

The Country Programme Review report for the Thailand Decent Work Country Programme (2019-22)

(Draft 22 November 2022)

Acknowledgements

This report was prepared by Dr Jessica Vechbanyongratana and Dr Yanika Tueanrat. Jittima Srisuknam, Senior Programme Officer for Thailand and Lao PDR, CO-Bangkok, provided support and guidance to the evaluation team throughout the process. The team would like to thank ILO Country Office for Thailand, Cambodia and Lao Director, Graham Buckley, and the many specialists, technical officers and country programme coordinators from CO-Bangkok, ILO Regional Office for Asia and the Pacific, and ILO DWT for East and South-East Asia and the Pacific who gave frank assessments during the evaluation process.

We also would like to thank all the ILO stakeholders in Thailand for their time and insights during the evaluation process. In particular, we would like to thank: representatives from the Ministry of Labour representing the Office of the Permanent Secretary Department of Employment, Department of Skill Development, Department of Labour Protection and Welfare, Social Security Office; representatives from the Employers' Confederation of Thailand (ECOT); and representatives from workers' organizations, including the State Enterprises Workers' Relations Confederation (SERC), Labour Congress of Thailand (LCT), National Congress Private Industrial of Employees (NCPE), and Thai Trade Union Congress (TTUC). The completion of the country programme review and setting the foundation for the next Decent Work Country Programme could not have been completed without tripartite contributions.

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Abbreviations

ASEAN	Association of Southeast Asian Nations
CEACR	Committee of Experts on the Application of Conventions and Recommendations'
CPR	Country Programme Review
CSR	Corporate social responsibility
DAC	Development Assistance Committee
DOE	Department of Employment
DSD	Department of Skills Development
DWCP	Decent Work Country Programme
ECOT	Employers' Confederation of Thailand
GLP	Good Labour Practices
ILO	International Labour Organization
KPI	Key performance indicators
LNOB	Leave no one behind
LRA	Labour Relations Act, B.E. 2518 (1975)
MOL	Ministry of Labour
MOU	Memorandum of understanding
NAP	National Action Plan on Business and Human Rights
NEET	Not in employment, education or training
NESDP	National Economic and Social Development Plan
NPP	National Policy and Plan
OECD	Organisation for Economic Co-operation and Development
OSH	Occupational safety and health
RBC	Responsible business conduct
RSCA	Responsible Supply Chains in Asia
SELRA	State Enterprise Labour Relations Act, B.E. 2543 (2000)
SERC	State Enterprises Workers' Relations Confederation
SME	Small and medium-sized enterprise
SSO	Social Security Office
STEM	Science technology engineering and mathematics
TVET	Technical and vocational education and training
UNJP	United Nations Joint Programme
UNPAF	United Nations Partnership Framework
UNSDCF	United Nations Sustainable Development Cooperation Framework

Executive summary

Overview

Thailand's Decent Work Country Programme (DWCP) (2019-22) served as the main accountability framework for International Labour Organization (ILO) collaborations in Thailand over the period of 2019 to 2022. The Thailand DWCP (2019-22) was developed through intensive consultations between the ILO and its national constituents during 2018. The Thailand DWCP (2019-22) was endorsed by the Cabinet at the beginning of April 2019 and its memorandum of understanding (MOU) was signed during the ILO Centenary event on 11 April 2019. It represents the joint commitments of the ILO and the tripartite partners to promote decent and productive work for all in line with Thailand's national and international development priorities and commitments. Implementation of the Thailand DWCP (2019-22) was supported by a mix of technical, financial and human resources from the national constituents, the ILO and development cooperation projects supported by international development partners.

The DWCP Country Programme Review (CPR) aims to assess achievements made, challenges and opportunities encountered during the implementation of the Thailand DWCP (2019-22) to facilitate learning by constituents, ILO and other key stakeholders. The lessons learned and priorities identified during the review process are then used to develop the new Thailand DWCP (2023-27) in line with the Thirteenth National Economic and Social Development Plan (NESDP) (2023-27) and the United Nations Sustainable Development Cooperation Framework (UNSDCF) implementation.

The Thailand DWCP (2019-22) defines three country priorities for the four-year period:

1. Promote an enabling environment for the growth of decent and productive employment
2. Strengthen labour protection, especially vulnerable workers
3. Strengthen labour market governance in line with international labour standards

Review of achievements under the Thailand DWCP (2019-22)

The CPR first summarizes achievements made under the three priorities based on findings from the Annual Review of Thailand Decent Work Country Programme, 2019 – 2021 and various monitoring reports. The review of achievements finds that concrete progress was made towards the three priorities through the implementation of many programmes and projects in cooperation between the ILO, the Thai government, employers' organizations and workers' organizations. Perhaps the most notable achievement during the four-year period was the ratification of the Work in Fishing Convention, 2007 (No. 188), the enactment of the Work in Fishing Act B.E. 2558 and work towards reporting obligations.

Overall assessment of the Thailand Decent Work Country Programme (2019-22)

The review commenced with a comprehensive desk review of documents related to the formulation of the Thailand DWCP (2019-2022), status and evaluation reports for projects under the Thailand DWCP (2019-22), and interviews with key informants from the ILO and tripartite constituents identified by the ILO CO-Bangkok. The interviews were semi-structured and based on the Organisation for Economic Co-operation and Development (OECD) Development Assistance Committee (DAC) criteria. The six evaluation dimensions of OECD DAC criteria are:

1. **Relevance:** Is the DWCP doing the right things?

2. **Coherence:** How well does the DWCP fit?
3. **Effectiveness:** Are the DWCP outcomes being achieved?
4. **Efficiency:** How well are resources being used?
5. **Impact:** What difference does the DWCP make?
6. **Sustainability:** Will the DWCP benefit last?

Relevance

The CPR finds that the Thailand DWCP (2019-22) is relevant to the national and international priorities articulated in various planning documents, including the Twelfth NESDP (2017-21), Thailand 4.0 Development Plan, the Five-year Labour Master Plan (2017-2021) and the United Nations Partnership Framework (UNPAF). The Thailand DWCP (2019-22) is relevant as a framework for collaboration between the ILO, the Royal Thai Government (represented by the Ministry of Labour), employers' organizations and workers' organizations in the country, capitalizing on the ILO's niche and comparative advantage in promoting decent work, social dialogue, social protection and international labour standards in a global context. The Thailand DWCP (2019-22) also directly incorporates cross-cutting issues and is a relevant document for determining project and funding priorities in a context where resources and human resources are limited.

Coherence

The Thailand DWCP's (2019-22) strategies and outcomes have synergies and linkages with the Thai government's various economic and labour development plans and strategies, including the Twenty-year National Strategic Framework (2017-2036), Thailand 4.0 Development Plan, The Twelfth NESDP (2017-2021) and the Five-year Labour Master Plan (2017-2021). The Thailand DWCP (2019-22) is complementary with the nation's development frameworks and works in tandem with the government's priorities and projects.

Effectiveness

The ILO and its partners implemented many programmes and projects under the three priorities of the Thailand DWCP (2019-22). Understandably, the COVID-19 crisis and associated containment measures have negatively impacted the ability of the ILO and its partners to implement programmes under the Thailand DWCP (2019-22). The COVID-19 crisis also presented opportunities for the ILO and its partners to rethink modes of project delivery and project priorities, resulting in lessons learned for future project targeting and implementation. Consultations with ILO representatives and partners identified particularly effective practices that should be incorporated into the next DWCP. Some examples are:

- Policies developed from the bottom-up and demonstration projects lead to responsive policies based on practical experience.
- Surveying best practices of large companies and spreading awareness of these practices to smaller companies to help solve common labour issues.
- The coach-based learning approach allows the ILO to make better use of constituents' expertise. The participants also showed a higher level of engagement and openness to new ideas through this approach.
- Cross-broader and multi-organization cooperation improved the effectiveness of programmes.
- Social dialogue and the bipartite mechanism worked to provide a united front to advocate for the ratification of ILO conventions.

Efficiency

A review of Thailand DWCP (2019-22) monitoring documents indicate that the outputs and results are delivered in a cost-effective way. The projects under the Thailand DWCP (2019-22) are also delivered in a timely fashion with accommodations for the COVID-19 crisis. The projects and programmes under the Thailand DWCP (2019-22) were monitored regularly for their progress and efficiency in the use of resources. Clear implementation strategies and defined key performance indicators (KPI) are crucial for getting everyone on board, orienting partners in the same direction and achieving expected project outcomes in a timely and cost-effective manner.

Impact and sustainability

At the macro level, the ratification of Convention No. 188 with backing by Thai law will ensure decent working conditions for workers in fisheries in the long run. The strengthening of bipartite social dialogue was also an important achievement of the Thailand DWCP (2019-22). The integration of bipartite social dialogue into the normal modes of work for workers' and employers' organizations promises to lead to future sustainable benefits, such as the ratification of ILO conventions that will have far-reaching positive and sustainable impacts on decent work for workers in Thailand. Many micro-level targeted projects and pilots were completed under the Thailand DWCP (2019-22). Several projects were not self-sustaining. Barriers to sustainability include: ineffective beneficiary targeting due to inadequate information available about the labour force; content delivery that is inaccessible to target beneficiaries because of language barriers; inadequate technology to access services or training (i.e., no access to computers or mobile devices); workers' time constraints which makes interventions, trainings and meetings during normal work hours untenable; and human resource attrition. The ILO and its partners should continue to work towards sustainability of its programmes and projects using strategies identified by the informants:

- Taking an integrative approach that simultaneously pushes multiple pillars of the ILO and encourages cooperation with participants from all levels will promote coordination and the sustainability of the project outcomes.
- Work at the institutional (macro) level enhances the sustainability of project outcomes at more micro levels.
- Projects that target youth and students—Thailand's next generation of workers—will shape their attitudes and raise awareness on labour issues.
- The workers' and employers' organizations should continue to initiate productive social dialogue.

Constraints, challenges and conclusions

The CPR shows that the design of the Thailand DWCP (2019-22) was relevant to national priorities, complemented the ILO's comparative advantage as a specialized organization within the UN system and purposefully addressed cross-cutting issues. The Thailand DWCP (2019-22) is coherent with relevant national development plans, the UNPAF and other stakeholder priorities. The ILO and its partners were successful in planning and implementing numerous projects under the DWCP, even with disruptions due to the COVID-19 crisis. Many programmes and projects under the Thailand DWCP (2019-22) have proven to be effective with promises of sustainable positive impacts.

Although the Thailand DWCP (2019-22) design and implementation were largely a success, there were several constraints and challenges noted within the monitoring and annual review documents, as well as in the stakeholder interviews. The main constraints and challenges identified include:

- Delayed and altered implementation of projects under the DWCP due to the COVID-19 crisis.
- Imbalances in representation among stakeholders, particularly women, youth and small and medium-sized enterprises within employers' and workers' organizations.
- Mismatches between ILO projects and beneficiaries' needs due to a lack of beneficiary involvement in the design of projects, a lack of awareness on priority issues at the national level (for example, "green jobs"), and mismatch between UN priorities and current national priorities (for example, gender cross-cutting).
- Operational issues, including fragmentation both within and across Thai government ministries, communication difficulties between the ILO and constituents due to language barriers and the turnover of ILO national project coordinators, and the inability to evaluate long-run impacts of ILO DWCP projects due to limited resources for the monitoring and evaluation process.

[Towards the next Thailand DWCP \(2023-27\)](#)

The drafting of the next Thailand DWCP (2023-27) will be based on the policy priorities set out by the Thirteenth NESDP (2023-27), UNSDCF (2022-26) and the CPR for the Thailand DWCP (2019-22). Taking into consideration national, international and constituent priorities, the proposed priorities for the Thailand DWCP (2023-27) are:

Priority 1: Future

Develop Thailand's labour market readiness for a rapidly changing world.

Priority 2: Reach

Ensure social protection for all and inclusive decent work.

Priority 3: Connect

Strengthen data management, communications and government capacity for the promotion of decent work.

Thailand Decent Work Country Programme 2019-22

Background and context

Thailand's Decent Work Country Programme (DWCP) (2019-22) served as the main accountability framework for International Labour Organization (ILO) collaborations in Thailand over the period of 2019 to 2022. The Thailand DWCP (2019-22) was developed through intensive consultations between the ILO and its national constituents during 2018. The Thailand DWCP (2019-22) was endorsed by the Cabinet at the beginning of April 2019 and its memorandum of understanding (MOU) was signed during the ILO Centenary event on 11 April 2019. It represents the joint commitments of the ILO and the tripartite partners to promote decent and productive work for all in line with Thailand's national and international development priorities and commitments. Implementation of the Thailand DWCP (2019-22) was supported by a mix of technical, financial and human resources from the national constituents, the ILO and development cooperation projects supported by international development partners.

The Thailand DWCP (2019-22) reflects Thailand's national priorities and commitments detailed in the Twenty-year National Strategy framework (2017-36), Thailand 4.0 Development Plan, Twelfth National Economic and Social Development Plan (NESDP) (2017-21), and the Five-year Labour Master Plan (2017-21). The United Nations Partnership Framework (UNPAF) (2017-21) acted as a guide that underpinned the ILO's collaboration in Thailand. Thailand's national planning documents from the previous period emphasized national competitiveness, the transition to a digital/knowledge economy, enhancing skills and human capital, protecting and promoting job security and quality of life, as well as international labour affairs, including migration. The UNPAF (2017-21) emphasized equitable development, social protection, regional cooperation and migration. These priorities were reflected in the Thailand DWCP (2019-22). The Thailand DWCP (2019-22) defines three country priorities for the four-year period:

1. Promote an enabling environment for the growth of decent and productive employment
2. Strengthen labour protection, especially vulnerable workers
3. Strengthen labour market governance in line with international labour standards

Progress overview of the Thailand DWCP (2019-22)

The Country Programme Review (CPR) begins by summarizing the accomplishments under each Thailand DWCP (2019-22) priority and outcome. This section summarizes the findings from the Annual Review of Thailand Decent Work Country Programme, 2019 – 2021 and various monitoring reports.

Priority 1: Promote an enabling environment for the growth of decent and productive employment

Outcome 1.1: Increased decent and productive employment as a result of effective demand - based and gender responsive employment services and improved and expanded promotion of technical/ vocational skills for all genders, with a particular focus on the employability of youth and older persons

The achievements under Outcome 1.1 are the result of contributions, inputs and collaboration of the tripartite constituents and the development partners community. Indicators 1.1.1 – 1.1.4 were primarily implemented through the following ILO initiatives and partners: Young Futuremakers

Thailand, STEM Project, Mutual Recognition of Skills in ASEAN, Department of Skill Development (DSD) and Department of Employment (DOE) in the Ministry of Labour (MOL); and the Employers' Confederation of Thailand (ECOT). Towards these outcomes, the ILO has made the following contributions and inputs listed in Table 1:

Table 1. Outcome 1.1 contributions and inputs
<ul style="list-style-type: none"> • Implemented the "Young Futuremakers Thailand – Promoting youth employability" project to support disadvantaged youth, in particular young women and young persons with disabilities. • Used ILO's diagnostic tools and guidelines to strengthen institutional capacity and coordination of the government and improve employment public services targeted at youth. • Provided technical support to the DOE to organize an online job fair. • Commenced a Thai labour market study focused on youth not in employment, education or training (NEET). • Created a guidance tool for greening technical and vocational education and training (TVET), competency standards, qualifications and curricula, with a focus on youth. • Supported the engagement of employers' and workers' organizations on inclusive workplaces and practices to support the employment of excluded young people. • Assessed readiness of the agriculture and tourism sector in transitioning and implementing green jobs. • Monitored and assessed the implementation of COVID-19 response packages, including restrictive measures and its effects on the labour market.

Outcome 1.2: Sustainable enterprise development strengthened through application of sufficiency economy principles in line with international labour standards

Indicators 1.21. – 1.2.3 were implemented by the Rebuilding Better: Fostering Business Resilience Post-Covid-19 Project, Young Futuremakers Thailand – Promoting Youth Employability, and Responsible Supply Chains in Asia (RSCA) programme. Rebuilding Better aims to support women entrepreneurs to recover from the COVID-19 pandemic and adopt more sustainable and resilient business models. The RSCA programme aims to support business conduct towards corporate social responsibility (CSR) or responsible business conduct (RBC) that is in line with the Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy (ILO MNE Declaration). The achievements in this outcome area are the result of contributions, inputs and collaboration of the tripartite constituents and the development partners community. Towards these outcomes, the ILO has made the contributions and inputs listed in Table 2:

Table 2. Outcome 1.2 contributions and inputs
<ul style="list-style-type: none"> • Provided soft and business skills development trainings to improve productivity and working conditions of women in STEM-related sectors. • Conducted a study and published a report focused on the needs of women entrepreneurs and available support services during COVID-19 with recommendations on how to strengthen the enabling environment to ensure an inclusive recovery from the pandemic. • Launched a COVID-19 support programme for women entrepreneurs and offered complimentary 2-year memberships with ECOT to women entrepreneurs who joined the programme.

- Promoted participation of the Ministry of Labour and the private sector in designing, delivering and financing demand-led technical training programmes for workforce development.
- Rolled out training courses and awareness-raising seminars on Corporate Social Responsibility and Responsible Business Practice for small and medium-sized enterprises.
- Supported the establishment of policy dialogue spaces to promote socially responsible and sustainable business in auto parts supply chains and in the agriculture sector.
- Conducted two sectoral assessments of the decent work challenges and socially responsible labour practices to feed into the policy dialogue.

Outcome 1.3: Enhanced effectiveness, efficiency and sustainability of the social security system

Indicators 1.21. – 1.2.3 were addressed by the ILO/Social Security Office (SSO) Project: "Building actuarial and research capacity within the Thailand Social Security Office." The achievements in this outcome area are the result of contributions, inputs and collaboration of the tripartite constituents and the development partners community. Towards these outcomes, the ILO has made the following contributions and inputs listed in Table 3:

Table 3. Outcome 1.3 contributions and inputs

- Developed the structure and trained the officers for SSO Actuarial Bureau.
- Provided technical support on calculations, analysis and recommendations of a proposed change in pension formula which aims to improve outcomes particularly for the most vulnerable.
- Made policy and technical recommendations on improving Unemployment Benefits, Employment Protection, Workers' Compensation Fund and outcomes for vulnerable workers.
- Organised meetings for the multi-stakeholder national steering committee and the working committee.
- Joint task force workshops with tripartite stakeholders on integrated policy solutions for social protection, child support grants, and effective coverage of informal and domestic workers.
- Enhanced actuarial, research and investment capacities of SSO to support sustainable and adequate social security.
- Discussed gender-responsive policy recommendations on work-family balance measures and implemented measures in ten companies.

Priority 2: Strengthen labour protection, especially vulnerable workers

Outcome 2.1: Vulnerable workers, including those in the informal economy and migrant workers, are better protected by strengthened institutional frameworks, policies and strategic compliance tools

Indicators 2.1.1 – 2.1.4 were implemented by: TRIANGLE in ASEAN Programme, a regional migration programme; Safe and Fair: Realizing women migrant workers' rights and opportunities in the ASEAN region, a programme implemented through a partnership between ILO, and UN Women that aims to address women migrant workers' vulnerabilities to violence and trafficking and review the Violence and Harassment Convention, 2019 (No. 190); and the Ship to Shore Rights South East Asia Programme (Phase 2). The achievements in this outcome area are the result of contributions, inputs and

collaboration of the tripartite constituents and the development partners community. Towards these outcomes, the ILO has made the contributions and inputs listed in Table 4:

Table 4. Outcome 2.1 contributions and inputs

- Enhanced capacity of the government, social partners and civil society organisations to implement gender-responsive laws, policies and mobility frameworks, including migrant's access to protection mechanism and redress.
- Conducted and finalized research products to improve knowledge on specific issues linked to labour migration and used the findings of such research for policy advocacy.
- Participated in the tripartite commission on migration management policy to discuss and finalize the list of prohibited occupations for employment of migrant workers.
- Provided technical support to update the skills development curriculum to include chapters on gender equality and green jobs.
- Was part of the UN Joint Programme (UNJP) on Social Protection for All in Thailand, which studied and made policy recommendations for Thailand's social protection system.
- Addressed issues of foreign-flagged vessels in Thai waters through the bilateral or multilateral port state control mechanisms.
- Strengthened cross-border coordination between Thailand and origin countries to provide information, address issues and facilitate fair recruitment for migrant workers.
- Piloted a project on portability of social security and labour migration data between Thailand and select countries of origin.
- Improved Thailand migration surveys and administrative records to produce data on migrant workers in line with international standards.
- Provided support for revising Ministerial regulation No. 14 concerning the protection of domestic workers.

Outcome 2.2: Unacceptable forms of work - especially child labour, forced labour and human trafficking - reduced as result of effective implementation of relevant policies and programmes

Indicators 2.2.1 – 2.2.3 were addressed through the Ship to Shore Rights Programme. The achievements in this outcome area are the result of contributions, inputs and collaboration of the tripartite constituents and the development partners community. Towards these outcomes, the ILO has made the contributions and inputs listed in Table 5:

Table 5. Outcome 2.2 contributions and inputs

- Strengthened the legal, policy and regulatory framework in the fishing and seafood sectors by raising labour standards and facilitating more regular migration into the seafood and fishing sectors.
- Implemented the Good Labour Practices (GLP) Programme, featuring an effective dispute resolution mechanism and with increased awareness and ownership for action across the supply chain, to improve the fundamental principles and rights at work (core labour standards) in the seafood and fishing industries.
- Rolled out occupational safety and health (OSH) tools and trainings in the fishing industry and tightened the monitoring of OSH standards and accidents in the sector.
- Supported and demonstrated models of worker associations and trade union representation in the industry.
- Conducted the National Child Labour Survey through the NSO as part of the National Policy and Plan (NPP) implementation/action planning process, with national resources.

- Generated and applied knowledge about unacceptable forms of work to improve quality of services that target the vulnerable.
- Conducted a periodic review on the list of prohibited work for workers under the 18 years of age.
- Established an annual workplan of NPP II with realistic budgetary allocations, measurable targets and implementation plan.

Outcome 2.3: Strengthened compliance with occupational safety and health standards as result of increased capacity of labour inspection to improve decent work conditions

Indicators 2.3.1 – 2.3.2 were implemented by the Safe and Fair Programme with social partners, including the State Enterprises Workers' Relations Confederation (SERC) and ECOT. The achievements in this outcome area are the result of contributions, inputs and collaboration of the tripartite constituents and the development partners community. Towards these outcomes, the ILO has made the contributions and inputs listed in Table 6:

Table 6. Outcome 2.3 contributions and inputs

- Developed an updated National Labour Inspection Guideline with attention to women migrant workers, domestic workers and violence and harassment.
- Enhanced capacity of the Thai Government, including the labour inspectorate, to identify and take action against human trafficking and other labour rights abuses in the fishing and seafood processing sectors more effectively.
- Improved services to enhance prevention and protection of workers and children from labour rights abuses.

Priority 3: Strengthen labour market governance in line with international labour standards

Outcome 3.1: Increased tripartite constituents' capacity to advance Decent Work agenda and social dialogue to be in line with international labour standards

Indicator 3.1.1 – 3.1.2 were implemented through the Safe and Fair Programme and the RSCA. The achievements in this outcome area are the result of contributions, inputs and collaboration of the tripartite constituents and the development partners community. Towards these outcomes, the ILO has made the contributions and inputs listed in Table 7:

Table 7. Outcome 3.1 contributions and inputs

- Organized a series of webinars based on the ILO publication, "United Nations Sustainable Development Cooperation and the Decent Work Agenda – A Trade Union Reference Manual".
- Assisted Thai unions to raise awareness of better and more engagement in social dialogue including all the processes of UN reforms.
- Organized trainings to increase capacity of social partners and the government to fully understand and apply conventions based on the background papers.
- Provided technical assistance to ensure that all relevant agencies have the same and better understanding of the definitions of child labour, working children and light work in line with the ILO's definitions specified in ILO Conventions related to child labour.

Outcome 3.2: Increased quality of tripartite cooperation and social dialogue as result of improved tripartite mechanisms

Indicators 3.2.1 – 3.2.2 were implemented by the ILO and tripartite constituents. The achievements in this outcome area are the result of contributions, inputs and collaboration of the tripartite constituents and the development partners community. Towards these outcomes, the ILO has made the contributions and inputs listed in Table 8:

Table 8. Outcome 3.2 contributions and inputs

- Reviewed the draft of tripartite and bipartite social dialogue mechanism in Thailand.
- Created guidelines for enterprise level grievance handling policy as part of promoting workplace cooperation for productive labour relations.
- Supported ECOT to establish the national working group for bipartite social dialogue between workers' and employers' organizations.
- Provided the background information and logistics for the working group meetings which are being held two times each year.

Outcome 3.3: Increased ratification and application of international labour standards

Indicator 3.3.1 – 3.3.2 were implemented by the ILO and tripartite constituents. The achievements in this outcome area are the result of contributions, inputs and collaboration of the tripartite constituents and the development partners community. Towards these outcomes, the ILO has made the contributions and inputs listed in Table 9:

Table 9. Outcome 3.3 contributions and inputs

- Concentrated its assistance on advocacy for ratification of the two remaining fundamental Conventions (C.87 and C.98) and the other three governance conventions (C.81, C.144 and C.155).
- Provided consultation with Government to evaluate gap analysis and advice on law and practice necessary to conform.
- Completed the legal review of C.190 with the aim of the government to proceed further for the cabinet's consideration of the ratification.
- Held an awareness raising campaign on C.190 to build the momentum for Thailand towards the ratification of the convention.
- Assisted in drafting the amendments to the Labour Relations Act, B.E. 2518 (1975) (LRA) and State Enterprise Labour Relations Act, B.E. 2543 (2000) (SELRA) requested by the Governing Body in the longstanding recommendations of its Committee on Freedom of Association (CFA).
- Developed ratification strategies.
- Provided technical expertise to the MOL in meeting its obligation and reply to the Committee of Experts on the Application of Conventions and Recommendations' (CEACR) direct request.

Overall assessment of the Thailand Decent Work Country Programme (2019-22)

Methodology

The review commenced with a comprehensive desk review of documents related to the formulation of the Thailand DWCP (2019-2022), status and evaluation reports for projects under the Thailand DWCP (2019-22), and interviews with key informants from the ILO and tripartite constituents identified by the ILO CO-Bangkok. The interviews were semi-structured and based on the Organisation for Economic Co-operation and Development (OECD) Development Assistance Committee (DAC) criteria. The consultants took detailed notes on each interview and used NVivo software to perform content analysis. The Country Programme Review (CPR) and formulation of the new Thailand DWCP (2023-27) is based on the triangulation of information from the desk review of relevant documents and content analysis of stakeholder interviews and consultations.

The CPR adopts the OECD DAC evaluation criteria to assess the Thailand DWCP (2019-22). The six evaluation dimensions of OECD DAC criteria are: **1) relevance, 2) coherence, 3) effectiveness, 4) efficiency, 5) impact and 6) sustainability**. The criteria are used to determine the merit, worth and significance of the programme by scrutinizing various aspects of the intervention, its implementation and its results. The criteria describe whether interventions are relevant to the context, consistent with previous treatments, fulfil their goals, produce results efficiently and have long-lasting beneficial effects. In addition to the OECD DAC evaluation criteria, questions on the niche and comparative advantage of the ILO, partnerships and tripartite cooperation and equality in enjoying the benefits of Thailand DWCP (2019-22) were themes reviewed in the context of all the questions. The OECD DAC evaluation criteria are summarized in Table 10.

Table 10. OECD DAC evaluation criteria and questions

Relevance (*Is the DWCP doing the right things?*)

- The extent to which the DWCP outcomes and design respond to tripartite constituents', beneficiaries', SDGs and country's needs, policies and priorities, and continue to do so during the changing situation of COVID-19 pandemic if circumstances changed. Is the DWCP well-designed to address relevant priorities/needs (i.e., its outcomes, underlying theory of change, its action, its modus-operandi, risk analysis, context analysis, etc.)?
- The extent to which the DWCP is based on the ILO's niche and comparative advantage in the country.
- The extent to which the relevant cross-cutting issues (International labour standard (ILS), social dialogue, gender and environmental sustainability) have been integrated into the design and implementation of the DWCP.

Coherence (*How well does the DWCP fit?*)

- The extent of the synergies and interlinkages of DWCP outcomes and other policies/programmes/interventions being implemented by government, social partners and other relevant partners in the countries'
- The extent to which the DWCP is consistent, harmonized, complementary and coordinated with other key actors and development partners' interventions in the country.
- The extent to which the DWCP adds value while avoiding duplication of effort.

Effectiveness (*Are the DWCP outcomes being achieved?*)

- The extent to which the DWCP has achieved—or is expected to achieve—its outcomes, including any differential results across groups (particularly marginalized persons).
- The extent to which knowledge generated has been disseminates/shared with tripartite constituents and the public.

Efficiency (*How well are resources being used?*)

- The extent to which the DWCP delivers, or is likely to deliver, results in an economic and timely way.
- The extent to which inputs (funds, expertise, natural resources, time, etc.) are transformed into outputs, outcomes and impacts, and are provided in the most cost-effective way possible, as compared to feasible alternatives in the context.
- The extent to which expected outputs have been delivered within the expected timeframe, or a timeframe reasonably adjusted to the demands of the evolving context (including the impacts of COVID-19).
- How efficiently is the DWCP is being implemented, managed, coordinated, monitored and reported on?
- The extent to which the tripartite constituents have actively participated in the design, implementation and monitoring and evaluation of the DWCP.
- The degree to which the Tripartite Steering Committee has been effective as the overall national DWCP governance mechanism.

Impact (*What difference does the DWCP make?*)

- The extent to which the DWCP has generated or is expected to generate significant positive or negative, intended or unintended, higher-level effects.

- Identify and social, environmental and economic impacts of the DWCP that are longer term or broader in scope than those already captured under the effectiveness criterion - beyond the immediate results.
- Any indirect, secondary and potential consequences of the DWCP in terms of holistic and enduring changes in systems or norms as well as potential longer-term effects on people's well-being, human rights, gender equality, and the environment.

Sustainability (*will the DWCP benefit last?*)

- The extent to which the necessary financial, economic, social, environmental and institutional capacities are in place to sustain net benefits of the DWCP over the medium and long-term.
- The extent to which Analyses of resilience, risks and potential trade-offs.
- Analysing the actual flow of net benefits or estimating the likelihood of net benefits continuing over the medium and long-term.

Relevance

Relevance to national priorities

Thailand has several development plans that provide a framework for the government's agenda. The Twenty-year National Strategic Framework (2017-2036) calls for increasing Thailand's competitiveness, developing human capital and expanding opportunities and equality in society. The Thailand 4.0 Development Plan calls for developing a knowledge-based society with inclusive, equitable and sustainable development. The Twelfth National Economic and Social Development Plan (2017-2021) also calls for increasing national competitiveness through developing a service-based digital economy, enhancing skills and providing labour protection and welfare. Finally, the Five-year Labour Master Plan (2017-2021) articulates six strategies: (1) strengthening workers' and entrepreneurs' capacity for long-term competitiveness; (2) protecting and promoting job security and quality of life; (3) managing international labour affairs; (4) developing mechanisms to balance the labour market.; (5) managing organizations through good governance; and (6) developing an effective information, technological and communication system.

The Thailand DWCP's (2019-22) priorities and outcomes were designed to take into consideration the country's priorities and needs articulated in its various national development plans. Thailand DWCP (2019-22) Priority 1 captures calls for enhancing human capital for long-run growth, promoting equitable and sustainable growth and providing labour protection and welfare. Priority 2 emphasizes enhancing labour protection for all. Priority 3 focuses on strengthening labour market governance, which is directly in line with the Five-year Labour Master Plan (2017-2021). The design of the Thailand DWCP's (2019-22) clearly considered the national priorities set out in Thailand's various strategic labour and development plans.

The Thailand DWCP (2019-22) promotes the enhancement of human capital and decent work in a fast-changing economy, particularly the digital economy transition. The plan emphasizes equitable access to skills enhancement, labour protections and sustainable growth. It also encourages the strengthening of government capacity to manage the country's labour institutions and enforce labour protections.

The Thailand DWCP (2019-22) is relevant as a framework for collaboration between the ILO, the Thai Government, employers' organizations and workers' organizations in the country. It is also a relevant

document for determining project and funding priorities in a context where resources and human resources are limited.

The Thailand DWCP (2019-22) is monitored through a clear process. Projects under the DWCP umbrella are connected directly to the Thailand DWCP (2019-22) priorities and outcomes. Projects are evaluated at regular intervals with clear criteria and milestones. The CO-Thailand developed annual plans for projects and progress under the Thailand DWCP (2019-22). In December 2021, a comprehensive review of the Thailand DWCP (2019-22) was organized between the ILO and its constituents. In general, the Thailand DWCP (2019-22) progress was consistently monitored.

Relevance to ILO's niche and comparative advantage

The ILO is the agency within the UN system whose niche is employment, labour relations and international labour standards. The ILO has comparative advantages in promoting decent work, social dialogue, social protection and international labour standards in a global context. The ILO also has the advantage of long-term experience working in the Thai context. The ILO has forged strong relationships and trust with the Ministry of Labour and various employers' and workers' organizations. The ILO's positive track record in technical assistance, policy advice, capacity-building, promoting social dialogue and encouraging tripartite cooperation in Thailand have resulted in positive decent work outcomes for workers in Thailand. Constituents particularly emphasized the ILO's comparative advantage in promoting policy work and reconciling issues between constituents due to its neutral position.

Relevance in terms of cross-cutting issues

Cross-cutting is effectively woven into the Thailand DWCP (2019-22) and underpins the design, implementation, monitoring and evaluation of DWCP projects. The Thailand DWCP (2019-22) specifically mentions the following cross-cutting issues: ratification and implementation of international labour standards; social dialogue and tri-partite cooperation; mainstreaming of gender equality and women's empowerment; non-discrimination; environmental sustainability in the world of work; institutional and technical capacity development; and development of effective partnerships.

Cross-cutting is adequately addressed in the Thailand DWCP (2019-22). Cross-cutting is not only explicitly addressed in the Thailand DWCP's (2019-22) priorities and outcomes, it is also apparent in the planning and implementation of ILO programmes and initiatives under the DWCP. Cross-cutting is addressed in the project planning phase and in monitoring, and relevant ILO technical experts are usually consulted on cross-cutting issues.

Coherence

The Thailand DWCP's (2019-22) strategies and outcomes have synergies and linkages with the Thai government's various economic and labour development plans and strategies, including the Twenty-year National Strategic Framework (2017-2036), Thailand 4.0 Development Plan, The Twelfth National Economic and Social Development Plan (2017-2021) and the Five-year Labour Master Plan (2017-2021). The Thailand DWCP (2019-22) is complementary with the nation's development frameworks and works in tandem with the government's priorities and projects. A summary of the linkages with national strategies and UN priorities are given in Table 11.

Table 11. Linkages with national strategies and UN priorities					
Priority	NESDP Strategies	Labour Master Plan Strategies	Thai-UNPAF Outcomes	SDGs	ILO P&B Outcomes
Priority 1	1, 2, 3 and 4	1, 2 and 4	Systems, structures and processes deliver sustainable people-centred and equitable development	5, 8, 10 and 12	1 and 4
Priority 2	1, 2 and 5	2 and 3	Systems, structures and processes deliver sustainable people-centred and equitable development	3, 8, 10 and 16	6, 7, 8 and 9
Priority 3	2	2 and 5	Systems, structures and processes deliver sustainable people-centred and equitable development	8	2

While the Thailand DWCP (2019-22) links with important labour issues identified by the ILO's constituents that directly impacted diverse worker populations, some constituents expressed a lack of balance in the programmes and projects pursued under the umbrella of the previous DWCP. Constituents noted that ILO programmes and projects disproportionately focused on migrant workers. Constituents understood the rationale for focusing on this vulnerable population given the international prominence of migrant worker labour standards, as well as the extremely complicated political and bureaucratic backdrop. A related observation is that several other UN agencies and civil society organizations (CSO) work on migrant worker issues in Thailand. Despite several entities working on migrant worker issues, constituents did not feel that efforts were being duplicated and that each organization contributed according to their own comparative advantage. It was also noted that there are synergies between the ILO's and IOM's projects.

Effectiveness

Overall, the ILO has had achievements across all three Priorities and their associated Outcomes stated in the Thailand DWCP (2019-22). The achievements are summarized by Priority and Outcome above. Understandably, the COVID-19 crisis and associated containment measures have negatively impacted the ability of the ILO and its partners to implement programmes under the Thailand DWCP (2019-22).

Although the COVID-19 crisis stalled several programmes and projects, the crisis also presented an opportunity for the ILO and its partners to rethink modes of project delivery and project priorities. For

example, COVID-19 containment measures made some planned in-person training impossible. The situation encouraged partners to conceptualize and implement creative solutions. In one such instance, planned in-person training was transformed into online training. While the effectiveness of the implemented online training was lower than expected, the experience showed the ILO and its partners could look beyond the status quo and make real progress towards preparing for a rapidly digitalizing labour market in the post-COVID-19 world.

Beyond the status of planned activities under the Thailand DWCP (2019-22), consultations with ILO representatives and partners identified particularly effective practices. The ILO and its constituents can learn from these effective practices, and ultimately carry them forward into subsequent DWCP projects and programmes. The effective practices are summarized below.

- Policies developed from the bottom-up and demonstration projects lead to responsive policies based on practical experience. Projects provide the foundation for ratification and other work at the institutional level. For example, the work of Safe and Fair, TRIANGLE and Ship to Shore has reinforced the ratification of C.188 and other related policy and labour standards.
- Surveying best practices of large companies and spreading awareness of these practices to smaller companies to solve common labour issues.
- The coach-based learning approach allowed the ILO to make a better use of constituents' expertise. The participants also showed a higher level of engagement and openness to new ideas through this approach.
- Cross-broader and multi-organization cooperation improved the effectiveness of the migration programme. The TRIANGLE project embodies these good practices since it engages in regional collaboration that includes relevant organizations and stakeholders.
- With the ILO's continuous support on policy dialogue, the workers' and employers' organizations are actively adopting social dialogue and the bipartite mechanism to push forward the ratification of C.144, C.183 and C.190. Overall, all tripartite constituents have actively engaged in social dialogue through the foundation built in partnership with the ILO.
- Workers' organizations are active and have strong connections with other labour organizations. This allows them to work with its partners to promote decent work and regularly address labour issues.
- Employers' organizations in Thailand engage in projects that are advanced compared to other countries in the region. Thus, these projects require less intervention from the ILO.
- Project success depends on partnerships both within and beyond the ILO and its primary partners. Partnering with organizations with rapport with target groups can ensure the success of the projects.

Efficiency

A review of Thailand DWCP (2019-22) monitoring documents indicates that the outputs and results are delivered in a cost-effective way. The projects under the Thailand DWCP (2019-22) are also delivered in a timely fashion with accommodations for the COVID-19 crisis. The ILO and its partners reoriented projects and programmes to accommodate the COVID-19 containment measures with an eye on budget and planning, adjusting the means of delivery where possible or postponing activities where necessary. The projects and programmes under the Thailand DWCP (2019-22) were monitored regularly for their progress and efficiency in the use of resources.

Constituent feedback suggests that the ILO's processes ensure timely and efficient project delivery. Research and empirical data help the ILO to precisely identify issues and allocate its resources in an efficient manner. Also, clear implementation strategies and defined key performance indicators (KPI) are crucial for getting everyone on board, orienting partners in the same direction and achieving expected project outcomes in a timely and cost-effective manner.

Impact and sustainability

Several Thailand DWCP (2019-22) projects have current and expected future positive impacts on workers in Thailand. The ratification of the Work in Fishing Convention, 2007 (No. 188), the enactment of the Work in Fishing Act B.E. 2558 and work towards reporting obligations will ensure decent working conditions for workers in the fisheries in the long run. Ratifying Convention No. 188 will increase demand for Thailand's seafood products, which will increase the viability of the industry and welfare of its workers. Similarly, Thailand adopted its first National Action Plan on Business and Human Rights (NAP). The NAP is not only a national instrument ensures labour protections in Thailand in the long run, but also an important signal to the international community that has resulted in attracting foreign investment, thus increasing Thailand's competitiveness and business sustainability.

The strengthening of bipartite social dialogue was an important achievement of the Thailand DWCP (2019-22). The integration of bipartite social dialogue into the normal modes of work for workers' and employers' organizations promises to lead to future sustainable benefits. For example, bipartite social dialogue regarding the ratification of ILO conventions leads to a united stance on the issues. A unified front presented to the government will result in future ratifications of conventions that will have far-reaching positive and sustainable impacts on decent work for workers in Thailand.

Many micro-level targeted projects and pilots were completed under the Thailand DWCP (2019-22). By their nature, they may not be sustainable in the long run. However, this does not mean that they are not valuable to the DWCP's outcomes. Projects that are not self-sustaining provide valuable information not only on the future design and implementation of projects, but also institutional and human resource constraints that need to be addressed for future success. Some examples of barriers to sustainability noted by the informants include: ineffective beneficiary targeting due to inadequate information available about the labour force; content delivery that is inaccessible to target beneficiaries because of language barriers; inadequate technology to access services or training (i.e., no access to computers or mobile devices); workers' time constraints which makes interventions, trainings and meetings during normal work hours untenable; and human resource attrition.

Overall, the Thailand DWCP (2019-22) has provided many positive outcomes for workers, employers and the government in Thailand. The ILO and its partners should continue to work towards sustainability of its programmes and projects. Informants identified several keys to and examples of ILO project sustainability. These are summarized below:

- Taking an integrative approach that simultaneously pushes multiple pillars of the ILO and encourages cooperation with participants from all levels will promote coordination and the sustainability of the project outcomes.
- Work at the institutional (macro) level enhances the sustainability of project outcomes at more micro levels.
- Projects that target youth and students—Thailand's next generation of workers—will shape their attitudes and raise awareness on labour issues.
- The ILO projects have enhanced understanding, raised awareness and widened the work scope for constituents on social protection, violence and harassment and youth employment.

- The ILO has progressively built a foundation for bipartite social dialogue. The workers' and employers' organizations are progressively initiating productive social dialogue with less direct involvement by the ILO.
- A project under the migration team focused on leadership development to nurture future community leaders. In one successful case, a woman became a leader of a migrant worker group in her province following her participation in an economic empowerment workshop.

These are just a few examples of sustainability identified by the ILO and its partners.

Conclusions, constraints and challenges

The Country Programme Review shows that the design of the Thailand DWCP (2019-22) was relevant to national priorities, complemented the ILO's comparative advantage as a specialized organization with the UN system and purposefully addressed cross-cutting issues. The Thailand DWCP (2019-22) is coherent with relevant national development plans, the UNPAF and other stakeholder priorities. The ILO and its partners were successful in planning and implementing numerous projects under the DWCP, even with disruptions due to the COVID-19 crisis. Many programmes and projects under the Thailand DWCP (2019-22) have proven to be effective with promises of sustainable positive impacts. The many notable achievements are summarized in the progress overview.

Constraints and challenges

Although the Thailand DWCP (2019-22) design and implementation were largely a success, there were several constraints and challenges noted within the monitoring and annual review documents, as well as in the stakeholder interviews. The constraints and challenges to be considered while designing the next DWCP are summarized below.

COVID-19 crisis

As has already been mentioned, one of the most significant challenges faced in the implementation of the Thailand DWCP (2019-22) was the COVID-19 crisis. Delays in projects were common given the COVID-19 containment measures and extended "work from home" strategies adopted in 2020-22 to reduce the transmission of COVID-19. These delays were noted in the monitoring reports and Annual Review of Thailand Decent Work Country Programme 2019 – 2021 (December 2021). Several projects adapted their delivery to the COVID-19 situation. For example, some training that was planned to be offered in-person was delivered through an online platform instead. While developing online training was a flexible solution given the constraints, other challenges became apparent. Partners felt that online training was not as effective as in-person training. Another challenge was that many beneficiaries did not have access to devices or the internet. Low participation resulted from migrant workers prioritizing their day-to-day life over trainings. With increasing digitalization of the economy in part accelerated by the COVID-19 crisis, improving online pedagogy and delivery of future trainings, as well as digital access issues, need to be considered.

Imbalance in stakeholder representation

Low capacity and limited resources of small and medium-sized enterprises and trade unions have impeded their participation in social and policy dialogue. Most of the ILO's collaborations with employers' organizations are with the largest and most active, resulting in activities that often focus on issues important to larger firms. For example, the RBC training in the chicken industry largely attracted the large exporters who were keen to meet required international standards to overcome

the trade barriers. SMEs do not prioritize this type of training due to limited human and financial resources, as well as technical barriers such as the challenge of tracing supply chains for smaller firms. Furthermore, SMEs often do not have separate human resources departments and specialists, making connecting and engaging with these firms difficult. These firms often have limited understanding of labour laws and regulations and could benefit the most from collaborations between the ILO and employers' organizations.

For workers' organizations, the private sector generally has weak federations compared to the public sector. As a result, many projects centre around state enterprises and the public sector. Committee members from workers' organizations representing workers in the private sector have full-time employment and thus cannot be as active as they wish. Time constraints generally limit their role to opinion sharing on various matters. Given that workers' organizations in the private sector have limited financial resources, few active members and a lack of deeper involvement and infrequent meetings with the ILO, it is challenging for workers' organizations in the private sector to address concerns of its members.

Another issue that was raised was the lack of representation of women and youth within the ILO's partner workers' and employers' organizations. The larger active organizations have made commendable efforts to extend inclusiveness; however, more can be done on this front. Finally, there is shrinking space for CSOs in Thailand, which limits their voice and ability to partner with the ILO.

Mismatch between interests of the target groups and the ILO's projects

The evaluation also brought to light issues regarding stakeholder and beneficiary priorities. While the review concludes that the design of the Thailand DWCP (2019-22) was coherent with national, ILO and broader UN priorities, the projects pursued under the DWCP did not always match stakeholder priorities. For example, although migrant labour was listed among several vulnerable groups in the Thailand DWCP (2019-22), projects targeted at labour migration issues were disproportionately high. The focus on migration came in the wake of the "yellow card" situation in Thailand's fisheries, which gave migration issues urgency, funding and political will to ratify Convention No. 188. Several partners felt that the needs of other types of workers in Thailand were inadequately addressed under the implementation of the Thailand DWCP (2019-22) and would like to see more balanced prioritization in the implementation of the next DWCP.

Another area of mismatch was in various trainings developed across several projects. For example, training curriculum was consistent with the Thailand DWCP (2019-22) and national priorities but did not always match the needs and interests of the target beneficiaries. Another form of mismatch was the timing of trainings and meetings. Workers often only have Sundays off which does not match with regular work hours for the ILO or other partners. Finding times or platforms that work for target beneficiaries, trainers and other partners is a challenge that needs to be further addressed.

The larger issue is mismatch between national and UN priorities and the ILO's constituents. Part of the mismatch is due to awareness. Two examples are focuses on gender and "green jobs." Gender is an important cross-cutting issue for the UN. It was noted by some informants that in the Thai context, gender is not considered a priority issue given women's access to education, active roles in the labour market and Thailand's distinction of having a "reversed gender wage gap." There is also a perception that transgender workers have equal access to decent work. At the same time, programmes such as Safe and Fair have successfully increased awareness around gender-based harassment and violence and the need for women's representation in leadership. There is also awareness by some informants that women's representation in leadership positions in workers' organizations is important for gaining

a better understanding of women's concerns in the workplace. Growing importance surrounding the care economy in the context of an aging society will also necessitate the need for gender to become a more central part of the national conversation. While Thailand is relatively gender-equal on paper, gender issues are important cross-cutting issues that need to be better framed and communicated across the ILO's partners and beneficiaries.

"Green jobs" is another area in which there is divergence in priorities. Green jobs is explicitly addressed in Thailand's planning documents and in the ILO's and UN's priorities. Informants from the ILO expressed the importance of green jobs as part of the future of work. However, representatives from the MOL, workers' organizations and employers' organizations were unclear about the definition of "green jobs," its importance and how it translates into decent work. The mismatch in this case is not necessarily a mismatch in priorities. Green jobs is a relatively new concept in Thailand. A lack of clearly communicated definition and logical connection to decent work means that it is unclear how or why green jobs should be integrated into partners' activities.

Slow ratification process

Another area of concern is the ratification process. The ILO and its partners had success in working towards the ratification of Convention No. 188. However, the ratification processes for fundamental Conventions Nos 87 and 98 have progressed at a much slower pace. There seems to be confusion about where some of the ratification processes stood and which entity needed to take the next step to move the processes forward.

Other operational issues

Several operational coordination issues were identified by informants. Fragmentation across government ministries and within ministries proves to be challenging for effective programme targeting and collaboration. For example, while worker databases exist across several departments within the MOL and across ministries (the Ministry of Education, for example), there are no linkages between the databases or information sharing. This lack of coordination makes it difficult to understand career development for workers in Thailand or target workers for specific interventions.

Thai partners also indicated that communication with the ILO is often difficult due to few Thai-speaking coordinators at the ILO and confusion over who to contact regarding regional projects. Furthermore, the use of temporary personnel to oversee ILO projects results in operational disruptions and a lack of continuity when there are personnel transitions.

Finally, a couple of issues were raised regarding monitoring and evaluation. Project outcomes are not always quantifiable, making it difficult to define relevant targets. Also, the budget for monitoring and evaluation is often inadequate to execute long-term assessments on the sustainability of projects beyond the project timeline.

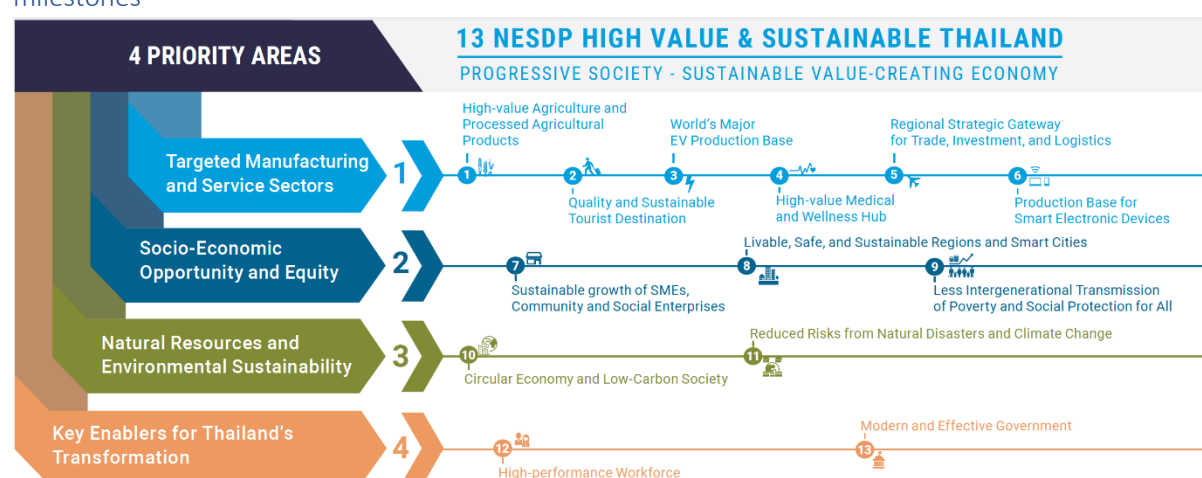
Towards the next Thailand DWCP (2023-27)

The drafting of the next Thailand DWCP (2023-27) will be based on the policy priorities set out by the Thirteenth National Economic and Social Development Plan (2023-27), the United Nations Sustainable Development Cooperation Framework Thailand (2022-2026) (UNSDCF) and the CPR for the Thailand DWCP (2019-22). This section presents preliminary ideas on the drafting of the new Thailand DWCP (2023-27).

National and UN priorities in development planning and cooperation frameworks

The Thirteenth National Economic and Social Development Plan (2023-27) sets out the following four priorities and 13 milestones in Figure 1.

Figure 1. Thirteenth National Economic and Social Development Plan (2023-27) four priorities and 13 milestones



Source: United Nations Sustainable Development Cooperation Framework Thailand (2022-2026), p.8.

These priorities and milestones were mapped into three outcomes under the UNSDCF Thailand (2022-2026) in Figure 2.

Figure 2. Three outcomes under the United Nations Sustainable Development Cooperation Framework Thailand (2022-2026)



Source: United Nations Sustainable Development Cooperation Framework Thailand (2022-2026), p.13.

Proposed priorities for the Thailand DWCP (2023-27)

Based on the four priorities and 13 milestones under the Thirteenth NESDP, three outcomes and accompanying focus areas under the UNSDCF, and results of the constituent consultations during the CPR, we propose three priorities for the next DWCP:



Priority 1: Future

Develop Thailand's labour market readiness for a rapidly changing world.

Priority 2: Reach

Ensure social protection for all and inclusive decent work.

Priority 3: Connect

Strengthen data management, communications and government capacity
for the promotion of decent work.

A draft of the Thailand DWCP (2023-27) priorities and their corresponding outcomes are summarized in the tables below.

Table 12. Thailand DWCP (2023-27) priority 1 outcomes and indicators

Priority 1: Develop Thailand's labour market readiness for a rapidly changing world.			
Outcome 1.1 Skill and career development for the future workforce			
Indicator	Potential focal points for 1.1	13th NESDP Priorities and Milestones	UNSDCF Outcomes
1.1.1	Identify future skills based on labour market trends and integrate future skills development into various curricula (i.e., targeted trainings, TVET, national education curriculum, among others) to enhance employability, increase labour market matching and maximize investments in human capital.	Priority 1 (Milestones 1, 4 and 6) Priority 2 (Milestone 7) Priority 4 (Milestone 12 and 13)	Outcome 2 Enhance quality education and lifelong learning to promote decent work, focusing on green education, early childhood development, and employability.
1.1.2	Improve digital access and digital skills for full participation in a digitally based economy.	Priority 2 (Milestone 9) Priority 4 (Milestones 12 and 13)	Outcome 2 Expand digital education and e-learning platforms with access to digital infrastructure, digital devices, teacher training and development of digital citizenship competencies. Accelerate digital inclusion in public service delivery in under-served locations and LNOB populations.
1.1.3	Promote green jobs for decent work and sustainable development.	Priority 2 (Milestone 7) Priority 3 (Milestone 10 and 11) Priority 4 (Milestone 12)	Outcome 1 Facilitate technology transfer and sharing of nature-based solutions to reduce emissions and create green jobs. Incorporate responsible business practices, human rights, gender equality, environmentally sound technologies, decent work, and promote a conducive business environment for SMEs. Outcome 2 Enhance quality education and lifelong learning to promote decent work, focusing on green education, early childhood development, and employability.

Outcome 1.2 Increase global competitiveness through ratifying international instruments and updating Thailand's labour law			
<i>Indicator</i>	<i>Potential focal points for 1.2</i>	<i>13th NESDP Priorities and Milestones</i>	<i>UNSDCF Outcomes</i>
1.2.1	Ratification of ILO conventions (C.87, C.98, among others) and other international instruments to strengthen Thailand's position to negotiate international trade agreements and increase trade with global firms with decent work and human rights standards.	Priority 1 (Milestones 1-6) Priority 4 (Milestone 13)	<p>Outcome 1 Incorporate responsible business practices, human rights, gender equality, environmentally sound technologies, decent work, and promote a conducive business environment for SMEs.</p> <p>Outcome 3 Enhance labour market governance through social dialogues between worker's and employer's organizations, civil society and the private sector based on international labour law as well as business, human rights, and gender equality principles.</p> <p>Strengthen rule of law institutions and systems to ensure a fair and inclusive environment, fostering gender equality, improved transparency and accountability.</p>

1.2.2	Update labour laws to meet international standards, recognize the challenges of an aging society, consider vulnerable and special populations, address care economy workers and be consistent with current and future modes of work (e.g. platform economy, work from home, among others).	Priority 2 (Milestone 9) Priority 4 (Milestone 13)	<p>Outcome 3 Improve social security benefits and expand social protection coverage to all in Thailand.</p> <p>Integrate initiatives to gradually formalize the informal economy, ensuring decent work, and conditions, linked to the social protection system.</p> <p>Focus support for migrants, displaced people, refugees, stateless and other LNOB groups to ensure their access to education, skills development, healthcare services, decent work, and social protection, based on international human rights norms and standards.</p> <p>Enhance labour market governance through social dialogues between worker's and employer's organizations, civil society and the private sector based on international labour law as well as business, human rights, and gender equality principles.</p> <p>Strengthen rule of law institutions and systems to ensure a fair and inclusive environment, fostering gender equality, improved transparency and accountability.</p>
1.2.3	Increase awareness and strengthen capacity of micro, small and medium-sized firms on labour laws and international instruments to enhance their participation in social dialogue and improve their ability to compete in the international market and overcome technical trade barriers.	Priority 1 (Milestone 1) Priority 2 (Milestone 7)	<p>Outcome 1 Incorporate responsible business practices, human rights, gender equality, environmentally sound technologies, decent work, and promote a conducive business environment for SMEs.</p>

Outcome 1.3 Aging society readiness and decent work over the life cycle			
Indicator	Potential focal points for 1.3	13th NESDP Priorities and Milestones	UNSDCF Outcomes
1.3.1	Professionalize the care economy to support Thailand's aging population. Professionalization encompasses formalization, enhancing rights under the labour law, organizing care workers and skills development.	Priority 2 (Milestone 9) Priority 4 (Milestone 13)	<p>Improve social security benefits and expand social protection coverage to all in Thailand.</p> <p>Integrate initiatives to gradually formalize the informal economy, ensuring decent work, and conditions, linked to the social protection system.</p> <p>Focus support for migrants, displaced people, refugees, stateless and other LNOB groups to ensure their access to education, skills development, healthcare services, decent work, and social protection, based on international human rights norms and standards.</p>
1.3.2	Life-long learning and digital skills for older persons to enhance labour market participation and access to digital services later in life.	Priority 2 (Milestone 9) Priority 4 (Milestone 12 and 13)	<p>Outcome 2 Enhance quality education and lifelong learning to promote decent work, focusing on green education, early childhood development, and employability.</p> <p>Expand digital education and e-learning platforms with access to digital infrastructure, digital devices, teacher training and development of digital citizenship competencies.</p> <p>Accelerate digital inclusion in public service delivery in under-served locations and LNOB populations.</p>
1.3.3	Enhance public employment services and training programmes to create an ecosystem of life-long learning and career growth for the working-age population across the life cycle.	Priority 2 (Milestone 9) Priority 4 (Milestone 12 and 13)	<p>Outcome 2 Enhance quality education and lifelong learning to promote decent work, focusing on green education, early childhood development, and employability.</p>

Table 13. Thailand DWCP (2023-27) proposed priority 2 outcomes and indicators

Priority 2: Ensure social protection for all and inclusive decent work			
Outcome 2.1 Strengthen social protection systems to provide inclusive and adequate benefits			
Indicator	Indicator	13th NESDP Priorities and Milestones	UNSDCF Outcomes
2.1.1	Update and strengthen the social security system/laws to provide adequate benefits meeting international standards while maintaining the sustainability of the system.	Priority 2 (Milestone 9) Priority 4 (Milestone 13)	Outcome 3 Improve social security benefits and expand social protection coverage to all in Thailand.
2.1.2	Enhance social security for informal workers while concurrently working towards formalization. This includes the ratification of C.189 and the consideration of informal platform worker resulting from the rise of the digital economy.	Priority 2 (Milestone 9) Priority 4 (Milestone 13)	Outcome 3 Improve social security benefits and expand social protection coverage to all in Thailand. Integrate initiatives to gradually formalize the informal economy, ensuring decent work, and conditions, linked to the social protection system.
2.1.3	Enhance social protection for vulnerable and special populations such as migrant workers, youth, women, immuno-compromised (long-COVID/HIV/others) and others whose work lives are often interrupted, mobile and/or semi-formal.	Priority 2 (Milestone 9) Priority 4 (Milestone 13)	Outcome 3 Improve social security benefits and expand social protection coverage to all in Thailand. Integrate initiatives to gradually formalize the informal economy, ensuring decent work, and conditions, linked to the social protection system.

Outcome 2.2 Promote inclusiveness of underserved and underrepresented populations and firms in workers' and employers' organizations			
<i>Indicator</i>	<i>Potential focal points for 2.2</i>	<i>13th NESDP Priorities and Milestones</i>	<i>UNSDCF Outcomes</i>
2.2.1	Increase representation and meaningful participation in workers' organizations by underrepresented workers to promote decent work with increased sensitivity to special populations' unique needs. Underrepresented workers include migrant workers, youth, women, LGBTQ, people living with disabilities, immuno-compromised (long COVID/HIV/others), among others.	Priority 2 (Milestones 7 and 9)	Outcome 3 Enhance labour market governance through social dialogues between worker's and employer's organizations, civil society and the private sector based on international labour law as well as business, human rights, and gender equality principles.
2.2.2	Increase representation and meaningful participation in employers' organizations by underrepresented firms with efforts to better address their unique needs. Underrepresented firms include micro, small and medium-sized enterprises, women-owned firms, youth-owned firms, among others.	Priority 2 (Milestones 7 and 9)	Outcome 3 Enhance labour market governance through social dialogues between worker's and employer's organizations, civil society and the private sector based on international labour law as well as business, human rights, and gender equality principles.
2.2.3	Leverage digital technology to increase participation and capacity of workers' and employers' organizations in underserved regions (e.g., three southernmost provinces, northeast, north, border areas, among other), as well as increase representation of workers and firms from underserved areas in the larger workers' and employers' organizations.	Priority 2 (Milestones 7 and 9)	Outcome 1 Incorporate responsible business practices, human rights, gender equality, environmentally sound technologies, decent work, and promote a conducive business environment for SMEs. Outcome 2 Accelerate digital inclusion in public service delivery in underserved locations and LNOB populations.

Outcome 2.3 Increase opportunities for decent work for vulnerable and special populations			
Indicator	Potential focal points for 2.3	13th NESDP Priorities and Milestones	UNSDCF Outcomes
2.3.1	Reduce mismatch of DWCP project priorities and delivery methods by taking a more human-centred approach towards project conceptualization, planning and implementation. Actively include representatives of target populations and firms (i.e., youth, migrant workers, people living with disabilities, women, LGBTQ+, MSMEs, among others) in the project design process for increased project effectiveness, efficiency and sustainability.	Priority 2 (Milestone 9)	<p>Outcome 2</p> <p>Leverage youth and mix-generation initiatives to promote innovative solutions for the SDGs.</p> <p>Outcome 3</p> <p>Focus support for migrants, displaced people, refugees, stateless and other LNOB groups to ensure their access to education, skills development, healthcare services, decent work, and social protection, based on international human rights norms and standards.</p> <p>Enhance women's empowerment and gender equality by addressing GBV, supporting women and girls in STEM, women's participation in the labour market and access to decent work as well as forge partnerships with private sector to adopt women's empowerment principles.</p>
2.3.2	Combat unacceptable forms of work (e.g., child labour) and mistreatment; work towards ratification of C.190 (Violence and Harassment) and C.155 (Occupational Safety and Health)	Priority 2 (Milestone 9)	<p>Outcome 3</p> <p>Focus support for migrants, displaced people, refugees, stateless and other LNOB groups to ensure their access to education, skills development, healthcare services, decent work, and social protection, based on international human rights norms and standards.</p> <p>Enhance women's empowerment and gender equality by addressing GBV, supporting women and girls in STEM, women's participation in the labour market and access to decent work as well as forge partnerships with private sector to adopt women's empowerment principles.</p>
2.3.3	Increase labour and human rights protections for migrant workers through strengthening national and cross-border institutions.	Priority 2 (Milestone 9)	Focus support for migrants, displaced people, refugees, stateless and other LNOB groups to ensure their access to education, skills development, healthcare services, decent work, and social protection, based on international human rights norms and standards.

Table 14. Thailand DWCP (2023-27) proposed priority 3 outcomes and indicators

Priority 3: Strengthen data management, communications and government capacity for the promotion of decent work			
Outcome 3.1 Database development for efficient targeting and project management			
Indicator	Potential focal points for 3.1	13th NESDP Priorities and Milestones	UNSDCF Outcomes
3.1.1	Development of inter-departmental/inter-ministerial "big data" database for effective labour market surveillance, beneficiary targeting and information sharing in a way that protects individual privacy while enhancing the efficiency of government services and international partnerships.	Priority 4 (Milestone 13)	<p>Outcome 3 Strengthen mechanisms for SDG implementation and localization.</p> <p>Strengthen Thailand's effective decision-making through super databases, use of big data, innovative data sources, strengthened SDG data collection, and public access to data analytics.</p>
3.1.2	Development of a bilingual ILO-constituent project database with up-to-date project information (i.e., ILO and partner responsible persons) and project progress accessible to persons with directly responsible persons to facilitate the efficiency of project management.	Priority 4 (Milestone 13)	<p>Outcome 3 Strengthen mechanisms for SDG implementation and localization.</p> <p>Strengthen Thailand's effective decision-making through super databases, use of big data, innovative data sources, strengthened SDG data collection, and public access to data analytics.</p>
3.1.3	Enhance digital documentation and dissemination of training tools and other learning resources in the Thai (or other target) language for wider public utilization, thus increasing the effectiveness and sustainability of ILO projects.	Priority 2 (Milestones 7 and 9)	<p>Outcome 2 Enhance quality education and lifelong learning to promote decent work, focusing on green education, early childhood development, and employability.</p> <p>Expand digital education and e-learning platforms with access to digital infrastructure, digital devices, teacher training and development of digital citizenship competencies.</p>

Outcome 3.2 Enhanced social dialogue and policy advocacy			
<i>Indicator</i>	<i>Potential focal points for 3.2</i>	<i>13th NESDP Priorities and Milestones</i>	<i>UNSDCF Outcomes</i>
3.2.1	Continue to enhance the bipartite social dialogue mechanisms with increasingly inclusive representation in the dialogue process for increased quality of cooperation and the development of a united front for policy advocacy.	Priority 2 (Milestone 9) Priority 4 (Milestone 12)	Outcome 3 Enhance labour market governance through social dialogues between worker's and employer's organizations, civil society and the private sector based on international labour law as well as business, human rights, and gender equality principles.
3.2.2	Stronger ILO and tripartite advocacy for the ratification of ILO conventions, particularly C.87, C.98 and C.144	Priority 2 (Milestone 9) Priority 4 (Milestone 12)	Outcome 3 Strengthen rule of law institutions and systems to ensure a fair and inclusive environment, fostering gender equality, improved transparency and accountability.
Outcome 3.3 Improve communication between ILO, its partners and the public			
<i>Indicator</i>	<i>Potential focal points for 3.3</i>	<i>13th NESDP Priorities and Milestones</i>	<i>UNSDCF Outcomes</i>
3.3.1	Increase general understanding of the M&E process and enhance regular Thai language communications between the ILO and its partners.	Priority 4 (Milestone 12)	Outcome 2 Strengthen mechanisms for SDG implementation and localization.
3.3.2	Increase communication and outreach with the public regarding programmes and projects under the DWCP with the aim to raise awareness and increase sustainability of the projects.	Priority 4 (Milestone 12)	Outcome 2 Strengthen mechanisms for SDG implementation and localization.