

**RTA - Rapid assessment of
UNICEF Thailand Country
Office's employability
initiatives (2017–2021)
Final Report**

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RTA - Rapid assessment of UNICEF Thailand Country Office's employability initiatives (2017–2021) Final Report

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Executive Summary

Background

Thailand, an upper-middle income economy, is currently facing social and technological shifts including an ageing population and technological advancements which could potentially place a significant portion of the labour force at risk of losing their jobs.¹ Due to Thailand being a nation with one of the highest rates of population ageing in the developing world and with a declining share of working age population predicted to impact economic growth, young people are crucially important in being engaged in work to support Thailand's ageing population.²

Young people are facing challenges in their transition to decent work, with over 1.4 million young people (nearly 15%) not in education, employment or training (NEET).³ At the same time, young women have been impacted more by unemployment and are also more likely than men to be NEET.⁴ The COVID-19 pandemic has led to further shifts in the Thai economy, leaving young people more vulnerable to economic shocks and more likely to be in poverty.⁵ On top of this, youth in Thailand face educational challenges: a below average in reading, mathematics and science, an education mismatch (with university graduates being much less likely to find jobs than those with primary education), and a failure of the education system to adequately equip students with the skills needed to transition into work.⁶

To help address this, UNICEF Thailand (TCO) supported the implementation of **eight** projects during the current Country Programme (2017-2021) aimed at increasing the employability of young people.

¹ Thailand Development Research Institute (2020). *Youth Employability Scoping Study*. Available at: <https://www.unicef.org/thailand/media/4771/file/Youth%20Employability%20Scoping%20Study.pdf> (Accessed on 13th November, 2021)

² World Bank (2016). *Thailand Economic Monitor - June 2016: Aging Society and Economy*. Available at: <https://www.worldbank.org/en/country/thailand/publication/thailand-economic-monitor-june-2016-aging-society-and-economy#:~:text=The%20Thai%20population%20is%20aging%20rapidly.&text=As%20of%202016%2C%2011%25%20of,a%20quarter%20of%20the%20population> (Accessed on 22nd January, 2022)

³ *ibid.*

⁴ Thailand Development Research Institute (2020). *Youth Employability Scoping Study*.

⁵ Oxford Policy Management & United Nations in Thailand (2020). *Social Impact Assessment of COVID-19 in Thailand*. Available at: <https://www.unicef.org/thailand/media/5071/file/SocialImpactAssessmentofCOVID-19inThailand.pdf> (Accessed on 21st January, 2022).

⁶ *ibid.*

This rapid assessment assessed the eight youth employability initiatives TCO supported. The assessment will allow the TCO team, and in particular the ADAP section, to reflect on progress and learn from these experiences, noting successes and identifying areas needing improvement.

The primary objectives of the rapid assessment were:

- To assess the relevance, effectiveness, coherence, and sustainability of results with respect to the different TCO employability initiatives;
- To engage the TCO ADAP section and relevant stakeholders in analysing the strengths and weaknesses of the projects, focusing on key aspects that should be built on and what corrective actions should be taken in the new CPD;
- To provide actionable recommendations for UNICEF to feed into its planned interventions for the next CPD;
- To contribute to UNICEF's TCO and UNICEF wider organizational learning.⁷

Rapid Assessment design and methodology

The rapid assessment aims to provide a rapid, evidence-based analysis with a largely qualitative approach with which to respond to several overarching questions developed by TCO. These questions are:

- **What did we intend (or plan) to do?**
- **What actually happened?**
- **What went well, and why?**
- **What can be improved (and why), and what should be changed in the next Country Programme?**

To respond to these questions, and in line with the contents of the Terms of Reference (ToR)⁸, the rapid assessment adopted participatory approaches through engagement of and consultation with key stakeholders in government, civil society and partner agencies, and beneficiaries throughout the process. Following the ToR, the Rapid Assessment was conducted based on the OECD/DAC criteria of **Relevance, Coherence, Effectiveness, Impact, and Sustainability**.

Data collection methods included:

1. Comprehensive documentation and desk review

⁷ *ibid.*

⁸ The TOR for this assignment can be seen in Annex 6

2. 10 Key Informant Interviews with UNICEF Thailand staff members (**n=4**), implementing partners (**n=8**), and government stakeholder (**n=1**)
3. 3 Focus group discussions with selected stakeholders focusing on youth empowerment and skills development (**n=4**), with selected stakeholders focusing on migrant youth development (**n=7**), with innovation-related initiative partners and implementers (**n=4**)
4. An online survey among beneficiaries of the employability initiatives (**n=46**)

Key findings

Relevance: The initiatives showed a great deal of relevance to the target beneficiaries. They were well chosen, and all addressed the needs of vulnerable and/or NEET youth in Thailand. While some projects were found to be more relevant to the actual needs of youth than others, and had a wider scope, they all contributed to the CP's Outcome. The IPs involved were also well-chosen and generally had an excellent understanding of the needs of the youth beneficiaries. TCO had a mixed role in the development of the initiatives ranging from consultative to a role of providing finances but little guidance. Beneficiaries were not always consulted in the design of the projects but were certainly involved in choices and decisions within the projects. Youth showed a very deep interest in the projects.

Coherence: Considering employability was not a focus area of TCO until after starting this CP, the initiatives are consistent with UNICEF's global priorities in adolescent educational opportunity and skills-training. Some cross-section work at TCO showed intended and planned coordinated efforts while other efforts were still relatively in a siloed format. There was no evidence for overlap across the sections at TCO. Closer work with the rest of the sections could help ADAP to bring its initiatives to a higher level of engagement with all rights holders and duty bearers. Thailand has plenty of employability initiatives being done by a range of CSOs/NGOs and as well from within the government and intergovernmental organizations in Thailand. Regardless, the targeted nature of some of the TCO employability initiatives, with choice groups such as juveniles in conflict with the law, show originality. Small-scale pilot projects exist as part of the employability initiatives and there is room for cross-organisation efforts to collaborate in the future and scale up.

Effectiveness: Generally, there was evidence to show that the projects reached their expected results. This said, there were plenty of obstacles as well: COVID-19, reporting difficulties and burdens (both between UNICEF and the IPs and by young people as part of the project work), lack of a flexible project structure, and difficulties in measuring the impact the projects have had on NEET gaining employment are reported to have been challenges

to the effectiveness of the projects. TCO was generally shown to be a great team to work with, contributing to the success of the projects. Projects could have improved if there was more time dedicated to the planning stages and longer timelines for the projects.

Impact: The impact of the initiatives is tremendous on the youth that were a part of them. Almost unanimously, the young people enjoyed the projects, thought they contributed to their employability, and believe the projects should continue. There are some limitations on the potential impact found, including the need for specialists to teach vocational courses, further needs for advocacy, a need for a greater use of technology to reach and inspire youth, and a need for age-appropriate projects and administrative burdens.

Sustainability: Most projects were found to have some plans to continue; whether or not that was intended or not in the planning stages was unclear. There are some elements of sustainability and scalability in the projects, and much of this is due to the expanded networks UNICEF was able to provide to the IPs delivering these projects. Most IPs report being able to continue the projects, at least in some capacity, should funding from UNICEF be discontinued, though it is unclear as to where the funding sources would come from. It remains unclear as to what extent the anticipated continuation of the projects was due to planning in the projects or through unintended (positive) results of project work. The projects, in their assessed form, do not appear to meet the TCO standards for scalability. Future projects should be accompanied by criteria and a plan for scale up, otherwise they stay as pilot projects with little sustainability in mind.

Recommendations

Recommendation 1: Optimise UNICEF's network - UNICEF can act in a convening role rather than a project implementing role. UNICEF's network of like-minded stakeholders from across the government, private sector, individuals, and CSOs/NGOs should be unlocked to the future employability initiatives to maximise the effectiveness and impact of the initiatives. By focusing more on advocacy efforts with the Royal Thai Government, **TCO can identify successful initiatives, gaps, and areas for focus, and better utilise the collective expertise of their staff.** TCO could also develop a NEET team for advocacy, aiming to have the government commit to providing stipends to those employers who bring on apprenticeships/trainees.

Recommendation #2: Innovation is key - By harnessing innovative ideas and bringing them to scale, TCO can effectively increase the scale and sustainability of its initiatives. **If**

TCO works on small projects, they should begin with scalability in mind; otherwise, they risk being projects with little sustainability. **TCO should investigate how to better connect young people from Thailand to others within the country and around the world.** A needs assessment is suggested to uncover these issues better and to plan more strategically.

Recommendation #3: Provide effective, comprehensive training with sustainable impact - Young people felt that the skills they were being trained in were not high-level skills which could lead to a long and happy career. **Young people desire comprehensive and effective training from people who are experts. A needs assessment on the desired career pathways from NEET in Thailand would be recommended.** It is recommended that TCO tap into its network of prospective volunteers, mentors, and past project graduates who can be seen by participants as role models/mentors. Expert volunteers would likely be happy to participate in these training sessions from a variety of industries and TCO can help to build the capacity of implementing partners, set up a training database (or tap into existing ones), and set up monitoring mechanisms for these trainings.

Recommendation #4: Dedicate more time to planning to reduce the administrative burden, and final results have to be clear - There should be more consideration and time to fully incorporate the views of all rights holders and duty bearers in projects. **There could have been better thought towards sustainability, risk management, and scalability in the projects.** The administrative burden of reporting to the implementing partner, other partners, and TCO itself needs to be evaluated and reduced. Final anticipated results must be made clear, not only within the reporting documents and contract, but through communication to the project participants.

Recommendation #5: Aim big and build evidence - **TCO should focus less on small donor-oriented projects and should work with intergovernmental organizations** to push higher level projects to scale using their strategic positioning and convening power. More work can be done regarding making qualifications and training free and accessible to prospective learners in Thailand. **Captivating stories from successes within TCO's employability initiatives need to be captured,** woven into compelling narratives, and communicated widely.

Contents

Executive Summary	i
Background	i
Rapid Assessment design and methodology	ii
Key findings	iii
Recommendations	iv
1. Background	1
1.1 Context	1
1.2 Rapid assessment objectives and scope	6
Rapid Assessment purpose	6
Rapid Assessment objectives	6
Rapid Assessment geographic scope	7
Rapid Assessment thematic scope	7
1.3 Intended audience	10
2. Rapid Assessment design and methodology	11
2.1 Evaluation criteria	11
2.2 Sources of data, sampling, and data collection methods	12
2.4 Data collection	15
2.5 Data analysis	16
2.6 Ethical considerations	16
2.7 Limitations	17
3. Findings	21
3.1 Relevance	21
3.1.1 Appropriateness of projects to the beneficiaries	21
3.1.2 Rationale for the selected interventions	22
3.1.3 Targeted beneficiaries' needs	28
3.2 Coherence	29
3.2.1 Consistency of the interventions between TCO sections	29
3.2.2 Consistency of the interventions with other actors' interventions	31
3.3 Effectiveness	33

3.3.1 Extent of expected results achieved	33
3.3.2 TCO's added value	39
3.4 Impact.....	40
3.5 Sustainability.....	43
4. Conclusions	47
5. Recommendations.....	50
Recommendation #1: Optimise UNICEF's network.....	50
Recommendation #2: Innovation is key.....	51
Recommendation #3: Provide effective, comprehensive training with sustainable impact ...	52
Recommendation #4: Dedicate more time to planning to reduce the administrative burden, and final results have to be clear	53
Recommendation #5: Aim big and build evidence.....	54
Annexes	56
Annex 1: Inception Report and Research Tools.....	56
Annex 2: Evaluation matrix.....	57
Annex 3: References.....	59
Annex 3.1 References used in the rapid assessment	59
Annex 3.2: Internal documentation	60
Annex 4: Signed UNEG code of conduct.....	62
Annex 5: Online survey responses.....	64
Annex 6: Terms of Reference.....	68

Acronyms

ADAP	Adolescent Development and Participation
CO	Country Office
CP	Country Programme
CPD	Country Programme Document
CSO	Civil Society Organization
CSR	Corporate Social Responsibility
D4P	Digital4Peace
DJOP	Department of Juvenile Observation and Protection
DMAP	Developing Migrant Adolescents through Community-Based Collaboration and Youth Leaders Participation
FGD	Focus Group Discussion
GenU	Generation Unlimited Youth Challenge
HRBA	Human Rights Based Approach
IDE	Innovation Driven Entrepreneurship
ILO	International Labour Organization
IP	Implementing partner
KII	Key Informant Interview
KMUTT	King Mongkut's University of Technology Thonburi
KPI	Key Performance Indicator
NEET	Not in Education, Employment or Training
NGO	Non-Governmental Organization
OECD	Organization for Economic Cooperation and Development
PPC	Public-Private-Civil society

SDG	Sustainable Development Goal
SBPAC	Southern Border Provinces Administrative Centre
TAO	Tambon Administrative Organization
TCO	UNICEF Thailand Country Office
TLSDF	The Life Skills Development Foundation
TOR	Terms of Reference
UN	United Nations
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group
UNICEF	United Nations Children’s Fund

1. Background

1.1 Context

Thailand, an upper-middle income economy which has benefited from decades of smart economic policies, has seen success in attracting foreign investment and diversification in its manufacturing production, which has led to a strong and steadily employed workforce.⁹ However, the country is currently facing social and technological shifts including an ageing population and technological advancements which could potentially place a significant portion of the labour force at risk of losing their jobs.¹⁰ Due to Thailand being a nation with one of the highest rates of population ageing in the developing world and with a declining share of working age population predicted to impact economic growth, young people¹¹ are crucially important in being engaged in work to support Thailand's ageing population.¹² However, with a rising shift to urban work, better education, and an increased proportion of young people working in the service sector, challenges remain in young people's employability and the ability of the nation's economic sectors to adapt.¹³

Young people are facing challenges in their transition to decent work, with over 1.4 million young people (nearly 15%) not in education, employment or training (NEET).¹⁴ At the same

⁹ The World Bank (2011). *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 on 13th November, 2021).

¹⁰ Thailand Development Research Institute (2020). *Youth Employability Scoping Study*. Available at: <https://www.unicef.org/thailand/media/4771/file/Youth%20Employability%20Scoping%20Study.pdf> (Accessed on 13th November, 2021)

¹¹ **Young people**, while defined by the UN as persons between 10-24 years of age, are operationally defined in Thailand through the 2012-2016 National Plan for Children and Youth Development as persons between 15-25 years of age but in the Second National Plan for Children and Youth as persons between 18-25 years of age. For the purposes of this report, "young people" and "youth" will be used interchangeably to refer to persons between the ages of 15-24, as they most closely correspond to UNICEF Thailand's focus demographic in employability.

¹² World Bank (2016). *Thailand Economic Monitor - June 2016: Aging Society and Economy*. Available at: <https://www.worldbank.org/en/country/thailand/publication/thailand-economic-monitor-june-2016-aging-society-and-economy#:~:text=The%20Thai%20population%20is%20aging%20rapidly.&text=As%20of%202016%2C%2011%25%20of%20a%20quarter%20of%20the%20population> (Accessed on 22nd January, 2022)

¹³ International Labour Organization (2020). *Decent work and youth in Thailand*. Available at: https://www.ilo.org/wcmsp5/groups/public/---asia/---ro-bangkok/documents/publication/wcms_741237.pdf (Accessed on 13th November, 2021).

¹⁴ *ibid.*

time, young women have been impacted more by unemployment and are also more likely than men to be NEET.¹⁵

On top of this, youth in Thailand face educational challenges: a below average in reading, mathematics and science (according to the Organization for Economic Cooperation and Development [OECD]), an education mismatch (with university graduates being much less likely to find jobs than those with primary education), and a failure of the education system to adequately equip students with the skills needed to transition into work.¹⁶

The COVID-19 pandemic has led to further shifts in the Thai economy, leaving young people more vulnerable to economic shocks and more likely to be in poverty.¹⁷ For much of the past decade, Thailand's youth unemployment rate has remained relatively consistent around 6%. In July 2020 and due to the pandemic, that rate rose to 9.8% before falling to 8% towards the end of the year.¹⁸ In contrast to the general unemployment rate in Thailand, which has been consistent around 1% for much of the past decade, the COVID-19 pandemic brought that figure up to around 2% for 2020 and 2021, doubling the nation's unemployed population.¹⁹ The pandemic has exacerbated the extent to which young people are affected by mental health issues, difficulties in accessing healthcare and sexual and reproductive health services, and an increase in a variety of difficulties for youth with disabilities.²⁰ Further, the most disadvantaged groups in Thai society, including school dropouts, teen mothers, children in contact with the juvenile justice system, ethnic minorities, and migrants have faced increased challenges because of the pandemic in securing employment.²¹

At present, there are six major policy frameworks relating to youth employability²² in Thailand:

1. *National Strategy (2018-2037): The 20-Year National Strategy*
2. *The Twelfth National Economic and Social Development Plan (2017-2021)*

¹⁵ Thailand Development Research Institute (2020). *Youth Employability Scoping Study*.

¹⁶ *ibid.*

¹⁷ Oxford Policy Management & United Nations in Thailand (2020). Social Impact Assessment of COVID-19 in Thailand. Available at: <https://www.unicef.org/thailand/media/5071/file/SocialImpactAssessmentofCOVID-19inThailand.pdf> (Accessed on 21st January, 2022).

¹⁸ National Statistical Office, Ministry of Digital Economy and Society (2021). *The Labor Force Survey*. Available at: <http://statbbi.nso.go.th/staticreport/page/sector/en/02.aspx> (Accessed on 13th November, 2021).

¹⁹ *ibid.*

²⁰ Institute for Population and Social Research, Mahidol University (United Nations sub-group on young people) (n.d.) *Youth and Covid-19 in Thailand: Socioeconomic impact of the crisis*. Available at: https://thailand.unfpa.org/sites/default/files/pub-pdf/youth_and_covid-19_summary_brief_en.pdf (Accessed on 13th November, 2021).

²¹ Oxford Policy Management & United Nations in Thailand (2020). Social Impact Assessment of COVID-19 in Thailand.

²² Thailand Development Research Institute (2020). *Youth Employability Scoping Study*.

3. *National Scheme of Education (2017-2036)*
4. Higher Education Policies
 - a. *Higher Education Act 2019*
5. Labour Policies
 - a. *20 Year Strategic Framework for the National Human Resources Development (2017-2036)*
 - b. *Labour Master Plan (2017-2021)*
 - c. *Annual labour policies*
6. National Youth Policies
 - a. *National Child and Youth Development Plan 2017-2021*

These policy frameworks have differing levels of directly addressing youth employability, though all remain pertinent to youth participation, skills development, and in some cases, employment.

It is essential that young people develop the skills with which to address these challenges and contribute to Thailand's development story. In the 2030 Agenda for Sustainable Development, Sustainable Development Goal (SDG) 8.6 outlines the international commitment to increase youth employment opportunities and to substantially reduce the proportion of NEET youth.²³

Theory of Change

While employability²⁴ was not an area of significant focus in the United Nations Children's Fund (UNICEF) Thailand Country Office (TCO) Country Programme Document (CPD) 2017-2021 and its accompanying *Programme Strategy Note: Adolescent Development and Participation*, it is linked to the enhanced education, empowerment, and skills development laid out in the Adolescent Development and Participation (ADAP) Theory of Change (2017-2021) as follows:

UNICEF's theory of change states that if key government agencies and stakeholders have the required understanding on the importance of participation and are supportive of incorporating the opinions of adolescents in decision-making; if policy

²³ United Nations Department of Economic and Social Affairs (2021). *Goal 8: Promote sustained, inclusive, and sustainable economic growth, full and productive employment and decent work for all*. Available at: <https://sdgs.un.org/goals/goal8> (Accessed on 13th November, 2021).

²⁴ **Employability** is defined by the ILO as "the skills, knowledge and competencies that enhance a worker's ability to secure and retain a job, progress at work and cope with change, secure another job if he/she so wishes or has been laid off, and enter more easily into the labour market at different periods of the life cycle". para. 9 of the resolution concerning human resources training and development, ILC, 88th Session, 2000.

makers have access to evidence of the beneficial impact of investments in inclusive adolescent development and the capacity to plan for and implement integrated adolescent-sensitive programmes; and if health, justice, education and welfare workers have the capacity and tools to support the development and participation of adolescents; then they will have the ingredients necessary to provide quality and inclusive adolescent-sensitive services for all adolescents.

The theory of change also states that if adolescents have enhanced knowledge and skills on health, nutrition, protection and development; and if health centres have the capacity and tools to engage adolescents and equip them with additional skills and knowledge; then adolescents will increasingly practice key behaviours that prevent HIV and other STIs, early pregnancy and non-communicable diseases and promote physical and mental development to accelerate the realisation of their rights.

Finally, the theory of change suggests that if members of the National Child and Youth Council, independent youth organizations and schools have the required capacities and opportunities to voice their opinions and are engaged to drive positive change; then this will lead to progressive fulfilment of the right to participation among children and adolescents in key forums, and contribute to changes in attitudes, practices and social norms relating to respect for children, their opinions and their rights more broadly.²⁵

In UNICEF's Strategic Plan (2018-2021), employability was alluded to in terms of an **emerging issue** being the need for adolescents to be prepared for a world that is rapidly evolving.²⁶ At TCO, employability and the transition to work was not a particular area of work or explicitly planned for in the last Country Programme (CP). That said, in the Programme Strategy Note, there is one outcome somewhat targeting employability (**Outcome 3**: By 2021, all adolescents, especially the disadvantaged, increasingly practice key behaviours for healthy development and participate in decision-making at all levels to accelerate the realisation of their rights) and one indicator (**Indicator 3.3.8**) being measured relating to the number of adolescents who have completed at least one skills-building course through formal or non-formal learning opportunities, though this is pertaining to increased knowledge of healthy development and available services and not explicitly focusing on the

²⁵ UNICEF Thailand (2016). *Programme Strategy Note: Adolescent Development and Participation* (internal document shared with the consultant) p.4.

²⁶ UNICEF (2018). *UNICEF Strategic Plan 2018-2021*, p.32. Available at https://www.unicef.org/media/48126/file/UNICEF_Strategic_Plan_2018-2021-ENG.pdf (Accessed on 22nd January 2022).

transition to work.²⁷ On the other hand, TCO focused on ensuring “all children receive a quality education, and skills and opportunities for the transition to work” and thus implemented a variety of projects with which to address youth employability in the country.²⁸ Thus, the intervention logic for the employability initiatives in the Country Programme 2017-2021 remains unclear to the consultant at the time of writing in terms of documented components and strategies with which to address the issue of the transition to work.

TCO supported the implementation of **eight** projects during the current CP (2017-2021) aimed at increasing the employability of young people (see Table 1 in Section 1.2):

Moving forward, in order to support this critical period of time in navigating the transitions nearly 8.5 million Thai youth are facing, the ADAP section in TCO developed its programme strategy note as part of the upcoming 2022-2026 Country Programme. Within the CPD outcome related to Young People’s Resilience, Connectedness and Empowerment, the Thailand Country Office identified the “lack of quality, alternative pathways and second chance opportunities for Youth Not in Education, Employment or Training (NEETs) and other vulnerable young people” as one of three pressing issues to focus on in its upcoming CP (2022-2026).²⁹ Through the CPD’s Output 2, which is dedicated to employability, TCO aims to address NEET issues through its upcoming CP.

The intended **rights holders** with regards to the employability interventions are young people in Thailand, aged between 15-24 as mentioned above. These rights holders are beneficiaries of the employability initiatives UNICEF supported, and primarily include disadvantaged youth in the Deep South, Bangkok, and in the North of Thailand. The exact number of beneficiaries who participated in each project was not made clear as part of the assessment. The **duty bearers** in relation to this assessment include the state and non-state actors with responsibilities to the rights holders. These include the implementing partners (IPs) and their associated networks and organizations, the RTG, UNICEF, the communities in which the rights holders live, and their caretakers, if under 18 years of age.

²⁷ UNICEF Thailand (2016). *Programme Strategy Note: Adolescent Development and Participation*.

²⁸ United Nations Economic and Social Council (2016) *Country programme document (Kingdom of Thailand)*. E/ICEF/2016/P/L.18; UNICEF/EAPRO Thailand (2021). *Terms of Reference for consultancy: Rapid assessment of UNICEF Thailand Country Office (TCO)'s employability initiatives (2017-2021)*. p.1.

²⁹ UNICEF Thailand (2021). *Programme Strategy Note for: Young people's resilience, connectedness, and empowerment* (internal document shared with the consultant).

UNICEF liaises primarily with each IP (as listed in Table 1, Section 1.2 below), and offers funding, support and programmatic guidance as listed in each project's contract. Project budgets and linkages between the IPs and other development partners can be seen in Table 1 below.

1.2 Rapid assessment objectives and scope

Rapid Assessment purpose

This rapid assessment assessed the youth employability initiatives TCO supported through the current CP (2017-2021). The assessment will allow the TCO team, and in particular the ADAP section, to reflect on progress and learn from these experiences, noting successes and identifying areas needing improvement. This will be in line with Output 2 in the Programme Strategy Note for: Young People's Resilience, Connectedness, and Empowerment as part of the UNICEF Thailand Country Programme 2022-2026.

Through the Rapid Assessment's findings, valuable lessons will feed into the operationalisation of the next CPD (specifically, Output 2: "By 2026, national and local capacities are strengthened to provide alternative pathways and second-chance opportunities for Youth Not in Education, Employment or Training (NEETs) and other vulnerable groups".³⁰

Rapid Assessment objectives

The rapid assessment focused on the employability initiatives TCO developed, implemented, and supported between 2017-2021 (see Table 1). The rapid assessment itself was carried out between November 2021 and January 2022.

The primary objectives of the rapid assessment were:

- To assess the relevance, effectiveness, coherence, and sustainability of results with respect to the different TCO employability initiatives;
- To engage the TCO ADAP section and relevant stakeholders in analysing the strengths and weaknesses of the projects, focusing on key aspects that should be built on and what corrective actions should be taken in the new CPD;
- To provide actionable recommendations for UNICEF to feed into its planned interventions for the next CPD;

³⁰ UNICEF/EAPRO Thailand (2021) Terms of Reference for consultancy: *Rapid assessment of UNICEF Thailand Country Office (TCO)'s employability initiatives (2017-2021)*.

- To contribute to UNICEF's TCO and UNICEF wider organizational learning.³¹

The rapid assessment conforms to guidelines and standards set by the United Nations (UN) and UNICEF. The assessment was guided by [UNICEF's revised Evaluation Policy](#) (2018), the [United Nations Evaluation Group \(UNEG\) Norms and Standards for Evaluation](#) (2016), [UNEG Code of Conduct for Evaluation in the UN system](#) (2008), [UNEG Ethical Guidelines for Evaluation](#) (2020), [UN SWAP Evaluation Performance Indicator](#) (2018), [UNEG Guidance on Integrating Human Rights and Gender Equality in Evaluation](#) (2014), and [UNICEF-Adapted UNEG Evaluation Report Standards](#) (2017).

In line with a **human-rights based approach** (HRBA), human rights, child rights, and gender equality were incorporated into the assessment. The voices and perspectives of rights holders, including young people, minorities, and persons with disabilities, were taken into consideration throughout the process. Efforts were made to ensure that the target informants are diverse, coming from a range of locales in Thailand and not excluding any genders.

Rapid Assessment geographic scope

The geographic emphasis of the rapid assessment is at the national and local levels in Thailand, in line with the geographic scope of the projects supported by TCO. For more information, see Table 1 below.

Rapid Assessment thematic scope

The thematic scope of the rapid assessment focuses on the employability initiatives which were developed (including those which were partially developed), supported, and implemented (or partially implemented) through the implementation timeframe mentioned above. This includes projects TCO has worked on with a range of state and non-state stakeholders and organizations, including with civil society organizations (CSOs) and non-governmental organizations (NGOs) (see Table 1 below).

³¹ *ibid.*

Table 1. UNICEF TCO employability initiatives reviewed as part of the rapid assessment

	Project	Date range of project	Implementing Partner (IP)	Budget	Geographical coverage and population focus	Development partners (and additional duty bearers)
1	Developing Migrant Adolescents through Community-Based Collaboration and Youth Leaders Participation (DMAP) (Phase I & II)	3/2020 - 12/2022	The Life Skills Development Foundation (TLSDF)	From CSO: 554,500 THB From UNICEF TCO: 5,400,000 THB	5 sub-districts of Fang district, Chiang Mai province Adolescents and youth in Fang district (895 migrant, ethnic and local adolescents, 30 out of school youth, 50 community volunteers, 50 Tambon Administrative Organization (TAO) sub-committee members	Rak Dek – development partner Municipal schools Sub-district offices TAO Fang Vocational College Chiang Mai University Friends International Chiang Mai Primary Education Service Area Office
2	Empowering at-risk adolescents and adolescent parents to break out of intergenerational poverty through skills development	4/2020 - 12/2021	Friends International	From CSO: 1,740,379 THB From UNICEF TCO: 5,581,669 THB	Bangkok (Klong Toey, Nhong Khaem and Prawet Districts) Chiang Mai (Muang, Sarapi, Chiangdao and Mae Ai Districts) 350 unique beneficiaries (primary target: adolescent parents; secondary target: at risk adolescents)	Department of Juvenile Observation and Protection (DJOP) Department of Children and Youth UNFPA Chiang Mai University RTG and local authorities Private companies Khon Waisai PLAN Urban Light
3	Empowering Youth Living with HIV on Skills Development and Income Generation	2/2021 - 12/2021	Raks Thai Foundation and Thai Network of Youth Living with HIV	From CSO: 200,000 THB From UNICEF TCO: 1,015,200 THB	Chiang Mai Lampang 142 youth living with HIV	Counsellors and skills development coaches (Online sales skills, embroidery skills, resume writing and work skills, agriculture skills) San Khamphaeng Housewife Community Organization

						Skill Power Service (Thailand) Co., Ltd. Man Power (Lamphun Branch) Klinnam On Farm Company
4	Generation Unlimited Youth Challenge	1/2020 - 8/2020	Saturday School Foundation	From UNICEF TCO: 1,485,895 THB	Southern border provinces of Thailand (Pattani, Yala, Narathiwat, and Songkhla) 75 disadvantaged and vulnerable young people aged 14-24	UNDP Thailand Southern Border Provinces Administrative Centre Children and Youth Council CSO and youth groups Representatives from academia and the business sector (mentors)
5	Incubation Support of Youth Social Innovation Projects in the Deep South of Thailand	3/2021 - 2/2022	Digital4Peace Foundation	From UNICEF TCO: 1,293,000 THB	Southern border provinces of Thailand (Pattani, Yala, Narathiwat, and Songkhla) At least 6 youth teams (approximately 30 young people)	UNDP Youth Co-Lab Challenge Jarlah (sister enterprise of the IP) Innovation-Driven Entrepreneurship (IDE) Center of the University of the Thai Chamber of Commerce National Child and Youth Council
6	Acceleration Programme and Support for Partnership Development and System Strengthening to Promote Youth Employability and Entrepreneurship	3/2021 - 8/2021	IDE	From CSO: 1,002,900 THB From UNICEF TCO: 2,003,000 THB	National level Young people in the Deep South of Thailand Young people in juvenile training centres Young ex-offenders	DJOP Saturday School Foundation King Mongkut's University of Technology Thonburi IDE Fantastic Four Team Muallim Team Southern Border Provinces Administrative Centre
7	Development of Alternative Education Curriculum	1/2020 - 12/2021	DJOP	2020: \$160,000 (USD)	Four centres: Baan Karuna, Baan Metta, Baan Surathani, Baan Prani	Ministry of Justice Ministry of Social Development and Human Security

8	Development of DJOP's System to Support Juvenile's Employability and Livelihood Project	1/2020 - 12/2021	DJOP	2021: \$100,000 (USD)	Young people in conflict with the law	Department of Local Administration Ministry of Public Health Municipality schools and schools under the Provincial Administrative Organizations Fantastic Four Team
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The rapid assessment has primarily consulted key stakeholders from UNICEF, implementing partners relating to the employability initiatives, beneficiaries of the employability initiatives, and government stakeholders. Due to COVID-19 restrictions, all of the data collection has been done remotely.

1.3 Intended audience

The rapid assessment report's intended audience and their use of the assessment can be seen in Table 2 below.

Table 2. Users and uses of the assessment results

Users	Uses
Primary: <ul style="list-style-type: none"> • TCO • IPs • Others who have a direct, identifiable stake in the results of the assessment 	To inform the next CPD's programmatic choices relating to youth employability. To improve programming relating to employability.
Secondary: <ul style="list-style-type: none"> • RTG • Private sector • Academics • CSOs/NGOs in Thailand working on employability or working with youth • International and intergovernmental organizations 	To be aware of UNICEF's employability initiatives and the work being done around the country by the actors involved to offer young people opportunities relating to employability. To inform decision-making relating to partnerships.

2. Rapid Assessment design and methodology

The rapid assessment aims to provide a rapid, evidence-based analysis with a largely qualitative approach with which to respond to several overarching questions developed by TCO. These questions are:

- **What did we intend (or plan) to do?**
- **What actually happened?**
- **What went well, and why?**
- **What can be improved (and why), and what should be changed in the next Country Programme?**

To respond to these questions, and in line with the contents of the Terms of Reference (TOR)³², the rapid assessment adopted participatory approaches through engagement of and consultation with key stakeholders in government, civil society and partner agencies, and beneficiaries throughout the process. Participatory research methods help participants to develop agency, stimulate ownership of results, and create an atmosphere of trust and growth.

2.1 Evaluation criteria

The Rapid Assessment was conducted based on the OECD/DAC criteria of Relevance, Coherence, Effectiveness, Impact, and Sustainability. Efficiency has not been selected for the rapid assessment as an assessment on how well resources have been used was not highlighted as a point of interest in the ToR of the assignment. The criteria to be used in this study and their descriptions of use in the study are as follows:

- **Relevance** – the extent to which the employability initiatives have been appropriate to the targeted beneficiary populations’ needs and proved able to adapt to changing contexts and needs
- **Coherence** – the extent to which the employability initiatives were consistent between the various sections of the office and with the government, UN, and other actors’ interventions
- **Effectiveness** – the extent to which the intended results have been achieved and what the enabling/hindering factors in the results were
- **Impact** – the extent to which the employability initiatives have led to increased employability among beneficiaries

³² The TOR for this assignment can be seen in Annex 6

- **Sustainability** – the extent to which the employability initiatives included appropriate measures to ensure sustainability of the processes and results.

2.2 Sources of data, sampling, and data collection methods

The Rapid Assessment utilised a mixed-methods approach, with key informant interviews (KIIs), focus group discussions (FGDs), and an online survey component. In order to enhance the validity of the data, information was collected from several sources and triangulated to get a comprehensive understanding of the employability initiatives. Though the employability initiatives include youth under 18 years of age, extreme care was taken to ensure that all data collected was from persons 18 years of age or older (see Section 2.6 below).

Sampling throughout the assessment was purposive and was informed through consultation with TCO staff and through the desk review.

Total number of participants that were consulted: **74 (as against the targeted 57)**

There were **10 KIIs (total 13 participants from 10 KIIs), 3 FGDs (total 15 participants from 3 FGDs), and 46 online survey responses.**

An outline of the key steps undertaken is provided below.

1. A comprehensive desk review (see Annex 5) of available documentation, including project documents, annual reports, evaluation reports, mid-year and end-year reviews, datasets, government documents, publications, and studies, was undertaken throughout the rapid assessment.
2. **10 key informant interviews (KIIs)** and **3 focus group discussions (FGDs)** were held online via Zoom, in line with COVID-19 precautions and the physical distancing measures in place in Thailand currently. (The targeted versus actual sampling of participants can be seen in Section 1.3.3 below.) The implementing partners played a key role in coordinating the FGDs as they identified suitable and available persons meeting the criteria shared with them (ensuring a gender balance, a mixture of beneficiaries and administrative persons involved with the project, etc.). All data was disaggregated by respondent characteristic, anonymised, and saved in a password-protected Google Drive folder.
3. An **online quantitative survey** was disseminated to a wide range of beneficiaries of the employability initiatives, with **46** respondents completing the survey. The respondents were those who have directly benefited from the interventions and

were able to offer an interesting perspective on the extent to which the programme was successful, relevant, and impactful. The implementing partners distributed the online survey through purposive means via a link to beneficiaries of the projects. SurveyMonkey was the survey platform used, with all information anonymised and coded, with results saved in a password-protected Google Drive folder.

The rationale for the sampling selection is as follows:

KIIs: Participants were identified and purposively selected through desk review of documents shared by the TCO team.

UNICEF (n=4): UNICEF staff who are knowledgeable about and managed the employability initiatives

Non-UNICEF (n=6): Lead contacts for selected initiatives (these stakeholders include staff from government, CSOs, and youth-serving organizations).

FGDs: Reviewing the employability initiatives TCO supported revealed three broad categories of interventions for which each was assigned a FGD. Through implementing partners, representatives for each category were identified and asked to participate in the FGDs. The categories are as follows:

- i. **Youth empowerment and skills development initiatives;**
- ii. **Migrant youth development initiatives; and**
- iii. **Innovation-related initiatives.**

Table 2 breaks down the stakeholders consulted as part of the Rapid Assessment:

Table 2. Targeted vs actual respondents

KII			
Targeted		Actual	
Interviews	Number of respondents	Interviews	Number of respondents
4x UNICEF staff	4	4x UNICEF staff	4
5x CSO/NGO staff (with one KII having two respondents)	6	5x CSO/NGO KIIs (with one KII having two respondents and another having three respondents)	8

1x Public Servant (DJOP staff, with two respondents)	2	1x Public Servant (DJOP staff)	1
Total targeted KIIs = 10		Total actual KIIs = 10	
Total targeted respondents = 12		Total actual respondents = 13	
FGD			
Targeted		Actual FGD participant characteristics	
<p>1x FGD with selected stakeholders focusing on youth empowerment and skills development (relating to the Empowering at-risk adolescents and adolescent parents to break out of intergenerational poverty through skills development and Empowering Youth Living with HIV on Skills Development and Income Generation projects).</p> <p>4-5 persons targeted</p>		<ol style="list-style-type: none"> 1. Youth (project participant) 2. Youth (project participant) 3. Teacher (baked goods) 4. Teacher (sales) 	
<p>1x FGD with selected stakeholders focusing on migrant youth development (relating to the DMAP project).</p> <p>4-5 persons targeted</p>		<ol style="list-style-type: none"> 1. School director 2. Teacher at local school 3. Head of the Dual Education Programme 4. Mae Soon Subdistrict Administrative organization staff 5. Mon Pin Sub-district community volunteer 6. Youth leader 7. Youth leader 	
<p>FGD with innovation-related initiative partners and implementers (relating to the Generation Unlimited Youth Challenge, and the Acceleration Programme and Support for Partnership Development and System Strengthening to Promote Youth Employability and Entrepreneurship).</p> <p>4-5 persons targeted</p>		<ol style="list-style-type: none"> 1. Professor at King Mongkut’s University of Technology Thonburi (KMUTT) 2. Project graduate and current employee of Saturday School Foundation 3. UNDP staff 4. Youth and mentor of 	

	project teams
3 FGDs targeted (4-5 respondents targeted in each FGD = 12-15 targeted respondents)	3 FGDs total, 15 respondents total
Online survey	
Targeted	Actual
5 respondents from the DMAP project	7 respondents from the DMAP project
5 respondents from the Empowering at-risk adolescents and adolescent parents to break out of intergenerational poverty through skills development project	21 respondents from the Empowering at-risk adolescents and adolescent parents to break out of intergenerational poverty through skills development project
5 respondents from the Empowering Youth Living with HIV on Skills Development and Income Generation project	13 respondents from the Empowering Youth Living with HIV on Skills Development and Income Generation project
5 respondents from the Generation Unlimited Youth Challenge project	4 respondents from the Generation Unlimited Youth Challenge project
5 respondents from the Incubation Support of Youth Social Innovation Projects in the Deep South of Thailand project	1 respondent from the Incubation Support of Youth Social Innovation Projects in the Deep South of Thailand project
5 respondents from the Acceleration Programme and Support for Partnership Development and System Strengthening to Promote Youth Employability and Entrepreneurship project	0 respondents from the Acceleration Programme and Support for Partnership Development and System Strengthening to Promote Youth Employability and Entrepreneurship project
30 targeted responses	46 total responses

2.4 Data collection

Data collection was collected throughout the assessment process. The evaluation criteria are outlined in Section 2.1 and an evaluation matrix can be seen in Annex 2. All data collection tools were developed in line with a Human Rights Based Approach (HRBA) to ensure sensitivity to the needs of rights holders, by using empowering and non-stigmatising language aligned with the recommendations in the standards listed in Section 1.2 above. All data was collected through virtual means: the online survey was conducted using SurveyMonkey, and KIIs/FGDs were conducted using Zoom.

2.5 Data analysis

The rapid assessment questions were analysed through several means to assess and validate the research findings.

Analysis 1: Descriptive analysis was used to identify trends, patterns, themes, concepts, behaviours, or common phrases and cross-case comparisons were used to identify data that can answer the research questions. Manual coding was done with transcribed data.

Analysis 2: Quantitative analysis was used to analyse online survey data. Data was analysed using Excel.

Analysis 3: Triangulation and final analysis: The different analytical components were brought together to answer all research questions during the report writing phase. The rapid assessment looked at all of the employability initiatives at once; hence, the findings are general and not specific to each intervention. The assessment identifies general lessons for future employability initiatives.

2.6 Ethical considerations

This rapid assessment and the tools used to respond to the research questions are designed with respect, beneficence and non-maleficence and justice to all participants in line with a HRBA and ethical evidence generation.

Participants were shared an informed consent form (see Annex 1) which was in both Thai and English and which outlined the purpose of the study, provided an assurance that respondent participation is not compulsory and that they are free to not participate with no negative consequences, and that the respondents are able to withdraw from the study at any time. The form also included information about the affiliation of the researcher, the direct and indirect benefits (note: there was no compensation for participation) and risks of participation, and affirmations that participants can pause or end the interview at any time, refuse any question, and that their responses will be kept anonymous. The consent form was provided to all participants in advance of any consultations with them. When meeting (virtually) in KIIs/FGDs, the consultant sought statements of informed consent from all participants before proceeding with the interviews after reiterating the main points of consent. Additionally, participants were asked for their consent to be audio recorded. All participants were able to respond in either Thai or English, as an interpreter was provided.

All recordings and transcripts were disaggregated by stakeholder type, with any identifiable information removed.

Online quantitative survey participants were shown a consent form on the first page of the survey with the same considerations as mentioned above. The survey was in both English and Thai. Their responses were saved securely in a password-protected Google Drive folder and all responses were anonymised for confidentiality purposes. The survey had a question where respondents must confirm that they are aged 18+, and anyone younger was not allowed to proceed with the survey.

This assessment did not consult people who are under 18 years of age. This was ensured through correspondence while coordinating consultations, through the informed consent form shared with participants, and checked again at the start of the KIIs/FGDs. For the online survey, there was an age range provided for participants, and anyone selecting younger than 18 years of age was immediately disqualified from participation. This was reinforced through the informed consent form shown on the screen prior and through a message on the demographic questions noting that no respondents who are less than 18 may participate in the survey.

The principles of respect, beneficence and non-maleficence, and justice were considered throughout the planning and data collection phases. This rapid assessment met UNICEF’s standards for routine programme monitoring and data collection as set out in the [UNICEF Procedure on Ethics in Evidence Generation](#) and as such, it was not required to go through an external review board. The consultant’s signed UNEG Code of Conduct for Evaluation in the UN System can be viewed in Annex 6.

2.7 Limitations

Some of the methodological limitations and mitigation measures are summarised in Table 3. The proposed methods complement each other and address methodological weaknesses and facilitate triangulation of results. Due to the COVID-19 pandemic, it was not possible to collect data in person. Therefore, data collection was restricted to online means, including through video conferencing and an online quantitative survey.

Table 3. Data collection limitations

Method	Limitation	Mitigation
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FGD	Online FGDs can make it challenging to capture the perspectives of all participants	FGD sizes were kept small, with a targeted 4-5 participants. This allowed for each participant to be able to reflect upon the questions and respond fully while interacting with each other. This said, one FGD had 7 participants as more respondents joined than anticipated. All participants were flexible in the discussion in terms of timing and allowed for all voices to be heard. For all FGDs, a Thai interpreter was employed.
FGD	Small number of FGDs can lead to limited data being collected	Care has been taken to ensure that the stakeholders consulted were those whose perspective on the initiatives would add rich information not previously captured. This was essential to complement the data collected by the key implementers. Implementing partners worked with the evaluation consultant to ensure adequate representation of stakeholder categories and that the voice of youth is very much listened to.
KII	Small numbers of interviews lead to limited data being collected	Care has been taken to ensure a good breadth of stakeholder type, including UNICEF, government, and CSOs. This ensured that the data was rich and unbiased. A Thai translator was employed in the KIIs where necessary.
Online quantitative survey	Difficult to get a high response rate	With direct emails not feasible for implementing partners to provide to the consultant, the implementing partners were generally extremely helpful in distributing the survey to the targeted

		beneficiaries. Regardless, some challenges and data gaps remain (see Table 4).
Desk review	Limited documentation may be available (i.e., reporting documents) to make a judgement on the employability initiatives	What was made available was cross-referenced with the other data collected to ensure validity.

All data collection was used together to validate and triangulate the findings.

In addition to the limitations related to data collection, actual challenges related to sampling strategies and data gaps are detailed in Table 4.

Table 4. Sampling challenges and data gaps

Data gaps	Explanation
Data gaps with the online survey	<p>The online survey was not distributed equally among employability initiative beneficiaries. Each project had targeted 5 respondents. However, two projects were not able to meet this target (Incubation Support of Youth Social Innovation Projects in the Deep South of Thailand project and Acceleration Programme and Support for Partnership Development and System Strengthening to Promote Youth Employability and Entrepreneurship project.</p> <p>This is due to a number of factors such as:</p> <ul style="list-style-type: none"> ● implementing partners not sharing the survey with beneficiaries; ● crossover between the beneficiary groups which was not anticipated during the inception phase; ● low numbers of project participants; ● youth under 18 who were unable to participate in the survey for ethical reasons. <p>Still, the online survey overall had many more respondents than targeted and thus the data is rich.</p>
The voices of youth were potentially not	Youth’s perspective on the employability initiatives was extremely important to capture as part of the rapid assessment.

<p>as strong as they could have been</p>	<p>This said, the challenging and somewhat technical nature of the questions posed in the online survey was not easily understood by a very small number of respondents, particularly from the DMAP project, as a few written responses sometimes showed a lack of understanding of the question being posed.</p> <p>Additionally, it was observed that in one FGD (with innovation-related initiative partners and implementers), one youth (project participant) was observed to be somewhat hesitant to fully elaborate on their thoughts due to what was perceived (by the consultant) to be a hesitancy to upset or challenge someone more senior to them in the project.</p>
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3. Findings

The results of the rapid assessment are outlined below in Section 3. They are the culmination of the mixed-methods research and are separated by OECD/DAC criterion heading. Each criterion is separated by its targeted research questions, which can be seen in Annex 2.

3.1 Relevance

3.1.1 Appropriateness of projects to the beneficiaries

Question	To what extent have UNICEF projects been appropriate to targeted beneficiary populations' needs and proved able to adapt to changing contexts and needs?
Sub-questions	<i>What was the rationale for the interventions and what role did UNICEF play in their development?</i>
	<i>How have targeted beneficiaries' needs been taken into account during the development of the interventions and were the project aims closely aligned with their needs?</i>

Employability is quickly becoming a key area of interest for organizations working with NEET youth. Considering the heterogeneity of NEET youth³³, and particularly within Thailand, UNICEF Thailand has responded to skills and employability, a global priority of UNICEF, aimed to introduce a small range of projects between 2017-2021 to help enhance young people's transition into employment.

Thailand's NEET rates and year-on-year global educational rankings point to employability, particularly on skills development, as being important focus areas for change. The majority of young people in Thailand's NEET group are slow-paced learners (or have a learning disability) and live in separated families (living with only a mother/father or relatives).³⁴ Further, often with a lack of social support and/or career guidance and knowledge of

³³ ILO & SIDA, 2019. *Technical brief no. 3: Young people not in employment, education or training*. Available at: https://sustainabledevelopment.un.org/content/documents/26634NEET_Sida_brief.pdf (Accessed on 28th December, 2021).

³⁴ Thailand Development Research Institute, 2020. *Youth employability scoping study*.

potential roles, young people are prone to dropping out of school and find it challenging to find a career that excites them.

3.1.2 Rationale for the selected interventions

The employability initiatives assessed as part of this rapid assessment were developed through varied means. A brief summary of the rationale for each can be seen in Table 4.

Table 4. Rationale for the employment initiatives

	Project	Rationale for the intervention
1	Developing Migrant Adolescents through Community-Based Collaboration and Youth Leaders Participation (DMAP) (Phase I & II)	<p>DMAP, starting in 2018, was put into action shortly after a consultant carried out a needs assessment concerning “access to secondary education and vocational skills development for marginalised adolescents and youth”.³⁵ The needs assessment investigated the need and scope for a programme focusing on vulnerable migrant youth, mostly ethnic minorities from Myanmar whose parents work in orange orchards in Fang District, in the North of Thailand and where DMAP is focused. Many youth fail to attend or drop out of school and work alongside their parents in the orchards, where they are exposed to harmful chemicals. UNICEF contacted TLSDF on how to respond and subsequently rolled out the DMAP project.</p> <p>It aims to provide migrant adolescents skills to practice key behaviours for healthy development and participate in decision-making at all levels. Initially, DMAP aimed to support youth by building life skills development among migrant adolescents, establish a migrant youth network, and to promote career advancement for migrant adolescents. DMAP Phase II, starting in March 2020, shifted its focus towards ensuring migrant adolescents were ready for career advancement and to support the transition from school to work.</p>

³⁵ Chaimungdee, Kreangkrai, 2016. *Conducting a needs assessment and proposing ways forward on access to secondary education and vocational skills development for marginalized adolescents and youth*. UNICEF Thailand.

		<p>As part of its project activities, youth were taught skills through a vocational curriculum which created a tangible outcome (from Fang Vocational College): a certificate which could be shown to future employers. Considering most migrant children stop their education after Year 9 (roughly 13-15 years old), youth in this project (who were already enrolled in the educational system) were able to study to a higher level of education and gain skills leading to jobs in fields they are interested in.</p>
2	<p>Empowering at-risk adolescents and adolescent parents to break out of intergenerational poverty through skills development</p>	<p>Teenage birth rates in Thailand have persistently been higher than the national target rates for decades. Unplanned pregnancies among adolescents leads to decreased future educational and employment prospects, along with increased health risks. This project, implemented by Friends International, seeks to fill the gaps in the Prevention and Response to Adolescent Pregnancy Act 2016 by providing social support activities to at-risk youth (e.g., school dropouts, victims of abuse) in the Klong Toei community in Bangkok (and subsequent expansion to other areas in Bangkok and Chiang Mai) including career counselling, life skills, job readiness and soft skills training, and job placement. The project also aims to increase capacity of private, public and non-profit stakeholders to provide employment information and support services.</p> <p>Friends International have worked with UNICEF since 2006 and this project is said to have come about because of the expertise in what UNICEF needed: a proven track record in working with marginalised youth, capacity to train NGO partners, and access to beneficiaries.</p>
3	<p>Empowering Youth Living with HIV on Skills Development and Income Generation</p>	<p>Young people with HIV in Thailand experience extensive discrimination due to their HIV status and many are unable to afford Antiretroviral Treatment, suffer from depression, are temporarily employed (if at all) and often lack life skills and social support.</p> <p>With extensive experience working with young people with HIV, Raks Thai (along with implementing partner</p>

		<p>[IP], Thai Network of People Living with HIV) was approached by UNICEF to respond to the needs of the youth with HIV. Project activities include enhancing capacity through skills development and micro-finance capital support. The youth beneficiaries are from Chiang Mai, Lampang and Bangkok.</p>
<p>4</p>	<p>Generation Unlimited Youth Challenge</p>	<p>The Generation Unlimited Youth Challenge (GenU) is a global competition for youth which aims to build human capital among youth and prepare them for work. It is a global multi-sector partnership which aims to expand education, training and employment opportunities for young people, aged 10 to 24 (in Thailand, it is observed to be 14-24). Since 2018, UNICEF Thailand has been working with Saturday School Foundation as part of a partnership to build capacity of selected young people on idea creation to identify and solve problems. In 2018, around 75 young people were selected out of 500 applicants to participate in a 3-day bootcamp. The 2019 global winner – the Fantastic Four team – were able to bring their initiative forward into 2020.</p> <p>In 2020, UNICEF jointly hosted the youth challenge with UNDP Thailand. Youth from the Southern Border Provinces of Pattani, Yala and Narathiwat were selected as the target population to be guided through the core training and global competition process. The Southern Border Provinces face enhanced poverty, armed violence, and poor-quality education and are among the most marginalised in the country. Youth from these provinces were invited to join the project and participate in the establishment of teams which create social enterprises and provide employability skills. A total of 110 teams comprising of 466 youth had submitted their applications and 15 teams (comprising of 62 youth; 20 males and 42 females) were selected, with their projects covering a wide range of issues from school dropouts and youth unemployment to teenage pregnancy, mental health, sex education and environmental conservation.</p>

5	<p>Incubation Support of Youth Social Innovation Projects in the Deep South of Thailand</p>	<p>Due to Thailand hosting the global winning team (the Muallim team) from the GenU challenge 2020, it must work towards connecting national support ecosystems for entrepreneurship and technical support to teams. Digital4Peace (D4P), based in Yala, a province in Thailand’s Deep South, was approached as an implementing partner given their knowledge of the local context and prior experience in working with youth in the region to mentor youth teams that had taken part in both GenU and UNDP’s Youth Co-lab Challenge.</p> <p>This project aimed to incubate support for an additional 6 youth teams from the Deep South while supporting the Muallim team with entrepreneurship training to bring their idea into a sustainable venture. All projects are aimed to be social development projects tackling local issues. Linked to the GenU project above and as well as the Innovation-Driven Entrepreneurship (IDE) Center of the University of the Thai Chamber of Commerce, D4P mentors aimed to exchange experiences with other IDE networks and create a sustainable innovative community in their region.</p>
6	<p>Acceleration Programme and Support for Partnership Development and System Strengthening to Promote Youth Employability and Entrepreneurship</p>	<p>Supporting the Fantastic Four’s creative idea to develop a website to promote employment opportunities for youth involved with the juvenile justice system (as a follow up to the GenU challenge in 2019), this project, led by the IDE, aimed at developing a sustainable business model for ex-juvenile offenders who were most at-risk to recommit a crime. Through an innovative revolving fund/macro finance loan model, they continued looking into other applications to help support juveniles in conflict with the law. The project was implemented as part of a task force including the Fantastic Four team, the DJOP, IDE, and UNICEF.</p> <p>In addition, the IDE supported activities carried out by D4P through training for local mentors and support for the Muallim team, focusing on building their entrepreneurial acumen.</p>

7	Development of Alternative Education Curriculum	<p>The DJOP determined that their curriculum was not relevant with the need of young juvenile offenders in their centres, primarily because it did not include what youth wanted to learn and did not help to change their rates of recidivism. This project aimed to change the curriculum and evaluation system provided to these at-risk youth to better prepare them for life outside the detention centres. It focused on the development of an alternative education curriculum for children in conflict with the law, along with suitable assessment and evaluation tools.</p> <p>Through visits to 18 juvenile detention centres and with advice provided by UNICEF’s Education section, there is a continued aim to align the curriculum and Thailand’s competency-based skills framework.</p>
8	Development of DJOP’s System to Support Juvenile’s Employability and Livelihood Project	<p>With 8-9000 juveniles entering the justice system each year and half of them returning to the justice system within three years, support must be given to them to increase their chances of successful integration into society. A notable challenge for juveniles in detention centres to pursue decent life and employment post-release is their lack of financial resources. While previous allocation of Welfare Committee funds was noted to be <i>ad hoc</i>, UNICEF, in 2020, suggested the DJOP explore collaboration with the IDE and the Fantastic Four team. While the team’s revolving fund model and a peer support model were originally discussed, the project focuses on developing a systematic work system for the Welfare Committee to support rehabilitation of juveniles in their pre- and post-release processes as well as on developing a guideline for the implementation/utilisation of the Welfare Committee Funds. Part of this work system included a framework for building capacity of juveniles on vocational skills, including the enhancement of an entrepreneurial mindset.</p>

The rapid assessment found the projects to be well-designed, with very relevant needs of young people identified and addressed across all eight projects. All projects are in line with the ADAP desired Outcome 3 of the 2017-2021 Country Programme, “By 2021, all

adolescents, especially the disadvantaged, increasingly practice key behaviours for healthy development and participate in decision-making at all levels to accelerate the realisation of their rights". **Some projects were found to be more directly relevant to the needs of the young people and the communities in which they live**, notably the DMAP project, the Empowering at-risk adolescents and adolescent parents to break out of intergenerational poverty through skills development project, the Empowering Youth Living with HIV on Skills Development and Income Generation project, and the Development of Alternative Education Curriculum project, all of which demonstrated excellent consideration towards inclusion and skill development of marginalised and vulnerable groups, and have a wider scope and thus greater relevance to Thai NEET youth than the other projects relating to GenU and its related work.

The IPs involved are all well-chosen and lend a great deal of expertise to the projects both in their ability to enhance employability among young people and in their unique understanding of the context surrounding the beneficiaries (for example, D4P, serving youth teams in the Deep South is an organization based there and with a great understanding of the specific needs and desires of youth in the region. TLSDF, the IP working on the DMAP project, has an excellent understanding of the needs of migrant youth in Fang District).

With the exception of the initiatives with the DJOP, the employability initiatives are generally an extension of work already undertaken by the IPs. All IPs noted that UNICEF (or in one case, UNDP) reached out to them. Multiple KII respondents noted that the projects they were implementing were resultant of personal or professional connections (between TCO staff and the IP staff) and/or work on other unrelated projects.

UNICEF's role in the development of the projects was found to be mixed; **in some projects, UNICEF acted in a consultative manner, lending expertise and oversight to the development of the project, while in others, UNICEF was found to have allowed the IPs to plan the majority of the programming themselves and was seen by the IPs more as a donor than as a collaborator.** For example, one KII respondent described the planning of the project as, "...not co-creation, more of a 'we have this amount of money, apply'. This is great though as the needs are real; it was actually a perfect match."³⁶

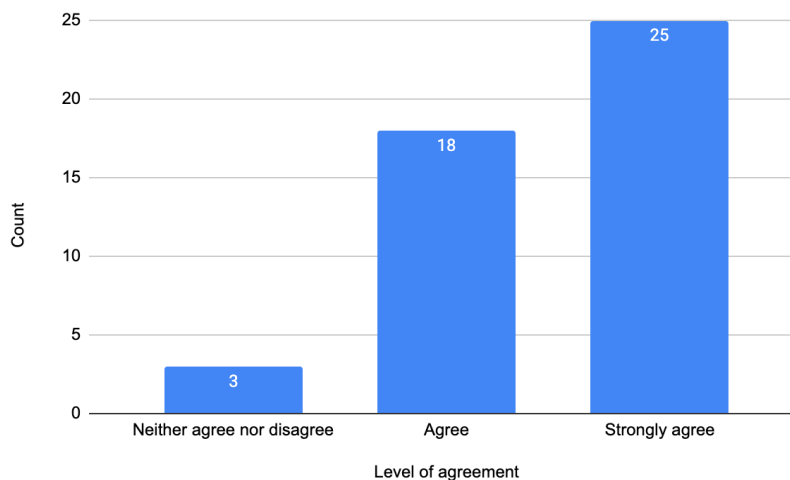
³⁶ KII with IP

3.1.3 Targeted beneficiaries' needs

Young beneficiaries of the projects overwhelmingly found the projects to be relevant to their needs, with **96%** of respondents to the online survey agreeing or strongly agreeing as such, and **93%** of respondents in agreement that others like them were able to benefit from being a part of the project.

Through the KIIs and FGDs, **the projects were found to have mixed levels of input from beneficiaries in their design**. This said, the majority of projects were reported to have consulted young people throughout the project's lifecycle to make iterative changes based on the beneficiaries' needs. To highlight this, 93% of online survey respondents report being consulted about the project before it was launched (see Figure 1), though this comes from an understanding that the beneficiaries were not privy to the project's contractual obligations or reporting between the IP and UNICEF and likely means that they were consulted in terms of which vocational skills they were interested in developing or which courses they were interested in. For example, the DMAP project actively consulted youth in which vocational skills they were interested in developing. *This said, there were limitations: many youth wanted to develop IT-related skills like programming and marketing skills but were unable to, according to a FGD participant.*³⁷ This was said to be due to a lack of technology in the training centre and as well a lack of capacity of the training staff to deliver such skills courses.

Figure 1. Responses to “I was consulted about the project before it was launched”



The projects were found to be relatively unique in Thailand, though a wide range of schools offer employability in the form of business/social enterprise competitions similar to

³⁷ FGD – youth participant

GenU and vocational skills similar to the rest. Still, the uniqueness of the projects lay in the beneficiary groups targeted – for migrant youth, youth in the juvenile justice system, youth living with HIV or vulnerable youth from the Deep South, for example, they may not have many opportunities to obtain direct or soft skills related to employability and thus the projects are uniquely adapted and directed towards groups which are most deserving.

Box 1. Youth’s demonstrated interest in the projects

From a KII with UNICEF staff, an anecdote emerged about a young woman, 4 months pregnant at the time and living with HIV, who started with an employability project. After learning a handicraft and having a child, she is still to this day committed to making a product – and feels it’s the only way to have an income – making handicrafts. Due to having a young child and living with HIV, she cannot easily work in companies or shops and so the project has given her a source of income.

3.2 Coherence

3.2.1 Consistency of the interventions between TCO sections

Question	To what extent were the employability interventions consistent between the various sections of the office?
Sub-questions	<i>How did the various sections of the office contribute to the interventions and to what extent were the aims, visions, and expected outputs aligned across the sections?</i>
	<i>To what extent were the employability interventions consistent and complementary to existing projects across the sections?</i>

Though the employability initiatives assessed as part of the rapid assessment were not found to be consistent with the explicit outputs as described in the Country Programme 2017-2021, they are consistent with UNICEF’s broader global priorities on “adolescent educational opportunity and skills-training.”³⁸ UNICEF Thailand’s desire to incorporate employability initiatives into its next CP is a promising and bold step.

UNICEF staff respondents described working with the Education, Partnerships, Communications and Child Protection sections on the projects, demonstrating consistency

³⁸ UNICEF (2018). *UNICEF Strategic Plan 2018-2021*, p.32.

in work across the office. This said, **some projects were more coherent with the work being done across the Country Office (CO) than others**: some respondents described the collaboration across sections as being ‘conversations’ rather than fruitful and intended collaborative work while others described intensive and close work. To illustrate this, one respondent described there “lacking an overall vision for the employability agenda in Thailand”.³⁹ UNICEF staff respondents described work continuing to be done in silos though these are said to be reducing with more integrated packages being focused on in the next Country Programme 2022-2026. Despite this, “there are some blind spots”: some sections or staff members are not fully aware of what is being done on employability.⁴⁰ **There was no evidence for direct overlap across sections in the CO**, meaning that there were no competing priorities among the project work undertaken nor duplication of efforts found.

One example of joint work was found between the ADAP and Partnerships sections on the GenU Challenge with private sector engagement teams. **Working as well with the Education and Communications sections on volunteer engagement helped the development of a ‘social innovation toolkit’**, the next step in bringing the GenU experience to scale.

Challenges

One UNICEF staff respondent described **the need for further and closer work with the Social Protection section**, particularly to “advocate further from cash transfer to a more comprehensive package on social protection”.⁴¹ This could take the form of, for example, psychosocial support for skills development along with mental health support, a prioritised area in the upcoming CP. There is work to be done on the showcasing of these projects’ potential to policy makers. This has been addressed in the new Strategy Note of the new Country programme 2022-2026, which will have a strong focus on the modelling of integrated services for NEETs and other vulnerable youth. There were other identified needs for further work such as with the Partnerships section on reaching out to the private sector and managing funds and a deeper relationship with the Education section, which has already been set out in the ADAP section’s Programme Strategy Note for the CP 2022-2026.⁴²

³⁹ KII with UNICEF staff

⁴⁰ KII with UNICEF staff

⁴¹ KII with UNICEF staff

⁴² UNICEF Thailand, 2021. *UNICEF Thailand Country Programme 2022-2026 Programme strategy note for: Young people's resilience, connectedness, and empowerment* (internal document).

3.2.2 Consistency of the interventions with other actors' interventions

Question	To what extent were the Employability interventions consistent with government, UN and other actors' interventions?
Sub-question	<i>To what extent were the employability interventions consistent and complementary to existing projects with government, UN and other actors' interventions?</i>

The employability initiatives ranged from being consistent and complementary with other existing projects to somewhat overlapping with them.

The DMAP, the Empowering at-risk adolescents and adolescent parents to break out of intergenerational poverty through skills development, and the Empowering Youth Living with HIV on Skills Development and Income Generation projects are all seen by respondents and beneficiaries **as being unique and thus complementary to work being done** by other actors in Thailand.⁴³ Government agencies and civil society organisations are actively working on employability and it is a challenge to harmonise the efforts done across the country, particularly with regards to the inclusion of the most disadvantaged, in all projects. Because of this, **the targeted nature of the UNICEF employability initiatives towards specific beneficiary groups shows promise and hints at scalability.**

Overlap or duplication of efforts is seen across some projects. One example of an overlap is the Alternative Education Curriculum of the DJOP: when asked about the complementary nature of the curriculum and its ability to lead to certification equal to that of other national certifications or standards, a KII respondent elaborated, "It's not exactly the same, however it's also Competency-based Curriculum but designed specifically for juvenile delinquents."⁴⁴ Despite the curriculum being unlike any others in Thailand and well-suited for the youth, there is research currently being done to try to ensure this curriculum can offer young people a certification which can be used to obtain educational credits for their studies as it currently does not – potentially putting graduates of the project at risk of frustration and further marginalisation. UNICEF could assist the DJOP by convening stakeholders from the Ministry of Education and other educational/youth experts to ensure a seamless transition from schooling within detention centres to schooling outside them.

⁴³ Result of the online survey – see Annex 5

⁴⁴ KII with government

The GenU, IDE, and Incubation Support projects also demonstrate overlap with other projects currently in place. The UNDP’s Youth Co-Lab project is described by multiple respondents as being similar but more impactful than the GenU project due to the flexibility it brings to its participants in terms of their ability to select topics more relevant to them, work more on the projects and less on administrative tasks, and have more freedom throughout the project to develop their ideas as they want to. Though there are some mentors from the UNDP and IDE helping out with the GenU project and its related projects, the GenU projects are left standing alone as somewhat small-scale pilot projects despite their access to the wider networks offered by these organizations. Beneficiary respondents describe a desire for these projects to be larger in scale and to connect them with other youth across the country and in the wider world to enhance their impact.

Young people generally feel the projects are unique in Thailand, however, though slightly skew towards believing the government and other organisations are doing similar projects (see Figures 2 and 3 below).

Figure 2: Responses to “In my opinion, this project is unique in Thailand”

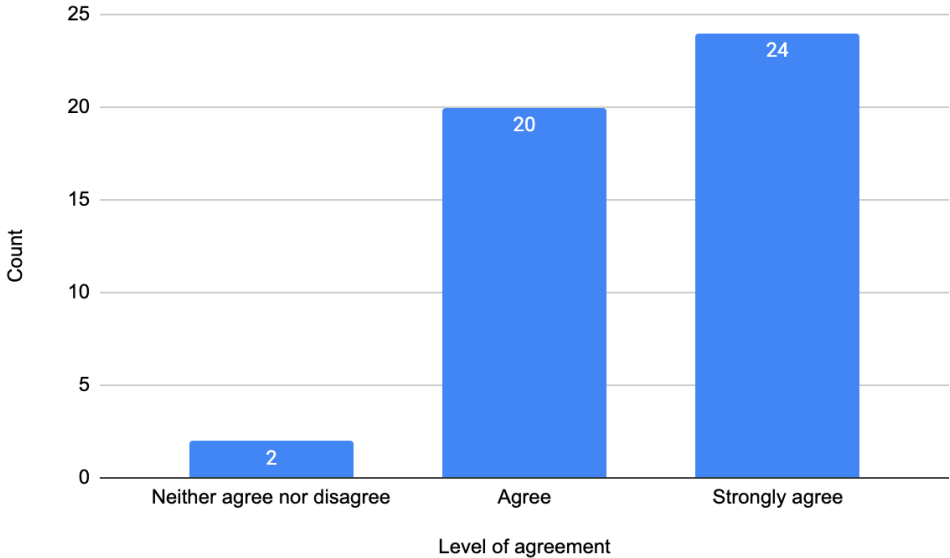
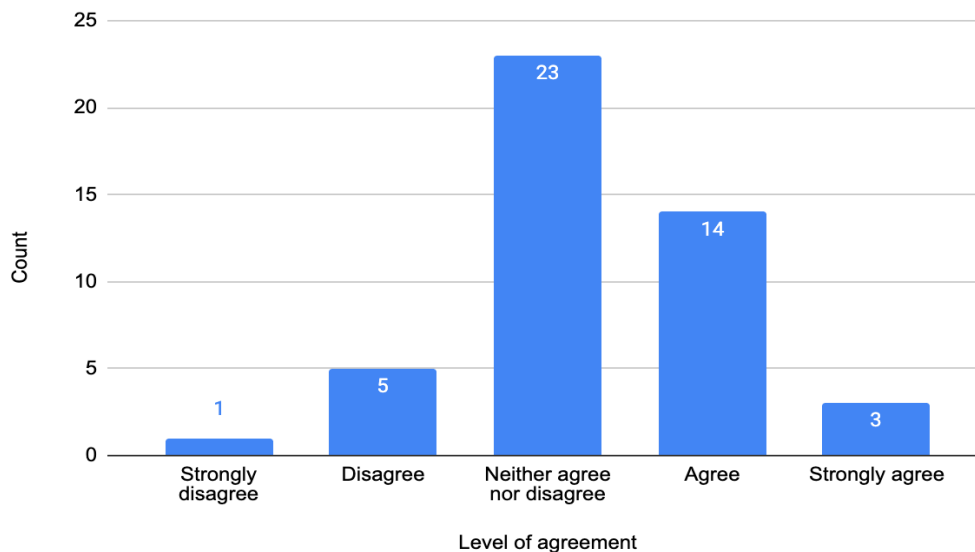


Figure 3: Responses to “I am aware of the government and/or other organizations doing similar projects”



The ILO, UNDP, and UNICEF also share a common goal regarding NEET youth employment and employability and there is room for more targeted and coordinated cross-organization advocacy efforts along with collaborative work done on employability at a larger scale in the coming years.

3.3 Effectiveness

3.3.1 Extent of expected results achieved

Question	To what extent have the expected results been achieved, and what have been the factors that have enabled or hindered this?
Sub-questions	<i>What were the expected results? Have they been achieved? What have been the factors that have enabled or hindered this?</i>

The projects were, to a large extent, found to be effective in terms of expected results being met. A summary table of the effectiveness of each project can be seen in Table 5.

Table 5. Effectiveness of projects evaluated as part of the rapid assessment

Project	Summary of key expected results	Achievement level and brief explanation
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<p>Developing Migrant Adolescents through Community-Based Collaboration and Youth Leaders Participation (DMAP) (Phase I & II)</p> <p>Implementing partner: TLSDF</p>	<ul style="list-style-type: none"> - Adolescent completion of skills-building course - Migrant, ethnic and local adolescents accessing youth consultation and career advancement processes - Migrant youth graduation from Grade 9 (M.3) who enrolled in vocational colleges/institutions that provide scholarships/income - Career advancement coalitions formed - Working model for Public-Private-Civil society (PPC) developed - Community volunteers engaged to identify and provide assistance to vulnerable cases - TAO's sub-committees enabled to address problems and needs of youth - TAOs sponsoring programme activities 	<p>Nearly all key results have been met or nearly met. <i>8 of 8 performance indicators are on track or met</i></p> <p>Despite COVID-19 closing schools, many young people were able to attend courses and receive certificates from Fang vocational college. Local businesses reported to accept students from Fang Vocational College. Many community volunteers engaged, and local authorities involved in strengthening the PPC synergy</p> <p>Some vocational training was postponed due to COVID-19, plans to deliver courses in 2022.</p>
<p>Empowering at-risk adolescents and adolescent parents to break out of intergenerational poverty through skills development</p> <p>Implementing partner: Friends International</p>	<ul style="list-style-type: none"> - Targeted at-risk adolescents have increased access to employment support helping to lead to increased employment through engagement with the business sector - Capacity of private, public and non-profit stakeholders to provide employment information and support services in Chiangmai increased - Effective management of the project 	<p>All target results are achieved across all districts. <i>24 performance indicators achieved of 24</i></p> <p>Job placement and skills development on track. Partnerships developed with local businesses and CSOs. More staff than anticipated received capacity building training and coaching.</p>
<p>Empowering Youth Living with HIV on Skills Development and</p>	<ul style="list-style-type: none"> - Youth living with HIV in targeted areas complete skills development programmes, counselling sessions, career sessions 	<p>Mixed results <i>2 key performance indicators on track and 5 others constrained (9 total).</i></p>

<p>Income Generation</p> <p>Implementing partner: Raks Thai and Thai Network of Youth Living with HIV</p>	<ul style="list-style-type: none"> - Youth living with HIV in targeted areas participated in vocational skills development workshops, job specific training - Private sector provided support to youth on career and skills development or employment, apprenticeship, etc. - Youth supported with cash support - Youth supported with case for business start up 	<p>While promising progress is made in helping youth to determine career pathways and increasing skills, progress has been slowed by COVID-19. More efforts were suggested to focus on those who have undergone business planning training to develop their skills and enhance their income.</p>
<p>Generation Unlimited Youth Challenge</p> <p>Implementing partner: Saturday School Foundation</p>	<ul style="list-style-type: none"> - Number of adolescents who complete skills-building courses - Social development projects or activities created by young people - Partnerships established with local stakeholders to support the GenU initiative - Local youth mentors equipped with skills to provide mentoring and coaching support - Young people equipped with skills on idea creation and design thinking 	<p>Despite the modality changing from in-person to online, all key results were reported to be on track. <i>4 of 4 performance indicators were on track.</i></p> <p>This said, a high drop-out rate was reported among participants due to challenging expectations and reporting requirements from both the IP and UNICEF.</p>
<p>Incubation Support of Youth Social Innovation Projects in the Deep South of Thailand</p> <p>Implementing partner: Digital4Peace</p>	<ul style="list-style-type: none"> - Muallim able to develop and test their ideas to have a scalable business model into a sustainable venture - At least 6 youth teams are provided incubation support to develop and test their ideas and are equipped with knowledge about how to gain access to funding channels - At least 6 social development projects are developed 	<p>All key results are on track or met. <i>5 performance indicators met, 2 on track (of 7)</i></p> <p>However, teams in the incubation support project saw high dropout rates, partially due to the feeling that “70% of the time spent on the project was doing assessments” and a feeling that many youth weren’t given the opportunity to fail and learn through failure due to the</p>

		high pressure of the project. ⁴⁵
<p>Acceleration Programme and Support for Partnership Development and System Strengthening to Promote Youth Employability and Entrepreneurship</p> <p>Implementing partner: IDE</p>	<ul style="list-style-type: none"> - Working task force including Fantastic Four team, IDE, DJOP and UNICEF established - Revolving fund model with operational plan submitted to DJOP - Job portal website/hiring platform for young ex-offenders submitted - At least 20 youth join the programme as peer support/role model - Fantastic Four team develops and tests their concept until they are confident and have a workable and scalable business model - Coaching programme for 6-7 mentors from GenU - Muallim team support with a business accelerator programme 	<p>Key results were reported to be met. <i>(No information was provided relating to the achievement of performance indicators, though key results were said by a KII respondent to have been achieved)</i></p> <p>This said, difficulties with the revolving fund model building excitement hindered the potential impact. The teams struggled with the Key Performance Indicator (KPIs) and reporting and questions arose around the effectiveness of a short workshop. To highlight this, and their opinion on how skills development can be seen as more important than the reporting requirements, a KII respondent noted, “(The) report isn't the outcome, the people are.”⁴⁶</p> <p>Both Muallim and Fantastic Four teams experienced team disbandment, with both teams reported to have only one youth left, though Muallim was able to recruit two new members. Youth weren’t fully aware of the commitment required.</p>
<p>Development of Alternative Education Curriculum</p>	<ul style="list-style-type: none"> - An “Alternative Education” curriculum for children in conflict with law developed - Suitable assessment and evaluation tools corresponding to the 	<p>Key results reported to be achieved. <i>(No information was provided relating to the achievement of performance indicators, though key results were said by a KII</i></p>

⁴⁵ KII with IP

⁴⁶ KII with IP

<p>Implementing partner: DJOP</p>	<p>curriculum developed.</p> <ul style="list-style-type: none"> - DJOP acquires lessons learned from the pivot new curriculum, including key successes and challenges, to be able to improve the curriculum. 	<p><i>respondent to have been achieved)</i></p> <p>A new Director General began on October 1st, 2020, delaying the process.</p> <p>Curriculum, assessment and evaluation tools are developed and currently implemented in one pilot detention centre.</p> <p>More work is required to ensure the curriculum is transferable to national educational credits and to expand through to other detention centres.</p>
<p>Development of DJOP's System to Support Juvenile's Employability and Livelihood Project</p> <p>Implementing partner: DJOP</p>	<ul style="list-style-type: none"> - A system for DJOP to help juveniles successfully integrate back to society is established - A funding system (based on the existing Welfare Committee Funds) to support juveniles for re-integration, transition to work is created. - Juveniles gained skills on how to start/run a business 	<p>Though delays in the project occurred and the funding system not as effective as intended, results are reported to be on track, though delayed. <i>(No information was provided relating to the achievement of performance indicators, though key results were described in a progress report)</i></p> <p>Private sector stakeholders remained cautious, and sustainability of the project was questioned by multiple respondents.</p>

The projects generally delivered the results they set out to, despite the challenges of COVID-19 impacting the delivery modality of many skills development sessions. Despite COVID-19's impact, **only 12% of beneficiary respondents in the online survey report that project activities were delayed and 93% report that project activities were implemented as planned.** There were numerous respondents who described exciting developments because of the project which have impacted their lives. One example, a youth beneficiary from the DMAP project, stated that she never has to ask her parents for pocket money anymore as she's making enough now, though she wishes to learn about advanced

technology. Others credit the projects with providing some additional income, though they expressed the desire to learn marketing and selling techniques.

Reporting, both between UNICEF and the IPs, and by youth enrolled in the initiatives, needs to be evaluated. The methods in which IPs and project beneficiaries report to UNICEF have consistently come up as being a hindrance to the effectiveness of project results. Multiple respondents say **the reporting methods are time consuming and they often don't reflect the actual work involved** (this workload, namely work carried out by implementing partner staff actually working with youth, was described by multiple IP respondents as being much more than listed or required in the KPIs, particularly considering the amount of time required with young people to develop their skills). In one project, **it was reported that the IP had to “try to find a KPI to put in the report” due to the lack of connection between the KPIs and the actual work being done.**⁴⁷ Young people are also disappointed in the amount of administrative work they do themselves as part of the projects: “...they don't let us (teachers) let them play, let them fail, let them try by themselves. We only focus on the output of the activity... Young people spend 70% of their time on assessment (reporting)”⁴⁸ **Young people in multiple projects were reported to be put off by administrative work and this was a noted cause for dropout from the employability initiatives.**

Improved flexibility would be appreciated by the IPs, as the majority report that rigid project structures set out at the beginning led to the project being unable to change and adapt to the new normal that COVID-19 has brought, along with the changing needs of beneficiaries. IP respondents from the KIIs report that the projects would have benefitted from better planning from the outset (in terms of outputs/KPIs), plus better systems for changing the anticipated programmatic activities (to adapt to the ever-changing needs of the project/youth needs) through consultation with UNICEF. The DJOP's Development of DJOP's System to Support Juvenile's Employability and Livelihood Project had a significant level of adaptation in terms of its contracted outputs and the actual activities; the other IPs and the projects they implemented would have likely benefitted from a level of flexibility like this.

Skills development is working, employment is unclear. It was found (from KIIs, FGDs, and the online survey) that the projects delivered on improving the skills of targeted beneficiaries, but employment rates are challenging to track, and it is unclear to what extent

⁴⁷ KII with IP

⁴⁸ KII with IP

the projects have contributed towards either employment or a sustainable income. Though the majority of online survey respondents (80%) claimed to have started a business, 52% claimed to have obtained employment as a result of the project they were in. Youth consulted as part of the FGDs described making an income though not enough to live on. The IPs consulted had little information on the actual employment rates of project beneficiaries. This presents an opportunity for follow up with project beneficiaries to determine the impact that projects have had on their employability skills leading to employment.

3.3.2 TCO’s added value

Question	Are there particular areas where UNICEF has contributed particular added value?
Sub-questions	<i>What are the lessons to be learned from TCO supporting these initiatives? How can good practice from these projects be incorporated into future projects?</i>

TCO’s support of the employability initiatives was found to range from being a consultative donor to being an active participant.

UNICEF staff were generally reported to be easy to contact and willing and able to provide insight and input on projects when needed. One respondent mentioned, “the commitment of the (UNICEF) team led to high project success”.⁴⁹ UNICEF’s added value was found to come through maintained and transparent communication, people who are familiar and known to the IP, an understanding of the challenges, the organising of discussions, following up on issues, and helping to solve problems through solutions. FGD respondents were very pleased with UNICEF’s involvement, describing how they perceived UNICEF’s influence in the project as by providing specialists and trainers instead of only providing initial funds. **The ability of UNICEF to bring together all levels of society was reported as a value add,** with the convening power of TCO (for example, being able to bring together government, private sector, and CSO stakeholders) being something that both TCO and IP staff report as a positive and which they would like to see impacting the projects going forward.

⁴⁹ KII with IP

In the project initiation across the projects, TCO was generally described as being involved in the process and informative. **This said, the nature of the project was said to be unclear between the IP and TCO at the beginning in a number of projects.** Multiple respondents described the project initiation period to be too fast, leading to the precise outcomes being unclear for the young people involved. They also described the KPIs as being put together rapidly and not having a suitable amount of flexibility built into them, particularly considering the COVID-19 pandemic. **There was a demand for more room for the projects to change and adapt** (particularly considering the impact of COVID-19 on the ability of the projects to be delivered in-person, and in terms of choice of projects in the GenU-related projects) **for projects to have longer timelines**, and a desire among respondents for there to have been **more time to design the proposals/projects**. Other IPs described there being a need for more UNICEF input in the design stage, suggesting **results would have improved should there have been better communication and co-creation between them and TCO.**

After the projects began, there were mixed levels of continued involvement reported. This consultative nature, for example regarding decisions on the curriculum developed by the DJOP, was welcomed by respondents. TCO’s involvement was less clear in the Development of DJOP’s System to Support Juvenile’s Employability and Livelihood Project, as both UNICEF and IP respondents reported issues in the project implementation that **could likely have benefitted from closer and more careful management.**

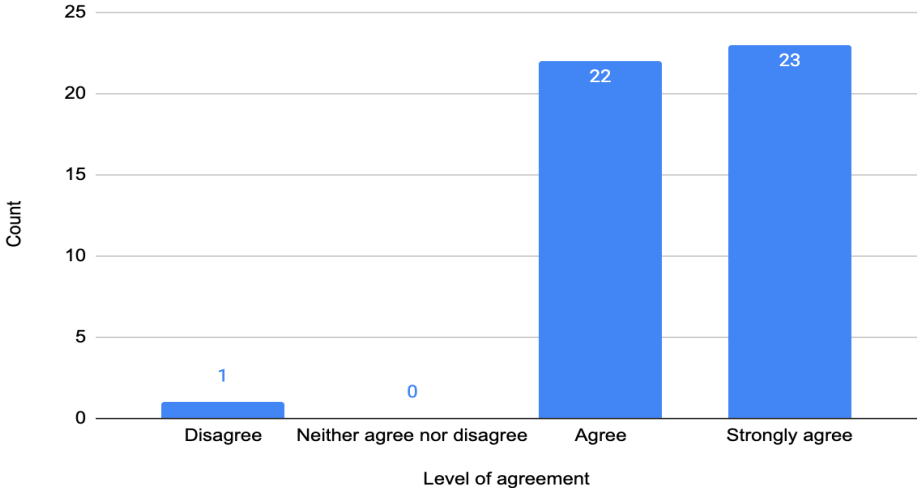
KPI reporting was found to be a challenge for the IPs and came up in the majority of discussions. **TCO needs to consider how to balance the benefits of employability initiatives without the administrative burden that comes with complex reporting should it continue with smaller projects.** One IP respondent mentioned that they were asked to report on the current quarter’s results midway through the quarter, for example. This leads to added stresses among the IP staff.

3.4 Impact

Question	To what extent have the employability interventions led to increased employability among beneficiaries?
Sub-questions	<i>Did beneficiaries gain the skills, knowledge and competencies to secure and retain a job, progress at work, cope with change, or enter more easily into the labour market?</i>

Skills development among youth has been a common success story (see Figure 4 below). The initiatives have been found to have successfully improved a large number of youth’s mindset and skills. There is considerable evidence across the study to show that young people have been inspired to take the lead in improving their future prospects and the projects have instilled in youth the skills needed to be successful.

Figure 4. Responses to “I believe the project helped me to gain new skills”



In addition to young people gaining more skills, the majority of online respondents reported being more confident with themselves (98%), being better prepared for jobs (86%), and having started a business (80%). They enjoyed that the projects let them be their own boss and opened their eyes to the business world. **91% believe the projects should continue.**

The KIIs and FGDs supported this positive impact: youth from the Deep South having had a chance to explore human behaviour through market research and bringing ideas to market, officers/teachers were trained in a new curriculum, the soft skills of youth were noted to be improving, while vocational skills were developed across nearly all project participants in topics ranging from sewing to running a barbeque stall to frog farming. Many jobs were noted to have been obtained by ex-juvenile offenders including tattoo artist, delivery driver, baker, and hairdresser. Young people expressed a desire for even more courses and opportunities – many reported wanting to dig deeper into marketing, online selling, or the broadening of their skills to improve the diversity of their income streams.

Income generation, in the form of employment or starting a business, was also found among many of the survey respondents (see Figures 5 and 6).

Figure 5. Responses to “Because of the project, I have started a business”

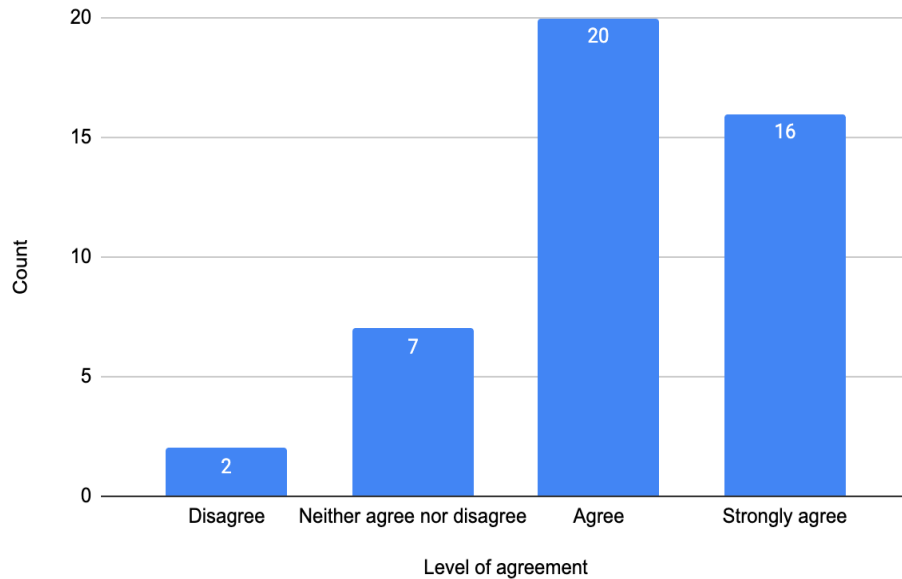
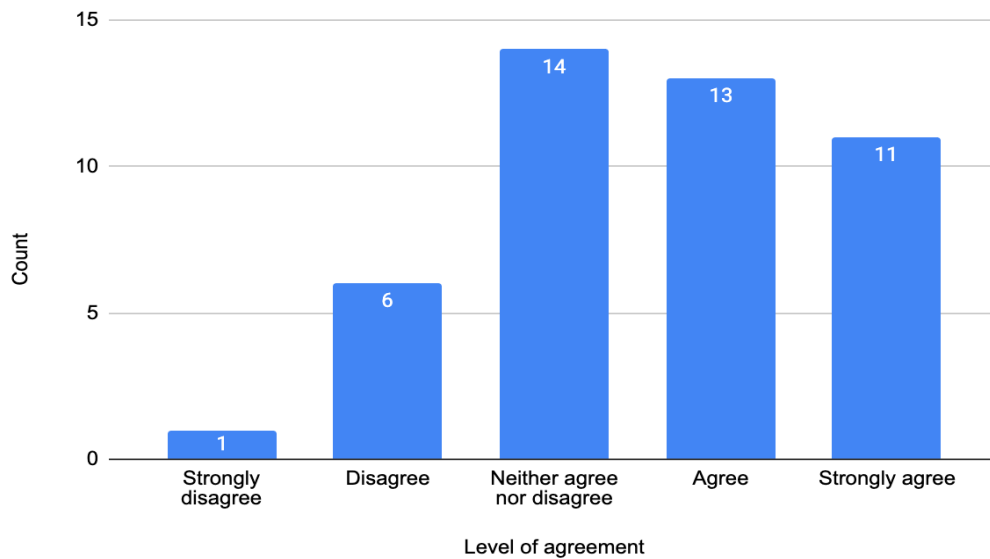


Figure 6. Responses to “I found employment because of my participation in the project”



This said, only 53% of survey respondents report having found employment because of the project. The KIIs, FGDs and online survey respondents believe the funds given for the business start-up were too little, there was too little real-time interaction with mentors, and the project could have been advertised more widely (i.e., by UNICEF organising or

sponsoring a market in which to sell the beneficiaries' goods) in order to maximise the impact and profitability of their work.

From the youth surveyed and who joined in the FGDs, some ways to improve were offered:

- More convening and advocacy are required, particularly considering UNICEF's influencing power with local, provincial and federal government and the private sector. Young people who are disadvantaged want to be better protected by laws and better connected to educational and working opportunities. UNICEF could also be facilitating connections between youth around Thailand and also around the world, wherever possible.
- Many youth developed skills through the initiatives but are unable to generate income yet – more thought could be placed on the life cycle of the youth and the sustainability of the initiatives. There is also little intended follow-up with project beneficiaries – capturing these stories could lead to great motivation among youth themselves and donors as well.
- Age is a limitation for projects as students are busy with school (secondary school and university) and on some projects, reported staying up until the late hours focusing on project tasks (leading to burnout). Additionally, with the burden of their studies, many youth don't necessarily want to stick with the ideas originally designed as part of the project or see the project only as a competition with no plan for sustainability.
- UNICEF could ensure that real vocational specialists are provided instead of generalised teachers. Many youth have the desire to become more fluent in IT-related skills, for example. However, technological/monetary reasons stand in their way. The desires and needs of beneficiaries should be fully considered in the planning stage (for example in the DMAP project, youth reported the need for 20 students selecting a course for it to run, leading to many courses being dropped).

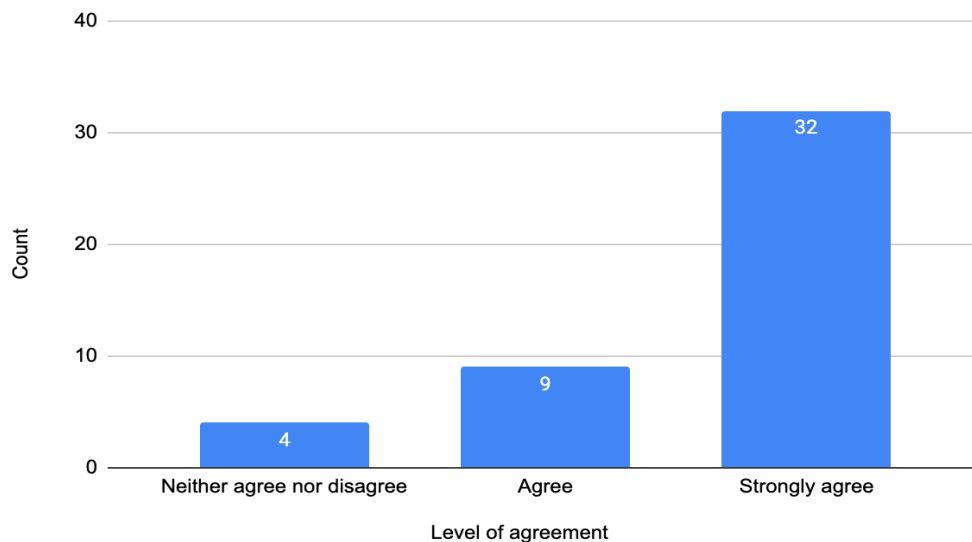
3.5 Sustainability

Question	Did the employability interventions include appropriate measures to ensure sustainability of the processes and results?
Sub-questions	<i>To what extent was sustainability considered for the interventions, particularly for when funding is withdrawn?</i>
	<i>Was scalability factored into the design of the interventions and to what</i>

extent will the projects continue into the future?

Despite obstacles, including an uncertainty with the IPs about future funding sources and the impact that COVID-19 will have, **most interventions are found to have at least some means to continue** (and the majority of youth beneficiaries want the projects to continue – see Figure 7 below). This is reported to be especially true should UNICEF continue to fund the projects. The employability projects have generally been found to have some form of sustainability embedded into them, for example in terms of making the business sector and wider community aware of and responsible for the projects. However, it is unclear to what extent this level of expected project continuation without UNICEF funding was by design or by unintended (positive) results/impacts. **The project contracts and reporting sheets between TCO and the IPs lack explicit mention of sustainability.** This could be greatly improved, however, and sustainability should be made explicit and a well-informed consideration in future projects.

Figure 7. Responses to “I believe the project should continue”



Through the course of the employability initiatives, the **IPs note their networks have widened, and with the increased number of partners, more work can be done** should funding be withdrawn. TLSDF, Raks Thai, Saturday School, Digital4Peace and Friends International staff note that even if the focus of the projects shift and the funds from UNICEF are discontinued, they will continue working with the targeted beneficiaries on employability. The **DJOP** will continue with the expansion of the curriculum development project with the Ministry of Education and aims to become more in line with national

educational standards. They also hope to expand their scope and work with The Ministry of Social Development and Human Security to offer skills development to at-risk children too young to be in detention.

The assessment found that the **impact of the projects is relatively small in terms of the number of youth reached**, with selected individuals from targeted groups being selected and potential other marginalised youth left out. This was not evident in the DJOP's projects, considering the target population are young juvenile offenders, but for the rest of the projects, the targeted beneficiary numbers are relatively low compared to the entirety of the target population.

Scalability (or discussions around scalability between the IP and UNICEF) was not evident in most of the projects (the only project where scalability was evident was the DJOP's alternative curriculum project). Better clarity in the intent to scale up projects could be made.

GenU and its related projects were limited by the scope, particularly with the limited number of teams involved. The project-based design of the GenU and its related projects was reported by respondents to lack sustainability/scalability (due to their nature of selecting a limited number of participants to mentor each year), though **there have been efforts to bring the lessons learned from the projects into a 'Social Innovation Toolkit'**, able to provide educators with all the tools they need to inspire and help young people to develop skills whilst addressing social issues. **This, should it materialise and attract funding, could very well be brought to scale country wide.** IDE staff noted the organization's potential capability to train participants at upwards of 50,000 per year. While scalability was not yet discussed with TCO, they report a potential to collaborate with the government and TCO to bring entrepreneurship to a higher level, whether in the DJOP system or among marginalised youth. **DMAP, though working with migrant youth, was only able to target those who are already within the school system**, but there is room for the project to try to include the wider youth community who have been excluded from these systems. This initiative could potentially be expanded to support all migrant/stateless youth in the region. **The projects with Raks Thai and Friends International have vast scope as well to increase inclusiveness**, though clearly there are constraints on budget, capacity of the IPs, and the availability of willing project participants.

All of this said, **the fact that these projects are able to positively impact the youth lends the projects to be 'pilot projects' of sorts, able to inform potential up-scaled and**

wider-scoped projects. This said, without the projects being accompanied by criteria and a plan for scale up, they stay as pilot projects with little sustainability in mind.

These results confirm what was found in TCO's 2019 Mid-Term Review, which found that the majority of TCO projects were not found to have a clear scale-up strategy from the beginning, a lack of criteria/benchmarking for determining replicability, and the lack of costing for at-scale implementation of the projects.⁵⁰ It is unclear whether these employability initiatives were put forward by TCO staff as 'Model Projects' or not, based on the results of the research. Comparing the results of this study with the UNICEF Scale-Up Framework and the self-assessment template using TCO's scale-up framework areas and the OECD/DAC evaluation criteria, it is noted that the Efficiency, Effectiveness and Impact, and Sustainability criteria categories would likely score quite low for all projects. **This indicates that the projects assessed as part of this study do not appear to meet the TCO standards for scalability.**

⁵⁰ UNICEF Thailand (2019). Mid-term Review Report. (internal document, as cited in UNICEF Thailand "Scaling-up Pilots and Models", n.d.)

4. Conclusions

“Skills development and employability is new for UNICEF, starting halfway along the CPD”⁵¹

The employability projects reviewed as part of this rapid assessment of UNICEF Thailand’s employability initiatives 2017-2021 showed a country office experimenting with extremely promising new ways with which to combat Thailand’s youth unemployment and NEET issues. The CO’s efforts have been commendable in setting these up in a short period of time and they’ve reached and impacted more than a thousand lives within the current country programme. Importantly, young people have developed their skills, grown in confidence, started businesses, and found a source of income. The projects help young people to realise their rights and through the initiatives’ positive influence on them, there have even been movements created to address inequality among migrant and stateless populations.⁵² Learning the different needs from a variety of target groups has generated a wealth of knowledge about the targeted beneficiaries and the organizations that serve them.

Having conducted a mixed methods assessment (including desk review, 10 KIIs, 3 FGDs and 46 online survey responses), this rapid assessment on TCO’s eight employability initiatives between 2017-2021 aimed to address the following overarching questions:

- What did we intend (or plan) to do?
- What actually happened?
- What went well, and why?
- What can be improved (and why), and what should be changed in the next Country Programme?

Conclusions are made according to each OECD/DAC criterion below.

1. Relevance

The initiatives showed a great deal of relevance to the target beneficiaries. They were well chosen, and all addressed the needs of vulnerable and/or NEET youth in Thailand. While some projects were found to be more relevant to the actual needs of youth than others, and had a wider scope, they all contributed to the CP’s Outcome. The IPs involved were also well-chosen and generally had an excellent understanding of the needs of the youth beneficiaries.

⁵¹ KII with UNICEF staff

⁵² Youth participant - FGD

TCO had a mixed role in the development of the initiatives ranging from consultative to a role of providing finances but little guidance. Beneficiaries were not always consulted in the design of the projects but were certainly involved in choices and decisions within the projects. Youth showed a very deep interest in the projects.

2. Coherence

Considering employability was not a focus area of TCO until after starting this CP, the initiatives are consistent with UNICEF's global priorities in adolescent educational opportunity and skills-training. Some cross-section work at TCO showed intended and planned coordinated efforts while other efforts were still relatively in a siloed format. There was no evidence for overlap across the sections at TCO. Closer work with the rest of the sections could help ADAP to bring its initiatives to a higher level of engagement with all rights holders and duty bearers.

Thailand has plenty of employability initiatives being done by a range of CSOs/NGOs and as well from within the government and intergovernmental organizations in Thailand. Regardless, the targeted nature of some of the TCO employability initiatives, with choice groups such as juveniles in conflict with the law, show originality. Small-scale pilot projects exist as part of the employability initiatives and there is room for cross-organisation efforts to collaborate in the future and scale up.

3. Effectiveness

Generally, there was evidence to show that the projects reached their expected results. This said, there were plenty of obstacles as well: COVID-19, reporting difficulties and burdens (both between UNICEF and the IPs and by young people as part of the project work), lack of a flexible project structure, and difficulties in measuring the impact the projects have had on NEET gaining employment are reported to have been challenges to the effectiveness of the projects.

TCO was generally shown to be a great team to work with, contributing to the success of the projects. Projects could have improved if there was more time dedicated to the planning stages and longer timelines for the projects.

4. Impact

The impact of the initiatives is tremendous on the youth that were a part of them. Almost unanimously, the young people enjoyed the projects, thought they contributed to their employability, and believe the projects should continue.

There are some limitations on the potential impact found, including the need for specialists to teach vocational courses, further needs for advocacy, a need for a greater use of technology to reach and inspire youth, and a need for age-appropriate projects and administrative burdens.

5. Sustainability

Most projects were found to have some plans to continue; whether or not that was intended or not in the planning stages was unclear. There are some elements of sustainability and scalability in the projects, and much of this is due to the expanded networks UNICEF was able to provide to the IPs delivering these projects. Most IPs report being able to continue the projects, at least in some capacity, should funding from UNICEF be discontinued, though it is unclear as to where the funding sources would come from. It remains unclear as to what extent the anticipated continuation of the projects was due to planning in the projects or through unintended (positive) results of project work. The projects, in their assessed form, do not appear to meet the TCO standards for scalability. Future projects should be accompanied by criteria and a plan for scale up, otherwise they stay as pilot projects with little sustainability in mind.

The rapid assessment showed that TCO's employment initiatives have paved the way for a stronger, more focused set of programmatic choices during the next CP. UNICEF's mission in Thailand should continue to advocate at the highest levels for vulnerable and NEET youth and this includes ensuring that there are adequate systems and measures in place for them to be successful. The most vulnerable and marginalised should continue to be a focus, and through developing vast networks of organisations and stakeholders who are ready to help children realise their rights, much progress will be made.

5. Recommendations

In alignment with the purpose of the rapid assessment, this section outlines a set of key recommendations grounded in the rich and diverse findings of the rapid assessment.

These recommendations were developed by the consultant through an analysis of the results and findings. The recommendations are thus derived from the expertise and insights provided by the duty bearers, rights holders, and other stakeholders who took part in the data collection activities. The aforementioned persons were not directly involved in the formulation and writing of the recommendations. There was an effort to incorporate the best aspects of the initiatives reviewed into the recommendations and have also taken global best practises regarding youth employability in mind. They can be considered by TCO in the planning of future employability initiatives as part of its next CP.

Recommendation #1: Optimise UNICEF's network

(Based on conclusions 1, 2, 4, 5)

UNICEF Thailand, with its committed and passionate staff, has created a strong brand reputation and developed a vast network of like-minded stakeholders from across the government, private sector, individuals, and CSOs/NGOs. **This network should be unlocked to the future employability initiatives to maximise the effectiveness and impact of the initiatives.** For example, by bringing together CSOs/NGOs working on employability initiatives with relevant and interested government ministries or potential private sector or individual donors/corporations interested in corporate social responsibility initiatives, **UNICEF can act in a convening role rather than a project implementing role.** This convening can take the form of, for example, providing them opportunities to network, collaborate on child-related projects, and advocacy towards policy change through the presentation of evidence generated by the CSOs/NGOs. This would better suit TCO's future plans as Thailand continues its development.

"UNICEF tends to work with many different organizations individually, however some of the areas are crossing each other so it would be better if those organizations can work together on the same project. It would be more effective."⁵³⁵⁴

⁵³ KII with IP

⁵⁴ It should also be noted that cross-section and inter-UN work needs to be optimised as well

By **focusing more on advocacy efforts** with the Royal Thai Government and working with local and provincial authorities to build capacity and scale up projects, TCO can **identify successful initiatives, gaps, and areas for focus, and better utilise the collective expertise of their staff**. The DJOP, for example, would very much like to work with the Ministry of Education to give their alternative curriculum validation and be coherent with national standards. **UNICEF can help to facilitate these interactions**. TCO could also **advocate for a stronger national policy to assist minority youth** in terms of their access to education and integration into other social support systems, for example.

Following the international examples of Germany and the United Kingdom, there may be room for additional investigation into the addressing of NEET issues in Thailand.⁵⁵ For example, **TCO could develop a NEET team for advocacy**, pushing for not only cash transfers to youth but for **government funding to employers who create new jobs for young people**. This could be expanded through advocacy to aim to have the government commit to **providing stipends to those employers who bring on apprenticeships/trainees**. **Expanded job support**, in collaboration with the TAO and CSO networks TCO already work with, through **youth hubs acting as ‘one-stop shops’** could provide youth across the country with career coaching, education and training provision, and welfare services.

Recommendation #2: Innovation is key

(Based on conclusions 1,2, and 5)

By harnessing innovative ideas and bringing them to scale, TCO can effectively increase the scale and sustainability of its initiatives. The ‘Social Innovation Toolkit’ concept which was described by some respondents as part of this assessment has the potential to introduce millions of Thai youth to the worlds of social entrepreneurship, critical thinking, and the UN’s mission. While advocating for ideas like this to be taken on by schools will be a challenge, starting small and building momentum through positive word of mouth and role models/influencers is also possible.

If TCO works on small projects, they should begin with scalability in mind; otherwise, they risk being projects with little sustainability. In line with TCO’s *Procedure for developing*

⁵⁵ European Commission, 2016. Sustainable activation of young people not in employment, education or training (NEETs). Available at: <https://ec.europa.eu/social/BlobServlet?docId=16571&langId=en> (Accessed 9 January 2022).

*Scaling-up Models*⁵⁶, should TCO wish to pilot or model an employability project in the future, there should be explicit reference to scalability and sustainability in all project documentation, conversations and negotiations need to take place with the IP and all other development partners involved, and the project should pass through a go/no-go assessment using the UNICEF Scale-Up Framework and Self-assessment template. Innovation will be required to ensure that future projects are aligned with this framework.

Further, should there be any chance to, **TCO should investigate how to better connect young people from Thailand to others within the country and around the world.** Young people have voiced the desire for this to happen through this assessment and the possibilities for increased collaboration and communication on a broader stage gives young people motivation to push forward and do whatever it takes to succeed. A needs assessment could be suggested to uncover these issues better and to plan more strategically. In this highly connected world, and with youth tapped into social media, this may be an effective way to motivate youth.

Recommendation #3: Provide effective, comprehensive training with sustainable impact

(Based on conclusions 1, 2, 3, 4, and 5)

A common complaint from young people regarding the skills they received as part of some of the initiatives assessed is that **they felt that the skills they were being trained in were not high-level skills which could lead to a long and happy career.** Young people who learn the simple skills of baking, for example, but who do not learn personal health and wellbeing skills, organisational skills, marketing and finance skills, and online advertising skills will fail to reach their goals. **Young people desire comprehensive and effective training from people who are experts.** By training youth in soft skills, providing them the tools to understand finances and social media, and by enhancing the training of technical skills by bringing in people who are experts at the technical skills, young people will be better readied for employment. These holistic steps in skills development to build a sustainable and functional business, for example, would offer young people many more avenues for income should their original idea not be desirable to them or not work, financially. **A needs assessment on the desired career pathways from NEET in Thailand would be recommended.**

⁵⁶ UNICEF Thailand (n.d.). Procedure for developing Scaling-up Models (internal document shared with the consultant)

To build on this, the skills pathways offered to youth through these initiatives typically lead to low-paying jobs. **Young people could be better taught about potential careers and thus be better informed regarding their selection of programmes to enter.** Should coding or business administration or other IT-related skills programmes have been offered to the youth, it's likely that they may well have chosen those projects instead. Multiple young people expressed their desire to learn skills leading to higher-paying jobs.

To accomplish this, **it is recommended that TCO tap into its network of prospective volunteers, mentors, and past project graduates** who can be seen by participants as role models/mentors. Expert volunteers would likely be happy to participate in these training sessions from a variety of industries. TCO could help to build the capacity of IPs and introduce these persons to the projects, set up a training database of pre-recorded lessons or tap into existing national training databases such as those of the Thailand Professional Qualification Institute. Following up on the effectiveness of these trainings through monitoring mechanisms can help to understand what is working and not, and thus feed into the programmatic choices, making the initiatives more effective and likely sustainable.

Recommendation #4: Dedicate more time to planning to reduce the administrative burden, and final results have to be clear

(Based on conclusions 2, 4, and 5)

The IPs consulted as part of this rapid assessment expressed the desire to have more time in the planning stages of the projects. These projects could have been improved should the planning stage been given **more consideration and time to fully incorporate the views of all rights holders and duty bearers. There could have been better thought towards sustainability, risk management, and scalability in the projects.** The *ad hoc* nature of some of the projects and a reported quick planning stage was described by some respondents as impacting the overall quality of the project.

The administrative burden of reporting needs to be evaluated and reduced, as many respondents report spending a significant amount of time on reporting to the IP, other partners, or TCO itself. Particularly for projects with young people who are preoccupied with a range of household duties and an educational burden, extra reporting and administrative tasks have proven to push project participants away.

Final anticipated results must be made clear, not only within the reporting documents and contract, but through communication to the project participants. Confusing messages given to project participants on estimated workload and hours required to participate in the projects led to burnout and dissatisfaction. Confusing reporting among the IPs led to frustrations and unnecessary administrative efforts and may even amount to box-ticking exercises with KPIs being fabricated or misinterpreted. A strong monitoring system can be developed which eliminates the stress and burden of this.

Recommendation #5: Aim big and build evidence

(Based on conclusions 1, 2, 3, 4, and 5)

TCO should focus less on small donor-oriented projects. TCO should likely rely less on its own pilot projects to inform innovations which can be brought to scale, but should instead be actively looking for other impactful projects happening around Thailand and abroad which can be adapted and conveyed to TCO's implementing partners.⁵⁷ These best practises and successes could be adapted to the Thai context and a stakeholder and network analysis could be utilised to understand which stakeholders would be best suited to carry out the work required (and cross-programme collaboration among the COs and the UN in Thailand should be a part of this).

In order to improve upon the work currently being done by UNICEF, UNDP and ILO targeting NEET youth, **UNICEF should work with these intergovernmental organizations to push higher level projects to scale using their strategic positioning and convening power.** The same can be said for advocacy efforts, which should be coordinated and concerted across the UN.

More work can be done regarding making qualifications and training free and accessible to prospective learners. Though TLSDF and UNICEF are already working with the Thailand Professional Qualification Institute, there is scope for qualifications and training to be free, of high quality, and recognisable across the country. UNICEF's reputation behind these qualifications could be powerful and allow young NEET to access a variety of industries which they previously weren't able to.

Captivating stories from successes within TCO's employability initiatives need to be captured, woven into compelling narratives, and communicated widely. The stories of employability initiative alumni will help drive public/private donations, shine light on work

⁵⁷ As an example, consider Plan International's Solutions for Youth Employment coalition <https://www.s4ye.org/>

being done to increase employability among NEET youth, increase the likelihood of the private sector to be responsive to bring on apprentices/trainees or donate accordingly to these initiatives as part of Corporate Social Responsibility (CSR), and more. By bringing these stories to life, TCO will have an excellent source of media to drive its future programming within the country.

Annexes

Annex 1: Inception Report and Research Tools

The Inception Report for the Rapid Assessment, which includes all research tools used, can be accessed at the following link:

https://drive.google.com/file/d/1fMD5TngooXOHyENzxt1g2p2Z5dQVh_HM/view?usp=sharing

Annex 2: Evaluation matrix

OECD/DAC criteria	Questions	Sub-questions	KII - UNICEF	KII - Non-UNICEF	FGD	Online quantitative survey	Literature and desk review
Relevance	To what extent have UNICEF projects been appropriate to targeted beneficiary populations' needs and proved able to adapt to changing contexts and needs?	What was the rationale for the interventions and what role did UNICEF play in their development?	x	x	x		x
		How have targeted beneficiaries' needs been taken into account during the development of the interventions and were the project aims closely aligned with their needs?	x	x	x	x	
Coherence	To what extent were the Employability interventions consistent between the various sections of the office?	How did the various sections of the office contribute to the interventions and to what extent were the aims, visions, and expected outputs aligned across the sections?	x				x
		To what extent were the employability interventions consistent and complementary to existing projects across the sections?	x				x
	To what extent were the Employability interventions consistent with government, UN and other actors' interventions?	To what extent were the employability interventions consistent and complementary to existing projects with government, UN and other actors' interventions?	x	x	x	x	x
Effectiveness	To what extent have the expected results been achieved, and what have been the factors that have enabled or hindered this?	What were the expected results? Have they been achieved? What have been the factors that have enabled or hindered this?	x	x	x	x	x

	Are there particular areas where UNICEF has contributed particular added value?	What are the lessons to be learned from TCO supporting these initiatives? How can good practice from these projects be incorporated into future projects?	x	x	x	x	
Impact	To what extent have the employability interventions led to increased employability among beneficiaries?	Did beneficiaries gain the skills, knowledge and competencies to secure and retain a job, progress at work, cope with change, or easily enter more easily into the labour market?		x	x	x	
Sustainability	Did the employability interventions include appropriate measures to ensure sustainability of the processes and results?	To what extent was sustainability considered for the interventions, particularly for when funding is withdrawn?	x	x	x	x	x
		Was scalability factored into the design of the interventions and to what extent will the projects continue into the future?	x	x	x		x

Annex 3: References

Annex 3.1 References used in the rapid assessment

European Commission, 2016. Sustainable activation of young people not in employment, education or training (NEETs). Available at: <https://ec.europa.eu/social/BlobServlet?docId=16571&langId=en> (Accessed 9 January 2022).

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United Nations Economic and Social Council (2016) *Country programme document (Kingdom of Thailand)*. E/ICEF/2016/P/L.18; UNICEF/EAPRO Thailand (2021).

UNICEF (2018). *UNICEF Strategic Plan 2018-2021*. Available at https://www.unicef.org/media/48126/file/UNICEF_Strategic_Plan_2018-2021-ENG.pdf (Accessed on 22nd January 2022).

Annex 3.2: Internal documentation

To carry out the rapid assessment, the consultant has been provided the following documents by ADAP staff:

- A spreadsheet summarising the employability initiatives, along with contact information of the implementing partners for each project
- A Google Drive folder including intervention contracts and progress reports for each project relating to employability initiatives
- ADAP programme strategic note 2017-2021
- ADAP programme strategic note 2022-2026

Additionally, as described in Section 2, additional documentation was reviewed:

- UNICEF Thailand Country Programme Documents (2017-2021; 2022-2026)
- UNICEF Thailand annual reports (2017-2021)
- UNICEF Thailand Mid-Term Review Report
- ILO (2020). Decent work and youth in Thailand (2020 brief).
- TDRI & UNICEF Thailand (2020). Youth employability scoping study.
- United Nations sub-group on young people: Institute for Population and Social Research, Mahidol University (2020). Youth and Covid-19 in Thailand: Socioeconomic impact of the crisis.

- TCO KPI spreadsheets (if available and if pertaining to the employability initiatives)
- Any other project documentation or monitoring mechanisms used internally at TCO to monitor the projects and their expenses
- (Draft) UNICEF Thailand Procedure for developing Scaling-Up Models
- UNICEF Thailand Scaling-up Pilots and Models

Annex 4: Signed UNEG code of conduct

(Each UNEG member to create its own forms for signature)

Annex 2: United Nations Evaluation Group Code of Conduct for Evaluation in the UN System

Evaluation Consultants Agreement Form

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

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

Name of Consultant: David Johan Lefor

Name of Consultancy Organisation (where relevant): _____

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

Signed at (place) on (date)

Bangkok, Thailand
(18/11/21)

Signature:  _____

(Each UNEG member to create its own forms for signature)

Annex 2: United Nations Evaluation Group Code of Conduct for Evaluation in the UN System

Evaluation Consultants Agreement Form

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

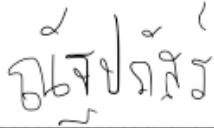
Agreement to abide by the Code of Conduct for Evaluation in the UN System

Name of Consultant: Nutpapat Wannasuth

Name of Consultancy Organisation (where relevant): _____

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

Signed at (place) on (date) Bangkok, Thailand
(18/11/21)

Signature: 

Annex 5: Online survey responses

This Annex outlines the results of the survey responses as carried out in this assessment. The demographic information is presented first, followed by the Likert-scale responses to a range of questions posed to respondents. Finally, there is a short analysis of the responses per project presented below.

Demographic information

Figure 1. Responses to “What is your age?”

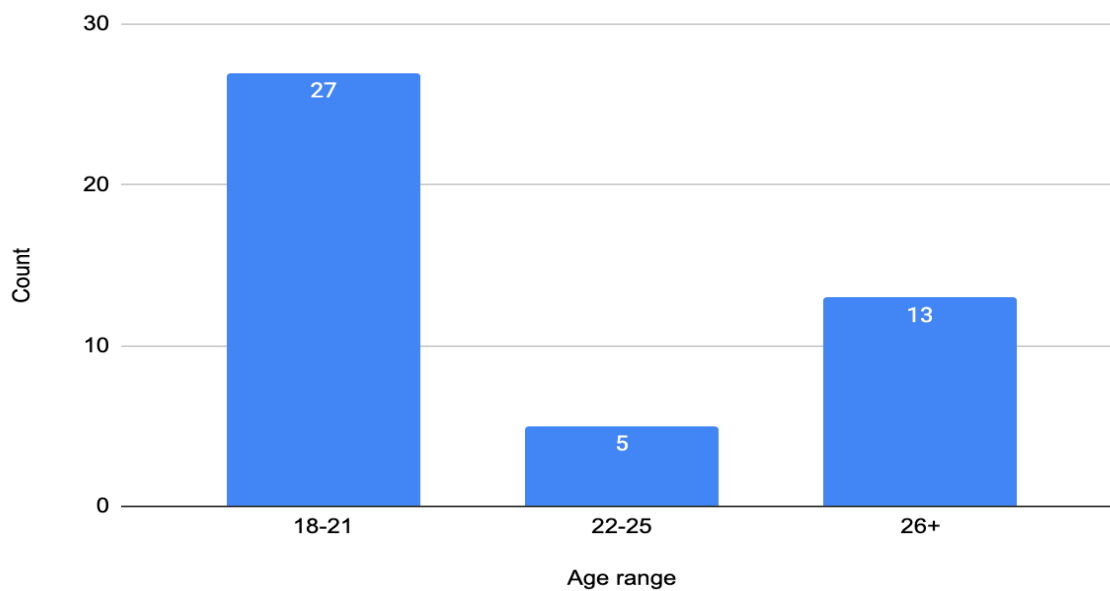


Figure 2. Responses to “What is your gender?”

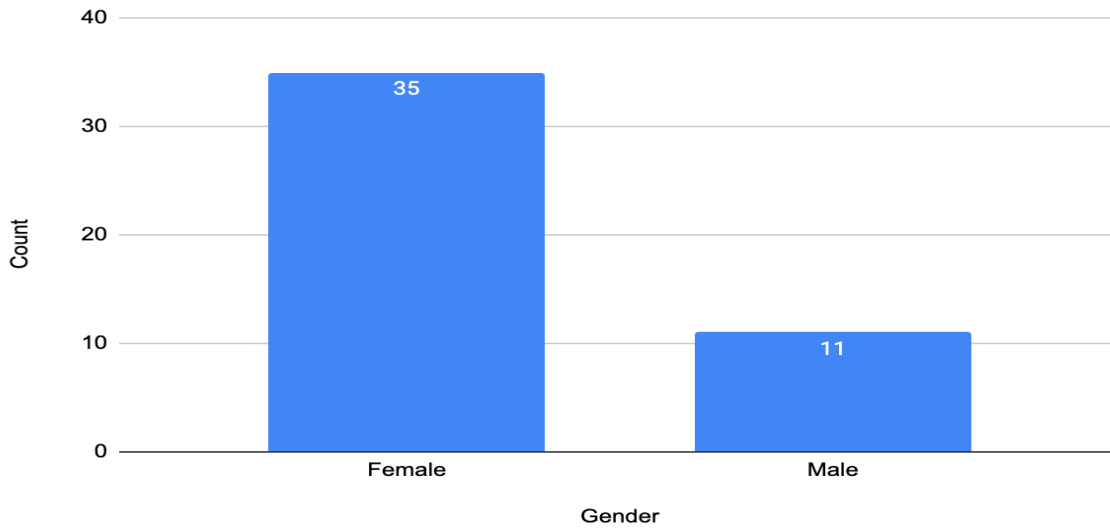
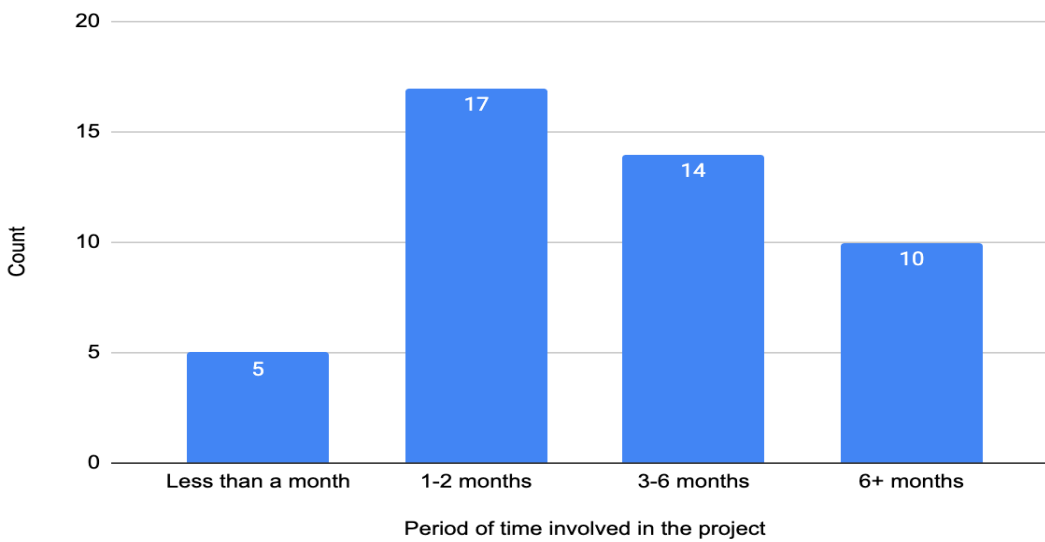


Figure 3. Responses to “How long were you involved in the project?”



Online survey results by question

Table 1. Summary of online survey results

Survey question	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
I was consulted about the project before it was launched	0	0	3	18	25
I believe the project was very relevant to my needs	0	1	1	20	24

Other people like me would benefit from being a part of the project	0	0	3	15	28
In my opinion, this project is unique in Thailand	0	0	2	20	24
I am aware of the government and/or other organizations doing similar projects	1	5	23	14	3
I believe the project helped me to gain new skills	0	1	0	22	23
I feel more confident with myself because of the project	0	1	1	22	21
I believe the project has given me an advantage when it comes to searching for a job	0	1	5	25	14
I believe the project has given me an advantage when it comes to obtaining a job	0	0	7	23	15
Because of the project, I know what it takes to run a business	0	2	4	25	14
Because of the project, I have started a business	0	2	7	20	16
I found employment because of my participation in the project	1	6	14	13	11
I believe the project should continue	0	0	4	9	32
The project was implemented as planned	0	1	2	20	22
The project activities were delayed	7	22	8	3	5

General survey analysis by project:

Project 1 - DMAP (n=7): all female respondents, with the majority being in the project for 6+ months.

- High agreement scores across the board.
- Respondents noted the project had low delay (majority).
- All respondents report having improved skills, and all report having an advantage for searching for and obtaining a job.
- All respondents know what it takes to run a business.
- Of the 7 respondents, one didn't start a business though others did (due to the project). Three respondents report not finding employment, though four do.
- All activities implemented as planned.
- All respondents strongly agree that the project should continue.

Project 2 - Empowering at-risk adolescents and adolescent parents to break out of intergenerational poverty through skills development (n=21): 3 male, 18 female respondents, with the majority being in the project for 1-2 months or less.

- Very high scores generally except for being “aware of the government and others doing..”..
- One outlier (disagree) for “given me an advantage when it comes to searching for a job”
- 5 disagree or strongly disagree to “I found employment because of my participation in the project”
- Only one selected disagree to knowing what it takes to run a business and having started a business, the rest neutral (2) or agree - strongly agree (16) for having started a business.

Project 3 - Empowering youth living with HIV on skills development and income generation (n=13): 6 male, 7 female respondents, with the majority being in the project for 3-6 months, though few 6+ months

- Very high scores generally except for being “aware of the government and others doing..”..
- 1 respondent neutral on the project continuing

Project 4 - Generation Unlimited youth challenge (n=4): 1 male, 3 female, with the majority being in the project for 6+ months.

- 3/4 respondents report being neutral to having been consulted before the project’s launch. This is an interesting deviation from previous results.
- Majority neutral to the government or other organizations doing similar projects
- 50% neutral to having an ‘advantage when searching for job’
- None reported having found employment (though one commented, “I have some work because of this project but it's not permanent”).
- A range of reported responses for project activities being delayed.

Project 5 - Incubation support of youth social innovation projects in the Deep South of Thailand (n=1): 1 female, being in the project for 3-6 months

- Similar to others with high scores across the board
- Respondents neutral to having found employment as a result of the project (“I’m not in a state of making money yet, but I know how to make money”)

Annex 6: Terms of Reference



UNICEF/EAPRO- TCO, Bangkok

TERMS OF REFERENCE FOR CONSULTANTS AND CONTRACTORS

Requesting Section: Adolescent Development and Participation (ADAP)

1. **Nature of Consultancy:** Rapid assessment of UNICEF Thailand Country Office (TCO)'s employability initiatives (2017–2021)

2. **List of Proposed Consultants:** UNICEF Thailand is looking for an individual consultant (home-based).

3. **Purpose of Assignment:**

a) Background:

The overarching goal of UNICEF's Country Programme in Thailand (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.

Young people in Thailand face critical issues that increase their vulnerability, decrease their resilience, and limit the realization of their rights. In Thailand, youth transition to

decent work remains problematic, with high numbers of youth not in employment, education, or training (NEETs). NEETs are at higher risk of being socially and economically excluded and are more likely to become vulnerable in the long term. Currently, over 1.4 million (or nearly 15%) young people aged 15–24 in Thailand are NEET (ILO, 2020); 70% of NEET are females (TDRI, 2020). The NEET rate is projected to increase by over 8% due to COVID-19, and over 400,000 recent graduates are expected to be unemployed (TDRI, 2020).

While the overall unemployment rate in Thailand is comparatively benign at 1.9%, youth unemployment (15–24-year-old) stood at 7.5% in 2020 (increasing from 4.7% in the same period in 2019, most likely due to the impact of COVID-19), with young women more likely to be unemployed than their male counterparts (NSO, 2021). While the male youth unemployment rate increased from 3.6% in 2015 to 4.3% in 2019, the female youth unemployment rate rose from 4.9% to 5.2% in the same period (National Statistical Office of Thailand, 2015–2019). This highlights the difficulties young people, especially young women, face in finding and keeping a job.

One area of focus for UNICEF Thailand is ensuring all children receive a quality education, and skills and opportunities for the transition to work. Together with government, UN, private sector and civil society partners, the UNICEF Country Office in Thailand is working to ensure all young people, especially the most disadvantaged groups such as school dropouts, teen mothers, children in contact with the juvenile justice system, ethnic minorities, and migrants have an opportunity to join the 21st century economy and be a part of Thailand’s economic development story. Between 2017 and 2021, the Country Office has supported the implementation of the following projects:

Project	Brief description	Target group	Key stakeholders
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<p>Developing Migrant Adolescents through Community-Based Collaboration and Youth Leaders Participation (DMAP)(Phrase I & II)</p>	<p>Starting in April 2018, the project was initiated with the aim to address the gaps and barriers that prevent young migrants from developing to their full potentials. The longterm goal of DMAP is to encourage migrant adolescents to increasingly practice key behaviours for healthy development and participate in decision-making at all levels to accelerate the realization of their rights. DMAP Phase II, which began in March 2020, shifted its focus slightly towards ensuring migrant adolescents are ready for career advancement and positive transition from school to work and received support from community-based collaboration.</p>	<p>Migrant adolescents and youth aged 10-19 in Fang, Chiang Mai</p>	<p>The Life Skills Development Foundation is the implementer. Other stakeholders include: local sub-district administrative offices in Fang; Fang Vocational College; Friends International; public schools and local businesses.</p>
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<p>Empowering at-risk adolescents and adolescent parents to break out of intergenerational poverty through skills development (April 2020 – December 2021)</p>	<p>The project is helping vulnerable adolescents, mostly teen parents, in Bangkok and Chiang Mai, to develop their vocational skills and match them with the demands of the employment market, along with building public-private partnerships with stakeholders in the areas.</p> <p>Run by Friends International (FI), the project focuses on 7 geographic areas: 3 in Bangkok and 4 in Chiang Mai. The main target groups are teen parents who are NEET and adolescents who are at risk of social harm. FI recruits their target through networks of stakeholders and snowball techniques. They provide psycho-social support, career aptitude assessment, skills building, career placement guide, and ongoing case management until the target adolescents settle with their job.</p>	<p>350 young people primarily adolescent parents in Bangkok and Chiang Mai</p>	<p>Friends International is the implementer. Other stakeholders include: Public Health sector, Social development sector, and CSO network in Bangkok and Chiang Mai, focusing on adolescent development and employability.</p>
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	<p>FI has gained lessons learned on different modalities in empowering adolescent, and different characteristics of adolescent needs which is highly influenced by contextual and cultural factors. FI is also experienced in adopting online training and online coaching during the time of COVID to achieve its objectives.</p>		
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<p>Empowering Youth Living with HIV on Skills Development and Income Generation</p>	<p>The project on “Empowering Youth living with HIV on Skills Development and Income Generation” aims to support youth living with HIV on vocational skills development and income generation as people living with HIV are often discriminated against in the workplace due to their HIV status.</p> <p>The project supports youth living with HIV to get employment or generate income via access to vocational and entrepreneurship skill training and empowerment support.</p> <p>Overall, the project contributes towards improving the lives of young people living with HIV by enhancing their capacities and skills and by providing them with micro credit support, as well as income generating activities to start-up small scale business.</p> <p>The lessons learned from the project will be documented in detail to provide understanding about factors contributing to the success or gaps in supporting youth living with HIV on vocational skills development and income generation, including support needed to help them remain in employment.</p>	<p>142 Youth living with HIV in Chiang Mai, Bangkok and Lampang</p>	<p>Raks Thai Foundation and Thai Network of Youth Living with HIV.</p>
<p>Generation Unlimited Youth Challenge (2018/2019 and</p>	<p>The Generation Unlimited Youth Challenge is a global cocreation initiative that brings</p>	<p>14–24 youth from all over Thailand (Year</p>	<p>Saturday School Foundation; UNDP; Southern Border</p>

2019/2020)	together young people to develop big ideas for education, decent work and civic engagement. As part of the programme, participants are engaged in a bootcamp on human- centred design process which is designed to help them develop solutions to address the problems they face.	1); from the Deep South of Thailand (Year 2)	Provinces Administrative Centre (SBPAC); King Mongkut’s University of Technology Thonburi (KMUTT); Global Compact Network Thailand; Stock Exchange of Thailand;
Incubation Support of Youth Social Innovation Projects in the Deep South of Thailand	This project is an extension of the Generation Unlimited Youth Challenge of 2019/2020. Recognising the potentials of the youth teams who participated in the challenge, with one team – Muallim – having gone on to become one of the Global Winners, we have partnered with a local CSO to continue to provide incubation support for 6 youth teams to further develop and test their ideas. Our objective is to build local capacity and foster collaboration among multiple stakeholders from the public, private, and civil society sectors and young people themselves to promote youth employability and entrepreneurship in the region, which could them serve as a model for replication elsewhere in the country.	14–24 youth from the Deep South of Thailand	Digital4Peace; Innovation-Driven Entrepreneurship (IDE) Center of the University of Thai Chamber of Commerce

<p>Acceleration Programme and Support for Partnership Development and System Strengthening to Promote Youth Employability and Entrepreneurship (IDE)</p>	<p>The project is a partnership between the Department of Juvenile Observation and Protection (DJOP), UNICEF, Innovation-Driven Entrepreneurship (IDE) Center of the University of the Thai Chamber of Commerce, and the Fantastic Four team (the Global winner from GenU Youth Challenge year 1. The project aims to strengthen the mechanisms within DJOP to support juvenile offenders on employment and income generation activities by improving a hiring platform and developing a revolving fund model to assist young people who are released from Juvenile Training Centers. The project is also linked with UNICEF's workplan with DJOP to support</p>	<p>15-24 youth from Juvenile Detention Centers</p>	<p>IDE, DJOP, and Digital4Peace</p>
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	<p>system strengthening of the DJOP to promote employability and entrepreneurship of juveniles in conflict with the law.</p> <p>Key activities included exploring the role of the DJOP's Welfare Committee established throughout all of DJOP's centers and enhancing partnerships with the private sector to facilitate youth reengagement in their community and pave the way for them to acquire decent employment.</p> <p>In addition to this project, IDE also supports the Muallim team, three students from Pattani, Deep South of Thailand, the winner of GenU Global Challenge Year 2 to develop a business strategy, stakeholder engagement, system building. IDE provides training for local mentors in the Deep South and pushes them to exchange experiences with other IDE networks to form an alliance for creating an innovative sustainable community.</p>		
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Recognizing the importance of programme assessment to expand the programme evidence base and to inform decision-making, particular in the context of the development of the new UNICEF Country Programme in Thailand (2022–2026), the Thailand Country Office (TCO) Adolescent Development and Participation (ADAP) section is planning to conduct a rapid review of the employability projects implemented during the current UNICEF Country Programme (2017–2021).

b) Purposes:

The purpose of this consultancy is to facilitate a rapid assessment of UNICEF TCO's employability initiatives. The assessment shall allow the team to reflect on progress and

learn from these experiences to note successes and identify areas needing improvement. These learnings will feed into the next Country Programme Document (CPD), specifically, Output 2: "By 2026, National and Local capacities are strengthened to provide alternative pathways and second-chance opportunities for Youth Not in Education, Employment or Training (NEETs) and other vulnerable groups".

The guiding questions for the rapid assessment are:

- What did we intend (or plan) to do?
- What actually happened?
- What went well, and why?
- What can be improved (and why), and what should we change in the next Country Programme?

The primary objectives of the rapid assessment are:

- To assess the relevance, effectiveness, coherence, and sustainability results on the different employability initiatives;
- To engage the TCO ADAP section in analysing the strengths and weaknesses of the projects, focusing on key aspects that should be built on and what corrective actions should be taken;
- To provide actionable recommendations for UNICEF to feed into its planned interventions for the next CPD;
- To contribute to UNICEF's TCO wider organizational learning.

Assessment questions and criteria

The assessment prioritizes the OECD/DAC evaluation criteria of relevance, effectiveness, coherence and sustainability. The assessment will provide evidence-based analysis to answer a number of strategic questions.

Some initial questions are suggested below, and these should be refined, tailored to the country context, and finalized in discussions with the consultant. As a general rule, the number of questions should be kept small to ensure the process is timely and rapid.

Table One: Criteria plus Overarching and detailed line of inquiry for the RA

RA overarching questions	Criteria and detailed questions for the ARR
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<ul style="list-style-type: none"> • <i>What did we intend (or plan) to do?</i> 	<p>Relevance</p> <ul style="list-style-type: none"> • To what extent have UNICEF projects been appropriate to targeted beneficiary populations' needs and proved able to adapt to changing contexts and needs? <p>Coherence</p> <ul style="list-style-type: none"> • To what extent were the Employability interventions consistent between the various sections of the office • To what extent were the Employability interventions consistent with government, UN and other actors' interventions?
<ul style="list-style-type: none"> • <i>What actually happened?</i> 	<p>Effectiveness</p> <ul style="list-style-type: none"> • To what extent have the expected results been, and what have been the factors that have enabled or hindered this?
<ul style="list-style-type: none"> • <i>What went well, and why?</i> 	<p>Effectiveness</p> <ul style="list-style-type: none"> • Are there particular areas where UNICEF has contributed particular added value? <p>Sustainability</p> <ul style="list-style-type: none"> • Did the projects include appropriate measures to ensure sustainability of the processes and results?
<ul style="list-style-type: none"> • <i>What can be improved (and why), and what should we change in coming period (and in future responses)?</i> 	<p>Rapid Assessment Recommendations</p>

Methodology

The RA is proposed to be carried out quite rapidly, with a largely qualitative approach. Based on the objectives of the assessment, this section indicates broad guidelines on methods and processes for the evaluation. Methodological rigor will be given significant consideration in the assessment of proposals. Hence bidders are invited to interrogate the approach and methodology proffered in the ToR and improve on it or propose an approach they deem more appropriate.

Data collection and analysis methods with a range of stakeholders should be used to facilitate triangulation of data. These should include document review (including progress

reports), semi structured interviews with key stakeholders (most probably online interviews). Key stakeholders to be involved in the data collection should be selected from UNICEF and other UN staff, key national government agencies, and other relevant partners, such as civil society organisation and young people.

The consultant will need to draw on available quantitative data from recent assessments, reviews, research, studies, progress reports, situation reports, national datasets, surveys, and other sources.

Data collection methods

At a minimum, the assessment will draw on the following methods:

- Comprehensive desk review of available documentation – Project Documents, annual reports, evaluation reports, mid-year and end-year reviews, datasets, government documents, publications, and studies.
- Interviews and focus group discussion (online).
 - The assessment consultant shall conduct individual key informant interviews with staff representatives of UNICEF, government officials, implementing partners, and young people.
 - A survey can also be launched to complement the evidence collected through the abovementioned data collection tools and access stakeholders such as former staff.

The consultant will be expected to conform to guidelines and standards set by the UN and UNICEF.

The team will be guided by [UNICEF's revised Evaluation Policy](#) (2018), the [United Nations Evaluation Group \(UNEG\) Norms and Standards for Evaluation](#) (2016), [UNEG Code of Conduct for Evaluation in the UN system](#) (2008), [UNEG Ethical Guidelines for Evaluation](#) (2020), [UN SWAP Evaluation Performance Indicator](#) (2018), [UNEG Guidance on Integrating Human Rights and Gender Equality in Evaluation](#) (2014), and [UNICEF-Adapted UNEG Evaluation Report Standards](#) (2017).

Gender and Human Rights, Child Rights

Human Rights, child rights, and gender equality will be incorporated in the evaluation through a mainstreaming approach to these issues in the evaluation questions, data

collection processes, and analysis. In the conclusions of the evaluation, the Evaluation Team will draw out specific findings and recommendations on human rights, child rights, and gender equity. The conduct of the evaluation will be guided by the UNEG Guidance on Integrating Human Rights and Gender Equality in Evaluation (2014).

c) Expected results:

- **An inception report** describing the complete methodology approach to conduct the work, including all tools fully drafted. All design issues under discussion to that point to be answered, any revisions to the issues and questions, and issues of reference group role and supervisory quality assurance.

The Inception Report will be key in confirming a mutual understanding of what is to be assessed, including additional insights into executing the consultancy. At this stage, the consultant will refine and verify evaluation questions, confirm the scope of the assignment, further improve on the methodology proposed in the ToR to strengthen its rigor.

The report will include, among other elements: i) evaluation purpose and scope, confirmation of objectives of the evaluation; ii) evaluation criteria and questions; iii) methodology along with a description of data collection methods and data sources, iv) work plan, and deliverables timeline; v) annexes (i.e., draft data collection instruments, for example, questionnaires, with a data collection toolkit, matrix for evaluation questions, data collection toolkit, data analysis framework); and vi) a summary of the evaluation process (evaluation briefing note) for external communication purposes;

- **A PowerPoint presentation with preliminary findings, conclusions, and recommendations.** After the data collection process, the consultant shall present the preliminary findings, conclusions, and recommendations that can feed into future initiatives.
- **Draft and final report** of ideally 25 pages but not more than 40 plus executive summary and annexes that will be revised until approved by UNICEF.

4. Programme Area and Specific Project Involved:

Adolescent Development and Participation.

5. Reasons Why the Assignment Cannot be done by a UNICEF Staff Member:

The assignment will require dedicated time, expertise with attention to compiling information and reporting beyond what can be provided by the limited staffing of the ADAP section.

6. Work Assignments:

- Comprehensive desk review of available documentation – Project Documents, annual reports, evaluation reports, mid-year and end-year reviews, datasets, government documents, publications, and studies.
 - Interviews and focus group discussion (online).
 - Preparation of draft and final reports.
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7. Work Schedule:

Tasks	Timeline
Kick off telecon / videoconference with UNICEF staff	As soon as possible after the consultant is contracted
Desk review – Development of the draft inception report (Deliverable 1)	Two weeks after kick-off
Comments and Q&A on inception report draft	One week after the draft submitted
Final inception report with obtained ethical clearance (Deliverable 2)	One week after the comments
Data collection: KIIs	Two months after the inception report
Draft assessment report (Deliverable 3)	Two weeks after data collection is finalized
Comments and QA on draft	Two weeks after submission of draft
Final report produced (Deliverable 4)	Two weeks after comments

8. End Product(s):

Finalized report as per agreed work assignments.

9. Estimated Duration of Contract:

40 days between September 15th, 2021 – December 15th, 2021. (It is expected that the full process will last 3.5 months)

10. Official Travel Involved:

No travel is anticipated but UNICEF will cover the cost as per existing policy and procedure if required.

11. Estimated Cost of Contract:

Professional fee, not more than \$300/day x 40 working days = \$12,000 (This is only an estimation since the working days may be less than required)

12. Amount Budgeted for this Activity:

\$12,500

13. Chargeable Budget Code for this Activity:

WBS 4200/A0/06/003/001/003
SC180089

14. Payment Schedule:

Payment will be made upon submission of satisfactory deliverables as per agreed workplan, actual number of days spent on the agreed tasks and approval of the contract supervisor, as follows:

Deliverable 1: 20%

Deliverable 2: 20%

Deliverable 3: 40%

Deliverable 4: 20%

15. Qualifications or Specialized Knowledge/Experience Required:

- Mandatory requirements
 - Master's degree in International Development, Public Administration, Development Programme & Evaluation, or any related social science discipline.
 - A minimum of 10 years of professional experience
 - Excellent understanding of evaluation principles and methodologies, including capacity in an array of qualitative and quantitative evaluation methods
 - A minimum of 7 evaluations led at the project or program levels with international organizations.
 - Experience in conducting evaluations for UN agencies or major bilateral donor country programmes, and familiarity with UNEG Norms and Standards
 - Strong English report writing skills and a track record of producing high quality reports

 - Desirable requirements
 - Experience in conducting project evaluations of UNICEF or other UN organizations is strongly preferred
 - Ability to communicate in Thai is essential.
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16. Contract Supervisor:

Vilasa Phongsathorn, Programme Officer, Adolescent Development and Participation

17. Type of Supervision that will be Provided:


Day to day supervision – sharing information on UNICEF reporting requirements, providing clear guidance on expectations, working on shared tasks and providing and/or organizing feedback on work produced.

18. Consultant's Workplace:

The location of the service can be done remotely, but preferably in Bangkok.

19. Nature of 'Penalty Clause' to be Stipulated in Contract:

- Consultants are not entitled to payment of overtime. All remuneration must be within the contract agreement.
 - No contract may commence unless the contract is signed by both UNICEF and the consultant or Contractor.
 - Consultants will not have supervisory responsibilities or authority on UNICEF budget.
 - Consultant will be required to sign the health statement for consultants/Individual contractor prior to taking up the assignment, and to document that they have appropriate health insurance, including medical evaluation.
 - The form 'Designation, change or revocation of beneficiary' must be completed by the consultant.
 - Failure to produce work at sufficient quality or timeliness will result in an unfavorable assessment with implications for payment and future employment.
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Prepared by:	Reviewed by:	Endorsed by:	Approved by:
 Vilasa Phongsathorn, Programme Officer, Adolescent Development and Participation	Orala Julmanichoti, Human Resource Officer Common Services Unit	Sirirath Chunnasart, Chief Adolescent Development and Participation (OIC)	Severine Leonardi, Deputy Representative

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