual relationship or who work closely with UNICEF, including national institutions, the private sector, government representatives, civil society partners and development agencies.

Table 1. Targeted key stakeholders for the evaluation

	Sector			Cross-sector	
Targeted Stake holders	**Child protection**	**Child and adolescent development**	**Social policy and protection**	**Disability/ gender/ climate/ disaster preparedness**	**Programme effectiveness (coordination, advocacy, engagement)**
UNICEF	TCO child protection chief	TCO adolescent expert	TCO social policy chief and expert	TCO or regional advisers	HQ, RO, TCO communication and partnerships
UNCT	UNICEF EAPRO	UNFPA, WHO	UNDP, UNODC	UNFPA, UN Women,	UNCT Resident

[18] More information available at Annex 1.
[19] UNICEF Thailand. *PSN Strategic Note: Programme Effectiveness* (n.d.).

Targeted Stake holders	Sector			Cross-sector	
	Child protection	Child and adolescent development	Social policy and protection	Disability/ gender/ climate/ disaster preparedness	Programme effectiveness (coordination, advocacy, engagement)
					Coordinator
RTG	Ministry of Social Development and Human Security (MSDHS) (OPS, OPP, DSDW)	Ministry of Education (OBEC); Ministry of Public Health (NAMC/DDC, DOH, DMH, NHSO); Ministry of Justice (DJOP)	Ministry of Finance (NESDB)	Ministry of Social Development and Human Security (MSDHS) (OPS, OPP, DSDW)	Ministry of Foreign Affairs (TICA); Ministry of the Interior (BORA)
Business partners[20]	Sansiri; Central Group; Central Food Retail; True Corporation; CP Group (CP Foundation); Shopee Thailand; Tencent Thailand; Channel 7; Total Access Communication Plc. (dtac)				
Business Aggregators[21]	Stock Exchange of Thailand (along with their Social Responsibility Centre); Personnel Management Association of Thailand; Global Compact Network Thailand; Thai Chamber of Commerce; Thai Listed Companies' Association; Thai Contractors' Association; PriceWaterhouse Coopers				
Civil society/ community/ NGOs	AIDS Access Foundation; Foundation for Child Development; Isra Institute; Save the Children; Friends International Thailand; Raks Thai Foundation; National Health Foundation; Baan Dek Foundation; Thai Network of People Living with HIV/AIDS; CRC Coalition Thailand; Thailand Association of Social Workers; Thaipat Institute; Sasin Center for Sustainability Management; Right to Play Thailand Foundation; Special Olympics Thailand; Path2Health Thailand				
Development partners	Asian Development Bank; ASEAN; European Union; USAID				

The evaluation was not meant to target specific sectors but to obtain a wide range of perceptions on UNICEF in Thailand. Table 1 shows the evaluation team's initial targeted stakeholders identified by the evaluation team through desk review to ensure a broad reach in stakeholders across the five CP components. To determine the most appropriate stakeholders to collect data from, the evaluation team consulted with each TCO section (Social Policy, Communications, Partnerships, Child Protection, Adolescent Development and Participation, and Education/Early Childhood Development) to obtain a list of stakeholders whom they believed it would be important to consult. From there, and using Table 1 as a guide, the evaluation team selected stakeholders from each sector, along with a small number of stakeholders which were chosen by the TCO as priority, such as the corporation, Sansiri. Given the B4R strategy, the Private Sector Fundraising (PSFR) section's partners were considered priority partners for this evaluation.

Given the COVID-19 situation and the scope of the evaluation, the ToR did not demand to consult beneficiaries because the focus is on assessing strategic position and partnerships. The evaluation assessed the level of involvement of children and the most marginalised, in particular women, children, migrants, minorities and disabled persons, and took the voice of rights holders into account throughout. The evaluation team interviewed CSOs and NGOs which work closely with children and their families and which have a clear

[20] General comment 16 uses the terms 'the business sector' and defines it as including all business enterprises, both national and transnational, regardless of size, sector, location, ownership and structure. Consequently, this evaluation uses the term the business sector but notes that in UNICEF documents the following terms are used interchangeably: private sector, corporates, corporate partners, companies.

[21] For the purposes of this evaluation, the term 'aggregator' when referring to UNICEF Thailand's aggregator partners refers to organisations which convene various partners, such as the Stock Exchange of Thailand or the Global Compact Network Thailand.

idea of the needs of children in Thailand, some of which are run by youth. This evaluation also looked at past evaluations which have adopted a HRBA and which have consulted rights holders in Thailand.

The evaluation team utilised a human rights-based approach (HRBA) and applied HRBA principles throughout[22] while being guided by the **UNEG Guidance on Integrating Human Rights and Gender Equality in Evaluation (2014).**[23]

1.4 Conceptual Framework, Results Framework and Theories of Change

The UNICEF theory of change[24] states that ***if*** the programme is well planned, coordinated, implemented, monitored and evaluated; ***if*** UNICEF positions itself as the leading expert, advocate and actor for children in Thailand; ***if*** UNICEF establishes strategic partnerships for advocacy and key stakeholders in Thailand so that they have the knowledge, capacity and tools to advocate for children's rights; ***if*** key businesses and strategic partners have an increased understanding of, capacity for and commitment to corporate responsibility to respect and to support children's rights; and ***if*** appropriate cross-cutting strategies are developed and applied; ***then*** the country programme will be of sufficient quality to achieve planned results for children.

Strategic notes that cover: 1) adolescent development; 2) child protection; 3) social policy; 4) education; 5) early childhood development; 6) social protection and 7) programme effectiveness were developed during the July 2019 Mid Term Review (MTR). All had a reconstructed theory of change (ToC) and the first 6 of these were put into an 'overarching ToC' to articulate the change pathway and reach a common vision with respect to enhancing integration and complementarity among the outcomes (see visual of overarching ToC in Annex 1). Notable for this evaluation is the fact that the 'overarching ToC' does not mention partnerships. Partnerships, and PSFR are broadly considered as inputs into the CP.

The program effectiveness Strategic Note had a separate ToC that mentions coordination, strategic positioning, external relations, business sector engagement and cross sectoral issues (Annex 2 shows the outcomes and outputs). As such, this is the most relevant ToC for this country programme evaluation and elevates the role of the business sector in the CP in line with the new Business for Results (B4R) vision. B4R considers businesses as a development stakeholder making it strategically important to articulate the role of business in achieving results under all program areas and in all strategic notes. The program effectiveness strategic note says the following about the business sector:[25]

> The business sector is an important duty bearer for children in Thailand, with a considerable influence on most every aspect of a child's life. The Government has a clear legal responsibility to protect children from violations of their rights resulting from business operations. UNICEF will collaborate with strategic partners in the business sector (companies, business associations, the Stock Exchange of Thailand, chambers of commerce), the Government and civil society (NGOs, corporate social responsibility institutes and consultancies, academia) to increase their knowledge on the impacts of business on child rights and strengthen their capacity and commitment to respect and to promote children's rights.

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[22] *Source: The Human Rights Based Approach Statement of Common Understanding, UNICEF. Retrieved from: https://www.unicef.org/sowc04/files/AnnexB.pdf.*

[23] UNICEF has a number of evaluation guidelines that mainstream the HRBA approach that were applied to this evaluation e.g. UNICEF's revised Evaluation Policy (2018), the United Nations Evaluation Group (UNEG) Norms and Standards for Evaluation (2016), UNEG Code of Conduct for Evaluation in the UN system (2008), UNEG Ethical Guidelines for Evaluation (2020), UN SWAP Evaluation Performance Indicator (2018), UNEG Guidance on Integrating Human Rights and Gender Equality in Evaluation (2014), and UNICEF-Adapted UNEG Evaluation Report Standards (2017).

[24] UNICEF Thailand. *Terms of Reference for Strategic Positioning and Partnerships Strategy Evaluation of the UNICEF Thailand Country Programme 2017-2021 (RFPS under LTAS*) (2020).

[25] Please note that the following terms are seen in UNICEF documents: business sector; private sector; corporates; corporate sector, all of which are taken to mean for-profit entities.

1.5 Implementation status

Following a presentation of preliminary findings at TCO on 5 March 2021 and a validation workshop with TCO and EAPRO staff on 24 June 2021[26], UNICEF Thailand will review the final evaluation report and then there will be a management response.

[26] The UNICEF staff attending the presentation of preliminary findings were: Kyungsun Kim, Severine Leonardi, Oscar Ernesto Huertas Diaz, Koorosh Raffii, Anoop Singh Gurung, Eric Arndt, Dawn Gosling, Napat Phisanbut, Rangsun Wiboonuppatum, Gary Risser.
The UNICEF staff attending the final validation workshop were: Kyungsun Kim, Severine Leonardi, Oscar Ernesto Huertas Diaz, Koorosh Raffii, Anoop Singh Gurung, Eric Arndt, Dawn Gosling, Napat Phisanbut,

2. Evaluation Purpose, Objective and Scope

2.1 Purpose of the country programme evaluation

The primary purpose of a UNICEF CPE is to inform the preparation of the next five-year phase of UNICEF's work and the development of the country programme document (CPD) 2022 – 2026. Considering the CO's wealth of evaluative research and the quality of the reports available, this Country Programme Evaluation (CPE) is a formative evaluation around the CO strategy of engagement with various partners and leveraging results through such engagement. The evaluation looks at CO strategic positioning, partnering and the leverage capacity from key actors' resources and from the business and public sectors.

2.2 Evaluation Objectives

The objectives of this assessment were stated in the ToR as follows:

I. Provide an independent assessment of UNICEF's added value and comparative advantages in the national context in terms of achieving the CP's expected results.
II. Provide an assessment of UNICEF's positioning within the RTG, with national partners, and within the public and business sectors, given its ability to respond to Thailand's needs.
III. Draw critical lessons from the TCO's engagement strategy with partners so as to leverage results and provide a set of forward-looking, actionable recommendations for the TCO's next programming cycle.

2.3 Evaluation Scope

The timeframe, thematic and geographic scope and rationale are covered in Table 2.

Table 2. Evaluation scope

Category	Scope	Rationale
Timeframe	January 2017 to mid-2020	The evaluation focused on the UNICEF CP 2017–2021. The evaluation timeframe covered the first three and a half years of the CP, from January 2017 to mid-2020. Anything outside of this timeframe was not relevant to the evaluation.
Thematic	Partnership and engagement strategies, including strategic positioning, stakeholder perceptions and comparative advantages	The evaluation focuses on results at the institutional level. The evaluation concentrated on investigating whether the UNICEF TCO had identified the most relevant goals and strategies to address programmatic challenges and whether synergies and alliances were optimal. In that sense, the evaluation determined if and how those strategies contributed to achieving the expected outcomes spelled out in the CP. The evaluation did not focus on advocacy strategy, since this was already evaluated in 2018; nor the programmatic implementation strategy, given that the CPE is not an impact evaluation.

Category	Scope	Rationale
Geographic	TCO and UNICEF's EAPRO	The evaluation focused on the national level. It focused on consultation with relevant key stakeholders from national institutions, covering the business sector, government representatives, civil society partners and development agencies (including United Nations agencies, one of which was the UNICEF East Asia and Pacific Regional Office, or EAPRO). Anything outside of the direct activities of TCO were not relevant.

2.4. Intended primary and secondary users

The intended beneficiaries/users for the evaluation are grouped into primary and secondary and include the TCO, other UN agencies in Thailand, the Royal Thai Government, private and civil society partners, Regional and Global UNICEF offices (see Table 3).

Table 3. Primary and Secondary users and uses of the evaluation

	Users	Use of the evaluation
Primary	**Primary** UNICEF Thailand Country Office	Inform the design, programming, strategic approaches to partnering and advocacy priorities for the new Country Programme (CPD 2022-2026). Inform strategic prioritisation and decision-making for the country office based on the assessment given of strategic positioning, added value, evidence generation and cross-sectoral practices. Inform UNICEF on how to best position itself in Thailand and work effectively with key stakeholders to improve the lives of children and youths in the next country programme.
Primary	UNICEF East Asia-Pacific Regional Office (EAPRO)	Provide learning and insight on the effectiveness of UNICEF's partnership strategy and approaches. Inform planning and resource allocation for EAPRO's support to the TCO.
Secondary	Government of Thailand	Inform RTG planning, formulation of sectoral plans and priorities (in particular those related to children and women) and how to reach the most marginalised.
Secondary	Other implementing agencies	Highlight successful interventions that could be scaled up by the RTG.
Secondary	Other upper middle-income countries	Thailand experience would have most resonance for similar upper middle-income settings in other regions.

	Users	Use of the evaluation
	Business sector	Provide ideas for collaboration with UN agencies and what makes a successful partnership and how to incorporate child rights into business practices, and the benefit of doing so.
	UNCT and key UNICEF partners, and organisations operating in Thailand	Provide learning on the appropriateness of approaches and interventions, and inform intersectoral programming, advocacy and resource allocation for future strategy development through the United Nations Sustainable Development Cooperation Framework (UNSDCF).
	UNICEF HQ	Various units within UNICEF develop guidelines and approaches for working with partners. The findings from this evaluation can highlight best practices and lessons learnt at the TCO level to inform planning.

3. Evaluation Design and Methodology

3.1 Design principles

This Country Programme Evaluation (CPE) is a formative evaluation with an emphasis on learning around the CO strategy of engagement with various stakeholders and leveraging results through such engagement. This evaluation relied on participatory, practical and evidence-based approaches, with mixed methods (qualitative and quantitative) of data collection and analysis. Data was collected, analysed, triangulated and validated using several strategies in combination to maximise reliability and representativeness of results.

All evaluation tools and processes were implemented in line with a HRBA. The HRBA ensured the evaluation was sensitive to the needs of rights holders by using empowering and non-stigmatising language aligned with the recommendations in the standards listed in **Ethical Considerations** (sect. 3.5), and by considering government and business sector respondents to be duty bearers.

A participatory approach was adopted within the practical limitations of access during the COVID-19 pandemic. This approach involved the engagement of and consultation with key stakeholders in the business sector, government, civil society and partner agencies throughout the process. Participatory research methods help participants to reflect on their world with a fresh perspective; stimulate ownership of results; and create an atmosphere of trust, confidence and growth. The value of a utilisation focused approach is that it "is more likely to be used if intended users are involved in ways they find meaningful, feel ownership of the evaluation, find the questions relevant, and care about the findings."[27]

To best meet the primary purpose of this evaluation and given the data available, a grounded theory approach was applied. Grounded theory sets out to discover or construct theory from data, systematically obtained and analysed using comparative analysis and is appropriate when there is little known about a situation/phenomenon.[28] Following Charmaz's Grounded Theory approach, this study focuses on how the participants construct (or assign) meaning to the phenomenon (e.g. what is the UNICEF brand and comparative advantage and how does it have meaning/value for them/their organisation/their partners and then accordingly, how should UNICEF position itself strategically).[29] Annex 30 illustrates the iterative process and interconnectedness of each step of the evaluation as it was used in applying the grounded theory approach. This approach has a particular relevance for this kind of evaluation looking at strategic positioning and partnerships as opposed to more standard or traditional evaluation processes looking at various programmatic areas.

3.2 Evaluation Criteria

In line with the content of the terms of reference (TOR), the evaluation was conducted using four of the Organisation for Economic Co-operation and Development (OECD) Development Assistance Committee (DAC) evaluation criteria, which were pre-selected by the UNICEF TCO:

Relevance: assesses UNICEF's added value and comparative strengths in the Thai context. There is an interest in understanding whether UNICEF has identified the most relevant goals or strategies to address priority challenges and whether its synergies and alliances have been optimal.

[27] Patton, Michael Q, "Utilization-Focused Evaluation (U-FE) Checklist", *The Evaluation Ce*nter, Western Michigan University, Kalamazoo (2013), Available at: https://wmich.edu/sites/default/files/attachments/u350/2014/UFE_checklist_2013.pdf.
[28] Tie, Y.C., Birks, M., and Francis, K. (2019) "Grounded theory research: A design framework for novice researchers", *SAGE Open Medicine* Volume 7: 1–8.
[29] Charmaz, K (2006) "Constructing Grounded Theory: a practical guide through qualitative analysis". Thousand Oaks, CA: SAGE.

Effectiveness: assesses the extent to which the CP achieved or is expected to achieve its objectives with support from partners; assesses the capacity to establish precise, intended results; and assesses the sharing of achievements with partners.

Coherence/connectedness: assesses the CO's sections to be mutually supportive and complementary to each other and having the ability to design and implement interventions in a way that considers other United Nations programmes. There are internal and external aspects of coherence and connectedness in this evaluation.

Sustainability: assesses the extent to which UNICEF's work has succeeded in building national capacity and creating alliances and assesses the likelihood of the RTG and business sector adopting interventions in the future. Sustainability of partnerships is a key area to explore.

Impact is also an OECD-DAC criteria, but this was omitted from this evaluation by UNICEF TCO when the terms of reference for the evaluation were developed. The impact criterion is not appropriate for this formative, forward-looking evaluation focused on strategic positioning and partnerships. Efficiency is also an OECD-DAC criterion which was omitted, as this is not an evaluation which determines how well UNICEF resources were used. UNICEF developed the questions and co-developed the sub-questions for the evaluation. The evaluation team reviewed these questions and made minor changes to some sub questions. An explanation table covering the changes made by the evaluators appears in Annex 12.

In addition to the four OECD-DAC evaluation criteria, the evaluation considered human rights, child rights, gender equality and equity as critical cross-cutting criteria in the assessment process. The evaluation matrix linking evaluation criteria, sub questions, indicators, methods of data collection and analysis, and data sources for answering each evaluation question is given in Annex 3.

Key evaluation questions	Sub-questions
How well is UNICEF strategically positioned to respond to the needs and context of Thailand?	What are UNICEF TCO's comparative advantages/added value compared to other country actors?
	How is UNICEF perceived in terms of its impact, key work areas, children's rights, brand, and attractiveness as a partner?
	How well is UNICEF strategically positioned to respond to the needs and context of Thailand?
How effectively has UNICEF articulated its engagement approaches and what are the lessons learnt?	What is the role of partnerships in TCO's overall strategy?
	What does UNICEF consider to be ethical or unethical in terms of partnerships?
	How effective has the TCO been in articulating and developing strategies to approach, engage, pitch and secure relevant partnerships?
How significant have the strategic engagements been toward responding to the needs of children??	To what extent has UNICEF TCO been able to influence its partners' practices and priorities?
	Do UNICEF TCO's partners amplify UNICEF's agenda?
	Is UNICEF attracting (business sector) partners who are genuinely interested in child well-being, rights and development?

Key evaluation questions	Sub-questions
How do the office and partners define and plan for convergence?	Is UNICEF developing the right type of coalitions and optimising its engagement around the government's planning processes to better meet the needs of targeted rights holders?
	To what extent does the TCO approach partners in a coordinated manner?
To what extent are the Country Programme partnerships sustainable in time?	Have joint interventions been designed and implemented in a way that enhances and enables their replicability, sustainability and scale-up?
	How can the ToC, risks and assumptions for B4R and related partner engagement approaches be sharpened?
To what extent has the CP applied gender and inclusion sensitive approaches and explicitly aims for partnership results that improve the rights of children, women, migrants, minorities and people with disability?	*Sub questions developed by the evaluation team (see Annex 3)*

3.3 Data Collection

Data collection was conducted throughout the evaluation process. The guiding questions are outlined below, based on the TOR issued by UNICEF TCO but modified slightly to incorporate the needs of rights holders. Data collected in each step informed the next step and the process was iterative.

An outline of the key steps undertaken is provided below.

1. Semi-structured interviews (SSIs) and focus group discussions (FGDs) were held after the desk review and creation of a draft stakeholder map. They were held in-person when possible and online via Zoom or Google Meet when in-person meetings were not possible.[30] The SSIs and FGDs were used to inform the rest of the evaluation, through harvesting relevant data to inform stakeholder mapping and the perception analysis, and through snowball sampling to obtain the contact details of more potential participants.
2. An online perception survey was disseminated to targeted priority stakeholders in major stakeholder groups (RTG, implementing partners, business sector organisations, development agencies, etc.) of the roles that UNICEF is best designed to play (or not to play) in support of Thailand's future.
3. A series of validation workshops, FGDs and SSIs were held with targeted priority stakeholders to confirm the content of the stakeholder map and the overall perception survey results.
4. Relevant case studies highlighting specific aspects of TCO partnerships that helped to demonstrate the evaluation criteria were developed.
5. The final analysis results were presented in a series of validation workshops with a reference group at TCO. The first validation workshop, a presentation of preliminary findings, took place in-person and online on Friday, March 5, 2021. The final validation workshop took place on 24 June 2021 (see Sect. 1.5 for attendees).

[30] COVID-19 precautions were an important consideration in this study. The evaluation team complied fully with government guidelines when meeting in person (and strategies for data collection in this study are fully compliant with current government regulations) Online interviews were held whenever possible.

Data collection throughout the evaluation included a stakeholder analysis/map (see Annex 7), a perception survey (see Annex 15), documentation analysis (see Annex 6), literature review (see Annex 5), and semi-structured interviews/focus group discussions (see Annex 29). A summary of all data collection methods utilised in this evaluation can be seen in Annex 25.

3.3.1 Sampling

The evaluation team pre-identified potential participants through the desk review and online research to guard against selection bias and undue influence. An initial list of participants for the study was provided to the research team by UNICEF following submission of the Inception Report, and the research team used that list to validate the list created through desk review. A shortlisting process was carried out according to the following criteria:

- **Primary criteria:** past or current partners with UNICEF, with a minimum engagement of 12 months
- **Secondary criteria:** knowledgeable informant on topic

The evaluation team used Table 2 to ensure an adequate breadth in participants was used in targeting the amount of interviews by stakeholder category. As can be seen in Table 4, the targeted number of SSIs was 25 while 32 were conducted, and the targeted and actual number of FGDs was 5. Table 5 presents the division of internal and external respondents in the evaluation.

It was formally requested that UNICEF TCO prepare an introduction letter for the evaluation team and that the evaluation team initiated all contact with participants. Following KIIs and FGDs with this preliminary list of participants identified by the evaluation team and validated by the list from UNICEF, other relevant stakeholders were identified and introduced to the research team through snowball sampling methods (each participant was asked to recommend an additional key informant/knowledgeable person). Snowball sampling had a target of 5 informants whereas 7 were identified and interviewed through this method.

Table 4: SSI and FGD targeted vs actual numbers

SSIs			FGDs		
Characteristic	**Targeted**	**Actual**	**Characteristic**	**Targeted**	**Actual**
Business partners[31]	3	3	Civil society	1	1
Academic	2	1	Business sector	2	1
Government	5	5	UNICEF TCO staff	1	1
Section chiefs	4	6	UNICEF EAPRO	0	1
Other TCO	0	4	UNCT	1	1
Civil society	2	3			
TCO Leadership	2	4			

[31] At the beginning of the evaluation, business donors /partners were described differently in internal documents and during primary data collection. These donors were considered separately to aggregator partners which might be statutory bodies, or NGOs working in a certain business sector. The term business sector was adopted based upon General Comment No.16 and incorporates business sector actors whether donors to UNICEF, for profit entities or aggregators, or any other business sector actors.

SSIs			FGDs		
Characteristic	Targeted	Actual	Characteristic	Targeted	Actual
Regional/global UNICEF	2	3			
UNCT/EU	0	4			
Snowball sampling	5	7			
Total	25	32		5	5

Table 5: UNICEF staff respondents compared to external respondents in this evaluation

Characteristic	SSIs	FGDs	Perception survey
UNICEF	17	2	20
External (public and private)	15	3	39

Perception survey participants were identified through initial stakeholder lists provided by UNICEF, snowball sampling (n = 15), and through the desk review process, where identified partners of UNICEF not interviewed already were sent a link to participate in the survey. Final sample sizes were 20 respondents from UNICEF and 39 respondents external to UNICEF, exceeding our target of 15 respondents from UNICEF and 35 respondents external to UNICEF (see Table 2 and Figure 2 in Annex 15). The perception survey can be found in Annex 15.

3.4 Data analysis

The wide variety of evaluation question answers were analysed through several means to assess and validate the research findings including: stakeholder analysis, output/documentation analysis, qualitative coding (Nvivo), quantitative descriptive statistics (i.e., counts and percentages) (Stata software), Comparative Advantage Analysis, case study analysis, triangulation and validation (See Annex 25 for more details on the analysis procedures used). All analytical tools were adapted to meet the requirements of an HRBA, which ensured the evaluation was sensitive to the needs of rights holders by using empowering and non-stigmatising language aligned with the recommendations in the standards listed in **Ethical Considerations** (sect. 3.5). A programme style cost analysis was not required/relevant.

3.5 Ethical considerations

The research team put in place a detailed plan as to how they would guarantee the ethical obligations of evaluators and ethical safeguarding of stakeholders involved in the evaluation (see IRB application form linked in Annex 28). The evaluation conformed to the guidelines and standards provided by the United Nations and UNICEF for evaluations. The team followed UNICEF's revised Evaluation Policy (2018), the United Nations Evaluation Group (UNEG) Norms and Standards for Evaluation (2016), UNEG code of conduct for evaluation in the UN system (2008), UNEG Ethical guidelines for evaluation (2020), UN SWAP Evaluation

Performance Indicator (2018), UNEG Guidance on Integrating Human Rights and Gender Equality in Evaluation (2014), UNICEF-Adapted UNEG Evaluation Report Standards (2017).

Includovate obtained ethical clearance from an institutional review board (IRB) for research involving human participants (see Annex 28). Includovate policy is that a detailed application must be submitted to and approved by the IRB prior to any research undertaken by Includovate or Includovate contractors. The IRB determines whether or not the proposed research meets its standards of ethical consideration. In this determination, the IRB reviews the study's aims and justification, background and literature review, research design and methodology, recruitment of participants, procurement of consent, reimbursements or incentives to participants, risks to participants, privacy and confidentiality with regard to data collection, and the publication and dissemination of results. The UNICEF evaluation manager confirmed with UNICEF HQ that no additional in-country ethical clearance was required for this evaluation (see Annex 24).

Specific ethical considerations in place for this study included:

- Online consent forms for individuals participating in the perception survey;
- Differentiated consent forms for participants in the SSIs or FGDs, depending on the medium of interview taking place (for individuals meeting online or in-person);
- An explanation to participants that all answers were voluntary, that participants could skip any questions they wished and that participants were free to withdraw from the study at any time;
- Measures put in place to prevent the spread of COVID-19 for both participants and researchers that adhered to recommendations by Thailand's Department of Disease Control for meetings, seminars, or other mass gatherings;[32]
- Translation of all consent forms and tools into Thai to ensure complete understanding by all participants;
- Guarantee of confidentiality by assigning all interviewees anonymous codes, with no names of individual participants being used in any publications emerging from this research;
- Ethical training/qualification of the lead evaluator, who has a CITI human subjects ethics certificate;
- The signing of Includovate's Prevention of Sexual Abuse and Exploitation Policy and Child Protection Policy by all research team members, and the signing of UNICEF's ethical compliance forms by the core evaluation team.

3.6 Limitations

All methodologies face limitations and constraints relating to the reality of collecting data from diverse respondents and, particularly during COVID-19, social distancing measures. Several limitations were encountered during the evaluation process. The evaluation team followed different strategies to mitigate the effects of limitations on data quality and the overall evaluation assignment.

Limitations	Mitigation measures
Limitations associated with remote data collection.	Recruited Thai speaking local enumerators who could collect data in the local language and face-to-face when social distancing measures allowed. Two international consultants

[32] Thailand, Department of Disease Control, Recommendations for meetings, seminars or other mass gatherings (February 11 2020). Available at: https://ddc.moph.go.th/viralpneumonia/eng/file/recommendation/016Recommendations.pdf.

Limitations	Mitigation measures
	were based in Bangkok, and this enabled face-to-face meetings under social distancing measures.
The small sample size and the large number of UNICEF respondents and the number of respondents based on recommendations from the UNICEF regional and country offices could have been a limitation. The evaluation interviewed more UNICEF staff than non-UNICEF staff (see Table 3) and, as such, the SSIs may be biased by positive association or limited institutional memory.	Data saturation was achieved on a number of interview areas and the evaluation team held weekly discussions on this particular issue and the overall assignment. Follow up emails and interviews were used to clarify or go deeper in certain areas where discrepancies or data gaps were witnessed. The snowballing sampling option given to each respondent reduced UNICEF's ability to influence the results by enabling new respondents to be identified.
Specific claims/statements were hard to confirm.	The team undertook triangulation to establish general themes and make sense of the data. This involved comparing the results from the different data collection methods to determine confidence in the results. The grounded theory methodology enabled the evaluation team to triangulate and verify throughout the data collection process and again during validation workshops.
Due to the nature of the topic and the population of stakeholders, it was challenging to present some of the findings while ensuring anonymity.	To protect informants, dates are given for interviews so the reader can tell when a different respondent is speaking without knowing who. Where it made sense, the evaluators weighted responses by explaining if respondents were senior.

4. Findings

Each criterion below relates to the four pre-selected OECD-DAC evaluation criteria and the child rights, gender and inclusion cross-cutting criterion. Each criterion section states the key question and the summary of findings for each key question. Each key question and summary is followed in turn by a discussion of the sub-questions asked in the evaluation matrix (Annex 3).

4.1 Relevance

How well is UNICEF strategically positioned to respond to the needs and context of Thailand?

4.1.1 What are UNICEF TCO's comparative advantages/added value compared to other country actors?

A combination of insights from both staff and partners revealed UNICEF TCO's comparative advantages and added value to be the following:

- **Ability to mobilise financial resources**: UNICEF Thailand raises 80% of its funding from individual givers and 10% through partnership engagements with business sector partners, which is the envy of other UNCTs. It is UNICEF's only 100 per cent self-funded country office (CO) in the region, which gives it a unique ability to experiment and develop TCO approaches that, in turn, can influence the practices of other COs.
- **Large country presence:** UNICEF has a larger country presence than other UNCT offices that are dependent on funds from donor governments. TCOs size in a country with many UN regional offices and smaller COs is a comparative advantage to lead and shape national and regional approaches to child rights.
- **Celebrities/ambassadors**: UNICEF Thailand has access to a well-known and respected influencer and former prime minister, Anand Panyarachun, who linked UNICEF to key business sector donors.
- **High brand awareness and reputability:** There is good awareness of the UNICEF brand in Thailand and it is considered highly reputable and trustworthy. This forms a key element of UNICEF's partnership negotiations with business sector partners.
- **Deep social media network:** UNICEF's deep social media network – deeper than other relevant NGOs and United Nations agencies – adds value by increasing its reach with youth.[33]
- **Convening power:** UNICEF has a unique position straddling civil society and government, celebrities and the public. UNICEF's close ties with government give it a comparative advantage as a convenor to support systems development and coordination of inter-sectoral/sectoral issues, and to mobilise engagement from private-public spheres and individuals. [34] This role puts UNICEF in high demand with national partners, confirmed by the MTR.
- **Access to global networks:** UNICEF has wide global networks through which it provides access to cutting-edge technical expertise and evidence to all its partners: *They raise the bar for children's care, child protection and create children's rights concerns.*[35] In recognition of this, government partners indicated that they want the continued support of UNICEF in key reform areas relating to children's rights

The evaluation team was asked to remark on the Thai-specific nature of the TCO's advantages, but such information did not come out strongly during interviews. It is the evaluation team's opinion that the TCO's business sector givers and the RTG are unique partners in that they have high capacity and budgets and are interested in being seen as regional and global leaders. This offers UNICEF TCO a unique opportunity to

[33] UNICEF, *PSN: Programme Effectiveness* (internal document, n.d.); UNICEF, *Brand Barometer Study* (2020).
[34] Interview with business sector partner, 12 March 2021.
[35] Interview with the government, 22 February 2021.

deliver rights for children while promoting their partners and piloting innovative approaches.[36] Moreover, Thailand is a regional hub and transit point. This means the TCO can promote scalable approaches to improving children's rights throughout the region.

Further information on TCO's comparative advantages/added value appears in Annex 21.

4.1.2 How is UNICEF perceived in terms of its impact, key work areas, children's rights, brand and attractiveness as a partner?

UNICEF addresses children's rights across a wide range of areas, from the provision of resources to service strengthening, and offers strong leadership. Civil society participants in interviews and FGDs saw UNICEF's value in terms of its impact and mandate regarding children's rights. When UNICEF gives funds to CSOs or NGOs, the amounts are generally seen to be small but come with many other benefits such as technical support (including financial coaching and mentoring[37]) and links to networks.[38] Fig. 3a and Fig. 8a in the Perception Report (see Annex 15) confirm that UNICEF is perceived favourably by many external stakeholders, particularly by the government, in responding to the needs of children and addressing social impacts.

The documentation analysis confirms UNICEF's impact, and ability to address critical areas of concern for rights holders (see Annex 6). The evaluability assessment and advocacy evaluation conducted on the TCP found that UNICEF's CP is well-aligned with Thai national strategies and critical areas of concern for children and with the key gaps identified in the Situation Analysis. The UNICEF Country Programme also aligns with at least seven of the seventeen Sustainable Development Goal (SDG) indicators.[39] UNICEF's market research found that the majority of people in Thailand think of UNICEF as an effective organisation that has strong principles of collaboration and compassion.[40] However, the private sector wants more engagement and reporting on how cash donations are used to deliver results.[41] The documentation analysis table at Annex 6 reveals gaps in the way the TCO communicates results to stakeholders.

Government departments are particularly satisfied with UNICEF's performance and said that UNICEF delivers on time and convenes different stakeholders and communicates results effectively. Despite Thailand being ranked as an upper-middle income country, "UNICEF still provides assistance to us"; UNICEF steps in and helps Thailand on issues of social policy and children, and "that's what we appreciate."[42] UNICEF provides an opportunity for government departments to be familiarised with:

> *…New tools, new innovations, and also the situation of children at a global level. So, we can know [Thailand's] position with children compared to the world. That is very important.*[43]

UNICEF respondents also regard engagement with the government as a true partnership based on a mutual understanding, sharing of knowledge and involving a lot of time and discussion.[44]

[36] Further understanding the Thai specificities of UNICEF's comparative advantages and added value requires more regional comparison.
[37] Interview with CSO/Foundation, 26 February 2021.
[38] Interview with government, 17 February 2021.
[39] UNICEF Thailand, *Evaluability Assessment of Country Programme Document 2017-2021 (2018)*; UNICEF Thailand, *An evaluation of advocacy as a strategy in the UNICEF Thailand Country Programme 2012-2016 (2020)*.
[40] UNICEF, *UNICEF Brand Barometer Study (2020)*; UNICEF, Private Sector Plan (2020).
[41] This is concerning as the Brand Barometer survey found that not knowing how donated money is spent was the main driver for lack of trust in charitable organisations.
[42] Interview with the government, 1 March 2021.
[43] Interview with the government, 24 February 2021.
[44] Interview with UNICEF, 2 February 2021.

According to CSOs and NGOs, partnering with UNICEF should evolve. While acknowledging the benefits of funding, technical support and networking, and access to RTG agencies and policymakers, CSOs/NGOs would like to be considered as equals in design and evaluation, rather than simply as implementers.[45] Further, CSOs and NGOs suggest that their needs have changed, from the situation of the past where their greatest need was for technical capacity building, to that of the present, where they require convening, coordination and leadership.[46] UNICEF is perceived as being too closely aligned with government, and thus more likely to adopt a conservative approach on contentious issues (the rights of student protesters to engage in peaceful protests were given as an example).[47]

UNICEF's brand (Box 2) is well known for its global experience on children's rights and trustworthiness among the general public in Thailand. The Brand Barometer Survey is a perceptual tracking of brand awareness, image and donation habits that compares UNICEF to NGOs such as World Vision and Red Cross. The 2020 Brand Barometer Survey found UNICEF in Thailand scores higher than the global average on spontaneous awareness. The clarity of UNICEF's aims was rated very highly in the perception survey and the Brand Barometer survey found UNICEF's area of work to be primarily linked to "children", followed by "poverty" and "refugees/migrants". The perception survey and UNICEF's Brand Barometer Study showed unanimously strong association between UNICEF's brand and trustworthiness.[48] UNICEF commands trust both among its partners and the wider Thai public because of its expertise and innovative work, and piggybacks upon the respect that its Goodwill Ambassador, Anand Panyarachun, has in Thailand.

Box 2: UNICEF's brand

UNICEF's global brand guidelines define UNICEF's brand as follows:

> *UNICEF works in the world's toughest places to reach the most disadvantaged children and adolescents – and to protect the rights of every child, everywhere. Across more than more than 190 countries and territories, we do whatever it takes to help children survive, thrive and fulfil their potential, from early childhood through adolescence. Before, during and after humanitarian emergencies, UNICEF is on the ground, bringing lifesaving help and hope to children and families. Non-political and impartial, we are never neutral when it comes to defending children's rights and safeguarding their lives and futures.*

There may be a misperception around what UNICEF actually does and stands for in Thailand.[49] The perception survey found that the majority of UNICEF staff reported that UNICEF is not effective in communicating results to external stakeholders. This was confirmed by the documentation analysis table (Annex 6) which reveals room to improve the way TCO reports on sustainability, gender, inclusion and coherence across outputs.[50] The perception survey also found that external respondents were less aware of UNICEF's inclusion work. The Brand Barometer Survey found that older generations recognised the UNICEF tagline more often compared to younger generations, even though the latter is the TCO's key target demographic. Outside of brand awareness, the way UNICEF TCO's rights, policy and legislative influencing results is perceived by key audience types could be better captured.

4.1.3 How well is UNICEF strategically positioned to respond to the needs and context of Thailand?

[45] FGD with Foundations, 25 February 2021.
[46] FGD with Foundations, 25 February 2021.
[47] FGD with Foundations, 25 February 2021; Interview with CSO, 26 February 2021.
[48] UNICEF, *UNICEF Brand Barometer Study* (2020).
[49] UNICEF, *PSN: Programme Effectiveness* (internal document, n.d.).
[50] Since the 2018 annual report, there has been less reporting of results as they relate to the criteria used in this evaluation and uneven reporting (e.g., Annual report 2017, 2018, 2019 scored 1.38, 2.24, 1.19 respectively and the end of year narrative for 2020 scored 1.62)

Box 3: UNICEF's ToC for strategic positioning

if UNICEF has a clear brand strategy in Thailand; and ***if*** it can capitalise on and effectively use online communications; ***then*** UNICEF will be able to expand its voice, reach and engagement to the general public and successfully build partnerships for advocacy.

The TCO's strategic position is complicated by its hybrid role. The TCO fundraises primarily for programmes implemented in Thailand and also contributes to regular resources at the global level. In this regard, the TCO is UNICEF's only 100 per cent self-funding office. Roughly a third of the TCO's raised funds can be spent in Thailand, according to TCO staff.[51] This ceiling on local spending is set through a proposal by the TCO, agreed by the EAPRO, and final approval given by the Executive Board as part of UNICEF's broader global strategy where middle-income countries contribute to global funding.[52] Compared to other UNICEF offices, which are either national committees that raise funds and awareness for rights holders, or country offices that implement programmes, the TCO has a hybrid organisational structure. There are a handful of other UNICEF offices in middle-high income countries that also fundraise and implement, but not to the extent of the TCO. This evaluation found that some of the different ideas about strategic positioning were connected to conflicting ideas about what the TCO will look like in 10 years, which is discussed further under the sustainability criteria.

Strategic positioning is defined in a range of ways in and according to official UNICEF definitions. Strategic positioning is Output 2 in UNICEF TCO's revised strategic note for programme effectiveness. It defines strategic positioning to mean "*UNICEF's voice, reach and public engagement is progressively increased and brand perceptions are strengthened to position UNICEF as the leading expert, advocate and actor for children in Thailand.*" However, the same strategic note also explains strategic positioning as contributing to ensuring the effectiveness of the UNICEF Thailand *fundraising* strategy, which the strategic positioning ToC does not (Box 3). Reconciling the TCO's fundraising role is the key to reaching a consensus on strategic positioning. Also, the literature has different definitions of strategic positioning (see Annex 5).

While staff and respondents collectively understand the concept of strategic position, there is room for more clarity at the country programme level (elaborations can be found in Annex 19). The way UNICEF staff and partners understand strategic positioning varies and can be connected to terms such as comparative advantage (a term UNICEF is more familiar with), comparative strengths (what UNICEF could do better than or differently to partners and other organisations) and being opportunistic. As an indication, one respondent explained:

> *We are not a humanitarian agency, we're not a development agency. We are a child rights-based organisation. So that means if there is one child whose right is being violated in the country, UNICEF should be there.*[53]

The reality is that the UNICEF TCO is all three of these things (humanitarian, development, and human rights-based) and it is also a B4R pilot and a fundraising office. The TCO must find a way to communicate its mandate effectively to its stakeholders in Thailand.

Meanwhile, UNICEF is becoming increasingly effective in public engagement and advocacy for children in Thailand. The communications team has some valuable metrics on public reach, social media impact and campaigns. The documentation analysis shows UNICEF has established strategic relationships with national

[51] Interview with UNICEF, 11 February 2021.
[52] UNICEF, *Private Sector Plan PSP 2020 agreed between Thailand Country Office, Regional Director & PSFR*, (internal document, 2020)
[53] Interview with UNICEF, 4 February 2021.

decision makers and influencers, such as parliamentarians, and that the agency considers this a key mechanism for influencing public finance for children.[54] A frequently mentioned example of UNICEF's advocacy work is the high-level lobbying by UNICEF (including UNICEF Executive Director Henrietta Fore during her visits to Thailand) and the presentation of evidence to higher government officials – in collaboration with NGOs and academics – that resulted in the adoption of the CSG and its later expansion to cover children under six years of age in Thailand.[55] UNICEF does a lot of strategic influencing for policy and legislative change, a messaging/communication strategy that requires nuance.

Existing ways of measuring UNICEF's strategic position such as the Barometer Survey and KPIs do not measure political influence, policy uptake, nor the promotion of rights. Instead, these approaches compare UNICEF to NGOs such as World Vision, SoS Children's Village and Red Cross. UNICEF may be seen by the public as a charity or humanitarian organisation rather than a policy and legislative influencer that protects and promotes children's rights everywhere. Measuring the TCO's strategic position is further complicated by the "discordant opinions and forces in Thailand surrounding human rights".[56] Civil and political rights, especially for youth, are delicate.[57] Notwithstanding the challenges associated with communicating policy influence in the context of Thailand, the evidence suggests the need to probe more deeply into the way the public and partners understand UNICEF's work around rights, systems strengthening and policy influence in Thailand. This is confirmed by the advocacy evaluation, which recommended strengthening programme impact communication and public understanding of UNICEF's work, primarily in Thailand, to dispel the misperception that UNICEF is only about fundraising.[58]

The TCO's hybrid role creates challenges for developing an accurate narrative of TCO's strategic position in Thailand. The TCO's fundraising role needs to be reconciled with its programming and systems change role, but the extent to which this is required can only be assessed from amending some of the ways strategic positioning is measured. If the TCO's fundraising success hangs upon brand misperception, then a course correction is needed. However, the way UNICEF should strategically position itself in a middle-income country as an authentic rights-based duty bearer is not something the Thai office, a barometer survey, nor one evaluation can determine independently of HQ, for it requires understanding the role the TCO plays in UNICEF's overall global (fundraising) agenda.

UNICEF's varied partners present challenges for the TCO in establishing (and communicating) its strategic position. Senior RTG respondents want more high-level engagement from UNICEF. Civil servants want a continuation of the current engagement of technical assistance. UNCT want more collaboration from UNICEF especially around the SDGs and UNICEF's fundraising success. Government, NGOs and academics would like UNICEF to maximise its convening power by facilitating connections between stakeholders at different levels (regional, national, subnational, local). NGOs and the business sector want to co-create more with UNICEF and respondents from the business sector admit they are still working out what they would like from UNICEF.[59] Expectations of youth and the public about UNICEF's role also vary, according to the Barometer Survey. Aligning too closely with any one sector brings the risk of alienating other sectors. In short, partnerships are necessary for the TCO to be strategically positioned, but the perceptions of the various partners will not always equate to the TCO's strategic position.

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[54] UNICEF, *UNICEF Global Resource Guide on Public Finance for Children in Early Childhood Development* (n.d.); UNICEF Thailand, *Annual Report 2018 (2019)*; UNICEF Thailand, *PSN Strategic Note: Programme Effectiveness (internal document, n.d.)*
[55] UNICEF Thailand, *Annual Report 2017*; TDRI & and EPRI, *CSG Impact Assessment* (2019).
[56] N. Agostini *Demystifying Human Rights Protection in Asia*, Background Paper No. 669a (Paris, FIDH, November 2015), p.15, Available from: https://www.fidh.org/IMG/pdf/asie669anglaisbassdef.pdf.
[57] RTG and human rights have an uneasy relationship, as documented in Human Rights Watch's annual report available from https://www.hrw.org/world-report/2019/country-chapters/thailand#.
[58] UNICEF, *An evaluation of advocacy as a strategy in the UNICEF Thailand country programme 2012-2016* (2018).
[59] Interview with business sector partner, 15 February 2021 & 19 February 2021; Interview with CSO/Foundation, 18 February 2021 & 26 February 2021; FGD with CSO/Foundation 25 February 2021.

Strategic positioning is crucial for achieving results for children, be it in the form of maximising resources, attracting partners and funds, or influencing policies. It is a mechanism through which UNICEF promotes its competitive advantage as well as cooperative engagement in relation to other actors/partners. Case study E in Annex 9a and Case study G in Annex 9b show that while UNICEF is seen to be technically capable, it is not necessarily strategically positioned. Clarifying TCO's strategic position is essential in a resource constrained, post-pandemic, upper-middle income country.

The TCO's internal systems and processes for results-based management do not track or communicate performance effectiveness or strategic positioning with key stakeholders/ partners. The lack of internal systems and processes to review the effectiveness of partnership engagements has led to some assumptions, tensions and conflicts, particularly around the role the UNICEF TCO should play to be strategically positioned. Reaching consensus on how much the TCO should aim to please its various partners, along with the key audience of UNICEF's messaging, will enable the TCO to develop a stronger strategic position.

4.2 Gender and inclusion

UNICEF has supported some important activities on gender and inclusion. Support to the National Statistical Office (NSO) in creating disaggregated data for children and women at the national and provincial levels through the implementation of the Multiple Indicator Cluster Survey (MICS) shows that gender and inclusion issues are important to Thailand's human development, particularly adolescent development.[60] To this end, TCO has had "one advocacy effort focusing specifically on gender equity, raising awareness and salience on the impact of early pregnancy on adolescent girls in Thailand. This advocacy led to the successful adoption of a national strategy to address adolescent pregnancy in Thailand." [61] Annex 20 documents some other good examples found.

The current way of monitoring programmes and reporting results can overlook gender and disability according to some respondents and the documentation analysis.[62] The TCO has not yet conducted a comprehensive gender analysis.[63] Some respondents do not think that gender is the TCO's top priority.[64] Meanwhile, some internal and external KIIs and FGDs expressed a desire for UNICEF to engage more strategically with gender, LGBTI and inclusion issues.[65] Out of the eight UNICEF Results Assessment Module (RAM) outcome areas, only three had a score for the gender marker and this score was "marginal".[66] Annex 6 found that planning documents such as the TCP and the MTR scored higher on gender and inclusion than annual reports. It also found that some guidelines and plans do not explicitly cover gender and inclusion. The evaluation found some confusion and TCO staff are unsure if they are to put gender in every topic and partnership.[67]

While the evaluability assessment and the advocacy evaluation found gender to be 'effectively mainstreamed', more partnerships for gender equality and disability inclusion were anticipated. The perception survey shows that a few respondents from the government departments and many respondents from other partners do not know whether UNICEF is able to address the needs of women and persons with disabilities. The documentation analysis summary in Annex 6 confirms a lack of reporting on gender and inclusion, although planning documents are scored very highly. UNICEF has launched its third global gender

[60] UNICEF Thailand, *Programme Strategy Note: Inclusive and child-sensitive public policies in Thailand* (internal document, n.d.).
[61] UNICEF, *An evaluation of advocacy as a strategy in the UNICEF Thailand country programme 2012-2016* (2018).
[62] Interview with UNICEF, 1 March 2021 and 10 February 2021.
[63] UNICEF Thailand, *Mid-Term Review Report (internal document, 2019)*.
[64] Interview with UNICEF, 3 February 2021.
[65] One LGBTI example was found in the Annual Report of 2018, p15.
[66] UNICEF Thailand, *RAM outcome reports: Programme effectiveness* (internal document, n.d.)
[67] Interview with UNICEF, 4 February 2021.

action plan in 2021 which aims to move beyond mainstreaming to gender transformation. The new CPD will need to consider a more transformational approach to gender and inclusion, especially in partnerships.

When considering migrants and stateless minorities then the TCO has had more successful partnerships. Through collaboration with the European Union (EU), the Ministry of Education and local education authorities, UNICEF conducted a study in 2019 to be used for policy development with regards to achieving greater equity in basic education for minority and migrant communities.[68] This collaboration with the EU also resulted in a cross-regional migration programme entitled "Protecting children affected by migration in Southeast, South and Central Asia".[69] Cooperation with the UNCT, particularly with UNESCO, has contributed to UNICEF's success in supporting migrant children to attend school.[70] UNICEF's partnership with NGOs and the business sector around the Chiang Mai Framework for Action (CMFA) improved access to education through construction camp learning centres.[71] In addition, and due to work by UNICEF and funded through the EU, a low-cost health insurance scheme has benefited more than 13,000 persons in a scalable project in Tak province.[72]

The development of alternatives to the detention of migrant children in immigration centres has been a notable success. Due to UNICEF's advocacy in partnership with UNHCR, IOM, and NGOs, 2018 saw the release of nearly all children being held in immigration detention in Bangkok.[73] An inter-ministerial MOU on alternatives to immigration detention for migrant children has been developed to help inform the implementation of the ASEAN Declaration on the Rights of Children in the Context of Migration.[74] Partnering with the Inquiry Official Association of Thailand, UNICEF has been developing the capacity of female inquiry officials and NGO actors in the southern border provinces across the country on child protection skills, and information relating to international human rights law, national law (including security law) and Islamic law.

UNICEF's work with migrants continued throughout the COVID-19 pandemic. Working with the Thai Red Cross, UNICEF helped to distribute food and non-food relief to more than 30,000 migrants in 2020.[75] Through collaboration with the RTG, UNCT, experts and partners, large-scale campaigns on staying safe during the pandemic benefited more than 180,000 people, predominantly migrants.[76] Despite this work, the perception survey findings show that some external respondents (from both government departments and other partners) are not aware of UNICEF's ability to respond to the needs of migrants or other minority groups.

4.3 Effectiveness

4.3.1 What is the role of partnerships in the TCO's overall strategy?

Partnerships for development results are increasing in importance for the TCO and globally. SDG 17 is about enhancing Global Partnerships for Sustainable Development through collaboration. This goal advocates for multi-stakeholder partnerships that mobilise and share knowledge, expertise, technology and financial resources, particularly in developing countries.[77]

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[68] UNICEF Thailand, *2019 Annual Report*, p.9.
[69] UNICEF Thailand, *Year-end summary 2020*, p.6 (internal document, n.d.).
[70] UNICEF Thailand, *Year-end summary 2020* (internal document, n.d.).
[71] Interviews with UNICEF, 2 February, 4 February, and 12 February 2021; Interview with EU 23 February 2021; Interview with CSO/Foundation, 18 February 2021; *UNICEF Thailand 2018 Annual Report*.
[72] UNICEF Thailand, *2019 Annual Report*; UNICEF Thailand, *Year-end summary 2020* (internal document, n.d.).
[73] UNICEF Thailand, *2018 Annual Report*, p.7.
[74] UNICEF Thailand, *Year-end summary 2020*, p.9 (internal document, n.d.).
[75] UNICEF Thailand, *Year-end summary 2020*, p.3 (internal document, n.d.).
[76] UNICEF Thailand, *Year-end summary 2020*, p.4 (internal document, n.d.).
[77] See UN website for more information on the SDGs: https://www.globalgoals.org/17-partnerships-for-the-goals.

During stakeholder mapping, TCO respondents struggled to articulate a typology of partners, or to rank their importance. The stakeholder map (Annex 7) outlines the various types of partnerships being referred to in this evaluation. In practice, the UNICEF TCO uses the term *partner* broadly to include anything from an informal friendship (where there is a shared objective but no money involved and no signed agreement) to a contractual and funded arrangement.[78] This speaks to the final point in Box 4 where partnerships exist outside of contractual relationships. Developing a typology of partners for the TCO over and above those laid out in UNICEF's Private Sector Partnerships guidelines would assist with coordination and clarifying the role of partnerships in TCO's overall strategy.

Box 4: How UNICEF defines a partner

- "UNICEF believes that partnerships and collaborative relationships are critical to deliver results for children and to realise their rights."
- Partnerships are "voluntary and collaborative relationships between various parties, both public and non-public, in which all participants agree to work together to achieve a common purpose or undertake a specific task and, as mutually agreed, to share risks and responsibilities, resources and benefits."
- "*Partnerships and collaborative relationships are distinct from commercial contractual arrangements* regulating the delivery of services or the provision of goods."[79]

The role partnerships play in the TCO's overall strategy is considered essential by respondents and yet nebulous. The UNICEF Strategic Plan lists individuals and organisations involved in fundraising and advocacy activities (especially in National Committees) as partners and not the RTG. Meanwhile, the TCO considers the RTG to be their primary partner. Unlike Box 6, the TCO does consider commercial arrangements with the business sector to be partnerships if they donate over a certain amount, but it does not consider high net worth individual givers to be partners according to the stakeholder map (Annex 7) and the document review (Annex 6). Annex 2.1 outlines how UNICEF primarily associates *partnerships* with resource mobilisation and the UNCT. The meaning of the term *partnership* can refer to broader formal partnership (e.g., an MOU), an informal relationship (no contract or money but aligned interests/values), a contractual arrangement with an implementer (SSA) or a business sector partnership. Some partnerships are more strategic than others, some are a means to an end, others might be formed around shared knowledge and objectives, and others could be tests to see if there are mutual interests. These different definitions are evidence that UNICEF's approach to partnerships is evolving and requires deepening/ consolidation.

Stakeholders' definitions of partnership can vary significantly from those of UNICEF. Most of the NGO/CSOs interviewed considered partnerships as much more than a division of labour. For this category of respondents, a relationship involves a long-term commitment, respect, mutual trust, involvement and consultation.[80] Consequently, the expectations of NGO/CSO partners may differ from those of UNICEF. This supports the need for partnerships to be clearly defined by both sides, and some form of consensus be reached during the initial stages of the relationship to establish the scope of the partnership and mutual expectations.

Business partnerships play different roles in the TCO's overall strategy, including fundraising, and the co-creation of non-financial shared value helps to amplify UNICEF's agenda. It depends on the section of the

[78] Annexes 16, 17, 22, 23, 24, 25, 26, 27 identify challenges and possible strategies that will lead to more relevant engagements in the future.
[79] United Nations Children's Fund Executive Board Annual Session 2009, 8-10 June 2009 on UNICEF strategic framework for partnerships and collaborative relationships.
[80] Interview with NGO, 18 February 2021; Interview with CSO, 26 February 2021.

TCO consulted as to how the role played by business partnerships is defined. Business partnerships are still considered new for many sections within the TCO. The Partnerships team, which is part of the PSFR section, has primary responsibility for financial and non-financial engagement with the business sector – PSFR is the main TCO section to approach the business sector, with some multi-stakeholder approaches emerging (see Box 5). PSFR aims to achieve results for children by maximising business fundraising and advocacy efforts carried out by UNICEF to deliver income and impact for children.[81] That could be achieved either through securing funding so that UNICEF can achieve more child-related results or influencing companies to incorporate child-friendly values into their businesses. Annex 16 shows how PSFR reports its performance. For many other sections within the TCO, the business sector are stakeholders but not necessarily funders (see Case study C in Annex 9a).

As it stands now, the TCO has engaged more with businesses on the financial than the non-financial side, leaving business partners primarily as contributors rather than as duty bearers. Business in Thailand is largely controlled by a small number of powerful conglomerates. PSFR has been very successful in securing "brand-based, commercial engagements with partners (for example through the Blue Carpet TV Show)."[82] However, without documented pitches provided to the evaluation team, the effectiveness of these pitches cannot be determined.

Box 5: Good practice multi-stakeholder collaboration

In collaboration with the Global Compact Network Thailand, business sector partners were invited to participate in a deep dive on employability in 2020. The workshop aimed to

> *…explore where we can add value and how partnerships with existing and new public and business partners can help create short-medium term pathways for young people, in particular those most vulnerable, to access jobs, including on-the-job training, mentorship and internship programmes.*[83]

The ADAP team provided input on the type of business sector partners it thought suitable for the workshop, for example, tech industries, start-ups, small-scale enterprises and multinationals, and these business sector partners were then invited by the PSFR team.[84] In the end, the workshop proved to be a success and now ADAP has set its sights on expanding the collaboration by introducing a youth employability platform where champions from the business sector can contribute to disadvantaged youth employment, particularly in rural areas.

The role of business partnerships in the TCO's overall strategy is changing. A new approach to working with the business sector, Business for Results (B4R), has been launched by UNICEF HQ and TCO is among the first to engage with the initiative.[85] While B4R and CRBP both aim to stimulate the business sector to achieve development goals, B4R is a UNICEF-wide initiative that covers business engagement in all of its different modalities, including fundraising.[86] During KIIs, the evaluators were informed that future job descriptions will have B4R requirements. B4R and similar initiatives render businesses as duty bearers and thus, an integral part of the country programme.

[81] Private Fundraising and Partnerships: financial report for the year ended 31 December 2018 E/ICEF/2019/AB/L.6
[82] Quote from a senior Corporate Specialist in the EAP RSC, cited in *TCO Strategy Evaluation - Partnerships* [Presentation], (internal document, 2021).
[83] UNICEF Thailand, *Rebound, Rebuild, Reimagine: Promoting Quality Skills Development and Employability for Vulnerable Young People in Post-COVID Thailand* [workshop title] (2020).
[84] Interview with UNICEF, 3 March 2021.
[85] Interview with UNICEF, February 26, 2021; UNICEF Thailand, "Business for Results" informal submission to the executive board [infographic] (2020).
[86] United Nations Children's Fund, Engagement with Business: Programme Guidance for Country Offices (New York, 2019). For information on UNICEF's explicit business sector engagement strategy, see Case Study I, Annex 11b.

Partnerships are considered complicated, evolving and hard to measure by some respondents.[87] Stakeholder mapping (Annex 7) is not a mandatory part of each CPD. There is little evidence that TCO is measuring partnership effectiveness, though it is important. Partnerships require a strategic focus, one that needs to be adjusted continually in light of situational changes.

4.3.2 What does UNICEF consider to be ethical or unethical in terms of partnerships?

Ethical relationships are not a guarantee that partnerships and results will respond to the needs of children, but they are a necessary condition for a partnership with UNICEF. UNICEF has in place a clear process to minimise the risk that partners will behave unethically, including due diligence procedures, cooperation agreements that outline expected ethical standards and commitments, and monitoring activities to ensure ethical commitments are upheld. All agreements between UNICEF and its partners will include a statement of the intended duration of the partnership and, where appropriate, under which conditions it would not be continued.[88]

UNICEF uses different strategies, from public statement to soft advocacy, to maintain ethical standards with the RTG. If the government sector commits acts of violence against children or breaches human rights, UNICEF will assess the situation and consider what role it plays with the government partnership. For example, the UNICEF TCO released a statement condemning child sexual abuse by a school director and pressured the government to take action.[89] This has been endorsed by UNICEF at the highest level:

> *UNICEF shall discontinue its participation in a partnership if the alliance makes little or no progress towards achieving its objectives and if it or one of its participants violates any of the guiding principles and operational guidelines listed.*[90]

The literature review and documentation analysis suggest that even "shared value" partnerships will not be synchronously mutual, even if the end result is a shared value.

UNICEF has its own ethical standards when it comes to partnership with the business sector.[91] Businesses affiliated with CRBP do a self-declaration of ethics and are not considered UNICEF partners. Partnerships between UNICEF and the business sector for fundraising pass through a series of screening processes to make sure that the partnership engagements align with UNICEF standards, regardless of funding amount.[92] The evaluation team has been able to review the due diligence checklist for business sector partners that is determined by UNICEF globally (see Annex 24). If business sector partners are found out to be doing something wrong that violates their partnership commitments, then UNICEF takes corrective steps commensurate with the infraction.[93] This approach is endorsed by aggregators, CSOs/NGOs and government.[94] Some TCO staff were unaware that TCO has declined significant funding from some companies because of due diligence or ethical issues (see Case Study D in Annex 9).[95] Many ethical dilemmas may occur throughout the lifetime of a partnership, underscoring the importance of managing risks with clear guidance and documented negotiation strategies.[96]

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[87] Interview with UNICEF, 2 February 2021.
[88] Ibid.
[89] Interview with CSO/Foundation, 25 February 2021.
[90] See E/ICEF/2009/10, sect. V(D), para. 57.
[91] UNICEF, *TCO Strategy Evaluation – Partnerships* (internal document, n.d.).
[92] UNICEF Thailand, *Tiers for Corporate Cash Donation* (internal document, n.d.).
[93] FGD with Aggregators, 25 February 2021.
[94] Interview with CSO/Foundation, 25 February 2021.
[95] Interview with UNICEF, 10 February 2021.
[96] UNICEF Thailand, *TCO Strategy Evaluation - Partnerships* [Presentation] (internal document, 2021). For a better practice example, see *UNSDG Common Approach to Prospect Research and Due Diligence for Business Sector Partnerships*, Available at: https://www.ilo.org/wcmsp5/groups/public/---dgreports/---integration/documents/genericdocument/wcms_726770.pdf

4.3.3 How effective has the TCO been in articulating and developing strategies to approach, engage, pitch and secure relevant partnerships?

The way the TCO has articulated and developed strategies to approach, engage, pitch and secure relevant partnerships speaks to the attainment of SDG 17. Some partnerships occur serendipitously, some through connections or events, some due to sectoral priorities, and some due to a lack of other partnership options. These are all aspects of partnership brokering and all require different strategies and levels of engagement. The following headings explore TCO partnerships by government (i.e., the RTG), UNCT, CSO/NGOs, business sector and youth. The effectiveness of the strategies used to approach, engage, pitch and secure these partnerships are assessed.

RTG

The partnerships between civil servants and TCO staff are strong and well nurtured. This is reflected in UNICEF documents, which show that the RTG has requested UNICEF to continue playing a prominent role in several key reform areas, as well as in the comments of several government respondents.[97] The TCO consider RTG to be their first and most important partner. The RTG is involved in UNICEF's CPD, which aligns with RTG priorities. Multi-year MOUs are signed with different government departments outlining workplans. TCO's annual reports are replete with projects and strategy/guideline formulations carried out in coordination with various government departments. Civil servants know that they can call UNICEF anytime for support and technical assistance. The evaluation team expected to find a few dissatisfied government counterparts, but none were found and the RTG is involved in all of UNICEF's evaluations and planning processes.

Several respondents felt the need for solutions that lead to more scalable results with fewer resources. While these discussions varied, an underlying theme that emerged related to engaging at a higher level of government, e.g., Ministerial level. As an RTG respondent explains:

> *If UNICEF reaches out to real policy planners and gets ideas heard at Deputy Prime Minister level or Ministerial level then their recommendations will be heard earlier, and they would see clearer and more concrete outcomes.*[98]

A few other senior respondents also suggested that UNICEF should engage more with parliamentarians, ministers and ASEAN (e.g., regional) influencers, rather than mainly providing technical support to civil servants.[99] This does not mean UNICEF has not been engaging at this level, but rather there may be more opportunities to explore.

Some improvement around the time burden existing relationships and activities place on UNICEF staff and the RTG is desired. The idea of revising workplans (e.g., to be CP-wide rather than section specific) was raised by a few respondents as a way to reduce duplication. Other respondents felt that the resources required to deliver all the activities requires more granular planning. One section chief elaborated on this theme:

> *[We] need to help the partner to think through … how many people will need to work on this and how much time it might take. You don't always know, but I think we could help with thinking both from our own side, so that we don't overwhelm ourselves and then also, so we don't stress out our partners and make them feel like they're not able to deliver.*[100]

Discussions between UNICEF and the RTG around their expectations of the partnership's time commitment by activity does not occur in workplans.

As part of UNICEF's commitment to build governance capacity, there should be a discussion around what

[97] Interviews with government, 17,18, 22 February 2021.
[98] Interview with government, 1 March 2021.
[99] Interview with UNICEF, 3 February 2021.
[100] Interview with UNICEF, 3 February 2021.

UNICEF's involvement means for the RTG's internal workforce planning. UNICEF will need to find a balance when engaging with different levels of the RTG. Some government respondents still want the UNICEF TCO to advise them on technical issues, while others want more senior, regional or multi-stakeholder engagement as a means to have more impact with fewer resources. Revisiting expectations with the government during the next CPD would be prudent, along with holding *moments of reflection*[101] to help different TCO sections to determine the most strategic level of engagement and raise new priorities (e.g., Box 7) with partners. On balance, UNICEF approaches government partners in a labour-intensive but rewarding manner.[102]

UNCT

As a member of the UN family, UNICEF works closely with other UN agencies on issues of common interest. This can occur on an individual basis, as with UNESCO on education issues and IOM on activities related to migrant children, or under the umbrella of the UN Country Team or its theme groups, as with the UN Theme Group on AIDS. In addition to the expertise brought by each agency, UNICEF is seen as an attractive partner as it is often better funded and because a collaboration with UNICEF enables other UNCT members to build relationships with government agencies owing to UNICEF's close links with government.[103]

UNICEF was seen to have a leadership role within the UNCT to ensure youth issues are integrated into everything the United Nations does.[104] UNICEF's annual reports identify a range of partnerships with UNCT agencies and joint activities, including with UNHCR, IOM, UNESCO on migrant children, UNFPA and WHO on adolescent health issues. The relationship and areas of focus for the UNCT are outlined in the United Nations Partnership Framework 2017-2021 (UNPAF). UNICEF was on the Steering Committee of the UNPAF which meets with the Ministry of Foreign Affairs (MFA) and the National Economic and Social Development Board (NESDB) at the technical level and on an ad-hoc basis. UNICEF participated in a UNCT South-South Cooperation (SSC) inventory exercise that shows that UNICEF TCO developed a range of different SSC activities.[105] In addition to documented strategies, many TCO staff adopt a pragmatic approach to working with the UNCT.

NGOs/CSOs

The TCO has documented strategies to approach, engage and secure CSO/NGO partnerships. Agreements with non-profit organisations are split into two kinds: a programme cooperation agreement (PCA)[106] for more than US$50,000, which has a programme document that includes a work plan, aligns with RAM indicators and specifically asks about gender and sustainability; and a small-scale funding agreement (SSFA) for funding activities below US$50,000. UNICEF's role in these agreements can vary depending on a range of factors, including the capacity of the partner (Annex 17 lists the responsibilities of UNICEF).

There are many informal aspects to partnerships with NGOs that may never be captured through a contractual relationship. As an example, UNICEF and an NGO may have the same objective (e.g., to increase child vaccinations) and they agree to work in different regions of the country to maximise reach. This kind of working relationship does happen, but they are not formally documented and so they are difficult to assess as part of a CPE. In practice, there are many partnership types, including knowledge partnerships and shared-interest partnerships, but UNICEF does not have procedures in place to document these different types of

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[101] Workshops that draw out lessons learnt around strategy and approach.
[102] Interview with UNICEF, 3 February 2021.
[103] FGD with the UNCT, 25 February 2021.
[104] Interview with UNCT, 12 February 2021.
[105] Inventory of South-South Cooperation Activities UN Country Team Thailand – October 2019. Draft as of 23 January 2020.
[106] UNICEF Thailand, *CSO Partnership Template - programme cooperation agreement*, p. 5 (internal document, n.d.).

partnerships. This was confirmed by the 2019 MTR (p. 19). Taking time to establish the mutuality of the partnership and the strengths each partner brings would be advantageous to setting realistic expectations.

NGO/CSOs would like UNICEF to take more advantage of its convening power and the way UNICEF can bring global expertise into domestic debates.[107] This is confirmed in the MTR, which found a high demand from national partners for UNICEF to play a role as a convenor. UNICEF gains a lot of knowledge and in-country intelligence from its activities with NGO/CSOs and from its relationship with the RTG. Frequently sharing the learning that arises from UNICEF's unique strategic position is considered advantageous by NGO/CSO partners working to expand children's rights. Several NGO respondents expressed a wish for UNICEF to be better attuned to working *with* other organisations rather than *through* them.[108] Bringing NGO/CSOs together for more national and regional learning events, especially on evaluations, meta-analysis and global trends, was requested by most partner respondents.[109] Data from FGDs and KIIs suggest that UNICEF should coordinate intersectoral/section issues and convene partners, as well as mobilise engagement from private-public spheres.[110]

Business sector

When considering TCO's fundraising performance compared to other COs, the TCO has effective strategies in place to approach, engage, pitch and secure business sector financial partnerships. A tier classification for donation amounts, logo use and recognition stars has been documented.[111] Some respondents from TCO felt that more or different offerings are needed to partner with the business sector:

> *The kinds of benefits that we've got [to entice business sector partners] are limited... There may be other charities in Thailand, or other UN agencies, where you could get more benefit, or more exposure, perhaps for a cheaper price.*[112]

While there is some evidence that the TCO "is exploring other levers to influence the business sector, including tax incentives, certifications/standards, SDG/sustainability reporting", examples of these strategies were not provided to the evaluation team.[113] This may be attributed to the introduction of B4R, UNICEF's new way to engage with the business sector.

B4R is a timely change because business sector respondents expressed wanting different types of engagement, different products and communications. A business sector respondent explained:

> *We'd like to see a donor report by UNICEF, you know, you've donated this much, the money has gone to these initiatives and activities, so that at least we could put a value on where the money's going. Just having their logo on our commercial or marketing campaigns … we don't value that to tell you the truth...* I've been told that UNICEF considers us as a donor, instead of as a partner which in my mind is weird [114]

The same business sector respondent recalled the time he requested a quote from UNICEF about the value add of the business sector donation for their annual report, but this request was denied by UNICEF. This disappointed the partner: "We will continue to engage UNICEF, but it will probably be project-based more than being a donor."[115]

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[107] FGD with CSOs/Foundations, 25 February 2021.
[108] FGD with Foundations/CSOs, 25 February 2021.
[109] Interview with CSO/Foundation, 25 February 2021.
[110] FGD with CSOs/Foundations, 25 February 2021.
[111] UNICEF, *UNICEF Thailand Tiers for Corporate Cash Donation* (internal document, n.d.); Somjaivong, Natha. *Star for Children: Corporate Fundraising* (PowerPoint presentation, internal document, n.d.).
[112] Interview with UNICEF, 11 February 2021.
[113] UNICEF Thailand, *TCO Strategy Evaluation - Partnerships* [Presentation] (internal document, 2021).
[114] Interview with business sector partner, 19 February 2021.
[115] Interview with business sector partner, 19 February 2021.

“More can be done to leverage business sector resources and reach” according to the EAPRO.[116] TCO members feel that it is hard to communicate UNICEF’s policy and protection work (see Case Study E, Annex 9a):[117]

> *The programme function needs to develop strong narratives, to build evidence which our staff can take to the business sector to bring in strategic partners with whom we have common goals and common interests, in terms of addressing issues for children.*[118]

The documentation analysis also suggests the need for different narratives:

> *…communicating how UNICEF works in Thailand, telling the story of Thai-based programmes and initiatives for children in creative ways … featuring real-life stories positively impacted in Thailand.*[119]

While all TCO section chiefs can identify entry points for businesses to engage with in their programme/sector, the exact way to go about taking steps to secure the engagement is unclear.

Concerns were raised and triangulated that the TCO is good at pitching to brand-based business sector supporters but struggles to secure different types of business sector partnerships. Nevertheless, the TCO does have non-financial partnerships with the business sector.[120] UNICEF headquarters were involved in the development of the Children’s Rights and Business Principles (CRBP).[121] The CRBP, launched in 2012 by UNICEF in collaboration with Save the Children, was a set of 10 actions (aspirational set of principles) that all businesses should take to respect and support the rights of children. Meanwhile, *Children’s Rights and Business (CRB)* refers to UNICEF’s work in guiding businesses to implement the CRBP and in helping governments fulfil their duty-bearer role in making sure that all business activities respect children's rights through laws, policies, activities, research, monitoring, and awareness raising. Companies affiliated with the CRBP do not need to make a financial contribution to UNICEF and do not receive recognition for complying with CRBP or for attending training.

A lot of the lessons learned around business partner engagement are not written down and exist only in the minds of TCO staff. This limits knowledge transfer and learning:

> *How do you pitch? Or how do you put together a narrative that is exciting that makes it look like a win-win? Or how do you say this is my problem statement. This is the kind of role that I would anticipate you may impact on. Do you agree? Does that make sense? Let's co-create.*[122]

Another UNICEF respondent explains:

> *That's kind of the mismatch we encounter. ... What we're trying to pitch to companies is getting to a level of granularity on what is it exactly we’re [UNICEF is] going to do with the money? What's the direct impact for children, and how are we going to communicate this?*[123]

The document analysis confirmed this failure to effectively share lessons learned:

> *Most companies don’t really understand what UNICEF does. … We should rewrite those stories and show how UNICEF applies influence, gathers evidence, and offers innovative*

[116] FGD with UNICEF, 12 February 2021.
[117] Interview with UNICEF, 3 February 2021.
[118] Interview with UNICEF, 4 February 2021.
[119] United Nations Children’s Fund. “Market Knowledge Presentation Thailand 2020: UNICEF Brand Barometer Study” [Presentation] (internal document, 2020).
[120] The Partnerships team, which is part of the PSFR section, has primary responsibility for financial and non-financial engagement with the business sector.
[121] Annex 12 outlines the CRBP.
[122] Interview with UNICEF, 3 February 2021.
[123] Interview with UNICEF, 26 February 2021.

> *approaches, all of which feed into the ministerial work to look at policy related to children's well-being.*[124]

A knowledge management system containing the TCO's offerings, key engagements, successes and lessons learned was not found.

Rights holders

UNICEF does work with representatives of young people through the Children and Youth Council of Thailand (CYCT) and other youth networks. Support includes funding for meetings and workshops, and for resources such as technical support and translation of English-language media. During the COVID-19 pandemic UNICEF worked with the CYCT to rapidly implement an online survey on concerns about COVID-19 among 6,000 members, which was done within one week. Through its partnership with CYCT, UNICEF supports young people to have a voice and provides a channel for them to participate in the political process and to influence policies relating to children and youth.[125] Partnerships with networks of young people is an area that has potential for expansion, especially in developing gender and inclusiveness, such as ensuring representation in networks for disabled, ethnic minority and LGBTI young people.

TCO staff know they are working *for* rights holders. Youth respondents would like this to change to *with* rights holders as this would improve UNICEF's relevance to youth. Volunteer numbers can be counted, and their experience evaluated, but not all engagements with youth can be documented. Working out which youth partnerships to document and setting expectations for the partnership, will be important for the TCO to demonstrate its impact.

In summary, **the TCO has been effective in articulating and developing strategies to approach, engage, pitch and secure a broad array of different partners.** Different successes, lessons learned and areas to improve have been noted. The UNICEF TCO RAM outcome report states that UNICEF has been very successful at partner engagement:

> *During the year, UNICEF managed a total of 68 strategic partnerships with 33 government departments and with 35 civil society groups, completing 100 per cent of planned programmatic assurance activities with those partners to ensure the quality of programme delivery.*[126]

The evaluation team was unsure about how RAM defined a strategic partnership or measured its effectiveness, aside from delivering on planned activities. Consolidating learning, developing and documenting some new partnership types, along with clarifying how to measure partnership success will help to engage, pitch and secure relevant partnerships.

4.3.4 To what extent has the UNICEF TCO been able to influence its partners' practices and priorities?

There are many examples that illustrate the effectiveness of the UNICEF TCP in influencing national policies covering a range of programme areas and partnerships, including government agencies, research institutes, academics and NGOs. UNICEF uses its convening role and knowledge management to influence the RTG and other partners to work for change that brings results for children.[127] Annex 8 "Table of influence and results" outlines partnership results identified in the documentation analysis and how these strategic engagements have responded to the needs of children. UNICEF annual reports and the 2019 MTR report[128]

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[124] Quote from a senior Corporate Specialist in the EAP RSC. Cited in the UNICEF Thailand, *TCO Strategy Evaluation - Partnerships* [Presentation] (internal document, 2021).
[125] Interview with Foundation, 26 February 2021.
[126] UNICEF Thailand, *RAM Outcome Reports: Programme effectiveness* [Analytical statement of purpose, p1] (internal document, n.d.).
[127] UNICEF Thailand, *Year-end summary 2020* (internal document, n.d.).
[128] UNICEF Thailand, *Annual report 2017*; UNICEF Thailand, *Annual report 2018*; UNICEF Thailand, *Annual report 2019*; UNICEF Thailand, *Mid-Term Review Report (internal document, 2019)*.

list areas where UNICEF influenced its partners' practices and priorities through advocacy and technical/financial assistance. Triangulated evidence suggests UNICEF is skilled at influencing policies and practices of the RTG but less so influencing those of business sector partners and NGOs.

Evidence of regional and cross-country influence was found. Working with the MSDHS and the ILO, the TCO has facilitated the establishment of the ASEAN Training Centre on Social Work and Welfare.[129] Working alongside CSO partners, TCO is aiming to test child development related projects including critical-care nurseries. If successful, these projects will be replicated across ASEAN, one country at a time.[130] Sub-regionally, a draft MOU on strengthening cooperation between the governments of Thailand and Myanmar was developed with UNICEF's technical and financial support, aimed at improving the protection of children affected by migration.[131] These are good examples of the TCO engaging strategically to influence RTG partners' practices and priorities across national and regional jurisdictions.

RTG

UNICEF has achieved considerable results for children by influencing RTG policies, strategies and guidelines. Aligning with the RTG's 2018-2037 National Strategy, the TCO has supported the RTG "in defining national policies and systems for education, social services, social protection and cross-sectoral adolescent programming."[132] A partnership between UNICEF and the Fiscal Policy Office in the Ministry of Finance aims to scale up Public Financing for Children work, and a partnership with the Parliament Budget Office will contribute to promote evidence-based and child-sensitive budget decisions.[133] The RTG has requested UNICEF continue to play a prominent role in several key reform areas – such as juvenile justice and child protection in welfare institutions, schools and centres— and to sit on the subcommittees of high-level committees, including the National Child Protection Committee (NCPC). Evidence of TCO's influencing ability and worth was confirmed by RTG respondents.

The RTG's adoption of the CSG in 2015 and subsequent extension of the grant scheme in 2019 to cover children under six years of age is probably the most triangulated example that exemplifies UNICEF's success as relates to policy. Through UNICEF's evidence-based advocacy efforts, the CSG has increased its reach throughout the CP and is now near-universal.[134] A 2020 study showcased the CSG impact evaluation as one of eight influential evaluations carried out by UNICEF COs (Case study A, Annex 9a) because it not only influenced RTG's policy but also enhanced the TCO's strategic positioning and expanded children's rights in the region through study tours and other promotional opportunities.[135]

In the area of education, UNICEF has many strategic engagements that respond to the needs of children. With the Early Childhood Development (ECD) Act being approved by the Cabinet and Council of State in 2018 – a result of long-standing advocacy and policy and technical support from UNICEF – the Equitable Education Fund (EEF) was established to ensure disadvantaged children can access education.[136] UNICEF was a member of the committee that drafted legislation for the fund, and thus influenced its principles and modes of operation. UNICEF partnered with the Department of Local Administration and Bangkok Metropolitan Administration and expanded ECD demonstration centres to 24 provinces in Thailand. Together with partners, UNICEF also developed tools and guidelines to better sustain the ECD centres. For instance, in partnership with the Department of Health, UNICEF prepared nutrition and hygiene guidelines to promote the provision of quality nutrition and create child-friendly spaces in the ECD centres. It also developed a

[129] UNICEF Thailand, *Mid-Term Review Report,* p.7 *(internal document, 2019)*.
[130] Interview with CSO/Foundation, 18 February 2021.
[131] UNICEF Thailand, *Year-end summary 2020* (internal document, n.d.).
[132] UNICEF Thailand, *Mid-Term Review Report*, p. 8 (internal document, 2019)
[133] UNICEF Thailand, *Annual Report 2019*, p.3; Interview with government, 1 March 2021.
[134] UNICEF Thailand, *Year-end summary 2020* (internal document, n.d.).
[135] United Nations Children's Fund, *Influencing for Children: Evaluation Matters* (New York, 2020).
[136] UNICEF Thailand, *Mid-Term Review Report* (internal document, 2019)

training curriculum for ECD professionals. UNICEF developed a Life Skills Education partnership with the Office of Basic Education Commission to develop a new skills framework for education in Thailand and strengthen Life Skills Education in curriculum and teacher training systems.[137] (Annex 9a outlines other policy results.)

Child protection work on addressing legislative gaps and poor enforcement of existing laws on violence against children by police, public prosecutors and judges is a good example of linking various government levels to improve the system of child protection. These interventions focus on institutional capacity building and improving prevention and response services at sub-national levels in UNICEF-focused areas, including the far south, and promoting positive behaviours among parents and families such as non-violent discipline methods, and increasing demand for protection services. This demonstration model of case management is confirmed by the MTR. TCO was involved in designing Thailand's first five-year National Child Protection Strategy, in line with the CPD.[138] In addition, TCO's advocacy efforts with ministers and the Office of the National Economic and Social Development Council resulted in a review of the five-year Master Plans, leading to a stronger foundation for child-sensitive planning in the next National Economic and Social Development Plan
(2022-2026).[139]

The ADAP section has also been successful in influencing partner policies and practices at various scales. In working to influence the RTG on a national scale, TCO helped to increase the active participation of adolescents in the national planning process with the Children and Youth Council of Thailand. In addition, significant work has been done to build partnerships with the Ministry of Education to develop a competency-based curriculum, with the Department of Provincial Administration to improve child protection, and with the Office of Vocational Education Commission and the Ministry of Labour to improve programming around skills development, family-friendly workplaces and employability. However, the extent to which influence has extended to policies regarding inclusion of adolescents living with disability or from ethnic minority communities is unknown.

On a sub-regional scale, ADAP has also been successful. A landscape review on adolescent and youth employability was used to inform the development of a scalable model of practical employability and entrepreneurial skills for vulnerable youth and Generation Unlimited's[140] influence has been effective in helping to fill the gap between adolescents and today's employment market demands. Generation Unlimited has been beneficial in developing regional connections between the government, multilateral organisations, civil society, the business sector, and young people to ensure the next generation is adequately prepared for the transition to employment. ADAP has also worked with CSOs in Thailand, notably with Path2Health on their successful platform Lovecarestation.com, a website for adolescent sexual and mental health. The site saw visitor numbers increase from 371,933 views in 2017 to 3,759,085 views in 2019, and over the course of the CP, it increased the services available, for example with a mental and sexual health-trained volunteer-run chat feature.

Certain TCO individuals are adept at policy influence and more partnership/influencing lessons will emerge from sharing strategies. Evidence of engaging at sub-national levels was found:

[137] UNICEF Thailand, *Annual Report 2018*; UNICEF Thailand, *Annual Report 2019*; UNICEF Thailand, *Mid-Term Review Report* (internal document, 2019).
[138] UNICEF Thailand. *Year-end summary 2020* (internal document, n.d.); Interview with UNICEF, 5 February 2021.
[139] UNICEF Thailand. *Year-end summary 2020* (internal document, n.d.).
[140] A global multi-sector partnership which aims to meet the need for expanded education, training and employment opportunities for young people

UNICEF Thailand, the Children and Youth Council of Thailand, and the Department of Children and Youth built the capacity of more than 300 children and youth representatives from 77 provinces on youth participation and digital literacy through four regional assemblies.[141]

The sub-national evidence was not triangulated because the evaluation had a national level focus. The evaluation was not meant to take a sectoral approach and thus the evidence/learning still needs to be captured. Cross-section learning/reflection sessions for TCO could illuminate new lessons.

CSOs/NGOs

There is evidence of UNICEF working with civil society partners to influence the government and the business sector's practices and priorities. For instance, UNICEF partnered with the NGO Path2Health to promote the understanding of sexual education and enhance youth connection/access to trained public health officials and information: [142]

We do an online service for teenagers. ... It includes mental health and relationship problems. ... We help as a guide and link them to agencies for proper help.[143]

While some UNICEF respondents feel their work with civil society has resulted in changes to government policy, aside from the CSG and the U-report (Box 6) evidence was not found.[144] CSO informants felt that UNICEF could take a stronger leadership role with NGOs to help advocate for changes to government policy in various areas.[145]

Box 6: U-Report
UNICEF and partners gathered opinions from more than 1,300 children and youths via U-Report as an input to Children and Youth Council recommendations to the Government. The on-going U-report poll results are used to support evidence-based policy planning and implementation by UNICEF and partners.[146]

Limited evidence was provided to the evaluation team of UNICEF influencing the priorities and practices of its civil society partners outside of contractual arrangements. Potentially, the value of communicating and capturing civil society influence is considered less important by TCO than RTG policy influence, or NGOs/CSOs either do not communicate with UNICEF about such changes or channels for communication do not exist. Documenting evidence of policy entrepreneurship across sectors and sub-nationally may help CSOs/NGOs advocate for child rights expansion independently of UNICEF. Similarly, the 2019 MTR found potential to expand partnerships with academia and civil society for outreach at the community level.[147]

Business sector

UNICEF has a key role in helping implement commitments to child rights by business sector partners. This section distinguishes UNICEF's influence by three categories: a) non-financial business sector partner policies; b) business sector contributor policies; and c) government business sector policies.

a) Non-financial business sector partner policies

In terms of policy commitment with regards to children's rights by non-financial business sector partners, some important initial steps have been taken. TCO has established strategic partnerships with the Stock Exchange of Thailand that has led to 40 companies signing up to integrate child rights into their corporate sustainability frameworks in line with the 'Better Business for Children' initiative. While formal business sector adoption of the CRBP is limited in Thailand, progress has been made in the past few years, with ten businesses now reporting on children's rights in their annual reports and sharing their activities with the TCO

[141] Documentation analysis findings, see Annex 8
[142] UNICEF Thailand, *Annual Report 2017*.
[143] FGD with CSOs/Foundations, 25 February 2021.
[144] Interview with UNICEF, 3 February 2021.
[145] FGD with CSOs/Foundations, 25 February 2021.
[146] Documentation analysis findings, see Annex 8
[147] UNICEF Thailand, *Mid-Term Review Report*. p.33 (internal document, 2019).

in line with the CRBP. This progress can be linked to UNICEF's efforts as Case Study B illustrates (See Annex 9a).

TCO is a B4R pilot country and capturing non-financial business sector partner results and commitments will be key to its successful roll-out. Through Thailand's Global Compact Network (GCNT), UNICEF helped 40 companies integrate child rights into their framework in 2019.[148] Training was given and memorandum of understandings (MoUs) signed with business companies so that they include child rights into their sustainability frameworks.[149] Although UNICEF TCO has been able to influence its partners' practices and priorities, 'to what extent' and by what partner type cannot be answered without commitments being monitored (Case study B, Annex 9a indicates the type of evidence needed).

More opportunities to engage and influence non-financial business sector partners were found. TCO section chiefs demonstrated to the evaluation team the ability to find programmatic ideas for business engagement. The 2019 MTR recommends exploring opportunities to partner with social enterprises, including through CRBP because of RTG's new Social Enterprise Act.[150] Social enterprises have a social or environmental purpose and usually reinvest some of their profit into furthering their mission. TCO could map which social enterprises already have a rights holder focus. The MTR also recommends TCO "look towards partnerships to influence companies to create social value (doing good through business)."[151] However, TCO needs more coaching to understand the differences between B4R and CRBP (See Annex 31).

b) Business sector contributor policies

UNICEF has influenced the practices of business sector contributors on the promotion of child rights. Two of the three respondents from business sector contributors indicated that UNICEF has introduced child rights principles and family friendly practices into their organisations. Moreover, joint programmes with business sector givers have been developed. Case study H (Annex 9b) documents a joint initiative between UNICEF, the Baan Dek Foundation and UNICEF's business sector partners, to provide education, health and protection for children in construction area camps.[152] Furthermore, Sansiri signed an MOU with all contractors prohibiting the use of child labour within any of Sansiri's construction sites. The documentation analysis confirms UNICEF has influenced the practices and priorities of its business sector partners.[153]

Examples of UNICEF influencing its business sector partners' policies and priorities include:

- UNICEF had partnership engagements with the CP Group on family friendly practices in the organisation through promoting maternal/paternal care in the organisation's offices.[154]
- UNICEF together with Sansiri, Delta Group, DTAC and other partners launched a campaign to support breastfeeding in the workplace.
- UNICEF together with True Group and CP Foundation worked on adolescent development by promoting family friendly workplaces and addressing the problem of violence against children (including cyberbullying), thereby contributing to the creation of a family friendly work environment in the companies.
- Sansiri (with UNICEF's support) established spaces where the children of construction workers can learn and play safely. It also established a breastfeeding room with hygienic breast milk storage facilities and children's playrooms at Sansiri office buildings and introduced childcare training courses for its employees.

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[148] UNICEF Thailand, *Mid-Term Review Report* (internal document, 2019).
[149] UNICEF Thailand, *Annual Report 2019*.
[150] UNICEF Thailand, *Mid-Term Review Report*. p.38 (internal document, 2019).
[151] UNICEF Thailand, *Mid-Term Review Report*. p.38 (internal document. 2019).
[152] UNICEF Thailand, *Annual Report 2018*.
[153] UNICEF Thailand, *TCO Strategy Evaluation – Partnerships* (n.d.).
[154] Interview with government. 22 February 2021.

c) Government business sector policies

An area of government policy engagement for UNICEF to strengthen is around business sector policies. UNICEF usually engages with the government on service provision policies but there is some evidence of TCO engaging the RTG on business sector policies. Case study G (Annex 9b) documents the way UNICEF has helped to have children's rights included in Thailand's National Action Plan (NAP) on Business and Human Rights. However much remains to be done to promote the implementation of the plan. Similarly, the 2019 MTR identified other areas for TCO engagement around CSR policies and strengthening RTG's regulatory framework.[155]

CSO and Foundation partners also felt that UNICEF could be doing much more to influence national policies, strategies, and guidelines around the business sector.[156] In Thailand, the business sector remains largely unregulated, and the government is yet to develop any wide-reaching laws enforcing the adherence to a child rights framework for the business sector. This contradicts the UNCRC Committee's General Comment no.,16. A huge growth area for UNICEF TCO is to engage the government on child friendly business sector policies and regulation. Such engagement can be strengthened considerably through working in partnership with CSO/NGO networks, academics with relevant expertise, and private sector aggregators.

In conclusion, UNICEF has strong internal expertise on policy and practice influence for child rights expansion across a range of partnerships. However, the ability to demonstrate such results requires further consideration, along with the ability to share lessons learned across sections and to apply learning from past evaluations. There are opportunities for greater influence of partners' practices and priorities across all partnership types – downstream, upstream and regionally. In making use of these opportunities, UNICEF's role as a convenor of relevant partners, including CSO/NGO, academic and private sector aggregators is essential.

4.3.5 Do UNICEF's TCO partners amplify UNICEF's agenda?

The amplification of UNICEF's brand is done through TCO business partners, high-net worth individuals, organisations, networks and platforms, media, campaigns, ambassadors and celebrities/influencers. The large number of UNICEF volunteers, UNICEF's digital followers, and the media further amplify UNICEF's agenda. These influencers give access to an audience that UNICEF would not normally reach through their platforms and followers. An example is the Blue Carpet Show, which reached over two million viewers with information on UNICEF's activities that improve the lives of children.[157] Given 80% of TCO funding comes from individual givers, the celebrities working with UNICEF have an important role to play in facilitating fundraising by amplifying UNICEF's agenda to the wider public.

UNICEF Ambassadors are strongly identified with the organisation and considered as distinctive [amplification] assets according to the documentation analysis.[158] The role Anand Panyarachun has played in connecting UNICEF to the business sector is notable here:

> *Khun Anand is in a position to call business leaders and say, "UNICEF is doing good work for children, you should support them." And that's enough for them to really consider doing it. ... That won't last forever.*[159]

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[155] UNICEF Thailand, *Mid-Term Review Report*, p.39 (internal document, 2019).
[156] FGD with CSOs/Foundations, 25 February 2021.
[157] UNICEF Thailand, *Annual Report 2018*; UNICEF Thailand. *Year-end summary 2020* (internal document, n.d); Interview with UNICEF, 3 February 2021.
[158] UNICEF, *UNICEF Brand Barometer Study* (2020).
[159] Interview with UNICEF, 26 February 2021.

Because of this connection role, UNICEF considers access to Anand Panyarachun as one of its comparative advantages over other organisations in Thailand.[160] However, there is no official agreement governing Anand Panyarachun's role. The relationship is like a trusted friend, where there is frequent contact regarding areas of priority support, calendar of activities, areas of influence and availability.[161] Similarly, there is no succession plan.

High-net worth individuals, ambassadors and celebrities are all managed by different sections within TCO. UNICEF TCO knows how to secure and measure the amplification of important individuals. The 2020 RAM 'Outcome' Report explains "by the end of December, an estimated 80 influencers and celebrities had supported UNICEF through a total of 215 engagements, ranging from field visits (local and overseas), featuring in videos, campaigns and content, and by supporting social media activation and amplification."[162] Some high net-worth individuals also help UNICEF to influence the RTG around child rights by "whisper(ing) into the government's ears".[163] However, celebrity engagement brings risks, such as that found during the 2020 heightened political environment. More thinking on the role of ambassadors and celebrities and some type of engagement agreement may be warranted in order to balance risk with amplification.

Business sector partners also help to amplify UNICEF's agenda. UNICEF documents confirm that business partners, organisations and networks amplify UNICEF agenda:[164]

> *UNICEF is looking for corporate partners that can reach audiences UNICEF cannot reach on its own, or that could significantly amplify reach.*[165]

In 2017, UNICEF and the Central Group conducted an expo showcasing the work of UNICEF Thailand in 10 central malls around Thailand, which resulted in the recruitment of new donors for UNICEF and raised the awareness of people about the importance of ECD.[166] The Central Group continued organising expositions in 2018 through EatPlayLove Expo.[167] PSFR and Communications sections work on brand-based, commercial engagements with partners.

CSO and NGO partners have played a relatively minor role in amplification of UNICEF's agenda.[168] However, CSOs and NGOs have extensive outreach, operating in all provinces of Thailand, and frequently enjoying good relations with local agencies and organisations. There is a largely untapped potential to work with CSO and NGO networks to engage their member organisations more fully in amplifying UNICEF's agenda.

In conclusion, UNICEF's partners amplify UNICEF's agenda by helping UNICEF achieve results for children more quickly, which can positively influence public perceptions of UNICEF. These amplifying effects can be realised through a wide range of activities, including partners' implementing best practices in the workplace through, for example, adopting child-friendly practices for their staff, promoting children's rights policies in their field of business, and engaging in awareness-raising activities with UNICEF ambassadors and celebrities. Amplification can also occur through cash donations that enable UNICEF to do more for children's rights. There is potential to be more strategic and intentional around amplification through partnerships.

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[160] UNICEF Thailand, *TCO Strategy Evaluation – Partnerships* (n.d.).
[161] UNICEF. *Goodwill Ambassador and Friends of UNICEF* (n.d.). Available at: https://www.unicef.org/thailand/goodwill-ambassador-and-friends-unicef
[162] UNICEF Thailand, *RAM Outcome Reports: Programme effectiveness [Analytical statement of progress, p3]* (internal document, n.d.).
[163] Interview with UNICEF, 4 February 2021.
[164] UNICEF, *TCO Strategy Evaluation – Partnerships* (2021); UNICEF, *Resource Mobilization Strategy, 2018-2021*.
[165] UNICEF, *Recognition Guidance: How to Acknowledge Corporate Partners Through Communications and Visibility Activities (*2019).
[166] UNICEF Thailand, *UNICEF Thailand Annual Plan (2017)*.
[167] UNICEF Thailand, *UNICEF Thailand Annual Plan (2018)*.
[168] Aside from activities such as the Path2Health programme and support of children in construction camps, CSOs and NGOs have not had a high amplification profile within UNICEF.

4.3.6 Is UNICEF attracting business sector partners who are genuinely interested in child well-being, rights and development?

> *"You don't think of us as a piggy bank; we don't think of you as a rubber stamp. And I think that is what makes this work."* - Mauricio Ramos, Chief Executive Officer of Millicom[169]

UNICEF's relationship with the business sector has been evolving since 2010. At the time the evaluation was conducted, UNICEF TCO receives 10% of its income from four companies: Sansiri, True, CP Group and MSD (Merck & Co., Inc., Kenilworth, N.J., U.S.A., which is known as MSD outside the U.S. and Canada). These relationships with business sector givers started from an explicit need to tackle a child-focused issue, such as when UNICEF Thailand partnered with Sansiri in 2010 to raise awareness of iodine deficiency disorders in a campaign that led to a new set of regulations mandating the iodisation of salt for human consumption.[170] [171] Since then, the Sansiri partnership funding is largely given to the 'Global Emergency Fund.' This is a global pool of funds for use in UNICEF declared emergencies, and Sansiri has featured as a partner at UNICEF global emergency events (such as the launch of the 'Humanitarian Action for Children' or HAC annual launch in Geneva in late 2018). Sansiri has also supported local programmes, such as TCO's 2020 COVID response.

UNICEF is appreciative of the support it receives from the business sector, which has been vital for meeting the needs of children in Thailand.[172] A UNICEF respondent explained that UNICEF has given its business sector partners recognition for their funding and contributions:

> *Thailand has been extremely fortunate to have such strong partners like Sansiri and CP Group that are very generous with their funding, with their time, and partner with us at such a high level. They really trust us with the money and say, "We know you're going to do what's best for children." In past years, the UNICEF partner team has fought very hard with the global team to ensure that these partners are recognised for the contribution they're making, because it is very significant and quite unique.*[173]

Partners' interests and their capacity to engage with UNICEF are an important part of TCO's due diligence criteria for forming partnerships.[174] TCO is partnered with a wide range of stakeholders, most of which are broadly interested in child well-being, rights and development (see stakeholder map Annex 7).

There are always risks with partnering with the business sector, "because at the end of the day, they have to make profit." [175] Given how much TCO secures from business sector partners scepticism around intention abounds:

> *I wouldn't like to say that they [business sector partners] are not interested in the impact on children. But they are more interested in how we can help them sell more things, or how we can help them look good.*[176]

This risk is increased with brand-based partnerships. In this regard, the 2019 MTR report mentioned the necessity to transition business sector partners from being contributors to duty bearers, in order to ensure UNICEF is attracting partners who are genuinely interested in child wellbeing, rights and development.[177]

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[169] UNICEF, "UNICEF Executive Board closes with a focus on business for results", 16 September 2019. Available at: https://sites.unicef.org/about/execboard/index_103739.html.
[170] United Nations Children's Fund. "Sansiri: A corporate partner since 2010". Accessed 21 March, 2021. https://www.unicef.org/partnerships/sansiri
[171] UNICEF Thailand, *TCO Strategy Evaluation - Partnerships* [Presentation] (internal document, 2021).
[172] UNICEF Thailand, *Annual Report 2017*.
[173] Interview with UNICEF, 26 February 2021.
[174] UNICEF Thailand, *TCO Strategy Evaluation - Partnerships* [Presentation] (internal document, 2021).
[175] Interview with UNICEF, 2 February 2021.
[176] Interview with UNICEF, 11 February 2021.
[177] UNICEF Thailand, *Mid-Term Review Report* (internal document, 2019).

TCO has been on a journey towards B4R since initial training took place in October 2019. Since the initial training there has been a complete change in TCO leadership,[178] a new Business Partnership expert commenced, and COVID-19 (and subsequent lockdowns) stifled business sector engagements. B4R has barely had the time to be embedded in the CP and across teams. The evaluation found evidence that the business sector in Thailand is ready for the transition to B4R.

4.4 Coherence/Connectedness

4.4.1 Is UNICEF developing the right type of coalitions and optimising its engagement around the government's planning processes to better meet the needs of targeted rights holders?

Most of the evidence on coalitions and TCO's work with the RTG's planning processes has already been mentioned[179] and includes TCO's Social Policy section developing a programme with the Ministry of Finance on strategic planning and budget allocation to ensure improved and sustainable resource allocation for children. Consequently, this section focuses on defining 'right type.'

The evaluation team considers CSG the 'right type' of coalition that also optimised engagement around the government's planning processes and extended regionally (see Box 7). The CSG is a systems change approach that brought about scalable results by aligning a number of partners of various sizes and operating at various levels to work toward the same goal.[180] [181] The TCO used evidence and partnered with academics and those working at local levels while focusing on policy entry points and RTG budget processes to secure funds.

Box 7: The power of coalitions
The expansion of the Child Support Grant became a role model in the ASEAN region such that other countries in the region including Bhutan, Cambodia and Laos came to Thailand for experience sharing. This reinforced the image of the RTG as a leader in social protection for children in the region and it extended the impact of the CSG coalition from national to regional, ultimately protecting the rights of a large number of targeted rights holders.

There are opportunities to optimise government planning processes around regional engagement. For example, Thailand desires to be a regional leader:

> *The RTG likes being seen as a leader in the Asia pacific region and don't want to lose that leadership position. However, the RTG brings its own pace, style and use of language to rights and its geo-political position.*[182]

Optimising engagement around regional planning processes (e.g., ASEAN) was raised by some senior respondents and also found to be important in the documentation analysis.

By bringing different stakeholders together new areas for engagement have emerged. A successful inclusive education public-private partnership was documented where companies have been engaged through a

[178] TCO an interim Dep-Rep, a new Dep-Rep (from September 2020) and a new Representative from January 2021.
[179] Most notably the examples in sub question 4.2.1 *To what extent has UNICEF TCO been able to influence its partners' practices and priorities* relate to coalitions and optimising government engagement.
[180] Interview with UNICEF, 4 February 2021.
[181] Interview with government, 22 February 2021.
[182] Interview with UNICEF, 11 February 2021.

business association, together with education authorities, schools, and UNICEF.[183] The 'Generation Unlimited' initiative was a collaborative partnership with young people, the business sector, governments and CSOs and promoted young people in school, training or employment by 2030.[184] Another deep dive on employability brought together a range of business sector stakeholders in order to discuss what employers want from the youth of Thailand, and again collaborated on ways in which to best help them have successful careers (see Annex 9a, Case study C). These kinds of hack-a-thon/crowdsourcing type approaches are good examples of how UNICEF TCO can better generate partner interest in the rights of children and lead to sustainable results: A model to promote practical skills for job readiness and future employment for vulnerable adolescents and youth was developed and promoted after the hack-a-thon benefiting 992 young people. The lessons learned from the implementation of this model will also be used for future planning of programmes to promote adolescent and youth skills development, in particular 21st century, vocational and entrepreneurial skills.[185]

Donors (and NGOs and foundations[186]) **would like UNICEF to convene more multi-stakeholder, impactful engagements that widen the space for working with NGO/CSOs.**[187] A TCO respondent expressed similar sentiments during a KII:

> *I think the engagement with civil society can be strengthened on that front by building coalitions that advocate for common causes that we have as priorities...they can inform our programme and also act as a sounding board.*[188]

The evaluation team interprets this type of engagement to be what NGOs mean when they say they want UNICEF to work *with* them rather than *through* them. A multi-partite approach strengthens UNICEF's position considerably.

Opportunities to build the business sector and public-private partnerships for inclusion and child rights were suggested by many respondent types. Discussing topics that are not easily discussed in the Thai culture such as migrant children and adolescent pregnancy in public forums were requested by CSO/NGOs to assist with changing discrimination. Continuing to build the capacity of the business sector to implement child rights principles (see Case studies B and H, Annex 9), and expand their commitment to inclusion with different stakeholder groups was raised during KIIs. The UNCT have also challenged UNICEF to work more collaboratively on topics of mutual interest.

> *The government puts money behind UN agencies when it wants to. Seen that with other agencies. This could be a proxy indicator of demonstrating the commitment of government.*[189]

This challenges UNICEF TCO to think even more strategically about optimising engagement around the government's planning processes.

The types of coalitions and examples presented here are known as win-win relationships, or shared value partnerships.[190] These are well documented for business sector partnerships but less so with NGOs, academics, UN agencies and government. The literature review suggests these types of partnerships will be the future. If TCO can document the engagement process, and share the lessons and challenges learned from

[183] UNICEF and Sasin Center for Sustainability Management. *The business case for supporting education for disadvantaged children in Thailand (2019).* Available at: https://www.unicef.org/thailand/media/941/file/The%20Business%20Case%20for%20Supporting%20Education%20for%20Disadvantaged.pdf
[184] UNICEF Thailand, *Annual Report 2018*.
[185] UNICEF Thailand, *Annual Report 2019*, p3.
[186] FGD with CSOs/Foundations, 25 February 2021.
[187] Interview with a multilateral donor, 23 February 2021 and 25 February 2021.
[188] Interview with UNICEF, 3 February 2021.
[189] Interview with UNCT, 12 February 2021.
[190] For more information on shared value see literature review Annex 7.

working this way, then it will increase its strategic position. These successful examples demonstrate to UNICEF that "… a lot more can be done"[191] by working with coalitions.

4.4.2 To what extent does the TCO approach partners in a coordinated manner?[192]

The evaluation found mixed results in terms of coherence when approaching partners. For example, the ADAP and the PSFR sections collaborated on a vision paper on youth employability.[193] The communication section regularly works across all TCO sections (Box 8). Some cross TCO work relating to humanitarian support, and advocacy work was also found.[194] However, a whole-of-office approach to partnership engagement was not a regular feature of TCO.

Box 8: Good practice example UNICEF rolled out several country-wide initiatives to support reading in the early years, in both urban and rural contexts. The campaigns reached over 64,000 children, including over 2,000 from ethnic minority and migrant groups, in ECD centres, schools and through Mobile Library initiatives nationwide.[195] The RAM outcome report explains, **'**The launch of #ABookAWeek campaign in August 2019 in partnership with the Ministry of Education and business sector partner TOPS generated close to 100 media coverage pieces with a PR value of approximately 850,000 USD. Media visits were organised for top-tier media such as Workpoint News, Bangkok Post, Ch. 7 HD, Krungthep Turakit, etc, to highlight key child rights issues.'[196] *This is considered a good practice example because it works in collaboration externally with public and business partners and internally across TCO sections. By linking the partnership to a PR value, it demonstrates the way this partnership supported UNICEF's strategic position while maximising the reach to rights holders.*

Many UNICEF respondents (in the perception survey and interviews) acknowledged the need for greater internal TCO collaboration, especially around partnerships:

- "We need a much more planned and integrated approach to the way that we're working."[197]
- "We as UNICEF staff have this kind of mindset that, you know, if you work on health, it's just health. It's very challenging."[198]
- "Siloed approaches are common in the TCO. Teams within the TCO often operate separately as a sort of standalone office."[199]

This was particularly noted between the government and the business sector as different sections manage government and business sector partners. However, it applies also to CSOs/NGOs and academics, where different sections can be unaware of each other's partnerships.

Particularly in the context of partnerships, the siloed operations of the TCO have created important bottlenecks in the flow of information and this is confirmed in the MTR.[200] TCO's individual sections are linked with relevant RTG ministries by their programmatic areas and each section manages their own CSO/NGO partners according to the sectoral focus. TCO sections frequently engage with the same partner,

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191 Interview with UNICEF, 3 February 2021.
192 This sub-question focuses on UNICEF perspectives (subsequent questions cover partner perspectives).
193 Interview with UNICEF. 3 March 2021.
194 Advocacy was not included in this evaluation because a recent evaluation of advocacy as a strategy was separately commissioned and completed.
195 UNICEF Thailand. *Year-end summary 2020, p7* (internal document, n.d.).
196 UNICEF Thailand, *RAM Outcome Reports: Programme effectiveness* (internal document, n.d.).
197 Interview with UNICEF, 12 February 2021.
198 Interview with UNICEF, 4 February 2021.
199 Interview with UNICEF, 26 February 2021.
200 UNICEF Thailand, *Mid-Term Review Report*, p.33 (internal document, 2019).

but with little coordination. This was also noted over the decentralisation agenda.[201] The stakeholder map confirms the siloed operations as there is little crossover in partnerships found between TCO sections (see Annex 7). Several external respondents mentioned a need to strengthen communication on partnerships internally and externally.[202] The TCO Monitoring and Evaluation team was unable to provide a list of TCO partners in the inception phase of the CPE, stating that they were unaware of all of TCO's partners. Access to information is critical in unifying a team towards achieving common goals but the narrow, siloed nature of the operations within the TCO compromises capacity to effectively leverage the full value of partners, but also of its own staff.

In the perception survey, the majority of internal and external respondents felt that UNICEF overlaps or duplicates the efforts of other organisations/institutions to *some extent*. During interviews, civil society respondents, including academics, concurred that there is some duplication with what CSOs are doing, however the RTG was less aware of a lack of coordination or duplication. Through the course of the CP, more than 50 PCAs were created with CSOs with an average budget of more than 5 million THB (USD160,000), and there were more than 40 Small Scale Funding Agreements (SSFA) with CSOs with an average budget of more than 650,000 THB (USD20,000).[203] The number of small project agreements risks duplication if they are not coordinated. CSOs also feel there is room for more harmonisation internally and externally. UNICEF plans "separately in a "silo" fashion" but child rights "need to be addressed holistically."[204]

TCO's hybrid strategic position further places a time burden on staff that reduces opportunities for coordination. The multiple reporting processes established at a global level led to silos within the TCO. Partnerships/fundraising, communication and programmes have different partnership approaches and according to a few respondents were seen as a reason for why partners are approached without coordination.[205] The PSFR planning processes are detached from the CPD. The following quote is an indication of this sentiment:

> *It's more the integration with the programme, partnership, and fundraising, and communication, and to give a big push towards something very clear, instead of, partnerships here and there, and all of them are very good. But how does it contribute?*[206]

Annex 26 shows the way different sections of TCO work and compares this to the new B4R approach. This is done to emphasise that the silos found within TCO are bigger than TCO working relationships. The disparate approaches (driven by outside TCO) are pulling the office in different directions and preventing TCO from having the time to reconcile these differences.

4.5 Sustainability

4.5.1 How can the ToC, risks and assumptions for B4R be sharpened?

Theory of Change (ToC)

A clear understanding of partnership effectiveness is not illuminated in the results statements in the ToC. Each TCO section has its own theory of change listed as an outcome area, using if/then statements (see Annex 1). Outputs and outcomes are presented in narrative and graphic form, but the logic of relations between outputs and outcomes is not sufficiently clear. Working out how to plan, monitor and measure partnership

[201] UNICEF, *Inclusive and child-sensitive public policies in Thailand* (n.d.).
[202] Interviews with business sector partners, 15 & 19 February 2021; interview with government, 22 February 2021; FGD with CSOs/Foundations, 25 February 2021.
[203] UNICEF Thailand, *Logsheet of PCAs and SSFAs before eTools* (2021).
[204] FGD with CSOs, 25 February 2021.
[205] Interview with UNICEF, 26 February 2021.
[206] Interview with UNICEF, 2 February 2021.

effectiveness not only requires more thought by TCO, especially around risks and assumptions of UNICEF's positioning choices, but it requires greater programme alignment. A finding from the Executive Board Annual Session 2009 concurs:

> *UNICEF needs to be better at judging the effectiveness and efficiency of its engagement in partnerships and collaborative relationships, and its costs and their benefits...to which extent UNICEF engagement in partnerships or collaborative relationships has contributed to the results.*[207]

UNICEF's convening role, partnerships and internal mechanisms are also not reflected in the revised overarching ToC. The ToC is missing the systems change approach at the CO level, although systems building can be found.

This evaluation has exposed a number of different approaches, assumptions and implicit views (e.g., the future of the TCO), emphasising the need for a strong ToC process. The value of developing a stakeholder influencing map is missing from the revised ToC and this evaluation suggests this is crucial for understanding engagement approaches:

> *Is it not in the theory of change in the moment where you reflect on how do I leverage change? A moment where you explicitly say, what is our influencer map for this particular sector, and for this particular minister, and define the moments where you have to go back to that influencer map and redraw it. That's something that we don't do enough.*[208]

The MTR began a sharpening process over the course of which the ToCs were revised, strategy notes for each outcome area and an overarching ToC developed. This is encouraging. However, more revision to the ToC is required because the current way of planning and measuring partnership effectiveness is insufficient.

B4R risks and assumptions

B4R brings a different nuance to the TCO's successful fundraising record at a time when the Thai corporate social responsibility market is changing, and a global pandemic has stunted economic growth. These risks require high level discussion, for they touch upon TCO's hybrid role and how its fundraising fits into UNICEF HQ's strategic positioning. The current brand-based approach to business sector partnerships 'is not the same kind of partnership as multi-year, shared impact/shared value B4R partnerships' nor the same as having a programme idea to fund.[209] B4R is well aligned to SDGs and UNICEF's agenda. However, its introduction to TCO exposes a number of assumptions underpinning TCO, that if not resolved might create new risks for TCO.

The perception survey findings identified a gap in the understanding of B4R risks and assumptions among more than half of TCO staff. Some TCO staff felt that any change toward B4R should not happen immediately - this could be a repercussion from Sansiri's public criticism of UNICEF (see Annex 13) and the political tensions that are fuelling a heightened aversion to risk. It could also be associated with the current "mismatch between market expectations and UNICEF standards and practice (e.g., equal reporting for low value contracts/partnerships).[210] It also reflects that the TCO require more B4R capacity building. This new way of thinking, and even the role of the private sector as a duty bearer is not understood by all staff. This was confirmed in the documentation analysis: 'Shared value is not straightforward for UNICEF and requires further guidance and thinking.'[211] TCO staff from different sections articulated perceived risks associated with the move to B4R which they do not feel equipped to overcome.

[207] United Nations Children's Fund Executive Board Annual Session 2009, 8-10 June 2009 on UNICEF strategic framework for partnerships and collaborative relationships
[208] Interview with UNICEF, 3 February 2021.
[209] Cited in UNICEF Thailand, *TCO Strategy Evaluation - Partnerships* [Presentation] (internal document, 2021).
[210] Cited in UNICEF Thailand, *TCO Strategy Evaluation - Partnerships* [Presentation] (internal document, 2021).
[211] Ibid.

Any move toward B4R could result in a decrease in funds in the short term and could decrease brand trustworthiness in medium term. This was also confirmed in the documentation analysis, 'there is no guarantee B4R means more money for UNICEF.'[212] Moreover, a tension will arise around UNICEF's logo and star recognition approach as B4R deepens. This could result in decreased donations for UNICEF. If PSFR and communications work together to revisit existing business sector communications and recognition approaches and understand the public perceptions around what equates to endorsement, the risks to the brand will decrease.

TCO's fundraising success is remarkable. The right ambassadors, appetite and opportunities were in place to help kick start TCO's business sector fundraising. However, managing relationships with large business givers in an evolving market is going to be time intensive and require superior communication. Each partner will need more engagement as they work out their approach/what they want. Maintaining the current fundraising portfolio in this environment coupled with the COVID-19 downturn and a move to B4R is unlikely, let alone achieving increased fundraising KPIs.

An understanding of the time it takes to manage partnerships (engagement) could be clearer. Currently, TCO are not able to confirm the amount of time spent on partner engagement and TCO staff are already stretched. One of the key takeaways from a FGD with members of the Thai UNCT is that UNICEF's brand is important and powerful, well-known and highly appreciated which brings high expectations that UNICEF needs to make sure it can back up with engagement. Otherwise, the high profile of the brand can be a disadvantage.[213] It is possible that a B4R partnership requires more intensive engagement/management than a RTG or business sector donor relationship. If TCO does not have the resources in terms of staff time to manage partnership engagement effectively, then this could increase the risks associated with B4R.

Assessing the unexpected effects, including risk to UNICEF's reputation and brand, from new partners and reprioritising existing partners is not well understood within TCO. A recent assessment of TCO's social media revealed some strategic engagement opportunities by audience type. It showed that K-pop fans accounted for half of the total audience segment discussing UNICEF on social media, and that online advertising can impact this segment.[214] This intelligence presents some new partnership and engagement opportunities for TCO that should be well thought through. The same assessment found criticism from youth over UNICEF's ambassador's handling of the political tensions in 2020. UNICEF's ambassador helped gain support for TCO within the business community but B4R may require different ambassadors that also resonate with UNICEF's rights holders.[215] To avoid unexpected effects associated with the move to B4R, partner/audience analysis should inform the next CPD and B4R efforts.

4.5.2 Have joint interventions been designed and implemented in a way that enhances and enables their replicability, sustainability and scale-up?

The majority of UNICEF staff and external stakeholders (respondents) perceive that UNICEF's partnerships are sustainable in time. Joint interventions are common with the RTG based on MOUs, each of which include an agreed and shared work plan that is developed and reviewed annually, as well as an exit plan. Partnerships with civil society also have formal agreements in place that include agreed upon deliverables/results and a clear end date (an example of a PCA and a SSFA appear in Annex 14). However, CSO/NGOs are looking for longer-term partnerships that extend beyond short-term projects and time-bound activities. The work plans or agreements made with business sector partners are considered commercial-in-confidence and are unable to be shared.

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212 Ibid.
213 FGD with UNCT, 25 February 2021.
214 UNICEF Thailand. *2020 Media Performance Study Market Insight Report* [presentation by Media Measurement] (internal document, 2021).
215 Ibid.

There are misperceptions about what makes a sustainable/scalable pilot within TCO and when to end pilots. The 2019 MTR found that "of over 20 pilot and demonstration projects TCO has been implementing, half were in line with the CPD, while the rest were developed to seize new programme opportunities or were started as a result of partners' requests."[216] Some respondents felt that:

> *There might be a lot of activities, but in the end, they're supposed to be something that's scalable, and leads to a change in a policy or practice or even to legal reform.*[217]

However, the strategic and scalable nature of some of these pilots has been questioned:

> *UNICEF Thailand country office has spent a lot of time on smaller projects, which are not really linked to the broader and the long-term goals, which are very ad hoc, almost like pilots that cannot be scaled up, so what happens in doing so is that we stretch ourselves too thin, in trying to do too many things, so that's the area of improvement I see for UNICEF ... to be strategic.*[218]

Similar sentiments were expressed in the MTR that found pilot projects need to define a clear end date/exit plan, as well as measures of success and sustainability in the design (p30). The 2018 evaluability assessment found "There are many small interventions or projects that do not necessarily have a large part to play in the achievement of the overall goal."[219] TCO has a large number of pilot-type projects, that may not be scalable. Longer-term partnerships with NGOs/CSOs that focus on changes in attitudes and behaviour were not found.

Some of the pilot projects have resulted from fundraising efforts according to some internal respondents. These fundraising related projects create a resource burden for TCO:

> *There is very high demand on the time of the team, engaging and trying to develop these partnerships with not much to show for it. So that's an area where I feel that we need to do more strategic work and prioritise better and do better analysis of which companies we would engage with and why and how.*[220]

This was confirmed by the MTR which found "TCO has retained donor-driven initiatives with low strategic relevance to programme outcomes".[221] The document *Engagement with Business Programme Guidance for Country Offices* indicates something similar when it advocates for shifting "from ad hoc, project-type engagements based on business interests and priorities".[222]

The lack of a compelling narrative around what UNICEF does in terms of results and outcomes perpetuates piecemeal offerings and projects. In lieu of a compelling (sellable) narrative, the PSFR is dependent on packaging pilot projects and branding work, rather than UNICEF's systems change and policy impact. Some internal respondents across levels and sections felt that increasing fundraising targets each year was unsustainable, especially if it pulls the CP towards short term interventions and dilutes its systems change focus, although these respondents admitted that securing funding does help to advance UNICEF's work. The repercussions and triangulation around these points are inconclusive but concerning.

The evaluation team found different responses on sustainability and TCO's future strategic position. These disparate views expressed during the individual interviews and focus group discussions may also help to explain the lack of scalable pilots (TCO is working towards distinct goals). The views received are summarised below and expanded upon in Annex 22. Sustainability:

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[216] UNICEF Thailand. 2019. Mid-Term Review Report. p.30 (internal document, 2019).
[217] Interview with UNICEF, 3rd February 2021.
[218] Interview with stakeholder, 4 February 2021.
[219] Universalia. *Evaluability assessment*. p.12 (2018).
[220] Interview with UNICEF, 3 February 2021.
[221] UNICEF Thailand. Mid-Term Review Report. p.31 (internal document, 2019).
[222] United Nations Children's Fund. 2019. *Engagement with Business: Programme Guidance for Country Offices*. p.41. New York.

- Is the durability of results after an intervention has ended.
- Is holistic and refers to long term planning and aligning with the SDGs.
- Equals shared value partnerships with all partners, particularly when the business sector goes beyond fundraising and branding to embed rights in their values and work.
- Involves consultation, participation, co-creation and long-term collaboration.
- Involves testing models/innovating and handing over what works to the government.

The following long-term visions for TCO were heard by TCO respondents:

- **Sustainability is an exit strategy:** TCO will no longer be needed in Thailand when the government funds NGO/CSOs and upholds child rights. Therefore, TCO should be working to “do itself out of a job.”
- **Towards a National Committee (Nat. Comm.)** TCO will eventually focus on more strategic advocacy and fundraising, rather than programs.
- **Towards a think tank:** there will always be areas where UNICEF is relevant as a knowledge base. TCO will always continue to help shape national and regional debates around child rights.

The varying perspectives for sustainability reveal the need for the TCO to discuss its future direction, and how to measure and plan for sustainability as an office. Sustainability is a difficult concept and goes beyond joint planning and partnership engagement. It includes having a plan for securing funding to keep a project going after UNICEF funding ends, plus a strategy to position UNICEF’s future success in Thailand and also a strategy for how a “change” can be sustained so that it eventually achieves the desired result, and how change can happen without funding. TCO staff have different visions for TCO in 10 years, as well as varying understandings of sustainability. This will further increase the silos and dilute the CP if not reconciled.

5. Conclusion

"We chose UNICEF, and UNICEF chose us, because we had a shared vision. And I think that's the way partnerships come to be; this is the definition of a partnership." - Mauricio Ramos, Chief Executive Officer of Millicom[223]

This evaluation comes at a critical time for UNICEF TCO, not only because the TCP will be redeveloped this year. The ICT revolution, social media and the importance of online platforms and connectivity have changed UNICEF's relationship to rights holders, the government, CSOs and the business sector in Thailand. COVID-19 has accelerated these changes with the rapid transformation to an online reality. UNICEF's vision and model has also changed in the last few years, especially regarding its work with the business sector. What began with an idea of 'harnessing the power of business' in the global strategic plan, evolved into B4R and other initiatives. As TCO has realised, the business sector moves faster than their other partners.
In terms of fundraising, TCO has been at the forefront of UNICEF COs that raise funds. Being a front runner has given TCO the freedom to work with a rapidly emerging business sector and secure unrestricted funds.[224] The business sector has higher expectations from their donations to UNICEF than ever before and demands that UNICEF help their companies comply with global standards and improve their public image. Moving existing partners slowly toward B4R makes sense as the market is ready. Clearly documenting strategies will ensure lessons learnt are captured. Meanwhile securing new B4R partners that have a strategic position to advance child rights (either through their influencing power, market reach or appetite) can begin. In all likelihood a multi-pronged approach to engaging the business sector is required. TCO should be able to speak to this before the next MTR, even though it will require more intensive engagement by TCO.

NGO/CSOs constitute an important resource in fulfilling the rights of children, and Thailand is fortunate to have a well-established network of civil society organisations, including many organisations that share common interests with UNICEF. However, the potential partnership with UNICEF TCO and CSO/NGOs is largely untapped or under-valued. There is also a disconnect with CSO/NGO expectations and need for leadership and longer-term partnerships, and what UNICEF offers through PCAs and SSFAs.

Thailand is an emerging economy and the issues many low-income countries are grappling with have been addressed. Programmatically, this leaves difficult issues (such as migrant children, border populations, non-Thai speakers, exploitation, disability, LGBTI, impact of IT on children etc) to address. In Thailand, the business sector remains largely unregulated, and the government is yet to develop any wide-reaching laws enforcing the adherence to a child rights framework for the business sector. Resolving these issues is contingent on some bigger governance issues being solved, such as the relationship of the Royal family to the business sector and even youth engagement and employment. As these issues are bigger than the Thai government alternative strategies and partnerships are needed.

At present TCO does not have all the skills it needs to address these challenges, but it has an amazing team of intelligent, passionate and capable staff that can work better as a CO in order to navigate the new terrain. The role of the two most senior members of the TCO in protecting their team from disparate guidelines and allocating the time for the CO to reflect and work out ways to restructure, and to define what partnerships and engagement means in Thailand will be pivotal to TCO's strategic positioning and scalability. UNICEF TCO needs more freedom to develop and document its new approach than what is given to other COs.

Partnerships in the Thai culture have always been important, and more so now for UNICEF in terms of maximising results through synergies, evidence sharing, changing discriminatory norms and convening. UNICEF in Thailand is

[223] UNICEF, "UNICEF Executive Board Closes With A Focus On Business For Results" (2019). Available at: https://sites.unicef.org/about/execboard/index_103739.html.
[224] Unrestricted in this sense refers to a donation (from the business sector) where funds are not restricted to being spent within the country, and thus can be used in UNICEF's (global) regular resources

better positioned than many other UN agencies and is better position within UNICEF than many other COs to drive changes. Capitalising on this and the trust UNICEF wields within Thailand remains. The following summarises the evaluation conclusions by criteria.

Conclusion on relevance: UNICEF TCO has a range of comparative advantages and added value, however, there may be a misperception around what UNICEF actually does and stands for in Thailand. TCO's strategic position is complicated by its hybrid role. The TCO fundraises primarily for programmes implemented in Thailand and also contributes to regular resources at the global level. In this regard, the TCO is UNICEF's only 100 per cent self-funding office. UNICEF's varied partners present additional challenges for the TCO in establishing (and communicating) its strategic position. The lack of internal systems and processes to review the effectiveness of partnership engagements has led to some assumptions, tensions and conflicts, particularly around the role the UNICEF TCO should play to be strategically positioned. Reaching consensus on how much the TCO should aim to please its various partners, along with the key audience of UNICEF's messaging, will enable the TCO to develop a stronger strategic position.

Conclusion on child rights/gender and inclusion: UNICEF is partnered with many of Thailand's leading child/human rights groups and yet, more partnerships for gender equality and disability inclusion were anticipated, given that the latest MICS shows that these are important to Thailand's development. If the definition of inclusion is expanded to include migrants and stateless minorities then the TCO has had more success, although perception survey respondents are unaware of this work. The TCP has inconsistently applied gender and inclusion-sensitive approaches. The current way of monitoring programmes and reporting results can overlook gender and disability.

Conclusion on effectiveness: TCO has been effective in articulating and developing strategies to approach, engage, pitch and secure a broad array of different partners. There are many examples that illustrate the effectiveness of the UNICEF country programme in influencing national policies covering a range of programme areas and partnerships. UNICEF is attracting partners, including business sector partners, who are genuinely interested in child wellbeing, rights and development, some of whom amplify UNICEF's agenda. There is potential to be more strategic and intentional around amplification through partnerships. More thinking on the role of ambassadors and celebrities and some type of engagement agreement may be warranted in order to balance risk with amplification.

Stakeholders' definitions of partnership can vary significantly from those of UNICEF.

- RTG: The partnerships between civil servants and TCO staff are strong and well nurtured. Although more scalable results with fewer resources can be found. On balance, UNICEF approaches government partners in a labour-intensive but rewarding manner.
- UNCT: The UNCT would like a more collaborative approach with UNICEF around the SDGs, including on youth issues and business sector partnerships. UNICEF was seen to have a leadership role within the UNCT to ensure youth issues are integrated into everything the United Nations does.
- NGO/CSO: There are many informal aspects to partnerships with NGOs that may never be captured through a contractual relationship. NGO/CSOs would like UNICEF to take more advantage of its convening power and play a leadership role in domestic debates.
- Business sector: PSFR is the main TCO section to approach the business sector, with some multi-stakeholder approaches emerging. The TCO is good at pitching to brand-based business sector supporters but struggles to secure different types of business sector partnerships. TCO needs more coaching to understand the differences between B4R and CRBP and risk management.
- Rights holders: TCO staff know they are working *for* rights holders. Youth respondents would like this to change to *with* rights holders. Partnerships with networks of young people is an area that has potential for expansion.

Part of ensuring UNICEF's future success in Thailand will come from maintaining the brand's high value and trustworthiness. Ethics, including transparency, are a component of this. Consolidating learning, developing and documenting some new partnership types, along with clarifying how to measure partnership success and effectiveness will help to engage, pitch and secure relevant partnerships.

Conclusion on coherence/connectedness: UNICEF is developing multi-stakeholder coalitions and optimising its engagement around the government's planning processes (that extend regionally) to better meet the needs of targeted rights holders. More opportunities to brief ministers prior to regional conventions such as ASEAN and to build public-private partnerships for inclusion and child rights can be found. Donors, NGOs and foundations would like to see UNICEF convene more multi-stakeholder, impactful engagements that widen the space for working with CSOs/NGOs.

TCO's hybrid strategic position places a time burden on staff that reduces opportunities for coordination. A whole-of-office approach to partnership engagement was not a regular feature of TCO and there is little crossover in partnerships found between TCO sections. There is a need to strengthen communication on partnerships internally and externally as some evidence of duplication with the efforts of other organisations/institutions was found.

Conclusion on sustainability: Joint interventions have been designed with sustainability in mind. However, the definition of sustainability is varied and so are perceptions of UNICEF's success in this area. Longer-term partnerships (outside the RTG) that are change-focused, rather than based on completion of short-term activities, are rare. In lieu of a compelling (sellable) narrative, the PSFR is dependent on packaging pilot projects and branding work, rather than UNICEF's systems change and policy impact. Increasing fundraising targets each year is considered unsustainable, especially if it pulls the CP towards short term interventions and dilutes its systems change focus, although respondents admitted that securing funding does help to advance UNICEF's work.

TCO staff have different visions for TCO in 10 years, as well as varying understandings of sustainability. This will further increase the silos and dilute the CP if not reconciled. The MTR began a sharpening process over the course of which the ToCs were revised, strategy notes for each outcome area and an overarching ToC developed. The value of developing a stakeholder influencing map is missing from the revised ToC which is crucial for understanding the sustainability of engagement approaches. The disparate approaches (driven by outside TCO) are pulling the office in different directions and preventing TCO from having the time to reconcile these differences. Any move toward B4R could result in a decrease in funds in the short term or brand trustworthiness in medium term, especially given the gap in the understanding of B4R risks and assumptions among more than half of TCO staff. The current way of planning and measuring partnership effectiveness and sustainability is insufficient.

6. Lessons

1. The success of partnership engagements does not entirely depend on the institutionally sanctioned agreements between two organisations. It also depends on personal agency and the context in which the partnering organisations are situated. This renders partnerships political and dependent on networks as much as reputation. There were some suggestions during the evaluation that this warrants local networks and Thai nationals. This makes sense in an upper-middle income country and should be explored further.

2. Successful partnerships require transparency. There is much confusion around partnership types, purpose and the role of the private sector in fulfilling child rights. Private partners also expressed a desire for greater clarity. Greater transparency around partnerships is needed for UNICEF staff as well as for potential and current partners.

3. UNICEF TCO lacks awareness of the power it wields. It would be advantageous for UNICEF to consider its position using a power analysis tool with each of its partners; 'in most collaborations power dynamics are at play, between the collaborating organisations but also between the individuals who in practice handle most of the collaboration and therefore shape its flavour or colour.'[225] A power analysis will help with the disconnect found in UNICEF's relationship to NGOs/CSOs, and help TCO to navigate new partnerships and criticisms around mature partnerships.

4. Successful CSO partnerships need to be built on a foundation of mutual trust and respect. A clear understanding from the start regarding expectations, communication, objectives and roles of all parties (including during the planning process) plus the long/short term nature of the collaboration, will set the partnerships up for greater success.

5. Partnership's change. Defining partnership journeys and articulating a communications roadmap from the moment a strategic partner signs an agreement with TCO to when they exit would assist to clarify expectations and the evolutionary nature of partnerships.

6. Partnership can cause distress. In its partnerships with government UNICEF must remain aware of its mandate and be prepared to maintain a separate position as an advocate for children's rights, even if this involves dealing with sensitive issues. In such situations, UNICEF's strategic positioning and leverage can be strengthened through a multi-partite approach, in partnership with other members of the UNCT, relevant CSO and NGO networks, academics and private sector aggregators.

[225] Global Mentoring Initiative," What is the Quality of your Collaborative Relationship? The Partnership Maturity Index", p5 (2021).

7. Recommendations

The following recommendations are separated but a sequencing is needed to help TCO come to a consensus on its key brand attributes and broader brand positioning to meet program requirements and strategically position itself in the Thai market.

Recommendation 1: TCO should clarify and measure partnerships' effectiveness

Responsible: Representative
Time frame: next 3 – 6 months

There are a number of partnership gaps and bottlenecks that need to be clarified and measured. The role of partnership engagements in UNICEF's strategic planning processes and how these are integrated across TCO lacks documentation. TCO sections frequently engage with the same partner, but with little coordination. TCO also has a capacity gap around establishing a holistic approach to partnership engagements across divisions and partnership types. A growing body of academic and applied literature on international development partnerships is emerging with lessons that resonate with this evaluation, such as 'partnerships work best when there is a shared sense of a larger purpose,'[226] TCO can capture and contribute to this literature. Measuring partnership performance outcomes (e.g., progress through ongoing performance tracking systems and success through reporting mechanisms) and aligning these to program impacts (targets) will also help in strengthening partnerships and identify an ideal type of partner for TCO.

There appears to be a disconnect between UNICEF's view of their relationship to NGOs/CSOs and what is held by NGOs/CSOs (Box 14). CSOs/NGOs have extensive outreach, operating in all provinces of Thailand, and frequently enjoy good relations with local agencies and organisations. There is a largely untapped potential to work with CSO/NGO networks to engage their member organisations more fully in amplifying UNICEF's agenda. Understanding which CSO/NGOs have influencing power at the sub-national level could occur through a stakeholder mapping process, which could be augmented by a consultative process with NGOs/CSOs that would identify specific gaps in policy areas, potential actions and partners.

Some type of restructure, or cross-functional team is needed (especially given TCO's hybrid role) to help align partnership approaches and decision-making and maximise impact and resources. For example, recruiting a partnership brokering adviser who can report directly to the Rep on partnerships as the process is refined (like a Chief of Partnerships) can be considered, along with each program/section team having a partnership focal person. The communications section should also have a partnership focal person (PR expert) who looks after influencers and ambassadors. The Partnership Chief could have the following tasks:

- Design, prioritise, plan and integrate partnership efforts (see Box 9 for inspiration);
- Review and assess the quality of all partnerships and establish a baseline and work out how to measure TCO's varying partnerships;
- Develop a typology of TCO partnerships that offers a CO-wide unifying definition and enables prioritisation (see Box 10 for inspiration);
- Be the holder of partnership knowledge and learning which is currently ad hoc and disparate throughout TCO and develop a learning/capacity building plan for strengthening different partnership engagements;
- Liaise with HQ on the following issues: the way ethical relationships with business sector partners, RTG and NGOs/CSOs may be different or similar in Thailand; the associated risk of different partnerships within the

[226] Global Mentoring Initiative," What is the Quality of your Collaborative Relationship? The Partnership Maturity Index", (2021).

Thai context; partnership recognition and complaints in the Thai context; partnership management for different partnership types in the Thai context;

- Review partnership processes and develop TCO specific guidance if needed;
- Develop some type of non-financial and informal (non-legal) partnership agreement that outlines the value/strength of each partner plus expectations of the partnership (the purpose and expected outcomes), plus risk and power inequities.[227] As the partnership maturity index [228] explains, “basing partnerships on principles works better than trying to base them on rules” or a contract.[229]

Box 9: UNSDG partnership definition[230]

‘Partnership’: This engagement is defined as a voluntary and collaborative agreement or arrangement between one or more parts of the United Nations system and the business sector, in which all participants agree to:
a) Work together to achieve a common purpose;
b) Invest their respective resources (e.g., time, knowledge and expertise, research and technological development, funding, core assets, etc.);
c) Acknowledge mutual benefits as an integral aspect to the engagement; and
d) Share risks.

Usually, partnerships would involve some level of public communication and recognition, and an exchange of assets (e.g., financial or brand-related) between parties involved. Partnerships are also based on a somehow agreed mutual commitment (e.g., letter of appreciation, MoUs or other legal agreements) even though the formality level, or its specificity, may vary.

Box 10: Partnership questions to help surface and examine beliefs and assumptions[231]

- Have we had the conversation about what value contribution each of us brings to the joined effort (to the partnership)?
- What are the monetary and non-monetary, the tangible but also intangible ‘assets’ that each can contribute here?
- Are we properly appreciating the relevance, importance and hence ‘value’ of the non-monetary and intangible contributions?
- Are we feeling the temptation to use our control over money to establish dominance (and blame the other when something goes wrong)? Are we resisting that temptation, because we recognise and respect the importance of these non-monetary contributions?
- Are we paying attention, not only to the progress towards our shared objective, but also to the health of our collaborative relationship, so that the potential of our value-circle, our jointly cooked dish, is fully realised?

[227] An informal partnership agreement should cover the following questions: For what purpose do we come together? What value do we each bring to the joint effort? How do we handle power inequalities between the collaborating entities? How will we manage our diverging interests that coexist with our converging ones? What are the risks for each of us, in the joint action but also in the partnering? How do we manage these risks together? How do we manage our relationship to keep it constructive and productive? See: GMI 2020. Value contributions in partnerships: Are you having the conversation? Global Mentoring initiative. Informal partnership agreements can have different names: ‘knowledge partnership’ see ADB example and Essentials of Knowledge Partnerships, IIED’s non-legal/multi-stakeholder partnership guide for inspiration. Some of these informal partnerships may advance to a contractual arrangement. In which case, these informal (or non-legal) partnership documents can sit on the top of any future signed legal agreement, or simply remain as a reminder of a shared commitment/value.
[228] Global Mentoring Initiative,” What is the Quality of your Collaborative Relationship? The Partnership Maturity Index”, p1 (2021).
[229] Global Mentoring Initiative, “Partnerships: Pre-conditions, principles and practices” (2019).
[230] UNSDG*, UNSDG Common Approach to Prospect Research and Due Diligence for Business Sector Partnerships.* p.4 (2019). *Available at: https://www.ilo.org/wcmsp5/groups/public/---dgreports/---integration/documents/genericdocument/wcms_726770.pdf*
[231] Global Mentoring Initiative, “Value contributions in partnerships: Are you having the conversation?” (2020).

Recommendation 2: Promote partnerships for inclusion

Responsible: Deputy Representative
Time frame: next 12 months

A HRBA has inclusion at its core, and so do the SDGs. TCO should develop an inclusion strategy to *leave no one behind* in the Thai context. A gender analysis and building upon the MICS identified gaps is a necessary part of this strategy. A political economy or a SitAn study on inclusion in the Thai context should also be commissioned. Such an analysis will ensure UNICEF's efforts will be politically savvy while enabling TCO to take advantage of emerging opportunities and to work with key stakeholders. Establishing inclusion indicators and a baseline will be necessary to measure success. There is a role for TCO to play in gathering public opinion on inclusion topics (which can be sensitive), forming multi-partner platforms and business cases for inclusion.

Recommendation 3: Drive programmatic impact at scale, measure systems change and improve the communication of results

Responsible: Planning, Monitoring & Evaluation and Communications
Time frame: next 6 months

Increase the usage of the systems change approach and a theory of change within the TCO as a way to increase impact at scale. This recommendation does not detract from the incredible work being done within TCO around these issues. Where improvements are needed is around capturing and communicating these results. A strong ToC process can help to align the office and sharpen engagement approaches. One of the benefits of a ToC comes from making different views and assumptions about the change process explicit. A sound ToC can 'specify how to create a range of conditions that help programmes deliver on the desired outcomes. These can include setting out the right kinds of partnerships, types of forums, particular kinds of technical assistance, and tools and processes that help people operate more collaboratively and be more results focused.'[232] Better capturing systems change will help TCO to report to donors (and their shareholders) and staff. It will also help to measure and manage for scalability/sustainability and drive strategic interventions.

Find creative ways to communicate the impact of how UNICEF works in Thailand (how Thai children's lives and rights are being improved and especially impact with youth and how this helps later in life). A key aspect of this will be capturing the lessons from certain TCO individuals who are adept at policy influence and partnerships. Lessons will emerge from sharing strategies and stories, especially across sectors, sub-nationally and regionally.[233] A review of reporting (especially the annual plan) and public communications materials for gaps/inconsistencies in partnership recognition and systems change communication will help to identify the weakest areas needing reform.

Ensure that partner reports fulfil a communications, M&E and programmatic need without taking more time (so the role of TCO in summarising and combining these reports is minimal). Training for CSO partners on TCO communications and the CP have begun which will greatly assist with this. Also consider a verbal reflection session (like an annual convening conference) to share learnings, reflections, clarify aims and objectives and partnership challenges. Trialling other evidence-based narratives/storytelling approaches is also advisable.[234] Given TCOs position as a country office in a regional hub there is a great opportunity to share success stories with the regional office and regional partners - engage the regional office more on communicating results.

[232] Allan, W., *Using a theory of change (ToC) to better understand your program. Learning for Sustainability* (2016). Accessed at: https://learningforsustainability.net/post/theory-of-change/#:~:text=The%20main%20benefit%20of%20theory,deliver%20on%20the%20desired%20outcomes.
[233] Davidson B, Storytelling and evidence-based policy: lessons from the grey literature. *Palgrave Communications* (2017). 3:17093 doi: 10.1057/palcomms.2017.93.
[234] See Impact mapper: https://www.impactmapper.com/

All activities/pilots/workplans should have realistic human resources and funds allocated and indicators for when sustainability/scalability has been achieved or for when pilots/partnerships should end. Ensure that this exit plan is clearly documented and quality checked every 6 months to help steer realistic and sustainable systems change. Comments on this evaluation suggest a small task team has been formed for this purpose and a template and model is being developed.

Given the challenges in developing and moving to a systems change measurement process while living it, the fact that some staff confuse systems change with systems building, and that internal processes are pulling TCO in different direction, hiring a systems change expert (with a strong background in inclusion and rights) to facilitate the development of the new CPD measurement framework is advised. A body of work is emerging around systems change for philanthropy and social enterprises that can be applied to TCO's work, with some adaptation. This work focuses on reaching change at different levels that will resonate with UNICEF: actively transforming relationships among systems, sectors, and stakeholders, altering power dynamics related to decision making and influence, and shifting mental models that influence how people think, talk, and act.[235]

Recommendation 4: [re]position business as a key stakeholder in TCO's agenda for children

Responsible: PSFR, B4R regional, Communications and new Partnerships Chief
Timeframe: 6 – 12 months

The business sector evolves more quickly than UNICEF's other partners. Taking a social-ecological approach is needed as companies operate in a complex ecosystem that can help or hinder child rights. An assessment and mapping of the business sector is needed every CP cycle. The following information can help to strengthen TCO's approach to the business sector:

- Map CSR/inclusive business trends and identify the B4R/shared value opportunities. Identify gaps in what business sector partners want (in terms of CSR/inclusive business) and what is offered in Thailand. Gain knowledge of which businesses/social enterprises are interested in child rights or have a rights-holder or inclusion focus and align with UNICEF values.
- Identify which corporations are partnered with whom for their CSR programs and which corporations have already funded policy influence, inclusion and rights programs. Aim to understand the way these other actors (competitors) create social value (doing good through business) with Thai companies.
- What do TCO business sector partners want from UNICEF and how do they see their relationship/donation to UNICEF? What types of reporting do Thai companies do on CSR (e.g., to their boards and to the public)?
- What foreign direct investment does the RTG seek and how can UNICEF help attract some of that?
- Where (what sectors) are child rights at risk? Who influences Thai businesses/executive level management (C-suite) in these sectors and how can UNICEF influence these influencers?

Based upon the results of this intelligence gathering/mapping, determine whether TCO (via the next CP) should prioritise: large, unrestricted financial gifts; cultivating relationships with business influencers; B4R; long term sustainable partnerships; or a mixed portfolio. The decisions made on this all come with risks that need to be thought through.

Repackage/market what UNICEF already does in more astute business sector terminology. TCO needs support from the B4R regional office to help develop 'sellable' narratives (offerings/products) that appeal to the business sector. Allow the business sector to choose between these offerings (e.g., unrestricted, B4R…). Consideration should also be given to co-funding innovative pilots with the business sector to assess what works and how to scale. This will

[235] For example, see the work on the water of systems change by FSG and *Evaluating Complexity work,* and the work around measuring market systems change (See USaid's approach to measuring market systems change; and the Donor Committee for Enterprise Development (DCED) Standards for assessing systematic change.

help to mitigate any portfolio decline risks (resulting from the shopping around business sector partners are currently doing), while also ensuring UNICEF does not compromise on its values as it tries to keep partners satisfied and engaged on child rights. The evaluation team feels that the evolution of the Sansiri partnership could be packaged and shared with other COs or with new TCO partners. The partnership began by:

- finding a shared value to advance child rights (fortified foods);
- turning the attention to the partners' internal policies (family friendly workplaces);
- focusing on the company's supply chain (e.g., construction camps);
- working with other partners, crowding in[236] and achieving policy change to uplift the sector;
- promoting the company's CEO as a leader in national, global and regional events;
- child rights campaigns;
- association with the UNICEF brand (the brand value and reach has been quantified by communications already).

Packaging this process (documenting in glossy advertising/marketing terms) could help to secure a long-term package of assistance that aligns with the CP.

Document what works to pitch a short-term business sector donation and how that is different to a long-term partnership donation (especially the time involved on engagement). Many other lessons have been learnt around business sector partners that have not been captured. Building a Knowledge Management system and establishing a Dashboard to evaluate partnership journeys are needed, along with a Theory of Change and determining the nature of a sustainable business partner. TCO should also collaborate more with the regional office on this recommendation.

Recommendation 5: Reach a consensus about TCO's brand

Responsible: Communications and Representative
Time frame: next 12 months

The TCO should align on boarder brand considerations linked to CP goals that reflect both financial and non-financial partnerships, building on successes to date and areas to strengthen (e.g., B4R, inclusion and sustainability). This new 3 to 5-year brand positioning should consider TCO's image, influence and targets for engagement with the public and private sector, RTG, key influencers, relevant multi-stakeholder and faith-based entities and supporters to articulate how the TCO brand is distinguished from other development actors (and how the TCO brand might be different to HQ UNICEF's brand). Clear objectives and measurable results should accompany this brand strategy (Box 11).

Communications have already begun a change process of working with different TCO sections by aligning advocacy strategies/KPIs to program ToCs and through Annual Priority Programme and Management Results and this is the next step. Considering a lack of global communication guidance on this front, Communications will need to commission some analysis to understand the following:

- In addition to the Red Cross, UNHCR and NGOs, can communications include a benchmark against a business (ideally one that has a large CSR program)? If so, which one (PSFR can help determine this with the results from recommendation 5)?
- Explore the way UNICEF TCO communicates policy and legislative influencing results and how this is received by different audiences (youth, individual givers, business, influencers, MPs, etc.).

[236] 'Crowding-in' is a term used in market systems approaches to explain the way an anchor company influences the behaviour of other companies to change the sector.

- Which types of positive stories are not picked up by business sector partner comms or are mentioned differently (HQ comms can help with this as it is bigger than TCO)? What narratives about UNICEF's work appeals to the business sector in Thailand? To FDIs? To youth?
- What key audiences and content/messaging works for TCO's priority partners?
- Map the different messages given in individual giver fundraising campaigns (e.g., through reviewing the individual giving team reports) and campaigns such as the sound of happiness. Understand which ones work the best for which audiences? How are TCO's fundraising campaigns received by Thai executive-level management (C-suite), shareholders and MPs? Does the Sound of Happiness campaign appeal to other corporations (to the extent that they would fund such a campaign), and if so, which ones?
- Understand public perceptions around what constitutes endorsement of the business sector. Revisit existing business sector communications and recognition approaches to avoid perceptions of endorsement and identify new opportunities to recognise business sector givers.

Box 11: How TCO can reach a consensus about TCO's brand

1. Establish the vision for TCO in 10 years (what will it look like, number of staff, fundraising amount, program objectives and measurables) through the CPD process.
2. Measure the way the brand is perceived/comprehended across the different audience types and consider bringing in a brand specialist with relevant sector experience.
3. Explore the way UNICEF TCO communicates policy and legislative influencing and systems change results and compare to how other partner/competitor types do this.
4. Have different sections map stakeholders in terms of their influence and power and alignment with UNICEF/shared value. Use the stakeholder map developed for this evaluation as a starting point.
5. Have a participatory workshop with the whole TCO led by an external facilitator to more deeply explore where there are gaps and overlaps by partner type.
6. By compiling these steps, TCO's unique brand should emerge. Reality check this with the office.
7. Arrange a HQ workshop which should be externally facilitated and participatory with brainstorming sessions and include all the sections that develop guidelines that matter to TCO's hybrid position. The management response to this evaluation should help create the appetite for such a workshop. By the end of the workshop, understanding TCO's role within UNICEF global should occur along with reflections upon TCO's unique brand.

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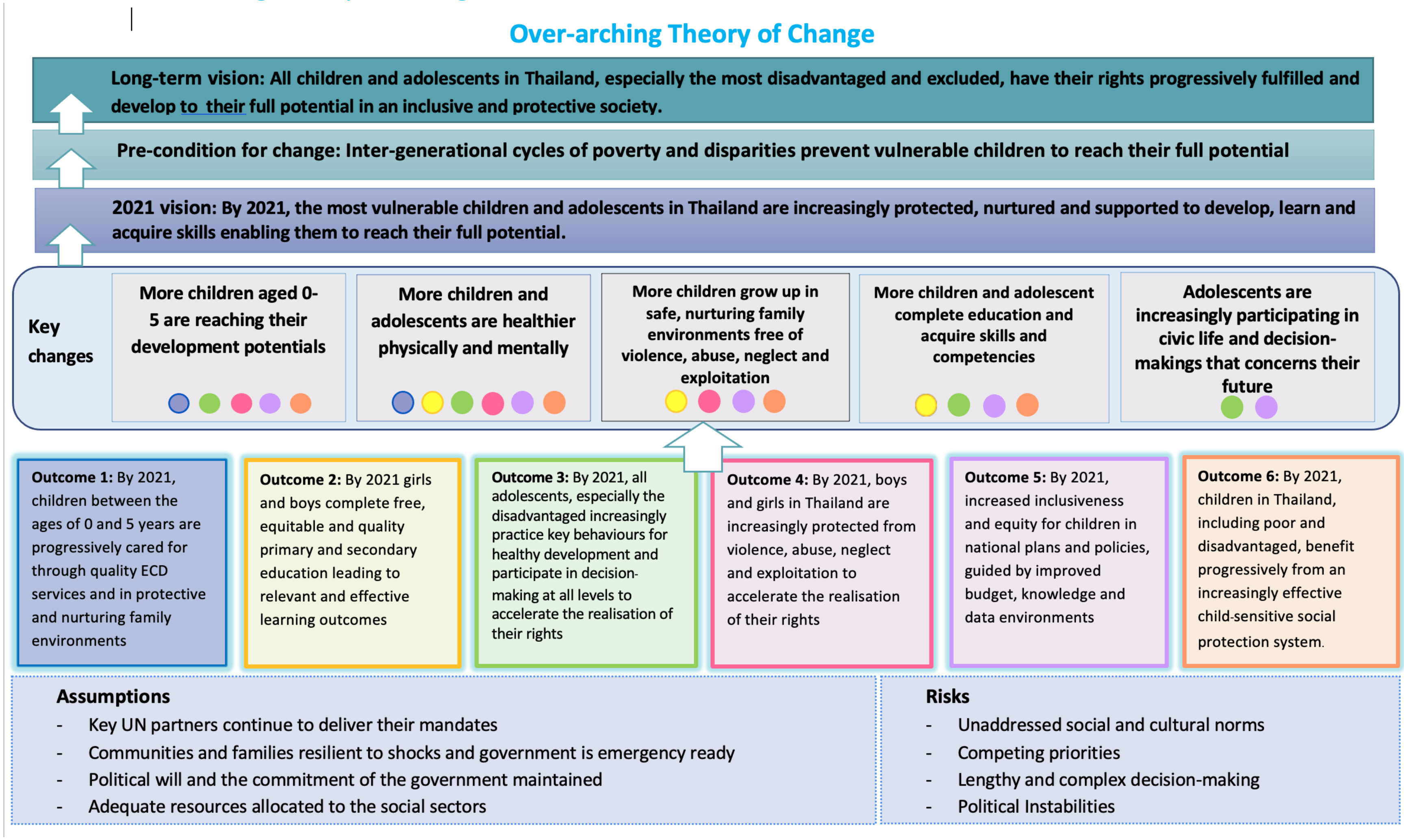
Annexes

Annex 1: Overarching theory of change (Source: internal TCO document, n.d.)



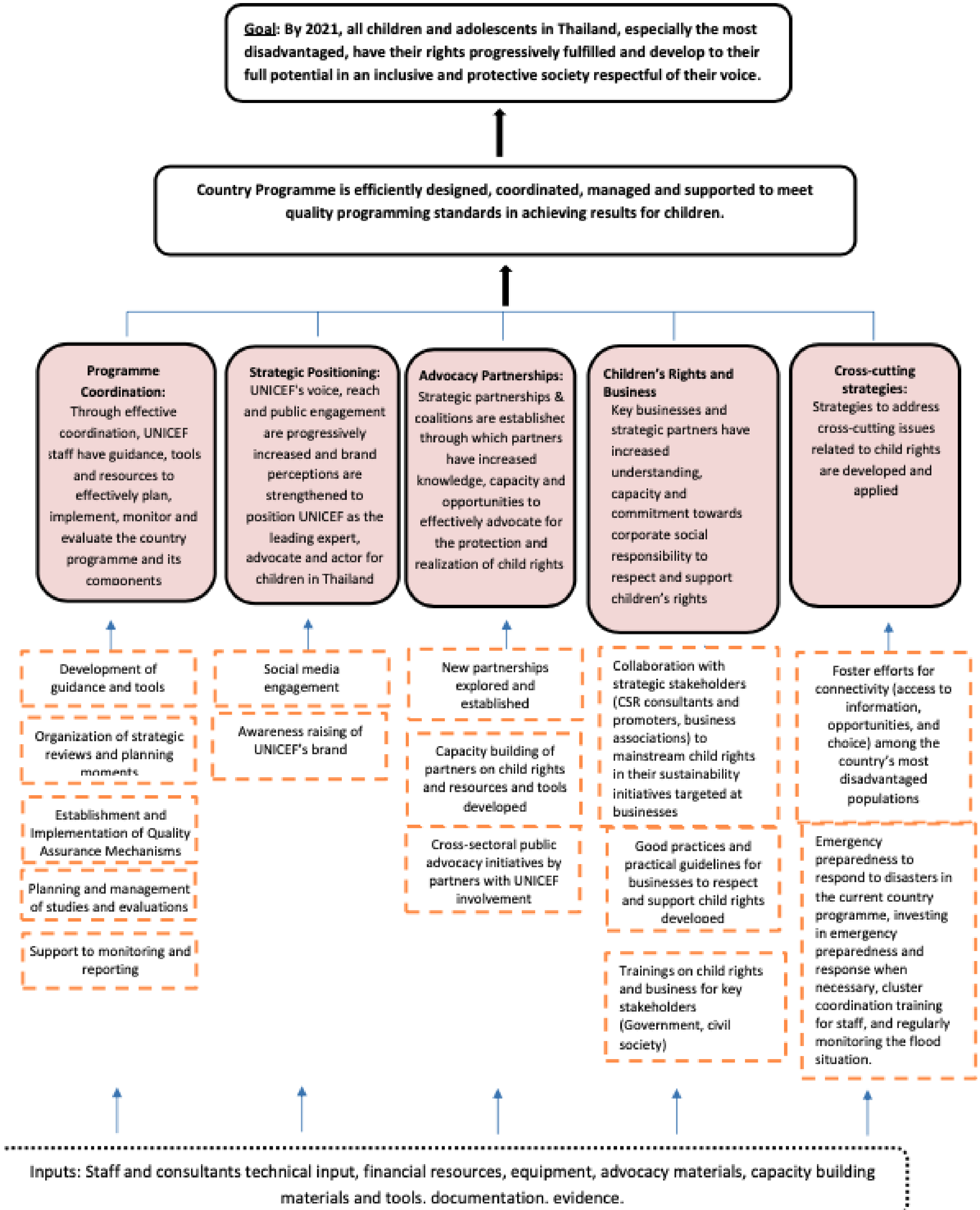
Annex 1.1: Reconstructed ToC

THEORY OF CHANGE

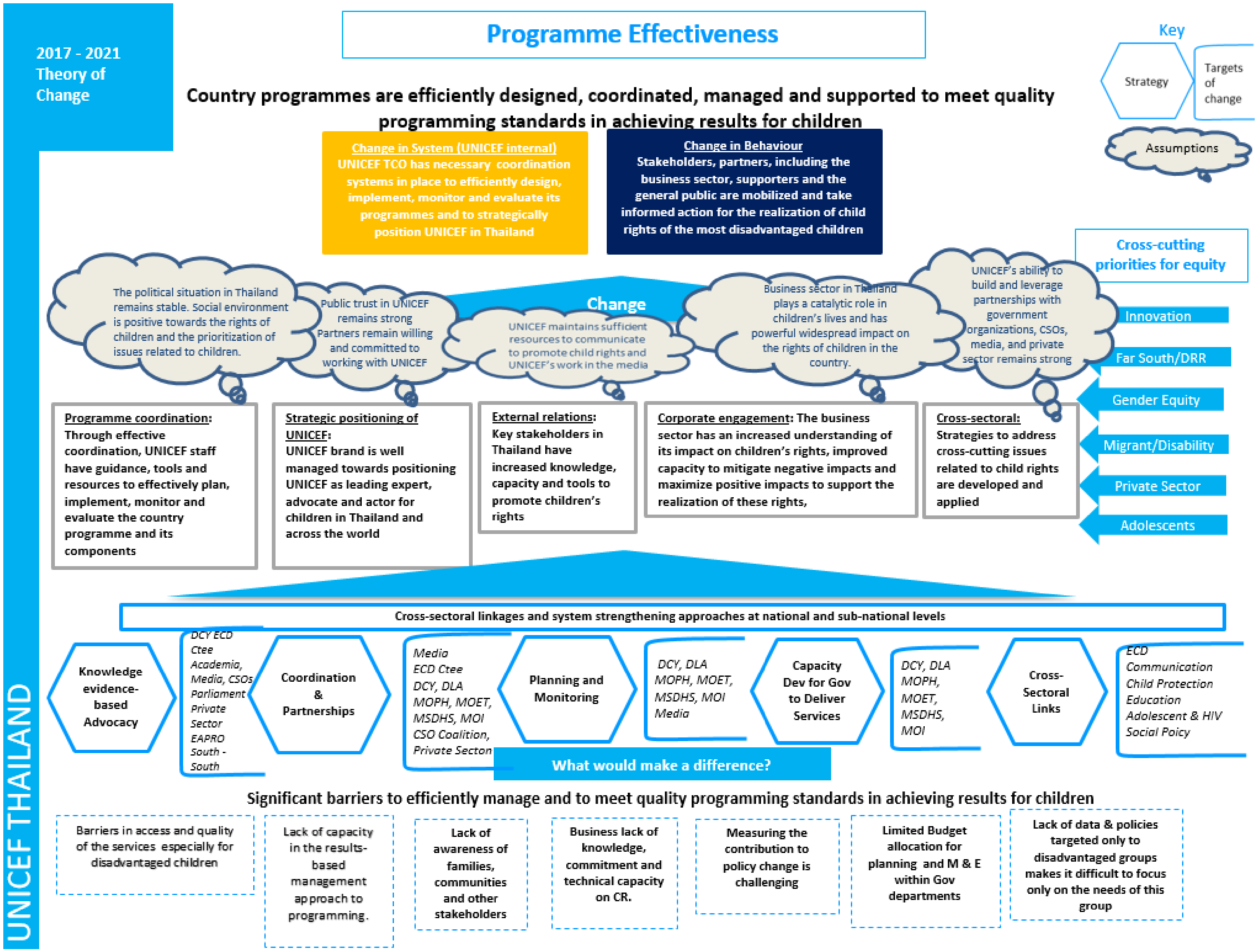
Long term VISION: **All children and adolescents in Thailand, especially the most disadvantaged and excluded, have their rights progressively fulfilled and develop to their full potential in an inclusive and protective society.**

	1 PATHWAY B4R	2 PATHWAY Systems change	3 PATHWAY Social inclusion	4 PATHWAY Advocacy/C4D
OUTCOME 1 (0-5 years)	Education: Social policy: Child protection: Health:	Education: Social policy: Child protection: Health:	Education: Social policy: Child protection: Health:	Education: Social policy: Child protection: Health:
OUTCOME 2 (5-10 years)	Education: Social policy: Child protection: Health:	Education: Social policy: Child protection: Health:	Education: Social policy: Child protection: Health:	Education: Social policy: Child protection: Health:
OUTCOME 3 (10-15 years)	Education: Social policy: Child protection: Health:	Education: Social policy: Child protection: Health:	Education: Social policy: Child protection: Health:	Education: Social policy: Child protection: Health:
OUTCOME 4 FUNDRAISING	XYZ	XYZ	XYZ	XYZ
OUTCOME 5 INNOVATION	XYZ	XYZ	XYZ	XYZ
UPSCALING STRATEGIES/ SUSTAINABILITY	XYZ			
PARTNERS/ CHANGE ACTORS	GOVERNMENT, COMMUNITY, PARTNERS	GOVERNMENT, PARTNERS, OPDs, ENUMERATORS	CHILDREN, FAMILIES, FRONTLINE SERVICE DELVERY AND	CHILDREN, FAMILIES AND OPDs
PARTNERS FUNDERS	XYZ	XYZ	XYZ	XYZ
KEY BARRIERS/ RISKS	XYZ	XYZ	XYZ	XYZ

Annex 2: Program effectiveness results structure



Annex 2.1: Program effectiveness theory of change



Annex 2.2: Program Effectiveness - CRB Theory of Change

Children's Rights and Business: Thailand is an upper-middle-income country whose economic growth has contributed significantly to poverty reduction. The business sector plays an important role in development. At the same time, violations of children's rights by businesses threaten children's rights to protection, survival and development. As acknowledged in the United Nations Guiding Principles on Business and Human Rights (UNGPs) and detailed in the Children's Rights and Business Principles (CRBP) developed by UNICEF, the UN Global Compact and Save the Children, the business sector has a responsibility to respect children's rights within their operations and value chains. In addition to creating jobs and providing better livelihood options, the business sector in Thailand needs to contribute to the well-being of women and children through family-friendly workplace policies, products and services, child-friendly marketing and advertising, environment-friendly company processes and inclusive social investment programmes, to name a few.

a) Knowledge and understanding of child rights in business

According to UNICEF Thailand's corporate social responsibility (CSR) landscape mapping research conducted in 2013, children are viewed as citizens of the country and therefore as significant. However, they are not recognised as a specific stakeholder group by the business sector. Thus CSR initiatives relating to children tend to focus on philanthropy and short-term development projects rather than being strategically integrated into CSR agendas. Child rights may sometimes be mentioned as an issue of child labour under the 'human rights' section of various guidelines but they are not perceived as being essential factors to address in and of themselves. The findings of the mapping research suggest that companies need a better understanding about child rights, the situation of children in Thailand and the linkages between child rights and business in order to bring about change. Sector-specific guidance, the sharing of good practices, practical advice, insights and rewards and recognition are seen as useful kinds of support to encourage companies to incorporate child rights issues into their companies' policies and codes of conduct. UNICEF's consultation with the private sector in December 2015 reinforced the research that businesses still lack an understanding of the many ways in which companies' impact on children and of how they can support child rights.

b) Capacity to promote corporate responsibility to respect and support children's rights

Local CSR institutes such as the Thaipat Institute, academic institutes such as the Sasin Center for Sustainability Management and consulting companies such as PricewaterhouseCoopers are working with companies to shift their understanding of CSR from philanthropy to strategic CSR and have them mainstream it within their organisations. The Stock Exchange of Thailand (SET) has established the Social Responsibility Centre to promote CSR among both listed and non-listed companies and has also released CSR guidance. Annual CSR awards are held by the SET to acknowledge companies for their CSR initiatives and trainings are conducted to promote sustainability reporting. However, the issue of child rights is not adequately addressed in business sector guidelines or trainings. A Thaipat Institute survey conducted in January 2015 among listed companies revealed that the majority of them did not report on child rights either in their annual reports or sustainability or CSR reports.

c) Enabling environment for business to respect and support child rights, with active drivers and a robust regulatory/policy framework

The government has passed legislation related to child labour, maternity leave, the hiring of young workers and other workplace issues. However, ineffective law enforcement, insufficient labour inspection resources, and corruption amongst law enforcement authorities pose a serious problem to business and the government. The Committee on the Rights of the Child has noted the absence of legislation regulating private sector activities to ensure effective responses to issues of health and nutrition, economic and sexual exploitation, and pollution and environmental degradation that can undermine the well-being of children.

Many government ministries have CSR policies. These include the Ministry of Labour (Thai Labour Standard System - TLS 8001-2003), the Ministry of Social Development and Human Security (CSR Promotion Centre) and the Ministry of Industry (Standard for Corporate Social Responsibility – TIS 26000). The Constitution (section 83) supports a Sufficiency Economy Philosophy, which focuses on building a strong economic foundation and self-reliance at community level through long-term sustainable development. Nevertheless, there is no real consensus among business on the definition, focus or scope of CSR in Thailand. Thus, it can mean anything from donations, to legal compliance to corporate governance.

As part of its regular State Party periodic review of Thailand, the Committee on the Rights of the Child in its latest concluding observations stressed the impact on children of fast-growing heavy industries, manufacturing, textiles and export agriculture.[237] The Committee emphasised in particular the tourism sector, which constitutes a large part of the country's economy, saying that Thailand needs to adopt comprehensive measures to protect children from child sex tourism, child prostitution, child pornography, child labour and other violations arising from tourist activities and facilities. The Committee recommended that Thailand provide a legislative framework, including codes of conduct, that require companies domiciled in Thailand – with particular attention on tourism industries – to adopt measures to prevent and mitigate adverse human rights impacts; promote inclusion of child rights indicators and parameters for reporting, and provide specific assessment of the impacts of business and industry on child rights. Measures need to be taken to ensure that human rights assessments, including child rights, are conducted prior to negotiation of free trade agreements and to prevent child rights violations.

Participants in the consultation that UNICEF held with NGOs in November 2015 highlighted the role of NGOs in guiding companies on the implementation of CRBP and monitoring child rights and business for the government. However, they also highlighted NGOs continuing lack of capacity and understanding on the issue and of ways to strategically engage with the business sector. Good examples of how NGOs are successfully working with companies to promote child rights need to be documented and promoted. Tools and messaging that can be used by NGOs to promote CRBP are urgently needed.

Output 4: Children's Rights and Business: Key businesses and strategic partners have increased understanding, capacity and commitment towards corporate responsibility to respect and support children's rights

The theory of change states that ***if*** key businesses and strategic stakeholders have an increased understanding, capacity and commitment towards corporate responsibility to respect and support children's rights, ***then*** businesses will increasingly uphold children's rights in the workplace, marketplace, community and environment, as guided by the CRBP. UNICEF's objective in this area is both short term: to prevent violations of child rights by business through voluntary CSR commitments, as well as long term: to build political support for the introduction of policies/legislation that obligate business to support child rights and regulate practices that undermine the well- being of children, in line with recommendations in the CRC Committee's General Comment no. 16.[238]

[237] CRC/C/THA/CO/3-4, 17 February 2012, paras. 29-30

[238] In 2013, the Committee on the Rights of the Child published issued General Comment No. 16 on State obligations regarding the impact of business sector on children's rights. The General Comment gives government authoritative guidance on how to regulate, influence and engage with the private sector to make sure that companies respect children's rights.

Key strategies to achieve this output will include partnership, advocacy and capacity development of key stakeholders. UNICEF will aim to form strategic partnerships with select business associations, CSR institutes and consultancies, academia, government ministries and CSOs that can influence overall business practices. Bilateral engagement with companies will be explored where these can contribute to shaping the broader business environment in Thailand. Examples include companies that can influence through value chain relationships, act as business champions for child rights and advocacy partners for changing national laws and policies, and specific industry leaders (ICT, travel and tourism, etc.) who can exert influence on others. The fishing industry is facing strong international pressure to address human rights violations, a matter that the RTG is handling with the extensive technical support of the ILO. UNICEF will assist only if requested.

The CRBP will be used as guidance to inform the corporate world about the links between business and child rights. Surveys and meetings will also be held with companies for this purpose. Results will inform specific initiatives, to include boosting demand for greater technical capacity within companies to enshrine child rights principles into their practices. Other potential actions are: establishing networks where companies could share best practice; building up the business case for child rights; and providing insights to business on priority child rights issues and industry-specific practical guidance on actions identified as useful support.

UNICEF will work with CSR institutes and consultancies (e.g. Thaipat Institute, PricewaterhouseCoopers) to build a supply of services related to the implementation of the CRBP. While institutes and the like are promoting sustainability and responsible business practices, child rights are not addressed in their guidance to companies. UNICEF will also work with CSR promoters such as the Stock Exchange of Thailand and chambers of commerce to integrate child rights into their existing CSR capacity building efforts. Collaboration with business schools will be explored to mainstream CRBP into their CSR/ sustainability curriculum (discussions are currently underway on this issue with the Sasin Center for Sustainability at Chulalongkorn University).

Partnerships with NGOs will continue to be important to promote support for children’s rights and capacity development of some will be explored. NGOs can guide companies on strategic community investment projects and assist them during their impact assessment exercises. UNICEF staff will also be brought up to speed on CRBP and effective ways to work with the private sector. Internal capacity building initiatives will include brown bag sessions, trainings and nomination of programme staff for attending CRS/CRBP workshops.

UNICEF will continue to advocate with the government regarding its duty to protect children from rights violations by the business sector and facilitate access to remedies if violations occur. The organisation will disseminate guidelines it has developed for government ministries on how to implement the CRC Committee’s General Comment no. 16, which aims to further clarify these obligations to States Parties. Various ministries will collaborate on the production of CRBP materials.

To influence business practices across the board, the government needs to introduce additional policies and legislation that mandate support for child rights. UNICEF and its diverse partners (including the private sector) can contribute to developing legal frameworks on specific issues, such as standards for breast feeding rooms and child-friendly spaces set up by construction companies that have children on site. Recognition and awards can be powerful incentives for action. UNICEF will therefore explore child-focused

CSR awards[239] with business associations, networks and CSR promoters to maintain the momentum and keep companies motivated to address child rights issues.

[239] While being aware of UNICEF's due diligence framework and the policy to never endorse specific businesses or products.

Annex 3: Evaluation matrix

QUESTIONS BY CRITERIA				DATA SOURCE/COLLECTION METHODS					
Key evaluation questions	**Sub-questions**	**Indicators**	**Points of analysis**	**SSIs within UNICEF**	**SSIs external**	**FGD**	**SURVEY**	**LIT/DOC REVIEW**	**CASE STUDIES**
RELEVANCE									
How well is UNICEF strategically positioned to respond to the needs and context of Thailand?	Is UNICEF attracting (corporate) partners who are genuinely interested in child wellbeing, rights and development?	Evidence of shared value in contracts/partnership agreements, and evaluation responses	Match between priorities/needs/motivations of UNICEF and funding partner priorities/needs/motivations	x	x		x	x	
	What are UNICEF's comparative advantages /added value compared to other country actors, including development partners, UNCT, the private sector, and the non-government sector?	Characterization of UNICEF's comparative advantages/added value	Perceptions of respondents about UNICEF operating in its areas of comparative advantage/value add (considering the array of other actors in Thailand) and identified gaps	x	x			x	
	To what extent is UNICEF TCO meeting the needs of targeted rights holders?	Relevance of the UNICEF TCO's country program to gaps in CRC implementation	Evidence of key stakeholders seeking UNICEF's expertise		x		x		
How clear and relevant are UNICEF engagement approaches towards key partners?	Perception of UNICEF's impact, key work areas, children's rights, brand and attractiveness of UNICEF as a partner	Staff and client perceptions	Alignment of staff and client perceptions with UNICEF's TCP, results chains, B4R and ToCs		x		x		
	Do UNICEF's TCO partners amplify UNICEF's agenda?	Staff and client perceptions on the ability of current partnerships to meet UNICEF's agenda.	Gaps between UNICEF's TCP, results chains, B4R and ToCs and UNICEF's engagement with partners	x		x			x
	How effective has the TCO been in articulating and developing strategies to approach, engage, pitch, and secure relevant partnerships?	Number and nature of key partnership agreements and strategies that align with UNICEF's mandate. Perceptions of staff about the appropriateness of B4R as a strategy to fulfil UNICEF's mandate	UNICEF TCO staff capacity and outputs/communication material/strategies that communicate UNICEF's TCP, results chains, B4R and ToCs.	x	x		x	x	x

QUESTIONS BY CRITERIA				DATA SOURCE/COLLECTION METHODS					
Effectiveness				**SSIs within UNICEF**	**SSIs external**	**FGD**	**SURVEY**	**LIT/DOC REVIEW**	**CASE STUDIES**
What are the lessons learned, and how significant have the strategic engagements been toward responding to the needs of children?	To what extent has UNICEF TCO been able to influence its partners' practices and priorities	Level of influence of the UNICEF TCO	Change in partner practices and priorities before and after	x		x		x	
	How effectively have the UNICEF country program strategies and partnerships delivered the intended results and influenced national policies, strategies, and guidelines?	Effectiveness of the UNICEF country program strategies and partnerships + lessons learned	Differences in evidence and opinions by respondent type	x				x	x
	How can the ToC, risks and assumptions for B4R and related partner engagement approaches be sharpened?	Existence and appropriateness of partner engagement options and ToC	Differences between ToC and partner agreements	x		x	x	x	
Coherence/Connectedness				**SSIs within UNICEF**	**SSIs external**	**FGD**	**SURVEY**	**LIT/DOC REVIEW**	**CASE STUDIES**
How do the office and partners define and plan for convergence?	To what extent does the TCO approach partners in a coordinated manner?	Level of awareness within UNICEF and among key stakeholders of an coordinated approach to partnerships	Any gaps between UNICEF and key stakeholders and any evidence that UNICEF TCO operates in silos	x			x		x
	What has been the effect of how UNICEF approaches partners	The effect of UNICEF partnerships on partners	Comparison of effects identified by stakeholder/respondent type	x			x	x	
	Could UNICEF approach partners differently in a way that leverages further results for targeted rights holders?	Suggestions for change/evidence of missed opportunities	Comparison of responses to desk and literature review results	x	x	x			
To what extent is UNICEF coordinating with key partners in the country, particularly in the event of potential overlaps?	Is UNICEF developing the right type of coalitions to better meet the needs of targeted rights holders?	Nature and type of UNICEF developed coalitions	Perceptions of appropriate engagement across UNICEF portfolio compared to nature and type			x		x	
	Is UNICEF optimizing its engagement around the Government's planning processes, and if not, how could the TCO do this better?	Satisfaction with UNICEF's engagement with government planning process + lessons learned	Comparison of satisfaction and dissatisfaction	x			x		
	What is the role of (business) partnerships in TCO's overall strategy?	(Business) partnership engagement across UNICEF portfolio	Comparison of different opinions	x				x	

QUESTIONS BY CRITERIA				DATA SOURCE/COLLECTION METHODS					
Sustainability				SSIs within UNICEF	SSIs external	FGD	SURVEY	LIT/DOC REVIEW	CASE STUDIES
To what extent are the Country Programme partnerships sustainable in time?	Have joint interventions been designed and implemented in a way that enhances and enables their replicability, sustainability and scale-up?	Design & implementation processes. Evidence of exit strategies that assign institutional roles and commitments	Comparison of design and implementation processes and exit strategy	x	x		x	x	
	What does UNICEF consider to be ethical or unethical in terms of partnerships	Evidence of systems and mechanisms to reduce risks related to unethical partnerships.	Comparison of guidelines, due diligence and other mechanisms to reduce risks	x	x	x	x	x	
Gender and inclusion				SSIs within UNICEF	SSIs external	FGD	SURVEY	LIT/DOC REVIEW	CASE STUDIES
To what extent has the TCP applied gender and inclusion sensitive approaches and explicitly aims for partnership results that improve the rights of children, women, migrants, minorities and people living with disabilities?	To what extent does UNICEF's positioning and strategic partnerships considers gender and inclusion sensitive approaches and explicitly aims for results that improve the rights of children, women, migrants, minorities and people living with disabilities?	Number and type of partnerships that address the rights of children, women, migrants, minorities and people living with disabilities	Comparison across partnerships and the TCP	x			x	x	
	How can UNICEF TCO better leverage the influencing power/policies of partners to further commitments toward the rights of children, women, migrants, minorities and people living with disabilities?	Opinions of UNICEF staff and stakeholders + lessons learnt	Comparison of opinions and lessons learnt by stakeholder type	x	x	x	x		
Analysis Procedures: all data will be disaggregated by age, gender, state/region, disability, and the analysis will focus on equity and human rights				Transcripts to be coded by themes. Possibly using Nvivo or excel	Transcripts to be coded by themes. Possibly using Nvivo or excel	Transcripts to be coded by themes. Possibly using Nvivo or excel	SPSS/STATA for the perception survey for descriptive statistics (frequencies, averages, percentages) and inferential (t-tests)	A rubric will be established to assess documents and literature for alignment with key variables (tab 3). Additionally key inclusion/exclusion criteria are established for the literature review to identify best practices, globally, regionally and within Thailand	These will be based around successful partnerships, lessons learnt, or key example of the OECD evaluation criteria. To understand recurrent patterns and emphasize best practice.

Annex 4: Analysis procedures

Analysis 1. Stakeholder Analysis: Interrelationships and causal pathways were analysed and classified by sector and partner.

Analysis 2. Descriptive Analysis and Qualitative Coding: Qualitative data from interviews and FGDs as well as TCO documents were coded using the qualitative software (NVivo) and descriptively analysed. The descriptive analysis and qualitative coding helped to identify trends, patterns, themes, concepts, behaviours, or common phrases. Categories related to context conditions, intervening structural conditions, causal conditions and actions, and interactional strategies directed at managing the programme were created. Qualitative cross-case comparisons were used to identify common responses and data patterns to answer the evaluation questions.

Analysis 3. Quantitative Analysis: Quantitative data came from the online perception survey using the SoGoSurvey software and were transferred to the Stata software package to facilitate disaggregated analysis and support future replication. Table 2 presents the disaggregation of respondents that the team used to present the results - the descriptive analyses (i.e., counts and percentages) based on responses to questions in the perception survey. The quantitative results are reported in the perception study report and integrated throughout this evaluation report. For the purpose of reporting, responses were coded according to the following scale: the term “all respondents” is 100%; “the majority of respondents” is more than 75%; “many respondents” is between 50% and 75%; “some respondents” is between 25% and 50%; and “a few respondents” is less than 25%.

Analysis 4. Output Quality: The quality of the outputs/documents produced by TCO and harvested by the evaluation team were assessed according to the selected OECD-DAC criteria, along with human rights, equity and gender equality.

Analysis 5. Comparative Advantage Analysis: The theory of comparative advantage states that products (i.e., goods and services) should always be delivered by an organisation that is best positioned to do so. While some comparative advantages are inherent, many others are acquired. Our team conducted comparative advantage analysis throughout the evaluation with a view to assessing whether the TCO was able to learn, evolve, deliver consistent and comparable results, leverage results to influence other stakeholders, and consistently add value to bring positive change for children in Thailand. As such, the final report highlights key areas in which the TCO demonstrated a clear comparative advantage as an organisation. This allowed the TCO to understand how well it is positioned for the objectives it wants to reach and what types of partnership it needs to engage in.

Analysis 6. Case studies: Case studies were selected through purposive sampling to fill data gaps and illustrate possible abductive reasoning. Three mini and six complete case studies were documented (see Annex 9). The purpose of the case studies changed throughout the evaluation to include breadth of partnership types as well as selection criteria. This is due to the evaluation team frequently referring to the case studies during analysis to illustrate the complex nature of partnerships and the breadth of partnership types.

Analysis 7. Triangulation: Aside from comparing the collected data to existing national and regional data, mini-FGDs and consultations were used to explore the documentation analysis and certain results more deeply (focusing on anomalies, outliers and successes, and understanding causal chains). The evaluation team also regularly discussed the country-level findings as a form of triangulation (bias reduction). The evaluation team developed an evaluation matrix (see Annex 3) to further assist with triangulation (and to help synthesise and interpret the data in a systematic and transparent manner).

Final Analysis and report writing: These different analytical components were discussed weekly by the evaluation team and brought together to answer all evaluation questions during the report writing phase.

Validation Workshops: Two validation workshops were held. The first workshop tested the preliminary findings prior to drafting the report and a final analysis validation workshop was held once the report was completed to help test the findings and recommendations (see Sect. 1.5 for attendee information).

Annex 5: Literature review

Due to the complexity in the meanings of the terms *partnerships* and *strategic positioning,* both extremely important for this evaluation, the evaluation team completed a literature review in order to understand best practice as well as global, regional, and national trends. The methodology is presented here and the results are a separate deliverable shared with TCO.

Methodology

Documents for the **partnerships** literature review initially came from resources provided by UNICEF in the TOR and through subsequent discussions with the TCO. From this core list of documents, the literature search was expanded to identify relevant published and grey literature. The literature included for the primary desk review met both the content and context requirements as set out in the inclusion and exclusion criteria (see Table 1). The scope was limited to current literature from the five most recent years (i.e., the period 2015–2020). Only Scopus-listed articles or those published on institutional websites were included. The search included journal articles, books, book chapters, strategic plans, annual reports, and policy documents, including bills and acts.

Table 1: Inclusion and exclusion criteria for literature review

Inclusion criteria	Round 1	Round 2	Round 3
Key search terms	Child rights, human rights, child protection AND: business ethics; strategic partnership practices; private sector development; measuring strengths of partnerships; business and poverty; partnering with the private sector; shared value; strategic positioning; measuring comparative advantages; best practice development partnerships; inclusive business; win-win partnerships; corporate social responsibility; partnership effectiveness; exit strategies; risk management and private partnerships		
Year	2015–2020		
Geographic scope	Global	Asia-Pacific	Thailand
Exclusion criteria		Literature that does not address partnerships	Solely government funded projects

Relevant sources were identified separately from the primary desk review through searches of academic databases according to the inclusion and exclusion criteria presented in Table 1. The first-round inclusion criteria found global best practices, the second round identified regional practices, and the final round identified Thailand specific literature (Table 2). The literature was summarized, analysed and synthesized into an annotated bibliography, which can serve as a useful future resource for the TCO.

The research team used Google Scholar, Wiley Online Library, SAGE Journals, ProQuest Research Library and JSTOR to search and download the articles. The team saved the files in such a way that the first part of the file name shows where the document came from, the second part shows the search index, and the final part is the actual file name. More than sixty articles were searched and downloaded (Table 2), and finally twenty articles (Table 3) were shortlisted using the inclusion/exclusion criteria.

Table 2. Summary of documents searched and reviewed

	Round 1: Global	Round 2: Asia-Pacific	Round 3: Thailand	Total documents
Total documents searched	33	16	14	63
Total documents reviewed	8	4	8	20

Table 3. List of 20 shortlisted documents reviewed

First round: Global best practices	• Beckwith, N. (2018). • Broberg, Morten, and Hans-Otto Sano (2018). • Flynn, Kamesh, and others (2018). • Fonseca de Melo, Pedro (2016). • Morris, K., and others (2018). • Nelson, Paul J., and Ellen Dorsey (2008). • Winstanley, D., J. Clark, and H. Leeson (2002). • Yasser Q.R., A.A. Mamun, S. Zaman, M.J. Ali, and G. Bhavani (2020).
Second round: Asia-Pacific	• ASEAN Secretariat (2020). • Cook, P., B. Sharma, and C. Yeomans (2015). • Renshaw, Catherine (2019).
Final round: Everything but Thailand	• Bogiatzis, A., and others (2018). • Executive Board of the UNDP, UNFPA, and UNOPS (2016). • Issarawornrawanich, P., and S. Wuttichindanon (2019). • Muntarbhorn, V. (2000). • Phoenix Capital Group (2020). • United Nations Country Team Thailand (2017). • UNICEF and SCSM (2018). • Yuhanngoh, N., and J. Boonyarattanasoontorn (2018).

For the **strategic positioning** literature review, a combination of search terms, literature was systematically searched from multiple organizational websites/databases to mine relevant literature. This search criteria followed an established screening criterion (see Table 1). The literature included in this annotated bibliography 'met both content and context requirements set out in the inclusion and exclusion criteria.'

The databases searched are:

- Google Scholar
- JSTOR
- SAGE Journals
- Taylor & Francis Online

The scope of the annotation of this bibliography is limited to current and recent literature not more than four most recent years (2017–2021). Only Scopus-listed articles or those published on institutional websites are included. Relevant sources were identified according to the inclusion and exclusion criteria in table 4.

Table 4: Evaluation Criteria for Inclusion and Exclusion

Key search terms	*Exclusion criteria*
Child rights, human rights, child protection AND business ethics; Strategic partnership practices; private sector development; measuring strengths of partnerships; business and poverty; partnering with the private sector; shared value; strategic positioning; measuring comparative advantages; Best practice development partnerships; Inclusive Business; win-win partnerships; corporate social responsibility; partnership effectiveness; exit strategies; risk management and private partnerships	Literature that does not address strategic positioning
Inclusion criteria	
2017–2021	Before 2017
Global	Everything

Annex 6: Documentation analysis

26 documents were analysed according to the OECD evaluation criteria (Table 1). A text summary of the findings was submitted to TCO separately. A summary of the findings from this analysis are presented in Table 1 which evaluates how well the literature covers or proves each question (on a scale of 1-5, where 5 is the highest).

Table 1. Documentation analysis matrix

OECD criteria	**Relevance**				**Effectiveness**				**Coherence**				**Sustainability**				**Gender and Inclusion**					
Codes used during the analysis	The state of Children in Thailand/ alignment with CRC/ evidence of responding to the needs of children	Mentions national policies / strategies and demonstrates alignment	Evidence of change or adaptation to context	Mentions/ demonstrates UNICEF comparative advantage over other actors	Evidence of UNICEF influencing its partners' policies, strategies, and guidelines	Evidence of UNICEF programs strategies and partnerships delivering the intended results for children	Evidence of learning from B4R and related partner engagement approaches	ToC, risks and assumptions are reflected upon	Evidence of joint planning with other partners/coalitions	Evidence that TCO approaches partners in a coordinated manner	Evidence that UNICEF could leverage further results for targeted rights holders if they approached partners differently	Evidence of UNICEF's engagement with government planning process	Evidence of replicability, sustainability and scale-up of partnerships	Evidence of replicability, sustainability and scale-up of programs	Evidence of exit strategies and assigning institutional roles, and commitments	Evidence of an ethical partner definition	Gender and inclusion sensitivity	Considers women	Considers migrants	Considers minorities	Considers people living with disabilities	Average score
Better Business for Children[1]	1	1	1	1	1	1	2	1	1	1	1	1	1	1	1	1	1	1	1	1	1	**1.05**
Country programme document Kingdom of Thailand[2]	3	1	2	3	1	3	1	1	1	1	2	1	1	1	1	1	5	1	3	1	1	**1.67**
Child-sensitive Social Protection[3]	4	1	1	1	1	1	1	5	1	1	1	1	1	1	1	1	1	1	1	1	1	**1.33**
Child Support Grant (CSG) Impact Evaluation[4]	1	1	1	1	1	1	3	1	1	1	1	1	1	1	1	1	1	1	1	1	1	**1.10**
Key Results for Children[5]	1	1	5	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	**1.19**
Thailand Mid-Term Review Report[6]	1	4	5	4	1	1	1	2	1	4	2	2	1	4	4	1	3	4	1	1	1	**2.29**

Early Childhood Development[7]	1	3	1	1	1	1	1	3	1	1	1	1	1	1	1	1	3	1	1	1	1	**1.29**
Education outcome[8]	1	1	1	4	1	2	2	2	1	1	1	1	1	1	1	1	1	1	1	1	1	**1.29**
Evaluability Assessment of CP[9]	1	3	1	1	1	1	1	3	1	2	1	1	1	1	1	1	1	1	1	1	1	**1.24**
Inclusive and Child-Sensitive Policies[10]	3	1	1	3	1	1	3	1	3	1	1	1	1	1	1	1	2	2	1	1	1	**1.48**
Programme Effectiveness[11]	1	1	1	4	1	1	2	4	1	1	1	1	1	1	1	1	1	1	1	1	1	**1.33**
Private Sector Plan[12]	1	1	1	2	1	1	1	1	1	3	1	1	2	1	1	1	1	1	1	1	1	**1.19**
Adolescent Development And Participation Section[13]	2	1	1	1	1	1	3	1	1	1	1	1	1	1	1	1	1	4	1	1	1	**1.29**
End-Year summary Narrative, Final Draft[14]	1	1	2	1	1	1	2	1	1	1	2	4	1	1	1	1	3	1	3	4	1	**1.62**
Private sector Fundraising Plan[15]	1	1	1	1	1	1	1	1	1	2	1	1	1	1	1	1	1	1	1	1	1	**1.05**
TCO Strategy Evaluation - Partnerships[16]	1	1	1	4	1	1	3	1	1	5	1	1	1	1	1	4	1	1	1	1	1	**1.57**
B4R Non-Financial Engagement Roadmap[17]	1	1	1	1	1	1	3	1	1	1	1	1	1	1	1	1	1	1	1	1	1	**1.10**
Brand Barometer Study[18]	1	1	2	1	1	1	2	1	1	1	1	1	1	1	1	1	1	1	1	1	1	**1.10**
Engagements in Influencing	1	1	1	1	1	1	1	1	1	1	1	1	2	1	1	1	1	1	1	1	1	**1.05**

Domestic Public Finance[19]																						
Recognition Guidance: How to acknowledge business sector partners[20]	1	1	1	2	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	**1.05**
UNICEF Thailand Annual Report 2017[21]	1	1	1	1	5	5	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	**1.38**
UNICEF Thailand Annual Report 2018[22]	1	5	5	2	5	5	3	1	1	1	1	2	1	1	1	1	1	1	5	1	3	**2.24**
UNICEF Thailand Annual Report 2019[23]	3	3	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	**1.19**
EAPRO Resource Mobilization and Partnership Strategy[24]	1	1	1	1	1	1	1	1	1	1	4	1	1	1	1	1	1	1	1	1	1	**1.14**
Child Protection Outcome[25]	1	1	1	3	1	1	1	5	1	1	1	1	1	1	1	1	1	1	1	1	1	**1.29**
Corporate fundraising: Overview of corporate market in Thailand[26]	1	1	1	1	1	1	1	1	1	3	1	1	1	1	1	1	1	1	1	1	1	**1.10**
Totals	**1.38**	**1.50**	**1.58**	**1.81**	**1.31**	**1.42**	**1.65**	**1.65**	**1.08**	**1.50**	**1.23**	**1.19**	**1.08**	**1.12**	**1.12**	**1.12**	**1.42**	**1.27**	**1.31**	**1.12**	**1.08**	
Average per criterion	**1.57**				**1.51**				**1.25**				**1.11**				**1.24**					

Annex 7: Stakeholder map/analysis

Introduction

Stakeholder mapping explores the relationships and connections among actors, as well as their relationships to a given issue, project, or intended outcome. The purpose of stakeholder mapping is to identify opportunities to improve a system's overall performance by, for example, strengthening weak connections or filling gaps in the system. At the same time, the process allows us to assess individuals' or groups' ability to influence the implementation of the UNICEF TCP in order to prioritise individuals or organisations as strategic partners for collaboration, fundraising and the fulfilment of child rights.

The evaluation team used the stakeholder analysis for systematic identification, evaluation, and prioritisation of all stakeholders who can influence or have a vested interest in the CP. The stakeholder analysis describes UNICEF's position among the key actors and helps to visualise how they may wield influence or have a crucial role in the UNICEF mission (see Figure 1). The map shows how TCO is positioned amongst the key actors. Data collected was presented in a network mapping software (www.kumu.io) in order to show the relationships between stakeholders.

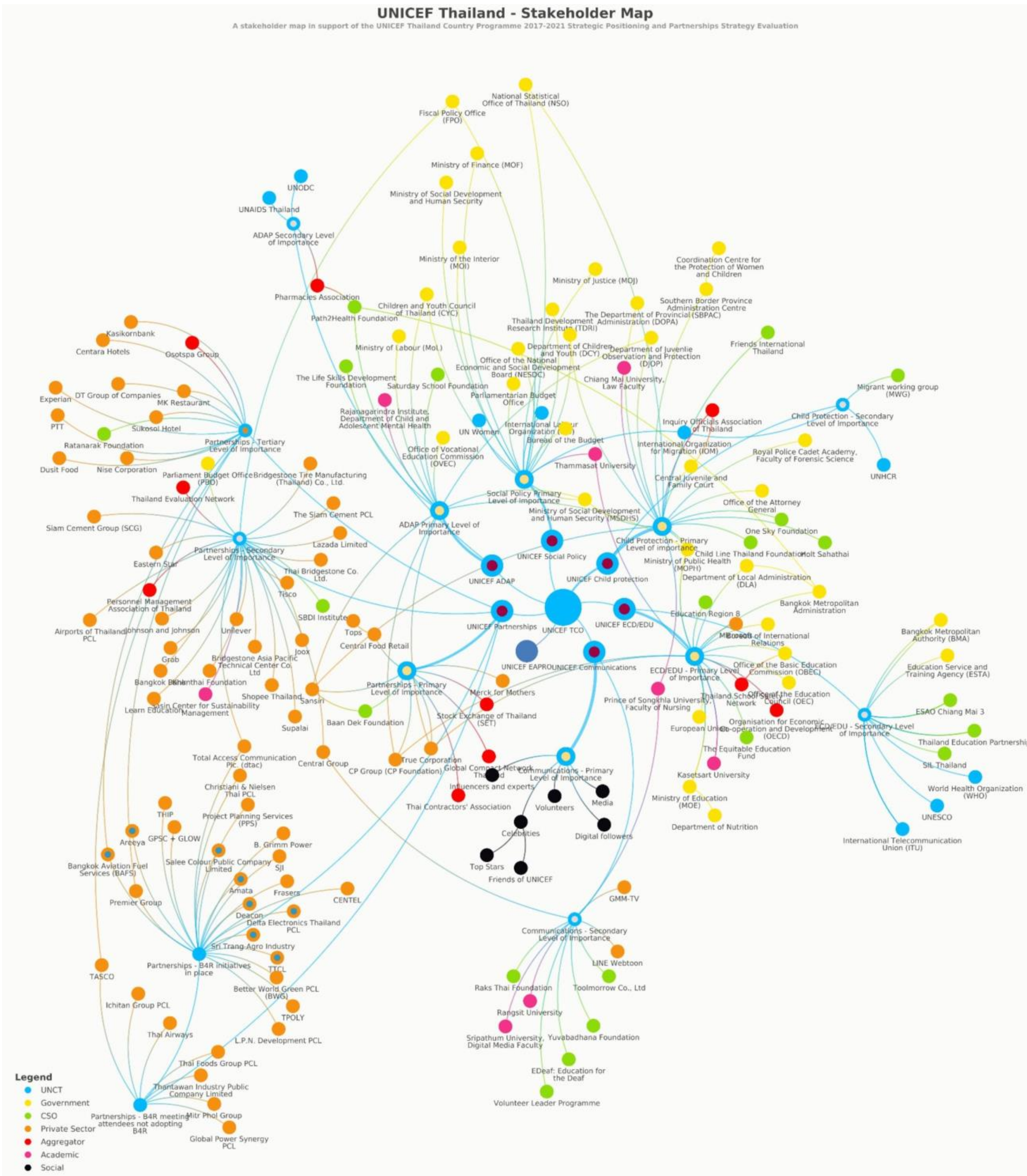
Methodology

In developing this map, each section chief at TCO was interviewed regarding their partnerships and the transcripts reviewed and utilised to inform the creation of this map. In addition, a thorough literature review of partnerships-related documents, such as UNICEF TCO Annual Reports, added to the map through identifying key stakeholders and programs and the linkages between sections and their partners. Each TCO section chief also provided the evaluation team with a list of important stakeholders partnered with their section, and this was used to further develop and elaborate the map's linkages. These partners were input into a spreadsheet and subsequently uploaded to the Kumu.io program. All stakeholders were classified into simple groups of UNCT, Government, CSO, Private Sector, Aggregator, Academic, and Social. These groupings came as a result of a simplification in categorisation which occurred throughout the evaluation and after validating this map with section chiefs.

Sections with many partners required an approach for classifying them based on their importance/influence, and as Figure 1 demonstrates, there are Primary/Secondary/Tertiary levels of importance. These were prioritised in part through identification of high-value donor partners and as well through identifying partners which helped UNICEF implement important programmatic achievements; consultations with section chiefs helped to validate these though there are no clearly defined ways to classify stakeholders through the TCO.

In three different FGDs, with UNCT staff, CSOs, and aggregator partners respectively, separate stakeholder maps (which were focused maps excluding other sections in which the relevant stakeholders engaged), were used to allow for comparison of perceptions across stakeholder groups. This served to validate the findings by adjusting and expanding the map so that the end product is as close a representation of the interrelationships between UNICEF TCO and its most important and influential stakeholders.

Figure 1. Stakeholder map showing UNICEF Thailand's key stakeholders. (By Evaluation Team)



Limitations

After holding discussions around the placement of organisations on this map with TCO section chiefs and staff, it has been concluded that no single definition of "Partner" or "Partnership" exists at TCO. This has made the mapping exercise challenging in that there was no structural way to define how one partner is more important than another in advancing UNICEF's mission. TCO sections have an independent and unwritten measure for the influence/importance of their own partners, and this difference in how sections may measure their partners' influence/ importance further adds to the challenge of demonstrating influence/importance in a mapping exercise. For example, the Partnerships section may have a high-value donor which is yet to implement any significant structural changes within their organisation in order to address children's rights issues in the supply chain. Measuring their importance as compared to an organisation which does not contribute significant donations but instead changed their business practices to embrace the Children's Rights and Business Principles (CRBP) becomes challenging. Because of this, the mapping exercise should be viewed in a holistic manner where key actors have been identified along with the section they most often engage with. The levels of importance have been used to make some initial separation of stakeholders, though the placement of them may be up for personal interpretation.

In conducting the stakeholder mapping, significant limitations were present: a lack of information provided to the evaluation team by the sections at UNICEF regarding the nature of, value of, and contractual obligations of their partnerships, a lack of a coherent view across the office of what a stakeholder/partner means, the level difficulty presented to staff when asked to prioritise stakeholders and assign them a level of importance or influence, and the sheer number of stakeholders each section has.

Recommendations

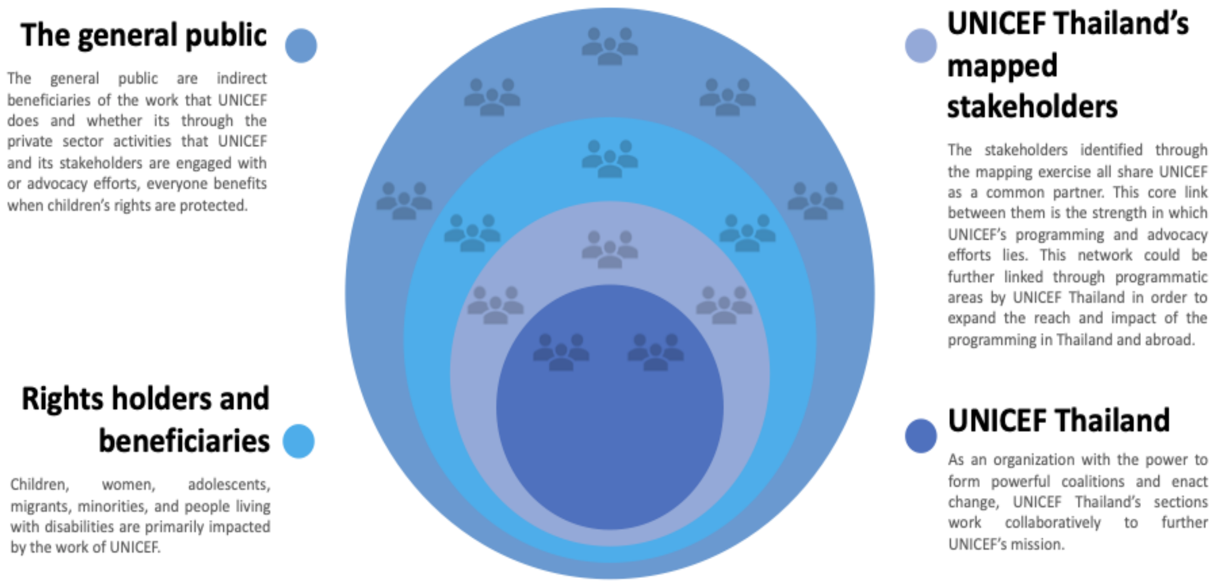
In order to improve the stakeholder mapping process, more significant data should be collected about the nature of each stakeholder's relationship with UNICEF, for example based on monetary value of donation, significance of projects implemented, or nature of stakeholder interest and the quality of the stakeholder (e.g. are they a mover and shaker or a plodder, do they need a lot or a little capacity building). Each section at TCO should regularly update a database with all current partners and stakeholders, and this database could be utilised in a program like Kumu or simply viewed and graphed in a spreadsheet program. Collective efforts across the CO could enable a continuously up to date stakeholder map or database which could be then utilised to identify potential partners/stakeholders or to share with stakeholders with the aim of forming effective coalitions with which to best promote children's rights.

A common message was shared with the evaluation team by the participants of the FGDs with the CSOs: a map such as this would facilitate the collaboration between organisations which share a common goal and UNICEF should aim to help form these coalitions as part of its work in Thailand. This should be taken into consideration by TCO in its work in engaging all stakeholders across Thailand.

Other considerations

It is important to consider that in addition to TCO's mapped stakeholders, UNICEF's beneficiaries and rights holders along with the general public are important to consider as stakeholders (see Figure 2). This wide range of public stakeholders, including women, children, adolescents, migrants, people living with disabilities, and minorities, should be taken into account in all planning processes as UNICEF's power to convene groups of organisations towards its goals and influence policies towards the advancement of children's rights directly impact rights holders and indirectly impact the general public. These groups influence UNICEF Thailand's mission and programming and as well, the mapped stakeholders.

Figure 2. UNICEF Thailand’s influence (By Author)



Interactive map:
https://embed.kumu.io/e84d27e826258e24b5c4035c0b7367f8

Radar map showing levels of importance/influence:
https://embed.kumu.io/40b2b53b8a7f9ed947e0510acabf9039

Presentation: https://includovate.kumu.io/unicef-thailand-stakeholder-map?token=aq9rP8C6f787q6HW

Full map: https://drive.google.com/file/d/1Xrek5POlkIig8G74sAR2ASUMbSjGJR5L/view?usp=sharing

Full map (extended view):
https://drive.google.com/file/d/13lwPreHetEY_SWnHtcMjZTAdgb7plquR/view?usp=sharing

Annex 8: Table of influence and results of UNICEF Thailand

This table of influence was produced a systematic screening of documents as part of the literature review. The evaluation team used it to document the results of UNICEF Thailand's recent partnerships.

Year	Partnership	Influence	Result
On going	UNICEF and Sansiri	Promoted adoption of child friendly business practices Agreement to implement programme collaboration, advocacy, and resource mobilisation to improve the rights of children in Sansiri's business operations and beyond.	● Commitment to end child labour by signing an MOU with all contractors which prohibits the use of child labour within any of Sansiri's construction sites. ● Established "good spaces" where the children of construction workers can learn and play safely, thus protecting them and reassuring their parents. ● Established a breastfeeding room with hygienic breast milk storage facilities in Sansiri offices and children's playrooms at Sansiri office buildings. ● Introduced child-care training courses for its employees.
On going	UNICEF and True Group with CP Foundation	Addressing education, adolescent development, family-friendly workplace, and violence against children including cyberbullying.	● Showing family friendly workplace environment
2020	UNICEF and Shopee	Raised funds to strengthen early childhood nutrition and development.	● Prepared a dedicated microsite on their platform where people can e-donate by buying different products.
2020	UNICEF Thailand, Tencent, the Department of Mental Health,	Helped children and adolescents cope with issues affecting their mental health and well-being.	● Launched "The Sound of Happiness" campaign.

	and JOOX - a music community platform owned by Tencent (Thailand)		
2018	UNICEF and Mahidol University	Launched the results of a 10-year longitudinal research of the mother tongue-based education programme in the southern border provinces of Thailand.	● Transformed literacy and learning outcomes for children whose mother tongue is not Thai in the early grades as a bridge to the national language.
2018	UNICEF and Siriraj Hospital	Drafting operational guidelines for providing pre-exposure prophylaxis (PrEP) services for adolescents at substantial risk of HIV infection.	● Responding to the fact that almost half of Thailand's new HIV infections occur among 15-24-year-olds.
2018	UNICEF, the MoE, BoB, and Thammasat University	Increased capacity in cross-sectoral planning and budgeting, and provincial capacity for planning and budgeting on ECD.	● Developed 70 provincial teams. ● Received approval for their provincial ECD plans and budgets the documentation of which result will serve as a solid model to inform the ongoing efforts of the BoB and MoE to prepare a cross-sectoral multi-year framework for budgeting, essential for the achievement of national ECD strategic plan results.
2018	UNICEF and Path2Health Foundation	Provided information on contraception and teenage pregnancy.	● Supported over 770,000 adolescents using the online health platform Lovecarestation.com. ● Increased the reach significantly to 150,000 users in 2017. ● Increased the number of young people registered for its online counselling and referral services to 7209 in 2018, the majority (5,334) of which were girls aged 10-25 years.

2018	UNICEF and Path2Health, the Bangkok Metropolitan Administration and the Pharmacies Association.	Provided training sessions for pharmacy staff and nurses.	● Saw the increase in the number of pharmacies from 30 to 92 and hospitals from 44 to 88 hospitals in Bangkok in 2017 with at least one staff trained to provide adolescent sensitive counselling, conduct an initial health screening and make an appropriate referral to medical or other social services. ● Enrolled 6,950 migrants by the end of 2018 in the community-based health insurance scheme that UNICEF Thailand is supporting in Tak province; of these 1,622 received health services in 2018.
2017	UNICEF and Line WEBTOON	Disseminated information on reproductive health, safe sex and youth-friendly health services via three cartoon episodes of "Teen Mom", a popular online cartoon series.	● Benefited approximately two million adolescents and youth. ● Generated over 2.3 million page views.
2017	UNICEF and Path2Health	Promoted a gender-sensitive online information platform.	● Resulted in 150,000 young people accessing information on sexual and reproductive health and about 2,000 youths accessing counselling services. ● Increased understanding and commitment of 60 key businesses to the Children's Rights and Business Principles guidelines through training implemented by the Thaipat Institute.
2017	UNICEF and Central Group	Conducting an expo showcasing the work of UNICEF Thailand in ten Central Malls around Thailand.	● Recruited 20% of new donors during an expo, and UNICEF spoke to over 10,000 people about the work.
2017	UNICEF and four new celebrity supporters	Conducted the first phase of the #FightUnfair campaign to address inequities facing children in Thailand.	● Engaged over 20 million people, and more than a million people engaged directly with key campaign content.

			• Resulted in 283 prominent pieces in traditional media quoting the campaign's key messages.
2017	UNICEF, MOE, and the MOPH	Reduced teenage pregnancy rates in Thailand.	• Agreed to formally take forward several recommendations in 2017 from the UNICEF Thailand-led Comprehensive Sexuality Education Review conducted in 2016.
2017	UNICEF Thailand and Save the Children	Provided technical support for capacity building of 40 core trainers, who then built up the capacity of 450 teachers and educational personnel to strengthen disaster risk reduction in 50 school clusters in five disaster-prone provinces and contributed to the network review and revision of the Comprehensive School Safety Framework manual.	• Reached a milestone in support of children under three years of age living in poor and near-poor families through the successful scale up of the CSG, which almost tripled the total number of children receiving financial support from approximately 150,000 in December 2016 to more than 400,000 by December 2017. • Grew the reach and engagement with more than 3.7 million people through Facebook and Twitter each month. • Increased Facebook followers by 28 per cent and Twitter followers by 20 per cent, and an unprecedented 1,654 mentions of UNICEF across traditional media outlets.
2017	UNICEF Thailand, the Children and Youth Council of Thailand, and the Department of Children and Youth	Built the capacity of more than 300 children and youth representatives from 77 provinces on youth participation and digital literacy through four regional assemblies.	• Gathered opinions from more than 1,300 children and youths via U-Report as an input to Children and Youth Council recommendations to the Government.

2016	UNICEF Thailand and DTAC (mobile phone provider)	Provided technical expertise to DTAC for drafting a parenting manual on the safe use of the Internet to protect children. Distributed the manual online to all DTAC subscribers.	● Expanded the 'SMS for Family' project to the recipients of the Child Support Grant. ● Resulted in an additional 100,000 low-income mothers and pregnant women benefiting from the SMS-based service.
2016	UNICEF and the Thaipat Institute	Strengthened the knowledge and capacity of 60 companies (80 percent of whom are listed) on child rights and business principles (Children's Rights and Business Principles) through the conducted workshops.	● Resulted in four companies introducing policy changes and 23 companies including information on Children's Rights and Business Principles and/or child rights in their sustainability reports.
2016	UNICEF and the RTG	Launched a cutting-edge initiative for HIV prevention.	● Launched the use of oral pre-exposure prophylaxis (PrEP). ● Introduced PrEP (particularly for older adolescents) linked to HIV testing, as part of a five-year multiple partner demonstration project.
2016	UNICEF, Chiang Mai education authorities and the provincial chambers of commerce	Supported the establishment of a public-private partnership involving the Chiang Mai education authorities and the provincial chambers of commerce, in support of migrant education.	● Continued to provide support to 11 schools through the partnership with nine private-sector companies in 2016.

Annex 9a: Case studies

Table 1. Summary of case studies in the report

Main case studies	Aim/purpose
Case study A: Thailand's Child Support Grant	A social protection investment with an intergenerational dividend: a case study to demonstrate how UNICEF TCO expanded children's rights by working with a coalition of other actors to influence an RTG policy.
Case study B: The beginning of major change in the business sector: adoption of the CRBP by the business sector in Thailand	To illustrate the way UNICEF has been engaging with the business sector in Thailand to raise awareness for children's rights and the CRBP and influence the child-friendly policies of the business sector. UNICEF worked with the Sustainable Development section of the Stock Exchange of Thailand and the Thailand Global Compact Network to help companies adhere to the SDGs and CRBP.
Case study C: Crowdsourcing ideas to engage key stakeholders: UNICEF Thailand's 'Deep Dives'	To show UNICEF engaging in an innovative way to crowdsource ideas by bringing key actors together who do not usually discuss children's rights. These 'Deep Dives' illustrate UNICEF TCO's capacity to convene a wide range of stakeholders on important key national issues of concern for children.
Case study D: Key considerations in applying due diligence: lessons learned from the Thailand Country Office	To demonstrate UNICEF TCO's strict adherence to due diligence when it comes to creating partnerships.
Case study E: Partnership tension and the one that got away	This case study demonstrates the lack of offerings and an inability to "sell" UNICEF's work to business sector partners (e.g., demonstrates TCO not being able to elaborate to a potential partner on the finer details of how donated money would be spent and thus losing the opportunity). This case study helps to understand the challenges of TCO's future in terms of partnership strategies (e.g., prioritising large, unrestricted gifts or more shared value/Inclusive Business offerings).
Case study F: UN collaboration in the face of a global pandemic	To show how the UNCT is a necessary strategic partner for UNICEF by demonstrating joint-donor funding and successfully working in a connected manner.
Mini case studies	
Case study G: Influencing a government business-related policy	To demonstrate how UNICEF's advocacy efforts somewhat resulted in policy changes for children's rights with regards to the business sector. There is much more work to do in this space and this case study demonstrates what is possible.

Case study H: Forming coalitions and delivering results for children: The Chiang Mai Framework for Action	To understand, through a successful partnership with the Thai Construction Association (TCA) and the Baan Dek Foundation in promoting the Chiang Mai Framework for Action (CMFA), the role that aggregators and CSOs have in expanding the reach of UNICEF and as well the need for increased monitoring of business-sector commitments.
Case study I: UNICEF's explicit business sector engagement strategy	To understand what UNICEF HQ has written as guidance for COs in terms of their business sector engagement strategy.

Case study A: A social protection investment with an intergenerational dividend: a case study from Thailand's Child Support Grant

In Thailand, two million children still live in poor households and 21.5% of children, or over one in every five, are living in multidimensional poverty. 30 percent of children in the country suffer from developmental delays caused by malnutrition, poor child-rearing practices, and inadequate and ineffective early childhood education. On top of this, the country has rates of 13% stunting, 8% underweight, and 9% overweight for under-five year old children, remaining a concern along with a low exclusive breastfeeding rate of 14 percent.[240]

To address this, and advocated for by UNICEF Thailand, in 2015 the Government of Thailand launched an unconditional monthly grant, the Child Support Grand (CSG), for pregnant women and women with children under 12 months old living in poor and near-poor households.[241] The policy was designed to narrow the poverty gap in Thai society in addition to benefiting individual families. The CSG is a non-contributory, non-conditional targeted cash transfer at first given to families with a child under one year old, later expanded to cover children up to the age of three and now extended to caregivers of children between ages 0-6[242]. In 2020, the Royal Thai Government (RTG) also reaffirmed its commitment to long-term developmental goals for children embedded in the 20-year National Strategy (Thailand 4.0, 2018-2037).[243] UNICEF Thailand played a significant supportive role both in contributing to national policies, protocols, and leading initiatives that have a long-term impact on Thailand's children.

For over a decade, UNICEF Thailand has built a case for introducing a universal CSG as part of the country's social protection efforts. While developing the Thailand Child Support Grant, UNICEF played pivotal roles and looked at basic welfare schemes that had been successfully implemented in other middle-income countries such as Brazil, China, and South Africa. UNICEF played a key role by sharing international evidence on the impact of similar cash grants implemented around the world with high-level policymakers, as well as taking key Government officials and other stakeholders to see the impact of the implementation of the South African Child Support Grant in person.[244]

[240] Department of Children and Youth, and UNICEF Thailand. n.d. "The 1st Three: Thailand's Progressive Road Toward Universal Child Grant Coverage." Bangkok, Thailand.
[241] TDRI & and EPRI, *CSG Impact Assessment*
[242] UNICEF Thailand Annual Report 2018.
[243] National Strategy Committee. 2018. "National Strategy 2018-2047 (Unofficial Translation)." Bangkok.
[244] Department of Children and Youth, and UNICEF Thailand. n.d. "The 1st Three: Thailand's Progressive Road Toward Universal Child Grant Coverage." Bangkok, Thailand.

UNICEF Thailand supported the CSG implementation, monitoring, regular reporting, e-payment of the benefits, understanding of the rules and regulations for registration and analysis of overlaps between the grant and other schemes under the social security fund. The Management Information System (MIS), a database system established with UNICEF support, serves as an important monitoring tool to collect accurate and up-to-date information on the Child Support Grant implementation, outcomes, and results.[245] UNICEF played key roles in generating strong, credible evidence of the positive impact of the grant on children and families through the National Impact Evaluation in partnership with the Thailand Development Research Institute, Khon Kaen University, Thai Health Promotion Foundation, and Economic Policy Research Institute. All existing and relevant data, including cost projections concerning GDP, the numbers of current and projected beneficiaries, as well as lessons from international experience were effectively utilised to inform budget forecasting and develop compelling advocacy calling for the initial adoption and subsequent expansions of the grant.

The Coalition on Universal Child Support Grant, which was established in 2018, comprises over 100 NGOs working in Thailand on child-related issues. UNICEF established a strong partnership with the Coalition to mobilise public support and engage with high-level policymakers.[246] Clear messages for policymakers and the Thai public highlighting the critical need for the grant and comprehensive social protection for children in Thailand were developed. The evaluation effort rapidly brought together UNICEF Thailand, Thailand's Department of Children and Youth, the Thai Health Promotion Foundation, the Economic Policy Research Institute, and the Thailand Development Research Institute.[247] This public-private evaluation partnership was able to gather a rich mix of data as the grant programme unfolded. By 2019, the coalition had acquired insights on who was and was not receiving the grant; what beneficiaries were using the grant for; how children and their mothers benefited; and factors holding back the program.

The number of children benefiting from the policy has dramatically increased from 180,000 children in Year 1 to over one million children or 23% of children aged under 6 in under four years. Currently, 1.01 million Thai children (23% of children under six) have received monthly income support under the CSG. When fully implemented in 2024, it is planned to reach 1.8 million children. Almost all (93.8%) poor families in Thailand with eligible children applied for the grant. Of these, 635,966 or 84% of applicants were approved.[248]

As found in the Child Support Grant Impact Evaluation, the CSG is having proven impacts on children and families. The evaluation clearly showed that the CSG has helped improve infant nutrition status, expanded access to vital social services, helped improve maternal care practices, and empower women with the potential for longer-term productive gains (Table 1).

Table 1: Quotes from women in Thailand regarding CSG impacts

Impact area	**Quote from women as found in the CSG Impact Assessment[249]**
Infant nutrition	"I spent it all on the child; it's not enough to spend it on myself. My child didn't allow me to breastfeed him, so I needed to buy powder milk." (p. 46)

[245] TDRI & and EPRI, *CSG Impact Assessment*
[246] Economic Policy Research Institute, and Thailand Development Research Institute. 2020. "How Will Thailand Counteract Intergenerational Poverty with Its Child Support Grant?" https://www.unicef-irc.org/publications/pdf/15.Thailand.pdf.
[247] TDRI & and EPRI, *CSG Impact Assessment*
[248] ibid.
[249] ibid. (note: page numbers are given for quotes in the table)

Expanded access to vital social services	"Now, with the CSG, we have more money for medical treatment for kids at good clinics. Before that, we always took them to a hospital, and it took them forever to get better. At the clinic, it's more expensive, but the medicines and treatment [are] much better." (p. 58)
Improved maternal care practices	"I use it to buy stuff such as books so that I can read to my child before [he/she] sleeps." (p. 60)
Empowerment of women	"Usually my husband makes decisions for the money he earns, but for the grant I decided how to use the grant because this belongs to the child." (p. 65)

After Thailand successfully introduced the CSG, "many countries in the region, including Indonesia, China, Mongolia, and the Philippines, have invested substantially in processes to ensure that cash transfers reach children" (though the extent to which Thailand was seen as the model country for the region has not been elaborated upon).[250] For example, Nepal is expanding their universal child support grant, designed to reach all children from 0 to 5 years, Myanmar is expanding its universal scheme to more states and Vietnam is considering a similar system.[251]

UNICEF Thailand's successes in advocating for and supporting the CSG in the long-term demonstrates UNICEF's unique comparative advantages in Thailand. Having the ability to influence significant high-level policies through the development of the CSG strategy; collect a solid evidence base; and form a large coalition demonstrates UNICEF's comparative strengths. Moreover, UNICEF's close partnership with the RTG accelerated reaching Thailand's child-focused commitments as set out in the 20-year National Strategy.

Case study B: The beginning of major change: adoption of the CRBP by the business sector in Thailand

The Children's Rights and Business Principles (CRBP), developed by Save the Children, the UN Global Compact, and UNICEF is a global initiative which provides a comprehensive framework to understand and address the impact of business on the rights and well-being of children (2012). Building on these principles, UNICEF produced a workbook titled *Children are Everyone's Business* where practical guidance is given, aiming to guide companies to demonstrate their respect and support for children's rights (2014). These two documents aim to ensure that child rights are considered in every aspect of private sector activities, including the workplace, the marketplace and extended through the wider community and environment (see Figure 1).

[250] TDRI & and EPRI. *CSG Impact Assessment*.
[251] International Labour Organization, and United Nations Children's Fund. 2019. "Towards Universal Social Protection for Children: Achieving SDG 1.3: ILO-UNICEF Joint Report on Social Protection for Children."

Figure 1. The Children's Rights and Business Principles (United Nations Children's Fund 2014, 7)

In Thailand, policy commitment by corporations with regards to children's rights is currently unregulated and the government is yet to develop any wide-reaching laws enforcing the adherence to a child rights framework for the private sector. The CRBP is yet to be adopted on a large scale in the country and with CSR activities catching on with Thailand's private sector, the country is looking to other markets for a positive influence. The Stock Exchange of Thailand (SET) is said to use a sustainability framework which is borrowed from the Dow Jones Sustainability Index.[252] This index is the first global sustainability benchmark and it covers economic, environmental and social sustainability topics. The fact that Thailand is adopting its ideas demonstrates progress in terms of corporate social responsibility within the country.

In order to give the CRBP more exposure to the Thai private sector, UNICEF Thailand developed a free training programme in 2019 in conjunction with the Sustainable Development section at the SET and the Thai Global Compact Network. The business sector were able to learn about the CRBP and the Better Business for Children (BB4C) programme, which supports businesses through in-depth assessments of how their business touches on the lives of children, identifying business impacts on children in their supply chain and planning strategies to mitigate the impacts on children in line with the guidance from CRBP workbook. UNICEF sent self-declaration forms to the companies which attended but did not expect these signed forms to be returned or monitor the company adherence to the principles.

With technical assistance provided by UNICEF Thailand, many businesses were able to report progress on commercial initiatives designed to have a positive impact on children. UNICEF held a follow-up workshop in 2019 to showcase what 26 businesses in Thailand were doing to ensure the rights of children are upheld in Thailand.[253] After reviewing the presentations shared by the companies at that event, the following

[252] Interview with UNICEF, 23 February, 2021.
[253] UNICEF Thailand and The Stock Exchange of Thailand (2019) 'CRBP Showcase'.

analysis identifies both good practices seen among the companies and areas where action should be taken to improve the promotion of the rights of children in Thailand.

The promising aspects:

Of the 26 businesses which attended the workshop, 19 shared their actions in line with their interpretation of the CRBP. Of these 19, four mentioned CRBP and that their company committed to work in line with the principles. Another three companies explained their company's commitment to the BB4C programme. Fourteen businesses contributed to the education of children in their communities, most often through financial means. Seven businesses committed to zero child labour in their supply chains and to investigate their supply chain through due diligence. Three businesses detailed having a child-friendly workplace, two described having areas for women to breastfeed, and two claimed to offer some form of paid time off for parents (maternity/paternity leave).

These important steps demonstrate that some businesses in Thailand are taking children's rights seriously and have been able to report some promising actions in line with the CRBP.

Areas for improvement:

One company's CSR action for children was to have developed a formula of lip balm that did not cause harm to children while another company's was to create plastic breast milk storage bags. Three of the companies described respecting child/human rights without any description of which rights they were respecting or upholding. One company was proud to have a children's spa and a children's club in their hotels.

While commendable, these actions represent a misunderstanding of the CRBP which advocates for a holistic approach that is visible across the company's operations and products.

Conclusion

Overall, it is encouraging that a handful of businesses in Thailand are beginning to consider the implementation of children's rights in their business operations and as part of their CSR activities. However, there are also areas where sustainability and impact require more thought. Helping companies to develop a comprehensive plan for all 10 commitments of the CRBP is needed because contradictions and gaps were identified. Moreover, reporting on their initiatives and conducting annual assessments on children's rights and the CRBP are rare.

Aside from developing training programmes, UNICEF should play a larger role in helping to keep businesses accountable to their commitments to children's rights. UNICEF can work alongside businesses to develop their operational and CSR activities to adhere to all 10 commitments of the CRBP. The BB4C approach shows a lot of potential to transform the private sector landscape in Thailand, and UNICEF Thailand has the opportunity to work hand-in-hand with companies to achieve results for children. A comprehensive programme to this effect should be developed.

Case study C: Crowdsourcing ideas to engage key stakeholders: UNICEF Thailand's 'Deep Dives'

In 2020, UNICEF Thailand Country Office (TCO) engaged in a series of "Deep Dives", roundtable discussions including actors from established companies to start-ups, think tanks to the government, to discuss some of the most pressing issues in the nation that concern children. In light of COVID-19 and the pressures it has brought to young people and considering Thailand's ageing population, these discussions, organised by TCO, aimed to help address existing challenges by imagining possible solutions.

The first roundtable discussion was led by the EDU section and was titled, "Rebound, Rebuild, Reimagine: Technology Solutions to Drive Progress in Education". This deep dive, attended by 26 representatives of different sectors, explored the options for the role of the private sector to help promote technology in education and optimise its impact on learning, especially among vulnerable people.[254] This deep dive helped to identify four challenges and four opportunities in Thailand regarding current gaps in education technology, the role of the private sector in education, and the barriers, enablers, and potential for the private sector to form partnerships on promoting technology.

These challenges included a skills mismatch between education and employment, unequal resource distribution and poor school management, a lack of teacher capacity, especially with regards to digital literacy, and a lack of sustainability, primarily with school leadership.
The identified opportunities are ones that could "emerge from strategic synergies between all stakeholders in the public and private sectors".[255] Considering the skills mismatch, stakeholders across the private and public sectors agreed that they should work together, and UNICEF could be instrumental in facilitating these discussions. There was a clear ability for the private sector, including actors such as Microsoft and PPT Group, to be ready to be tapped into on the demand side of the gap in technology. The public and private sectors agreed that they should set mutual goals and provide enough incentives to form synergies. For example, the Ministry of Education suggested that teachers could be trained at vocational schools set up by the private sector, or the private sector could provide an open platform for teachers to train one another. All present at the deep dive agreed that the key in reaching these goals was strategic synergy building.

This exercise shows that all sectors want the same thing - human capital development. UNICEF TCO has a lot of potential room to help convene and facilitate more of these types of discussions to help improve the education and future career possibilities for children in Thailand. If TCO could as well step in to facilitate and monitor the implementation of the key goals identified in these discussions, more significant progress could be made.

The second Deep Dive was an employability programme discussion held with representatives from business sector partners alongside the Children and Youth Council of Thailand. This deep dive aimed at understanding the private sector's perspective on the labour market demands, skill sets that are needed in the future, and ways to prevent the negative economic impacts of COVID-19 and Thailand's ageing population.

Using Miro, an online whiteboard for visual collaboration, around 20 participants took part in a human-centred design process where employability pain points were identified, and solutions developed. There were four key ideas identified by the private sector that were raised during the deep dive:

1. A skills mismatch between what's learned in school and the labour market demands
2. A lack of an effective school (careers) counselling system

[254] United Nations Children's Fund. 2020. "Meeting Brief - EDU Deep Dive on Education Technology." Bangkok, Thailand.
[255] United Nations Children's Fund. 2020. "Meeting Brief - EDU Deep Dive on Education Technology." Bangkok, Thailand.

3. A lack of soft skills development among youth
4. Limited participation from the private sector in education.[256]

Building on this, it was said that TCO are:

...trying to use our comparative advantage to complement what other agencies are...we can actually bring in ILO expertise with regards to their knowledge on the labour market and help them to reach these kinds of so-called marginalised groups who have been our beneficiaries for so long. So, you know, it's about complementarity and it's really about how we could work together with other UN agencies as well...we also want to use our expertise in skills development and working with young people to ensure that we are able to prepare them for the labour market while also leveraging a partnership with the private sector.[257]

Considering the aforementioned key pain points, the ideas expressed in the deep dive and the fact that UNICEF is aiming to leverage the private sector in assisting young people with employability, the TCO is actively consulting with the private sector to develop a youth employability platform - tentatively titled the 'Thailand Youth Employability Platform'. This is set to be a free website which matches labour market supply and demand, enabling young people to gain access to skills, training, opportunities, or services that are provided by employers themselves. Focusing on rural and marginalised youth, this ambitious project, in collaboration with the Life Skills Development Foundation, will help young people to learn more about future careers, earn a sustainable living wage, and help address a projected lack of workers in the healthcare sector to care for the ageing population.

Thought to potentially become a flagship TCO project, and with big name business sector partners on board already, this platform will help Thailand in achieving SDGs 4.4, 8.5, and 8.6 and proves that when the private sector is given the opportunity to collaborate, avenues are opened which ultimately benefit children. UNICEF TCO's power as a major convener of stakeholders, including bringing together other UN country offices, the Royal Thai Government, civil society organisations and the private sector continues to demonstrate how important and effective they are at helping to achieve goals across all sectors.

Case study D: Key considerations in applying due diligence: lessons learned from the Thailand Country Office

When it comes to UNICEF engaging with businesses, it has been stipulated that, in addition to a mandate of the promotion of the values in the Convention on the Rights of the Child, the normative basis for engagement with businesses is provided by the 2011 UN Guiding Principles on Business and Human Rights, the 2012 Children's Rights and Business Principles, and General comment No. 16 (2013) on State Obligations Regarding the Impact of the Business Sector on Children's Rights.[258] Considering these rigid measures that country offices have to deal with to fund their program, due diligence processes may inevitably interfere with the office's ability to raise funds from prospective donors and are thus handled somewhat differently by the national offices.

In the TCO's case, they utilise a modified local screening questionnaire which rejects the partnership of a company that: produces or distributes weapons, alcohol, tobacco, pornography, or breastmilk substitutes in violation of the International Code of Marketing of Breastmilk Substitutes, along with those companies who have been found guilty (within the past three years) of corruption, using child labour, or violating

[256] Interview with UNICEF, March 3, 2021.
[257] Interview with UNICEF, March 3, 2021.
[258] United Nations Children's Fund. 2019. "Engagement with Business: Programme Guidance for Country Offices." New York.

environmental laws. It also screens out those involved in the past three years in a violation of United Nations sanctions and those companies ever being linked with terrorism.[259]

With a large, untapped market with potential donors in the private sector, the Partnerships section at TCO has been trying to develop relationships with what has been described as an "ecosystem of a few families", referring to a small group of powerful families representing a large proportion of the private sector wealth in Thailand.[260][261] Many of these companies genuinely want to be associated with the UNICEF brand, but managing the use of the brand becomes a challenge for the TCO staff, as one respondent mentioned:

So, say, if a company does something, if they change their policy, and then they want to promote that, and they want to use UNICEF's logo, because quite often we're using those assets, the logo, and being a partner, to help us get the large financial donations. So if a company does something that doesn't include financial, how do we work out the value of it, and then decide, "Okay, that means that this company should get this level of benefit like that."[262]

With "a lot of partnerships having co-branding components in them", UNICEF has to be careful in selecting its partners and ensuring that they genuinely promote the rights of children in their business activities.[263] The TCO is fortunate in that there is a person at the regional office who is able to conduct these due diligence investigations for them, and it's said that more companies fail the due diligence procedure than are accepted as partners.[264]

In an interview on February 8, 2021 between the evaluation team and a TCO staff member, an example of TCO rejecting a substantial business sector partnership on the basis of the company failing UNICEF's due diligence procedure was elaborated. There was "an informal agreement to donate a significant amount...plus other activities as well," but for an undisclosed reason, that company was not permitted to be a partner of UNICEF.[265]

The respondent elaborated:

> We were discussing a lot about how our partnership can be created, and then I told him that I need to pass through the due diligence process… And we actually received that informal agreement to donate a significant amount. And I was so happy and I was waiting for the due diligence. And it came out that we can't work with them, or, if we want to work with them, we can't talk about them in public. So, it grows every day because they want some face from the donation, from the partnership. So I had to stop that and was told off by them so much, although we managed the expectations from the beginning that this is not a promise yet. But in their mind, they thought no one would be rejected from due diligence.[266]

[259] UNICEF Thailand Country Office. n.d. "Local Screening Questionnaire." Bangkok, Thailand.
[260] Interview with UNICEF, February 4, 2021.
[261] Interview with UNICEF, February 11, 2021.
[262] Interview with UNICEF, February 4, 2021.
[263] Interview with UNICEF, February 3, 2021.
[264] Interview with UNICEF, February 11, 2021.
[265] Interview with UNICEF, February 8, 2021.
[266] ibid.

UNICEF does not publicise how strict they are with due diligence. This significant finding of TCO rejecting a potential financial partner demonstrates one of the office's comparative advantages: being partnered with UNICEF Thailand demonstrates to the public that the company has integrated some aspects of human rights and child rights into its business policies and practice. That being said, at the TCO there seems to be varying levels of adherence to the due diligence process between staff members: "...we have a list of due diligence. But that varies like in a great share from officer to officer. So if you ask me, I'm very strict. But if you ask other colleagues of mine, they might have different answers."[267] This inconsistency in applying the rules of due diligence towards prospective partners is an area where TCO could improve.

Due diligence processes have often been criticised by academics, in part for their potential to be susceptible to 'cosmetic compliance', where businesses may adopt internal policies which appear to meet the human rights criteria but fail to genuinely and substantially improve the practice of the company.[268] Because of the need to avoid this type of scenario, a respondent suggested that due diligence at TCO could be improved if they were centred around UNICEF's Business for Results and Child Rights and Business Principles, as well as utilised for financial and non-financial donors alike to ensure consistency across the office.[269] By doing this, TCO would ensure that businesses have implemented change strategies to earn their recognition by UNICEF, and there would be more businesses actively pushing to improve children's rights in Thailand through their corporate social responsibility activities.

The current due diligence process at TCO is great in that it works at identifying companies that have a direct adverse impact on children, and TCO has refused to partner with potential donors because of this. This is a strength of the office and proves that TCO only wants to be associated with ethical companies. This comparative advantage could be utilised in all aspects of UNICEF fundraising. In considering due diligence at TCO, there is also the potential for the process to distinguish outstanding businesses which actively promote the rights of children from those which are simply not directly hurting children. Future planning could be enhanced through a more robust due diligence process whereby top UNICEF partners would need to demonstrate that in all aspects of their supply chain and business processes, the rights of children are promoted.

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[267] ibid.
[268] Landau, Ingred. 2019. "Human Rights Due Diligence and the Risk of Cosmetic Compliance." *Melbourne Journal of International Law* 20 (1): 1–9.
[269] Interview with UNICEF, February 23, 2021.

Case study E: Partnership tension and the one that got away

"I don't think we've treated the business sector … as an audience of our work. And in order to do that, we would need to absorb some of their rhetoric as well so that we have an entry point. I think that's kind of a new concept for UNICEF Thailand and probably for many countries."[270]

This case study emphasises the need for UNICEF Thailand's partnerships and strategic positioning strategy to be consistent and coherent across sections and sharing a common goal. The case study comes from an interview with a TCO staff member on February 26, 2021 and demonstrated challenges within the existing frameworks in the organisation. It was suggested there exists a tension in TCO between prioritising financial partnerships and building sustainable partnerships built on shared value. In addition, a potential partner was described which ultimately rejected UNICEF's offer because of the perception that TCO was not providing enough data.

Partnerships tension

UNICEF TCO is one of a handful of UNICEF offices worldwide which are fully funded thanks to locally raised funds and which is able to contribute to UNICEF regular resources.[271] With South East Asia's second largest economy, the private sector in Thailand is significant and with a growing awareness of corporate social responsibility (CSR) initiatives such as through the UN Global Compact Network, businesses are becoming more open to the idea of including CSR as part of their annual operations. The TCO is now in a position where many businesses want the branding, backing and legitimisation of their business by the UN and UNICEF in exchange for financial support.

While UNICEF tries to avoid their brand being seen as an endorsement of the company (see indented box), evaluation respondents show that this is how the UNICEF brand is perceived.

> In a lesson learned from a conversation with a China office colleague, the respondent described how the office was "*trying to partner with an education technology company… this company was prepared to offer a million dollars a year for the health programme… But they are having very detailed discussions around where should the logos and the communication go on the website of this company, because we need to be very careful not to be perceived as endorsing this company's digital education product. So, that could wind up being a deal breaker for us because we have these strict rules.*"

The TCO is at a point where they need to find new ways to engage their business sector partners. "We're trying to figure all this out right now and trying to figure out what are the strongest positions we can take in terms of engaging with companies. What are the programme areas that sound the best? And that can produce the most tangible results so that when we sit down with them [the business sector], and they ask, "You're asking me for a million dollars, what are you going to do with it this year?" We have something we can say."

However, selling UNICEF's policy engagement work to the private sector is harder than selling vaccines and health care. "*We have to find a way to engage companies - even the very big ones here - in a way that builds value for them, and then need to move them up a value ladder, without giving away too many*

[270] Interview with UNICEF, February 26, 2021.
[271] United Nations Economic and Social Council (2016) 'Country Programme Document - United Nations Children's Fund', in. Kingdom of Thailand. doi: 10.1017/S0020818300001818.

assets. So we are trying to develop a different approach just to try to elevate the value basically in business terms. So what we're trying to do right now is, unless we think that there's an appetite for a very large ambitious engagement from the start, we would go in with the big vision and say, here's all the great work of social policy team is doing, "Here is the impact it's going to have on children in Thailand. Here's a little tiny slice of what that looks like."[272] TCO do not necessarily want to change what they do in order to secure business sector donations, especially when the government is satisfied with their current relationship with UNICEF.

So I think we are looking at probably needing to move into some new models. And to do that requires identifying those programme areas where we can lock in some long term value partners. And that's what we're trying to do.[273]

The one that got away

One corporation in Thailand, a conglomerate which sets aside a considerable amount of their revenue for CSR initiatives, was targeted by the TCO for a potential partnership. This corporation aims to be active across commercial sectors alongside its non-profit initiatives in education, healthcare, and the environment, and it holds extensive ties to some of the country's most influential and wealthy individuals. In December of 2020, the TCO pitched them for a small amount considering the company's annual CSR spending to support early childhood development work. The respondent explained, "if we don't think they're going to come in a good way up front, we try to find a narrative that meets their interest, or their internal requirements to give a small fund first, and then see if we can sell them on a bigger vision later.[274]

Although UNICEF was able to describe how they were working with policy influencing, creating curricula and implementing these in Thailand, the company came back and rejected UNICEF's offer because "they felt we weren't providing enough data that informed the message".[275] Companies want to know, on a more granular level, what TCO is going to do with the money. Given TCO is accustomed to receiving unrestricted funds, this is a new area of engagement.

The TCO is trying to develop a new business sector engagement approach during a time of great change:
... the environment is changing with COVID. It's putting a lot of pressure. Companies ... have to pay money, or they'll lose face if they don't, or they can't clearly demonstrate the value out of the work. There's strong pressure to donate to hospitals or other organisations that are clearly dealing with problems underground. It puts us at a big disadvantage.

Additionally, shared value relationships are a focus of UNICEF's new Business for Results (B4R) framework, where an overarching goal is to create sustainable partnerships which are not only financial in nature, but which change the entire operations of an organisation to ensure children's rights are upheld and promoted. However, "when it comes to setting goals for private sector engagement, that's still a very new territory. And if it's sitting within the programme sections, they're probably not going to make that their first priority, because it's new, and there's reluctance and [a perceived] endorsement, and so on and so forth."[276] Another respondent suggested that a lack of clarity presented to the potential business sector partners makes things take longer, and, as in this case, lets potential partners slip away.

[272] Interview with UNICEF, February 26, 2021.
[273] Interview with UNICEF, February 2, 2021.
[274] Interview with UNICEF, February 2, 2021.
[275] Interview with UNICEF, February 26, 2021.
[276] Interview with UNICEF, February 26, 2021.

In evaluating this encounter, an important lesson for the TCO is evident: many partners want granular, detailed information along with frequent and clear communication. Whether this anecdotal encounter describes the inability of TCO to meet the requirements of potential donors or of programmatic colleagues misunderstanding the work of fundraisers is unclear. However, by approaching potential private sector partners with this in mind, more success in developing strategic partnerships which are also able to promote children's rights in Thailand will likely be had.

The TCO has to consider whether they prioritise large, unrestricted financial gifts, where the donor gets to use UNICEF's logo and UNICEF can spend the funds however they like, "focus on cultivating relationships with high level people," focus on B4R, or aim "to build a broader stable [set] of more sustainable partnerships that are linked to some kind of impact statement," or a mixed portfolio. The decisions made on this all come with risks. Other country offices in middle to high-income countries will be watching TCO closely to learn from the direction set.

Case study F: UN collaboration in the face of a global pandemic

"If children are faced with another year of school closures, the effects will be felt for generations to come."
- UNICEF Executive Director Henrietta Fore[277]

The COVID-19 pandemic has had far-reaching impacts on Thailand's youth and marginalised populations. UNICEF Thailand has been working every day, hand-in-hand with other UN agencies in Thailand, in order to ensure that the pandemic's impact is minimised as much as possible. This case study demonstrates how UNICEF Thailand has been able to successfully coordinate efforts with its Country Team through the pandemic.

UNICEF co-led advocacy efforts with other UN agencies as early as March 2020 with the aim to provide emergency monetary relief to all targeted marginalised citizens, including those beneficiaries of the Child Support Grant, Disability Grant, Old Age Allowance and State Welfare Card.[278] Through rapid assessments alongside UN agencies, and through advocacy at the highest level, the UN Country Team recommendations were submitted to the Prime Minister, discussed in detail with the Ministry of Social Development and Human Security (MSDHS), endorsed by the MSDHS and the Deputy Prime Minister and quickly approved by the Cabinet.

"The Child Support Grant and top-up was crucial for these already struggling families to survive the economic pressure of the pandemic," said Tomoo Okubo, UNICEF Thailand Acting Chief of Social Policy. "But with this pressure piling up and far from over, UNICEF is advocating for continued social protection, particularly for the most marginalised. This is important not only to protect the at-risk population from extreme poverty, but also to ensure the physical, emotional and psychological development of all children now and in the future."[279]

[277] United Nations Children's Fund. 2021. "Children cannot afford another year of school disruption." UNICEF Thailand. https://www.unicef.org/thailand/press-releases/children-cannot-afford-another-year-school-disruption.
[278] UNICEF Thailand Country Office. 2020. "COVID-19 Response in Thailand: UNICEF and Partners' Successful Advocacy Results in Stronger Social Protection Measures for Vulnerable Children and Families."
[279] Zhussupova, Dilshat. 2020. "Cash transfers offer a lifeline to vulnerable families during COVID-19." UNICEF Thailand. https://www.unicef.org/thailand/stories/cash-transfers-offer-lifeline-vulnerable-families-during-covid-19.

UNICEF also collaborated with the UN Country Team in producing the Socio-Economic Impact Assessment of COVID-19 in Thailand (2020). Led by UNDP and UNICEF, in partnership with the Office of the National Economic and Social Development Council (NESDC) and the Asian Development Bank, this report detailed the impact of COVID-19, outlined how the pandemic affects Thailand's progress towards the Sustainable Development Goals (SDGs), and as well provided suggestions and policy recommendations for post-COVID economic development. The report projected that poverty and unemployment were expected to rise in Thailand through 2021 and that the country's most marginalised would be most severely impacted. In discussing UNICEF's effectiveness in collaborating on this project, a donor explains:

> UNICEF is very collaborative, very pleased with the relationship. Timely, work to plan and no duplication despite a lot of implementation mechanisms.[280]

The collaborative actions between UNICEF and the UNCT in developing this report demonstrates UNICEF's commitment in providing quality data, recommendations for policy implementation, and protecting children and marginalised families.

In order to understand the situation and the genuine needs of children and young people residing in Thailand and to provide immediate support during and after the COVID-19 pandemic, UNICEF, together with members of the UN Sub-group on Young People, academic and CSO partners, implemented a series of 6 online surveys among young people. Over 9,000 young people participated in the surveys, including young people in general, ethnic minorities or stateless, teenage mothers, young people from three Southern conflict provinces and young people with disabilities.[281]

As part of this project, UNICEF worked in collaboration with two other members of the UN Sub-group on Young People, UNFPA and UNDP, together with the Children and Youth Council of Thailand (CYCT) to develop and administer an online nation-wide survey, which gathered more than 6,700 responses.[282] Over 80 per cent of the children and young people interviewed expressed concerns about the financial difficulties of their family resulting from the pandemic. Other major concerns were for their education and examinations and opportunities for further education. The respondents also expressed needs in terms of stress and mental health management; the survey revealed that children and young people do not know or are unsure as to how they can manage stress or if these services are available to them.

The surveys underscore the fact that, during the COVID-19 pandemic and lockdown, many young people are falling behind in terms of access to jobs, social support, healthcare and education.[283] The findings prompted UNICEF and the Sub-group to urge immediate action in order to avoid COVID-19 reversing Thailand's SDG progress and as well its progress in developing its youth.

These three examples illustrate UNICEF Thailand's ability to coordinate efforts with its counterparts in Thailand in line with the United Nations Sustainable Development Cooperation Framework and the UN Country Team United Nations Partnership Framework. Working towards shared goals is the best way for

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[280] Interview with multilateral donor, February 23, 2021.
[281] UNFPA Thailand. 2020. "Youth and Covid-19 in Thailand: Socioeconomic impact of the crisis". https://thailand.unfpa.org/en/covid-19-impact-surveys
[282] CYCT, UNICEF, UNDP and UNFPA. 2020. "Preliminary Report. A Survey on Impacts of COVID-19 Pandemic on Children and Young People and Their Needs: Online Survey Conducted between 28 March and 10 April 2020". United Nations Thailand.
[283] United Nations Thailand. 2020. "Vulnerable youth in Thailand falling behind in all key social and economic dimensions due to COVID-19." United Nations Thailand. https://thailand.un.org/en/91960-vulnerable-youth-thailand-falling-behind-all-key-social-and-economic-dimensions-due-covid-19.

UNICEF to leverage the Country Team (and their respective partners) strengths to ensure that the rights of targeted beneficiaries and marginalised populations are upheld.

Annex 9b: Mini case studies

Case study G: UNICEF Thailand influencing a government business-related policy?

Thailand's first National Action Plan on Business and Human Rights (NAP) was introduced in 2019 by the Royal Thai Government (RTG) in collaboration with the United Nations Development Programme (UNDP). This landmark document for Thailand identifies four priority areas in which it elaborates action plans in line with the National Action Plan and the Sustainable Development Goals: 1) Labour; 2) Community, Land, Natural Resource and Environment; 3) Human Rights Defenders; 4) Cross Border Investment and Multinational Enterprises.[284] UNICEF Thailand Country Office's (TCO) involvement in the NAP began halfway through the development of the document, shortly after Thailand was in the international spotlight regarding slave labour in its fisheries supply chain.

As children's rights are invariably tied to labour rights, TCO aimed to press the inclusion of rights for children in the NAP. Unfortunately, as UNICEF joined the discussions with the Royal Thai Government on the NAP roughly six months after the document had been drafted and with the document's priorities already set, UNICEF was not able to enshrine the rights of children throughout the plan. The exact reasons as to why UNICEF was not advocating for the inclusion of children's rights from the beginning of the NAP planning process are unclear.

The drafting of the NAP did not come without controversy: Thai rights group and community organisation Manushya expressed public frustration throughout the creation of the NAP because the document had poor CSO representation and that the views of the community had been left out. This caused a period of delay in the release of the NAP. Balancing a fine line between cooperation with community organisations and working alongside the RTG, TCO was less effective than it could have been in advocating for the inclusion of children's rights by not utilising this window of delay in the release of the NAP to push advocacy efforts even further.

As a respondent mentioned, UNICEF "got into the process halfway. The priorities were already set so we were not able to influence much except for mostly showing up for meetings to try to press for the rights of children. So, we ended up having children's rights included in labour rights. It's not a big channel, but at least we are engaged".[285]

In addition to not being engaged with the NAP from the beginning, TCO could have improved their effectiveness in ensuring the rights of children were to be upheld in Thailand if "the whole office set the NAP as a priority… if we made enough noise, I think then probably children's rights would be included in that. But UNICEF, again, is not a confrontational organisation".[286]

With only two short sections in the final NAP on the topic of children, one on the rights of migrant children in work sites (relating to the provision of education, healthcare and child-friendly workplaces) and a quick mention of the voices of children needing to be listened to by the Juvenile and Youth Council more advocacy was needed along with earlier engagement.[287] As TCO is relatively new to influencing a government-created, business-related policy, a lot has been learned about how to increase awareness of

[284] Ministry of Justice: Rights and Liberties Protection Department (2019) First National Action Plan on Business and Human Rights (2019–2022). Bangkok, Thailand.
[285] Interview with UNICEF, March 7, 2021
[286] ibid.
[287] ibid.

children's rights in the private sector and this lesson can help guide TCO to be more effective in future RTG policy planning sessions.

Case study H: The Chiang Mai Framework for Action: UNICEF Thailand forming coalitions and delivering results for children

The Baan Dek Foundation, operating independently, conducted a mapping exercise in 20 construction sites in Chiang Mai, interviewing migrants, their families, and workers. Through this, they learned about the conditions children of construction workers live in. As a result of this, Baan Dek developed the 12 action points for children under the categories of infrastructure, rights, health and education now called the Chiang Mai Framework for Action (CMFA). The CMFA was then further refined through findings of research projects in collaboration with UNICEF Thailand between 2017-2018.

The CMFA was initially adopted by the UNICEF Thailand Country Office's (TCO's) long-time partner, Sansiri, which has a history of advocating for the end of child labour in Thailand. In order to expand the reach of this work, TCO partnered with the Baan Dek Foundation to bring this pilot project of implementing children's rights in the workplace to the nation's capital, Bangkok. Having little experience with construction projects but alongside funding from the European Union, TCO was able to meet with the Thai Construction Association (TCA) through a meeting brokered by Sansiri. The TCA agreed to distribute materials to companies and encourage its members to comply with the CMFA. Seeing as 90% of the construction companies in Thailand are TCA members, this initiative on implementing the CMFA by the Baan Dek Foundation and UNICEF has the potential to lead to results having a ripple effect in the market.

Although companies are only requested to self-declare with regards to the 12 actions of the CMFA, a child labour checklist (created by UNICEF) is anticipated to be rolled out in 2021 in order to better measure the impact of the adoption of the CMFA, but is yet to be approved by the TCA. Still, for the estimated 25,000-60,000 children of migrant parents living in Thailand, this could be instrumental in improving their health, education, and child protection measures.

UNICEF has a key role in helping implement these types of commitments to child rights by business sector partners, and by convening multiple partners, TCO has been instrumental in advocating for the rights of children to be upheld by many champions of children's rights in the private sector. That being said, there is much room for improvement, especially with regards to the implementation of formal agreements with corporations, ongoing consultations and visits, scaling up the uptake by the business sector, and improving public communications.

Case study I: UNICEF's explicit business sector engagement strategy

UNICEF has an explicit business sector engagement strategy, guided by the "Engagement with Business: Programme Guidance for Country Offices", which was released in 2019. This document outlines the basis for UNICEF's partnership with the business sector and describes the purpose of such engagements.

Most importantly, UNICEF's rights-based approach to business sector engagement is based on the UNCRC, but also provided by the Convention on the Elimination of All Forms of Discrimination against Women, Convention on the Rights of Persons with Disabilities, ILO Convention on Minimum Age for Admission to

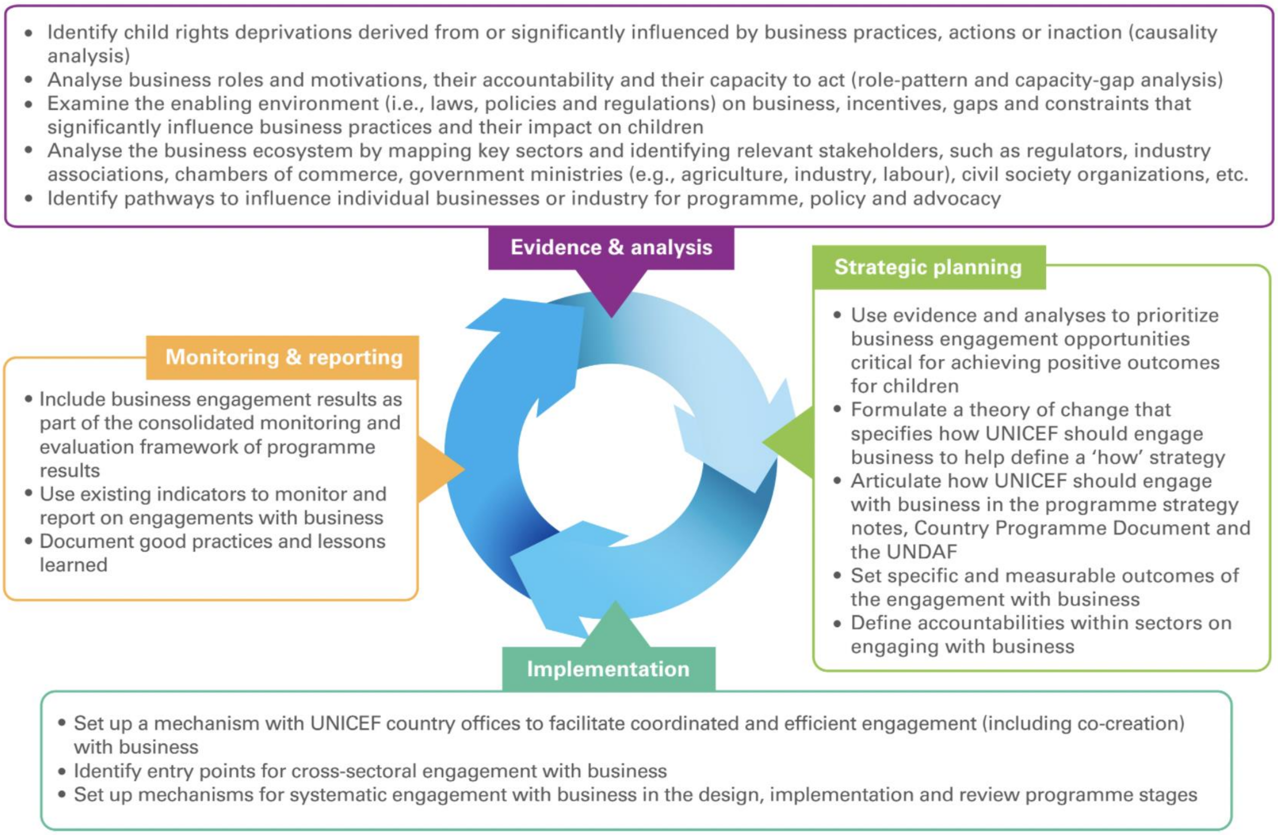
Employment and Convention on Worst Forms of Child labour, 2011 United Nations Guiding Principles on Business and Human Rights, endorsed by the Human Rights Council, 2012 Children's Rights and Business Principles, and the 2013 General Comment No. 16 of the United Nations Committee on the Rights of the Child. These set the rules for engagement, ensuring that "engagement with business must promote the values reflected in the UNCRC and align with UNICEF's non-partisan, discrimination-free approach to collaborations. UNICEF's approach to business is grounded in human rights responsibilities of business and the duties of states to protect individuals in the context of business activity."[288]

UNICEF has a commitment to ensuring non-exclusivity, non-endorsement, fair competition, and transparency in their business sector partnerships, as well as the intention to fully mainstream the business sector "into all related processes, notably situation analyses, theories of change, programme strategy notes, Strategic Moments of Reflection, country programme documents, mid-term reviews, annual workplans and annual reports."[289] There is a clear aim to see businesses as stakeholders and to move beyond purely transactional relationships.

In middle and high-income countries, there is guidance for UNICEF to work "...with business on workplace policies (addressing issues of hiring practices, gender, maternity protection, childcare, skills development for young people), standards for child rights across the value and supply chains (including working with governments on marketing and advertising regulations), evidence generation, leveraging business big data and technology and development of innovative solutions. Business can also be engaged in advocacy, awareness raising and systems strengthening. In established and prospective fundraising markets, country offices should also explore other forms of programmatic work with business, including market shaping."[290] These engagements can be formal through a MoU, letter of intent or other agreement supported by an activity plan. In some cases, a non-contractual engagement, for example where informal collaboration happens, is the best course of action and UNICEF can join in the project or act in a support role. "The choice will depend on an analysis of the approach that will best support the desired outcome and an assessment of benefits and risks as part of the due diligence process."[291] For more information on how business sector engagement is visualised by UNICEF, see Figure 1.

[288] United Nations Children's Fund. 2019. "Engagement with Business: Programme Guidance for Country Offices." New York. p.46
[289] ibid. p.47
[290] ibid. p.39
[291] ibid. p.43

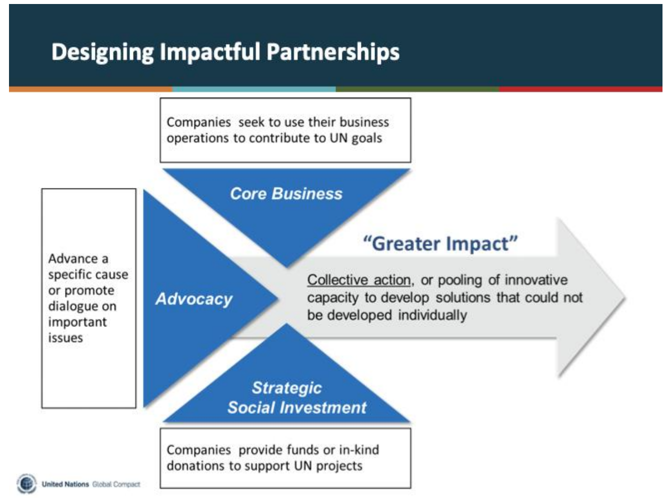
Figure 1. Business sector engagement programme cycle[292]

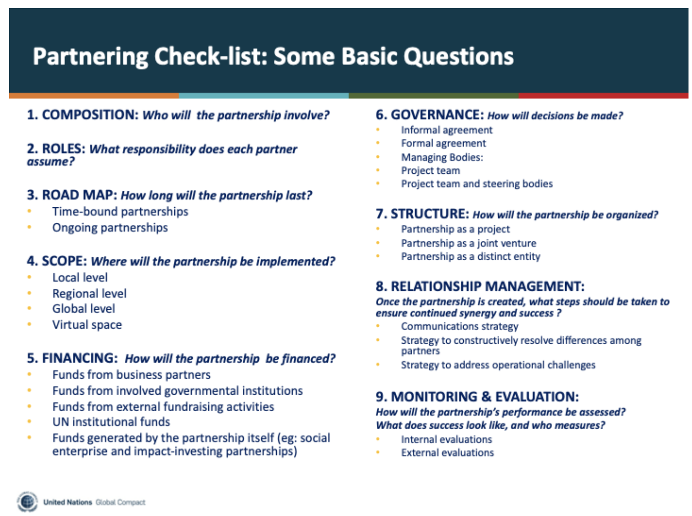


[292] United Nations Children's Fund. 2019. "Engagement with Business: Programme Guidance for Country Offices." New York. p.42

Annex 10: Business for Results partnership approach

Figure 1: UNGC B4R partnership approach[293]





[293] United Nations Global Compact. 2019. "Collective Action & Partnerships: Guidelines for Local Networks."

Annex 11: Communications comparison between UNICEF and partner organisations

Table 1 shows that UNICEF communicates differently to its business sector partners. The bold font in column two emphasises what the business sector partners say in their communications compared to UNICEF *when talking about the same topic.* Having the UNICEF communications team develop joint press releases by collaborating with the communications section of business sector partners would help with alignment and the communication gap observed from the interviews with business sector partners.

Methodology

To come up with this analysis, following steps were followed:

Step 1: For each partner organisation in Thailand, the evaluation team tried to find the work done with UNICEF.

Step 2: To search for relevant news releases or documents in UNICEF's website.

Step 3: To search for relevant news releases or documents on the corresponding partner's website.

Step 4: A thorough review of the resources to explore how differently the same information is communicated differently by UNICEF and the partner organisation.

Table 1: Communications comparison between UNICEF and partner organisations

	UNICEF communication	Partner communication
Sansiri	A concrete collaboration between Sansiri and UNICEF over the past 10 years to drive changes in social development and the well-being of children and youth, both at home and abroad. To be a model organisation to inspire society in both public and private sectors.[294]	One such collaboration was the partnership **Sansiri forged** with UNICEF Thailand—a United Nations organisation which shares the **same vision** regarding children's rights as Sansiri. The UNICEF-Sansiri collaboration was aimed at **raising awareness for children's rights and worked to provide a foundation for equal rights for all children.**[295]
	Adopting child-friendly business practices Establishing a breastfeeding room with hygienic breast milk storage facilities in Sansiri offices Creating children's playrooms at Sansiri office buildings	By cooperating with UNICEF Thailand, Sansiri has developed pilot projects to exemplify child-friendly business practices. For instance, Sansiri encourages a **6-month breastfeeding period for postnatal**

[294] UNICEF. "Sansiri-UNICEF" reinforces 10 years of success in helping children, the alliance for helping children, 2020. News Release.

[295] Sansiri. Social Change, Building the Future for Children. Available at: https://www.sansiri.com/internationalbuyers/content08.html (Accessed on 25th February, 2021).

	Introducing child-care training courses for Sansiri employees Committing ending child labour by signing an MOU with all contractors which prevent the use of child labour within Sansiri's construction sites Establishing child-friendly spaces at their construction sites which allows the children of construction workers to learn and play in safety[296]	**mothers by allowing generous maternity leave**. Breastfeeding rooms are also provided, complete with hygienic breast milk storage facilities, at the Siripinyo and Ratchapak Office buildings. Sansiri has also introduced child-care training courses for employees and established a children's playroom at the head office, **in order to support child growth and development and give mothers the opportunity to properly take care of their children**. In addition, the facilities and utensils provided by Sansiri have been specially designed to ensure exceptionally hygienic conditions for children.[297]
	Raising the awareness of children's right to play through the "Let's Play Together" campaign and provided sports equipment and training for disadvantaged children.[298]	To raise awareness of children's "Rights to Play", Sansiri collaborated with UNICEF Thailand in supporting the "Let's Play Together" campaign via social media networks. **The campaign gave the public a chance to contribute towards an effort that would help children by promoting their rights to play through the design of sports shirts and participation in various activities online** at www.letsplaytogether.com.[299]
	Since 2011 Sansiri has donated $1 million annually to the UNICEF Emergency Fund which has enabled UNICEF to be a first responder when a disaster occurs anywhere in the world. In 2017, through Sansiri support of the emergency fund, UNICEF responded to 337 humanitarian situations. From	To help children in emergencies, both in Thailand and abroad, Sansiri donated part of its earnings to the UNICEF Emergency Fund to **support children who have been affected by violence, wars, or natural disasters—such as the earthquake in Haiti—by providing emergency health care, clean drinking water, and other essential services**.[301]

[296] UNICEF. Sansiri. Available at: https://www.unicef.org/thailand/long-term-corporate-partner/sansiri (Accessed on 25th February 2021).
[297] Sansiri. Social Change, Building the Future for Children. Available at: https://www.sansiri.com/internationalbuyers/content08.html (Accessed on 25th February 2021).
[298] UNICEF. Sansiri. (Accessed on 25th February 2021).
[299] Sansiri. Social Change, Building the Future for Children.
[301] Sansiri. Social Change, Building the Future for Children.

	Haiti to the Horn of Africa from South Sudan to Syria UNICEF provided on the ground support to children and their families. This includes treating 3 million children for severe acute malnutrition, vaccinating 18 million children against measles and providing access to clean drinking water to 32.7 million people.[300]	
Central group	Central Group and UNICEF today launched #EatPlayLove, a new campaign to drive increased awareness about the importance of the first months and years in a child's life and the impact of early experiences on the developing brain, to provide guidance to parents and caretakers, and to encourage increased focus and investment in early childhood development.[302]	Central Group **joins hands** with UNICEF Thailand to create the project "Central-UNICEF Together for Every Child" for the fourth consecutive year through an exhibition under the concept of #EatPlayLove, eat as a play, never stop loving. The episode "Miraculous Family Power" emphasises **the importance of families that affect Baby development Both in terms of physical and mental growth.**[303]
	"This period presents a unique window of opportunity to lay a strong foundation for a child's lifelong development, health and happiness, said Davin. "A lack of nurturing care or protection from stress and violence, inadequate nutrition, or too little stimulation and learning, can impede the development of the child's brain, with life-long negative consequences."[304]	Mr. Thomas Davin, UNICEF Representative of Thailand said, "**With today's fast-paced society Modern families may not be able to take full care of their children**. **Combined with advances in technology and access to information at all times. Until it may make spending less time with your child And affect the development of children The survey found that almost 1 in 5 Thai children under 4 years of age do not live with their parents despite the need for close supervision. In the meantime Many parents may still lack the right understanding of how to raise their children. Nearly half of all parents and carers see corporal**

[300] UNICEF. Sansiri. (Accessed on 25th February 2021).
[302] UNICEF and Central Group launch #EatPlayLove Campaign, 2018. Available at: https://www.unicef.org/thailand/press-releases/unicef-and-central-group-launch-eatplaylove-campaign (Accessed on 26th February 2021).
[303] Central group. Central and UNICEF emphasise the wonders of family power in the 4th year of "Central-UNICEF Together for Every Child" project, 2020. News Release.
[304] UNICEF and Central Group launch, 2018.

		punishment as a good discipline for children. It is a campaign to educate parents on how to continually raise children correctly. Especially during early childhood Because this is the most important time as the brain develops rapidly. And is an opportunity for parents to be able to lay the foundation for their children to learn throughout their lives."[305]
Merck for Mothers	With the generous financial support from The Merck for Mothers initiative (MfM), UNICEF in partnership with Government and civil society partners, supported comprehensive sexual education (CSE) both online and offline, youth friendly health services and employability of adolescent mothers in Bangkok and Chiang Mai.[306]	Thailand: **UNICEF is reducing risks of maternal morbidity and mortality among 15-19 year-old women by increasing access to youth-friendly health service packages that include comprehensive care before, during, and after birth. By promoting expanded use of digital forums and online platforms to access age-appropriate information, services, and consultation on sexual and reproductive health, UNICEF is reducing unintended pregnancies among adolescents**.[307]

[305] Central group. 2020.
[306] UNICEF. Annual Progress Report, 2020. UNICEF Thailand: Adolescent Development And Participation Section 10/30/2020.
[307] Merck for Mothers. Merck for Mothers in Asia Pacific. Available at: https://www.merckformothers.com/docs/MFM-GlobalGiving_ASIA.pdf (Accessed on 26th February 2021).

Annex 12: Original and final evaluation questions

Table 1: Original and final evaluation questions

Theme	Key evaluation questions	Original sub-questions from the ToR	Revised sub-questions	Rationale for change
Relevance	How well is UNICEF strategically positioned to respond to the needs and context of Thailand?	Is UNICEF perceived to be operating in its areas of comparative strength considering the array of other actors?	What are UNICEF's comparative advantages/added value compared to other country actors?	Comparative advantage/strength and added value are very similar terms often used interchangeably and so these 3 questions were combined to enable a stronger focus on strategic positioning
		What are UNICEF's comparative advantages concerning other country actors, including development partners, the private sector, and the non-government sector?		
		What is the key stakeholders' perception of UNICEF's added value?		
	How clear and relevant are UNICEF engagement approaches towards key partners?	Do the outputs, outcomes and goals of the approaches follow results chain logic? Are adjustments needed in ToC and/or results framework?	How is UNICEF perceived in terms of its impact, key work areas, children's rights, brand and attractiveness as a partner?	ToC related questions were moved to effectiveness. Engagement approaches would be relevant if partners perceive UNICEF TCO as impactful and an attractive partner.
		Does TCO have a clear and compelling narrative for private sector partners?		Merged with the below question
		How effective has the TCO been in approaching, engaging, pitching, and securing strategic partnerships	How effective has the TCO been in articulating and developing strategies to approach, engage, pitch and secure relevant partnerships?	*Strategic* was changed to *relevant* to match the OECD-DAC criteria.

		To what extent does the TCO have the right analytical framework for B4R as a strategy to accelerate children's results? Is the TCO clear on the priorities on B4R?	Is UNICEF attracting (business sector) partners who are genuinely interested in child well-being, rights and development? Do UNICEF's TCO partners amplify UNICEF's agenda?	During the inception phase and after the literature review a B4R specific question was moved to effectiveness, rather than assuming B4R is relevant and instead the type of partners being attracted to UNICEF was deemed to be more relevant to answering this criteria.
Effectiveness	What are the lessons learned, and how significant have the strategic engagements been toward responding to the needs of children?	How can strategic partners better engage with and participate in UNICEF's results narrative?		No clear results narrative
		What is the link between prioritisation, fundraising, planning, and impact?		Questions in the convergence criteria cover this implicitly
		How effectively have the UNICEF country programme strategies and partnerships delivered the intended results and influenced national policies, strategies, and guidelines?		No change
		Has the evolution of engagement with the private sector been significant toward achieving results for children?		No baseline to measure against and no access to business sector contracts
		How can the ToC, risks and assumptions for B4R and related private sector engagement approaches be sharpened?		No change in question but moved to sustainability for it speaks to long term planning and TCO's future

			To what extent has UNICEF TCO been able to influence its partners' practices and priorities?	Important for effectiveness
Coherence/connectedness	How do the office and partners define and plan for convergence?	To what extent TCO approaches partners in a coordinated manner?		No change
		Is UNICEF making optimal use of UNCT presence and UN reform?		Small UNCT sample size in comparison to UNICEF respondents so removed
		Could UNICEF do this differently in a way that leverages further results for children?		No change
		How has convergence been affected by or affected the phenomenon of 'silos' both within UNICEF and among partners?	What has been the effect of how UNICEF approaches partners?	Changed to be a less leading question.
	To what extent is UNICEF coordinating with key partners in the country, particularly in the event of potential overlaps?	Is UNICEF developing the right type of coalitions around key children's results?		No change
		Is UNICEF optimising its engagement around the Government's planning processes, and if not, how could the CO do this better?		No change
		Is the private sector being appropriately engaged across the range of programme goals?	What is the role of (business) partnerships in TCO's overall strategy?	
		What entry point is the best for UNICEF to leverage policy shifts for children?		Policy question added to effectiveness
		What key entry points in public financing and governance at both national and sub-national levels UNICEF should consider?		The sub-national level was removed from the scope

		What would leveraging/scale-up involve in the context-specific of RTG's systems and structures?		Scale up considered to be part of sustainability
Gender and inclusion			To what extent has the CP applied gender and inclusion sensitive approaches and explicitly aims for partnership results that improve the rights of children, women, migrants, minorities and people living with disabilities?	Evaluation ToR mentioned the need to cover this topic but did not specify a question. The evaluation team added these questions
			How can UNICEF TCO better leverage the influencing power/policies of partners to further commitments toward the rights of children, women, migrants, minorities and people living with disabilities?	
Sustainability	To what extent are the Country Programme partnerships sustainable in time?	Have joint interventions been designed and implemented in a way that enhances and enables their replicability and/or scale-up?		No change
		Has UNICEF planned an exit strategy for its interventions, assigning institutional roles, and commitments?		Covered under the 1st sub-question

			What does UNICEF consider to be ethical or unethical in terms of partnerships?	Added based upon the literature review associating dev related business partnerships with ethics.

Annex 13: News coverage of Sansiri urging UNICEF to call for the protection of protestors

Sansiri urges UNICEF to call for protection of protesters
National
Oct 19. 2020
Thai property giant Sansiri has written to the United Nations Children's Fund (UNICEF) in Thailand voicing concerns over the welfare of the young protesters, most of whom are adolescents.

On Sunday, UNICEF Thailand's Twitter administrator expressed concerns about the government's suppression tactics, adding that protesters should have the right to gather. Though the comment was published on UNICEF Thailand's official Twitter account, an official statement has yet to be issued. Meanwhile, Sansiri president Srettha Thavisin wrote to UNICEF reminding them that his company is one of the agency's partners and urged the agency to call on the government to not use violence against the protesters. Srettha also pointed out that his company was not supporting any political group, adding that politics should be kept separate from the welfare of young people. Sansiri is one of Thailand's largest property developers and the local company has a "selected partnership" with UNICEF.

Source: https://www.nationthailand.com/news/30396444?fbclid=IwAR2c1DhnV5F-I6Zemj2N3tO4nuQpypLqeKye5itCSw_gzL_sma91qz2NsJU (Accessed 19/3/2021)

Figure 1: UNICEF's twitter post regarding youth protests
UNICEF Thailand's Twitter post which was referenced in the news article:

Translated, it reads, "UNICEF also confirmed the request to all parties in a statement on 18 August 2020, and we continue to monitor the situation closely." They linked to the statement (below), which was written on August 18, 2020.

Source: https://twitter.com/unicef_thailand?lang=en (Accessed 19/3/2021)

Statement
UNICEF calls for the protection of children and young people amid protests in Thailand
18 August 2020
UNICEF
BANGKOK, 18 August 2020 – UNICEF is concerned about the potential harm that children may be facing amidst the ongoing protests in Thailand and calls on all parties to uphold children and young people's right to freedom of expression, and to protect them from all forms of violence and intimidation.

Children's rights to participation, peaceful assembly and freedom of expression, including in peaceful protest, are enshrined in the Convention on the Rights of the Child (CRC), the most widely ratified human rights treaty in the world. Thailand has ratified the CRC in 1992, committing to guaranteeing that children's rights are fulfilled, including their right to participation, expressing their opinions in a peaceful manner, and for their voices to be heard.
UNICEF urges all actors to ensure that children and young people are safe at all times, and that they are able to voice their opinions peacefully about issues that affect their present and future, without fear or intimidation.

UNICEF reiterates that schools and learning institutions should be safe havens for children, where they can constructively voice their opinions and their ideas be acknowledged. Schools and learning institutions should provide a safe space for students to exchange ideas and engage in meaningful discussions, where they can build their communication and negotiation skills, and contribute to finding peaceful solutions to challenges they face.
Any child who comes into contact with the law must receive timely and appropriate treatment and support, and through appropriate juvenile proceedings, without the use of violence, intimidation or threats.

Source: https://www.unicef.org/thailand/press-releases/unicef-calls-protection-children-and-young-people-amid-protests-thailand (Accessed 19/3/2021)

Annex 14: Programme cooperation and Small-scale funding agreements

PROGRAMME COOPERATION AGREEMENT outlining UNICEF's partnership agreement

Article IV
General Responsibilities of the Parties

1. The Parties will work together in a spirit of cooperation and partnership, with the responsibilities and accountabilities set out in this Agreement, to implement the Programme Documents in full in a timely, efficient, and effective, manner.
2. The Parties agree to carry out their respective responsibilities in accordance with the provisions of this Agreement, including the Programme Documents.
3. The Parties shall keep each other informed of all relevant activities pertaining to the implementation of the Programme Documents, and shall hold consultations when either Party considers it appropriate, including any circumstance that may affect the achievement of the results of the Programme and the Programme Documents.
4. The Parties shall fulfil their commitments with the fullest regard for the terms and conditions of this Agreement and the principles of the United Nations.

Article VI
Responsibilities of UNICEF

UNICEF will contribute to the implementation of each Programme Document covered by this Agreement by undertaking the responsibilities allocated to it in this Agreement, including by:

(a) Commencing and completing the responsibilities allocated to it in the Programme Document in a timely manner, provided that all necessary reports and other documents are available;
(b) Making transfers of cash, supplies and equipment in accordance with the provisions of this Agreement;
(c) Undertaking and completing monitoring, assessment, assurance activities, evaluation and oversight of the Programme Document;
(d) Liaising on an ongoing basis, as needed, with the Government (as applicable), other members of the United Nations Country Team, donors, and other stakeholders; and
(e) Providing overall guidance, oversight, technical assistance and leadership, as appropriate, for the implementation of the Programme Document, and making itself available for consultations as reasonably requested; and
(f) Initiating joint monitoring and review meetings that shall be held at least at mid-term and at the end of the Programme Document in order to agree on the resolution of findings and to build on lessons learned to better serve the needs of children. The joint partnership review shall take into account: (a) the progress of the Programme Document; (b) working relationship of the Parties; (c) the compliance of the Parties with this Agreement; and (d) the success and challenges of the IP in meeting the agreed objectives and desired results of the Programme Document.

Headquarters support costs with respect of any single Programme Document and associated budget shall be reimbursable by UNICEF to the IP at a rate of seven percent (7%) of actual expenditures in connection with that Programme Document and associated budget. The IP shall record the headquarters support costs in the FACE forms to be submitted to UNICEF in accordance with the terms of this Agreement.

Excerpt from UNICEF's small-scale funding agreement:

3. Subject to availability, UNICEF will transfer any supplies as outlined in the Terms of Reference. The Implementing Partner will become owner of the supplies when it receives them. If UNICEF agrees to store the supplies for the Implementing Partner or hold them on the Partner's behalf, the Implementing Partner will become owner of those supplies as agreed between UNICEF and the Implementing Partner. Exceptionally, UNICEF may decide in writing that UNICEF shall remain the owner of the supplies transferred to the Implementing Partner.

4. Implementation and Monitoring of the Activity. Implementing Partner will implement the Activity in conformity with the terms of this SSFA, in particular, Implementing Partner will: (a) display the highest standard of conduct in ensuring that the core values of the United Nations, the Conventions on the Rights of the Child, Elimination of All Forms of Discrimination Against Women and Rights of Persons with Disabilities are respected; (b) undertake the Activity in accordance with the budget, schedule and other details set out in the Terms of Reference; (c) make any designated contribution listed in the Terms of Reference; (d) undertake the Activity with diligence and efficiency; (e) procure any goods or services using the Funding with due consideration to "best value for money" and in agreement with UNICEF; (f) exercise the highest standard of care when administering the Resources. UNICEF will monitor the implementation of the Activity, in accordance with UNICEF's standard procedures for monitoring and evaluating activities it funds. Implementing Partner will provide full cooperation to UNICEF for such monitoring and evaluation and will require to its employees and personnel to fully cooperate with UNICEF in connection with such monitoring and evaluation.

5. Managing the Resources. Implementing Partner will maintain clear, accurate, complete and up-to-date books and records showing the funds received from UNICEF under this SSFA, as well as disbursements made by the Implementing Partner, including any unspent balance. Implementing Partner will cooperate with UNICEF with any review of the way the cash assistance was administered and spent and how supplies were stored and utilised, and will require its employees and personnel to fully cooperate with UNICEF with such a review.

6. Reports; Returning Unspent Balance. Implementing Partner will provide UNICEF with reports, and frequency of such reporting will be done, in accordance with the requirements in the Terms of Reference.

Implementing Partner will return to UNICEF any unspent balance of the cash assistance at the expiration or early termination of this SSFA.

7. Other Matters. This SSFA becomes effective when UNICEF receives a copy duly signed by both Parties. It will be valid until the end date detailed in Annex I. If the Parties have disagreements about the project or the implementation of this SSFA, they will use their best efforts to settle those disagreements amicably. If a disagreement cannot be settled amicably it will be decided finally by the UNICEF respective Regional Director and the Organisation will respect and implement that decision. UNICEF's privileges and immunities are not waived.

Annex 15: Perception survey report

The perception survey report can be accessed at the following link:
https://drive.google.com/file/d/1Fh8Ylovs3gCyuC-RDZSEHnFu_gNjhnfJ/view?usp=sharing

Annex 16: 2018 results by outcome and output of the Private Sector Plan 2018-2021

2018 results by outcome and output of the Private Sector Plan 2018–2021[308]

Outcome 1: Individuals – 100 million people are changing the world with UNICEF through their voices and donations
Output 1.1: 9.9 million people donating $0.93 billion by 2018
Output 1.2: 100 million people (including children) mobilised for children's rights, with 50 million people on the road to giving

Outcome 2: Key influencers – Impact and effectiveness of key influencers maximised to advance children's rights and well-being, in accordance with UNICEF priorities through meaningful and effective relationships
Output 2.1: Leading philanthropic partners commit to working with UNICEF and investing $510 million annually by 2018 to achieve transformational change for children
Output 2.2: Key influencers engage their voice in delivering on child rights, amplifying UNICEF's advocacy messaging on priority issues

Outcome 3: Business – Power, reach and influence of businesses are fully maximised for children
Output 3.1: Partnerships with businesses maximise results for children delivering revenue ($162 million), influence, reach, child rights and business and/or core business and assets
Output 3.2: Businesses take sustainable action to respect children's rights in all business activities and relationships
Output 3.3: Businesses and business stakeholders advocate for children

Outcome 4 relates to Nat comms

Outcome 5: Brand – UNICEF is the leading organisation mobilising support for every child - Strengthening engagement through powerful content began to bear fruit and is a key strategy in the Updated UNICEF Global Communication and Advocacy Strategy, 2018–2021
Output 5.1: UNICEF is the most trusted and engaging organisation improving the lives of children across the globe 50. UNICEF was ranked the second most trusted international organisation globally in 2018, after the International Red Cross.

Outcome 6: Enablers – UNICEF (including headquarters divisions, regional offices, country offices, PSFR and National Committees) is best positioned, with a common culture, to deliver on ambitious results with the private sector (and public sector, in National Committee countries)
Output 6.1: Fit for business: responsive, transparent and accountable governance
Output 6.2: Planning and delivering as One UNICEF: Efficient and effective management of results.

[308] Source: Private Fundraising and Partnerships: financial report for the year ended 31 December 2018 E/ICEF/2019/AB/L.6

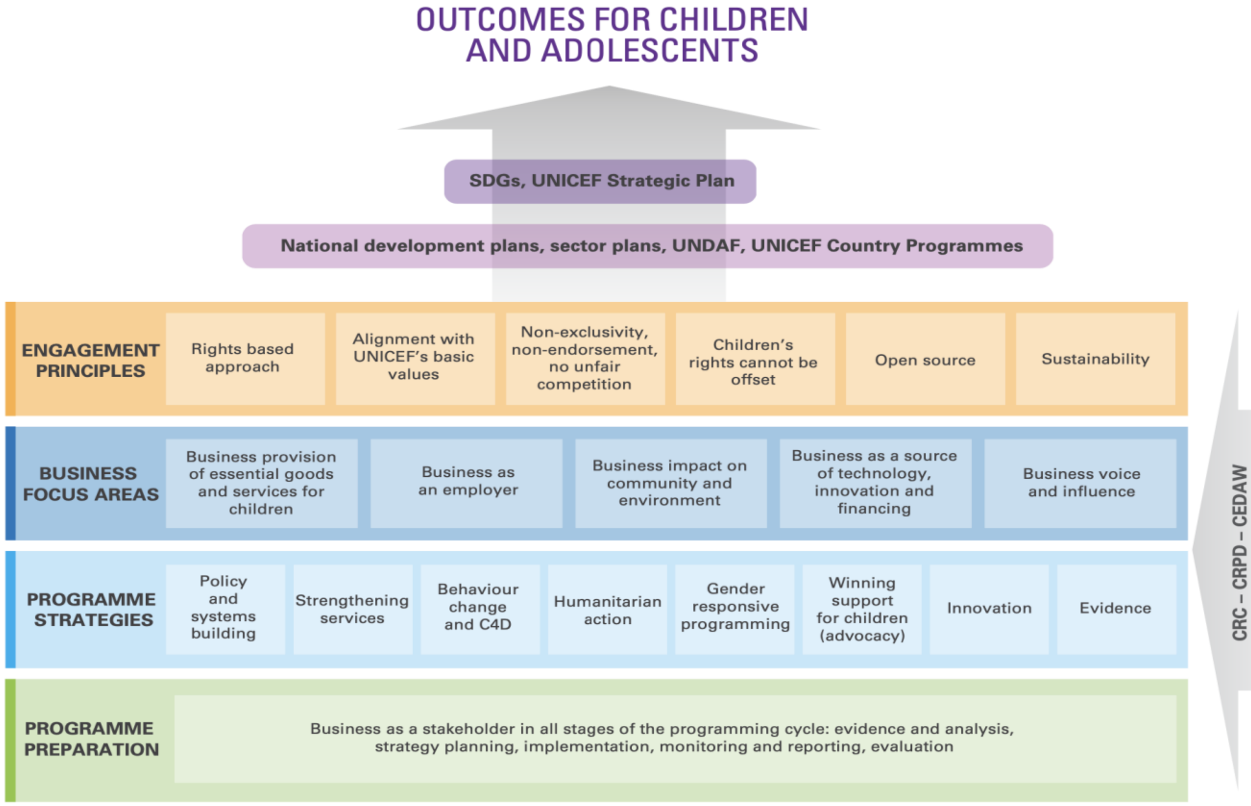
Annex 17: Core perspectives on strategic positioning

Five core perspectives on strategic positioning[309]

- **Competition** (creating an image for the product (service) in relation to or apart from competitors);
- **Empty slot/mind** (finding and filling an empty slot/window in the minds of the prospective buyers);
- **Consumers' perception** (establishing or evoking changes in consumers' minds regarding offering);
- **Differentiation** (creating a position which can be differentiated from the competitor);
- **Competitive advantage** (gaining a competitive advantage by implementing a value creating strategy not simultaneously being implemented by any current or potential competitors).

[309] Saqib, N. (2020), "Positioning – a literature review", PSU Research Review, Vol. ahead-of-print No. ahead-of-print. https://doi.org/10.1108/PRR-06-2019-0016

Annex 18: Framework for engaging with business in programs



[310]

[310] United Nations Children's Fund. 2019. "Engagement with Business: Programme Guidance for Country Offices." New York.

Annex 19: Key ways UNICEF staff defined strategic positioning

Key ways UNICEF staff defined strategic positioning

Relates to a recognised position: refers to UNICEF's very niche/specific area of expertise, that of the mandate to protect and promote child rights. It is a conceptual space that UNICEF occupies because of its expertise.[311]

Guides partnerships and mission: refers to the way UNICEF answers key strategic questions: "What do we stand for?" "What are our values?" "What are the issues we want to tackle?" This in turn has implications for the kind of strategic partnerships UNICEF has to forge since partnerships are grounded in what an organisation tries to achieve.[312]

Being a partner of choice: To be strategically positioned means being a partner of choice for the government, or other organisations or people, who are interested in UNICEF's mission. Being a partner of choice increases UNICEF's ability to influence and leverage resources for children. It means establishing a reputation so that others seek to become partners with UNICEF.[313]

Can depend on the partner in question: Businesses should not be simply seen as donor entities that are apart from what UNICEF Thailand is doing. They should be seen as development actors. This includes the role of businesses in scaling up UNICEF's interventions and providing it with assets and resources that can provide results for children, as well as the role of businesses in improving the situation of children and their families.[314]

Involves alignment with national government priorities that focus on children and young people. Where the government lacks the capacity to implement them, UNICEF comes in and helps the government to implement these priorities.[315]

Filling a gap: Strategic positioning is not equal to reinventing the wheel or duplicating what has already been done well. But it means coming in and filling a gap that exists. UNICEF has the comparative advantage (i.e., convening power) that enables it to do that.

Being strategic with resources: UNICEF is said to be well positioned at the technical level because it provides advice and technical support. But it is not well positioned at the upstream level (e.g. legislative level). UNICEF is also said to be well positioned with regard to the general public, though this has fluctuated since last year because of political issues.

The sum of its partners and UNICEF's added value/comparative advantage: Strategic positioning is not only about UNICEF but also about its partners, each of whom brings their own added value. Strategic positioning is the added value and the comparative advantage that UNICEF brings to the table, which should be more upstream than downstream.[316]

311 Interview with UNICEF, 10 February 2021, interview b.
312 Interview with UNICEF, 12 February 2021, interview a.
313 Interview with UNICEF, 10 February 2021, interview b.
314 Interview with UNICEF, 12 February 2021, interview a.
315 Interview with UNICEF, 4 February 2021, interview a.
316 Interview with UNICEF, 4 February 2021, interview b.

Annex 20: Inclusive child rights examples

Inclusive child rights examples
In terms of focusing on child rights, some of UNICEF's achievements include (but are not limited to):

- **Mother tongue education**

The key area where UNICEF contributed to equity in education regards mother tongue education among ethnic minorities. UNICEF and Mahidol University launched a 10 year longitudinal research for mother tongue based education. They developed evidence and recommendations from the Mother Tongue Based Education Programme in 15 schools in southern Thailand to increase access for the ethnic minorities. The study conducted by UNICEF and Mahidol University transformed literacy and learning outcomes for children whose mother tongue is not Thai in the early grades as a bridge to the national language.

- **Expanding child sensitive social protection coverage**

As a result of UNICEF advocacy, the Disability Grant was increased from 800 to 1,000 THB (US$27 to 33) per month for those households with children living with disabilities and a welfare card.[317] The expansion of CSG also has a gender empowerment component meant to enhance the decision-making power of women in the household. Accordingly, the grant "improved power dynamics at home, thereby empowering women to make important decisions regarding their own lives and those of their children."[318]

- **Enabling teenage mothers to complete their education**

UNICEF has partnered with CSOs and the RTG to provide a digital health platform, health support and employability promotion for adolescents, particularly mothers and young girls at risk[319] and through the retention/reintegration of teenage mothers in the education system or in alternative learning pathways.[320]

- **Documented pathways for employment for marginalised adolescents and youths**

"UNICEF conducted a study on employability to generate evidence to inform the creation of a pathway for employment for marginalised adolescents and youths including persons living with disability."[321]

- **Support for migrant and stateless children**
    - UNICEF has worked on migrants in the construction site together with Sansiri.
    - UNICEF coordinated with other organisations like IOM to support the stateless people during the COVID-19 pandemic.
    - Together with the other United Nations agencies (IOM, UNESCO, UNDP and UNHCR) UNICEF participated in establishing the UNCT working group on statelessness in 2019.

- **Support for children with disabilities**

UNICEF supported the National Statistical Office (NSO) to include the child disability module in the fourth National Disability Survey.

- **Inclusion through advocacy and campaigns**

[317] UNICEF. 2020. End Year Summary Narrative.
[318] TDRI & and EPRI, *CSG Impact Assessment*, p. iv.
[319] UNICEF. n.d. Strategic Note for Adolescent Development and Participation.
[320] UNICEF Thailand, *Mid-Term Review Report*.
[321] UNICEF Thailand, *Mid-Term Review Report*.

UNICEF and four celebrity supporters conducted the first phase of the **#FightUnfair** campaign to address inequities facing children in Thailand. This resulted in 283 prominent pieces in traditional media quoting the campaign's key messages. The impact of rights holders is yet to be assessed.

Annex 21: UNICEF's Comparative Advantages

Staff and partners understand UNICEF TCO's comparative advantages to be the following:

Global technical expertise: As an international organisation, UNICEF is well positioned to draw lessons on international standards relating to children's issues and adapt it to Thailand's situation. TCO documents mention UNICEF's expertise (comparative advantage) in public finance for children, including national planning, budgeting analysis and monitoring and evaluation, as an essential support for an upper middle-income country like Thailand.[322] TCO documents also include as comparative advantages a clear long-term focus on sustainable solutions and expertise to improve children's rights.[323] UNICEF has a pool of international and national technical experts on children across a range of sectors, whose support was recognised by business sector and NGO respondents.[324] All respondents from UNICEF staff, government departments and other partners in the perception survey also said that global experience is the TCO's main comparative advantage. It can also be seen from the stakeholder mapping/analysis that TCO's range of partners is diverse (Annex 7), able to respond to the varied needs of UNICEF's targeted rights holders.

Authority: UNICEF is seen as authority when it comes to child issues:

> Our authority comes because we are there, and we're close. We are closely monitoring the situation. We have hands and feet on the ground before, during and after any crisis. This gives us tremendous authority to talk about the situation of children.[325]

This claim is supported by government requests for UNICEF to continue to play a prominent role in several key reform areas, such as juvenile justice, and in child protection in welfare institutions, schools and centres, and to sit on the subcommittees of high-level committees, including the National Child Protection Committee (NCPC).[326] NGO respondents indicated that UNICEF's authority provided an important means of gaining access to senior government officials and bringing issues to their attention.[327]

Trust: UNICEF commands trust among its partners: "Because they are UNICEF we trust their knowledge and insights".[328] Similar to global experience, all UNICEF staff, government departments and other partners in the perception survey responded that trustworthiness is also the TCO's main comparative advantage. The high level of trust that Thai people feel towards UNICEF is reflected in the TCO's private sector plan (PSP) documents and market analyses, which found that getting things done and being innovative are strong drivers for the level of trust in UNICEF.[329] [330] An additional factor contributing to this trust is the widespread respect enjoyed by UNICEF's Goodwill Ambassador, Mr. Anand Panyarachun, whose association with UNICEF gives partners a sense of assurance and confidence in the organisation.[331]

Wide network: UNICEF has a deep network throughout Thailand, including with the RTG. By comparison, most international organisations in Thailand only have a regional presence:

322 UNICEF. n.d. Strategic note: Inclusive and child-sensitive public policies in Thailand.
323 UNICEF. n.d. Strategic note: Inclusive and child-sensitive public policies in Thailand.
324 FGD with Foundations/CSOs, 25 February 2021.
325 Interview with UNICEF, 2 February 2021.
326 UNICEF. n.d. Strategic note: Child-sensitive Social Protection.
327 FGD with CSOs/Foundations, 25 February 2021.
328 Interview with business sector partner, 15 February 2021.
329 UNICEF. 2020. Private Sector Plan PSP agreed between Thailand Country Office, Regional Director & PSFR. Thailand.
330 UNICEF. 2020. Brand Barometer Study, Market Knowledge Presentation. Thailand.
331 Interview with business sector partner, 12 March 2021.

> I think one of our closest competitors has always been UNESCO, because we overlap when it comes to the education mandate... but in terms of depth, and local context, and boots on the ground, I mean, that's where UNICEF's comparative advantage really comes in.[332]

UNICEF's global network and global platform has advantages in providing access for local partners to cutting edge technical expertise, research and information, as well as a pathway for Thai partners to gain recognition and publicity globally.[333]

Connector/facilitator: UNICEF is perceived as a door opener, as a link for connecting foundations, NGOs and CSOs to government ministries, associations and the private sector. It extends partners' reach further than what they could achieve unaided. One respondent explained "It becomes easier for lesser-known NGOs to get project reliability and support from the private sector when they are working with UNICEF".[334] One NGO respondent explained that UNICEF "creates visibility for them".[335]

Convening power: UNICEF is well positioned to convene different stakeholders.[336] [337] UNICEF also has clear structures and levels for engaging different types of business sector partners.[338] As it is uniquely positioned from the civil society to the government, to celebrities and beyond, it can bridge divides between levels and organise events where all types of stakeholders show up. This is a key comparative advantage that UNICEF has over academia. Academia produces evidence through research but they do not usually have the same ability to influence the activities of government and NGOs, or to take that knowledge to global decision-making forums. In the perception survey, government respondents perceived UNICEF's convening power as its strongest comparative advantage. This contrasted with the perception of UNICEF staff and other partners. NGO respondents recognised UNICEF's potential to act as a convenor, although they felt that more could be done.[339]

Recognised brand/reputation: UNICEF's recognised brand helps to create partnerships with different organisations, including the media. The TCO recognises the high-value of the brand and that its use in public communications is often an important element of partnership negotiations, particularly with the private sector;[340] partnering with UNICEF provides a strong reputational benefit and has a positive impact on the brand image of the partner.[341] Moreover, the UNICEF brand is widely recognised and well-regarded among the Thai public and closely linked to the public perception of UNICEF's expertise and global commitment to children.[342] In the perception survey, brand power and trustworthiness were identical, which was reflected in the views of business sector respondents in particular.[343]

Clear mandate: According to an RTG respondent, UNICEF's work has more clarity than the other United Nations agencies: "UN is getting involved with us as well, but their work is not as clear as UNICEF."[344] Another respondent explains, "we have a very clear mandate ... a role to play in protecting and promoting

[332] Interview with UNICEF, 10 February 2021.
[333] UNICEF, n.d. Partnerships.
[334] FGD with CSOs/Foundations, 25 February 2021.
[335] Interview with CSO/Foundation, 22 February 2021.
[336] United Nations Children's Fund. 2016. Country programme document Kingdom of Thailand. Economic and Social Council .
[337] UNICEF Thailand, *Mid-Term Review Report*.
[338] UNICEF, n.d. Partnerships.
[339] FGD with CSOs/Foundations, 25 February 2021.
[340] UNICEF, n.d. Programme Effectiveness.
[341] UNICEF. 2019. Recognition Guidance: How to acknowledge corporate partners through communications and visibility activities.
[342] n.d. TCO Strategy Evaluation - Partnerships.
[343] FGD with Aggregators, 25 February 2021.
[344] Interview with a Government respondent, 22 February 2021.

child rights".[345] In contrast to this, the perception survey findings show that the majority of UNICEF staff and many respondents from other partners perceived some of UNICEF's activities as duplicating the efforts of other organisations.

Able to mobilise financial resources: The TCO's ability to fundraise is the envy of other UNCTs in terms of individual givers and the business sector. One challenge that the United Nations system has is how to develop partnerships like UNICEF does.[346] The UNICEF TCO raises approximately US$20 million per year and only spends approximately US$8 million in Thailand under the directives of the Regional Director and regional office[347]. While other partners perceived that the ability to bring in financial funds is one of UNICEF's main comparative advantages, UNICEF staff and government departments ranked it among the least valued comparative advantages of UNICEF.

Celebrities/ambassadors: The most highly regarded influencer for UNICEF is Khun Anand Panyarachun, the former Prime Minister of Thailand and the current UNICEF Goodwill Ambassador, without whom many partnerships would not have been possible.[348]

> He is extremely influential because of his social status and former political status. He is very well respected across society, and very much amongst the private sector. So he can open up doors for us to sit down with the private sector with a broadcaster, for instance, and give us hundreds of minutes of free airtime. Without him, maybe we wouldn't have been able to do that.[349]

Annex 22: Sustainability evidence

The respondents in the individual interviews and focus group discussions defined sustainability in a number of ways highlighting the need for a discussion at the CO level. These are presented below.

Sustainability as durability of results: Sustainability refers to sustaining the results or outcomes of an intervention even after the project has ended:

> Sustainability for me is the result that we expect to continue even after UNICEF stops or we pull our resources out. So somehow there will be other agencies coming in and continuing to work on it, or the issue might already be solved. And at the end the well-being of children is already protected and no other intervention is needed.[350]

Sustainability is holistic: Sustainability refers to long term planning and the definition seems to be couched in an SDG approach:

> I define it as long-term planning … sustainability is a holistic concept that we have to take into consideration for everything that we do. We should be able to find a connection to each SDG in our work and in our own values as a person in order to try to create a better world every day and more sustainable results for children, and for the partnership.[351]

345 Interview with UNICEF, 10 February 2021.
346 Interview with UNICEF, 2 February 2021.
347 Interview with UNICEF, 11 February 2021.
348 UNICEF. n.d. Partnerships.
349 Interview with UNICEF, 3 February 2021.
350 Interview with UNICEF, 10 February, 2021.
351 Interview with UNICEF, 8 February 2021.

Sustainability as an exit strategy:

> I'm always thinking about this market-based solution and how they can achieve this kind of scale and sustainability in a more systematic way, meaning that we are working ourselves out of this business. We close the TCO. This country does not need the country programme anymore. The government can calculate funding for CSO activities... I think that would be the beginning of sustainability.[352]

But another respondent reflects differently **(sustainability is not about UNICEF):**

> I used to say to my teams...the ultimate goal of UNICEF is to close its office. And I've since then changed my mind a little bit, in the sense that, UNICEF is UNICEF. We don't receive pressure from the government. When there is a stand to take, we take it and not many other organisations are able to do that. Certainly not at the civil society or the private sector level. [...] You need to have a very robust governance system in a country with independent institutions … so unless the country has reached that level of maturity, UNICEF should stay. We are not a humanitarian agency, we're not a development agency. We are a child rights based organisation. So that means if there is one child whose right is being violated in the country, UNICEF should be there.[353]

Sustainability equals shared value

Sustainability in the context of partnership with the private sector must go beyond fundraising to influencing their values and work.

> Because if you can embed the value of UNICEF into their thinking or into their work, like they were thinking about child rights when they do business or anything then we can already claim that there is sustainability in the partnership.[354]

In the literature review of partnerships, the idea of shared values comes out strongly as being the future.

Consultation and participation lead to sustainability

In the context of programmatic partnerships, sustainability requires the identification of programmes wherein UNICEF and the partners are locked in long term value partnerships that are agreed upon.

> ...it's better [to involve] all stakeholders or other related agencies at the first stage. This kind of process will make us understand what is the final direction that we should go together and to achieve the final goals. And UNICEF quite supports us about that.[355]

There are instances where UNICEF has initiated and supported this type of long-term partnership, particularly with government departments. The analysis of UNICEF documents found that among the projects that were given over to the government, those that involved the government's participation in the initial design continued to be sustainable, while the others were short of scale-up modality or plans.[356]

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[352] Interview with UNICEF, 4 February 2021.
[353] Interview with UNICEF, 4 February 2021.
[354] Interview with UNICEF, 10 February 2021.
[355] Interview with Government, 24 February 2021.
[356] UNICEF Thailand, *Mid-Term Review Report*.

Sustainability involves testing models

UNICEF can take the risk of investing in a new direction and a new model and then hand over those that work to the government. As noted previously, this is one of the reasons that the government finds UNICEF to be an attractive partner. However, from the beginning it has to be clear that UNICEF's involvement is limited:

> Part of the challenge is to have an exit strategy out of that model. That should be done from day one. The government partner should know that this is a model, that it's going to have a very short shelf life. And after that, we pull the plug and you take it up. Or if we feel that we failed, we start again with a new model, and we engage, but if we feel it's successful, then you take it forward, otherwise, we disengage, because it's not our role to keep funding.[357]

Towards a National Committee (Nat. Comm.): An interviewee indicated that UNICEF will move "towards the National Committee kind of structure"[358] within the coming 10 years. Besides this, UNICEF may also move to the strategy level, thereby shrinking its engagement with ground level activities.

> What matters is us as an office thinking about that in terms of long term, like 20 years from now. What does UNICEF Thailand look like, will the programme diminish? [...] that depends on the progress in Thailand, right, because there are still a lot of issues in Thailand that need the [country] programme. And [...] many Nat comms established purely for fundraising are now starting and being pushed to implement programmes.[359]

Towards a think tank

Another respondent did not think UNICEF TCO would become a Nat Comm, but saw a role as a think tank:

> I don't think that [the TCO] will become a Nat. Comm. I don't think that the UN wants to make more Nat Comms. [...] because they've got no control over the Nat Comms. They've got control over the country offices. So they won't be making more Nat. Comms. I think that there'll still be areas where we can be relevant, whether it's around nutrition or mental health [...] So we become a knowledge base for people who are middle class people. And we're also doing great work and when working with the government like that's how I would like to see us.[360]

Sustainability in fundraising

Respondents reflect on the issues of sustainability in fundraising. The pressure to secure revenue is leading to a project model and not a systems change model:

> we kept a number of small, really, relatively minute activities, going for years, some of them for 10-11 years, simply because the partners liked it. And we liked it as well, because we had results that we could always bring donors to distributors saying, "Look, it looks amazing." But really, none of this was going to scale.[361]

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[357] Interview with UNICEF, 3 February 2021.
[358] Interview with UNICEF, 10 February 2021.
[359] Interview with UNICEF, 3 February 2021.
[360] Interview with UNICEF, 15 February 2021.
[361] Interview with UNICEF, 3 February 2021.

This is considered UNICEF's old fundraising model which is hard to predict in terms of longevity, security and sustainability:

> In the old model, a company shows up to give us three and a half million dollars, and we throw them a party. And that's it. And there are real pros to that: you get a lot of unrestricted funding, which UNICEF can then spend any way. And the problem with it is that it may not be sustainable, because you don't have long term agreements to achieve certain goals. And you're really functioning in a purely philanthropic way of relying on someone to show up and say, I like UNICEF, here's some money, they might decide one day they don't want to do that anymore.[362]

UNICEF TCO seem to be slowly moving to a new fundraising model but some respondents had different worries that TCO was not keeping up:

> I do worry about the changing market landscape and the changing relationships UNICEF has within Thailand. How are we able to maintain that kind of fundraising approach? It is a big question of mine. It doesn't look like anything that's seen elsewhere.[363]

Respondents indicated different strategic moves for UNICEF Thailand partnerships, fundraising and positioning in the coming years. Fundraising from companies may not be sustainable unless there is a mutual agreement to achieve certain goals within the company:

> We have two sides, the programme and the emergency fund. It seems to me that UNICEF cares more about the Global Emergency Fund, not much on activities that could have engaged our employees. […] We would prefer to continue our partnership with UNICEF on the programming side, in a tangible way.[364]

Currently the TCO is being pulled in two different directions - one developing projects to attract funds and two in a strategic e direction (which is considered more sustainable).

While fundraising KPIs increase each year, this is considered unsustainable by some respondents:

> The Thai country programme won't grow, I think that it would stay at the same level or diminish.[365]

[362] Interview with UNICEF, 2 February 2021.
[363] Interview with UNICEF, 26 February 2021.
[364] Interview with business sector partner, 15 February 2021.
[365] Interview with UNICEF, 15 February 2021.

Annex 23: Business sector screening questionnaire

LOCAL SCREENING QUESTIONNAIRE

Please note that you are liable for any information filled below.

By completing the following checklist you are acknowledging that you are familiar with the companies activities and its public image in your country.

What sources have you checked on this company?

☐ Company
☐ Internet
☐ Media
☑ Other: Filling by the Other

On this basis, are you confident that the company has a good reputation in your country?
○ Yes ○ No

Please indicate in which of the following activities the company is active:

☐ Commitment to development-related causes
☐ Positive community involvement
☐ Responsible environmental practices
☐ Responsible labour practices
☐ Do not know

Please answer the following questions about the company:

1.	**WEAPONS:** Is the company involved manufacturing weapons (including land mines & their components, weapons systems or weapons component s)?	○ Yes ○ No
2.	**ALCOHOL:**	
	a) Is the company involved in manufacturing alcoholic beverages?	○ Yes ○ No
	b) Is the company a specialized distributor, wholesaler or retailer of alcoholic beverages?	○ Yes ○ No
3.	**TOBACCO:** Is the company involved in manufacturing tobacco products?	○ Yes ○ No

4.	**UNITED NATIONS SANCTIONS:** Has the company been involved in the past 3 years in a violation of United Nations sanctions?	Yes No
5.	**BREASTMILK SUBSTITUTES:** Is the company a manufacturer of infant formula which violates the International Code of Marketing of Breastmilk Substitutes?	Yes No
6.	**CHILD LABOUR & OTHER LABOUR LAW VIOLATIONS:** Has the company been found guilty in a court of law of using child labour in the past three years?	Yes No
7.	**GAMBLING:** Is the company considered to be a specialized gambling entity?	Yes No
8.	**PORNOGRAPHY:** Is the company involved in pornography (i.e. as a specialized producer or content provider, a specialized distributor, wholesaler or retailer of pornographic material)?	Yes No
9.	**CORRUPT PRACTICES:** Within the past three years, has the company been found guilty in a court of law of: unscrupulous business practices, fraud, criminal activities or corruption?	Yes No
10.	**ENVIRONMENT:** Within the past three years, has the company been found guilty of violating environmental laws?	Yes No
11.	**TERRORISM:** Is or has, this company ever been involved in or linked with terrorism?	Yes No
	Please confirm that the UNICEF Country Representative or your National Committee Executive Director is familiar with this company's interest to work with UNICEF.	Yes

Company name as officially registered ____

Filled by:
(Name ____________________________________, Title_____________________________)

Certified by:

(Name ____, Title________________________________)
Corporate authorized signature:
(Name ____, Title________________________________)

Company official stamp (below):

Company name as officially registered ____

Filled by:
(Name ____, Title________________________________)

Certified by:
(Name ____, Title________________________________)
Corporate authorized signature:
(Name ____, Title________________________________)

Company official stamp (below):

Annex 24: UNICEF ethical clearance for the evaluation

According to the ethical review guidance[366], only the evaluations that comply with the following, require ET:

1. Evidence generation involving vulnerable cohorts whose personal agency is limited due to age, situation or capabilities and for whom an additional duty of care is required.
2. Evidence generation involving primary data collection with the potential to result in direct harm to the participant during the course of the program
3. Evidence generation that has the potential to compromise the privacy and confidentiality of subjects
4. Evidence generation that has the potential to compromise the safety and wellbeing of individuals in their context. (sensitive subjects and vulnerable cohorts)
5. Evidence Generation that involves non-universal distribution of resources (i.e. RCTs involving the provision of cash transfers, or other goods and services to one group and not to another group).

A UNICEF HQ Senior Advisor (Ethics in Evidence Generation) confirmed this with the evaluation team and the evaluation manager. Because of these points, this evaluation required no additional ethical clearance apart from the IRB clearance which the evaluation team obtained prior to data collection.

[366] UNICEF. UNICEF Procedure for ethical standards in research, evaluation, data collection and analysis. 2015

Annex 25: Data collection tools and rationale

Stakeholder analysis/map

Stakeholder mapping was utilised to understand and assess UNICEF TCO's positioning in the national context and how various key stakeholders contribute to the CP. Through desk review, interviews, and validation through meetings with UNICEF staff, the stakeholder map represents a complete picture of the TCO sections and their most valuable stakeholders. By distinguishing stakeholders by sector and by TCO section, identifying stakeholders who may have an interest in a particular area and who may be suited for collaboration in a coalition is easily done (see Annex 7). The map's audience could potentially be expanded to include external stakeholders, as CSO stakeholders expressed their interest in understanding the complete map and the linkages between organisations, strategies and implemented programmes in Thailand.

Perception survey

The stakeholder perception survey provides an assessment of UNICEF's positioning within the sectoral landscape in Thailand. Accordingly, the perception survey was administered among major stakeholders who were identified and prioritised through the literature review and stakeholder analysis, upon the suggestion of TCO section chiefs, and through snowball sampling of government departments and intergovernmental organisations, corporations, NGOs/CSOs and academia.

Likert-type response scales were used to elicit stakeholders' perceptions regarding the role and value of UNICEF TCO. Respondents expressed their strength of agreement for several statements, typically with an odd number of response options varying from 'strongly disagree' to 'strongly agree' to identify their level of agreement. See Annex 15 for more information on the perception survey.

Documentation analysis

In responding to the evaluation questions, the research team collected a large number of documents, reports and evaluations related to UNICEF, the RTG and business partners, which were provided to the evaluation team on an ongoing basis throughout the evaluation and as well through research conducted. A detailed coding tree was prepared by considering the OECD-DAC criteria of relevance, effectiveness, coherence and sustainability, and also including the cross-cutting criterion of gender and inclusion. Collected documents were coded based on the prepared coding tree and using NVivo software. After coding was completed, each of the coded documents was ranked using the prepared matrix (see Annex 6), by evaluating how well each document described the sub questions of the matrix. Moreover, some points under each section of the matrix were summarised to give readers insight into the reason behind the rubric values.

Literature review

A thorough literature review was conducted to support the evaluation to understand the complexities of the ideas surrounding partnerships (including business sector partnerships, corporate social responsibility, inclusive business, child rights in business, best practices, etc.) and strategic positioning (including best practice, shared value, business ethics, etc.). Through this, the evaluation team was able to understand best practices of both partnerships and strategic positioning at a global and regional scale, and in Thailand. A fully synthesised understanding of the key topics (Annex 5) has assisted the research team in both conducting the contracted research and in providing well-considered recommendations to UNICEF Thailand.

Semi-structured interviews and focus group discussions

The evaluation team have developed standardised tools for the SSIs and FGDs. Different tools were created for internal and external SSIs, but the evaluation team aligned the questions for standardised coding and the tracking of data. In addition, certain business sector partners were interviewed using special tools developed in coordination with the UNICEF TCO. The tools are presented in Annex 29.

Annex 26: A comparison of the way different TCO units engage with business sectors and compared with the B4R approach

	PSFR – individual givers	PSFR – Partnerships - financial	PSFR – Partnerships – non-financial	Programs	B4R	Communications
Engagement type	Campaigns (via face-to-face, digital lead generation, telemarketing, Direct mail, etc)	Relationships	Training, advocacy & compliance	Systems change (policy, legislation, attitudes & practices) and public advocacy campaigns	Capacity building and awareness raising for child rights	Partnerships/campaigns and advocacy (e.g., Central 'Eat Play Love'; TOPS 'Every Child Can Read'; Ch7 'Blue Carpet Show') Ambassadors and volunteers.
Result	Donations Brand strengthened Volume of new, especially regular giving, donors.	Donations Volume of new business. Volume of retained business.	Business child rights expansion	State child rights expansion	Shared value (donations + rights expansion, or only rights expansion)	Pitch/PR/partnership content. Brand strengthened. Brand values uplift, reach.
Who is involved	Fundraising (only) talk to individual givers. Communications help with campaigns.	Partnerships (only) talk to businesses	One project officer works with aggregators & businesses	Government, UNCT, academic & CSO partners. Doesn't talk to businesses as partners but sometimes as stakeholders	Want everyone to engage with businesses. Want all donations from business sectors to be B4R	PSFR and Comms

Partner profile	Individuals are donors not partners	Business sectors are donors not duty bearers	Business sectors are duty bearers. Aggregators are partners	RTG is duty bearer and partner UNCT, academic & CSO partners are partners	Business sectors are duty bearers first and partners second	Media, brand related
Risk profile	Risk avoid[367]	Risk limit[368]	Risk limit[369]	Risk accept[370]	Risk transfer[371]	Risk avoid[372]
Compares performance to	$ raised and Red Cross/other NGOs	$ raised and other UNICEF COs and 'competitors'	Child Rights and Business Principles	Other UN agencies, other NGOs (e.g. World Vision Thailand, Plan et), government opinion, global best practice, SDGs	B4R strategy/ global compact	Red Cross/other NGOs/UNHCR

[367] In general, risks should be avoided that involve a high probability impact for both financial loss and damage.
[368] The most common mitigation strategy is risk limitation, i.e., businesses take some type of action to address a perceived risk and regulate their exposure. Risk limitation usually employs some risk acceptance and some risk avoidance.
[369] The most common mitigation strategy is risk limitation, i.e., businesses take some type of action to address a perceived risk and regulate their exposure. Risk limitation usually employs some risk acceptance and some risk avoidance.
[370] With some risks, the expenses involved in mitigating the risk is more than the cost of tolerating the risk. In this situation, the risks should be accepted and carefully monitored.
[371] Risks that may have a low probability for taking place but would have a large financial impact should be mitigated by being shared or transferred, e.g., by purchasing insurance, forming a partnership, or outsourcing.
[372] In general, risks should be avoided that involve a high probability impact for both financial loss and damage.

Role of Communications	Facilitating fundraising campaigns. Increase individual givers. Brand strengthening	Recognises big business sector givers and has own partnerships with media and PR companies e.g., Central around Eat Play Love, the work with TOPS around A Book A Week Works to amplify media coverage of UNICEF partnerships	Works to amplify media coverage of UNICEF's efforts	Focuses on C4D activities, advocacy, impact stories, and brand building	Sees this approach as endorsing/ranking companies and does not agree with it and prefers to establish own partnerships with media.	Brand strengthening, fundraising and campaigns

Annex 27: Terms of Reference

The Terms of Reference, including signed ethical code of conduct forms, can be obtained from the evaluation manager at TCO or viewed at the link below:

https://drive.google.com/file/d/1cVmorbFt6FANncJRiI6X_pZbRIi1rtoD/view?usp=sharing

The second in-country researcher’s signed form can be viewed here:

https://drive.google.com/file/d/1qKoy7t-h-BXMkRZgzQP0YmX_Sm-tXztQ/view?usp=sharing

Annexes to the TOR can also be obtained from the UNICEF Thailand Evaluation Manager.

The ToR has been removed from this report as it and the signed ethical code of conduct forms have previously been shared with the evaluation manager.

Annex 28: IRB clearance

Includovate Research Center P.L.C
http://www.includovate.com
P.O.B 1213 code 1250
Addis Ababa, Ethiopia

8th February, 2021

Includovate Research Center PLC
P.O. Box1213 code 1250
Addis Ababa, Ethiopia

Ethical clearance letter: IRB board member's decision on the Incluodvate's 'Strategic Positioning and Partnerships Strategy Evaluation of the UNICEF Thailand Country Programme 2017-2021 (RFPS under LTAS)'.

Dear Kristie,

On 5th February, the IRB received the case for clearance. Strategic Positioning and Partnerships Strategy Evaluation of the UNICEF Thailand Country Programme 2017-2021 (RFPS under LTAS), was discussed by the IRB members. The board members also scrutinized the attached documents for ethical assessments in depth. The reviewed documents include,

- Includovate Research Ethics Application Form with consent forms and tools

There are some minor comments. However, the board is happy to approve the study.

Please contact sujata.ganguly@includovate.com should you have any questions.

Sincerely,

Sujata Ganguly, IRB Chair
Jan Edwards, IRB Member
Srilakshmi Subramanyam, IRB member
Melissa Langworthy, IRB Member
Privilege Hang'andu, IRB member

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Link to original IRB application: https://drive.google.com/file/d/1ddtsRLuGLBEUqQEJouKGhmmZ0DorZHyv/view?usp=sharing

Annex 29: Tools for data collection

SSI questionnaires

Internal (within UNICEF Regional Office-RO) semi-structured interview

Background information

1. What is your current position/job title?
2. How long have you been in this position?
3. Do you identify as male, female or other?
4. What is your age?
5. Do you identify as having a disability?

Relevance

1. How do you define partnerships?
2. Describe your regional partnership strategy?
3. Are any partnerships project-based or long-term?

4. In your opinion, what other partners should TCO form strategic alliances with?
    a. What are the key stakeholders in Thailand for UNICEF?
    b. What are the regional key stakeholders for UNICEF/TCO?

5. What is UNICEF's added value in Thailand?
    a. Is this different to UNICEF's added value in the region?
    b. globally?

6. What is UNICEF's comparative advantage in addressing the needs of rights holders?
    a. How is comparative advantage different/similar to added value?

7. What support do you think TCO expects from the EAPRO around partnerships?
    a. Can you meet this need?

Effectiveness

8. What capacity gaps exist within TCO around partnerships?

9. How effective has the TCO been in approaching, engaging, pitching, and securing relevant partnerships?
    a. Probe: private sector, RTG, NGOs, others. Provide examples, evidence.
    b. Which relationship type is UNICEF better at brokering?
    c. Probe: why? Provide examples, evidence
    d. Which relationship type is UNICEF worse at brokering?

e. Probe: why? Provide examples, evidence

10. Why is TCO considered as a B4R front runner?

11. What can other COs in the region learn from TCO in terms of:

    a. Business sector partnerships
    b. Gov partnerships
    c. Academic partnerships
    d. CSO partnerships
    e. Fundraising

12. How could UNICEF TCO become more effective at influencing partners' practices, policies, and priorities?
    a. Probe for what else is needed;
    b. Probe for specific changes to UNICEF's ToC, strategies, B4R risks, and assumptions;
    c. Probe for examples.

Coherence

13. To what extent does the TCO approach partners in a coordinated manner?
    a. Probe: any evidence of silos/lack of coordination
    b. Probe: how good is TCOs communication with partners? (communication on planning, progress, results)

14. To what extent is UNICEF TCO coordinating with key partners to avoid overlaps?

15. What have been some of the positive and negative effects of how UNICEF approaches partners?

Sustainability

16. Have joint interventions been designed and implemented in a way that enhances and enables their replicability, sustainability and scale-up?
17. What does UNICEF need to do better to secure a more robust portfolio of partners? (e.g. secure funding stream)
18. What does UNICEF consider to be ethical or unethical in terms of partnerships? (probe for mechanisms and processes)
19. How can UNICEF sharpen its partner engagement approaches?

Final words

20. Is there any other issue or topic that we have not discussed that you think is particularly relevant or important for us to consider in the context of this evaluation?
21. Please provide the email address and contact details of someone else knowledgeable on this topic that the evaluation team should talk to.

Internal (within UNICEF programme areas/TCO) semi-structured interview

Background information

1) What is your current position/job title?
2) How long have you been in this position?
3) Do you identify as male, female or other?
4) What is your age?
5) Do you identify as having a disability?

Relevance

6) What is your definition of partnership? What have you learnt about how UNICEF TCO does partnerships? Where are these areas for improvement?

7) What does strategic positioning mean to you? What have you learnt about UNICEF's TCOs strategic positioning? Where are these areas for improvement?

8) What are UNICEF's comparative advantages/added value in addressing the needs of rights holders?

a. Probe: how does this compare to other country actors?
    i. Other UN agencies
    ii. Royal Thai Government
    iii. Private sector
    iv. Non-government sector
    v. The media
    vi. Academia
    vii. Other development partners

Effectiveness

9) How, if at all, do UNICEF TCO's strategic partners amplify UNICEF's agenda?
    a. Probe: have you observed any gaps between the way UNICEF engages with partners and the sectoral focus of the Thailand Country Program?
    b. Probe: for comments on results chains, B4R and theory of change

10) How explicitly do UNICEF's partnerships tackle cross-cutting areas (rights of girls/women, migrants, minorities and people living with disabilities)?
    a. Probe: the best partnership for gender mainstreaming?
    b. Probe: the best partnership for people living with disabilities?
    c. Probe: the best partnership for migrants, minorities?
    d. Probe: how could partnerships on cross-cutting areas be improved.

11) How do you evaluate your partnership efforts?

12) What do you think is a good measure of effectiveness for the partnership section?

13) How are partners for the CPD chosen and who has the authority to choose?

Coherence

14) What support would you like from the partnerships section to improve the ability of your section to deliver results for children?
    a. How can UNICEF sharpen its partner engagement approaches?

15) What does UNICEF consider to be ethical or unethical in terms of partnerships? (probe for mechanisms and processes)

16) Is UNICEF optimising its engagement around the RTG's planning processes to further business commitments toward generating results?
    a) If not, how could the TCO do this better?
    b) If yes, how does this leverage further results for targeted rights holders (children)?
17) To what extent does the TCO approach partners in a coordinated manner?
    a. Probe: any evidence of silos/lack of coordination between programme areas/sections, and between areas-partnerships team/PSFR
    b. Probe: how good is the communication with partners? (communication on planning, progress, results)

Sustainability

18) How do you consider sustainability in your partnerships?

19) Have joint interventions been designed and implemented in a way that enhances and enables their replicability, sustainability and scale-up?

20) To what extent has UNICEF TCO been able to influence its business sector partners' practices, policies and priorities? (Probe for examples and evidence of influence that can be triangulated and secondary evidence e.g. reports)

Final questions, if time:

21) Is there any other issue or topic that we have not discussed that you think is particularly relevant or important for us to consider in the context of this evaluation?

22) Do you have any evidence of communications/outputs around partnerships and UNICEF's value?

23) Please also write down your key government and key CSO partner's contact details. So we can contact them.

24) We are looking to send out a perception survey and would like at least 15 names/email from you so we can send the survey.

25) Please provide the email address and contact details of someone else knowledgeable on this topic that the evaluation team should talk to.
    a) Any leading voices for child rights in Thailand?

Partnership team SSI
Questions for the partnership team

Relevance
1. What is your definition of partnership? What have you learnt about how UNICEF TCO does partnerships? Where are these areas for improvement?

2. MTR Output 9.3: is about Strategic Positioning and says UNICEF's voice, reach and public engagement progressively increase, and, brand perceptions are strengthened to position UNICEF as the leading expert, advocate and actor for children in Thailand and across the world? Is this a useful outcome for your work?
    a. why/why not?
    b. Can you think of a more useful/better way to describe UNICEF's strategic positioning?

3. Given that there are multiple Human Rights aspects that multiple UNs and NGOs are championing, how do you leverage children's rights as a selling point to your partner?

4. How do you foster shared value with business sector partners?

5. How do you work out which partners to focus on? Is it done yearly? With whom?
    a. What is the role of the CPD?

6. What happens if a partner does not want to invest in UNICEF Country Programme agenda, but instead has their own agenda?
    a. Who is involved within UNICEF in such decisions?
    b. What tensions or risks may emerge from such a situation?
    c. How are these resolved/negotiated? Any potential trade-offs?

Effectiveness

7. MTR Outcome 7 has private sector donor numbers/value - is this a useful guide/outcome for your work?
    a. Why/why not?
    b. What would be better?
    c. How are your KPI's or performance management framework developed?

8. What could Geneva or the regional office (or even country offices) learn from Thailand's Resource Mobilisation success?

9. Are you good at brokering partnerships?
    a. How do you know?
    b. What is your x-factor, your secret sauce, that makes you good at partnerships?
    c. How/where did you learn your partnership skills?

10. Tell me about your biggest value partnership
    a. How did the partnership get started? Who approached who?
    b. What topic areas were chosen to be addressed and why? Was it their choice or UNICEF's?
    c. Was the country program/situation analysis or results chain/ToC considered during these negotiations?
    d. How has this partnership evolved over time?
    e. What else would you like to see this partnership achieve?

11. Tell me about 'the one that got away' – a partnership you were chasing and hoping to broker but it never eventuated?
    a. What went wrong?
    b. What did you learn from this?
    c. Did you change your approach after this?
    d. Have you had the chance to document your learning? Why/why not?

Coherence

12. Can you describe your working relationship/coordination with program sections?
    a. What areas for improvement have you identified for working with sections/section chiefs?

13. Is there another organisation that you are surprised does not partner with UNICEF? Who/why? Have you approached them?

14. How was the barometer survey useful to you?
    a. What else do you need to know about the UNICEF brand to do your job better?

15. How, if at all, does UN Joint Programmes add value to your portfolio? Why/why not?

Sustainability

16. What areas of successful partnerships do you think UNICEF Thailand needs to improve upon?

Probe for:

a. brokering partnerships
b. nurturing partnerships
c. ending partnerships
d. managing partnership risk
e. producing knowledge products/communication materials
f. knowledge management
g. administration: contracts, timeliness, etc
h. its theory of sustainability/sustainability of results?
i. exiting the partnership
j. stakeholder engagement
k. risk management

17. Is there anyone else/partner, CSO, academic-anyone that you think the evaluation team should speak with?

Partner SSI
Partner questions

1st Tier - all partners/prospects including partner staff less familiar with UNICEF

1. What key value do you seek in your social impact partnerships with non-profit organisations and other social impact partners?
    a. How do you define this value?
    b. What process is used to connect this value to your organisation's business vision and objectives/annual planning?

2. What is your 'ideal' partnership, and which of your partners comes closest to this ideal for you?
    a. What are the characteristics of the partnership?
    b. What impact does your collaboration create? What value does it bring you?

3. How do you see the social impact landscape in your industry changing in the next 3-5 years? How will these changes impact the way you seek to partner with organisations?

4. What elements do you seek in a long-term social impact partnership?

5. Can you please tell me about your relationship with UNICEF?
    a. Were you involved from the beginning?
    b. How did the relationship get started? Who approached whom?

    c. How did the negotiations go? What topic area was chosen to be addressed and why?
    d. How have the discussions / relationships evolved?

6. What other organisations are you currently partnering with? Why?

7. How do you perceive UNICEF among the other organisations you partner with, or are considering to partner with?
    a. Based on this perception, would you consider partnering / continuing to partner with UNICEF, and why?
    b. In your opinion what is UNICEF's added value?

8. Which area of your organisation is responsible for managing social impact partnerships / your partnership with UNICEF?

9. To what extent is your business engaging with Children's Rights in your business operations? Does your business report on children's rights impacts?

10. What advice if any do you have for UNICEF to strengthen its business sector relationships and shared impact in Thailand?

11. Is there someone else you think we should speak to about these types of partnerships with UNICEF?

2nd Tier - UNICEF official partners / familiar with UNICEF

1. How does your partnership with UNICEF align with your business' mission and long-term strategy?

2. What are the objectives of your partnership with UNICEF, and how do you define the value your business receives by partnering?

3. Is your partnership with UNICEF delivering the value you expect? If not, in what areas is it falling short, and what remedies would you see to generate greater value?

4. What other key social impact partnerships does your business operate?
    a. Is this the organisation you give the most to?
    b. What is the total value of your giving portfolio and what % of this does UNICEF receive?

5. How do you see UNICEF's value and role compared to these other partners?

6. What else would you like to see your partnership with UNICEF achieve?

7. What factors do you seek in a long-term social impact partnership?
    a. How well does UNICEF meet your criteria in this space?
    b. For those areas where UNICEF does not, what reasons do you think this is the case?

8. Which area of your organisation is responsible for managing social impact partnerships / your partnership with UNICEF?

9. To what extent is your business engaging with Children’s Rights in your business operations? Does your business report on children’s rights impacts?

10. Is there someone else you think we should speak to about these types of partnerships with UNICEF?

Sansiri - Partner SSI
Sansiri questions for the semi-structured interview

1. Can you please tell me about your partnership with UNICEF?
    a. Were you involved from the beginning?
    b. What else would you like to see this partnership achieve?

2. Please tell me about some of the other organisations you partner with?
    a. Why

3. How do you think about your partnership portfolio (e.g. do you consider variety/diversity of partners, focus on a key area of concern, develop a CSR strategy and go from there)

4. How do you choose your partners? (is there a meeting, or a single decision from the top)?

5. Which organisations out of all your partners offer you the most value partnership? Why?
    a. Is this the org you give the most too?
    b. What is the total value of your giving portfolio?

6. Do any of your other partners give you a similar value as UNICEF? why/why not? How is UNICEF different?
    a. Why does your organisation partner with UNICEF?

7. What benefits has your organisation seen from your partnership with UNICEF?
    a. If they mention 'shared value' ask: how have you fostered this shared value?
    b. Do all their partnerships have shared value? Why/why not? How do they know this?

8. What is the impact of your partnership with UNICEF on other areas of your business/organisation? Knock on/flow-on effects (child-friendly policies, etc)

9. Is there anything you hoped to get from this partnership with UNICEF that has not eventuated yet?

10. Does your partnership with UNICEF have any elements of sustainability?
    a. How much further into the future do you consider your partnership with UNICEF lasting?

11. Is there another organisation that you are surprised does not partner with UNICEF? Who/why?

12. What area of your organisation is your partnership with UNICEF housed? why

13. What are some of the key success factors to a successful ‘partnership’ for you/your organisation?

14. What areas of successful partnerships do you think UNICEF Thailand needs to improve upon?

Probe for:

a. brokering partnerships
b. nurturing partnerships
c. ending partnerships
d. managing partnership risk
e. producing knowledge products/communication materials
f. contracts, timeliness, etc
g. programmatic engagement
h. others

15. What advice do you have for UNICEF so they can secure more partnerships?

True & CP - Partner SSI
True and CP questions for semi-structured interviews

1. Can you please tell me about your partnership with UNICEF?
    a. Were you involved from the beginning?
    b. How did the partnership get started? Who approached who? (do not ask CP this, but asking True is ok)
    c. How did the negotiations go? What topic area was chosen to be addressed and why?
    d. How has it evolved?
    e. What else would you like to see this partnership achieve?

2. What area of your organisation is your partnership with UNICEF housed? why
3. How common is it for organisations like yours in Thailand to partner with organisations like UNICEF?
4. Please tell me about some of the other organisations you partner with?
    a. Why
5. Is there anything about your organisation's partnership with UNICEF that makes it different to you other partners?
6. Which organisations out of all your partners offer you the most value partnership? Why?
    a. Is this the organisation you give the most too?
    b. What is the total value of your giving portfolio and what % of this does UNICEF receive?
7. What value does your organisation get from partnering with UNICEF? (why do you partner with UNICEF)?
8. Do any of your other partners give you a similar value as UNICEF? why/why not? How is UNICEF different?
9. What is the impact of your partnership with UNICEF on other areas of your business/organisation? Knock on/flow on effects
10. Does your partnership with UNICEF promote your organisation's agenda/mission? How/why
11. Does your partnership with UNICEF promote UNICEF's agenda/mission (more than yours)? Why
    a. If they mention 'shared value' ask: how have you fostered this shared value?
    b. Do all their partnerships have shared value? Why/why not? How do they know this?
12. What benefits has your organisation seen from your partnership with UNICEF?
13. Is there anything you hoped to get from this partnership with UNICEF that has not eventuated yet?
14. How much further into the future do you consider your partnership with UNICEF lasting?
15. Does your partnership have any elements of sustainability?
16. Is there another organisation that you are surprised does not partner with UNICEF? Who/why?

17. What are some of the key success factors to a successful 'partnership' for you/your organisation?
18. What areas of successful partnerships do you think UNICEF Thailand needs to improve upon?

Probe for:

    a. brokering partnerships
    b. nurturing partnerships
    c. ending partnerships
    d. managing partnership risk
    e. producing knowledge products/communication materials

f. contracts, timeliness, etc
g. programmatic engagement
h. others

19. What advice do you have for UNICEF so they can secure more partnerships?

FGD questionnaire and activities

1. Please have a look at this stakeholder map [show map]. Please let me know if there are specific organisations missing. Are the partners positioned at the right level? Do you think this is an accurate representation of the UNICEF TCO partnerships? Please indicate what should be changed to make sure it is the best representation from your perspective.

2. Are there any overlaps between partner mandates?
    a. If yes, how should this be resolved?
    b. Who are the biggest influences on this map?

3. Is UNICEF an attractive partner?
    a. Why/why not?

4. Is UNICEF developing the right type of coalitions to better meet the needs of targeted rights holders?
    a. Do UNICEF's partners amplify UNICEF's agenda?
    b. Why/why not? How?
    c. Probe: can UNICEF influence it's partners' practices?

5. How can UNICEF TCO better leverage the influencing power/policies of partners to further commitments toward the rights of children, women, migrants, minorities and people living with disabilities?

6. Can you identify any issues that could hamper cooperation/collaboration across the UN Country Team? (only ask this question to UN staff)

7. How should UNICEF deal with partners at the national level if they display unethical behaviour contrary to UNICEF's guiding principles?

8. Anything else to add to improve the way UNICEF undertakes partnerships?

Online survey (external partners)

Background information

1) What is your current position/job title?
2) How long have you been in this position?
3) Do you identify as male, female or other?
4) What is your age?
5) Do you identify as having a disability?
6) Nationality?

Relevance	1. On a scale of 1-5 please rank your agreement with the following statements: ❑ 5 Excellent ❑ 4 Good ❑ 3 Poor ❑ 2 Very poor ❑ 1 Don't know ❑ UNICEF is able to adequately respond to the needs of children in Thailand ❑ UNICEF is able to adequately respond to the needs of women in Thailand ❑ UNICEF is able to adequately respond to the needs of migrants in Thailand ❑ UNICEF is able to adequately respond to the needs of minorities in Thailand ❑ UNICEF is able to adequately respond to the needs of persons living with disabilities in Thailand 2. What are UNICEF's comparative advantages? (Select all that apply) ❑ Financial funds ❑ Global experience ❑ Effectiveness/performance/results ❑ Technical capacity ❑ Brand power/trustworthiness/legitimacy ❑ Delivering on time ❑ Convening different stakeholders ❑ Other (please specify):

<table>
<tr><td>Effectiveness</td><td>
3. How effective is UNICEF at meeting the social impact needs of your organisation?
❑ Extremely effective
❑ Effective
❑ Somewhat effective
❑ Not very effective
❑ Not at all effective

4. Do you agree with the following statement about UNICEF? Yes/No:
❑ UNICEF delivers on time (Y/N)
❑ UNICEF communicates its results effectively (Y/N)
❑ The frequency of UNICEF’s communication with my organisation is sufficient (Y/N)
❑ UNICEF’s aims are clear (Y/N)
❑ UNICEF’s claims are backed up with sufficient information (or evidence?) (Y/N)
❑ UNICEF is trustworthy (Y/N)
❑ UNICEF is innovative (Y/N)
❑ UNICEF is able to influence my organisation’s practices and priorities (Y/N)
</td></tr>
<tr><td>Coherence</td><td>
5. How do you rate the significance of your partnership with UNICEF in meeting the needs of children, women, persons living with disabilities and migrants?
❑ Very Significant
❑ Significant
❑ Moderately Significant
❑ Slightly Significant
❑ Not Significant
6. Considering your overall partnership with UNICEF, how would you rate the current performance of UNICEF in Thailand on a scale of 1 to 10, with 10 being the best.

____
7. How do you rate your partnership with UNICEF in the past as compared to now? Would you say it is getting stronger, staying the same, or getting weaker?
❑ Getting stronger
❑ Staying the same
❑ Getting weaker
❑ Other, please specify:

____
</td></tr>
</table>

	8. Do you feel that UNICEF approaches partners in a coordinated manner? ❑ Yes ❑ No Comments: 9. To what extent, if at all, does UNICEF overlap/duplicate efforts with other organisations/institutions? ❑ Great extent ❑ To some extent ❑ Not at all

Sustainability Gender, HHRR FINAL WORDS	10. On a scale of 1-4, how important is the sustainability of the results you achieve with UNICEF? 1 - Extremely important 2 - Important 3 - Not very important 4 - Not important at all 11. Will the results and benefits from your partnership with UNICEF remain in time? ❑ Yes ❑ No 12. Is your partnership with UNICEF sustainable in time? ❑ Yes ❑ No 13. Has UNICEF raised any of the following issues with you during your partnership YES/NO: a. Rights of children; (Y/N) b. Rights of women; (Y/N) c. Rights of migrants; (Y/N) d. Rights of minorities; (Y/N) e. Rights of people living with disabilities (Y/N) f. climate change/environmental impact. (Y/N) 14. How could UNICEF improve the way it approaches partnerships? Comments: 15. Is there anything else you would like UNICEF to consider as it works to improve its partnerships in Thailand? (200 words) ____ ____ ____ ____ 16. Please provide the email address and contact details of someone else knowledgeable on this topic that the evaluation team should talk to: ____

Online survey (internal)

Background information

1) What is your current position/job title?
2) How long have you been in this position?
3) Do you identify as male, female or other?
4) What is your age?
5) Do you identify as having a disability?
6) Nationality?
7) What is your section in UNICEF?

Capacity and awareness & relevance -

1. Please rank your agreement with the following statements:
    - ❑ UNICEF engages relevant partners (5 - Extremely well; 4 - Well; 3 - Somewhat well; 2 - Not very well; 1 - Not at all)
    - ❑ UNICEF is adept at coordinating with other UN agencies (5 - Extremely well; 4 - Well; 3 - Somewhat well; 2 - Not very well; 1 - Not at all)
    - ❑ I understand the impact/value of partnerships to my work at UNICEF. (5 - Extremely well; 4 - Well; 3 - Somewhat well; 2 - Not very well; 1 - Not at all)
    - ❑ I understand UNICEF's business for results (B4R) risks and assumptions (5 - Extremely well; 4 - Well; 3 - Somewhat well; 2 - Not very well; 1 - Not at all)
    - ❑ I know how to build coalitions to achieve results for children (5 - Extremely well; 4 - Well; 3 - Somewhat well; 2 - Not very well; 1 - Not at all)

2. What are UNICEF's comparative advantages? (Select all that apply)

    - ❑ Financial funds
    - ❑ Global experience
    - ❑ Effectiveness/performance/results
    - ❑ Technical capacity
    - ❑ Brand power/trustworthiness/legitimacy
    - ❑ Delivering on time
    - ❑ Convening different stakeholders
    - ❑ Other (please specify):

Effectiveness

3. How effective is UNICEF at communicating results with the following stakeholders/partners:
    - ❑ Corporates (5 - Extremely effective; 4 - Effective; 3 - Somewhat effective; 2 - Not very effective; 1 - Not at all effective; Not applicable/Don't know)
    - ❑ Government (5 - Extremely effective; 4 - Effective; 3 - Somewhat effective; 2 - Not very effective; 1 - Not at all effective; Not applicable/Don't know)

- ❑ CSOs/NGOs (5 - Extremely effective; 4 - Effective; 3 - Somewhat effective; 2 - Not very effective; 1 - Not at all effective; Not applicable/Don't know)
- ❑ Academics (5 - Extremely effective; 4 - Effective; 3 - Somewhat effective; 2 - Not very effective; 1 - Not at all effective; Not applicable/Don't know)
- ❑ Celebrities/influencers (5 - Extremely effective; 4 - Effective; 3 - Somewhat effective; 2 - Not very effective; 1 - Not at all effective)

4. Would you say your section's partnerships in the past as compared to now are getting stronger, staying the same, or getting weaker for the following?

- Corporates (4 - Getting stronger; 3 - Staying the same; 2 - Getting weaker; 1 - Other, please specify; Not applicable/Don't know)
- Government (4 - Getting stronger; 3 - Staying the same; 2 - Getting weaker; 1 - Other, please specify; Not applicable/Don't know)
- CSOs/NGOs (4 - Getting stronger; 3 - Staying the same; 2 - Getting weaker; 1 - Other, please specify; Not applicable/Don't know)
- Academics (4 - Getting stronger; 3 - Staying the same; 2 - Getting weaker; 1 - Other, please specify; Not applicable/Don't know)
- Celebrities/influencers (4 - Getting stronger; 3 - Staying the same; 2 - Getting weaker; 1 - Other, please specify; Not applicable/Don't know)

Coherence

5. Do you feel that UNICEF sections and areas approach partners in a coordinated manner?
   - ❑ Yes
   - ❑ No

Comments:

6. Have you observed UNICEF miss out on opportunities to increase its strategic positioning in Thailand?
   - ❑ Yes
   - ❑ No

Comments:

7. To what extent, if at all, does UNICEF overlap/duplicate efforts with other organisations/institutions?
   - ❑ To a great extent
   - ❑ To some extent
   - ❑ Not at all

Sustainability

8. Do you feel that your partnerships are sustainable in time?
   - ❑ Strongly agree

- ❑ Agree
- ❑ Somewhat agree
- ❑ Disagree
- ❑ Strongly disagree

9. Is there anything else you would like UNICEF to consider as it works to improve its partnerships in Thailand? (200 words)

____
____
____
____

Thai research tools

https://drive.google.com/drive/folders/1oGMIAuJhkjkk5_wAMU20E5RI3tJzOdgt?usp=sharing

Consent forms

Internal (online) consent form

Strategic Positioning and Partnerships Strategy Evaluation of the UNICEF Thailand Country Programme 2017-2021

SEMI-STRUCTURED INTERVIEWS - ONLINE CONSENT FORM

Client: United Nations Children's Fund (UNICEF)
Research firm: Includovate
Lead investigator: Dr. Kristie Drucza kristie.drucza@includovate.com

Thank you for the opportunity to speak with you. My name is Dr. Kristie Drucza. I am from a research incubator called Includovate (Innovate for Inclusion) which is a social enterprise that innovates for inclusion. UNICEF has contracted Includovate to conduct formative evaluation around the country office (CO) strategy of engagement with various partners and leveraging results through such engagement. We would like to interview you about your work and experience with CO strategic positioning and partnering.

Ideally, we wanted to meet you and ask these questions face to face. But we cannot visit you because of the Coronavirus. However, your views and opinions are still very important for us, hence we are asking you these questions over video chat. We hope that things will go back to normal very soon, and that one day we will get to meet you in person.

This study seeks to inform the preparation of the next five-year phase of UNICEF's country programme and develop the country programme document (CPD) 2022 – 2026. The purpose of the evaluation is to assess and provide recommendations on UNICEF's partnerships strategy and draw lessons learned on strategic positioning from the partnerships within the public and private sector.
You are being asked to participate in this interview because of your important role as one of the key actors in enhanced engagement and partnership. You are invited to participate in an interview and respond to a series of questions that would take about 45-60 minutes.

Your participation in the study is voluntary and you will not be affected in any way if you decide not to participate. You can withdraw from the study at any point, including in the middle of the interview, without penalty or prejudice. The information you provide will be useful to draw some conclusions, get lessons and forwarding possible recommendations, which can be helpful for making some practical interventions by UNICEF and its partners. Therefore, your kind cooperation with honest responses to the questions will be vital for the overall success of the study.

The data collected and results of the study will not be used for any other reason than the study's purpose. All data will be anonymised, coded, encrypted and password protected, with access given only to individuals conducting data analysis. All data will be stored for seven years. To this end, anonymity and confidentiality of our respondents are highly guaranteed, unless and otherwise under mutual agreement between the concerned parties. Should you wish to find out more about the study results, have any comments or concerns, or require further information, please email info@includovate.com.

If you wish to make a complaint once the interview is over please contact Sujata Ganguly, the Chair of our institutional ethical review board (Email: sujata.ganguly@includovate.com).

Do you have any questions about the study or what I have said?

Do you agree to participate in this study? [If YES, indicate below that the oral informed consent has been obtained. Then proceed with the question below regarding audio recording. If they refuse, thank them for their time and cancel the interview.]

□ Oral informed consent received

Do you agree to be audio/video recorded?

[If YES, indicate below. If the participant responds “NO”, proceed with the interview without recording.]

□ Consent to audio/video recording interview received

Name of respondent: ________________________

Signature of interviewer: ________________________

Date: _____/_____/________

Location of respondent: _________________________

Mode of interview: (e.g. Google Meet, telephone, Zoom): _________________________

External (online) consent form

Strategic Positioning and Partnerships Strategy Evaluation of the UNICEF Thailand Country Programme 2017-2021

SEMI-STRUCTURED INTERVIEW - ONLINE CONSENT FORM

Client: United Nations Children’s Fund (UNICEF)
Research firm: Includovate
Lead investigator: Dr. Kristie Drucza kristie.drucza@includovate.com

Thank you for the opportunity to speak with you. My name is…………….. I am from a research incubator called Includovate which is a social enterprise that innovates for inclusion. UNICEF has contracted Includovate to conduct formative evaluation around the country office (CO) strategy of engagement with various partners and leveraging results through such engagement. We would like to interview you about your work and experience with CO strategic positioning and partnering.

Ideally, we wanted to meet you and ask these questions face to face. But we cannot visit you because of COVID-19 restrictions. However, your views and opinions are still very important for us, hence we are asking you these questions over video chat. We hope that things will go back to normal very soon, and that one day we will get to meet you in person.

UNICEF works in Thailand in collaboration with the government. UNICEF and the government have a multi-year cooperation agreement called a Country Programme (CP). The overarching goal of UNICEF's Country Programme (CP) 2017-2021 is to contribute to national efforts to enable all children in Thailand, especially the most disadvantaged and excluded, to have their rights progressively fulfilled and develop to their full potential in an inclusive and protective society. A range of private sector and NGO partners work with UNICEF to implement the Country Program. This study seeks to inform the preparation of the next five-year phase of UNICEF's country programme for 2022 – 2026. The purpose of the evaluation is to assess and provide recommendations on UNICEF's partnerships strategy and draw lessons learned on strategic positioning from the partnerships within the public and private sector.
You are being asked to participate in this interview because of your important role as one of the key actors in enhanced engagement and partnership. We received your contact details through UNICEF. You are invited to participate in an interview and respond to a series of questions that would take about 45-60 minutes.

Your participation in the study is voluntary and you will not be affected in any way if you decide not to participate. <u>You can withdraw from the study at any point, including in the middle of the interview, without penalty or prejudice</u>. The information you provide will be useful to draw some conclusions, get lessons and forwarding possible recommendations, which can be helpful for making some practical interventions by UNICEF and its partners. Therefore, your kind cooperation with honest responses to the questions will be vital for the overall success of the study.

The data collected and results of the study will not be used for any other reason than the study's purpose. All data will be anonymised, coded, encrypted and password protected, with access given only to individuals conducting data analysis. All data will be stored for seven years. To this end, anonymity and confidentiality of our respondents are highly guaranteed, unless and otherwise under mutual agreement between the concerned parties. Should you wish to find out more about the study results, have any comments or concerns, or require further information, please email info@includovate.com.

If you wish to make a complaint once the interview is over please contact Sujata Ganguly, the Chair of our institutional ethical review board (Email: sujata.ganguly@includovate.com).

Do you have any questions about the study or what I have said?

Do you agree to participate in this study? [If YES, indicate below that the oral informed consent has been obtained. Then proceed with the question below regarding audio recording. If they refuse, thank them for their time and cancel the interview.]

□ Oral informed consent received

Do you agree to be audio/video recorded?
[If YES, indicate below. If the participant responds "NO", proceed with the interview without recording.]

□ Consent to audio/video recording interview received

Name of respondent: ________________________

Signature of interviewer: ________________________

Date: _____/_____/________

Location of respondent:

____

External (in-person) consent form
Strategic Positioning and Partnerships Strategy Evaluation of the UNICEF Thailand Country Programme 2017-2021
SEMI-STRUCTURED INTERVIEW - CONSENT FORM

Client: United Nations Children's Fund (UNICEF)
Research firm: Includovate
Lead investigator: Dr. Kristie Drucza kristie.drucza@includovate.com

Thank you for the opportunity to speak with you. My name is……………… I am from a research incubator called Includovate which is a social enterprise that innovates for inclusion. UNICEF has contracted Includovate to conduct formative evaluation around the country office (CO) strategy of engagement with various partners and leveraging results through such engagement. We would like to interview you about your work and experience with CO strategic positioning and partnering.

UNICEF works in Thailand in collaboration with the government. UNICEF and the government have a multi-year cooperation agreement called a Country Programme (CP). The overarching goal of UNICEF's Country Programme (CP) 2017-2021 is to contribute to national efforts to enable all children in Thailand, especially the most disadvantaged and excluded, to have their rights progressively fulfilled and develop to their full potential in an inclusive and protective society. A range of private sector and NGO partners work with UNICEF to implement the Country Program. This study seeks to inform the preparation of the next five-year phase of UNICEF's country programme for 2022 – 2026. The purpose of the evaluation is to assess and provide recommendations on UNICEF's partnerships strategy and draw lessons learned on strategic positioning from the partnerships within the public and private sector.
You are being asked to participate in this interview because of your important role as one of the key actors in enhanced engagement and partnership. We received your contact details through UNICEF. You are invited to participate in an interview and respond to a series of questions that would take about 45-60 minutes.

Your participation in the study is voluntary and you will not be affected in any way if you decide not to participate. You can withdraw from the study at any point, including in the middle of the interview, without penalty or prejudice. The information you provide will be useful to draw some conclusions, get lessons and forwarding possible recommendations, which can be helpful for making some practical interventions by UNICEF and its partners. Therefore, your kind cooperation with honest responses to the questions will be vital for the overall success of the study.

The data collected and results of the study will not be used for any other reason than the study's purpose. All data will be anonymised, coded, encrypted and password protected, with access given only to individuals conducting data analysis. All data will be stored for seven years. To this end, anonymity and confidentiality of our respondents are highly guaranteed, unless and otherwise under mutual agreement between the concerned parties. Should you wish to find out more about the study results, have any comments or concerns, or require further information, please email info@includovate.com.

If you wish to make a complaint once the interview is over please contact Sujata Ganguly, the Chair of our institutional ethical review board (Email: sujata.ganguly@includovate.com).

Do you agree to participate in the study?

- ❑ Yes
- ❑ No

Do you agree for this interview to be audio recorded?
[If YES, indicate below. If one or more participant responds “NO”, proceed with the discussion without recording.]

- ❑ I consent to this interview’s audio being recorded

In accordance with ethical research practice, we ask you to sign (or grant authorisation to sign) this consent form to participate in the study. You will keep one copy in case you want to enquire further on the study and I will keep one copy.

Please read the statements below and sign at the bottom or authorise me and/or another person to sign on your behalf

- I understand that my participation in this research is voluntary, and that I am free to withdraw at any time without consequences.
- I understand that the information I provide will be treated as confidential and any identifying information, such as my name and occupational position will be anonymised.
- I agree to the use of anonymised direct quotes from my interview in publications and presentations arising from this research.
- I agree to take part in the key informant interviews.

Name of Participant Signature Date

Researcher Signature Date

Focus group discussion (online) consent form
Strategic Positioning and Partnerships Strategy Evaluation of the UNICEF Thailand Country Programme 2017-2021

FOCUS GROUP DISCUSSION
CONSENT FORM

Client: United Nations Children's Fund (UNICEF)
Research firm: Includovate
Lead investigator: Dr. Kristie Drucza kristie.drucza@includovate.com

Thank you for the opportunity to speak with you. My name is……………… I am from a research incubator called Includovate which is a social enterprise that innovates for inclusion. UNICEF has contracted Includovate to conduct formative evaluation around the country office (CO) strategy of engagement with various partners and leveraging results through such engagement. We would like to interview you about your work and experience with CO strategic positioning and partnering.

Ideally, we wanted to meet you and ask these questions face to face. But we cannot visit you because of the Coronavirus. However, your views and opinions are still very important for us, hence we are asking you these questions over video chat. We hope that things will go back to normal very soon, and that one day we will get to meet you in person.

This study seeks to inform the preparation of the next five-year phase of UNICEF's country programme and develop the country programme document (CPD) 2022 – 2026. The purpose of the evaluation is to assess and provide recommendations on UNICEF's partnerships strategy and draw lessons learned on strategic positioning from the partnerships within the public and private sector.
You are being asked to participate in this focus group discussion because of your important role as one of the key actors in enhanced engagement and partnership. You are invited to participate in an interview and respond to a series of questions that would take about 2 hours.

Your participation in the study is voluntary and you will not be affected in any way if you decide not to participate. You can withdraw from the study at any point, including in the middle of the interview, without penalty or prejudice. The information you provide will be useful to draw some conclusions, get lessons and forwarding possible recommendations, which can be helpful for making some practical interventions by UNICEF and its partners. Therefore, your kind cooperation with honest responses to the questions will be vital for the overall success of the study.

The data collected and results of the study will not be used for any other reason than the study's purpose. All data will be anonymised, coded, encrypted and password protected, with access given only to individuals conducting data analysis. All data will be stored for seven years. To this end, anonymity and confidentiality of our respondents are highly guaranteed, unless and otherwise under mutual agreement between the concerned parties. Should you wish to find out more about the study results, have any comments or concerns, or require further information, please email info@includovate.com.

If you wish to make a complaint once the interview is over please contact Sujata Ganguly, the Chair of our institutional ethical review board (Email: sujata.ganguly@includovate.com).

Other participants in this group discussion will hear your answers. Therefore, it is also your responsibility to maintain the confidentiality of fellow participants. Please do not share the discussion content with anyone beyond those who are present for the group discussion.

Do you have any questions about the study or what I have said?

Do you agree to participate in this study? [If YES, indicate below that the oral informed consent has been obtained. Then proceed with the question below regarding audio recording. If they refuse, thank them for their time and cancel the interview.]

□ Oral informed consent received

Do you agree to be audio recorded?
[If YES, indicate below. If the participant responds “NO”, proceed with the interview without recording.]

□ Consent to audio recording interview received

Name of respondent: ___________________________

Signature of interviewer: ___________________________

Date: _____/_____/_________

Location of respondent: ___________________________

Mode of interview: (e.g. Google Meet, telephone, Zoom): ___________________________

Perception survey consent form

Strategic Positioning and Partnerships Strategy Evaluation of the UNICEF Thailand Country Programme 2017-2021

PERCEPTION SURVEY CONSENT FORM

Client: United Nations Children’s Fund (UNICEF)
Research firm: Includovate
Lead investigator: Dr. Kristie Drucza (kristie.drucza@includovate.com)

You are invited to participate in a short survey and respond to a series of questions that would take about 10 minutes. We would like to gather your perceptions on UNICEF's partnerships and performance in Thailand for an evaluation on UNICEF’s strategic positioning. You are being asked to participate in this survey because of your important role as one of UNICEF’s key stakeholders.

UNICEF Thailand has contracted a research incubator called Includovate to conduct a formative evaluation around the Thailand country office (CO) strategy of engagement and partnerships. This evaluation seeks to inform the preparation of the next five-year phase of UNICEF's country programme in Thailand for 2022 – 2026. The purpose of the evaluation is to assess and provide recommendations to UNICEF and draw lessons learned on strategic positioning and partnerships.

Your participation in the study is voluntary and you will not be affected in any way if you decide not to participate. <u>You can withdraw from the study at any point, including in the middle of the interview, without penalty or prejudice</u>. The information you provide will be useful to draw some conclusions, get lessons and forwarding possible recommendations, which can be helpful for making some practical interventions by UNICEF and its partners. Therefore, your kind cooperation with honest responses to the questions will be vital for the overall success of the study.

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If you wish to make a complaint once the interview is over please contact Sujata Ganguly, the Chair of our institutional ethical review board
(Email:sujata.ganguly@includovate.com).
In accordance with ethical research practice, we ask you to digitally give consent to participate in the study. If you agree to participate in this study, please check all four of the boxes in the following section.

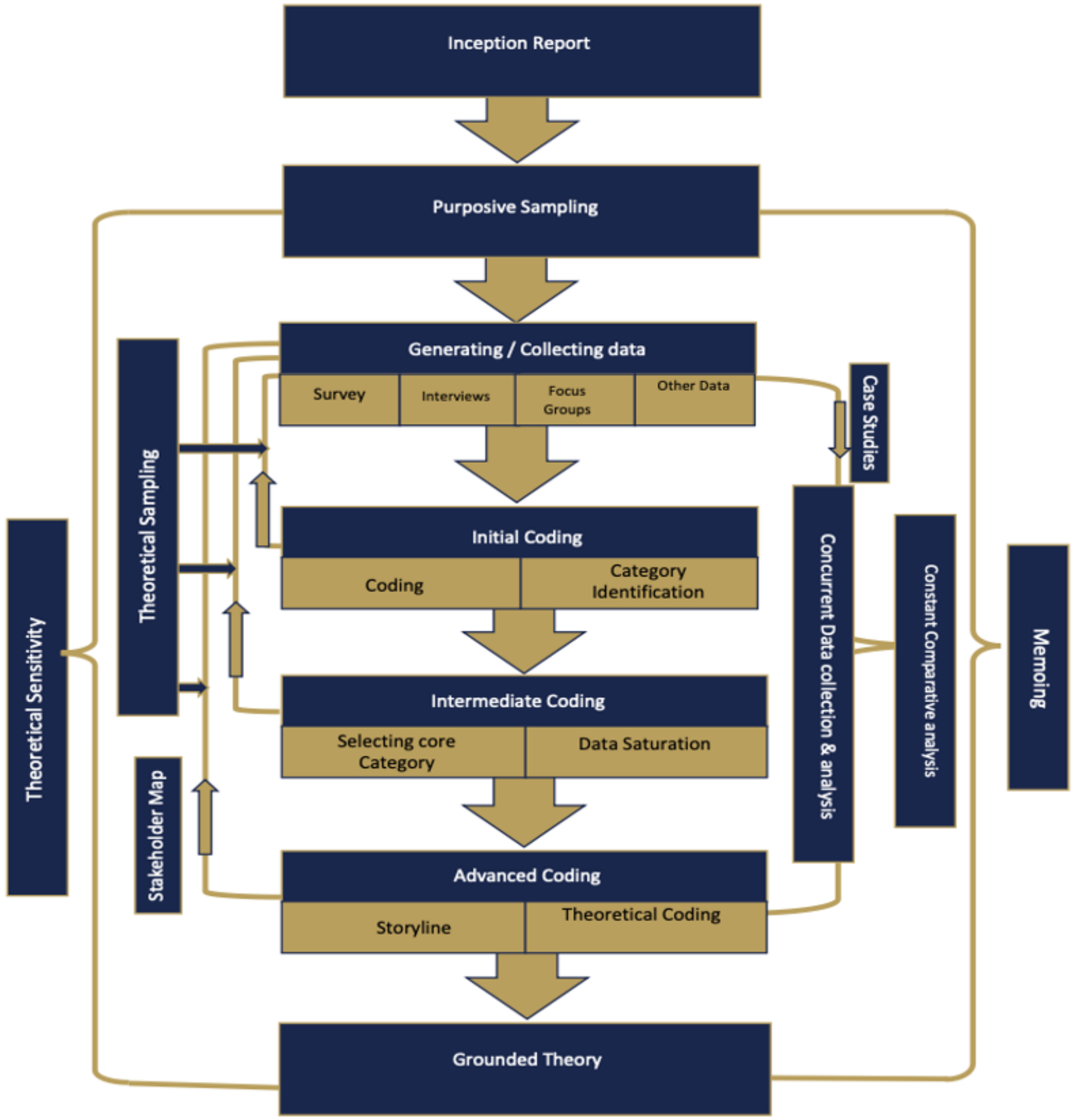
Please read the statements below carefully and check the boxes if you agree to participate in this study.

- ❏ I understand that my participation in this research is voluntary, and that I am free to withdraw at any time without consequences.
- ❏ I understand that the information I provide will be treated as confidential and any identifying information, such as my name and occupational position will be anonymised.
- ❏ I agree to the use of anonymised direct quotes from my interview in publications and presentations arising from this research.
- ❏ I agree to take part in the perception survey.

Thai consent forms

https://drive.google.com/drive/folders/1B6n86fs674_jhZVnvbJOCZi1NJqA8JRN?usp=sharing

Annex 30: Grounded Theory as utilized in this evaluation



Annex 31: How are B4R and CRBP similar or different?

How are B4R and CRBP similar or different? B4R and CRBP, a set of principles and actions businesses can take to respect and support child rights, overlap but are not identical. If anything – at least to me – B4R as a concept would include CRBP, although B4R as a specific programme and partnership strategy would not always need to include CRBP. B4R and CRBP overlap where businesses can take action in their operations, communities, with stakeholders etc. to support children's rights (such as including CRBP in sustainability strategies and reporting on operational impacts on CR). B4R could also go beyond CRBP to support children's rights beyond the sphere of influence traditionally considered in sustainability concepts, for example to actively champion education transformation as part of business sector strategic positioning and brand building, or championing WASH to create new medium-range business opportunities.[373]

For further information, please contact:

East Asia and Pacific Regional Office – Evaluation Section
United Nations Children's Fund
19 Pra Athit Rd, Chana Songkhram, Pra Nakhon,
Bangkok,10200, Thailand
asia.pacific.evaluate@unicef.org
or UNICEF New York office evalhelp@unicef.org