

Strategic Positioning and Partnerships Strategy Evaluation
of the UNICEF Thailand Country Programme 2017-2021 (RFPS under LTAS)
Final Inception Report

Submitted by Includovate Pty Ltd to UNICEF on 25th January 2021



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Abbreviations and acronyms

ACTIP	ASEAN Convention Against Trafficking in Persons
ASEAN	Association of Southeast Asian Nations
B4R	Business for results
BOB	Bureau of Budget
CBO	Community-based organization
CO	Country office
CP	Country program
CPE	Country program evaluation
CRB	Children's Rights & Business
CRC	Convention on the Rights of the Child
CSG	Child Support Grant
EAPRO	East Asia and Pacific Regional Office
ECD	Early Childhood Development
EEF	Equitable Education Fund
ESCAP	Economic and Social Commission for Asia and the Pacific
FGD	Focus group discussion
GDP	Gross domestic product
HQ	Headquarters
HRBA	Human rights-based approach
KII	Key informant interviews
MICS	Multiple Indicator Cluster Survey
MOU	Memorandum of understanding

MSDHS	Ministry of Social Development and Human Security
MTR	Mid-term review
NESDP	National Economic and Social Development Plan
NGO	Non-government organization
NSO	National Statistical Office
OECD	Organisation for Economic Co-operation and Development
QA	Quality assurance
RTG	Royal Thai Government
SBPAC	Southern Border Provinces Administration Centre
SDG	Sustainable Development Goals
TCP	Thailand Country Programme
TL	Team leader
TOR	Terms of reference
TVET	Technical and vocational education and training
UN	United Nations
UNCT	United Nations Country Team
UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
UNPAF	United Nations Partnership Accountability Framework

Introduction

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 terms of virtually eradicating extreme poverty.¹ Economic growth has fostered remarkable social improvements, as demonstrated by development outputs and outcomes.² For example, women and children in Thailand have been major beneficiaries of sustained political commitments and economic progress that enhanced the realisation of their rights and their well-being and led to substantial reductions in child mortality and disease, increased access to education, and other improvements.³

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 of disparity in the Northeast, the North, the southern border provinces, and among migrant children and children living with disabilities.⁴ Children in Thailand continue to face important challenges in regards to access to education, nutrition and breastfeeding, general health and immunization, sexual and reproductive health, leading to high rates of adolescent pregnancy and HIV transmission,⁵ as well as mental health, migration and the impact of climate change.⁶ An estimated 25% of all children in Thailand, representing more than three million children, live with caregivers who are not their biological parents.⁷

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 preempt the impending middle-income trap in the context of Thailand's ageing population.⁸ A country whose workforce productivity rises faster than the nation ages can sustain shared prosperity for everyone. Indeed, according to the World Bank, 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.⁹

¹ Economic Policy Research Institute and Thailand Development Research. 2019. *Thailand Child Support Grant Impact Evaluation Report*.

² Economic Policy Research Institute and Thailand Development Research. 2019. *Thailand Child Support Grant Impact Evaluation Report*.

³ Economic Policy Research Institute and Thailand Development Research. 2019. *Thailand Child Support Grant Impact Evaluation Report*.

⁴ UNICEF Thailand. 2019. *UNICEF Thailand Mid-Term Review Report*.

⁵ UNICEF Thailand. 2019. *UNICEF Thailand Mid-Term Review Report*.

⁶ UNICEF Thailand. 2019. *UNICEF Thailand Annual Report 2019*.

⁷ UNICEF Thailand. 2019. *UNICEF Thailand Mid-Term Review Report*.

⁸ Economic Policy Research Institute and Thailand Development Research. 2019. *Thailand Child Support Grant Impact Evaluation Report*.

⁹ World Bank. 2018. *The Human Capital Project Report*.

(<https://openknowledge.worldbank.org/bitstream/handle/10986/30498/33252.pdf?sequence=5>)

The UNICEF Country Programme

The UNICEF Thailand Country Programme (TCP) is central to the key vision of the Convention on the Rights of the Child (CRC) implementation in Thailand. The United Nations' (UN) introduction of the CRC as a major treaty has aided in the transformation of children's lives for the better. The impact of even stronger adoption of CRC mechanisms and follow-through within each signatory and ratifying country increases impact for children.¹⁰ Moreover, an investment in children as the next generation will be critical to boosting Thailand's economic and social growth.¹¹ To ensure children are better integrated, each child must be provided with equal opportunities to basic necessities such as education and health to reach their full potential which is key to embodying more equitable norms.¹²

Fortunately the Royal Thai Government (RTG) is supportive of the CRC. The adoption of policies such as the Child Support Grant Scheme in 2015 by the RTG to be more inclusive with its eligibility requirements (i.e., age) is a case in point.¹³ Similarly, the RTG supported key policy decisions that improved the chances of underprivileged children in Thailand to gain access to all essential care, services, and nutrition, enabling growth in long-term productivity through better accumulation of human capital. In doing so, it is breaking the intergenerational transmission of poverty.¹⁴

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 TCP contributes to the RTG's vision articulated in the 12th National Economic and Social Development Plan (NESDP) and to the outcome strategies of the United Nations Partnerships Framework (UNPAF) 2017-2021. The mid-term review (MTR) also sought to identify opportunities to better align programme results and strategies with UNICEF's Global Strategic Plan 2018-2021 and related Gender Action Plan II.

More specifically, four programmatic components have been identified by the Thailand Country Office (TCO): early childhood development (ECD), child protection, inclusive social policy and child-sensitive social protection and programme effectiveness, with disaster risk reduction and emergency preparedness and response integrated across the four pillars.

1. The ECD pillar aims to address gaps in the enabling environment, including social norms, the quality of services and the demand for services for the full development of the child following a life cycle approach from early childhood to adolescence. The participation of children and adolescents as actors and rights holders is a central mechanism in generating positive results. This

¹⁰ Collins, Jamie (2015) 'Legislative intent: The Convention on the Rights of the Child; is Thailand to blame?' *Children's Legal Rights Journal* 35(1), 85 – 90.

¹¹ World Bank (2020), Thailand's Poverty on the Rise Amid Slowing Economic Growth, updated 5 March, accessed 24 November 2020, <https://www.worldbank.org/en/news/press-release/2020/03/03/thailands-poverty-on-the-rise-amid-slowng-economic-growth>.

¹² Ibid.

¹³ Economic Policy Research Institute & Thailand Development Research Institute (2019).

¹⁴ Ibid.

programme component consists of three outcomes: early childhood development, education, and adolescent development and participation.

2. The child protection pillar focuses on strengthening the child protection system to prevent and respond to gender-based violence, abuse, neglect, and exploitation. It builds on efforts for law reform and enforcement of laws on all forms of violence against children by police, public prosecutors and judges through institutional capacity building and better coordination. The outcomes produced under this pillar hinge on improved prevention and response services at subnational levels, including the far south; and the promotion of positive behaviours related to violence against children and increased demand for protection services.
3. The inclusive social policy pillar focuses on addressing key bottlenecks in the enabling environment, and in the quality and supply of services. It involves increasing the capacity of key ministries and departments to use evidence in planning, budgeting, implementing and evaluating national policies for children in an equity-focused and results-based manner. Government capacity is strengthened in order to effectively mainstream the SDGs into national policies and plans.
4. The programme effectiveness pillar aims for effective planning, coordination and results-based management. It covers cross-sectoral support to all programme components and comprises programme coordination, communication and advocacy, child rights and business principles, and cross-sectoral support.

The operationalization of the pillars relies on a mix of implementation strategies to produce results, including 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; evidence generation to ensure that evidence is used to improve policies, programs, 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'.¹⁵ A total budget of USD 54.975 million was allocated to support the TCP for the period of 2017-2021.

The TCP is an essential component in ensuring the fulfilment of children's rights and to improve their position within an inclusive society. In addition to its four strategic pillars, the country program (CP) supports the strengthening of national systems for monitoring and oversight of the position of children and women as well as for advocacy for promotion and protection of their rights.

In its strategic note on programme effectiveness, UNICEF Thailand has identified five key outputs to facilitate implementation of a well-managed, high-quality CP that contributes to the achievement of expected results for all children in Thailand. The five outputs include:

¹⁵ UNICEF Thailand. 2020. *Terms of Reference for Strategic Positioning and Partnerships Strategy Evaluation of the UNICEF Thailand Country Programme 2017-2021 (RFPS under LTAS)*.

1. **Programme Coordination:** Through effective coordination and technical support in planning, monitoring and evaluation, UNICEF staff 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 is progressively increased and brand perception is strengthened to position UNICEF as the leading expert, advocate and actor for children in Thailand;
3. **Advocacy Partnerships:** Strategic partnerships and coalitions are established through which partners have increased knowledge, capacity and opportunities to effectively advocate for the protection and realization of child rights;
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;
5. **Cross-cutting Strategies:** Strategies to address cross-cutting issues related to child rights are developed and applied.

The realisation of the CP relies on effective mobilization of a range of stakeholders, including the several ministries and departments with the RTG, policymakers, civil society organizations (CSO), networks of children and adolescents, parent groups, private sector corporations, influencers within digital networks, donors, media agencies and celebrities as well as other United Nations agencies.

Project background

Previous TCP evaluation and review reports have exceeded expectations against normative standards and have been a crucial component of the TCP's assessment of impact.¹⁶ Decision-makers have used these evaluations with a high degree of confidence and as a strategic planning document.¹⁷ The primary purpose of the country program evaluation (CPE) was to inform the preparation of the next five-year phase of UNICEF's work and develop the CP document 2022 – 2026 and to support the program strategic notes. Consequently, the evaluation will examine the TCP's strategic positioning, partnering, and the leveraging capacity of key stakeholders and resources available from the private and public sectors.

The terms of reference (TOR) for this assignment states that:

UNICEF will only be able to act effectively, leveraging partnerships and influencing decision-makers, if it has a strong brand and reputation and has the required ability to reach and engage with a large number of people of individuals, families, influencers, and decision-makers at all levels of society.

¹⁶ UNICEF Thailand. 2020. *Terms of Reference for Strategic Positioning and Partnerships Strategy Evaluation of the UNICEF Thailand Country Programme 2017-2021 (RFPS under LTAS)*.

¹⁷ UNICEF Thailand. 2020. *Terms of Reference for Strategic Positioning and Partnerships Strategy Evaluation of the UNICEF Thailand Country Programme 2017-2021 (RFPS under LTAS)*.

Purpose of the country program evaluation

The CPE is a formative evaluation that aims to assess and provide recommendations on UNICEF's partnership strategy in order to draw lessons learned on strategic positioning based on an analysis of existing and potential partnerships within the public sector and private sector to understand the evolution in the level and quality of engagement of key stakeholders.

Objectives

The objectives of this assessment include:

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

Timeframe

The evaluation will focus on the UNICEF CP 2017-2021. The timeframe to be evaluated covers the first three and a half years of the CP, from January 2017 to mid-year 2020.

Thematic scope

The thematic scope of the evaluation will focus on partnership and engagement strategies, including strategic positioning, stakeholder perceptions and comparative advantages. More specifically, the evaluation will concentrate on investigating whether the UNICEF TCO has identified the most relevant goals and strategies to address programmatic challenges and whether the synergies and alliances are optimal. In that sense, the evaluation will determine if and how these strategies have contributed to achieving the expected outcomes spelled out in the TCO CP.

The evaluation will not focus on the advocacy strategy, since this was already evaluated in 2018, or the programmatic implementation strategy given that the CPE is not an impact evaluation. The evaluation will focus on results at the institutional level.

Geographic scope

The geographic emphasis of the evaluation will be at the national level. The evaluation will focus on consultation with relevant key stakeholders from national institutions, covering the private sector, government representatives and civil society partners, as well as development agencies (including UN agencies) at the national levels, including UNICEF's East Asia and Pacific Regional Office (EAPRO).

Target informants

Given the thematic scope of the evaluation and its focus at an institutional level, the evaluation will not be harvesting data or inputs from rights holders¹⁸ in Thailand. In addition to the focus, the current COVID epidemic requires that contact with potentially vulnerable individuals be limited and to avoid unnecessary

¹⁸ For the purposes of this evaluation, and to the evaluation team's best understanding, the phrase '*rights holders*' will be used henceforth in this report to refer to women, children, minorities, migrants, people living with disabilities, and other marginalized and vulnerable populations identified by UNICEF TCO

physical contact as much as possible to reduce the risk of transmission and comply with public health guidance issued by Thai authorities.

However, in line with a human rights-based approach (HRBA) favored by UNICEF and Includovate, the evaluation process will be sensitive to those needs by ensuring that the voices and perspectives of rights holders is taken into consideration in the CPE. Specifically, the evaluation process will include the review of past evaluations, assessments and reviews that have directly sourced the perspective of those rights holders, in particular women, children, migrants, minorities, and disabled persons. In addition, the evaluation will also harvest data and inputs from civil society partners, including non-government organizations (NGO) and community-based organizations (CBO) operating in Thailand to meet the needs of rights holders. Given their proximity to the rights holders, they will be considered as indirect proxies to effectively substitute direct data collection with those individuals and groups.

Expected outputs

The evaluation will lead to the production of the following outputs:

- **Inception report:** This report presents the complete methodological approach that will be used for conducting the evaluation, including draft data collection tools. The inception report will confirm a mutual understanding of the objectives, scope and implementation of the evaluation.
- **Desk review report:** The desk review will be used to better understand and capture the key themes and issues to inform the evaluation. In parallel, the results of the desk review will be used to refine all data collection tools. The desk review will also enable identification of key stakeholders for data collection.
- **Stakeholder mapping:** The evaluation team will elaborate a stakeholder map and present a visual representation of the TCO's partnerships. The map will support identification of key stakeholders and their interests and facilitate an analysis of how they mutually influence each other to assess the value and impact of the partnerships and relationships. The stakeholder analysis will also inform a deeper analysis of UNICEF's positioning amongst the key actors, including its comparative value, and identify relevant gaps.
- **Perception survey:** Based on the results of the stakeholder mapping, an online survey will be disseminated among targeted stakeholders (including RTG, implementing partners, private sector organizations, development agencies, civil society and community-based organizations) to capture their views regarding UNICEF's role, value, impact and partnerships in the overall national landscape. Data collected through the survey will be transferred in a structured archive that will facilitate analysis and support future replication.
- **Presentation of preliminary findings, conclusions and recommendations:** After the data collection process, the evaluation team will present the preliminary findings, conclusions, and recommendations to UNICEF TCO, in a face-to-face workshop, in order to support the CP prioritization process. The presentation will include findings from the desk review, stakeholder mapping and perception survey. The presentation will include a triangulation matrix designed to respond to each evaluation question and point to gaps and challenges in the data collection and the analysis. Preliminary recommendations will be presented

- **Draft and final report:** The draft report will be submitted to UNICEF TCO for review. At TCO's discretion, the draft report can be shared with selected peers for review and comments. All relevant feedback will be incorporated in the final version for approval by UNICEF TCO. The executive summary of the final report will be translated into Thai. All reports will be fully compliant with the UNICEF Style Guide, the UNICEF Brand Toolkit, the UNICEF Publication Toolkit and UNICEF-Adapted UNEG Evaluation Reports Standards in line with the Global Evaluation Report Oversight System.
- **Infographic and animated video:** An infographic and animated video with the main evaluation findings, conclusions, recommendations and lessons learned will be developed. These tools are intended for a broader, non-technical and non-UNICEF audience. The infographic will be produced in both English and Thai, and the animated video will be available in English with Thai subtitles.

Evaluation framework

Overall approach

UNICEF TCO expects the evaluation to adopt participatory approaches, as far as can be achieved within the practical limitations of access, with engagement of and consultation with key stakeholders in government, private sector, civil society and partner agencies throughout the process. Participatory research methods help participants to reflect on their world with a fresh perspective; build empathy, agency and confidence; develop action plans for change; stimulate ownership of results; and create an atmosphere of trust and growth. Based on existing evidence, we know that “an evaluation 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. Primary intended users are people who have a direct, identifiable stake in the evaluation.”¹⁹

In addition, all evaluation tools and processes will be implemented in line with a HRBA to ensure sensitivity to the needs of rights holders by using empowering and non-stigmatizing language aligned with the recommendations in the standards listed in the Ethical Considerations section below. Accordingly, this evaluation will rely on participatory, practical and evidence-based approaches, with mixed methods (qualitative and quantitative) of data collection and analysis. Data will be collected, analysed, triangulated and validated using several strategies in combination to maximize reliability and representativeness of results.

Evaluation criteria

In line with the content of the TOR, the evaluation will be conducted based on four of the standard evaluation criteria promoted by the Organisation for Economic Co-operation and Development (OECD), based on pre-selection by the UNICEF TCO:

- **Relevance:** it is critically important for UNICEF to be able to assess its 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 the synergies and alliances are optimal;
- **Effectiveness:** assessment of the extent to which the CP achieved or is expected to reach its objectives with support from partners, of the capacity to establish precise intended results, and of the sharing of achievements with partners;
- **Coherence/connectedness:** reflects on the TCO capacity to be mutually supportive and complementary internally and the ability to design and implement interventions in a way that considers other UN programs;
- **Sustainability:** reflects the importance of assessing the extent to which UNICEF's work has succeeded in building national capacity, creating alliances, and the potential adoption of

¹⁹ Patton, M.Q (2013) *Utilization-Focused Evaluation (U-FE) Checklist*. Retrieved from https://wmich.edu/sites/default/files/attachments/u350/2014/UFE_checklist_2013.pdf 18/5/20.

interventions by the RTG and the private sector in the future. Sustainability of the partnerships is a key area to explore.

In addition to the OECD evaluation criteria, the evaluation will consider human rights, equity, and gender equality as critical and priority cross-cutting components across the assessment process.

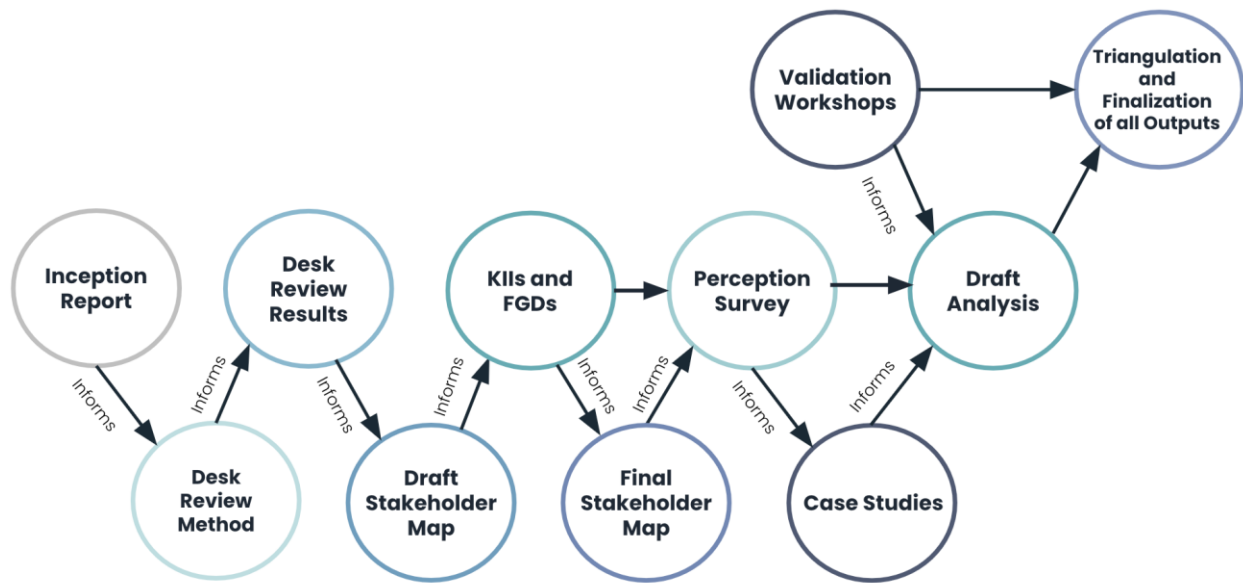
Evaluation process

An outline of the key steps to be undertaken is provided below. Figure 1 below underlines the iterative process and interconnectedness of each step of the evaluation.

1. Key informant interviews (KIIs) and focus group discussions (FGDs) will be held after the desk review and creation of a draft stakeholder map, and be used to inform the rest of the evaluation. These will be both in-person²⁰ when possible and online via Zoom/Google Meet when not possible. **Participant characteristics:** The evaluation team has 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 will be provided to the research team by UNICEF following the submission of the Inception Report, and the research team will use that list to validate the list created through desk review. The KIIs and FGDs will be used to harvest relevant data to inform the stakeholder mapping and the perception analysis, along with snowball sampling to obtain the contact details of more potential participants. (Primary criteria: past or current partners with UNICEF, with a minimum engagement of 12 months; Secondary criteria identified through snowballing: recommended by more than one informant)
2. An online perception survey will be disseminated to targeted priority stakeholders for deeper investigation in UNICEF TCP and its strategic position in the sector.
3. A series of validation workshops / FGDs / face-to-face interviews will be 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 the UNICEF TCO partnership strategy will be produced, following the evaluation criteria (relevance, effectiveness, coherence and sustainability) or the different stakeholder sectors active in the TCP.
5. The final analysis results will be presented in a series of validation workshops / FGDs / face-to-face interviews with targeted priority stakeholders to confirm the conclusions and recommendations.

²⁰ COVID-19 precautions are important to consider for this study. The evaluation team will comply fully with government guidelines when meeting in person (and strategies for data collection in this study are fully compliant with current government regulations), maintaining a strict policy that all participants and researchers require a mask, respecting the 10-person limit per room, ensuring well-ventilated areas (holding outdoor interviews when possible), and complying with specific business or organizational guidelines that exceed government policies. Thailand's COVID-19 situation is largely under control, but the research team will continually observe the Ministry of Health's daily briefings to ascertain whether or not the interviews will meet safety regulations, and if they will not, interviews will be held online.

Figure 1: Evaluation process



Sampling

The evaluation team has pre-identified potential participants through the desk review and online research to guard against selection bias and undue influence. Table 1 breaks down the target stakeholders by UNICEF TCO sub-sections. An initial list of participants for the study will be provided to the research team by UNICEF following the submission of the Inception Report, and the research team will use that list to validate the list created through desk review. A shortlisting process will occur (if necessary) according to the following characteristics: Primary criteria: past or current partners with UNICEF, with a minimum engagement of 12 months; Secondary criteria: knowledgeable informant on topic. The secondary criteria will be further refined during the study.

It has been formally requested that UNICEF TCO prepare an introduction letter for the evaluation team and that the evaluation team will initiate 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 will be identified and introduced to the research team through snowball sampling methods (each participant will be asked to recommend an additional key informant/knowledgeable person). Snowball recommendations will be shortlisted by the following criteria: Primary: fills knowledge gap in the study; and if there are more snowball recommendations than required to get to saturation then this Secondary criteria will be used: recommended by more than one informant.

Table 1: Target stakeholder by UNICEF TCO sub-sections

Target Stakeholders	Sector - Child protection	Sector - Child and adolescent development and participation	Sector - Inclusive social policy and child-sensitive social protection	Cross sector - Disability/ gender equality/ disaster risk reduction/ disaster preparedness	Sector - program effectiveness: coordination, communication/ advocacy, engagement/ partnership
UNICEF	TCO child protection chief	TCO adolescent expert	TCO chief social policy and a TCO social protection expert	TCO or regional advisers	HQ, regional and country communication and partnerships section
Operational agencies - UNCT	UNICEF EAPRO	UNFPA, WHO	UNDP, UNODC	UNFPA, UN Women,	UNCT Resident Coordinator
Operational agencies - 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)
Operational agencies - private sector	<p>Sansiri Central Group Central Food Retail True Corporation CP Group (CP Foundation) Shopee Thailand Tencent Thailand Channel 7 Total Access Communication Plc. (dtac)</p>				
UNICEF Aggregator partners	<p>Stock Exchange of Thailand (along with their Social Responsibility Centre) Personnel Management Association of Thailand Global Compact Network Thailand Thai Chamber of Commerce</p>				

	<p>Thai Listed Companies' Association Thai Contractors' Association PriceWaterhouse Coopers</p>
<p>Operational agencies - civil society/community/NGOs</p>	<p>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</p>
<p>Development partners</p>	<p>Asian Development Bank ASEAN</p>

Data collection

Data collection will be conducted throughout the evaluation process. The guiding questions are outlined below, based on the TOR issued by UNICEF TCO (*see Table 2*). As indicated in *Figure 1* above, data collected in each step will inform the next step and trigger adjustments in data collection tools. The draft data collection tools are included in Annex 3 at the end of this report. All data collection tools have been developed in line with a HRBA to ensure sensitivity to the needs of rights holders, by using empowering and non-stigmatizing language aligned with the recommendations in the standards listed in the Ethical Considerations section below.

Table 2: Evaluation questions

QUESTIONS BY CRITERIA			
Key evaluation questions	Sub-questions	Indicators	Points of analysis
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
	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?	Characterisation 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
	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
How clear and relevant are UNICEF engagement	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 CP, results chains, B4R and ToCs



approaches towards key partners?	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 CP, results chains, B4R and ToCs and UNICEF's engagement with partners
	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.	UNICEF TCO staff capacity and outputs/communication material/strategies that communicate UNICEF's CP, results chains, B4R and ToCs.
Effectiveness			
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 UNICEF engagement
	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
	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
Coherence/ Connectedness			



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
	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
	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
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
	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
	What is the role of (business) partnerships in TCO's overall strategy?	(Business) partnership engagement across UNICEF portfolio	Comparison of different opinions
Child rights, gender and inclusion			



<p>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?</p>	<p>To what extent does UNICEF's positioning and strategic partnerships consider gender and inclusion sensitive approaches and explicitly aim for results that improve the rights of children, women, migrants, minorities and people living with disabilities?</p>	<p>Number and type of partnerships that address the rights of children, women, migrants, minorities and people living with disabilities</p>	<p>Comparison across partnerships and the TCP</p>
	<p>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?</p>	<p>Opinions of UNICEF staff and stakeholders + lessons learnt</p>	<p>Comparison of opinions and lessons learnt by stakeholder type</p>
<p>Sustainability</p>			
<p>To what extent are the Country Programme partnerships sustainable in time?</p>	<p>Have joint interventions been designed and implemented in a way that enhances and enables their replicability, sustainability and scale-up?</p>	<p>Design & implementation processes. Evidence of exit strategies that assign institutional roles and commitments</p>	<p>Comparison of design and implementation processes and exit strategy</p>
	<p>What does UNICEF consider to be ethical or unethical in terms of partnerships</p>	<p>Evidence of systems and mechanisms to reduce risks related to unethical partnerships.</p>	<p>Comparison of guidelines, due diligence and other mechanisms to reduce risks</p>
<p>Analysis Procedures: all data will be disaggregated by age, gender, state/region, disability, and the analysis will focus on equity and human rights</p>			

Desk review

The initial literature profile comes from the documentary resources provided by UNICEF in the TORs and in subsequent discussions. From this core list of documents, the literature search will be expanded to identify relevant published and grey literature. Based on proposed screening criteria (see Table 3 below), the literature included for the primary desktop review met both content and context requirements set out in the inclusion and exclusion criteria.

The scope is limited to current and recent literature not more than five most recent years (2015–2020). Only Scopus-listed articles or those published on institutional websites are included. The search includes journal articles, books, book chapters, strategic plans, annual reports, and policy documents including bills and acts.

Table 3: Inclusion and Exclusion Criteria

Key search terms and inclusion criteria	Round 1 exclusion	Round 2 exclusion
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 partnerships	Solely government funded projects
2015–2020		Before 2015
Global	EAPRO	Everything but Thailand

Relevant sources will be identified according to the inclusion and exclusion criteria presented in *Table 3*. The first-round inclusion criteria will find global best practices, the second round will identify regional practices, and the final round will identify Thailand specific literature. The research team plans to manually code the literature on an interactive Excel sheet that will help to frame the findings in the global and regional best practice. The literature will be summarised, analysed and synthesised into an annotated bibliography, which will serve as a useful future resource for TCO.

The content of the identified documents will be summarized in a separate report to guide the elaboration of the initial stakeholder map and the perception survey. The desk review will be the foundation on which all other evaluation components are developed.

Stakeholder analysis

UNICEF Thailand's five-year country programme 2017-2021, with an annual budget of US\$11 million, aims to leverage positive change for children to ensure all children in Thailand have a fair chance to thrive and reach their full potential. To achieve this aim, UNICEF has established 40 strategic partnerships with 19 government departments, 21 civil society groups and the private sector.²¹

The proposed approach for the stakeholder analysis is to use stakeholder mapping strategies to understand and assess UNICEF TCO's positioning in the national context and how various key stakeholders contribute to the CP. 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 will allow us to assess individuals' or groups' ability to influence the implementation of the UNICEF TCP in order to prioritize individuals or organizations as strategic partners for collaboration, fundraising and the fulfilment of child rights.

Data collected through this strategy will be presented in a network mapping software (to be determined) in order to show the relationships between stakeholders. The stakeholder mapping strategy will be grounded on existing tools such as Kumio (<https://www.kumu.io/tour>) and implemented by harvesting a range of stakeholders' perceptions in combination with supplementary information from relevant documents to conceptualise how the CP is positioned within the strategic policy and programmatic landscape in which it operates. Key stakeholders to be targeted in the data collection will be selected based on recommendations and guidance from UNICEF TCO (staff, key national and sub-national government agencies, private sector, and other relevant partners such as CSOs/NGOs/CBOs) and other stakeholders identified by the Includovate team based on the findings of the desk review.

The evaluation team will use 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 will describe UNICEF's position among the key actors. It will assess stakeholder knowledge of the CP, interests related to the CP, position for or against the CP, potential alliances with UNICEF and/or other stakeholders, and ability to affect the CP. Ultimately, the stakeholder map will lay the foundation for understanding key stakeholders' motivation for engaging with UNICEF in Thailand.

Framed around the UNICEF CP in Thailand, the core areas for the stakeholder mapping will be anchored on the priority areas of the CP (child and adolescent development and participation; early childhood development and education; child protection; inclusive social policy and child-sensitive social protection; program effectiveness; and disaster risk reduction and emergency preparedness and response). The

²¹ United Nations Thailand (2019) Annual Report 2018. doi: 10.3934/Math.2019.1.166.

evaluation team will prepare a map, based on the desk review and additional sources of information. The draft stakeholder map will be presented to participants in a series of workshopping / interview sessions in order to validate, adjust and expand 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.

Sessions will be held with different stakeholders and stakeholder groups, either as focus-group discussion (for example, with UNICEF staff) and one-on-one interview sessions (with select key stakeholders from the corporate and government sectors). A separate stakeholder map will be used in each session to allow for comparison of perceptions across stakeholder groups. A final analysis will draw out the different perspectives of each stakeholder group for consideration by UNICEF.

The final consolidated map will inform selection of respondents for the perception survey. The perception survey will be shared with selected respondents over the course of two weeks. The consolidated stakeholder map will be validated in an additional workshop with the reference group.

Perception survey

The stakeholder perception survey will provide an assessment of UNICEF's positioning within the sectoral landscape in Thailand. Accordingly, the perception survey will be administered among major stakeholders, identified and prioritized through the stakeholder mapping analysis, including government representatives, implementing partners, private sector organizations, civil society groups, and other development agencies.

Likert-type response scales will be used to elicit stakeholders' perception regarding the role and value of UNICEF TCO. Respondents will express 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. Given the demanding discrete and ordered nature of the responses, item response theory will be used to create the stakeholders' perception index.²²

Key informant interviews and focus group discussions

We have developed standardised tools for the KIIs and FGDs. Different tools were created for internal and external KIIs, but we have aligned the questions for standardized coding and the tracking of data. Draft versions of these tools are presented in Annex 3.

Limitations

Some of the methodological limitations and the related mitigation measures are summarized in *Table 4*. Table 4 summarizes limitations and mitigation strategies related to FGD, semi-structured interviews, perception survey, telephone interviews, online survey and case studies. Note that proposed methods

²² Columbia Public Health (2020) "Item Response Theory." *Population Health Methods*. Updated 23/11/2020, accessed 7/1/2021. <https://www.publichealth.columbia.edu/research/population-health-methods/item-response-theory>.

will complement each other and address methodological weaknesses and facilitate triangulation of results.

Table 4: Data collection limitations

Method	Limitation	Mitigation
FGD/consultation workshops	Social distancing measures in place.	Hold online workshops and mini FGDs and collect case studies to gather rich quotes and deep description.
Semi-structured interviews	Small numbers which may need to be done over the phone; this can reduce reliability of the data.	Use varied methods and triangulate the data where possible. Employ a Thai speaker to ensure local language skills.
Perception survey	We cannot rule out the possibility that strategic and social desirability biases may affect responses and, in turn, our perception measure.	Employ a "cheap talk" script after a pre-test on the comparative performance of alternative scripts to improve the rigour of our perception survey.
	Some respondents may not provide detailed responses to a given question.	Ask if there is anything respondents would like to add.
Telephone interviews	The safeguarding risk and ethics of not being able to control who else is in the room.	Always use informed consent statements and ask the respondent to move to a private room for the interview.
Online survey	Difficult to get a high response rate.	Will collect emails for direct targeting, send auto reminders and then ask UNICEF to help remind people to complete. The survey will be translated into Thai to encourage participation.

Case study	Can be dismissed as anecdotal	Have clear guidance in place and use the case study to verify, validate, or more deeply illustrate the points from other data sources
Comparative advantage	A particular comparative advantage in some cases may reflect what has attracted funding opportunities rather than reflecting objective comparative advantages of TCO.	We will rely on a plurality of data sources to ensure impartial representation of TCO's comparative advantages.

In addition to the limitations related to data collection, potential challenges related to sampling strategies and data gaps are detailed below along with proposed remedial measures to ensure the reliability and representativeness of the analysis and its results.

Table 5: Sampling challenges and data gaps

Limitation	Risk	Mitigation
Variety and availability of respondents	Not all informants identified by UNICEF and the evaluation team will be available during the data collection phase. There is a risk that if the data comes mainly from UNICEF it may not be believable.	Cast the net wide in initial stages to identify all potential informants thereby ensuring that if one informant is not available, other can speak from that same perspective; provide flexibility to accommodate informants' schedules; data gaps from the KIIs and FGDs will be addressed through a literature review and validation workshops
Finding a knowledgeable person within the partner organization may prove challenging	Lead to data gaps about UNICEF specific partnership information.	By working collaboratively with UNICEF to identify key stakeholders by name and organization and by asking respondents for snowball recommendations of knowledgeable people.



Key informant fatigue	The motivation of informants solicited for KII/FGD, for validation workshops and follow-ups will decrease over time	Data collection will be mindful to target individual informants for a maximum of two data collection sessions.
Limited availability of documents	Not all data and documents requested by the evaluation team will be available during the data collection phase	Two rounds of documentation analysis will be completed to allow for proper collection. The first round will inform the stakeholder map and the inception phase. The second round will help to answer the evaluation questions and triangulate the data. In addition, a systematic literature review will be completed, in order to frame the findings within global best practice and ensure lessons from outside of Thailand can be drawn upon.
Tight timeline	The tight timeline may reduce triangulation and coding time	Prioritization of specific strategic and programmatic components in the CP will be essential to focus the evaluation results and the formulation of recommendations and regular communication with the UNICEF evaluation team. Additionally multiple data collectors will be working concurrently.
Multiple researchers collecting data simultaneously due to time constraints	Data gaps and reliability issues	The research team will meet every week to assess and analyse evidence collectively as it comes in and to brainstorm the evaluation questions collectively as responses are being formed. The team will focus on understanding where there are gaps in the data. The team will make decisions together around this in order to make more informed decisions and reduce bias. Any gaps will be brought up with UNICEF during regularly-scheduled meetings.
A lack of clarity around definitions used by UNICEF and external respondents.	The risk is that strategic terms are loosely understood or defined differently by different stakeholders reducing reliability.	Spend time clarifying key terms with the evaluation team and with UNICEF to ensure alignment. The evaluation team will remain cognizant of the need to bed down definitions throughout the evaluation. The data collection

		instruments have been developed to include definitional discussions (e.g. during FGDs, or by seeking clarification before asking probing questions). If need be a definitional workshop can be held.
Data gaps with certain evaluation questions (because the question might ask for multiple perspectives or might be double-barrelled).	The results are not able to influence key actors due to doubts over the validity of results.	In the evaluation matrix each question has at least two data sources. Those with three or more data sources are considered harder to gather (and hence have been allocated an additional data source). Case study guidance has been developed for the questions that may still be problematic (see Annex 8), and each case study respondent is asked to provide the name of another who can triangulate the case study to increase validity of results.
Questions that require a clear strategy and ToC (that do not exist or are not robust) will be harder to answer.	Without a comparison strategy, definition, or logical framework, it may be harder to answer such questions, and the evaluation deemed less reliable.	The evaluation team will try to be forward looking and seek clarification over the desired future state (what should a ToC include). Additionally, a workshop will be used - if necessary - to dig deeper into potential gaps in a targeted manner. Areas where there may be data gaps in the primary research can be supplemented by a thorough and robust literature review, which, when combined with triangulated and rigorous data, can be used to help compare internal documents with external perceptions to arrive at a best estimate.
Despite best efforts by the evaluation team, data gaps persist	Data gaps persist and evaluation is not considered reliable or valid.	A contingency fund has been added to the budget and additional workshops will be used to dig deeper into data gaps if they are found during the analysis phase.

Data analysis

The wide variety of evaluation questions to answer are to be analysed through several means in order to assess and validate the research findings. All analytical tools will be adapted to meet the requirements of a HRBA to ensure sensitivity to the needs of rights holders by using empowering and non-stigmatizing

language aligned with the recommendations in the standards listed in the Ethical Considerations section below.

Analysis 1: Stakeholder Analysis: Interrelationships and causal pathways will be analysed and classified by sector, partner and strategy.

Analysis 2: Descriptive Analysis and Qualitative Coding: This will help identify trends, patterns, themes, concepts, behaviours, or common phrases. Categories related to the context conditions, intervening structural conditions, causal conditions, the actions and interactional strategies directed at managing the program will be created. Qualitative cross-case comparisons will occur to identify common responses, data and patterns that can help answer the evaluation questions.

Analysis 3: Quantitative Analysis: The quantitative data will come from the online perception survey which has a low sample size, and with only one or two variables needing to be compared at a time. Consequently, the analysis will focus on mean (numerical average of a set of values), median (midpoint of a set of numerical values), mode (most common value among a set of values), percentage (used to express the proportion of respondent data relates to a larger), frequency (the number of times a value is found), and range (the highest and lowest value in a set of values). These analytical components will be generated through a software reporting function. However, other forms of analysis will be needed to make sense of the perception results which will be embedded in the descriptive analysis framework. For the purposes of reporting, scaling of responses will be coded according to the following scale: All respondents said (100% of respondents); the majority of respondents said... (more than 75% of respondents); many respondents said... (between 50% and 75% of respondents); some respondents said... (between 25% and 50% of respondents); a few respondents said... (less than 25% of respondents).

Analysis 4: Output Quality: The quality of the outputs/documents produced by TCO and harvested by the evaluation team will be assessed according to the OECD criteria, life cycle approach and a HRBA.

Analysis 5: Within-Case Comparison: Once all data is collected, a within-case comparison will occur in order to identify the nature of any common causal mechanism underlying the project attributes that have been found to be good predictors of outcomes. The strength of the emerging change pathways will also be assessed. We will also pay attention to outlier cases and then see if there are any similarities within these cases using the most different, same outcome framework.

Analysis 6: Comparative Advantage Analysis: The theory of comparative advantage highlights that products (i.e., goods and services) should always be delivered by an organization that is best positioned to do so. While some comparative advantages are inherent, many others are acquired. Our team will conduct comparative advantage analysis with a view to assessing whether TCO is 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 analysis will highlight key areas in which TCO demonstrates a clear comparative advantage as an organization. This will allow TCO to understand how well it is positioned for the objectives it wants to reach and what types of partnerships it needs to engage in. The analysis of TCO's comparative advantage will be disaggregated by sector, theme, and geographical region.

Analysis 7: Triangulation: Aside from comparing the collected data to existing national/regional data, mini-FGDs/consultation will be used to deeply explore certain results (focusing on anomalies, outliers and successes and understanding causal chains) and the documentation analysis. The evaluation team will also discuss the country level findings as a form of triangulation. The evaluation team is considering developing some rubrics to further assist with triangulation (and to help synthesize and interpret the data in a systematic and transparent manner).

Final Analysis: These different analytical components will be brought together to answer all evaluation questions during the report writing phase.

Validation Workshops: Two validation workshops will be held. One to test the preliminary findings prior to drafting the report and a final analysis validation workshop once the report has been completed and help to test the findings and recommendations.

Quality assurance

Includovate is well known for producing high quality work. We use highly qualified expert staff to meet deadlines and client expectations. Includovate is part of a global network and relies on permanent staff spread out across nearly all continents, allowing us to work efficiently across time zones. Our network is extremely valuable when there are tight deadlines given that we can rapidly mobilize necessary expertise. Moreover, should unforeseen circumstances prevent or delay the work, we are also able to mobilize supplementary expertise in a timely manner (with UNICEF's permission) by reaching out to colleagues in an established pool of full-time researchers and consultants. Additionally, we have project management software and teamwork / collaborative spaces which facilitate communication and accelerate document sharing. We implement an agile approach to project management and take pride in how nimble we are.

We have in-house editors and a peer review culture to ensure the UNICEF TCO receives a high-quality report. Our work plan for this assignment includes fortnightly team meetings to maintain open communications across the team and with the TCO in order to provide updates, keep track changes and meet deadlines. The team leader will also be available for additional online meetings with the UNICEF TCO. Our program manager for this assignment is based in Bangkok and is able to assist with arranging appointments.

Ethical considerations

The research team has put into place a detailed plan as to how they will ensure the ethical obligations of evaluators and ethical safeguarding for stakeholders involved in the evaluation (see Annex 10).

This evaluation, first and foremost, must conform to the guidelines and standards provided by the UN and UNICEF for evaluations. The team will be following UNICEF's revised Evaluation Policy (2018), the 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).

In addition to the UN and UNICEF standards, Includovate must obtain approval from the internal Internal Ethical Review Board (IRB) for all research involving human participants. A detailed form must be

submitted and approved prior to any research undertaken by Includovate or Includovate contractors. The IRB determines, after learning about the study’s aims and justification, background and literature review, research design and methodology, recruitment of participants, procurement of consent, reimbursement or incentives to participants, risks to participants, collection of data and privacy and confidentiality, and the publication and dissemination of results whether or not the proposed research meets their very high standards of ethical consideration.

Specific ethical considerations in place for this study include:

- Online consent forms for individuals participating in the perception survey;
- Differentiated oral (for individuals meeting online/via telephone) and in-person consent forms for participants in the KIIs or FGDs, depending on the medium of interview taking place;
- It will be explained to participants that all answers are voluntary and that they are able to skip any questions that they wish to. They will also be explained that they are free to withdraw their participation in our study at any time;
- Significant specific recommendations are in place for both participants and and researchers with regards to COVID-19, including adherence to Thailand’s Department of Disease Control’s Recommendations for meetings, seminars or other mass gatherings²³;
- Confidentiality being ensured by assigning all interviewees anonymous codes, with no names of individual participants being used in any publications emergent from this research;
- In order to ensure any real or perceived coercion is avoided during the consent process, we will wait until any authorities of people of power have left before seeking consent. We will ensure the respondent feels safe to discuss their answers by asking them where they would like the questions to be asked, or if they would like us to come back at an alternative time/location. This will ensure our participants feel that they have options and do not have to participate in the study.

Workplan

The evaluation will take roughly five months from the date of the kick-off meeting to complete. The timing for the key steps and the deliverables is listed in the table below.

Step	Due date
Kick-off meeting	18 December 2020
Desk review and submission of draft Inception Report to UNICEF	8 January 2021
Comments and QA on draft Inception Report from UNICEF given to Includovate	12 January 2021

²³ Department of Disease Control, 2020. Recommendations for meetings, seminars or other mass gatherings. Available at: <https://ddc.moph.go.th/viralpneumonia/eng/file/recommendation/016Recommendations.pdf> [Accessed January 13, 2021].

Final inception report due (Deliverable 1) <i>12-15 January - use comments and QA to make final inception report</i> <i>15-18 January - obtain IRB ethics clearance</i>	18 January 2021 25 January 2021
Desk review report (internal - for research purposes)	1 February 2021
Stakeholders analysis/map (Deliverable 5)	20 February 2021
Data collection: KIIs, FGDs <i>All data collection to be completed by this date</i>	27 February 2021
Online perception survey <i>All survey data to be collected by this date</i>	27 February 2021
Presentation of preliminary findings (Deliverable 2) and Perception survey (Deliverable 3)	10 March 2021
Validation workshop, draft evaluation report presented to stakeholders (Deliverable 4)	15 March 2021
Comments and QA on draft evaluation report given to Includovate by UNICEF	21 March 2021
Final report due (Deliverable 6)	7 April 2021
Evaluation brief (Deliverable 7)	7 April 2021
Infographic and animated video (Deliverable 7)	7 April 2021

Annexes

Annex 1: TOR with signed Code of Conduct

Annex 2: Evaluation Matrix

Annex 3: Data collection tools

KII questionnaire

FGD questionnaire

Perception Survey

Annex 4: Reference documents

UNICEF and Thailand-related documentation

Preliminary literature review

Annex 5: Outline of the evaluation report

Annex 6: Evaluation team

Annex 7: Evaluation briefing note

Annex 8: Case study guidance

Annex 9: Draft rubric for assessing documents as part of a literature review

Annex 10: Internal ethical review board application

Annex 11: Justification for evaluation question changes

Annex 1: TOR with signed code of conduct

Please see the attached file named *Annex 1 - Signed TOR.pdf*

Alternatively, you may view this file at: [Annex 1 - Signed TOR.pdf](#)

Annex 2: Evaluation matrix

Please see the attached file named *Annex 2 - Evaluation Matrix.xlsx*

Alternatively, you may view this file at: [Annex 2 - Evaluation Matrix.xlsx](#)

Annex 3: Data collection tools

KII questionnaires

Internal (within UNICEF) key informant 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. Please have a look at this stakeholder map [show map]. Please let me know if there are specific organizations 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.
7. Which stakeholders seek UNICEF's expertise the most?
 - a. Probe: How do these requests for expertise help to meet the needs of UNICEF's targeted rights holders?
8. Is UNICEF attracting (corporate) partners who are genuinely interested in child wellbeing, rights and development?
 - a. Probe: for their perceptions on partners: motivations, needs, priorities and how they compare to UNICEF's motivations, needs, priorities.
9. 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

10. 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

- 11.** 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.

- 12.** How effective has the TCO been in approaching, engaging, pitching, and securing relevant partnerships?
 - b. Probe: private sector, RTG, NGOs, others.
 - c. Which relationship type is UNICEF better at brokering?
 - d. Probe: why?
 - e. Which relationship type is UNICEF worse at brokering?
 - f. Probe: why?

- 13.** How can UNICEF sharpen its partner engagement approaches?

- 14.** On a scale of 1-4, how well do you understand UNICEF's business for results (B4R) risks and assumptions: (probe for examples)
 - 1 - extremely well
 - 2 - well
 - 3 - not very well
 - 4 - not at all

- 15.** How could UNICEF 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

- 16.** To what extent does the TCO approach partners in a coordinated manner?
 - a. Probe: any evidence of silos/lack of coordination

- 17.** To what extent is UNICEF coordinating with key partners to avoid overlaps?

- 18.** Is UNICEF optimizing 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)?

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

Sustainability

- 20.** To what extent has UNICEF TCO been able to influence its partners' practices, policies and priorities? (Probe for examples and evidence of influence that can be triangulated and secondary evidence e.g. reports)
 - a. Other UN agencies
 - b. Royal Thai Government
 - c. Private sector
 - d. Non-government sector
 - e. The media
 - f. Academia
 - g. Other development partners
- 21.** Have joint interventions been designed and implemented in a way that enhances and enables their replicability, sustainability and scale-up?
- 22.** What does UNICEF need to do better to secure a more robust portfolio of partners? (e.g. secure funding stream)
- 23.** What does UNICEF need to do better to secure a more diversified portfolio? (e.g. sectors and cross sectoral support)
- 24.** What does UNICEF consider to be ethical or unethical in terms of partnerships? (probe for mechanisms and processes)
- 25.** 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?
- 26.** Please provide the email address and contact details of someone else knowledgeable on this topic that the evaluation team should talk to.

External key informant interview

Background information

1. Which organization do you work for?
2. What is your current position/job title?
3. How long have you been in this position?
4. Do you identify as male, female or other?
5. What is your age?

Proposed standardized questions for all external stakeholders

1. Have you seen and read about UNICEF Thailand's major contributions over the past year? Please give examples.
 - a. Probe: where have you seen/read about UNICEF?
2. Please have a look at this stakeholder map [show map]. Please let me know if there are specific organizations 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.
3. In your opinion, who are UNICEF Thailand's most important partners? Why?
4. In your opinion, what is the added value of those partners for UNICEF?
5. How did your partnership with UNICEF come about?
 - a. Probe: Who approached who?
6. How would you describe the nature of your partnership with UNICEF?
7. What makes UNICEF an attractive partner for your organization?
 - a. Have you considered other partners?
8. Has your organization ever sought UNICEF's expertise?
 - a. Probe: on what/why?
9. Do you foresee your partnership with UNICEF continuing?
 - a. Probe: for how long? Why?
10. Have you ever been invited to participate in UNICEF's strategic planning processes?
11. Have you invited UNICEF to participate in your organization's strategic planning?

- 12.** Would you see value in developing programs jointly with UNICEF?
- 13.** To what extent is UNICEF TCO meeting the needs of children?
- 14.** What advice do you have for UNICEF in terms of the way it approaches partners?
- 15.** Has UNICEF raised any of the following issues with you during your partnership:
 - a. rights of children;
 - b. rights of women;
 - c. rights of migrants;
 - d. rights of minorities;
 - e. rights of people living with disabilities.
- 16.** How would you describe what UNICEF considers to be ethical or unethical in terms of partnerships?
 - a. Probe: how do you know this (read a policy, saw it written, had a conversation, assumes)
- 17.** On a scale of 1-4, how well do you understand UNICEF's business for results (B4R) risks and assumptions:
 - 1 - extremely well
 - 2 - well
 - 3- not very well
 - 4 - not at all
- 18.** 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
- 19.** What does UNICEF need to do better to secure a more robust portfolio of partners? (e.g. secure funding stream)
- 20.** What does UNICEF need to do better to secure a more diversified portfolio? (e.g. sectors and cross sectoral support)
- 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.** Please provide the email address and contact details of someone else knowledgeable on this topic that the evaluation team should talk to.



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Australia Company Number (ACN) 633846072

FGD questionnaire and activities

1. Please have a look at this stakeholder map [show map]. Please let me know if there are specific organizations 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?
3. Does UNICEF have any brand power? Please explain.
4. Is UNICEF an attractive partner?
 - a. Why/why not?
5. Do UNICEF's partners amplify UNICEF's agenda?
 - a. Why/why not? How?
 - b. Probe: can UNICEF influence it's partners' practices?
6. 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?
7. How can UNICEF sharpen its partner engagement approaches?
 - a. Probe: (how UNICEF works with partners)
 - b. Can you describe the ideal way UNICEF TCO should approach/broker partnerships?
Probe: To what extent does this occur in a coordinated manner?
 - c. Probe for evidence of silos
8. Can you identify any issues that could hamper cooperation/collaboration across the UN Country Team? (only ask this question to UN staff)
9. Is UNICEF developing the right type of coalitions to better meet the needs of targeted rights holders?
10. How should UNICEF deal with partners at the national level if they display unethical behaviour contrary to UNICEF's guiding principles?
11. Anything else to add to improve the way UNICEF undertakes partnerships?

Perception survey

Demographic Data

- I. **Name of the organization** _____
- II. **Sector in which you work:**
- Government agency
 - Implementing partner
 - Private sector organization
 - Civil society organization
 - UN agency
 - Other development agency – government
 - Other development agency – non-government
- III. **Your interaction with UNICEF Thai Country Office (TCO) is as a:**
- a. Donor – Gives funds to UNICEF
 - b. Implementer – Receives funds from UNICEF
 - c. Strategic partner - collaborates on specific projects
 - d. Other _____ (please give your definition of 'other' here)
- IV. **Duration of your organization's interaction with UNICEF TCO:**
- a. 1 year or less
 - b. 2 years
 - c. 3 years
 - d. 4 years
 - e. 5 years
 - f. More than 5 years
- V. **Duration of your personal interaction with UNICEF TCO:**
- a. 1 year or less
 - b. 2 years
 - c. 3 years
 - d. 4 years
 - e. 5 years
 - f. More than 5 years

	<p>Perception questions / Perception indicator</p> <p>Please tick the appropriate box (es) under each question.</p>
--	--



Relevance

1. How do you rate UNICEF's ability to respond to the needs of children, women, persons living with disabilities and migrants in Thailand?

- Excellent
- Good
- Neither good nor poor
- Poor
- Very poor
- Don't know

2. To what extent do you agree with this statement: My organization shares similar values to UNICEF.

- Strongly agree
- Slightly agree
- Neither agree nor disagree
- Slightly disagree
- Strongly disagree
- Don't know

3. To what extent do you agree with this statement: UNICEF's brand is attractive to my organization.

- Strongly agree
- Slightly agree
- Neither agree nor disagree
- Slightly disagree
- Strongly disagree
- Don't know

Any additional comments to make?

4. How strong (and positive) is UNICEF's brand and reputation in Thailand?

- Very strong brand and reputation
- Strong brand and reputation
- Average
- Not a strong brand and reputation
- Don't know

5. How significant have the strategic engagements you have had with UNICEF been toward responding to the needs of children, women, people living with disabilities and migrants?

- Very significant

- Significant
- Ok
- Insignificant
- Very insignificant
- Don't know / N/A

6. Have you ever requested UNICEF's expertise?

- Yes
- No

(For what purpose: comments)

7. Finish this statement,
'The partnership agreement that we signed with UNICEF is':

8. Does UNICEF have appropriate partner engagement options for your needs?

- Yes
- No

Probe: If answers yes,

- Ask 'How so?'

Probe: If answers no,

- Ask 'What other options would you like?'

9. To what extent do you agree with this statement: UNICEF attracts (corporate) partners who are genuinely interested in wellbeing, rights and development for children, women, people living with disabilities and migrants?

- Strongly agree
- Slightly agree
- Neither agree nor disagree
- Slightly disagree
- Strongly disagree
- Don't know

10. Does UNICEF have any partners that surprise you? Why/why not?



Effectiveness

11. On a scale of 1-5, please rank your agreement with the following statements: (*0 not applicable or don't know; 1 strongly disagree; 2 disagree; 3 neither agree nor disagree; 4 agree; 5 highly agree*):

- UNICEF knows how to win support for the cause of children, women, persons living with disabilities and migrants from decision-makers and the wider public;
- UNICEF knows how to win support for the cause of children, women, persons living with disabilities and migrants from businesses/corporate partners;
- UNICEF is adept at developing and leveraging resources and partnerships for children;
- UNICEF is adept at developing and leveraging resources and partnerships for women and girls;
- UNICEF is adept at developing and leveraging resources and partnerships for persons living with disabilities;
- UNICEF is adept at developing and leveraging resources and partnerships for migrants.

12. 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

13. 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.

14. 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:
-

15. Do you agree with the following statement about UNICEF? (tick in the boxes with which you agree):

- UNICEF is easy to work with
- UNICEF's aims are clear
- UNICEF's claims are backed up with sufficient information (or evidence?)
- UNICEF is trustworthy



Sustainability

20. Have you ever been invited to participate in UNICEF’s strategic planning processes?

- Yes
- No

Comments:

21. Would you like to be invited to participate in UNICEF’s strategic planning processes?

- Yes
- No

Comments:

22. Have you invited UNICEF to participate in your organization’s strategic planning?

- Yes
- No

Comments:

23. Would you ever consider inviting UNICEF to participate in your organization’s strategic planning?

- Yes
- No

Comments:

24. Has UNICEF raised any of the following issues with you during your partnership:

- a. Rights of children;
- b. Rights of women;
- c. Rights of migrants;
- d. Rights of minorities;
- e. Rights of people living with disabilities.



Communication

25. How do you rate your level of awareness of UNICEF’s overall program in Thailand?

- Excellent
- Good
- Neither good nor poor
- Poor
- Very poor

26. How do you rate your level of communication with UNICEF?

- Excellent
- Good
- Neither good nor poor
- Poor
- Very poor

27. Is there a need to improve your communication with UNICEF?

- Yes
- No

Comment _____

28. If there were challenges or problems that you encountered during your partnership with UNICEF, what level of impact did they have on your organization?

- Very high
- High
- Average
- Low
- Very low
- No challenges were faced
- Other, please specify:

29. On a scale of 1-5, please rank UNICEF’s ability to reach and engage with a large number of individuals, families, influencers, and decision-makers at all levels of society about the needs of children, women, people living with disabilities and/or migrants?

- Very strong
- Strong
- Average
- Not very strong

- Very low
- Other, please specify:

30. Is there anything else you would like UNICEF to consider as it works to improve its partnerships in Thailand? (200 words)

31. Please provide the email address and contact details of someone else knowledgeable on this topic that the evaluation team should talk to:



Includovate Pty Ltd. www.includovate.com
E: info@includovate.com
Ph: +61370201331
Australian Business Number (ABN) 50 633 846 072
Australia Company Number (ACN) 633846072

Annex 4: Reference documents

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Annex 5: Outline of the evaluation report

Report length: 40 pages excluding annexes

- **Executive Summary (up to 4 pages)**
- **Acknowledgements**
- **Table of contents**
- **Abbreviations and acronyms**
- **Map**
- **Introduction (6-7 pages)**
 - o Purpose of the Country Programme Evaluation
 - o Scope of the evaluation
 - o Methodology and approach to the evaluation
- **Country context and UNICEF's Country Programme (6-7 pages)**
 - o Draw from the appropriate sections of the Inception Report, with relevant updates based on the subsequent field work and analysis
- **Findings (25-30 pages)**
 - o Answers to each of the evaluation questions
- **Conclusions (5- 6 pages)**
- **Lessons (3-4 pages)**
- **Recommendations (3-4 pages)**
- **Annexes**
 - o Terms of Reference
 - o Inception Report including Evaluation Matrix
 - o Bibliography
 - o (As appropriate) methodological tools (including recommendations to update the reconstructed Theory of Change)

Annex 6: Evaluation team

The evaluation team consists of six members, each contributing to the project their own areas of expertise. They are:

Name of expert	Position assigned	Relevant experience and contribution to the evaluation
<p>Dr. Kristie Druca (she/her)</p>	<p>Team Leader (TL) and lead researcher</p>	<p>With over 17-year experience as a community developer, gender and inclusion adviser, or researcher, Dr. Kristie Druca is theoretically strong on gender, human rights/child rights, and social inclusion, particularly within a developing country context. She completed her PhD in Political Anthropology on social inclusion and has a Master’s in Applied Anthropology and Participatory Development specializing in gender and has a passion for building partnerships and capacity for systems change around social inclusion. Her passion for applied research and social inclusion has driven her education, her career, and the launch of Includovate.</p> <p>Throughout her varied career, she has conducted 12+ mixed method evaluation projects for major donor country programs, including UNICEF and the UN. She followed the UNEG Norms and Standards throughout.</p> <p>Her varied career has resulted in an excellent understanding of evaluation principles and methodologies. She has built a reputation for innovative, participatory data collection methods with stakeholders of all types, e.g., people living with disabilities, NGO and government officials, youth, the private sector, and women.</p> <p>She has extensive experience in both qualitative and quantitative evaluation methods, including key informant interviews and focus groups (remote and in-person), online surveys, secondary data analysis, documentation review, policy analysis, case study development, theory of change workshops, and validation workshops.</p> <p>As founder and CEO of Includovate, she has been both the administrative and research team lead of 10 experts to deliver various assignments for the International Labour Organization, World Bank, Care International, WorldFish, International Rice Research Institute, and the International Water Management Institute.</p> <p>Projects included applied research projects on women’s</p>



		<p>empowerment, social protection, institutional strengthening for gender, diversity, and inclusion, including women’s economic empowerment and inclusive market development.</p> <p>With a reputation for clear concise reports with actionable, validated recommendations, the aforementioned organizations have used research results to write policy, strategic plans and expand partnerships for true systems reform.</p> <p>Her experience conducting strategic positioning/partnership evaluations comes from her work in policy development and systems change for AusAID and SNV.</p> <p>For three years, Dr. Drucza held the GESI advisor role at SNV Nepal. In her position, she increased the participation of excluded groups in partner organizations, and revised MEL frameworks, social accountability tools, organizational development, capacity building, and conducted baseline assessments.</p> <p>Previously, for UNICEF in Nepal she was the research lead for the country wide evaluation that analysed and evaluated critical social development issues then developed recommendations for the country strategy.</p> <p>She is currently an advisory group member for DFAT's market development facility and was the team leader for a 100% remote evaluation for UNICEF EAPRO that consulted various government and non-government stakeholders, UNICEF, other development partners and children living with disabilities and their carers across multiple countries.</p> <p>Dr. Drucza has experience across the East Asia and South Pacific region, not limited to leading training workshops and participating in international conferences held in Bangkok, that focused in delivering gender diversity and inclusion research and technical assistance to governments and the UN, World Bank, ADB, and IFC among others.</p> <p>Dr. Drucza will closely lead the quality control process with technical oversight and backstopping of all presented writings. She will develop the methodology and be involved in all outputs. She will also complete all remote and English-speaking interviews/workshops. Dr. Drucza will contribute approximately 42.5 working days to the evaluation.</p>
<p>Pascal Tanguay (he/him)</p>	<p>Professional Evaluator (based in</p>	<p>Pascal is a consultant based in Thailand who speaks fluent Thai with an avid interest in human rights issues having completed his qualifications in Sociology, Psychology and Philosophy. He has</p>

	Thailand)	<p>extensive knowledge of the United Nations System mandate and the political, cultural and economic context of Thai people and the country. Consequently, he was recognized by Princess Bajarakitiyabha of Thailand for his significant contributions to drug policy development at the national level.</p> <p>Pascal is a seasoned evaluator who has conducted several assessments of policies, programmes, projects, services, workshops and partnerships. As part of a team of international consultants, he led the evaluation of the partnerships between WHO SEARO and its Collaborative Centres in Thailand. Pascal has conducted evaluations for the World Bank, for UNAIDS, for the Global Fund, for Expertise France, and for several civil society agencies working directly with vulnerable populations.</p> <p>He has experience working in cross-cultural settings and established strategic partnerships with public agencies and various stakeholders, developed organizational strategic plan and management systems, conducting data analysis and evaluations of over 10 years. Previously, he assumed the position of a part-time consultant for UNICEF Thailand in 2019-2020 working to establish an international training center on EMTCT in Thailand. Should this pose a conflict of interest, then this particular component of the project will be handled by Kristie.</p> <p>Pascal will support data collection processes on the ground, facilitate workshops and assist with deliverables, including methodological design. He will be responsible for all Thai speaking and face to face interviews/workshops.</p> <p>Pascal will contribute approximately 41 working days to the evaluation, focusing on the creation of data collection tools, conducting KIIs and FGDs, and preparing final deliverables.</p>
<p>Hiwot Workneh Abegaz (she/her)</p>	<p>Research Assistant</p>	<p>Hiwot will assist the TL where needed and help in the creation of methodological tools. She will also be responsible for conducting relevant desk research for the literature review, assisting in the writing of reports and concept notes, and proofreading final deliverables. She will also be responsible for transcription, where necessary.</p> <p>She will be involved throughout the entirety of the evaluation.</p>
<p>Yoseph Mamo (he/him)</p>	<p>Research Assistant</p>	<p>Yoseph will assist the TL where needed and be responsible for disseminating information from relevant desk review with the team. He will also be responsible for transcription, where necessary.</p>

		He will be involved where necessary throughout the evaluation.
David Lefor (he/him)	Program Manager (based in Thailand)	<p>David will assist the TL where needed and help in the overall management of the evaluation with regards to the coordination of meetings, preparation of documentation, ensuring work is within budgets, distribution of surveys, conducting desk review and research, and assisting in the writing of the deliverables.</p> <p>David will be involved throughout the entirety of the evaluation and will oversee it from start to finish.</p>

Annex 7: Evaluation briefing note

Please see the attached file named *Annex 7 - Evaluation briefing note.docx*

Alternatively, you may view this file at: [Annex 7 - Evaluation briefing note.docx](#)

Annex 8: Case study guidance

Case Study and desk review guidance for the UNICEF Thailand strategic partnerships evaluation

Case study topics:

Case study 1: UNICEF country program partnerships influencing national policies, strategies, or guidelines

Case study 2: evidence of UNICEF's partners amplifying UNICEF's agenda

Case study 3: evidence of UNICEF approaching, engaging, pitching, and securing shared value partnerships

Case study 4: evidence of the TCO approaching partners in an internal or external coordinated manner

Case study 5: evidence of joint interventions designed or implemented to enhance/enable replicability, sustainability and scale-up

If such evidence is mentioned, two options will be given to the respondent:

A 10-minute deep dive on the case study at another time;

Spending an additional 10 minutes together at the end of the interview developing the case study.

Questions to ask while developing case studies:

Facts surrounding the situation (in the lead up to it, the implementation). Setting the scene/background context for the reader

We need to know who (people and organizations) were involved. Probe for government, UNICEF and private sector involvement and any tripartite relationships.

Did anyone stop being involved for any reason?

What were some of the alternative options considered at the time? And why weren't they chosen?

What were the results/impact?

What did the person learn from the experience?

What would they do differently next time?

Does the person think it was successful? Why?

Any ethical conundrums faced?

Can anyone triangulate the case study (get email and phone)

Desk review guiding questions

1. Who have been the key stakeholders / partners involved in the UNICEF TCO / TCP in the recent past (5 years)?
 - a. From other UN agencies?
 - b. From Thai government (ministries / departments)?
 - c. From corporate sector?
 - d. From civil society / community sector?
2. Which ones are included in the partnership strategy? Which ones are not?
3. For each stakeholder / partner, please indicate which sector they operate from:
 - a. CSO/community
 - b. Government
 - c. Corporate
 - d. United Nations
 - e. Development partner
4. For each stakeholder / partner, please indicate which roles they play in regards to their collaboration with UNICEF TCO:
 - a. Implementing partner
 - b. Donors / funding agency
 - c. Technical support
 - d. Authorities / reporting line
 - e. Recipient of funds or support from UNICEF
 - f. Other?
5. For each stakeholder / partner, please indicate the level of importance (primary, secondary or tertiary partner) based on the duration, financial value, and impact of the partnership.
 - a. Provide 1-page case studies of successful partnership between UNICEF TCO and:
 - i. The corporate sector
 - ii. The Thai government
 - iii. Civil society / community-based / NGO agencies
 - iv. *Each case study should include responses to answers to Q1-5 above, as well as the duration of the partnership, info on how/why the partnership was established, the need/gap it addressed for Thailand, the benefits to the partners (for UNICEF and for the partner), the outputs (short term), outcomes (medium term) and impact (long term) of the partnership, any challenges encountered during the partnership, and any relevant recommendation for the future to enhance the partnership*

6. Summarize the key objectives, strategies, and implementation mechanisms of the TCO partnership strategy.
 - a. Highlight any and all specific issues relating to corporate sector engagement, particularly corporate social responsibility platforms in Thailand.
7. Summarize findings and list recommendations from previous evaluations / reviews / assessments of UNICEF TCO that have to do with partnerships.
 - a. Again, please highlight any specific issues in the evaluations / reviews / assessments that have to do with corporate partnerships / corporate social responsibility.
8. List and briefly describe the relevant government policy instruments that are relevant to corporate social responsibility in Thailand.

Annex 9: Draft framework for assessing documents as part of a literature review

Framework for Assessing Documents or Literature

Criteria	Rating Scale for Evaluating Documents				
	5	4	3	2	1
<p>Relevance</p> <ul style="list-style-type: none"> The strategic position of UNICEF to respond to the needs of Thailand. <p>(the partnership agreements added value) (the partnership agreements are able to solve the challenges posed)</p>	The document shows UNICEF’s operating areas; and the child right related needs of Thailand, and it shows a match between the two	The document shows UNICEF’s operating areas; and the child right related needs of Thailand, or it shows a match between the two	The document slightly shows UNICEF’s operating areas; and the child right related needs of Thailand, and it slightly shows a match between the two	The document slightly shows UNICEF’s operating areas; and the child right related needs of Thailand, or it slightly shows a match between the two	The document doesn’t show UNICEF’s operating areas; and the child right related needs of Thailand, and it doesn’t show a match between the two
<p>Relevance</p> <ul style="list-style-type: none"> The clarity and relevance of UNICEF’s engagement approaches towards key partners 	The document describes the relevance of UNICEF’s engagement in terms of results chain logic, and the document can be used to evaluate the TCO’s analytical framework and effectiveness.	The document describes the relevance of UNICEF’s engagement in terms of results chain logic, or the document can be used to evaluate the TCO’s analytical framework and effectiveness.	The document slightly describes the relevance of UNICEF’s engagement in terms of results chain logic, and the document can somehow be used to evaluate the TCO’s analytical framework and effectiveness.	The document slightly describes the relevance of UNICEF’s engagement in terms of results chain logic, or the document can somehow be used to evaluate the TCO’s analytical framework and effectiveness.	The document doesn’t describe the relevance of UNICEF’s engagement in terms of results chain logic. The document cannot be used to evaluate the TCO’s analytical framework and effectiveness.
<p>Effectiveness</p> <ul style="list-style-type: none"> The significance of strategic engagements and lessons learned 	Document shows the link between fundraising and strategic planning, and	Document shows the link between fundraising and strategic planning, or	Document slightly shows the link between fundraising and strategic planning,	Document shows the link between fundraising and strategic planning, or	Document doesn’t show the link between fundraising and strategic planning,



<p>(the partnership agreements are achieved, or are expected to reach their objectives) (how effectively have the UNICEF country program strategies and partnerships delivered the intended results and influenced national policies, strategies, and guidelines) (engagement with the private sector has been significant towards achieving results for children)</p>	<p>it indicates the evidence of UNICEF’s influence in Thailand’s policies and on children, and it addresses the existence and appropriateness of private sector engagements.</p>	<p>it indicates the evidence of UNICEF’s influence in Thailand’s policies and on children, or it addresses the existence and appropriateness of private sector engagements.</p>	<p>and it somehow indicates the evidence of UNICEF’s influence in Thailand’s policies and on children, and it somehow addresses the existence and appropriateness of private sector engagements.</p>	<p>it indicates the evidence of UNICEF’s influence in Thailand’s policies and on children, or it addresses the existence and appropriateness of private sector engagements.</p>	<p>and it doesn’t indicate the evidence of UNICEF’s influence in Thailand’s policies and on children, and it doesn’t address the existence and appropriateness of private sector engagements.</p>
<p><u>Child Rights, Gender, and Inclusion</u> - The extent of application of Child rights, gender and inclusion sensitive approaches</p>	<p>Document addresses the consideration of Child rights, gender and inclusion sensitive approaches, and it shows the number and types of key strategies addressing child rights, gender and inclusion.</p>	<p>Document addresses the consideration of Child rights, gender and inclusion sensitive approaches, or it shows the number and types of key strategies addressing child rights, gender and inclusion.</p>	<p>Document somehow addresses the consideration of Child rights, gender and inclusion sensitive approaches, or it somehow shows the number and types of key strategies addressing child rights, gender and inclusion.</p>	<p>Document slightly addresses the consideration of Child rights, gender and inclusion sensitive approaches, or it slightly shows the number and types of key strategies addressing child rights, gender and inclusion.</p>	<p>Document doesn’t address the consideration of Child rights, gender and inclusion sensitive approaches, and it doesn’t show the number and types of key strategies addressing child rights, gender and inclusion.</p>
<p><u>Sustainability</u> - The extent of sustainability of the Country Programme partnerships (the potential adoption of interventions by the government and the private sector in the future)</p>	<p>Document shows joint interventions that enhance replicability, and it addresses sustainability or scale-up of partnerships between</p>	<p>Document shows joint interventions that enhance replicability, or it addresses sustainability or scale-up of partnerships between</p>	<p>Document slightly shows joint interventions that enhance replicability, and it somehow addresses sustainability or scale-up of</p>	<p>Document slightly shows joint interventions that enhance replicability, or it somehow addresses sustainability or scale-up of</p>	<p>Document doesn’t show joint interventions that enhance replicability, and it doesn’t address sustainability or scale-up of</p>



(the partnership agreements are designed and implemented in a way that enhances and enables their replicability and/or scale-up)	UNICEF and partners, and it indicates planned exit strategies for interventions.	UNICEF and partners, and it indicates planned exit strategies for interventions.	partnerships between UNICEF and partners, and it slightly indicates planned exit strategies for interventions	partnerships between UNICEF and partners, or it slightly indicates planned exit strategies for interventions	partnerships between UNICEF and partners, and it doesn't indicate planned exit strategies for interventions
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Rating Scale	Indicator
5	Very high
4	High
3	Average
2	Low
1	Very low

Annex 10: Internal ethical review board application

Includovate Research Ethics Application Form

To be completed by the applicant

This application form is to be used to seek approval from the Internal Ethical Review Board for all research involving human participants. Includovate employees and researchers are to submit this form prior to commencement of research.

A completed version of this form should be emailed to the Internal Ethical Review Board of Includovate via sujata.ganguly@includovate.com with the subject heading '**Application for Ethical Approval**'. All applications must use this form; attachments will not be accepted other than those requested on this form.


Research must NOT begin until approval has been received from the Internal Ethical Review Board.

Applicant details

Applicant name:	David Lefor
Applicant's position in Includovate:	Program Manager
Contact email:	Dave.lefor@includovate.com
Study name:	Strategic Positioning and Partnerships Strategy Evaluation of the UNICEF Thailand Country Programme 2017-2021 (RFPS under LTAS)
Date of application:	15 January, 2021
Co-applicants: <i>Notes: List the names of all researchers involved in the study. Include their position held and their qualifications. If additional space is required please attach separate sheet</i>	<p>Dr. Kristie Druzca - CEO, Team Leader, lead researcher. Kristie has worked as a research team lead for assignments with the International Labour Organization, World Bank, Care International, WorldFish, International Rice Research Institute, and others. She has experience conducting strategic position/partnership evaluations through her work in policy development and systems change for AusAID and SNV.</p> <p>Pascal Tanguay - Co-Lead researcher, professional evaluator. Pascal has extensive knowledge of the United Nations System mandate and the political, cultural and economic contexts of the Thai peoples and the country. He has been conducting professional evaluations for over 10 years and has experience as a consultant with UNICEF Thailand in 2019-2020.</p>
Funding body:	UNICEF Thailand
Research start date:	18 January, 2021
Research end date:	7 April, 2021

Research ethics and protecting participants

2.1 The Researcher(s) will:	<ul style="list-style-type: none"> • Protect the interests of participants • Ensure voluntary participation based on informed consent • Act honestly without deception • Do no harm to any participant • Ensure that all information is accurate • Abide by national laws and international codes of conduct
2.2 Participants have the right to:	<ul style="list-style-type: none"> • Decide not to take part in the study

	<ul style="list-style-type: none"> • Decide to withdraw their participation at any time • Ask questions at any time • Skip any questions they feel uncomfortable answering • Receive a copy of the consent form • Decide to take part without pressure
<p>Please sign your name here if you have read and agree to abide by 2.1 and 2.2</p>	<p>Name: David Lefor</p> <p>Signature: </p>

Project Details

1. Summary & Justification (*Maximum of 500 words*)

Provide a brief summary of the project in lay terminology.
The project summary should include the following details:

- Aims of the project
- Importance of the study
- Justification/rationale for the research

The aim of the project is to assess and provide recommendations on the UNICEF Thailand Country Office's (TCO) partnership strategy through a formative evaluation. The study will analyse existing and potential partnerships within the public sector and private sector to understand the evolution in the level and quality of engagement of key stakeholders, and identify lessons learned on strategic positioning. The specific objectives of the assessment include:

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

The timeframe to be evaluated covers the first three and a half years of UNICEF's country programme (CP), from January 2017 to mid-year 2020. The entire evaluation will take place between December 2020 and April 2021.

The importance of this study stems primarily with Thailand's unique position as a transitioning economy with strong demographic pressures. Interestingly, TCO receives no funding from donors outside of Thailand in part due to Thailand's economic development classification by the World Bank as an Upper

Middle-Income country in 2011²⁴. This, coupled with an ageing population, has placed pressures on the UN agencies in Thailand to seek strategies with which to best cope with gaps in funding, particularly the engagement of the private sector and improvement in partnerships with the government. This study can serve to guide the UN and other agencies which rely on funding from within the country in transitioning economies worldwide on how to best engage with and create partnerships with public and private donors.

The research will be participatory in nature and will engage with and consult key stakeholders in government, private sector, civil society and partner agencies. It will consider the organization for Economic Co-operation and Development's (OECD) standard evaluation criteria of relevance, effectiveness, coherence/connectedness, and sustainability while also considering human rights, equity, and gender equality as critical and priority cross-cutting components across the assessment process. The four OECD criteria have been selected by the TCO for their particular relevance to this study, while signalling that they had no interest in expanding the scope to accommodate the other OECD criteria. Primary intended users are people who have a direct, identifiable stake in the evaluation, including UNICEF staff, the RTG, public/private sector partners, and the general public.

2. Background Literature Review *(Maximum of 500 words)*

- Explore the relevant current and past literature
- Summarise the potential significance of the study

UNICEF Thailand has established itself as a key advocacy partner with the RTG and has been key in expanding Early Childhood Development (ECD) across the country. Through targeted legislation, they have been successful in improving quality ECD and helped in drafting the country's National Early Childhood Development Act in 2019, as well as supporting the creation of ECD model centres in 22 provinces. Through the child support grant (CSG), UNICEF Thailand's cornerstone advocacy project, over 1 million children now benefit through cash grants from the RTG's budget. In addition, UNICEF Thailand has been working to support migrant and stateless children, helping to generate data on children through national surveys, improve adolescents' access to health information, and to target the intergenerational cycle of inequities.

UNICEF TCO has provided the research team with a preliminary list of relevant literature which informed the evaluation's research design. Most importantly, the Country Program document, which came into effect in 2017, helped to lay out the entire UNICEF Thailand program, including budgetary requirements and monitoring and evaluation frameworks. The results framework from this document includes desired outcomes which have then been evaluated in 2019's Mid-term review. These documents, coupled with annual reports, evaluation of program strategy (i.e., advocacy), regional

²⁴ The World Bank. (2011, August 2). Thailand Now an Upper Middle Income Economy. Available at: <https://www.worldbank.org/en/news/press-release/2011/08/02/thailand-now-upper-middle-income-economy> [Accessed January 12, 2021]

reports, influential case studies, and relevant government-produced data (i.e., Multiple Indicator Cluster Survey, demographic, disability, etc.) have served as the main background literature review.

In addition to the aforementioned, inclusion/exclusion criteria were created to expand the preliminary literature review. A total of 20 partnerships/-focused articles were discovered through three rounds of this, with the first round of inclusion based on global best practices, the second round identifying regional practice, and the final round identifying Thailand-specific literature. The preliminary literature review has shown that best practices in partnerships typically involve shared value which makes a positive impact and that a human rights based/inclusive approach has shown to be a win-win for governments and businesses. Businesses can create shared value by supporting early childhood education, something that UNICEF particularly focuses on in Thailand. Partnerships-focused literature based on Thailand is sparse, and a review of documentation from neighbouring countries and well-established partnerships will be necessary to obtain a clearer idea of what good practice looks like and how it can be applied in Thailand.

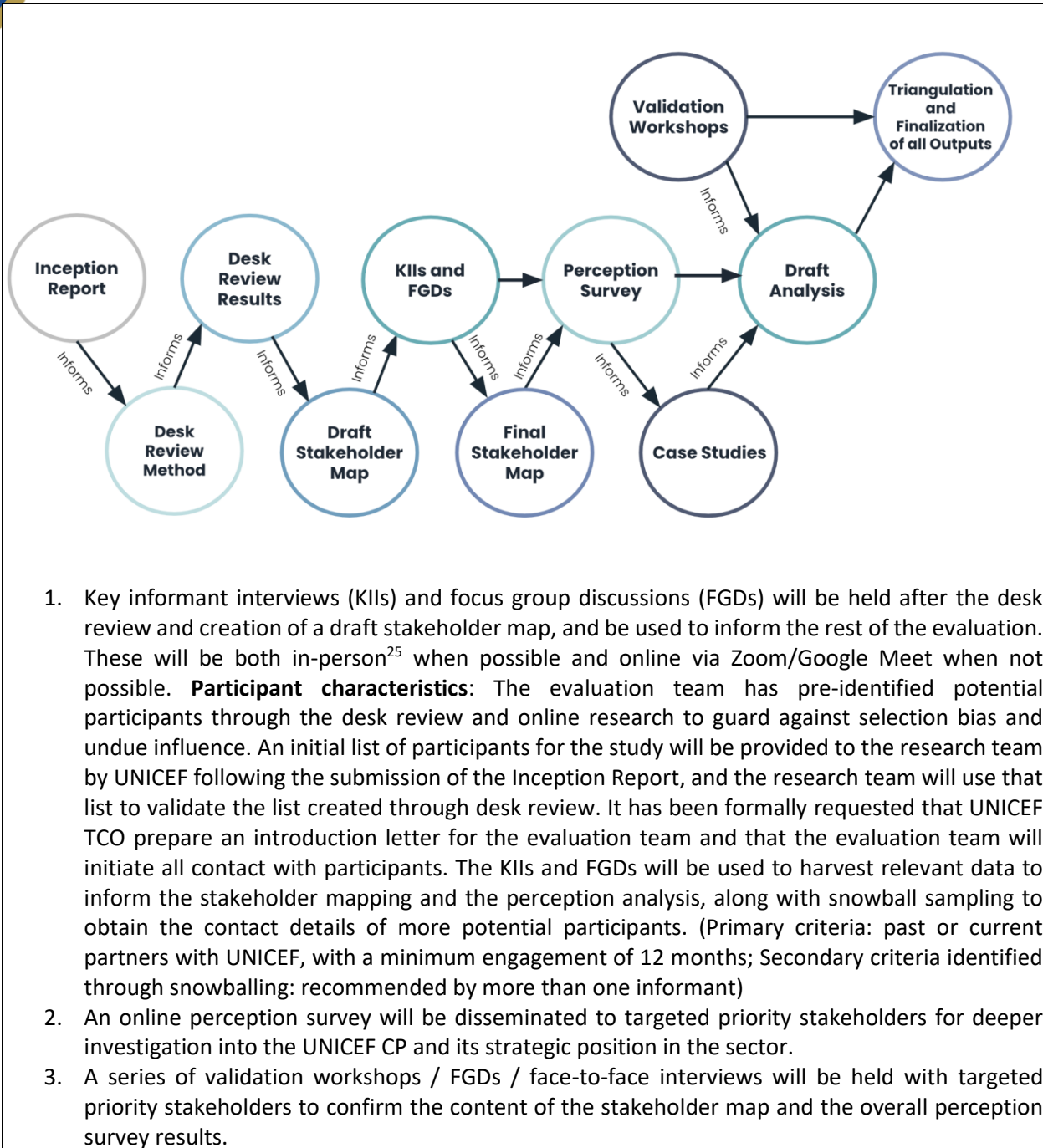
The content of the identified documents will be summarized in a separate report to guide the elaboration of the initial stakeholder map and the perception survey. The desk review will be the foundation on which all other evaluation components are developed. The literature will be coded on an interactive Excel sheet, framing the findings in the global and regional best practice. The literature will be summarized, analysed and synthesized into an annotated bibliography, which will serve as a useful future resource for TCO.

The study has the potential to impact the ways in which the UN and other organizations approach partnerships strategies worldwide. By identifying areas in which to best adapt to a rapidly changing economy and the needs of both private and public groups while considering the impacts on child/human rights, equity, and gender equality, the study can help to improve not only the sources of funding for the UN, but the practices and requirements for partnerships of those wanting to be partners.

3. Research Design and Methodology *(Maximum of 500 words)*

Provide an outline of the research design, the study timeline, location of the study areas, number of participants and data collection methods

The research design of the evaluation is interconnected and the iterative process can be seen in the figure below:



²⁵ COVID-19 precautions are important to consider for this study. The evaluation team will comply fully with government guidelines when meeting in person (and strategies for data collection in this study are fully compliant with current government regulations), maintaining a strict policy that all participants and researchers require a mask, respecting the 10-person limit per room, ensuring well-ventilated areas (holding outdoor interviews when possible), and complying with specific business or organizational guidelines that exceed government policies. Thailand's COVID-19 situation is largely under control, but the research team will continually observe the Ministry of Health's daily briefings to ascertain whether or not the interviews will meet safety regulations, and if they will not, interviews will be held online.

4. Relevant case studies highlighting specific aspects of the UNICEF TCO partnership strategy will be produced, following the evaluation criteria (relevance, effectiveness, coherence and sustainability) or the different stakeholder sectors active in the CP.
5. The final analysis results will be presented in a series of validation workshops / FGDs / face-to-face interviews (as above) with targeted priority stakeholders to confirm the conclusions and recommendations.

A multi-stage random sampling strategy will be used to collect representative data from target stakeholders. First, the target stakeholders will be clustered by operational agencies, sector, theme, and geographical region. Afterward, a proportional simple random sampling to size will be used to select a representative sample from each cluster.

Key evaluation questions stem from the Terms of Reference supplied by the client but have been expanded upon with sub-questions in an evaluation matrix which was designed by the team leader. These were then utilized in the creation of the data collection tools for the Perception Survey, KIIs and FGDs. Collected data will be analysed through descriptive analysis, qualitative coding, quantitative analysis, within-case comparison, comparative advantage analysis, and triangulation.

All data aside from consultations with EAPRO will come from stakeholders within Thailand. The number of targeted participants is 50 for the perception survey, 20 participants in the KIIs, and 5 FGDs, with five people in each one (with a minimum of three people). The participant characteristics for all data collection methods can be seen in Table 1. The perception survey will be conducted online with all stakeholder groups. Desk review methods are based on inclusion/exclusion criteria finalized by the team leader which limit the scope and are only in the five most recent years.

The project will take roughly five months to complete, from Dec. 2020 to Apr. 2021.

4. Sample Size (*Maximum 250 words*)

Outline the intended sample size for the project and justify how this will meet the aims of the study.

Sample size calculations tools can be found online at:

<http://stat.ubc.ca/~rollin/stats/ssize/index.html> (quantitative)

<http://powerandsamplesize.com/Calculators/> (quantitative)

<http://stat.ubc.ca/~rollin/stats/ssize/index.html> (quantitative)

<http://eprints.ncrm.ac.uk/2273/4/howmanyinterviews.pdf> (qualitative)

<http://eprints.ncrm.ac.uk/2273/4/howmanyinterviews.pdf> (qualitative)

Our team will aim to collect data on 50 responses through the quantitative perception survey, (through a target of 120 surveys being sent out), a target of 20 KIIs will be held, and 5 FGDs will take place. The data collected will then be used to triangulate and test our findings. The data will then be presented in two validation workshops, one with preliminary findings and one with submission of the draft final evaluation report, with the client and a reference group of their choosing.

The sample size of 50 for the perception survey gives a confidence interval of 13.52 with a 95% confidence level if an assumption is made that the population of relevant participants in Thailand is 1000.

The qualitative data sample size is based on DePaulo’s concept of saturation, where a sufficient number of responses reduce the likelihood of discovery failure by identifying the range of consistent patterns and minimizing the chances of excluding a pattern, a number which was calculated at 20 interviews for the KIIs.²⁶ The FGDs will have a target of 25 combined participants, reaching the same level of saturation.

5. Research participants *(Maximum 250 words)*

Describe the characteristics of the participants that you intend to recruit in the study (e.g. inclusion/exclusion criteria, sex, age range of participants).

The evaluation team has 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 will be provided to the research team by UNICEF following the submission of the Inception Report, and the research team will use that list to validate the list created through desk review. It has been formally requested that UNICEF TCO prepare an introduction letter for the evaluation team and that the evaluation team will initiate 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 will be identified and introduced to the research team through snowball sampling methods.

Participant characteristics: Primary criteria: past or current partners with UNICEF, with a minimum engagement of 12 months; Secondary criteria identified through snowballing: recommended by more than one informant

The scope of the data collection includes both internal UNICEF Thailand employees and external stakeholders within Thailand. External stakeholders include partners from the public sector such as government officials and as well partners from the private sector, for example non-governmental organizations or corporations. Target stakeholders have been identified through a cross-sectoral approach with sectors of: child protection, child and adolescent development and participation, inclusive social policy and child-sensitive social protection, disability/gender equality/disaster risk reduction/disaster preparedness, and program effectiveness (coordination, communication/advocacy, engagement/partnership). Stakeholders within these sectors will be identified from UNICEF, operational agencies in the UN country team, the RTG, private sector, civil society/community/NGOs, and development partners.

In line with the human rights-based approach, the evaluation will strive to incorporate the needs of rights holders (children, women, migrants, minorities, people living with disabilities, and other marginalized and vulnerable populations identified by UNICEF TCO) and consider the voices of those rights holders in every step of the evaluation. However, given the COVID situation, given the institutional focus on the evaluation, UNICEF has specifically requested that data not be collected from rights holders. Instead, the needs and voices of rights holders will be taken into consideration through engagement with community-based, non-government and

²⁶ P. de Paulo: “Sample size for qualitative research. The risk of missing something important”, in QUIRKS Marketing Review (December 2000).

civil society organizations who will act as proxies for those groups and individuals. In addition, the evaluation will also rely on past evaluations, assessments, and reviews that have directly harvested inputs from beneficiaries and rights-bearers as a complement to the inputs from local partners.

Suggested target participants for the data collection have been identified by the evaluation team:

Table 1: Participant characteristics for data collection

KII participant characteristic	Number of KIIs	FGD group characteristic	Number of FGDs
Private sector stakeholder	3	Civil society stakeholders	1
Academics (Mahidol + Chulalongkorn University)	2	Private sector stakeholders	1
Government representatives from different ministries	5	UNICEF aggregator partners	1
Section chiefs at the UN	4	UNICEF staff	1
Civil society stakeholders	2	Staff from across the UN Country Team	1
Representative of UNICEF	1		
Deputy representative of UNICEF	1		
Regional/global UNICEF	2		
Snowball sampling	5		
	25		5
The perception survey will be sent to people from across all relevant sectors.			

6. Recruitment of participants (*Maximum 250 words*)

The evaluation team has 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 will be provided to the research team by UNICEF following the submission of the Inception Report, and the research team will use that list to validate the list created through desk review. It has been formally requested that UNICEF TCO prepare an introduction letter for the evaluation team and that the evaluation

team will initiate all contact with participants. Following KIIs and FGDs with this preliminary list of participants, other relevant stakeholders will be identified and introduced to the research team through snowball sampling methods.

7. Consent (Maximum 500 words)

Provide a detailed description of the consent process including:

- **The type of consent (e.g. verbal/ written etc.)**
- **At what stage in the research process will you seek consent**
- **To whom will participants indicate their consent (e.g. enumerator)**
- **How you will provide/leave consent materials to your potential participants and what contact details will be given**
- **How will any real or perceived coercion be avoided during the consent process.**
- **Why this method of consent is appropriate for the participant population.**
- **How will you ensure participation is voluntary and participants can withdraw at any time.**
- **Level and type of involvement**
- **Contact details of research lead/support person**

Please attach a copy of the original consent form as evidence.

****if you are seeking a waiver of consent, provide justification.**

If interviews take place in person:

A copy of the written informed consent will be left with all participants and a copy of all consent forms is attached to this submission in [Annex 1](#). They include contact details for the Chair of the internal ethical review board, should any participant wish to complain or find out more information.

Participants will be asked to write their name on the informed consent if literate and provide recorded verbal consent if illiterate. Consent will be sought at the very beginning of the research process - after the greetings and an introduction to the study are provided and before any research questions are asked. The researcher will seek the consent. Our informed consent statement clarifies that participation is voluntary and anonymous and explains that participants can withdraw at any time during the study.

In order to ensure any real or perceived coercion is avoided during the consent process, we will wait until any authorities of people of power have left before seeking consent. We will ensure the respondent feels safe to discuss their answers by asking them where they would like the questions to be asked, or if they would like us to come back at an alternative time/location. To avoid the potential unwanted influence of UNICEF on the participants, the evaluation team will initiate all contact with participants in order to maintain a neutral and unbiased perspective. This will ensure our participants feel that they have options, they are free to say what they wish to say, and they do not have to participate in the study.

If interviews take place online/via telephone:

Oral consent will be asked by all participants and a copy of all oral consent forms are attached to this submission. A copy of the consent form will be e-mailed to all participants. The contact details for the

Chair of the institutional ethical review board are on the consent form, should any participant wish to complain or find out more information.

Participants will be asked if the audio for the interview can be recorded. If consent for this is not given, the interview will proceed without recording.

In order to ensure any real or perceived coercion is avoided during the consent process, we will wait until any authorities or people of power have left the visible area before seeking consent. We will ensure the respondent feels safe to discuss their answers by asking them if they would like to be in a different room for the questions to be asked, or if they would like us to call back at an alternative time. This will ensure our participants feel that they have options and do not have to participate in the study.

Our informed consent statement clarifies that participation is voluntary and anonymous and explains that participants can withdraw at any time.

8. Reimbursement of Expenses or Incentives to Participate (maximum 100 words)

Will participants be paid? If so, how much?

There will not be any expenses or incentives to participate offered in the study. That being said, travel expenses will be reimbursed to participants and light refreshments/lunch will be provided to participants.

9. Risks to participants (maximum of 250 words)

Describe any discomfort or inconvenience to which participants may be subjected. Include information about:

- (a) procedures that for some people could be physically stressful or might impinge on the safety of participants,
- (b) procedures that for some people could be psychologically stressful.

We will ensure minimum disruption to our participants' time schedule through careful scheduling at mutually acceptable times of the participants and researchers via e-mail/telephone. None of the questions being asked will lead to harm coming to them and the data collected will be anonymous.

As some KIIs/FGDs will be conducted in-person, COVID-19 measures must be in place which adhere to the RTG guidance on COVID-19 mitigation and also to specific agency policies. In order to follow these policies, it must be noted that the situation in Thailand is constantly changing and evolving. Strict adherence to the Thai government's Department of Disease Control policies and advice will be researched on the day prior to any in-person interviews and followed strictly in collaboration with the participant. In particular, COVID-19 guidance relating to meetings and seminars such as strict temperature checks, provision of alcohol for hand sanitization, regular cleansing of shared surfaces, a limitation on people in

a room, mandatory face masks and social distancing will be monitored²⁷. Considering Thailand has had strict COVID-19 measures in place since February 2020, all businesses and relevant government/organizational offices are already following these measures by law and they should be expected to be in place.

Where in-person interviews are not possible, interviews will take place via Zoom/Google Meet.

10. Collection of data and Privacy and Confidentiality (maximum of 500 words)

How will the data will be collected, stored or disclosed:

- **Specify the format that the data will be collected in;**
- **How will confidentiality be ensured?**
- **Specify how individual identifiers will be removed (if applicable);**
- **What sort of data will you be collecting?**
- **How will it be analysed?**

The research results will be reported to the participants of the study;

- **How the research results will be reported /published**
- **How participant confidentiality will be maintained in your reports and/or publications.**

Qualitative and quantitative interview data will be collected. Qualitative data will come from a perception survey using the online survey platform SoGoSurvey.com which will be distributed to UNICEF Thailand stakeholders. Key informant interviews and focus group discussions will take place both online and in person with relevant stakeholders, and where required, our Thailand-based researcher, Pascal, who speaks Thai fluently, will carry out all discussions requiring a Thai speaker. Field notes will be taken down in English by hand and all interviews will be recorded with a sound recording application on smartphone and then transcribed in English during the transcription phase, whereby transcribers will type up their notes using Microsoft Word and upload these files into a password-protected google drive folder that will be shared with the research team. If there are any interviews in Thai, which is not expected but certainly a possibility, our local language translator will be utilized to translate the recorded meetings into English and notes will be processed in the same method as mentioned above. Our local researcher will then provide quality assurance on the transcribed translations.

Confidentiality will be ensured by assigning all interviewees anonymous codes. The research team will employ a coding technique, where unique identifier codes (UIC) will be assigned to participant responses, ensuring confidentiality. Data will be password-protected with limited access to only those specific individuals in the evaluation team who will be involved in data analysis. Backups will be made regularly on portable hard drives that will not be connected to networks. No raw data (recordings, transcripts, interview notes) will be shared with the client or individuals outside the evaluation team. The names of individual participants will not be used in any publications emerging from this research.

The online survey platform, SoGoSurvey.com, which guarantees survey security, is General Data Protection Regulation and 100% EU Safe Harbour Compliant compliant, and is well-known to be a

²⁷ Department of Disease Control, 2020. Recommendations for meetings, seminars or other mass gatherings. Available at: <https://ddc.moph.go.th/viralpneumonia/eng/file/recommendation/016Recommendations.pdf> [Accessed January 13, 2021].

leading survey platform with an A+ score by the Better Business Bureau.²⁸ All participant data on the platform is SSL encrypted. Participant data from this online survey will be handled in the same manner as described above.

All data will be stored for seven years.

The analytic method chosen for the study is organizational/substantive coding²⁹. After an initial reading of the interview transcripts, key themes and concepts will be identified by the research team. Recurring themes and concepts will become categories through the coding process (known as organizational coding). Sub-themes will then be created related to the key concepts and issues identified by the participants (known as substantive coding). Codes will be revisited to identify significant data that addresses the study's research questions.

It will be explained to participants that all answers are voluntary and that they are able to skip any questions that they wish to. It will also be explained to them that they are free to withdraw their participation from our study at any time.

The research findings will be made available upon request through the contact person for the study at the conclusion of the final write-up.

13. Publication and Dissemination of results (*maximum of 250 words*)

- **The research results will be reported to the participants of the study;**
- **How the research will be reported /published**
- **How participant confidentiality will be maintained in your reports and publications.**

Data from the study will be analysed and compiled into a draft evaluation report. Validation will take place with the research team presenting preliminary findings and recommendations from the draft evaluation report to UNICEF. Validation workshops will then be held with external stakeholders for the stakeholder mapping, perception survey, and comparative analysis results. Finally, peer review will take place for the draft report, with peers jointly selected by the evaluation team and UNICEF TCO. All of these processes will feed into the creation of the final evaluation report. Data from the final evaluation report will also be used in the production of an animated video, and a set of Thai/English infographics. Participant confidentiality will be maintained at all times because all data will be anonymized, password-protected and coded as per the section above. The research findings will be owned by UNICEF and they will have authority over any public dissemination/publication following the conclusion of the study. Includovate will seek the necessary permission/authorization from UNICEF prior to publishing any study findings.

²⁸ SoGoSurvey - Online Survey Tool. 2021. Online Survey Data Collection & Data Management Tool. [online] Available at: <https://www.sogosurvey.com/survey-data-collection> [Accessed 20 January 2021].

²⁹ Creswell, J. W. (2013). *Qualitative Inquiry & Research Design: Choosing among Five Approaches* (3rd ed.). Thousand Oaks, CA: SAGE.

Annex

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Consent forms

Internal KIIs (in-person)

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

KEY INFORMANT INTERVIEWS - IN-PERSON CONSENT FORM

Client: United Nations Children’s Fund (UNICEF)

Research firm: Includovate

Lead investigator: Dr. Kristie Druzca kristie.druzca@includovate.com

Thank you for the opportunity to speak with you. My name is..... 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.

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 **60-75 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 anonymized.
- I agree to the use of anonymized 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

Internal KIIIs (online)

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

KEY INFORMANT INTERVIEWS - ONLINE CONSENT FORM

Client: United Nations Children’s Fund (UNICEF)

Research firm: Includovate

Lead investigator: Dr. Kristie Druzca kristie.druzca@includovate.com

Thank you for the opportunity to speak with you. My name is..... 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.

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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).

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):

External KIs (in-person)

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

KEY INFORMANT INTERVIEWS - CONSENT FORM

Client: United Nations Children's Fund (UNICEF)

Research firm: Includovate

Lead investigator: Dr. Kristie Druca kristie.druca@includovate.com

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UNICEF works in Thailand in collaboration with the Government. UNICEF and the government have a multi-year cooperation agreement called a Country Program (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 **60-75 minutes**.

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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).

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 anonymized.
- I agree to the use of anonymized 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

External KIIs (online)

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

KEY INFORMANT INTERVIEWS - ONLINE CONSENT FORM

Client: United Nations Children’s Fund (UNICEF)

Research firm: Includovate

Lead investigator: Dr. Kristie Druzca kristie.druzca@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 Program (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 **60-75 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.

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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).

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):

FGDs (in-person)

**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 Druzca kristie.druzca@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.

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 **2-3 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.

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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).

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 agree to participate in the study?

- Yes**
- No**

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 on the next page 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 anonymized.
- I agree to the use of anonymized 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

FGDs (online)

**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 Druca kristie.druca@includovate.com

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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 **2-3 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

**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 Druzca (kristie.druzca@includovate.com)

Thank you for your time. My name is and I am from a research incubator called Includovate which is a social enterprise that innovates for inclusion. UNICEF Thailand 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 perceptions on UNICEF’s partnerships in Thailand.

UNICEF works in Thailand in collaboration with the Government. UNICEF and the government have a multi-year cooperation agreement called a Country Program (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 questionnaire 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 a short survey and respond to a series of questions that would take about 5-10 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).

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.

Data collection tools

Inclusion/exclusion criteria for the literature review

The initial literature profile came from the document resources recommended by UNICEF in the TORs. From this core list of documents, the literature search was expanded methodically to identify relevant published and grey literature. We also searched multiple organizational websites using a variety of search term combinations to mine relevant literature. We plan to follow our established screening criteria (see Table 1). The literature included for the primary desktop review met both content and context requirements set out in the inclusion and exclusion criteria.

The databases to search are:

- [Google Scholar](#)
- [Hein Online](#)
- [JSTOR](#)
- [ProQuest Research Library](#)
- [Web of Knowledge](#)
- SAGE Journals
- Taylor & Francis Online
- Wiley Online Library
- CSA Illumina

The scope is limited to current and recent literature not more than five most recent years (2015–2020). Only Scopus-listed articles or those published on institutional websites are included. The search includes journal articles, books, book chapters, strategic plans, annual reports, and policy documents including bills and acts.

Table 1: Inclusion and Exclusion Criteria

Key search terms and inclusion criteria	Round 1 exclusion	Round 2 exclusion
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 partnerships	Solely government funded projects
2015–2020		Before 2015

Global	EAPRO	Everything but Thailand
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Relevant sources were identified according to the inclusion and exclusion criteria in table 1. The first-round inclusion criteria will find global best practices, the second round will identify regional practices, and the final round will identify Thailand specific literature. The research team plans to manually code the literature on an interactive Excel sheet that will help to frame the findings in the global and regional best practice. The literature will be summarised, analysed and synthesised into an annotated bibliography, which will serve as a useful future resource for TCO.

*We want annotations of **20 sources**, so additional exclusion terms may need to be added to reduce the annotations. We are really looking for best practices in this space. We may want to refer to some of this literature in the final evaluation.

References

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UNICEF, 2017. *UNICEF Annual Report 2017 - Thailand*, s.l.: UNICEF.

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United Nations, 2017. *United Nations Partnership Framework for Thailand 2017-2021*, s.l.: s.n.

Internal (within UNICEF) 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. Please have a look at this stakeholder map [show map]. Please let me know if there are specific organizations 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.
7. Which stakeholders seek UNICEF's expertise the most?
 - a. Probe: How do these requests for expertise help to meet the needs of UNICEF's targeted rights holders?
8. Is UNICEF attracting (corporate) partners who are genuinely interested in child wellbeing, rights and development?
 - a. Probe: for their perceptions on partners: motivations, needs, priorities and how they compare to UNICEF's motivations, needs, priorities.
9. What are UNICEF's comparative advantages /added value in addressing the needs of targeted 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

10. 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 Thai country program?
 - b. Probe: for comments on results chains, B4R and theory of change
11. 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.
- 12.** How effective has the TCO been in approaching, engaging, pitching, and securing relevant partnerships?
- b. Probe: private sector, RTG, NGOs, others.
 - c. Which relationship type is UNICEF better at brokering?
 - d. Probe: why?
 - e. Which relationship type is UNICEF worse at brokering?
 - f. Probe: why?
- 13.** How can UNICEF sharpen its partner engagement approaches?
- 14.** On a scale of 1-4, how well do you understand UNICEF's business for results (B4R) risks and assumptions: (probe for examples)
- 1 - extremely well
 - 2 - well
 - 3 - not very well
 - 4 - not at all
- 15.** How could UNICEF 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

- 16.** To what extent does the TCO approach partners in a coordinated manner?
- a. Probe: any evidence of silos/lack of coordination
- 17.** To what extent is UNICEF coordinating with key partners to avoid overlaps?
- 18.** Is UNICEF optimizing 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)?
- 19.** What have been some of the positive and negative effects of how UNICEF approaches partners?

Sustainability

- 20.** To what extent has UNICEF TCO been able to influence its partners' practices, policies and priorities? (Probe for examples and evidence of influence that can be triangulated and secondary evidence e.g. reports)
- a. Other UN agencies

- b. Royal Thai Government
 - c. Private sector
 - d. Non-government sector
 - e. The media
 - f. Academia
 - g. Other development partners
21. Have joint interventions been designed and implemented in a way that enhances and enables their replicability, sustainability and scale-up?
 22. What does UNICEF need to do better to secure a more robust portfolio of partners? (e.g. secure funding stream)
 23. What does UNICEF need to do better to secure a more diversified portfolio? (e.g. sectors and cross sectoral support)
 24. What does UNICEF consider to be ethical or unethical in terms of partnerships? (probe for mechanisms and processes)
 25. 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?
 26. Please provide the email address and contact details of someone else knowledgeable on this topic that the evaluation team should talk to.

External key informant interview

Background information

1. Which organization do you work for?
2. What is your current position/job title?
3. How long have you been in this position?
4. Do you identify as male, female or other?
5. What is your age?

Proposed standardized questions for all external stakeholders

1. Have you seen and read about UNICEF Thailand's major contributions over the past year? Please give examples.
 - a. Probe: where have you seen/read about UNICEF?
2. Please have a look at this stakeholder map [show map]. Please let me know if there are specific organizations 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.

3. In your opinion, who are UNICEF Thailand's most important partners? Why?
4. In your opinion, what is the added value of those partners for UNICEF?
5. How did your partnership with UNICEF come about?
 - a. Probe: Who approached who?
6. How would you describe the nature of your partnership with UNICEF?
7. What makes UNICEF an attractive partner for your organization?
 - a. Have you considered other partners?
8. Has your organization ever sought UNICEF's expertise?
 - a. Probe: on what/why?
9. Do you foresee your partnership with UNICEF continuing?
 - a. Probe: for how long? Why?
10. Have you ever been invited to participate in UNICEF's strategic planning processes?
11. Have you invited UNICEF to participate in your organization's strategic planning?
12. Would you see value in developing programs jointly with UNICEF?
13. To what extent is UNICEF TCO meeting the needs of children?
14. What advice do you have for UNICEF in terms of the way it approaches partners?
15. Has UNICEF raised any of the following issues with you during your partnership:
 - a. rights of children;
 - b. rights of women;
 - c. rights of migrants;
 - d. rights of minorities;
 - e. rights of people living with disabilities.
16. How would you describe what UNICEF considers to be ethical or unethical in terms of partnerships?
 - a. Probe: how do you know this (read a policy, saw it written, had a conversation, assumes)

- 17.** On a scale of 1-4, how well do you understand UNICEF’s business for results (B4R) risks and assumptions:
- 1 - extremely well
 - 2 - well
 - 3- not very well
 - 4 - not at all
- 18.** 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
- 19.** What does UNICEF need to do better to secure a more robust portfolio of partners? (e.g. secure funding stream)
- 20.** What does UNICEF need to do better to secure a more diversified portfolio? (e.g. sectors and cross sectoral support)
- 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.** Please provide the email address and contact details of someone else knowledgeable on this topic that the evaluation team should talk to.

Focus group discussions

1. Please have a look at this stakeholder map [show map]. Please let me know if there are specific organizations 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?
3. Does UNICEF have any brand power? Please explain.
4. Is UNICEF an attractive partner?
 - a. Why/why not?
5. Do UNICEF's partners amplify UNICEF's agenda?
 - a. Why/why not? How?
 - b. Probe: can UNICEF influence it's partners' practices?
6. 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?
7. How can UNICEF sharpen its partner engagement approaches?
 - a. Probe: (how UNICEF works with partners)
 - b. Can you describe the ideal way UNICEF TCO should approach/broker partnerships?
Probe: To what extent does this occur in a coordinated manner?
 - c. Probe for evidence of silos
8. Can you identify any issues that could hamper cooperation/collaboration across the UN Country Team? (only ask this question to UN staff)
9. Is UNICEF developing the right type of coalitions to better meet the needs of targeted rights holders?
10. How should UNICEF deal with partners at the national level if they display unethical behaviour contrary to UNICEF's guiding principles?
11. Anything else to add to improve the way UNICEF undertakes partnerships?

Perception survey

Demographic Data

- I. **Name of the organization** _____
- II. **Sector in which you work:**
- Government agency
 - Implementing partner
 - Private sector organization
 - Civil society organization
 - UN agency
 - Other development agency – government
 - Other development agency – non-government
- III. **Your interaction with UNICEF Thai Country Office (TCO) is as a:**
- e. Donor – Gives funds to UNICEF
 - f. Implementer – Receives funds from UNICEF
 - g. Strategic partner - collaborates on specific projects
 - h. Other _____ (please give your definition of ‘other’ here)
- IV. **Duration of your organization’s interaction with UNICEF TCO:**
- g. 1 year or less
 - h. 2 years
 - i. 3 years
 - j. 4 years
 - k. 5 years
 - l. More than 5 years
- V. **Duration of your personal interaction with UNICEF TCO:**
- g. 1 year or less
 - h. 2 years
 - i. 3 years
 - j. 4 years
 - k. 5 years
 - l. More than 5 years

	<p>Perception questions / Perception indicator</p> <p>Please tick the appropriate box (es) under each question.</p>
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Relevance

1. How do you rate UNICEF's ability to respond to the needs of children, women, persons living with disabilities and migrants in Thailand?

- Excellent
- Good
- Neither good nor poor
- Poor
- Very poor
- Don't know

2. To what extent do you agree with this statement: My organization shares similar values to UNICEF.

- Strongly agree
- Slightly agree
- Neither agree nor disagree
- Slightly disagree
- Strongly disagree
- Don't know

3. To what extent do you agree with this statement: UNICEF's brand is attractive to my organization.

- Strongly agree
- Slightly agree
- Neither agree nor disagree
- Slightly disagree
- Strongly disagree
- Don't know

Any additional comments to make?

4. How strong (and positive) is UNICEF's brand and reputation in Thailand?

- Very strong brand and reputation
- Strong brand and reputation
- Average
- Not a strong brand and reputation
- Don't know

5. How significant have the strategic engagements you have had with UNICEF been toward responding to the needs of children, women, people living with disabilities and migrants?

- Very significant



- Significant
- Ok
- Insignificant
- Very insignificant
- Don't know / N/A

6. Have you ever requested UNICEF's expertise?

- Yes
- No

(For what purpose: comments)

7. Finish this statement,

'The partnership agreement that we signed with UNICEF is':

8. Does UNICEF have appropriate partner engagement options for your needs?

- Yes
- No

Probe: If answers yes,

- Ask 'How so?'

Probe: If answers no,

- Ask 'What other options would you like?'

9. To what extent do you agree with this statement: UNICEF attracts (corporate) partners who are genuinely interested in wellbeing, rights and development for children, women, people living with disabilities and migrants?

- Strongly agree
- Slightly agree
- Neither agree nor disagree
- Slightly disagree
- Strongly disagree
- Don't know

10. Does UNICEF have any partners that surprise you? Why/why not?



Effectiveness

11. On a scale of 1-5, please rank your agreement with the following statements: (0 not applicable or don't know; 1 strongly disagree; 2 disagree; 3 neither agree nor disagree; 4 agree; 5 highly agree):
- UNICEF knows how to win support for the cause of children, women, persons living with disabilities and migrants from decision-makers and the wider public;
 - UNICEF knows how to win support for the cause of children, women, persons living with disabilities and migrants from businesses/corporate partners;
 - UNICEF is adept at developing and leveraging resources and partnerships for children;
 - UNICEF is adept at developing and leveraging resources and partnerships for women and girls;
 - UNICEF is adept at developing and leveraging resources and partnerships for persons living with disabilities;
 - UNICEF is adept at developing and leveraging resources and partnerships for migrants.
12. 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
13. 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.
-
14. 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:
-
15. Do you agree with the following statement about UNICEF? (tick in the boxes with which you agree):
- UNICEF is easy to work with
 - UNICEF's aims are clear
 - UNICEF's claims are backed up with sufficient information (or evidence?)
 - UNICEF is trustworthy



Sustainability

20. Have you ever been invited to participate in UNICEF’s strategic planning processes?

- Yes
- No

Comments:

21. Would you like to be invited to participate in UNICEF’s strategic planning processes?

- Yes
- No

Comments:

22. Have you invited UNICEF to participate in your organization’s strategic planning?

- Yes
- No

Comments:

23. Would you ever consider inviting UNICEF to participate in your organization’s strategic planning?

- Yes
- No

Comments:

24. Has UNICEF raised any of the following issues with you during your partnership:

- f. Rights of children;
- g. Rights of women;
- h. Rights of migrants;
- i. Rights of minorities;
- j. Rights of people living with disabilities.



Communication

25. How do you rate your level of awareness of UNICEF’s overall program in Thailand?

- Excellent
- Good
- Neither good nor poor
- Poor
- Very poor

26. How do you rate your level of communication with UNICEF?

- Excellent
- Good
- Neither good nor poor
- Poor
- Very poor

27. Is there a need to improve your communication with UNICEF?

- Yes
- No

Comment _____

28. If there were challenges or problems that you encountered during your partnership with UNICEF, what level of impact did they have on your organization?

- Very high
- High
- Average
- Low
- Very low
- No challenges were faced
- Other, please specify:

29. On a scale of 1-5, please rank UNICEF’s ability to reach and engage with a large number of individuals, families, influencers, and decision-makers at all levels of society about the needs of children, women, people living with disabilities and/or migrants?

- Very strong
- Strong
- Average
- Not very strong

- Very low
- Other, please specify:

30. Is there anything else you would like UNICEF to consider as it works to improve its partnerships in Thailand? (200 words)

31. Please provide the email address and contact details of someone else knowledgeable on this topic that the evaluation team should talk to:



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Annex 11: Justification for evaluation question changes

Key evaluation questions	Original sub-questions	Revised questions	Rationale for changes
<p>How well UNICEF is strategically positioned to respond to the needs and context of Thailand?</p>	<ul style="list-style-type: none"> Is UNICEF perceived to be operating in its areas of comparative strength considering the array of other actors? 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? 	<ul style="list-style-type: none"> Is UNICEF attracting (corporate) partners who are genuinely interested in child wellbeing, rights and development? 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? To what extent is UNICEF TCO meeting the needs of targeted rights holders? 	<ul style="list-style-type: none"> It is the type of partners, more than UNICEF's mandate that should be assessed No change Added value is covered in brand and other questions below. Perceptions around relevance to targeted rights holders needs to be asked.

<p>How clear and relevant are UNICEF’s engagement approaches towards key partners?</p>	<ul style="list-style-type: none"> • Do the outputs, outcomes and goals of the approaches follow the results chain logic? Are adjustments needed in ToC and/or results framework? • Does the TCO have a clear and compelling narrative for private sector partners? • How effective has the TCO been in approaching, engaging, pitching, and securing strategic partnerships? • 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? 	<ul style="list-style-type: none"> • Perception of UNICEF’s impact, key work areas, children’s rights, brand and attractiveness of UNICEF as a partner • Do UNICEF’s TCO partners amplify UNICEF’s agenda? • How effective has the TCO been in articulating and developing strategies to approach, engage, pitch, and secure relevant partnerships? 	<ul style="list-style-type: none"> • UNICEF TCO does not have a unifying theory of change (ToC) and operates with several assumptions. Thus, asking questions about alignment and logic cannot be answered. • Similarly, the narrative is not coherent in a document. However, asking about how partners consider UNICEF’s pitch/approach and whether UNICEF has managed to attract the right partners is more useful.
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<p>What are the lessons learned, and how significant have the strategic engagements been toward achieving children's results?</p>	<ul style="list-style-type: none"> • How can strategic partners better engage with and participate in UNICEF's results narrative? • What is the link between prioritization-fund raising-planning-impact? • How effectively have the UNICEF country program strategies and partnerships delivered the intended results and influenced national policies, strategies, and guidelines? • Has the evolution of engagement with the private sector been significant toward achieving results for children? • How can the strategy, risks, and assumptions for B4R and related private sector engagement approaches be sharpened? 	<ul style="list-style-type: none"> • To what extent has UNICEF TCO been able to influence its partners' practices and priorities? • How effectively have the UNICEF country program strategies and partnerships delivered the intended results and influenced national policies, strategies, and guidelines? • How can the ToC, risks and assumptions for B4R and related partner engagement approaches be sharpened? 	<ul style="list-style-type: none"> • The ability of UNICEF to influence partners practices and policies will lead to more achievement for children, whether this is done through panning, strategic discussions, fundraising, or other means will be determined during the evaluation.
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<p>How do the office and partners define and plan for convergence?</p>	<ul style="list-style-type: none"> • How has convergence been affected by or affected the phenomenon of 'silos' both within UNICEF and among partners? • Is UNICEF making optimal use of the presence of UNCT and the UN reform? • Could UNICEF do this differently in a way that leverages further results for children? • To what extent does TCO approach partners in a coordinated manner? 	<ul style="list-style-type: none"> • To what extent does the TCO approach partners in a coordinated manner? • What has been the effect of how UNICEF approaches partners • Could UNICEF approach partners differently in a way that leverages further results for targeted rights holders? 	<ul style="list-style-type: none"> • Convergence is a difficult term to define and understand. Instead, understanding how collaboratively UNICEF works with others and approaches partners and understanding the strengths and weaknesses of different approaches is more useful to UNICEF (the evaluation team did not want to limit it to UNCT only but they will be considered as a partner)
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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?
- Is the private sector being appropriately engaged across the range of program goals?
- Is UNICEF optimizing its engagement around the Government's planning processes, and if not, how could the CO do this better?
- What entry point is the best for UNICEF to leverage policy shifts for children?
- What key entry points in public financing and governance at both national and sub-national levels should UNICEF consider?
- What would leveraging/scale-up involve in the context-specific of RTG's systems and structures?

- Is UNICEF developing the right type of coalitions to better meet the needs of targeted rights holders?
- Is UNICEF optimizing its engagement around the Government's planning processes, and if not, how could the TCO do this better?
- What is the role of (business) partnerships in TCO's overall strategy?

- First one is very similar, the evaluation team wanted to align with rights more (in line with the HRBA).
- Appropriately engaging the private sector is covered in other questions.
- Rather than focusing on entry points, (which are programmatic) the evaluation team felt that understanding the role of partnerships to the overall strategy was more useful for this evaluation.
- Scale-up questions are put into sustainability



To what extent has the CP applied gender and inclusion sensitive approaches and explicitly aim for results that improve the rights of children, women and people living with disability?

- To what extent does UNICEF's positioning and strategic partnerships consider gender and inclusion sensitive approaches and explicitly aims for results that improve the rights of children, women and people living with disabilities?

- To what extent does UNICEF's positioning and strategic partnerships consider gender and inclusion sensitive approaches and explicitly aims for results that improve the rights of children, women, migrants, minorities and people living with disabilities?
- 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?

- Added a question about the leveraging influence of partners for inclusion.

<p>To what extent are the CP partnerships sustainable in time?</p>	<ul style="list-style-type: none"> • Has UNICEF planned an exit strategy for its interventions, assigning institutional roles, and commitments? • Have joint interventions been designed and implemented in a way that enhances and enables their replicability and/or scale-up? 	<ul style="list-style-type: none"> • Have joint interventions been designed and implemented in a way that enhances and enables their replicability, sustainability and scale-up? • What does UNICEF consider to be ethical or unethical in terms of partnerships 	<ul style="list-style-type: none"> • The evaluation team felt that exit strategies are included in this question • This question has been added by the evaluation team as it is seen as highly relevant for long term survival of UNICEF.
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