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Contents

	Page
I. Situation analysis.....	2
II. Past cooperation and lessons learned.....	2
III. Proposed programme.....	3
IV. Programme management, monitoring and evaluation.....	5
Annex Results and resources framework for Thailand (2012-2016)	7

I. Situation analysis

1. Thailand has enjoyed a long period of robust economic growth. In its advancement as a middle-income country, Thailand has made considerable progress in meeting the Millennium Development Goals (MDGs), and is likely to meet most of the MDGs on an aggregate basis. It has also developed its own MDG Plus targets going well beyond the international MDG targets. National poverty has been further reduced from 21 per cent in 2000 to about 8.2 per cent in 2009, or approximately 5.4 million people, 88 per cent of them living in rural areas. With its commitment to the MDGs and South-South cooperation, Thailand has become an increasingly active global development partner. However, in contrast to the remarkable progress made, persistent and critical institutional development challenges remain in both policy and in practice.

2. The strength and resilience of the Thai society constitutes an important foundation for further advancement. Due to responsive government and civil society efforts, much progress has been made in the areas of good governance, participatory democracy and rule of law. Corruption is still a challenge and access to justice is limited for the poor and vulnerable. Thailand has eliminated gender disparity in primary and secondary education, but gender equality continues to be lacking. Women have limited representation in electoral politics as only 12 per cent of the members of Parliament were female as of the last election, in 2007.

3. The Government has had ambitious aims for economic development and decentralization and has allocated significant resources to social development. Yet social inequality is seen as a main root cause of many development problems in the country. Vulnerable groups such as migrants, informal workers and displaced persons are not equally benefiting from Thailand's economic successes. Women and children are vulnerable to sexual and domestic violence. HIV infection continues to marginalize the most at risk population at an alarming rate. New human security threats are emerging as a result of changes both within Thailand and in the world as a whole.

4. Though Thailand is a signatory to a number of international environmental agreements and despite strong national commitments, Thailand emitted 4.3 tonnes of carbon dioxide into the atmosphere per person per year in 2006. This is roughly 280 million metric tonnes in total, according to the UNDP 2010 *Human Development Report*. The cumulative effects of climate change have elevated the risk of natural and human-caused disasters, threatening both economic development and community livelihoods. Thailand's poor mostly rely on natural resources for their livelihoods. These risks could compromise Thailand's efforts to achieve its long-term environmental and livelihoods security objectives, and heighten the need to further improve policy, planning and coordination.

5. As a middle-income country, Thailand is transforming itself from an aid recipient to a rising development partner and an active member of the international community. Thailand stands ready to extend and increase development cooperation and official development assistance (ODA) to its neighbours and other developing countries through knowledge sharing and technical expertise. To strengthen its role in subregional and regional cooperation frameworks and to better respond to the increasing complexity of ODA management, Thailand needs to further develop and improve institutional and technical capacity for effective development-cooperation management, including, for example, data collection and data management.

II. Past cooperation and lessons learned

6. Thailand's emergence as a middle-income country altered the country's development context and the nature of Thailand's engagement with external partners. The previous country programme initiated a transition from the traditional donor-recipient relationship of Thailand and UNDP, to a new relationship involving mutually beneficial partnerships.

Along with this transition, UNDP programmes have shifted emphasis to programmatic policy support. As such, the importance of linking policy with practice has been highlighted by UNDP experience across all programme areas.

7. The Assessment of Development Results (ADR), which was conducted recently and which covered the previous two country programme cycles, observed that UNDP has effectively used partnerships with Government, civil society organizations (CSOs), academic institutions and the private sector, making contributions to Thailand's development. Programmes have been aligned with national development priorities and have addressed the country's key development challenges. The ADR noted, however, that the partnership transformation has not yet been fully achieved and that UNDP should strengthen national ownership and sustainability by designing activities that form an integral part of programmes of the Government or other national partners. The ADR further recommends a stronger focus on strategic priority issues for national impact over the long term and to broaden advocacy to reach Thai citizens at large.

8. A country programme strategic review with a focus on the role of UNDP in Thailand suggested that there is an opportunity for UNDP to adopt a more concentrated and strategic focus in middle-income countries. This would be in line with the principles of aid effectiveness and the objective of United Nations reform. The United Nations study of operating in a middle-income country proposed a framework for formulating a new Thailand-United Nations partnership supporting Thailand's aim to become an effective global partner. The partnership would involve responsive, programme-based support and strategic normative work. Both the ADR and the middle-income country study encouraged greater emphasis on cutting-edge policy advisory services and advocacy work on key human security issues related to governance, the environment and gender equality, and on providing capacity-building support to key national institutions. The success of joint United Nations programmes depends on collaboration among concerned United Nations agencies and the scaling up successful interventions.

III. Proposed programme

9. The proposed country programme is based on a mutually beneficial partnership in whereby UNDP would serve as a crucial gateway for Thailand to access international expertise and best practices, and Thailand, with its knowledge and development experience, would serve as an indispensable link in the UNDP global development network. The country programme is firmly anchored in Thailand's eleventh National Economic and Social Development Plan (NESDP) 2012-2016, which outlines Thailand's overall development framework and identifies short- and medium-term national priorities and strategies. As its core theme it incorporates the six aspects of human security of the 2009 Thailand *Human Development Report*.

10. This country programme document is an integral part of the United Nations Partnership Framework (UNPAF) 2012-2016. In alignment with the UNPAF and national priorities, and complementing normative and programme work of other United Nations agencies, the country programme is organized into four programme areas and seeks to work with a wide range of Government and non-state actors, while ensuring the participation of vulnerable and marginalized groups. Gender is mainstreamed across the thematic programme interventions. Special emphasis will be placed on increasing women's participation in decision-making and on increasing their access to justice mechanisms.

11. **Programme area 1: improved social equity through inclusive governance.** Inclusive governance programmes aim to support national efforts to achieve institutional reforms and decentralization. This work involves strengthening the role of independent constitutional bodies in upholding the rule of law and increasing transparency and anti-corruption in the governing process. The programmes focus on strategic policy support and capacity building of national

and local governments. Alternative local governance models will be explored to increase options for the realignment of powers and functions of central, provincial and local governance, along with promoting local participatory development planning.

12. Civic education initiatives will focus on democratic governance, human rights and civil liberties with special emphasis on building the capacity of local governance to enhance the power of the grassroots and locally elected bodies. Non-state actors and people's assemblies will be engaged as key drivers. The "legal empowerment for the poor" approach will help empower marginalized groups through equity and access to justice and legal aid. Existing institutions will be reformed to promote alternative dispute resolution and community/restorative justice. Policy recommendations on the transparency of systems for judicial administration will increase public faith and support Thailand's commitment to international human rights conventions and obligations.

13. In response to Thailand's national reform agenda, and to promote social cohesion and social unity within a diverse populace, the country programme will build on existing national efforts to advocate for national solidarity through citizen dialogues and deliberations. Social equity policies, strategies and approaches will be developed with the engagement of relevant academic, policy think-tanks and other institutions. These activities will involve pilot social-cohesion programmes in marginalized areas where human development concerns are posing key challenges to national policies.

14. **Programme area 2: Thailand as an active global partner for development.** The country programme aims to improve Thailand's development aid effectiveness and aid policy coherence and coordination through initiatives such as developing international cooperation strategies and conducting policy analysis of Thailand's international cooperation. The capacity of national focal points and stakeholders for ODA management and for evidence-based policy development will be strengthened. Harmonized and better national ODA monitoring and evaluation systems will facilitate knowledge exchange and the exchange of best practices on international cooperation.

15. Global partnerships and knowledge exchange play key roles in bilateral and multilateral cooperation. They help identify demands for South-South cooperation and link Thailand with other partners in this field. The country programme will focus on increasing Thailand's South-South networking and links with other international development partners. It will focus as well as on improving national policies and capacity for managing South-South cooperation and the implications for integration with the Association of Southeast Asian Nations (ASEAN). Enhancing the knowledge management capacity of national agencies and partners will help Thailand better respond to the emerging demand for advocacy and awareness-raising and for facilitating knowledge development.

16. **Programme area 3: effective response to climate change.** The country programme will focus on policy advice and capacity building of national and local governments to address climate mitigation and adaptation, and improve community livelihoods and environmental security. It will support national efforts to strengthen the environmental policy framework, improve coordination and translate policies into action at all levels, mainstreaming gender and rights-based approaches. Knowledge exchange and partnerships and networking with local governments and civil society will ensure that policy frameworks formulated at the central level are fully implemented at the lower level in an integrated manner. Public forums will help advocate scaling-up success models, as well as providing them to other areas in Thailand and neighbouring countries.

17. A low-emission and climate-resilient society will be promoted through enhanced human and institutional capacities of key government and associated agencies. In this aim, national partners will be engaged in establishing national and subnational networks to address climate change issues. Policy support on carbon financing and other concepts will promote climate-change-related initiatives at many levels. In addition, the

programme will support public forums and publications on topics related to low-carbon-emission initiatives. It will also help translate national strategies and policies on climate change into master plans and action plans at all levels.

18. The country programme will promote sustainable livelihoods through enhancing local economic development activities, diversifying livelihood options, increasing environmental security, and providing better access to natural resources. Priority will be given to policy support for the conservation of biodiversity ecosystems and natural landscapes, reducing or preventing coastal erosion, and improving marine and coastal resources. Biodiversity, water resources management and alternative energy practices will be supported through pro-poor development policies and advocacy activities.

19. Programme area 4: advocacy for human development and Millennium Development Goals. MDG monitoring and human development reports are effective tools for translating local experience into ideas for transformative interventions at higher levels. The country programme will focus strongly on advocacy, outreach and awareness-raising for human security. Programmes will endeavour to engage national and local stakeholders in the development and implementation of national human-security policies and strategies. They will employ a rights-based approach, for example in the areas of HIV/AIDS, gender equality and the empowerment of women.

20. The programme on HIV/AIDS will focus on combating stigma and discrimination, and on providing support to multisectoral decentralized responses, with an emphasis on the most at risk populations and other marginalized groups. To further national efforts to achieve MDG-Plus targets, gender-equality efforts will promote an increased representation of women in politics and improve evidence-based policy-making. These efforts will also raise public awareness of the importance of gender equality. Enhanced MDG monitoring and statistical capacity will ensure better evidence-based planning and collaboration between relevant government agencies at multiple levels and will pioneer new ways to engage civil society organizations and other stakeholders in MDG monitoring and policy implementation.

IV. Programme management, monitoring and evaluation

21. The country programme will be nationally executed by the Government. While national implementation remains the modality of choice, UNDP and the Government agree that there may be special circumstances under which direct implementation or non-governmental organization implementation arrangements may be more appropriate. When requested by the Government, UNDP will continue to support the national implementation of projects and programmes through the provision of specific recruitment and procurement services in line with UNDP regulations, rules and procedures as a responsible party. The country programme will apply macro- and micro-assessments, assurance activities, programme-monitoring visits and special audits, as well as fast-track procedures in situations of *force majeure* in order to ensure efficient and accountable project implementation.

22. The country programme emphasizes a programmatic approach as the most effective means of ensuring strategic focus, relevance, cohesion and synergies for greater overall impact. Emphasis will be given to building stronger links between policy and practice and working with the Government to scale up successful methodologies piloted on the ground. Links between the results of UNDP programmes and the overall results of the United Nations system in Thailand will be ensured through UNPAF joint and coordinated programming and monitoring. Programmes will also seek engagement with the private sector through corporate social responsibility and public-private partnership initiatives, and through the use of volunteers to assist with capacity and partnership development.

23. A consolidated monitoring and evaluation plan will be used to assess strategic results

using new and existing monitoring mechanisms, such as the UNPAF joint teams and country programme evaluations. The Government, through the Ministry of Foreign Affairs and UNDP, will provide strategic-level management and oversight for the implementation of the monitoring and evaluation framework, and for monitoring potential social, economic and other risks. Strategic outcome evaluations will be reinforced by project-level monitoring within the country programme action plan.

24. The Government and UNDP will work together to explore new sources of funding for programmes, through, inter alia, partnerships with emerging donors and the private sector. In this evolving context of aid financing, UNDP will increase efforts to support Thailand in mobilizing resources from global funding mechanisms such as the Global Environment Facility and other climate-change related sources. In line with the United Nations emphasis on increasing South-South Cooperation, UNDP will make further use of its global network of best practices and expertise to connect Thailand with other middle-income countries.

Annex. Results and resources framework for Thailand, 2012-2016

NATIONAL PRIORITY OR GOAL: Promoting a just society.					
COUNTRY PROGRAMME / UNDAF OUTCOME: National legislation, policies and justice administration comply with international human rights norms and standards. Outcome indicator: Number of new national action plans, including the National Plan of Action on Human Rights and the National Security Plan, that incorporate international human rights standards and the recommendations of international human rights mechanisms. Related strategic plan focus areas: Democratic Governance					
GOVERNMENT PARTNER CONTRIBUTION	OTHER PARTNER CONTRIBUTIONS	UNDP CONTRIBUTION	INDICATOR(S), BASELINES AND TARGET(S) FOR UNDP CONTRIBUTIONS	INDICATIVE COUNTRY PROGRAMME OUTPUTS	INDICATIVE RESOURCES BY OUTCOME (\$)
By 2016, the government will (1) mainstream UNDP recommendations (institutional reform, access to justice and conflict prevention) into policy approach or institutional strategies; and (2) ensure operational approach by changing institutional framework or internal guidelines.	UN agencies and CSOs working on access to justice; associations of local governments working on institutional reform; and academia and peace institution on conflict prevention. These will support mobilizing local communities and local partners including volunteers, and implementing some of the outreach programme components.	UNDP will contribute institutional support to national and local governments and other independent institutions by providing policy recommendations to decision-makers, supporting capacity building of key institutions, and promoting gender equality norm.	Indicator: Number of new national action plans and policy tools that incorporate international human rights standards and recommendations of international human rights mechanisms. Baseline: Inadequate human rights-based approach mainstreamed in Thailand's planning system and policy instruments. Target: (1) By 2016, at least three provinces have strengthened right-based approach in their governance processes; (2) By 2016, policy innovative platforms related to social cohesion and legal empowerment are taken up by key government institutions.	National strategies for civic education on democratic governance and human rights recommended by UNDP. Social cohesion modules are produced and legal empowerment programmes are launched especially in the lowest tier of provinces.	Regular: 750,000 Other: 5,000,000
NATIONAL PRIORITY OR GOAL: Strengthening economic and security cooperation in the region.					
COUNTRY PROGRAMME / UNDAF OUTCOME: Increased and effective international cooperation based on a harmonized national development cooperation policy. Outcome indicator: Numbers of line ministries who implement the harmonized national development cooperation policy; numbers of countries engaging Thailand as an international development partner focusing on MDG thematic areas. Related strategic plan focus areas: Democratic Governance					
The Government will put in place an overall policy framework on international development cooperation to harmonize the work of related line ministries.	CSOs will help sharing experiences, best practices and lessons learned, while academic institutions will provide technical support in the form of comparative policy analysis on key international development cooperation issues.	UNDP will support stakeholders through policy advice and capacity building, using South-South cooperation (SSC) and gender mainstreaming approach in the process.	Indicator: Number of SSC initiatives supported under the Thailand strategic policy framework on international development cooperation. Baseline: No comprehensive national South-South initiative (national base-lining exercise will be included as one of the key activities); no national policy on ODA. Target: Number of South-South initiatives increased by at least 30 per cent.	Thailand international development cooperation strategy is supported and recommended as a reference for engaging international development partners.	Regular: 400,000 Other: 500,000

NATIONAL PRIORITY OR GOAL: Managing natural resources and environmental sustainability.					
COUNTRY PROGRAMME/UNDAF OUTCOME: Climate change adaptation mainstreamed by the key line ministries into their sectoral and provincial plans, policies and budgets. Outcome indicator: Number of national, provincial and sectoral policies that integrate adaptation and disaster risk reduction (DRR) issues; number of subnational adaptation and DRR action plans developed and implemented by local governments and communities. Related strategic plan focus areas: Energy and Environment for Sustainable Development					
By 2016, the Government will put in place policies and legislative recommendations and law enforcement, fully implementing climate change and other environment-related action plans. The Government will also continue to build its own human and institutional capacity at different levels, including R&D to accommodate climate change issue.	Civil society groups and other UN agencies play an active role to increase communities' capacity in response to climate change. Bilateral donors and international NGOs implement national and regional programmes in the areas of landscapes and ecosystems management. Private sector implements initiatives for corporate social responsibility in the area environmental field.	UNDP will support capacity building and facilitate coordination and collaboration among line agencies and local governments to help translate national strategy and policy on climate change into the master and action plans, through programme and advisory services on national environmental objectives including new concepts, mechanisms and policies.	Indicator: Number of national and local networking platforms supported and/or strengthened. Baseline: As of 2011, there are few networking platforms fully operated by the Government and participated in by communities and stakeholders. Target: At least three national and local platforms developed with UNDP support by 2016. Indicator: Number of climate-related policies and model actions established, applied and/or replicated by national and local partners. Baseline: As of 2011, no strong policies and model actions established, applied and/or replicated by national and local partners. Target: At least three policies and model actions established, applied and/or replicated by 2016 with support from UNDP.	Climate change and environmental security issues are integrated into Thailand's national development process and relevant policies and planning at all levels, enabling Thailand to share experience and success models with other countries as a key development partner in the region.	Regular : 650,000 Other: 25,000,000
NATIONAL PRIORITY OR GOAL: Promoting the just society.					
COUNTRY PROGRAMME / UNDAF OUTCOME: Substantive gender-equality norms and standards are recognized and mainstreamed into key policy planning and implementation at national and local levels. Outcome indicator: Share of women in the national parliament (per cent); number of gender-related monitoring indicators in the National Economic and Social Development Plan Related strategic plan focus areas: Achieving MDGs and Reducing Poverty					
By 2016, the Government will put in place mechanisms and enabling environment for human security campaigns and policy advocacy among the stakeholders (parliamentarians, CSOs and private sector).	UN agencies will collaborate under the UNPAF towards the same outcome. Civil society organizations and academic institutions will act as implementing partners, and mobilize other networks to engage in policy advocacy for MDGs and human security, including in the areas of HIV/AIDS and gender.	UNDP will support a national human security strategy through analytical and comparative policy analysis, advocacy on human security issues such as MDGs, HIV/AIDS and gender, with explicit use of gender targets at the outcome level.	Indicators: Availability of a national human security strategy, and number of MDG-Plus targets achieved. Baseline: There is no national human security strategy; four MDG-Plus targets not yet met. Target: One national human security strategy and one operational plan being implemented; at least MDG 3 Plus target achieved by 2016.	Strategic policy analysis (e.g. national <i>Human Development Report</i>) and related advocacy to facilitate evidence-based MDG monitoring and evaluating. Capacity-building support to stakeholders to implement rights-based and gender-equality policies.	Regular: 400,000 Other: 550,000