



## Inception Report (Final)

Rapid Assessment & Evaluation of UNICEF Thailand Country Office's Children's Rights and Business Training Initiatives for the Corporate Sector

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# Contents

<b>1. Introduction</b>	4
1.1 Background and context	4
1.2 Children’s Rights and Business Activities supported by UNICEF	7
<b>2. Rapid assessment purpose and scope</b>	11
2.1 Purpose	11
2.2 Timeframe	11
2.3 Thematic scope	11
2.4 Geographic scope	11
2.5 Target informants	11
2.6 Expected outputs	12
2.7 Intended audience	12
<b>3. Evaluation framework and methodology</b>	13
3.1 Overall approach	13
3.2 Evaluation criteria	14
3.3 Rapid assessment process	15
3.4 Sampling	16
3.5 Data collection	17
3.6 Data analysis	17
3.7 Ethical considerations	18
3.8 Guidelines and standards	18
3.9 Limitations	19
3.10 Support needed	20
<b>4. Work plan and deliverables</b>	21
<b>Annexes</b>	22
Annex 1: Bibliography	22
Annex 2: Evaluation matrix	24
Annex 3: Data collection instruments	28
<i>KII - Standard tool header</i>	28
KII - UNICEF	29
KII - Private sector	30
KII - RTG	31
KII - SET	31
KII - Implementing partner/trainer	32
Case study - employee/beneficiary	33
Case study - private sector	34
Online Survey	35
Annex 4: Consent forms	37
<i>KII + Case study</i>	37
Online survey	38
Annex 5: Documentation to be reviewed	39
Annex 6: Signed UNEG code of conduct	40
Annex 7: Suggested private sector sample	42

## Acronyms

CP	Country Programme
CPD	Country Programme Document
CSO	Civil Society Organisation
CRB	Children's Rights and Business
CRBP	Children's Rights and Business Principles
CSR	Corporate social responsibility
ESG	Environmental, Social, and Governance
GCNT	Global Compact Network Thailand
HRBA	Human Rights Based Approach
KII	Key Informant Interview
MSDHS	Ministry of Social Development and Human Security
NESDP	Thailand's Twelfth National Economic and Social Development Plan
NHRCT	National Human Rights Commission of Thailand
NGO	Non-Governmental Organisation
OECD	Organization for Economic Cooperation and Development
RTG	Royal Thai Government
SBDI	Sustainable Business Development Institute
SDG	Sustainable Development Goal
SET	Stock Exchange of Thailand
TCO	UNICEF Thailand Country Office
TOR	Terms of Reference
UNCRC	United Nations Convention on the Rights of the Child
UNEG	United Nations Evaluation Group
UNICEF	United Nations Children's Fund

# 1. Introduction

## 1.1 Background and context

Thailand has been widely viewed as an economic and development success story, having transitioned quickly from a low-income to an upper middle-income country in a rapid period of time.<sup>1</sup> Thailand has the lowest unemployment rate of all developing Asian countries, and is seen as an attractive country to invest in, with the second-largest economy in Southeast Asia, after Indonesia.<sup>2</sup> Of all the enterprises in Thailand, 99.6%, or 3.13 million, are considered small or medium-sized enterprises, categorised by the number of employees and income.<sup>3</sup> The country's newest economic strategy, Thailand 4.0, seeks to establish Thailand as an innovation-driven economy focusing on education and a number of technologies and services, including automation and robotics, affluent medical and wellness tourism, and the digital economy.<sup>4</sup> With a rapidly growing and evolving economy, Thailand looks to develop its least developed provinces with investments in specific and targeted industries and has been benefiting from substantial foreign investment.

An emergence of recognising the importance the private sector has in upholding human rights in business practices has led to the development of national policies and instruments, including the 2017 Constitution (Sections 4, 26, and 32), The 1998 Labour Protection Act (which is applicable to all workers, irrespective of their immigration status), the 3rd National Human Rights Plan 2014 - 2018<sup>5</sup>, the 2019 National Action Plan on Business and Human Rights and The 12th National Economic and Social Development Plan (2017-2021), which has made the Sustainable Development Goals its priority. These work to ensure that workers, employers, and corporations are afforded the legal protections necessary to uphold human rights and that infringements on human rights are enforced.

A recent study commissioned by UNICEF found that Thailand's Constitution B.E. 2560 (2017) has provisions which protect a mother's rights before and after giving birth, and the Labour Protection Act of 2019 states that female employees in formal employment are entitled to maternity leave of up to 98 days for each pregnancy, with 'normal' daily wages paid for up to 45 days by their employer. Additionally, 96 per cent of the companies surveyed adopt maternity leave policies.<sup>6</sup> These positive actions benefit families and children and ultimately help ensure that select human rights are adhered to.

The National Human Rights Commission of Thailand (NHRCT) is the main body which investigates human rights (including children's rights) violations and also has the power to mediate between parties and issue recommendations to modify laws, and ultimately ensure that proper mechanisms are in place to protect human rights principles. Thailand's **National Child Protection Committee** is established to issue regulations on measures to protect the safety of the child, to provide advice to government agencies and the private sector in all matters concerning children, and to monitor and evaluate the implementation of the instruments in place to protect children.<sup>7</sup> The committee, alongside the Ministry of Social Development and Human Security (MSDHS), have recently met to proactively "consider policy, measures, and

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<sup>1</sup> The World Bank. 2022. *The World Bank in Thailand*. Available at: <https://www.worldbank.org/en/country/thailand/overview>

<sup>2</sup> Asian Development Bank. 2022. *Asian Development Outlook 2022*. Available at: <https://www.adb.org/sites/default/files/publication/825166/ado2022-update.pdf>

<sup>3</sup> OECD. 2022. *Financing SMEs and Entrepreneurs 2022: An OECD Scorecard*. Available at: <https://www.oecd-ilibrary.org/sites/b854dc2c-en/index.html?itemId=/content/component/b854dc2c-en>

<sup>4</sup> Thailand Board of Investment. n.d. *Thailand 4.0 - a new value-based economy* [presentation]. Available at: [https://www.boi.go.th/upload/content/Thailand,%20Taking%20off%20to%20new%20heights%20@%20belgium\\_5ab4e8042850e.pdf](https://www.boi.go.th/upload/content/Thailand,%20Taking%20off%20to%20new%20heights%20@%20belgium_5ab4e8042850e.pdf)

<sup>5</sup> Which may not be actively implemented, according to a report by: Save the Children. 2021. *Child rights situation in Thailand*. Available at: [https://resource-centre-uploads.s3.amazonaws.com/uploads/CRSA-SCI-Thailand\\_EN-final.pdf](https://resource-centre-uploads.s3.amazonaws.com/uploads/CRSA-SCI-Thailand_EN-final.pdf)

<sup>6</sup> UNICEF Thailand. 2022. *Family-Friendly Policies and Practices in Thailand's Private Sector*. Available at: <https://www.unicef.org/thailand/media/8361/file/Friendly%20Policies%20and%20Practices%20in%20Thailand's%20Private%20Sector%20EN.pdf>

<sup>7</sup> Siam Legal. N.d. *The Committee (Articles 7-16 of the Child Protection Act of 2003)*. [unofficial translation]. Available at: <https://library.siam-legal.com/thai-law/child-protection-act-the-committee-articles-7-16/>

operational guidelines for child protection in order to comply with relevant laws, policies, and strategies including in accordance with the current situation.”<sup>8</sup> These duty bearers for children’s rights demonstrate positive recognition of the importance of them from within the Royal Thai Government (RTG), which have not yet materialised into stronger regulations on business activities but lay the foundation for them to be created.

#### Box 1. CSR in Thailand

The growth of corporate social responsibility (CSR) is an emerging trend among Thailand’s private sector. CSR can be defined as ways in which “companies integrate social and environmental concerns in their business operations and interactions with their stakeholders.”<sup>9</sup> CSR activities are voluntary, though Stock Exchange of Thailand (SET) listed corporations must report their Environmental, Social, and Governance (ESG) actions annually, which include their CSR actions. There are currently 804 listed companies on the SET, and with such significant coverage of the businesses following reporting regulations, a significant opportunity is present to further embed human, and especially children’s rights, into business activities.<sup>10</sup> Thailand has taken some aspects of CSR seriously, notably, environmental concerns. Thailand has included the Bio-Circular Green Economic Model<sup>11</sup> into its Thailand 4.0 plans, and as well, has laid out the Roadmap of Plastic Waste Management 2018-2030.<sup>12</sup> These progressive policies help to ensure that businesses are held to relatively strict standards for environmental compliance.

However, **children’s rights** have not yet been sufficiently enshrined in Thailand’s legislature in relation to business activities. Child labour and child trafficking persist in Thailand, with children commonly being involved in agriculture, the tourist industry, and domestic work.<sup>13</sup> Further, business practices directly and indirectly affect children in the workplace, the marketplace, and in the community and environment. Because of this, **it is important that businesses are seen as allies to children’s rights**, leading the way on ensuring that business activities do not negatively harm children and families. UNICEF pointed out key ways businesses can develop family-friendly workplaces, including at least 6 months paid parental leave for both parents, breastfeeding facilities and breaks for women at work, affordable, accessible, and quality childcare services, and child grants supporting all families with children;<sup>14</sup> these key actions are not yet well established in Thailand across the private sector.

Thailand scores well below the global average on three indices created by Global Child Forum and UNICEF which measure child rights in the **workplace**, the **marketplace**, and through impacts in the **community and environment**.<sup>15</sup> While some components score high, such as maternity and paternity protection, others score less so, for example, on the categorical worst forms of child labour (with insufficient legislation in place to protect children from child trafficking and the commercial sexual exploitation of children) and legislation to prevent hazardous work (for children and adolescents under age 18). This shows that there is much to be done by the RTG and the private sector to ensure that Thailand is in line with international and national standards relating to children’s rights in business.

The 2012 Children’s Rights and Business Principles (CRBP), created by UNICEF, the United Nations Global Compact, and Save the Children, set out 10 principles which highlight the diversity of ways that business

<sup>8</sup> Department of Children and Youth Affairs. 2022. *National Child Protection Committee announcing a move to proactively protect children in all dimensions*. Available at:

[https://cyct.dcy.go.th/dcy/webnew/main/gallery\\_view.php?id=7d3c47718e088b49e921a96c55567cee&dataid=3434](https://cyct.dcy.go.th/dcy/webnew/main/gallery_view.php?id=7d3c47718e088b49e921a96c55567cee&dataid=3434)

<sup>9</sup> UNIDO. 2022. *What is CSR?* Available at: <https://www.unido.org/our-focus/advancing-economic-competitiveness/competitive-trade-capacities-and-corporate-responsibility/corporate-social-responsibility-market-integration/what-csr>

<sup>10</sup> Stock Exchange of Thailand. 2022. Available at: <https://www.set.or.th/th/home>

<sup>11</sup> Mahanakornpartners. 2021. *The Bio-Circular-Green Economic Model*. Available at: <https://mahanakornpartners.com/the-bio-circular-green-economic-model/>

<sup>12</sup> Pollution Control Department, Ministry of Natural Resources and Environment. *Thailand’s Roadmap on Plastic Waste Management 2018-2030*. Available at: [https://www.pcd.go.th/wp-content/uploads/2021/10/pcdnew-2021-10-19\\_08-59-54\\_995414.pdf](https://www.pcd.go.th/wp-content/uploads/2021/10/pcdnew-2021-10-19_08-59-54_995414.pdf)

<sup>13</sup> Save the Children. 2021. *Child rights situation analysis in Thailand*.

<sup>14</sup> UNICEF Thailand. 2022. *Family-Friendly Policies and Practices in Thailand’s Private Sector*.

<sup>15</sup> Global Child Forum & UNICEF. 2022. *Children’s Rights and Business Atlas*. Available at: <https://www.childrensrighsatlas.org/country-data/countries/thailand/>

affects children and aims to set out standards on corporate responsibility to respect and commit support to children. The principles state that all businesses should:

1. Meet their responsibility to respect children's rights and commit to supporting the human rights of children
2. Contribute to the elimination of child labour, including in all business activities and business relationships
3. Provide decent work for young workers, parents and caregivers
4. Ensure the protection and safety of children in all business activities and facilities
5. Ensure that products and services are safe, and seek to support children's rights through them
6. Use marketing and advertising that respect and support children's rights
7. Respect and support children's rights in relation to the environment and to land acquisition and use
8. Respect and support children's rights in security arrangements
9. Help protect children affected by emergencies
10. Reinforce community and government efforts to protect and fulfil children's rights<sup>16</sup>

Figure 1. Children's Rights and Business Principles across the key domains



Source: UNICEF, United Nations Global Compact, and Save the Children. 2022. *Charting the Course: Embedding children's rights in responsible business conduct.*

In 2013, the Committee on the Rights of the Child adopted General Comment no. 16 to the United Nations Convention on the Rights of the Child (UNCRC) which focuses on State obligations regarding the impact of the business sector on children's rights.<sup>17</sup> The Comment sets out state obligations which take into account the involvement of the private sector in all matters affecting children, ensuring that private sector service delivery does not interfere with the existing rights that children are entitled to. **It calls on governments to set forth legislation and regulation to ensure that business activities do not adversely impact on the rights of the child**, including provision of working conditions which assist working parents and caregivers, increased transparency in spending, prohibition of exploitative or hazardous work for children, and more. It also calls on states to require businesses to undertake child-rights due diligence and to establish strict enforcement measures for upholding these basic rights. Child rights impact assessments are called for, along with collaborative partnerships across sectors.

#### Box 2. CRBP mandates to states

<sup>16</sup> UNICEF, the United Nations Global Compact, and Save the Children. 2012. Children's Rights and Business Principles. Available at: [http://www.unglobalcompact.org/docs/issues\\_doc/human\\_rights/CRBP/Childrens\\_Rights\\_and\\_Business\\_Principles.pdf](http://www.unglobalcompact.org/docs/issues_doc/human_rights/CRBP/Childrens_Rights_and_Business_Principles.pdf)

<sup>17</sup> United Nations Committee on the Rights of the Child. 2013. *General comment No. 16 (2013) on State obligations regarding the impact of the business sector on children's rights.* CRC/C/GC/16

*States should include the issue of children's rights and business in the overall context of the national policy framework for implementation of the Convention. They should develop guidance that explicitly sets out government expectations for business enterprises to respect children's rights in the context of its own business activities, as well as within business relationships linked to operations, products or services and activities abroad when they operate transnationally. This should include the implementation of zero-tolerance policies for violence in all business activities and operations. As required, States should signpost and encourage adherence to relevant corporate responsibility initiatives.*

*In many contexts, small and medium-sized enterprises represent a large part of the economy and it is particularly important that States provide them with readily available tailored guidance and support on how to respect children's rights and comply with national legislation while avoiding unnecessary administrative burdens. States should also encourage larger companies to use their influence over small and medium-sized enterprises to strengthen children's rights throughout their value chains.<sup>18</sup>*

UNICEF's 2022's *Charting the Course*<sup>19</sup> further calls for action on three interdependent fronts:

1. Voluntary action by business is required to assess impact across all aspects of operations, establish saliency, and change practices to address the most challenging issues for children.
2. The business world should take a deep and systematic approach to the "conditions" of doing business, and mandatory human rights/children's rights due diligence should be in legislation
3. Wider policy and practice should be brought together for children in areas such as health, nutrition, education, child protection or climate action with preventing and mitigating business adverse impact.

In line with this, UNICEF's Strategic Approach to Children's Rights and Business (CRB) outlines UNICEF's CRB approach to embed children's rights considerations in business operations and infrastructure to prevent harms. UNICEF's three strategic pillars for CRB are:

1. Influencing the business environment to reduce adverse business impact: Influencing the legal, regulatory and investment environment to achieve sustainable, transformative change at scale.
2. Guiding and accelerating business action to address adverse impact: generating and promoting knowledge, guidance and tools for businesses and States on practical measures to address business adverse impact.
3. Bringing action by the business world to address adverse impact together with UNICEF programming and partnerships: incorporating children's rights and business into programmes, partnerships, advocacy, research, and wider organisational strategies for positive outcomes for children.<sup>20</sup>

## 1.2 Children's Rights and Business Activities supported by UNICEF

Since 2015, UNICEF Thailand Country Office (TCO) has been working with the Stock Exchange of Thailand and Global Compact Network Thailand (GCNT), along with implementing partners Thaipat and the Sustainable Business Development Institute (SBDI) to engage businesses through a short training course on the CRB principles and how to apply them in a business context. The training sessions, which included staff from dozens of publicly-listed companies, aimed to support businesses to carry out an impact assessment on their corporate impact on children, and called on them to embed children's rights considerations into their daily business practices. The yearly activities in relation to training companies is as follows:

2019: 29 businesses trained

2020: One advanced class (online)

2021: 40 companies trained, four advanced training sessions

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<sup>18</sup> Ibid. para 73-74.

<sup>19</sup> UNICEF, United Nations Global Compact, and Save the Children. 2022. *Charting the Course: Embedding children's rights in responsible business conduct*. Available at: <https://resource-centre-uploads.s3.amazonaws.com/uploads/full-report-charting-the-course-2022.pdf>

<sup>20</sup> UNICEF. 2022. *The UNICEF Strategic Approach to Children's Rights and Business (CRB)*.

## Theory of Change and logic

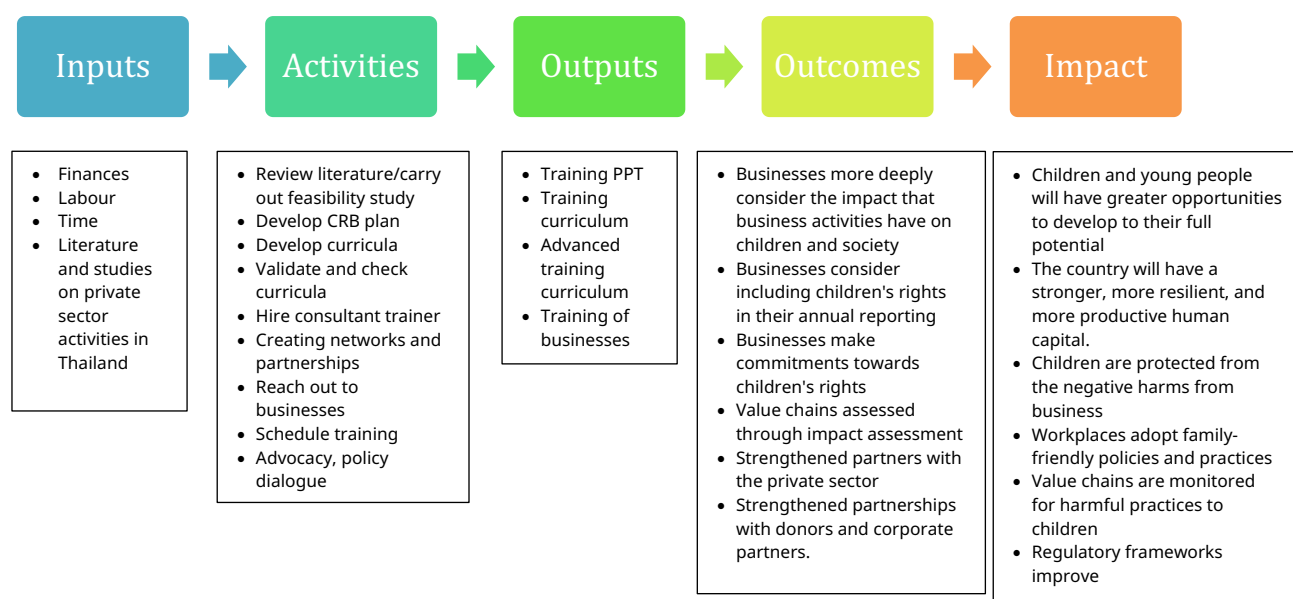
This training and support are in line with UNICEF's 2017-2021 Country Programme Document (CPD), which states, "The business sector plays an important role in Thailand. However, regulatory frameworks and capacity building are necessary to enable businesses to assess and report their impact on children and adopt child-friendly practices...In order to leverage results for children, UNICEF will strengthen existing partnerships with the private sector within the framework of the Child Rights and Business Principles, and with individual donors and corporate partners."<sup>21</sup>

Through their **Programme Component 4**, which is inclusive of the child rights and business principles, the *Enhanced Engagement and Partnerships for Child Rights* initiative was launched, which aimed to "increase private sector knowledge of the impact of business on child rights and strengthen the capacity of business to support child rights, with a particular focus on sectors that employ migrant workers, as well as the tourism industry."<sup>22</sup>

The programme's theory of change is that if more children, especially the most disadvantaged, are developmentally on track, complete inclusive and equitable education with improved learning outcomes, are protected from violence and other rights violations, and benefit from shock-responsive and inclusive social protection measures; and if young people are engaged, connected and empowered to co-create solutions towards building resilient, greener and inclusive societies; then children and young people will have greater opportunities to develop to their full potential and the country will have a stronger, more resilient and more productive human capital.

The consultant was not shared a Theory of Change for the intervention, but in line with the overall logic in the CPD, the CRB training has a logic model which may be represented as:

Figure 2. Expected Theory of Change for the CRB training intervention



The 2022-2026 CPD sees engaging with business as a cross-cutting strategy and focuses on "cross-sectoral engagement, sustainable at-scale programming and cultivation of strong partnerships, including by promoting better business for children."<sup>23</sup>

TCO activities in relation to the CRB are aligned with the Sustainable Development Goals (SDGs) primarily across three goals: Goal 1 (end poverty) - family-friendly programmes can help provide financial security to parents and improve child well-being in the long run; Goal 3 (ensure healthy lives and promote well-being for all at all ages) - parental leave gives caregivers more time with children; Goal 5 (achieve gender equality

<sup>21</sup> United Nations Economic and Social Council. 2016. *Country Programme Document - Kingdom of Thailand*. E/ICEF/2016/P/L.18

<sup>22</sup> *ibid*

<sup>23</sup> United Nations Economic and Social Council. 2021. *Country Programme Document - Thailand (2022-2026)*. E/ICEF/2022/P/L.2

and empower all women and girls) - family-friendly policies reduce disadvantages related to employment, wages, or leadership opportunities.

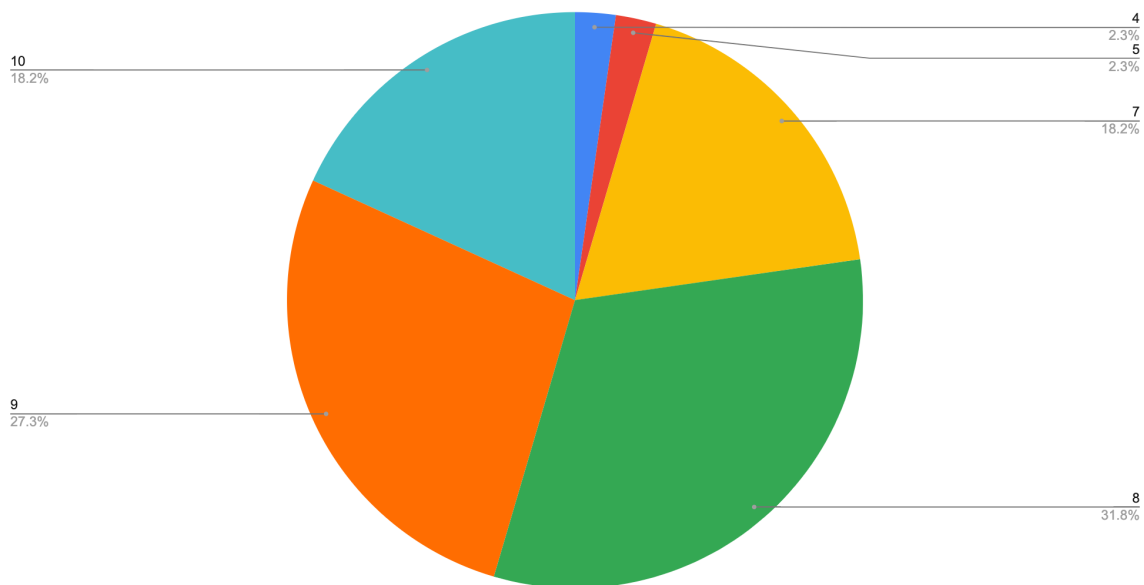
**Preliminary analysis**

In the latest 2021 ESG monitoring report by the SET, there were a number of businesses highlighted as reporting against child rights-related indicators. 8 of 9 companies who explicitly mentioned 'child rights' attended UNICEF's training course, while 9 of 9 who reported against child labour attended. In addition, 31 companies were selected by the SET as showing best practice in respecting human rights. The total number of companies which actually reported human and child rights is not disclosed in the report, so it is impossible to ascertain what percentage of the companies are reporting against these indicators.<sup>24</sup> At present, human rights and children's rights are not essential topics for companies to report against, and thus, there is little emphasis placed on actions to improve the situation of children's rights in business in Thailand.

Throughout 2021, a series of trainings took place and participant exit surveys were collected. These surveys were from 45 participants spanning 25 corporations. The participants generally strongly believed that their understanding of children's rights improved as a result of the training (see Figure 3), and they largely see ways that their organisation can make changes across a number of thematic areas, aside from making more child-friendly products and services (see Figure 4).

Figure 3. Perspectives on CRB training

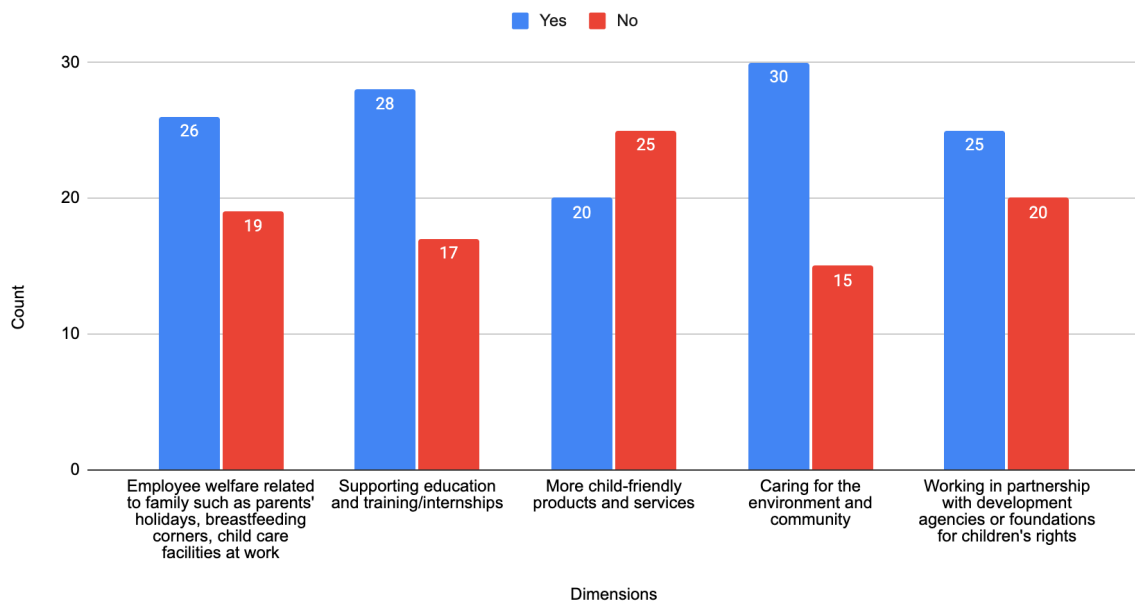
From participating in this training, how much has your understanding of children's rights and corporate sustainability strategies increased?  
 Rated on a scale from 1-10, with 1 being 'I still don't understand' and 10 being 'I can use this (training) to set/adjust corporate sustainability strategies'



<sup>24</sup> Stock Exchange of Thailand. 2021. ESG Impact Assessment Report: THSI 2021. Available at: <https://www.setsustainability.com/libraries/1103/item/esg-impact-assessment-report-thsi-2021>

Figure 4. Changes which can be made in the organisations

Do you see these dimensions as changes in the organisation that can take place relating to children's rights?



The participants nearly unanimously believed the training to be of sufficient length but offered feedback that there could be more in-depth studying, focusing on the processes of embedding the principles into business activities. Better teaching stakeholders how to set criteria to be measured at the company level was also mentioned as a priority to improve.

In a preliminary analysis of the sector, carried out by analysing the companies' (who mentioned children and human rights in the SET report) annual ESG reports, it was found that many businesses, even the ones who have attended the CRB training, have little understanding of actual implementation of children's rights into their businesses. One example which stood out involved a SET100-listed company which, positively, prepared a Child Protection Policy and set guidelines for the protection of children's rights to be used as guidelines for practice. "Key activities included the establishment of child-friendly kid services including area offering children's clubs and spas, and a children's menu so that children can access various services that meet similar needs as adults." This is in fact marketing towards children, which goes against laws and children's rights alike. More needs to be done to engage with the business sector in support of children's rights.

## 2. Rapid assessment purpose and scope

### 2.1 Purpose

This rapid assessment will assess the CRB-related training TCO supported through the previous CP (2017-2021). The assessment will allow the TCO team to reflect on the effectiveness and impact from these training sessions and learn from these experiences, noting successes and identifying areas needing improvement. This is in line with the CPD priorities (2022-2026), which build upon the previous CP's work done to address child rights and business.<sup>25</sup>

By considering what TCO intended to do (or planned to do) with the training, learning what actually happened in the development/implementation/support of the training, what went well (and why) and what could be improved and changed in the programming as part of the current CP (and why), valuable lessons will feed into the office's ongoing efforts to engage business in support of children's rights.

The primary objective of the rapid assessment is to reveal the effectiveness of the Children's Rights and Business (CRB) training, organised in collaboration with Global Compact Network Thailand (GCNT) and the Stock Exchange of Thailand (SET) in terms of usage of trained companies in understanding, translating training materials into actions, and reporting of CRB's related results.

### 2.2 Timeframe

The rapid assessment will focus on the CRB training TCO supported between 2015-2021, but particular emphasis will be placed on training during the previous CP (2017-2021).

### 2.3 Thematic scope

The rapid assessment will focus broadly on whether the CRB training translated into action for children and to what extent companies see the value of incorporating the CRB principles beyond what is legally mandated, for example, child labour. It will also look at opportunities from within the SET and the legislative and policy framework to better include CRB principles and indicators.

### 2.4 Geographic scope

The geographic emphasis of the rapid assessment will be at the national levels in Thailand, though will also include multinational and global organisations and thus will incorporate global examples and best practice.

### 2.5 Target informants

The target informants for the assessment are:

- a. TCO staff who were involved in the conceptualisation, planning and development, implementation, and monitoring and evaluation of the CRB initiative
- b. Private sector stakeholders who participated in the CRB training
- c. RTG staff responsible for the implementation of policy and legislation related to human rights and business
- d. SET/GCNT staff who are knowledgeable about/participated in the development of the CRB training
- e. Implementing partners who conducted the training sessions

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<sup>25</sup> United Nations Economic and Social Council, 2021. Country Programme Document: Thailand (2022-2026).

- f. Employees/beneficiaries (aged 18 and over) who benefited from organisational changes relating to improvements in child rights principle adherence from the business following attending the CRB training.

## 2.6 Expected outputs

The rapid assessment will lead to the production of the following outputs:

- **Inception report** describing the complete methodology approach to conduct the work, including all tools fully drafted
- **A PowerPoint presentation with preliminary findings, conclusions, and recommendations.** To ensure a participatory approach, it is suggested to hold a presentation of preliminary findings/validation workshop after the data collection phase. Suggested stakeholders present are expected to be UNICEF staff involved in the CRB training along with private sector stakeholders.
- **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.
- **A PowerPoint presentation with findings, conclusions, and recommendations.** This presentation will summarise the findings of the rapid assessment and will be suitable for wider participation outside of the evaluation reference group.

## 2.7 Intended audience

The rapid assessment report's primary audience is expected to be the TCO along with those who have a direct, identifiable stake in the results of the assessment, including the private sector stakeholders incorporating children's rights principles into their business activities and the SET. TCO will use the report to inform their work going forward on engaging the private sector as part of the current CP, and the report will help to determine whether CRB training is the best course of action or not in doing so. The private sector stakeholders who are incorporating (or wish to incorporate) children's rights principles into their business activities may use the report to learn from best practice and identify ways to better include children's rights into their activities or reporting. The SET may use the lessons and recommendations from the report to review or amend their annual ESG reporting criteria in line with global best practice on human rights and children's rights principles after learning about the viewpoints of corporations.

Secondary audiences of the report will be partners of UNICEF, including the Royal Thai Government, academics, civil society organisations (CSOs)/non-governmental organisations (NGOs) in Thailand working on children's rights, and international organisations.

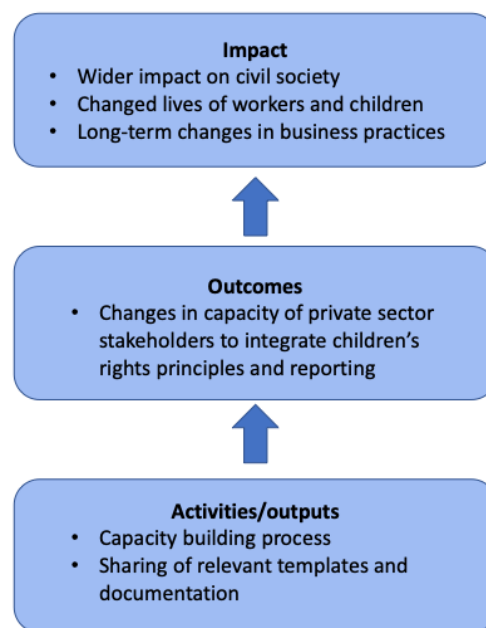
## 3. Evaluation framework and methodology

### 3.1 Overall approach

TCO expects the rapid assessment to provide a rapid, evidence-based analysis with a largely qualitative approach with which to respond to one overarching research question: **What was the effectiveness of the Children's Rights and Business (CRB) training, organised in collaboration with Global Compact Network Thailand (GCNT) and the Stock Exchange of Thailand (SET) in terms of usage of trained companies in understanding, translating training materials into actions, and reporting of CRB's related results?**

The study adopts a non-predictive approach using a bottom-up method analysing the effectiveness of the CRB training in being a catalyst for organisational change. Figure 5 below outlines how the activities, in a theoretical sense, should result in outcomes and impact. By analysing the extent to which the activities/outputs did result in outcomes and impact, the overall *quality* of the training and its related implementation plan will become evident.

Figure 5. Bottom-up approach as used in this study



To respond to the overall research question, and in line with the contents of the Terms of Reference (ToR), the rapid assessment will adopt participatory approaches through engagement of and consultation with key stakeholders in government, partner agencies, the private sector, 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. The assessment will also draw on available qualitative and quantitative data from recent assessments, reviews, research, studies, progress reports, situation reports, national datasets, surveys, and other sources.

Additionally, the methodological approach of '[stories of change](#)' will be employed with case studies for both private sector stakeholders who participated in the CRB training as well as for employees of organisations which enacted changes as a result of the training. These will show how the training has contributed to change within the organisation and ideally, to the impact this has on children. These will focus on 'best cases', or maybe even comparative cases, which can show differences between organisations (ie. to see why change happened in one but not the other). They will target the inclusion of testimonials from mothers or caregivers of children.

## 3.2 Evaluation criteria

The rapid assessment will be conducted based on the OECD/DAC criteria of Relevance, Coherence, Efficiency, Effectiveness, Impact, and Sustainability. 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 CRB training was in line with the priorities and needs of the SET, the private sector, the RTG, and the eventual beneficiaries
- **Coherence** – the extent to which the CRB training helped to create an enabling environment for businesses, and the extent to which the CRB’s aims fit within Thailand’s national policy and legislative framework
- **Efficiency** - The extent to which the CRB training adopted an efficient approach
- **Effectiveness** – the extent to which the intended results have been achieved, what the enabling/hindering factors in the results were, and to what extent UNICEF was an asset to implementing partners and businesses
- **Impact** – the intended and unintended impacts of the CRB training at the organisational and beneficiary level
- **Sustainability** – the extent to which the CRB training led to sustainable outcomes

The guiding questions for each criterion can be seen in Table 1 below, while the full evaluation matrix can be found in **Annex 2**.

**Table 1.** Research questions and sub-questions for the rapid assessment

QUESTIONS BY CRITERIA	
Key evaluation questions	Sub-questions
<b>RELEVANCE</b>	
To what extent were the CRB training programmes in line with the priorities and policies of the SET, the private sector, and the RTG?	To what extent are children's rights and business a priority for businesses in Thailand within the broader reporting requirements for CSR?
	To what extent are children's rights and business a priority for the SET?
	To what extent are children's rights and business a priority for the RTG?
Has the CRB training met the needs that the eventual beneficiaries have?	To what extent did the CRB training help to address the most pressing needs for children and families in the context of private sector activities?
<b>COHERENCE</b>	
To what extent has an enabling environment for CRB been created as a result of the CRB training?	How has UNICEF and its implementing partners made the CRB training and its follow-up an opportunity for businesses to network and share best practice?
	Has the training opened up any fundraising opportunities?
To what extent does CRB fit within Thailand's national policy and legislative framework?	What are the opportunities and barriers for CRBP to be embedded in national policy and legislature?
<b>EFFICIENCY</b>	
To what extent did the CRB training approach adopt an efficient approach?	Did UNICEF have the right partners and the right mix of expertise in providing technical support?
	How efficient was the CRB training at framing the issue, making CRB inclusion straightforward and feasible, and targeting key decision makers?

	To what extent did UNICEF adapt its CRB-related work in a timely and continuous manner in response to the changing political and economic environment?
<b>EFFECTIVENESS</b>	
How effective was the CRB training in its capacity building?	What strategies, methods, and approaches worked well, not so well, and why or why not?
	What results were established and achieved specifically in relation to the CRB training?
	To what extent did the design of the programme and its implementation enable the private sector stakeholders to achieve the programme's intended results?
	How successful was the intervention at identifying and assisting private sector and RTG stakeholders to overcome the barriers to implementing CRB into business plans/policies/practices /legislation?
To what extent did UNICEF support the effectiveness of the CRB training?	How effective was UNICEF's support?
	What value has UNICEF added to the inclusion of children's rights in business in Thailand?
<b>IMPACT</b>	
What were the intended and unintended impacts of the CRB training?	What was the impact at the organisational level?
	What was the impact at the beneficiary level?
<b>SUSTAINABILITY</b>	
How sustainable were the outcomes?	Did the CRB training develop essential capacities for private sector stakeholders to better include child rights in their current and future planning and reporting?
	Do private sector stakeholders regard the programme as their own, and do they make commitments to advance the programme's aims and objectives and act on its outputs?

### 3.3 Rapid assessment process

An outline of the key steps to be undertaken is provided below.

1. A comprehensive desk review (see Annex 5) of available documentation, including project documents, annual reports, performance reports, mid-year and end-year reviews, relevant policies, CRB curricula and training materials, frameworks or guidelines at international and national levels, datasets, government documents, publications, and studies will be reviewed and analysed throughout the rapid assessment. TCO has provided the consultant access to some supporting documentation which has informed the development of this inception report and corresponding research tools, and it will continue to be useful for analysis throughout the process. Existing literature on best practice relating to embedding the CRBP in business practices will feed into the study and inform recommendations.
2. A proposed **19 key informant interviews** (KIIs), 3 with UNICEF staff, 10 with private sector staff, 2 with the RTG, 2 with the SET, and 2 with the implementing partner/trainer will be held online via Zoom/Google Meet. The proposed participant characteristics are elaborated in Section 3.4. The KIIs will serve the purpose to dive deep with persons who participated in the training and who are duty bearers to children's rights. See Annex 7 for more information on the companies.

3. A proposed **5 case studies** will be used to draw out best practice from private sector stakeholders and the impacts of the incorporation of the CRBP to the employees and their families. 2 case studies are targeted with private sector stakeholders from businesses showing high levels of adherence to the CRBP, while 3 case studies with workers from organisations which have demonstrated impactful change will be undertaken.
4. A targeted **30 online surveys** will be shared with the private sector participants of the CRB training session they attended to better understand their views on the training and their ability to embed children's rights into business practices. The survey will be sent via Google Forms.
5. The analysis results will be presented to the TCO team in a presentation of preliminary findings, conclusions, and recommendations where feedback and clarification can take place following the data collection. See Annex 7 for more information on the companies.
6. A draft rapid assessment will be produced, and feedback will be sought from the TCO team managing the study.
7. A final rapid assessment will be produced incorporating the comments and feedback from the draft report.
8. A final presentation/dissemination event will be scheduled to share the results of the study with UNICEF and their partners.

## 3.4 Sampling

Potential participants have been identified and purposively selected through desk review of documents shared by the TCO team. Table 4 breaks down the target stakeholders:

**Table 2. Tools and stakeholders to be consulted for the rapid assessment**

Tool (and stakeholder type)	Sample	Suggested contact(s) and rationale
<b>KII (UNICEF)</b>	3	Interviews with UNICEF staff working in support of children's rights and business will take place to better understand TCO's priority areas, barriers for engaging with the private sector, strengths and weaknesses of approaches taken thus far, and opportunities. Initial targeted respondents are: <ol style="list-style-type: none"> <li>1. Amornchai Chalcharoenwattana - Corporate Alliances Officer</li> <li>2. Severine Leonardi - Deputy Representative, TCO</li> <li>3. One other UNICEF staff familiar with the CRB initiatives, perhaps from the Private Sector Fundraising team.</li> </ol>
<b>KII (private sector)</b>	10	Interviews with stakeholders representing businesses who participated in the CRB training will be essential to better understand how the training impacted their later business practices. The respondents will be randomly or purposively selected from the exit interview surveys, dependent on willingness to participate across stakeholders. See Annex 7 for more information.
<b>KII (RTG)</b>	2	Interviews with the Business and Human Rights officer under the <b>Ministry of Justice</b> and a representative from the <b>Securities And Exchange Commission</b> will help to better understand the legislative and policy framework for CRBP in Thailand and to learn about the RTG's priorities and plans for children's rights in business.
<b>KII (SET)</b>	2	Interviews with the SET and GCNT will be essential to better understand broadly the trends in private sector reporting and CSR priorities, and to establish how to best incorporate CRBP into

		Thailand's private sector.
<b>KII (implementing partner/trainer)</b>	2	Interviews with the trainers or representatives of the organisations carrying out the training sessions. These will be with the <b>Sustainable Business Development Institute (SBDI) and Thaipat Institute.</b>
<b>Case study (private sector)</b>	2	Of the private sector stakeholders met with, two individuals who speak of interesting or significant change will be selected to a second interview for a deep dive in understanding the processes of organisational change. These case studies will highlight the steps taken, the challenges and obstacles, and what UNICEF could better provide in terms of support.
<b>Case study (employee/beneficiary)</b>	3	Drawing out employee experiences of the impact that the CRBP has had on them and their family will help to highlight business best practice and can help to make the case for stronger integration of children's rights in business going forward.
<b>Survey (private sector)</b>	30	A survey will be deployed to collect information from the private sector stakeholders who have participated in the CRB training but have not reported children's rights-related information in their annual ESG reporting.

### 3.5 Data collection

Data collection will be collected throughout the assessment process. The guiding question is outlined in Section 3.1 while the draft data collection tools can be found in Annex 3. All data collection tools have been developed in line with a HRBA to ensure sensitivity to the needs of rights holders, by using empowering and non-stigmatising language aligned with the recommendations in the standards listed in the Ethical Considerations section below.

### 3.6 Data analysis

The rapid assessment questions will be analysed through the following means to assess and validate the research findings:

**Thematic coding** - a deductive approach to coding as a means to organise the data by research question, while also allowing for inductive identification of emerging themes. Critically, qualitative analysis will draw on the research questions/evaluation matrix. Based on the research questions, subject to refinement as results come in, the evaluator will develop and internally pilot a codebook (including sub-codes for each research question) to ensure the relevance of the coding structure and consistent code application. This can also be done in collaboration with UNICEF in order to ensure that analysis is aligned with the study objectives.

Each transcript / document will be tagged with key characteristics, such as sex, age, business type/focus, business size, etc. to allow for disaggregation of the data and more nuanced analysis. The transcripts will be coded in a spreadsheet to allow for in-depth qualitative analysis. Interviews conducted in earlier phases may also be coded using this coding approach but may be coded separately given their difference in purpose. The coding structure will then be applied to all transcripts/ documents. Text will be carefully read and sections of text that match codes electronically marked.

**Triangulation and final analysis:** The different analytical components will be brought together to answer all research questions during the report writing phase. The combined inputs will be analysed with a view to

responding to the study's objective, assessing overall strengths and weaknesses, and providing recommendations for CRB programming going forward.

### 3.7 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 will be shared an informed consent form (see Annex 4) which will be in both Thai and English which outlines the purpose of the study, provides an assurance that their participation is not compulsory and that they are free to not participate with no negative consequences, and that they are able to withdraw from the study at any time. The form also includes information about the affiliation of the researcher, the direct and indirect benefits (note: there will be 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 will be provided to all participants in advance of any consultations with them. When meeting (virtually), the evaluator will seek statements of informed consent from all participants before proceeding with the interviews after reiterating the main points of consent. Additionally, participants will be asked for their consent to be audio recorded and should they not provide consent for this, the consultant will simply take detailed written notes. All recordings and transcripts will be disaggregated by stakeholder type, with any identifiable information removed. All collected data will be saved securely in a password-protected Google Drive folder and all responses will be anonymised for confidentiality purposes. The research tools will have a qualifying question where respondents must confirm that they are aged 18+, and anyone younger will not be allowed to proceed with the interview.

The consultant's signed UNEG Code of Conduct for Evaluation in the UN System can be viewed in Annex 6.

Since this rapid assessment includes no consultation with children or vulnerable populations, there will be no requirement for ethical clearance as per UNICEF standards.

### 3.8 Guidelines and standards

The rapid assessment will conform to guidelines and standards set by the UN and UNICEF. The assessment 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).

In this study, all data collection will be undertaken remotely wherever possible. COVID-19 related risks will be mitigated through this way. All stakeholders will be willing participants and no questions will elucidate personally-identifying information. The assessment carries minimal risks to participants.

**Table 3. Risk mitigation**

Area of concern	Description of risk	Mitigation
Research during COVID-19	Research in-person presents risk of transmission of COVID-19 and subsequent illness or death.	Should online data collection not be possible, the data collection will be subject to a risk assessment immediately prior to the start of fieldwork to understand levels of risk associated with in-person fieldwork. Mitigation strategies such as use of personal protective equipment (PPE), distancing during research activities, outdoor research and reduction of numbers of participants in group activities can be utilised to reduce risk.

## 3.9 Limitations

Some of the methodological limitations and mitigation measures are summarised in Table 4. The proposed methods will complement each other and address methodological weaknesses and facilitate triangulation of results. Due to the COVID-19 pandemic, it is not suggested to collect data in person. Therefore, data collection will be assumed to be carried out via online means, including through video conferencing.

**Table 4. Data collection limitations**

Method	Limitation	Mitigation
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, private sector, and implementing partners. This will ensure that the data will be rich and unbiased. Rich quotes will be used. Employ a Thai translator where necessary.
Case study	Case studies are limited in number	The case studies will take place with persons who are pre-screened for their availability and willingness to participate. They minimally serve to triangulate data, primarily being employed as a source for rich stories.
Desk review	Limited documentation may be available (i.e., reporting documents) to make a judgement on the CRB training	What is available will be cross-referenced with the other data collected to ensure validity.

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

In addition to the limitations related to data collection, potential challenges related to sampling strategies and data gaps are detailed in Table 7, along with proposed remedial measures to ensure the reliability and representativeness of the analysis and its results.

**Table 5. Sampling challenges and data gaps**

Limitation	Risk	Mitigation
Availability of respondents	Not all informants identified will be available during the data collection phase.	UNICEF staff informants pose little risk in this limitation, however, there may be a risk that the KII respondents will not be available. UNICEF TCO staff will help with the introductions to these stakeholders to ensure stakeholders are willing and available.
Data gaps with certain questions	The results are not able to be used by the study's primary audience due to doubt over the validity of the results	The study has an evaluation matrix (see Annex 2). This matrix outlines how each research question will be addressed by each research tool. Each question has at least two data sources.  Should data gaps persist, additional KIIs/FGDs with purposively selected stakeholders will be used to explore the data gaps, until saturation is reached, if they are found during the analysis phase.

		Call-backs with research participants can be utilised to gather additional information where necessary.
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### 3.10 Support needed

UNICEF's support will be critical for this study, particularly for the identification of suitable participants, to provide a strong foundation for the study. The following forms of support are examples of support that will be needed:

- Suggested contacts for participants, including introductions or sensitisation as needed
- Letters of introduction/support (if necessary)
- Timely feedback on deliverables
- Any additional documentation required to support the study

## 4. Work plan and deliverables

The rapid assessment is expected to take place between November 2022 and March 2023. The detailed work plan and deadline for deliverables can be seen in Tables 6 and 7 below.

**Table 6.** Work plan

Task	Timeline
Kick-off meeting with UNICEF staff	November 21, 2022
Desk review, inception interviews, and development of draft inception report ( <b>Deliverable 1</b> )	November 21 – December 12, 2022
Comments and QA on draft inception report (UNICEF staff)	December 12 - December 19, 2022
Final inception report ( <b>Deliverable 2</b> )	December 19 – December 26, 2022
Data collection	January 9 – February 3, 2023
Draft assessment report ( <b>Deliverable 3</b> )	February 3 – February 16, 2023
Comments and QA on draft assessment report (UNICEF staff)	February 16 – March 2, 2023
Final assessment report and PowerPoint presentation ( <b>Deliverable 4</b> )	March 2 – March 17, 2022

**Table 7.** Deliverables

Deliverable	Date
Draft inception report ( <b>Deliverable 1</b> )	December 12, 2022
Final inception report ( <b>Deliverable 2</b> )	December 26, 2022
Draft assessment report ( <b>Deliverable 3</b> )	February 16, 2022
Final assessment report and PowerPoint Presentation ( <b>Deliverable 4</b> )	March 17, 2022

# Annexes

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## Annex 2: Evaluation matrix

QUESTIONS BY CRITERIA				DATA SOURCE/COLLECTION METHODS								
Key evaluation questions	Sub-questions	Indicators	Points of analysis	KIIs (UNICEF)	KIIs (private sector)	KIIs (RTG)	KIIs (SET)	KIIs (implementing partner/trainer)	Case study (employee/beneficiary)	Case study (private sector)	Survey (private sector)	Lit/Doc review
<b>RELEVANCE</b>												
To what extent were the CRB training programmes in line with the priorities and policies of the SET, the private sector, and the RTG?	To what extent are children's rights and business a priority for businesses in Thailand within the broader reporting requirements for CSR?	Priorities drawn from annual reporting	Comparison of qual + quant data to literature	X	X	X	X			X	X	X
	To what extent are children's rights and business a priority for the SET?	The inclusion of children's rights in SET documentation	SET interviews and documentation	X			X	X				X
	To what extent are children's rights and business a priority for the RTG?	The inclusion of children's rights and business in RTG policy/legislation and suggestions/willingness to include it in the future	RTG interviews and documentation	X		X						
Has the CRB training met the needs that the eventual beneficiaries have?	To what extent did the CRB training help to address the most pressing needs for children and families in the context of private sector activities?	Evidence in reports on children's needs and business practices	Comparison of needs identified by stakeholder / respondent type	X	X		X	X		X	X	X
<b>COHERENCE</b>												

To what extent has an enabling environment for CRB been created as a result of the CRB training?	How has UNICEF and its implementing partners made the CRB training and its follow-up an opportunity for businesses to network and share best practice?	The effect of UNICEF partnerships on partners	Comparison of effects identified by stakeholder / respondent type	X	X		X						
	Has the training opened up any fundraising opportunities?	The effect of CRB training on opportunity for funding	Comparison of opportunities	X	X					X	X		
To what extent does CRB fit within Thailand's national policy and legislative framework?	What are the opportunities and barriers for CRBP to be embedded in national policy and legislature?	Suggestions for change/evidence or missed opportunities	Comparison of responses to desk/ lit review results	X		X							X
<b>EFFICIENCY</b>													
To what extent did the CRB training approach adopt an efficient approach?	Did UNICEF have the right partners and the right mix of expertise in providing technical support?	Training being seen as effective	Differences in evidence and opinions by respondent type	X			X	X					
	How efficient was the CRB training at framing the issue, making CRB inclusion straightforward and feasible, and targeting key decision makers?	Training perceptions	Differences in evidence and opinions by respondent type	X	X		X	X				X	
	To what extent did UNICEF adapt its CRB-related work in a timely and continuous manner in response to the changing political and economic environment?	Adaptations present through implementation	Comparison of responses to desk/ lit review results	X			X	X					
<b>EFFECTIVENESS</b>													

How effective was the CRB training in its capacity building?	What strategies, methods, and approaches worked well, not so well, and why or why not?	Training perceptions	Change in partner practices and priorities before and after	X	X		X	X		X		
	What results were established and achieved specifically in relation to the CRB training?	Changes in organisational behaviours	Change in partner practices and priorities before and after	X	X			X		X	X	
	To what extent did the design of the programme and its implementation enable the private sector stakeholders to achieve the programme's intended results?	Changes in organisational behaviours	Change in partner practices and priorities before and after		X			X		X	X	
	How successful was the intervention at identifying and assisting private sector and RTG stakeholders to overcome the barriers to implementing CRB into business plans/policies/practices/legislation?	Barriers overcome and impact on policies	Differences in evidence and opinions by respondent type	X	X	X	X	X		X	X	X
To what extent did UNICEF support the effectiveness of the CRB training?	How effective was UNICEF's support?	Training perceptions	Differences in evidence and opinions by respondent type	X	X			X				
	What value has UNICEF added to the inclusion of children's rights in business in Thailand?	The effect of UNICEF partnerships and training on CRB adoption	Comparison of responses to desk/ lit review results	X	X	X	X	X				X
<b>IMPACT</b>												
What were the intended and unintended	What was the impact at the organisational level?	Changes in the workplace and implementation of CRB	Differences in evidence and opinions by respondent type		X		X	X		X	X	

impacts of the CRB training?	What was the impact at the beneficiary level?	Changes in the workplace and benefits to children	Comparison of private sector and employee perspectives	X	X				X		X	
SUSTAINABILITY												
How sustainable were the outcomes?	Did the CRB training develop essential capacities for private sector stakeholders to better include child rights in their current and future planning and reporting?	Capacities developed	Change in partner practices and priorities before and after		X			X		X	X	
	Do private sector stakeholders regard the programme as their own, and do they make commitments to advance the programme's aims and objectives and act on its outputs?	Level of ownership	Change in partner practices and priorities before and after		X			X		X	X	
Analysis procedures: all data will be disaggregated by age, gender, location, disability, stakeholder type/business and the analysis will focus on equity and human rights.				Transcripts coded by themes, possibly using spreadsheet or Dedoose	Transcripts coded by themes, possibly using spreadsheet or Dedoose	Transcripts coded by themes, possibly using spreadsheet or Dedoose	Transcripts coded by themes, possibly using spreadsheet or Dedoose	Transcripts coded by themes, possibly using spreadsheet or Dedoose	These will be based around experiences of beneficiaries of CRB in the business and will draw out best practice.	These will be based around experiences of beneficiaries of CRB in the business and will draw out best practice.	Quantitative analysis will take place, highlighting organisational change	The extent of the available literature from TCO has been collected and reviewed and will contribute to the final report. Further, global best practice and examples will be incorporated.

## Annex 3: Data collection instruments

### KII - Standard tool header

#### Interviewer: Review before beginning the KII

Take all necessary measures to ensure that interviews are conducted in a manner where undue influence and bias is mitigated. This means ensuring participants are in a room where they can speak freely to you. Consent must be full, informed, and continuous.

#### Introduction (script to follow in the consultation)

Thank you so much for taking the time to speak with me today.

My name is David Lefor, and I am currently working as a consultant with UNICEF Thailand on a rapid assessment of their Better Business for Children (Children's Rights and Business) training they carried out in collaboration with the Stock Exchange of Thailand and SBDI. I've previously shared a consent form with you, have you had the time to read it? I will review some important points before we begin:

My goal with this interview is to understand your experience as part of the Children's Rights and Business training and your work and experience in implementing the Children's Rights and Business Principles into your company's business activities.

I will need about 45 minutes of your time, for which you would be given no compensation. Have you had the chance to review the consent form? (*Note: Allow for any questions*)

Nothing in our discussion will impact your relationship with UNICEF or your respective organisation in the present or in the future. Nothing you say will be attributed to you, and I will be interviewing others as well. The interview is strictly confidential, in the sense that whatever you share here today will be fully anonymised and not traceable back to you personally. Any insights and views you share will feed into an output product which will feed into ensuring any future UNICEF Children's Rights and Business initiatives are as successful as possible. Our discussion will be strictly between you and me. You can skip any question or leave the interview at any time without any negative consequences.

I hope you would like to take part and support this important research aimed at helping to ensure that businesses in Thailand are better supported to integrate child rights into their business practices. Any questions before we begin?

#### **Do I have your full and informed consent?**

(Note: also ask participants to offer consent to the meeting being recorded [if they disagree, reassure the participants that you are not recording].)

#### **Are you 18 years of age or older?**

(Note: do not proceed if the respondent answers no to this question)

Demographic information:

Name:

Date:

Time:

Organisation:

Role:

Gender:

(If private sector)

Company size (in employee numbers):

Sector (Services, property and construction, agriculture and food, consumer products, manufacturing, natural resources, technology, financial):

Did you join the CRB training?

## KII - UNICEF

Questions:

### Relevance

1. From your experience, how much of a priority are children's rights and business for the private sector? For the SET? For the RTG?
2. What needs in Thailand are being addressed through the CRB training?

### Coherence

3. In your estimation, have the training sessions led to opportunities for businesses to network or share best practice in supporting children's rights?
4. Have any trained companies shown an interest in working with UNICEF further? How about donations?
5. What are the opportunities and barriers for CRBP to be embedded in national policy and legislature?

### Efficiency

6. What was UNICEF's plan approaching CRB? What was the goal?
7. How did UNICEF develop the training programme?
8. Who were the CRB's trainers? How was the curriculum designed? (was UNICEF consulted or leading?)
9. How did the selection of the participants happen?
10. How did UNICEF adapt its approach through the years?

### Effectiveness

11. From your understanding, what went well during the training? What went not so well?
12. Are you aware of any results achieved specifically because of the training?
13. How did the training help to overcome the barriers for implementation of children's rights in business?
14. How did UNICEF contribute to the success of the CRB training?

### Impact

15. Are you aware of any impacts at organisational or beneficiary level?

## **Sustainability**

16. To what extent did the training develop the capacity of businesses to effectively include CRB principles in their future planning and reporting?
17. Are you aware of any ownership from among the private sector with regards to children's rights in business? Please share examples/evidence.

## **Conclusions and recommendations**

18. What are the top three things you would do differently should you have the opportunity to with regards to the CRB training?
  19. Do you have any other recommendations?
- 

## **KII - Private sector**

Questions:

### **Relevance**

1. How important are children's rights in your business? Do you report on them in your annual reporting?
2. Are there any competing priorities?
3. How did the training help your company to address children's rights issues in the context of your business activities?

### **Coherence**

4. Through the training, did your company ever work with other private sector stakeholders to discuss or share best practice with regards to CRB implementation?
5. Has the training strengthened the relationship between your company and UNICEF? Would your company consider partnering with or donating to UNICEF?

### **Efficiency**

6. Overall, how was the training session in terms of length, content, and simplicity?

### **Effectiveness**

7. If you recall, what activities took place during the training? What went well, and what didn't go so well?
8. What results were achieved within your company because of the training?
9. How did the training help your company to achieve its goals relating to children's rights?
10. How did the training help your company to overcome barriers in integrating children's rights into business policies/operations/reporting?
11. How valuable was UNICEF's support? What value did UNICEF add to the training?

### **Impact**

12. Are you aware of any impacts/changes at the organisational level as a result of the training?
13. Are you aware of any impacts/changes at the beneficiary/employee/family/society level as a result of the training?

### **Sustainability**

14. How confident are you that your company will be able to integrate children's rights into your business practices and reporting going forward?
15. To what extent has your company taken children's rights onboard through commitments going forward?

### Conclusions and recommendations

16. What are the top three things you would do differently should you have the opportunity to with regards to the CRB training?
  17. Do you have any other recommendations?
- 

## KII - RTG

Questions:

### Relevance

1. What is the landscape of children's rights in business? What are the most pressing needs?
2. How much of a priority are children's rights in business in Thailand?
3. What are competing priorities?
4. What are the current existing protection mechanisms (policies/legislature) which exist to protect children from business impacts?

### Coherence

5. How are government agencies working to mitigate negative impacts on children due to business practices?
6. How are government agencies working **with businesses** to mitigate negative impacts on children due to business practices?
7. What opportunities are there to embed CRBP in national policy and legislature? What are the barriers?
8. Is the inclusion of children's rights in business as a mandate feasible? What would it take to reach this point?

### Effectiveness

9. How has UNICEF worked with you to try to integrate children's rights into plans/policies/legislature relating to business? What progress has been made?
10. What value does UNICEF have in the business landscape, relating to children's rights?
11. Are you aware of any companies which you believe are doing a great job in promoting and protecting children's rights? If so, what do they do?
12. Many companies in Thailand follow the minimum requirements as set out by law with regards to things which impact children, for example, maternity/paternity leave. Are there any opportunities for stronger national laws/policies on topics which affect children?

### Conclusions and recommendations

13. How do you believe that UNICEF can have a greater impact with regards to assisting businesses to embed children's rights into their business practices?
  14. Do you have any other recommendations?
- 

## KII - SET

Questions:

### Relevance

1. To what extent are children's rights a priority for the SET? For businesses in general?
2. What percentage of companies regularly report on their activities in relation to children's rights?

3. The Dow Jones Sustainability Index currently reports on children's rights through various means, for example, through human rights issues through business activities, ensuring adequate childcare facilities and lactation rooms, flexible working hours, paid parental leave, childcare contributions, and corporate citizenship activities including education. **Are children's rights a requirement for reporting to the SET? Why, and are there any thoughts on inclusion?**
4. Companies in Thailand seem to focus heavily on environmental issues as part of CSR. Is there any room for children's rights?
5. In your estimation, how has the CRB training carried out by SET and UNICEF addressed some of the most pressing needs for children and families?

#### **Coherence**

6. How have the training sessions contributed to stronger networks of practice around children's rights?

#### **Efficiency**

7. Was the choice of modality for the training the best one? Were the trainers capable?
8. How well did the training programme share important and actionable information to the private sector?
9. Were you aware of UNICEF adapting its programme over time? How?

#### **Effectiveness**

10. Through the training, which approaches were found to be most effective? Least effective? What could be improved?
11. How did the training programme identify and enrol businesses?
12. How did the programme help businesses to integrate children's rights into their business activities?
13. What value did UNICEF bring to this partnership? How effective were their contributions? Could they have done more to be more effective?

#### **Impact**

14. Are you aware of any businesses changing their business practice as a result of the training session?
15. What do you believe is needed to have more businesses work on embedding children's rights into their activities?

#### **Conclusions and recommendations**

16. What are the top three things you would do differently should you have the opportunity to with regards to the CRB training?
17. Do you have any other recommendations?

---

## **KII - Implementing partner/trainer**

Questions:

#### **Relevance**

1. From your experience, what extent are children's rights a priority for the SET? For businesses in general?
2. Companies in Thailand seem to focus heavily on environmental issues as part of CSR. Is there any room for children's rights?

3. In your estimation, how has the CRB training carried out by yourself, the SET and UNICEF addressed some of the most pressing needs for children and families?

#### **Efficiency**

4. Was the choice of modality for the training the best one? Did you feel confident in delivering the curriculum?
5. What support was required? Did you have that support?
6. How well did the training programme share important and actionable information to the private sector?
7. Were you aware of UNICEF adapting the CRB training programme over time? How?

#### **Effectiveness**

8. Through the training, which approaches were found to be most effective? Least effective? What could be improved?
9. What are the successes/results of the training programme, in your estimation?
10. How successful was the programme to help businesses to integrate children's rights into their business activities?
11. How did the training programme identify and enrol businesses?
12. How did UNICEF support you?
13. What value did UNICEF bring to this partnership? How effective were their contributions? Could they have done more to be more effective?

#### **Impact**

14. Are you aware of any businesses changing their business practice as a result of the training session?

#### **Conclusions and recommendations**

15. What are the top three things you would do differently should you have the opportunity to with regards to the CRB training?
16. Do you have any other recommendations?

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## Case study - employee/beneficiary

### **Introduction**

1. Please introduce yourself, your organisation, and your role.
2. What do you like about working here?

### **The situation**

3. What was the situation like before the company adopted children's rights practices? What challenges did you or your family face?
4. How did these issues affect you and your family? How did they affect other people in the company?

### **The change**

5. Did you experience any changes in relation to human rights/children's rights? (probe: Flexible work arrangements, parental leave, support for breastfeeding, childcare policy and child support, etc.)
6. When did you first learn that changes were happening in relation to children's rights?
7. What were the steps that were taken to integrate children's rights into the business?
8. What were the positive effects/impacts?

9. What were the negative effects/impacts?
10. What are the most important changes that have taken place in your life as a result of the inclusion of children's rights in business?
11. What was meant to happen but did not?
12. Do you have any evidence to share that changes have occurred that you're able to share?

#### **Analysis**

13. What is the significance of these changes in the long term?
14. How sustainable do you believe these changes will be?
15. What are the key reasons these changes came into effect?

#### **Lessons and recommendations**

16. Are there any ways that these changes could have been implemented in a better or more effective/efficient way?
  17. What recommendations do you have for other businesses in Thailand aiming to integrate children's rights into their business?
- 

## Case study - private sector

#### **Introduction**

1. Please introduce yourself, your organisation, and your role.
2. What do you like about working here?

#### **The situation**

3. Why did the company wish to attend the CRB training? What was the motivation?
4. How, if at all, were children's rights taken into consideration prior to the training?
5. Were there any competing interests to children's rights at a company level?
6. How was the training, generally? Was it sufficient to teach you (or your organisation) all you needed to know to effectively integrate children's rights into business practices?

#### **The change**

7. Did you initiate or experience any changes in relation to human rights/children's rights? (probe: value chain impact assessment, flexible work arrangements, parental leave, support for breastfeeding, childcare policy and child support, etc.)
8. When did you first learn that changes were happening in relation to children's rights?
9. What were the steps that were taken to integrate children's rights into the business?
10. What were the positive effects/impacts?
11. What were the negative effects/impacts?
12. What are the most important changes that have taken place as a result of the inclusion of children's rights in business?
13. What was meant to happen but did not?
14. Do you have any evidence to share that changes have occurred that you're able to share?

#### **Analysis**

15. What is the significance of these changes in the long term?
16. How sustainable do you believe these changes will be?
17. What are the key reasons these changes came into effect?

#### **Lessons and recommendations**

18. Are there any ways that these changes could have been implemented in a better or more effective/efficient way?
  19. What recommendations do you have for other businesses in Thailand aiming to integrate children's rights into their business?
-

## Online Survey

Thank you for agreeing to participate in this online survey in support of UNICEF's Child Rights and Business training. We look forward to your responses to the questions in this short survey, which will take no more than **10 minutes** of your time.

No.	Question	Options/statements
<b>Demographics</b>		
-	<p><b>Qualifying question</b> - Did you (or your organisation) participate in the Children's Rights and Business training supported by UNICEF, the Global Compact Network Thailand, and the Stock Exchange of Thailand?</p> <p>(Facilitated by Sustainable Business Development Institute and/or Thaipat)</p>	<p>Yes No (end survey) Not sure (continue survey but monitor quality of data)</p>
1	Gender	<p>Male Female Other Prefer not to say</p>
2	Size of company (number of employees)	<p>0-50 50-200 200+</p>
3	Company sector	<p>Services, property and construction, agriculture and food, consumer products, manufacturing, natural resources, technology, financial</p>
<b>Questions</b>		
4	<p>On a scale of 1-5, please rate your responses for the following statements: (all responses to have optional short answer for explanation)</p> <p>1 - Strongly disagree 2 - Disagree 3 - Neither agree nor disagree 4 - Agree 5 - Strongly agree</p>	<p>a. My organisation reports annually on child rights b. Children's rights are a business priority for my organisation c. The CRB training helped our company to help children and families d. Because of the training, my organisation is more likely to partner with or donate to UNICEF e. The training was straightforward and made implementing children's rights into business feasible f. Because of the training, my organisation made changes to how it operates g. Because of the training, my organisation has undergone a child rights impact assessment</p>

		<ul style="list-style-type: none"> <li>h. The training helped my organisation to overcome all required obstacles in implementing children's rights into policy and/or practice</li> <li>i. My organisation has staff with the required skills to better include child rights in our current and future planning and reporting</li> <li>j. My organisation is confident and committed in implementing the Child Rights and Business Principles</li> </ul>
5	<p>What changes has your organisation gone through since the training in relation to children's rights? If you have not undergone any changes, what are the reasons/barriers?</p> <p>(probe: value chain impact assessment, flexible work arrangements, parental leave, support for breastfeeding, childcare policy and child support, etc.)</p>	(open ended)
6	What, if any, impacts have these organisational changes had on children, employees, society, or the environment?	(open ended)
7	How could the training have been more impactful to your organisation?	(open ended)
8	What do you believe is required for more businesses in Thailand to adopt, implement, and report on child-friendly policies?	(open ended)

## Annex 4: Consent forms

### KII + Case study

**Client:** United Nations Children's Fund (UNICEF) Thailand - Rapid Assessment & Evaluation of UNICEF Thailand Country Office's Children's Rights and Business Training Initiatives for the Corporate Sector

**Lead investigator:** David Lefor

Thank you for participating in this interview. My name is David Lefor, and I have been contracted by UNICEF Thailand to conduct an assessment of their Children's Rights and Business training from between 2017 and 2021. The assessment will help inform UNICEF Thailand as they prepare to implement future programmes as part of their new Country Programme (2022-2026).

I would like to interview you about your work and experience to explore ways to improve initiatives aimed at including children's rights in business in Thailand.

The information you provide will be useful to draw some conclusions, get lessons and forward possible recommendations. Therefore, your kind cooperation with honest responses to the questions will be vital for the overall success of the study. Although you will not directly benefit from taking part in this study, the information you provide may lead to improved strategies and interventions. You will **not be** compensated for your participation in this study.

The discussion should take about **45 minutes** of your time. Your participation in the study is voluntary and you will not be affected in any way if you decide not to participate. If you agree to participate, you can choose to stop at any time or to skip any topics you do not want to answer without any consequence. Please continue to be alone throughout the duration of the interview. During the interview, I will be taking notes, and with your permission, I would like to audio record the interview. These materials will be kept completely confidential and no personal identifying information will be used in any reports, publications, or presentations resultant from this research.

The data collected and results drawn from the study will not be used for any other reason than the study's purpose. Every effort will be made to protect the anonymity and confidentiality of respondents in this study.

If, in the future, you have any questions or concerns regarding the study and the interview, I welcome you to contact me at [davelefor@gmail.com](mailto:davelefor@gmail.com).

Please read the statements below prior to the interview and feel free to ask me about them at any time:

- Your participation in this research is voluntary, and you are free to withdraw at any time without negative consequences.
- The information you provide will be treated as confidential and any identifying information, such as your name, will be anonymised.
- By participating, you agree to the use of anonymised direct quotes from your contribution to the interview in publications and presentations arising from this research.

In the interview, I will ask you the following questions:

Do you agree to participate in the study?	<b>1=Yes</b>	<b>2=No</b>
Do you agree to be audio recorded?	<b>1=Yes</b>	<b>2=No</b>
Are you 18 years of age or older?	<b>1=Yes</b>	<b>2=No</b>

Thank you very much and I look forward to our discussion

## Online survey

**Client:** United Nations Children's Fund (UNICEF) Thailand - Rapid Assessment & Evaluation of UNICEF Thailand Country Office's Children's Rights and Business Training Initiatives for the Corporate Sector  
**Lead investigator:** David Lefor

Thank you for participating in this online survey. My name is David Lefor, and I have been contracted by UNICEF Thailand to conduct an assessment of their Children's Rights and Business training from between 2017 and 2021. The assessment will help inform UNICEF Thailand as they prepare to implement future programmes as part of their new Country Programme (2022-2026).

I would like to survey you about your work and experience to explore ways to improve initiatives aimed at including children's rights in business in Thailand.

The information you provide will be useful to draw some conclusions, get lessons and forward possible recommendations. Therefore, your kind cooperation with honest responses to the questions will be vital for the overall success of the study. Although you will not directly benefit from taking part in this study, the information you provide may lead to improved strategies and interventions. You will **not be** compensated for your participation in this study.

The survey should take about **10 minutes** of your time. Your participation in the study is voluntary and you will not be affected in any way if you decide not to participate. If you agree to participate, you can choose to stop at any time or to skip any topics you do not want to answer without any consequence. The data will be kept completely confidential and no personal identifying information will be used in any reports, publications, or presentations resultant from this research.

The data collected and results drawn from the study will not be used for any other reason than the study's purpose. Every effort will be made to protect the anonymity and confidentiality of respondents in this study.

If, in the future, you have any questions or concerns regarding the study and the interview, I welcome you to contact me at [davelefor@gmail.com](mailto:davelefor@gmail.com).

Please read the statements below prior to beginning the survey:

- Your participation in this research is voluntary, and you are free to withdraw at any time without negative consequences.
- The information you provide will be treated as confidential and any identifying information, such as your name, will be anonymised.
- By participating, you agree to the use of anonymised direct quotes from your contribution to the interview in publications and presentations arising from this research.

Do you agree to participate in the study?

**1=Yes**

**2=No**

Are you 18 years of age or older?

**1=Yes**

**2=No**

Thank you very much for your participation

## Annex 5: Documentation to be reviewed

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

- ESG impact report
- BB4C training slides
- ESG child report monitoring spreadsheet
- Integrating Child Rights into Business (UNICEF)
- Collective Action & Partnerships slides
- UNICEF staff performance reviews
- Exit surveys from CRB training
- TOR for training facilitator
- Child Rights and Business Strategic Approach and slides

Additionally, as described in Section 3.3, additional documentation will be reviewed. A preliminary list is as follows:

- National policies, frameworks, and legislation relating to children's rights and business
- Related CRBP documentation
- Child safeguarding toolkit for business
- Children are everyone's business workbook
- ILO child labour guidance tool for business
- Annual ESG reports from reporting businesses who partook in the CRB training

## Annex 6: 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.

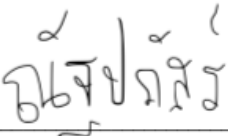
#### **Agreement to abide by the Code of Conduct for Evaluation in the UN System**

Name of Consultant: 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. 10/12/2022

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:** David 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. 10/12/2022

Signature:  \_\_\_\_\_

## Annex 7: Suggested private sector sample

As outlined in Section 3, the study is expected to collect data with a number of private sector stakeholders. Initial review of the available literature suggests that there are 32 businesses which have undergone UNICEF CRB training. These publicly-listed companies are:

<b>Ticker</b>	<b>Company name</b>	<b>Business activities</b>	<b>Category/ sector</b>
HTC	Ahad Thip Public Company Limited	Coca Cola - Sparkling Beverages	Consumer products
COLOR	Salee Colour Public Company Limited	Colour And Additives For Thermoplastic And Rubber	Manufacturing
CENTEL	Central Plaza Hotel Public Company Limited	Mall and Hotel Management	Services
SIRI	Sansiri Public Company Limited	Construction	Property and construction
SYNTEC	Syntec Construction Public Company Limited	CNC Controllers And Technology	Technology
HMPRO	Home Product Center Public Company Limited	Retail	Consumer products
BDMS	Bangkok Dusit Medical Services Public Company Limited	Hospital Service	Services
PR9	Param 9 Hospital Public Company Limited	Hospital Service	Services
KBANK	Kasikornbank Public Company Limited	Banking	Financial
SCP	Southern Concrete Pile Public Company Limited	Concrete Products	Manufacturing
PPP	Premier Products Public Company Limited	Manufacturer Of Wastewater Treatment Systems, Building Materials, Etc.	Manufacturing
PPS	Project Planning Service Public Company Limited	Engineering Services	Property and construction
IRPC	Irpc Public Company Limited	Oil Refinery And Petrochemicals	Natural resources
NYT	Namyong Terminal Public Company Limited	Cargo Terminal Operator	Services
TTCL	Ttcl Public Company Limited	Engineering	Property and construction
DTGO	Dtgo Corporation Limited	Construction, Property Development, And Design; With Many Foundations And Social Projects	Property and construction
CP GROUP	The Charoen Pokphand Group Company	Thailand's Largest Private Company With Eight Businesses Over 13 Business Groups	Consumer products
PEA	Provincial Electricity Authority	Electricity	Technology
TWPC	Thai Wah Public Company Limited	Manufacturing Of Food Products	Agriculture and food
STA	Sri Trang Agro-Industry Public Company Limited	Rubber Supply Chain Business In Many Countries	Natural resources

MFEC	Mfec Public Company Limited	Information Technology Development	Technology
TPOLY	Thai Polycons Public Company Limited	Construction And Civil Engineering	Property and construction
BGRIM	B. Grimm Power Public Company Limited	Multinational Conglomerate - Healthcare, Energy, Building, Real Estate, E-Commerce, Transport	Technology
BCP	Bangchak Corporation Public Company Limited	Oil Refinery And Trading	Natural resources
QTC	Qtc Energy Public Company Limited	Transformer Producer	Technology
TFG	Thaifoods Group Public Company Limited	Producing Food Products	Agriculture and food
ERW	Erawan Group	Hotel Chain	Services
TTB	Tmbthanachart Bank Public Company Limited	Banking	Financial
BAY	Bank Of Ayudhya	Banking	Financial
BBL	Bangkok Bank	Banking	Financial
			Financial
<b>UNLISTED</b>			
AIS	AIS	Telecommunications (unlisted)	Technology
Ennovie	Ennovie	Jeweller (unlisted)	Natural resources
Chia Tai	Chia Tai	Food products (unlisted)	Agriculture and food

For the KIIs, it is suggested to meet with a mixture of sectors, and so the suggested sample is:

Services - CENTEL, ERAWAN  
Property and construction - SIRI, DTGO  
Agriculture and food - TWPC  
Consumer products - CP GROUP  
Manufacturing - SCP  
Natural resources - BCP  
Technology - BGRIM  
Financial - KBANK

For the remaining businesses, it is suggested to share the online survey. Other businesses which have been found to attend the CRB training will also be invited to complete the survey.