



Terminal Evaluation Final Report for the project “Sixth Operational Phase of the GEF Small Grants Programme in Thailand”

Project ID. 113274
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Thanks to the CPMU for effective coordination support and good introduction to the project, and stakeholders. Thanks to NSC members who share information, views, ideas, and experiences on the project steering level. Thanks to all strategic project grantee (NGOs), including staff members from IUCN, Seub Nakasathien Foundation, Raks Thai Foundation, Save Andaman Network Foundation, and Forest Protection Association, - for their best efforts and contributions to in-depth information on landscape management. Last, but not least, thanks to each and every member of small grant recipients who frankly share their knowledge and experiences on project implementations.

In addition, thanks to UNDP-GEF Small Grants Program (SGP) and UNOPS for the opportunity given to the marginalized people to build capacity as well as to demonstrate their potential on how to localize SDG. Wish that this TE report will contribute to the further success of launching SGP in the next phases.

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iii. Acronyms and Abbreviations

CBO	Community-based Organization
CMDC	Central Manage Direct Costs
COMDEKS	Community Development and Knowledge Management of the Satoyama Initiative
COMPACT	Community Management of Protected area Conservation
CPM	Country Programme Manager
CPMU	Country Programme Management Unit
CSO	Civil Society Organization
EOP	Exceed Original Plan
GEB	Global Environmental Benefits
GEF	Global Environment Facility
ICCA	Indigenous and Community Conservation Area
IUCN	International Union for Conservation of Nature
KKFC	Kaeng Krachan Forest Complex
LDD	Land Development Department
M&E	Monitoring and Evaluation
MTR	Midterm Review
NGO	Non-governmental organization
NSC	National Steering Committee
OECD DAC	Organization for Economic Co-operation and Development's Development Assistance Committee
OFF	GEF Operational Focal Point
OP	Operational Phase
PIF	Project Identification Form
PIR	Project Implementation Review
PMC	Project Management Costs
PRF	Project's Results Framework
ProDoc	Project Document
RFD	Royal Forest Department
SEPLS	Socio-Ecological Production Landscapes and Seascapes
SESP	Social and Environmental Screening Procedure
SGP	Small Grants Programme
SMART	Specific, Measurable, Achievable, Relevant and Time-bound
STAP	Scientific and Technical Advisory Panel
STAR	System for Transparent Allocation of Resources
TE	Terminal Evaluation
ToR	Terms of Reference
UCP	Upgraded Country Programme
UNDP	United Nations Development Programme
UNDP CO	United Nations Development Programme Country Office
UNEG	United Nations Evaluation Group
UNOPS	United Nations Office for Project Services

1. Executive Summary

1.1 Project Information Table

Table 1: Project Information

Project Details		Project Milestones	
Project Title	Sixth Operational Phase of the GEF Small Grants Programme in Thailand	PIF Approval Date:	Nov 30, 2017
UNDP Project ID (PIMS #):	5530	CEO Endorsement Date (FSP) / Approval date (MSP):	Apr 3, 2019
GEF Project ID:	9558	ProDoc Signature Date:	Sep 6, 2019
UNDP Atlas Business Unit, Award ID, Project ID:	THA10, 00113274, 00111517	Date Project Manager hired:	Nov 5, 2015
Country/Countries:	Thailand	Inception Workshop Date:	Oct 22, 2019
Region:	Asia and the Pacific	Mid-Term Review Completion Date:	Jul 22, 2021
Focal Area:	Biodiversity Climate Change Land Degradation	Terminal Evaluation Completion date:	April 30, 2023
GEF Operational Programme or Trust Fund:	GEF 6 GEF TF	Planned Operational Closure Date:	Jun 30, 2023
Implementing Partner (GEF)	United Nations Office for Project Services - UNOPS		
NGOs/CBOs involvement:	One of the beneficiaries; through consultation		
Private sector involvement:	Through consultations and networking		
Geospatial coordinates of project sites:	Mae Loa Watershed: 19.61230618458121, 99.34815003754048 Phetchabun Mountains: 17.38361865970011, 101.5112336544199 Kaeng Krachan National Park: 12.99287477264048, 99.62492490939827 Phang Nga Bay: 8.292725273337066, 98.56806557774414		

Source: CPMU

Financial Information		
PDF/PPG	at approval (US\$M)	at PDF/PPG completion (US\$M)
GEF PDF/PPG grants for project preparation	75,000.00	75,000.00
Co-financing for project preparation	8,669,604	8,669,604
Project	at CEO Endorsement (US\$M)	at TE (US\$M)
[1] UNDP contribution:	147,000	140,609
[2] Government:	3,410,000	3,261,739
[3] Other multi-/bi-laterals:		
[4] Private Sector:		
[5] NGOs:	1,852,000	1,771,478

[6] Total co-financing [1 + 2 + 3 + 4 + 5]:	5,409,000	5,173,826
[7] Total GEF funding:	2,381,620	2,381,620
[8] Total Project Funding [6 + 7]	7,790,620	7,555,446

Source: CPMU

1.2 A brief description of the Project

The project “Sixth Operational Phase of the GEF SGP in Thailand” is a full-sized project funded by the Global Environment Facility (GEF), implemented by the United Nations Development Programme (UNDP), and executed by the United Nations Office for Project Services (UNOPS). The objective of the project is “to enable community organizations in four diverse regions of Thailand to take collective action for adaptive landscape and seascape management for socio-ecological resilience - through design, implementation, and evaluation of grant projects for global environmental benefits and sustainable development”. Component 1 focuses on institutional structures and strategies at the landscape level, component 2, on implementing community-level projects; Component 3, on the establishment of policy platforms; and component 4, on the development and implementation of strategic projects. The project is implemented in four regions of Thailand: Mae Lao Watershed; Phetchabun Mountains; Kaeng Krachan Forest Complex (KKFC); Phang Nga Bay. This three-year project started on September 6th, 2019, and is originally planned to end in September 2022. Later, the project was extended until June 2023.

1.3 Evaluation Rating Table

Table 2: Evaluation Rating Table

1. Monitoring & Evaluation (M&E)	Rating
M&E design at entry	5
M&E Plan Implementation	6
Overall Quality of M&E	6
2. Implementing Agency (IA) Implementation & Executing Agency (EA) Execution	Rating
Quality of UNDP Implementation/Oversight	6
Quality of Implementing Partner Execution	5
Overall quality of Implementation/Execution	6
3. Assessment of Outcomes	Rating
Relevance	6
Effectiveness	6
Efficiency	6
Overall Project Outcome Rating	6
4. Sustainability	Rating
Financial sustainability	4
Socio-political sustainability	3.5
Institutional framework and governance sustainability	3.5
Environmental sustainability	4
Overall Likelihood of Sustainability	4

Table 3: TE Rating Scales

Ratings for Outcomes, Effectiveness, Efficiency, M&E, Implementation/Oversight, Execution,	Sustainability ratings:
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Relevance	
6 = Highly Satisfactory (HS): exceeds expectations and/or no shortcomings 5 = Satisfactory (S): meets expectations and/or no or minor shortcomings 4 = Moderately Satisfactory (MS): more or less meets expectations and/or some shortcomings 3 = Moderately Unsatisfactory (MU): somewhat below expectations and/or significant shortcomings 2 = Unsatisfactory (U): substantially below expectations and/or major shortcomings 1 = Highly Unsatisfactory (HU): severe shortcomings Unable to Assess (U/A): available information does not allow an assessment	4 = Likely (L): negligible risks to sustainability 3 = Moderately Likely (ML): moderate risks to sustainability 2 = Moderately Unlikely (MU): significant risks to sustainability 1 = Unlikely (U): severe risks to sustainability Unable to Assess (U/A): Unable to assess the expected incidence and magnitude of risks to sustainability

1.4 Concise summary of findings, conclusions, and lessons learned

The project was designed with thorough conceptual thinking, realistic, and well-integrated internally. Project strategies and theory of change are highly relevant to national priority and country-drivenness by involving and enabling local stakeholders to play active roles in improving livelihoods along with nature conservation.

The project achieved outcomes and objectives as described in the result framework due to effective and efficient management approaches. Despite a general pattern of depletion of natural resources and biodiversity, the project facilitated local stakeholders to indicate specific problems of each particular landscape/seascape, then developed a set of strategies and interventions with small grants to address problems in a particular context. Open and equal participated applied to a wide range of stakeholders. Adaptive landscape strategies were developed to address the problems and needs of the local community.

The small grants were distributed in a transparency and accountability manner. The grants were utilized by local actors (CBOs/CSOs) to achieve their specific objectives in line with the landscape strategies. The Small Grants empowered CBOs - who are usually marginalized by mainstream development. Some of them were the very first time to receive such support to realize their initiatives. As a result, thousands of ha. of forest, mangrove, and soil have been protected and restored including 101,943 ha (329% of End of Project (EOP) target) with improved community management, of which 97,703 ha of landscapes and 4,240 ha of a seascape.

Communities and actors appreciated the results of their efforts in multiple ways (e.g., better soil quality; increasing biodiversity in their community forest to ensure food security; better understanding and utilize of wild herbs; sustainable use of natural resources; land conflict reduced/prevented; etc.)

Gender equality and women’s empowerment were facilitated along the entire process; from situational analysis, strategy development, management of the grant, executing project activities as well as reflecting lessons learned for future moves.

Multi-stakeholder landscape and seascape management groups have been initiated. A policy platform to discuss potential policy innovation in each landscape was established and functional.

Experiences and lessons learned from implementing of small grant project have been extracted, published through the effort of the Knowledge Management (KM) process, and available to be shared virtually through the project website <https://en.gefsgpthailand.org/stories> and further utilized in discussion at the policy platform of each landscape. Continuity of process and results created are ensured by confirmation of many stakeholders.

1.5 Recommendations summary table

Table 4: Recommendations Table

Rec #	TE Recommendation	Entity Responsible	Timeframe
A	Category 1: Ensure continuity of project process results		
A.1	Encourage strategic grantees and partners to develop a 3-year roadmap on each landscape strategy.	CPMU	June 2023
B	Category 2: Project experience and knowledge sharing		
B.1	Improvement of visibility, knowledge sharing, and dissemination of the project result, lesson learned, and achievement with a wider public.	CPMU	June 2023
C	Category 3: Preparation for the next phase		
C.1	Sustaining SGP efforts in GEF8 by synthesizing the project’s knowledge products, good practices, and lessons learned	CPMU, NSC	June 2023

2. Introduction

2.1 Evaluation Purpose

Provide an independent analysis of the project's achievements against what was expected to be achieved and draw lessons learned that can both improve the project's sustainability and provide input to the enhancement of UNDP programming.

The TE focus:

- Identify project design problems,
- Assess project results toward achieving the project objective, outcomes, and project-assigned indicators,
- Provide recommendations for the project's sustainability and provide input to the enhancement of UNDP programming,
- The evaluation process is part of the learning process at all levels including project management, operational focal points, as well as small grant project holders.

2.2 Scope of the evaluation

The TE mission assessed the achievement of project results against what was expected to be achieved and draw lessons learned that can both improve the project's sustainability and provide input to the enhancement of UNDP programming. The TE report promotes accountability and transparency and assesses the extent of project accomplishments. The evaluation included and analyzed best practices, specific lessons learned, and recommendations on the strategies to be used and how to implement them. The results of this Terminal Evaluation will be used by key stakeholders (such as GEF, GEF SGP, UNDP, grantee partners, government, local governments, etc.) to be replicated by other projects or by other countries, improving their implementation in future programs.

The evaluation provided evidence-based information that is credible, reliable, and useful. The TE mission followed a participatory and consultative approach ensuring close engagement with CPMU, NSC, Implementing Partners, grantee representatives, direct beneficiaries, and key stakeholders.

The evaluation focused on assessing the relevance, effectiveness, efficiency, results, impact, coordination, and sustainability of GEF SGP Thailand project efforts and applied them to all components of the project.

2.3 Methodology

The overall approach for the TE of the *Sixth Operational Phase of the GEF SGP in Thailand* project has been laid out in the TOR (Annex F) and will follow the methodical approaches outlined in relevant UNDP manuals and guiding materials, with a key reference to the *Guidance for Conducting Terminal Evaluation of UNDP-Supported, GEF-financed Projects and Handbook on Planning, Monitoring and Evaluating for Development Results*¹. The evaluation will provide credible, reliable, and useful evidence-based information obtained through a consultative and participatory approach in close collaboration and engagement with UNDP, the Contracting Unit, key project partners, and other relevant stakeholders. (Annex B)

As outlined in the TOR, the TE will focus on:

¹ <http://web.undp.org/evaluation/handbook/documents/english/pme-handbook.pdf>

- Assess the progress toward the project’s achievements of its planned results, outcomes, and objective, as specified in the project document.
- Assess early indications of project success and or failure.
- Assess the project’s strategy vis-a-vie the project’s long-term sustainability and the risks to said sustainability.
- As well as provide supportive recommendations for adaptive management toward meeting project targets.

The TE reviewed all relevant sources of information including documents prepared during the preparation phase (e.g., PIF, UNDP Initiation Plan, UNDP Social, and Environmental Screening Procedure/SESP) the Project Document, Midterm Review Report (MTR), project reports including annual PIRs, project budget revisions, lesson learned reports, national strategic and legal documents, and any other materials that the team considers useful for this evidence-based evaluation. The Project Management Support – Advisor will review the baseline and midterm GEF focal area Core Indicators/Tracking Tools submitted to the GEF at the CEO endorsement and midterm stages and the terminal Core Indicators/Tracking Tools before the TE field mission begins.

The TE followed a participatory and consultative approach ensuring close engagement with the CPMU, NSC, Implementing Partners, grantee representatives, direct beneficiaries, and key stakeholders.

The engagement of stakeholders is vital to a successful TE. Hence, almost a hundred stakeholders were involved in the interviews, focus group discussion as well as self-reflection by questionnaire. Selected stakeholders who have project responsibilities including but not limited to executing agencies, senior officials and task team/component leaders, key experts and consultants in the subject area, National Steering Committee of GEF SGP-Thailand, project beneficiaries, academia, local government, and NGOs and CBOs , etc. Additionally, the TE conducted field missions to the following project sites: Mae Lao Watershed (Chiang Rai Province), Phetchabun Mountains (Loei Province), Keang Krachan Forest Complex (Phetchaburi Province), and Phang Nga Bay (Phuket-Phang Nga Province).

With regard to the TE, stakeholder consultations and interviews are confidential and anonymous to the extent feasible and the interview participants will be informed that their views and/or concerns will not be traced back to them, allowing them to provide their opinions in an open and confidential setting.

In summary, the TE mission is considered another step of the learning process for all concern parties involved in the project implementation. Therefore, a combination of methods mixed will be applied to the fact-finding mission as follows:

(1) **Document studies** according to Annex E.

The TE reviewed different stages and aspects of the project including design and formulation (e.g., results framework, assumptions, and risks, including budget and co-financing); project implementation (e.g., project inputs, financial management, and planning, project monitoring and adaptive management); project results (e.g., progress towards set targets); as well as cross-cutting issues (e.g., stakeholder involvement, mainstreaming of women and gender inequality). The TE took a critical look at the project implications of the COVID-19 pandemic and the project management responses toward addressing the changed project situation.

The project document review has provided relevant Input Into the preparation of the TE Evaluation Criteria Matrix (Annex F). The TE Evaluation Criteria Matrix outlines the main review criteria and their associated indicators paired with a set of questions that guided the TE mission. The TE Evaluation Criteria Matrix was an important tool for identifying and verifying project results.

- (2) ***In-depth interviews*** with individual persons including National Steering Committee (NSC) members, representatives from implementing partners, and the project management team
The TE interviewed a number of individuals and groups who are involved and played different roles in the project (e.g., implementing partner – UNOPS, NSC , and concerned experts from strategic grantees). The interview found facts as well as reflections from experiences and lessons learned of interviewees. The interview has been done both online and offline.
- (3) ***Focus-group meeting*** with the local CBOs who received small grants in each landscape.
As the small grant projects (CBOs) are the key to the success of this project, therefore, the TE managed to meet as many as possible numbers of the CBOs representatives. The focus group meeting was organized in a kind of workshop to allow individual SGP to reflect on their project experiences on the following highlights (e.g., objectives, major activities/strategies, achievements, success factors, lessons learned, and suggestions for the project). The results from the self-reflection process were visualized on a flipchart (project by project) and then presented in the panel in order to share their experiences and lessons learned with others at the same time as the TE.
Based on their presentations some topics were raised to further discuss and gain insight and understanding. Therefore, this process not merely benefits the TE mission but also a systematic knowledge exchange opportunity among the SGP grantees.
- (4) ***Field visits*** to visualize and witness the current situation and changes made by project supports
A number of field visits to witness and appreciate results and impacts from SGP’s efforts were carried out. Not only getting in-dept information from direct experiences for the TE mission but also the TE will take this opportunity to appreciate and raise a certain question for further food of thought on the future development of the landscape/seascape.
- (5) ***Self-reflection through a questionnaire*** to the strategic grantees in each of the landscape
To ensure that the strategic grantees can have enough time to reflect on their experiences and lessons learned than merely provide an immediate response to the interview questions. The questionnaire was distributed to each of grantee. This questionnaire is in line with the guiding questions for the TE mission. All grantees response to the questionnaire with extended details.
- (6) ***Follow-up conversations*** with selected persons via email, phone, or other media were undertaken to ensure that the TE mission gain an adequate understanding of information and knowledge from the fact-finding mission.

Details of the TE itinerary are in Annex B.

2.4 Data Collection & Analysis

Both primary and secondary data have been collected. Primary data have been collected mostly through interviews, Focus Group Discussions (FGD), and field visits. While, secondary data have been collected from project management staff and partners as well as through desk review of project documents, policy documents, and others – a list of consulted documents is provided in Annex D.

In total, 29 stakeholders have been consulted, including 2 members of the National Steering Committee (NSC) (1 ex-member and 1 new member), 3 members of Implementing Agency (UNOPS), 5 NGOs grantees of the strategic projects, and 22 CBOs grantees of the small grant projects. Annex C indicates the consulted stakeholders.

The evaluator has compiled and analyzed all collected data on progress towards meeting the project targets, intermediate results achieved, and gaps reported, if any. In order to ensure that the information

was collected and cross-checked by a variety of informants, data triangulation has been a key tool for the verification and confirmation of the information collected. Findings are related to pertinent information through interpretative analysis. This systematic approach ensures all the findings, conclusions, and recommendations are substantiated by evidence.

2.5 Ethics

The TE mission was conducted in accordance with the principles outlined in the United Nations Evaluation Group (UNEG) 'Ethical Guidelines for Evaluations (Annex E of the TOR) – working with internationally agreed principles with goals and targets oriented, as well as, the following criteria: utility, credibility, impartiality, ethics, transparency, human rights and gender equality, national evaluation capacities, and professionalism. (See Annex I)

2.6 Limitations

There were no substantive limitations to the TE mission, besides some minor issues, for instance:

- The field mission took place a few days right after the contract began, prior to studying all needed project documents and approval of the inception report. Under time constraints, all key documents were uploaded for sharing through Google Shared Drive which is complicated for the consultant for extracting the files. Therefore, unavoidable the dual tasking of gaining an understanding of the project details and field visit took place at the same time.
- On field visits, the TE mission faced time constraints (12 days instead of 15 days) to meet and interview NGOs and CBOs, as well as site visits at 4 landscapes scattered all over the country. Therefore, accessibility to some marginalized communities who played unique roles in the landscapes (e.g., the indigenous community of Pongluek and Bang Kloi, and the sea-gypsy villages in Phuket) is not feasible. On top of the sudden cancellation of a flight from Chiang Mai to Krabi by the airline affected the traveling schedule. Hence, the trip destination was shifted from Krabi to Phuket instead. Thanks to the CPMU team to make the trip possible as well as thanks to NGOs and CBOs from Krabi who are willing to relocate themselves to join the TE mission in Phuket.
- Moreover, the availability of some CBOs grantees by the time of the TE mission reduced the opportunity to get in touch with all of them. Nevertheless, those who were available made substantial contributions to the TE mission.

2.7 Structure of the TE report

- The structure of this report remains as given in Annex C of the TOR (Content of the TE report). However, redundancy was found under 4.2 of Annex C (project results). Therefore, the duplication was eliminated (e.g., gender, country ownership, and cross-cutting issues).
- A series of questions in Annex D of the TOR (the Evaluation Criteria Matrix template) was applied in both the fact-finding mission and TE reporting.

3. Project Description

“A central feature of this project is the development of four landscape management strategies aimed at strengthening the socio-ecological resilience of landscapes and communities based on the conservation and sustainable use of biodiversity and ecosystem services.”

The project objective is *‘to enable community organizations in four diverse regions of Thailand to take **collective action for adaptive landscape and seascape management** for socio-ecological resilience – through design, implementation, and evaluation of grant projects for global environmental benefits and sustainable development’*

The main strategies to achieve project objectives are composed of 4 outcomes which pay attention to the following expected changes:

Outcome 1 focused on ***developing and executing adaptive management strategies and plans*** by multi-stakeholder partnerships in four pilot landscapes and seascapes – Mae Lao Watershed; Phetchabun Mountains; Kaeng Krachan Forest Complex; Phang Nga Bay – to enhance landscape/seascape and community resilience with global environmental benefits. The adaptive management strategies become the framework for small grant support to the NGOs/CBOs in Outcome 2.

Outcome 2 focused on ***building adaptive management capacities*** of community organizations in particular landscapes/seascapes by implementing community-level projects and collaborating in managing landscape resources and processes to achieve socio-ecological production landscape resiliency according to agree with landscape strategies derived from Outcome 1. Based on the achievement of Outcome 2, the experiences and lessons learned will be shared and communicated with decision-makers in Outcome 3.

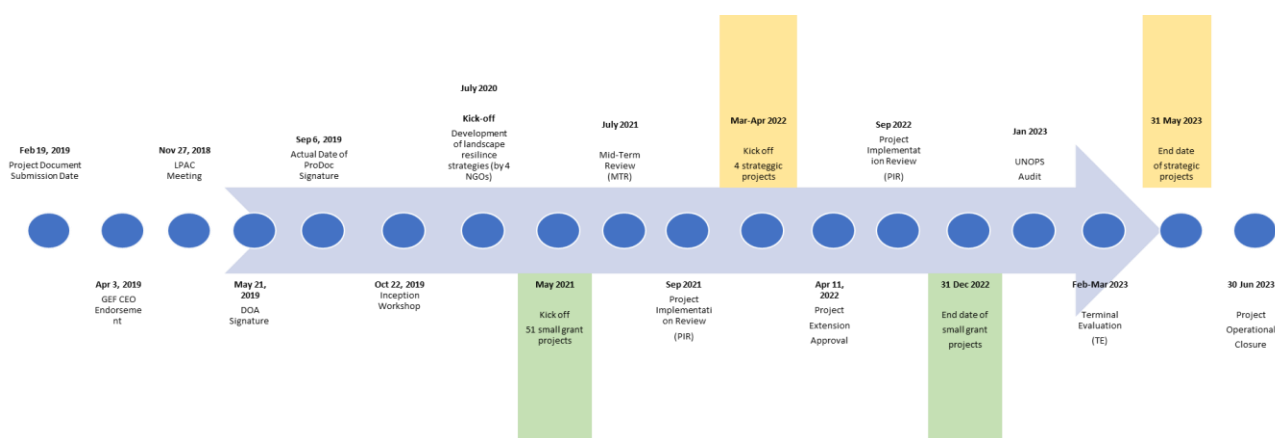
Outcome 3 focused on organizing ***policy platforms to discuss potential policy innovations*** based on analysis of project experience and lessons learned in landscape (Outcome 2) by multi-stakeholders including landscape and seascape management groups, local policy makers, and subnational/national advisors

Outcome 4 focused on ***the development and implement strategic projects*** by multi-stakeholder partnerships to bring the adoption of specific successful SGP-supported technologies, practices, or systems to a tipping point in each landscape through the ***engagement*** of potential financial partners, policymakers, and national/subnational advisors and institutions, as well as the private sector. Another point of Outcome 4 is to ensure the continuity and sustainability of results from Outcomes 1, 2, and 3

3.1 Project start and duration, including milestones

The Project Document was signed on Sep 6, 2019, with an original duration of 36 months after starting date (Sep 6, 2022). However, the updated Project Operational Closure date is 30 Jun 2023 with the following reasons: delayed in project implementation by communities due to government-enforced rigorous lock downs, travel restrictions, and restrictions on public gatherings from 24 March 2020 – 27 August 2020 and 9 July 2021 – 29 August 2021 due to the COVID-19 pandemic. The MTR also stated that a project extension would increase the likelihood of achieving the end-of-project targets.

Following is the project life line with dates of the key events:



Time	Key events
Feb 19, 2019	Project Document Submission Date
Apr 3, 2019	GEF CEO Endorsement
Sep 6, 2019	Actual Date of Project Document Signature
Oct 22, 2019	Inception Workshop
July 2020	Kick-off – Development of landscape resilience strategies (by 4 NGOs)
May 2021	Kick-off – 51 small grant projects
July 2021	Mid-Term Review (MTR)
Sep 2021	Project Implementation Review (PIR)
Mar-Apr 2022	Kick-off – 4 strategic projects
Apr 11, 2022	Project Extension Approval
Sep 2022	Project Implementation Review (PIR)
Dec 31, 2022	End date of small grant projects
Jan-Feb 2023	UNOPS Audit
Feb-Apr 2023	Terminal Evaluation (TE)
31 May 2023	End date of strategic projects
30 Jun 2023	Project Operational Closure

Source: CPMU

3.2 Development context

Global environmental values and challenges in project management (with proposed landscapes and seascapes) are described in the project document as follows:

- Thailand is one of the globally most biodiverse countries containing over 15,000 species of plants and 4,722 species of vertebrates. Many of these species are, however, threatened with over 555 species of vertebrates listed as endangered domestically and 231 classified as endangered by the IUCN.
- Threats to the diversity they represent are caused by the on-going urban, agricultural, and infrastructure development. In combination with the unsustainable use of natural resources, these developments have resulted in extensive habitat degradation. The extension of monocropping systems over 5 decades as a priority policy to increase the GDP has caused both, widespread habitat conversion and resource degradation.

- Thailand's forests are globally important repositories of carbon. Remarkably, the country has consistently expanded forest areas and protected existing natural forests to enhance their role as carbon sinks. Sustainable forest management has the potential to play a crucial role in ameliorating atmospheric accumulation of greenhouse gases (GHGs) and reducing air pollution, which severely threatens human health. This is especially true when combined with sustainable choices of food production and renewable energy use.
- Community forest management supports local-level climate change adaptation by enhancing resilience in multiple ways: supporting livelihoods and income, increasing food security, leveraging social capital and knowledge, reducing disaster risks, mitigating health risks, and regulating microclimates. Community members are highly motivated in the protection of trees and other woody biomass because they know that depleting forests strongly affect their livelihoods and well-being.
- The Sixth Operational Phase of the GEF Small Grants Programme in Thailand has been conceived to engage community organizations in four diverse regions of Thailand in taking collective action for adaptive landscape and seascape management for socio-ecological resilience. This is done through the design, implementation, and evaluation of grant projects, which promote sustainable land management. The strengthening of viable agro-forestry and sustainable agriculture practices and systems are important targets of the approach. This is done through soil and water conservation, sustainable use of biodiversity, and the use of renewable energy. The GEF-6 project has been proposed to be carried out in specific landscapes and seascapes of the Northern, Northeastern, Western, and Southern regions of Thailand. These four regions have been selected in consultation with the government and civil society partners based on Thailand's geographic diversity and the consolidation of lessons learned from the on-going and previously supported community initiatives of GEF 4 and 5 for forthcoming replication, upscaling, and mainstreaming.

3.3 Problems that the project sought to address: threats and barriers targeted

Problems, threats, and barriers are unique in each of the selected landscape/seascape:

1. Northern region: Mae Lao Watershed,
2. Northeastern region: Phetchabun Mountains,
3. Western region: Kaeng Krachan Forest Complex (KKFC),
4. Southern region: Phang Nga Bay.

Please find further details in Annex D.

3.4 Immediate and development objectives of the project

The SGP Country Programme has given priority to building and involving grassroots organizations, while other well-organized national/international NGOs/CBOs play mentoring/supporting roles from the project concept to the completion stage. In the grant-making process, major concepts and criteria of GEF and GEF SGP are disseminated to communities in easy-to-understand materials, and NGOs/CBOs are identified who may be willing to assist communities in formulating concepts and pre-proposals.

Resilient rural landscapes for sustainable development and global environmental protection GEF incremental funding and co-financing will be applied to overcome the barriers mentioned above and to add value, where appropriate and possible, to existing government sectoral initiatives in the four specific landscapes of Thailand as described above.

The project will contribute to the long-term solution of adaptive management of these landscapes for social, economic, and ecological resilience and human well-being. GEF funding will provide small grants to NGOs and CBOs to develop four landscape management strategies and implement community projects in pursuit of strategic landscape-level outcomes related to biodiversity conservation, climate change mitigation and adaptation, sustainable land management, and integrated water resources management.

Funding will also be available for initiatives that build the organizational capacities of specific community groups as well as landscape-level organizations to plan and manage complex initiatives and test, evaluate, and disseminate community-level innovations. Resources will also be made available through the SGP strategic grant modality to upscale proven technologies, systems, or practices based on knowledge from analysis of community innovations from experience gained during previous phases of the SGP Thailand Country Programme. Identification of specific potential upscaling initiatives will take place during project preparation, but preliminary possibilities include expansion of programs for co-management of protected areas, agro-ecosystem management for increased productivity and sustainability, promotion of energy efficiency/renewable energy (biomass, biogas, solar energy, micro-hydro, etc.), and management of river basins using Ridge-to-Reef or Forested Upland down-to-Delta approaches.

Formal multi-stakeholder groups will be consolidated in each landscape that will incorporate local government, national agencies and Ministries, NGOs, CBOs, CSOs, the private sector, and other relevant actors. These partnerships will provide technical assistance, strategic guidance, and financial support, where possible, to community-based organizations for individual community initiatives, as well as landscape-level projects and strategic upgrading projects. Formal partnership agreements will be agreed upon and signed with communities as projects are identified and aligned with landscape-level outcomes.

3.5 Theory of Change

Highlights of change that the Small Grant Programme intended to do is to empower the marginalized local community by providing and enabling environment for them to be able to act collectively at the local level as well as to equally participate in strategizing and sustainable management of their landscape.

The Small Grants Mechanism becomes a tool of opportunity to allow a marginalized group of individuals (e.g., minorities, homeless, poor, illiterate, women, and youth, etc.) as well as a non-registered entity (e.g., CBOs and CSOs) to become visible stakeholders and active members on the development process of landscape adaptive management strategies. In addition, the CBOs and CSOs received the opportunity to exercise their wills to achieve common objectives, as well as to learn and share knowledge from direct experiences.

Adaptive landscape management will be sustained by improving the capacity of concerned stakeholders, especially the local community.

3.6 Expected results

Global environmental benefits (GEB) generated by the Thailand SGP Upgrading Country Programme as a result of the project proposed here can be estimated simplistically over the short term as a result of potential aggregated impacts from hypothetical future individual grant projects. However, overall benefits over the longer term will be a function of the synergies created between projects through programmatic approaches such as the landscape/seascape management proposed here.

The Thailand Upgrading Country Programme will:

- focus on the strategic goal of Resilient rural landscapes for sustainable development and global environmental protection, assisting communities to manage their landscapes/seascapes adaptively to enhance socio-ecological resilience based on global environmental benefits;
- focus on empowering community organizations in landscape-level networks to build their adaptive management capacities by implementing community-level projects and collaborating in managing landscape resources and processes to achieve socio-ecological resiliency. This line of work is expected to result in landscapes/seascapes under adaptive management for global environmental benefits and local sustainable development;
- link community organizations, built on the successes and lessons learned from its previous experience, to larger government and non-governmental organizations and initiatives (including those FSPs financed by the GEF), involved in implementing Thailand's policies related to the development of low emissions rural/urban systems, sustainable rural energy, and landscape management for climate resilience based on biodiversity conservation and optimization of ecosystem function.

As such, SGP will continue to work with GEF Full-sized Projects, especially in the fields of renewable energy, sustainable transport, biodiversity conservation, and sustainable land use to promote community-based approaches and the delivery of local development benefits. SGP will collaborate closely with various national NGO networks to promote global environmental values and their integration with sustainable development priorities. NGOs and CBOs will play increasingly significant roles in efforts to achieve national priorities and commitments to the relevant global conventions during this phase of the SGP Thailand Upgrading Country Programme by:

- Strengthening the linkages between NGOs and CBOs and pre-existing networks working in the field of environment and sustainable development to facilitate the exchange of experience, engage technical support, and disseminate successful experiences and knowledge which will help to replicate or up-scale successful lessons in different areas;
- Establishing new networks for CSOs implementing projects in the same focal and/or geographic area in climate change mitigation (renewable energy applications, sustainable transport projects, etc.) and in biodiversity conservation to strengthen means of cooperation, coordination, and networking through a strategic approach;
- Adopting specific successful SGP-supported technologies, practices, or systems to reach a tipping point in each landscape through the engagement of potential financial partners, policy makers, and national/subnational advisors and institutions, as well as the private sector;
- Applying community-driven development and integrated landscape management to broaden the global recognition of the values of these landscapes for conservation as well as human well-being;
- Establishing a link between national and global NGO communities to share good practices internationally and ensure the dissemination of experience and lessons learned.

3.7 Total Resources

Financing Plan	
GEF Trust Fund or LDCF or SCCF	USD 2,381,620
UNDP TRAC resources	USD 0
Cash co-financing to be administered by UNDP	USD 0
(1) Total Budget administered by UNDP	USD 2,381,620
Parallel co-financing (all other co-financing that is not cash co-financing administered by UNDP)	
UNDP – In kind	USD 147,000
Government – LDD in kind	USD 1,910,000
Government – RFD in kind	USD 1,500,000
IUCN in cash	USD 352,000
Grantee in cash	USD 200,000
Grantee in kind	USD 1,300,000
(2) Total co-financing	USD 5,409,000
(3) Grand-Total Project Financing (1)+(2)	USD 7,790,620

Source: CPMU

3.8 Main stakeholders: summary list

Stakeholders in this project could be classified into 5 categories, for instance:

1. Local community e.g., CBOs, CSOs
2. NGOs e.g., IUCN, Seub Foundation, Rak Thai Foundation, Andaman Foundation, and
3. Local Authorities (according to the location of each landscape)
4. Line Government agencies e.g., the Department of National Park, Royal Forestry Department, Land Development Department
5. Academic institutions e.g., experts and specialists involved in selected activities
6. International Agencies e.g., UNDP/UNOPS

3.9 Key partners involved in the project

The project is implemented by the United Nations Development Programme (UNDP) and executed by the United Nations Office for Project Services (UNOPS) under the Agency-Implemented modality.

The Country Programme Management Unit (CPMU) is structured under the SGP Operational Guidelines approved by GEF Council.

The CPMU is governed and overseen by a National Steering Committee (NSC) comprised of rotating representatives of civil society, as well as the government and UNDP.

The National Coordinator and Programme Assistant implement and operate the Country Programme.

UNDP performs the Project Assurance function to ensure the project will meet its objective and deliver on its targets.

Thus, the project's key partners are the NSC members including the GEF Operational Focal Point (GEF OFP), the Royal Forest Department, and the ONEP's Environment Fund. In addition, aside from UNDP and UNOPS, the key stakeholders of the project are NGOs and CBOs grantees including Rak Thais Foundation, Save Andaman Foundation, IUCN, Chumchonchai Foundation, and Sueb Nakasathien Foundation for example.

3.10 Context of other on going and previous evaluations

Landscapes need assessments and strategy development given a good base TE to understand the local context of each particular location (as visualized in Annex D).

MTR was taking place in Mar – Jul 2021 and the results are used as a basis for TE's mission, for instance: findings, rating, as well as recommendations.

Below is the geo-referenced mapping of the 4 target areas/landscapes.



	Target landscapes	Parts of provinces covered
	Mae Lao Watershed	Chiang Rai
	Phetchabun Mountains	Phetchabun, Loei
	Kaeng Krachan Forest Complex	Phetchaburi, Ratchaburi, Prachuab Kirikhan
	Phang Nga Bay	Phuket, Phang Nga, Krabi

Source: CPMU

4. Findings

4.1 Project Design/Formulation

4.1.1 Analysis of Results Framework: project logic and strategy, indicators

- **Project logic**
 - The project logic is consistently designed to ensure the achievement of the project objective through collective action throughout the entire process.
 - Enabling community organization is among the crucial basis for sustainable multi-stakeholder management of the landscapes.
- **Project strategy**
 - The outcomes were well considered of its internal integration. Collective actions of multi-stakeholders were highlighted as the key drivers to developing and executing adaptive management plans. To ensure multi-stakeholder collaboration takes place on an equal basis, the capacity of CBOs needs to be strengthened in which SGP would be among the most effective instruments. Moreover, the project also aims to leverage its impact on a larger scale by initiating a policy platform to echo the best practices and lessons learned of specific landscapes towards national attention.
 - Such strategies will result to ensure the sustainability of landscape management at the local level as well as the widespread impact on other similar landscapes in the long run.
 - The TE observed that the existing strategy could be more explicit in the project document to inform the project team and operational focal points to prepare SGP grantees..
- **Project indicators**
 - At the objective level, the 3 indicators are balanced between (1) increasing areas of improved landscape management practices, (2) numbers of direct beneficiaries, and (3) carbon emissions avoided.
 - Outcome 1 focused on multi-stakeholder processes and adaptive landscape management strategies in which indicators are direct and clear.
 - Outcome 2 focused on improving the adaptive management capacities of the CBOs with SGP. The improved capacity was designed to be measured by increasing 4 kinds of areas: (1) farmland management by agroecological principles and practices, (2) community-based forest management, (3) ICCAs with land use planning and management, and (4) rehabilitated land. However, this could be some room to measure the success of SGP in qualitative dimensions such as innovations in management practices or products produced, sustainable factors generated, etc.
 - Outcome 3 focused on knowledge exchange and knowledge management which could be measured by the number of (1) multi-stakeholders policy dialogue platforms, (2) participants, (3) case studies, and (4) knowledge products.
 - Outcome 4 focused on the number of replicating and upscaling strategic projects.
 - The TE observed that there is no indicator of income increase or food expenses reduced from farmland or forest management. Income increased or reduced living costs would be a significant incentive for local people to maintain improved practices in the long term.

4.1.2 Assumptions and Risks

Risks and assumptions in different dimensions have been identified and well-articulated at an early stage of project development as stated in the result framework. Moreover, monitoring of risks has been assigned to Project Manager (NC for GEF SGP) at the UNDP Country Office.

There are no major risks affecting project implementation besides minor externalities, for instance:

- official procedure and regulations of the line agencies effecting delays to sign MOU with the local communities on conservation actions at certain protected areas. Instead, the solution was to issue a Letter of Intention between KKFC-NP, local communities, UNDP, IUCN, and Seub Foundation to cooperate on conservation efforts.
- the emergence of the COVID-19 pandemic which inhibited physical contact as well as travel restrictions. Therefore, online communication has been employed to overcome the constraints. However, with limited access to the internet in certain remote areas, some grantees encountered difficulty to keep communication with the CPMU team.

4.1.3 Lessons from other relevant projects (e.g., same focal area) incorporated into project design

The Thailand SGP Country Programme has consistently reached out and coordinated with other relevant GEF initiatives in the geographic areas of the Programme. For example, in the case of the project “Strengthening Conservation and Incentives for Wildlife Conservation in the Western Forest Complex” (Tiger Project), the SGP Country Programme collaborated with and technically supported the grant-making mechanism as well as community capacity-building aspects. During the preparation of the project proposed here, 1) Tiger; 2) Flora and Fauna; and 3) Peat swamp - GEF projects were identified as potentially relevant to SGP activities in the target landscapes in GEF6. These projects, which are at different stages of planning and implementation (in the pipeline, approved, or under implementation), were identified as potentially relevant to SGP because they are either national projects important to the work in the selected landscapes or projects with direct interventions in the geographic areas in which SGP will intervene. The 1) Tiger; 2) Flora and Fauna; and 3) Peat swamp projects address sustainable forest management, land degradation, biodiversity planning/conservation/ sustainable use in coastal and terrestrial ecosystems, and land use/land use change and forestry climate change mitigation initiatives, climate change adaptation initiatives or are enabling activities.

4.1.4 Planned stakeholder participation

- Stakeholder participation was planned since the beginning of the project development stage. The long list of potential CBOs and CSOs in each landscape was identified in the project document.
- The stakeholders were expected to engage in a series of consultation processes to develop adaptive landscape management strategies, implement SGP, and extract lessons learned for further exchange and leverage toward policy dialogue.
- The stakeholders were classified by roles and function, for instance: NGOs as Operational Focal Points to facilitate strategy development, extract lessons learned, and initiate a policy dialogue platform. Meanwhile, CBOs/CSOs will focus on executing the project activities of the SGPs.
- Moreover, other stakeholders (e.g., local authorities, line agencies, academe, and private sectors) were engaged in knowledge exchange and policy dialogue platforms.

4.1.5 Linkages between project and other interventions within the sector

The project is in full conformity with the policy for upgrading SGP Country Programmes as first described in GEF/C.36/4 Small Grants Programme Execution Arrangements and Upgrading Policy for GEF-5 and then in GEF/C.46/13 GEF Small Grants Programme: Implementation Arrangements for GEF-6, approved by GEF Council in Cancun 2014. At the same time, the proposed project outcomes are fully aligned with the SGP Strategic Directions for GEF-6 found on pages 200-206 of

GEF/R.6/20/Rev.04, GEF Programming Directions, approved by GEF Council in March 2014. The project also contributes to specific GEF -6 corporate results No. 1, 2, and 4.

Moreover, at the four landscapes, there are multi-linkages between institutions responsible for implementing the project. The multi-stakeholder process began and strengthened through multi-stakeholder consultation to develop adaptive strategies. Landscape strategies become a common trail towards adaptive and collective management of the landscape. Another concrete sample is a joint initiative between national park staff, the local community, and the local authority to execute participatory GIS (PGIS) for demarcation between protected areas and farmland farmers. The electronic database and working system were developed and applied together.

Common goals and mutual understanding are among the key factors affecting cooperation and collaboration arrangement.

4.1.6 Gender responsiveness of project design

Mainstreaming gender has been highlighted and well-integrated in the project's design with the aim of advancing gender equality and women's empowerment. Gender analysis was undertaken through reviewing a list of documents, and stakeholders' consultations process in each of the 4 landscapes. Multi-dimensional assessment has been considered including health, education, employment, income and poverty, family life and reproductive health, domestic and social violence, women in changing environment, land ownership, as well as leadership/political participation.

The gender mainstreaming strategies and action plan was developed through a participatory process, which is in line with the UNDP Gender Equality Strategy 2018-2021 and GEF Policy on Gender Equality. A list of concrete activities to ensure equal gender participation and involvement was planned in all project components/outcomes, for instance: the development of a sex-disaggregated database for each of the four landscapes, development, and implementation of gender-responsive/gender mainstreaming activities as an integral part of grant projects.

Moreover, the UNDP Gender Marker rating has been assigned to the project document with realistic and backed by the findings of the gender analysis.

4.1.7 Social and Environmental Safeguards

Environmental and social risks were identified with a multi-stakeholder consultation process through the SESP in line with UNDP Social and Environmental Standards³¹. Risks are various according to the uniqueness of each landscape according to how participants perceived and prioritized.

Therefore, management measures and management plans in each landscape outlined in the Project Document are tailored to the specific local situation accordingly.

4.2 Project Implementation

4.2.1 Adaptive Management

Management of the project is mainly result-based – which means investment against outputs according to the project framework. Progress reports were produced accurately, and timely and responded to reporting requirements. There is no major change in the project result framework, besides an additional focus on gender issues in the indicators which took place according to the MTR recommendations.

An Assessment of Climate Change Risks and Effectiveness of Community-based Climate Adaption Measures under the GEF SGP was carried out according to the MTR recommendations as well.

The emergence of the COVID-19 pandemic required adaptive management towards online communication when traveling, as well as face-to-face meetings were not feasible. However, the situation returned to normal by late 2022.

In addition, all recommendations from MTR have been executed accordingly.

4.2.2 Actual stakeholder participation and partnership arrangements

At the steering level, the NSC members are composed of representatives from government and non-government organizations with a non-governmental majority. This is considerable unique in the Thai context. The NSC is responsible for grant selection and approval, and for determining the overall strategy of the SGP.

At the operational level, the project began with stakeholders' consultation on situational analysis and strategy development for each type of landscape/seascape. The CBOs took the initiative to develop and execute small grant projects. Along the way, concerned authorities and line agencies were coordinated and provided needed support to implementing partners and CBOs. Contacts with the private sector were initiated but did not yet realize concrete achievements so far.

In this regard, a wide range of multi-stakeholders involved in different parts of the implementation process received direct and indirect benefits from the small grant projects, which is encouraging collective efforts towards long-term sustainability.

Nevertheless, the level of active involvement to push forward on landscape strategies might be varied according to certain reasons, for instance, those who failed on small grant selection might be less active in compare to those who won the grant.

In terms of gender equality and empowerment, it is obvious that women's groups, NGOs, and civil society organizations were adequately consulted and involved in project design and landscape strategy development. A gender action plan has been developed and carried out to ensure equal opportunity for all genders to participate in every step of the project implementation. Moreover, there are some outstanding cases that women and youth empowerment. These were promoted in every landscape, as listed in 4.3.8.

4.2.3 Project Finance and Co-finance

Co-finance from partner agencies (e.g., UNDP, government agencies, and NGOs) are in place as agreed. Project components supported by external funders are well-integrated into the overall project.

The sustainability of co-financing is shown in some activities such as maintaining and managing an electronic database on some parts of Mae Lao Watershed (e.g., Mae Suai District and Wieng Papao District) which will be absorbed by fiscal budgets of the concerned local authorities. This will become a good basis for the next phase of GEF Small Grant Programme.

The project demonstrated strong financial controls at different levels. At the project level, UNOPS operate live expenditure report which are monitored by UNOPS. Meanwhile, at the landscape level, every strategic grantees are registered and monitored under the Revenue Department as well as authorized auditors.

Table 5: Co-financing Table

Co-financing (type/source)	UNDP financing (US\$m)		Government (US\$m)		NGOs (US\$m)		Total (US\$m)	
	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
In-cash	147,000	140,609	-	-	-	-	147,000	140,609
In-kind	-	-	3,410,000	3,261,739	1,300,000	1,243,478	4,710,000	4,505,217
Grants	-	-	-	-	552,000	528,000	552,000	528,000
Totals	147,000	140,609	3,410,000	3,261,739	1,852,000	1,771,478	5,409,000	5,173,826

Source: CPMU

Table 6: Confirmed Sources of Co-financing at TE Stage

Source of Co-financing	Name of Co-financier	Type of Co-financing	Investment Mobilized	Amount (US\$)
GEF Agency	UNDP	In Kind	Recurrent expenditures	140,609
Recipient Government	Land Development Department	Grants	Investment mobilized	1,826,957
Recipient Government	Royal Forest Department	Grants	Investment mobilized	1,434,783
CSO	IUCN	Grants	Investment mobilized	336,696
CSO	Grantee organization	Grants	Investment mobilized	191,304
CSO	Grantee organization	In Kind	Recurrent expenditures	1,243,478
Total Co-financing				5,173,826

Source: CPMU

To date, the project has secured 96% of total planned co-financing, e.g., USD 5,173,826 against 5,409,000. While such progress is noteworthy, the project is encouraged to continue its efforts in securing further co-financing during the upcoming period to ensure it meets its initial commitment.

4.2.4 Monitoring & Evaluation:

Design at entry (*),

At the project level, the M&E is undertaken in compliance with the UNDP, UNOPS, and GEF requirements. The M&E plan is well-conceived, practical, and enough at the point of CEO Endorsement to ensure direction and quality of implementation. It is articulated sufficiently to monitor results and track progress toward achieving objectives. However, linkages to baseline and data analysis system the is not visible in the ProDoc.

M&E Oversight and monitoring responsibilities are well described and planned. The M&E budget in the project document sounds sufficient. Moreover, the M&E plan specifies how the project will keep the project grantees informed according to GEF monitoring and reporting requirements.

Implementation (*),

Implementation of the monitoring system was in place since the early stage. The M&E plan was sufficiently budgeted and funded during project preparation and implementation. Data collection on specified indicators, relevant GEF/LDCF/SCCF Tracking Tools/Core Indicators happened in a systematic manner. Progress and financial reporting complied with requirements, including quality and timeliness of reports.

However, to some extent, it was limited by externalities such as the pandemic COVID19. The mode was shifted from off line to online monitoring. However, the M&E system is well-functional and working effectively to ensure progress.

The Project Team used inclusive, innovative, and participatory monitoring systems. Value and effectiveness of the monitoring reports is confirmed as well as evidence has been demonstrated that these were discussed with stakeholders and project staff in various occasions and methods e.g., face-to-face meeting and online communication. The project grantees were kept informed of M&E activities according to the internal monitoring system.

Although the CPMU team has long experience in M&E, its members keep learning and improving the ongoing situation. On different occasions, the information provided by the M&E system was used to improve and adapt project performance e.g., in times of action delayed and adjustments needed for execution. Retraining and meetings with grantees were conducted as needed. The operational manual for small grants has been developed and introduced to the grantees.

There is no preference given to any gender on M&E. Everyone equally received the same level of opportunity to participate and provide feedback. At a certain level, women, youth, and indigenous peoples received special attention to involve with the project and raising their voices on the impacts.

There is no need for revision of the project's Theory of Change during implementation. Monitoring of environmental and social risks as identified through the UNDP SESP and in line with any safeguards management plan's M&E section is adequately executed.

PIR self-evaluation ratings were somehow inconsistent with MTR, especially on Outcomes 2 & 3. As the MTR was conducted while the grantees just received the grants, which were not yet fully implemented and encountered a delay in implementation due to COVID-19 impact. However, changes were made to project implementation as a result of the MTR recommendations.

The Project Board’s role in M&E activities includes: endorsement of the action plan, selecting and approving small grants, providing comments on the progress reports, and effect occasional field visits to the small grantee projects.

Overall assessment of M&E (*)

Table 7: Monitoring and Evaluation Rating

Monitoring & Evaluation (M&E)	Rating
M&E Design at entry	5
M&E Plan Implementation	6
Overall Quality of M&E	6

Table 8: Monitoring and Evaluation Rating Scale

Rating	Description
6 = Highly Satisfactory (HS)	There were no short comings; quality of M&E design/implementation exceeded expectations
5 = Satisfactory (S)	There were minor shortcomings; quality of M&E design/implementation met expectations
4 = Moderately Satisfactory (MS)	There were moderate shortcomings; quality of M&E design/implementation more or less met expectations
3 = Moderately Unsatisfactory (MU)	There were significant shortcomings; quality of M&E design/implementation was somewhat lower than expected
2 = Unsatisfactory (U)	There were significant shortcomings; quality of M&E design/implementation was somewhat lower than expected
1 = Highly Unsatisfactory (HU)	There were severe shortcomings in M&E design/implementation
Unable to Assess (UA)	The available information does not allow an assessment of the quality of M&E design/implementation.

4.2.5 UNDP implementation/oversight (*)

UNDP provided overall Programme oversight and took responsibility for standard GEF project cycle management services beyond assistance and oversight of project design and negotiation, including project monitoring, periodic evaluations, troubleshooting, and reporting to the GEF. UNDP also provided high-level technical and managerial support from the UNDP GEF Global Coordinator for the SGP Upgrading Country Programmes, who is responsible for project oversight for all upgraded country Programme projects. The SGP Central Programme Management Team (CPMT) monitored upgraded country Programmes for compliance with GEF SGP core policies and procedures.

The Country Office is the business unit in UNDP for the SGP project and is responsible for ensuring the project meets its objective and delivers on its targets. The Resident Representative signs the grant agreements with beneficiary organizations on behalf of UNOPS. The Country Office made available its expertise in various environment and development fields. UNDP represented the NSC and participated in grant monitoring activities. The CO participated in NSC meetings, promoting synergies with other relevant programmes, and supported the design and implementation of the SGP strategy, etc.

The Country team is composed of a National Coordinator (also known as Country Programme Manager in CEO Endorsement) and a Programme Assistant, recruited through competitive processes, responsible for the day-to-day operations of the Programme. This includes supporting NSC strategic work and grant selection by developing technical papers, undertaking ex-ante technical reviews of project proposals; taking responsibility for monitoring the grant portfolio and providing technical assistance to grantees during project design and implementation; mobilizing cash and in-kind resources; preparing reports for UNDP, GEF, and other donors; implementing a capacity development Programme for communities, CBOs, and NGOs, as well as a communications and knowledge management strategy to ensure adequate visibility of GEF investments, and disseminating good practices and lessons learned.

As GEF Project Agency, UNDP provided overall programme oversight and took responsibility for standard GEF project cycle management services beyond assistance and oversight of project design and negotiation, including project monitoring, periodic evaluations, troubleshooting, and reporting to the GEF.

UNDP (Headquarters) provided high-level technical and managerial support through the Low Emissions Climate Resilient Development Strategies cluster, and from the UNDP Global Coordinator for Upgrading Country Programme (UCP), who is responsible for project oversight for all UCP projects worldwide. SGP’s Central Programme Management Team (CPMT) monitored for compliance of the Upgraded Country Programme (UCP) with the core policies and procedures of the SGP as a GEF Corporate Programme.

Table 9: Implementation/Oversight & Execution Rating

UNDP Implementation/Oversight & Implementing Partner Execution	Rating
Quality of UNDP Implementation/Oversight	6
Quality of Implementing Partner Execution	5
Overall Quality of Implementation/Oversight and Execution	6

Table 10: Implementation/Oversight & Execution Rating Scale

Rating	Description
6 = Highly Satisfactory (HS)	There were no shortcomings; quality of implementation/execution exceeded expectations
5 = Satisfactory (S)	There were no or minor shortcomings; quality of implementation/execution met expectations.
4 = Moderately Satisfactory (MS)	There were some shortcomings; quality of implementation/execution more or less met expectations.
3 = Moderately Unsatisfactory (MU)	There were significant shortcomings; quality of implementation/execution was somewhat lower than expected
2 = Unsatisfactory (U)	There were major shortcomings; quality of implementation/execution was substantially lower than expected
1 = Highly Unsatisfactory (HU)	There were severe shortcomings in quality of implementation/execution
Unable to Assess (UA)	The available information does not allow an assessment of the quality of implementation and execution

4.2.6 Risk Management

There is no revision of risks in the result framework. However, the risks log was prepared and monitored on a regular basis by the CPMU. There are no major risks that took place besides pandemic COVID-19, which affected traveling and face-to-face communication among stakeholders as well as between the CPMU, and the grantees. Nevertheless, alternative measures such as online communications have been employed to keep regular communications among concerned parties.

4.3 Project Results and Impacts

4.3.1 Progress toward the objective and expected outcomes (*)

In May 2021, MTR reported that progress is moderately unsatisfactory at the objective level while progress is overall moderately satisfactory at the outcome level especially in outcomes 1, 3, and 4, besides moderately unsatisfactory in outcome 2.

By the time of TE (Apr 2023), the project made impressive achievements at the objective and expected outcomes, as stated in the PIR 2022 as follows:

At the **objective level**, the target achieved and exceeded in all 3 indicators including A. increased area (hectares) of landscapes under improved practices (329% of End of Project (EOP)); B. carbon sequestered or emissions avoided in the sector of Agriculture, Forestry and Other Land Use (947% of EOP target); and C. Number of direct beneficiaries disaggregated by gender (313% of EOP target).

Outcome 1:

- Indicator 1.2: *Number of adaptive and participatory land/seascape management strategies developed/updated* and 1.3: *Typologies of community-level projects and eligibility criteria formulated for each landscape/seascape* were achieved as targeted. Meanwhile, the target on track for indicator 1.1: Formal multi-stakeholder groups established in each landscape/seascape to carry out adaptive planning and management.
- The outstanding achievement is resilience strategies for each landscape/seascape derived from stakeholder consultations in which over a thousand participants from the 4 landscapes have been involved.

Outcome 2:

- Target achieved and exceeded at all 4 indicators: 2.1 Area (ha) under community management implementing agroecological principles and practices for selected crops (444% of the EOP target); 2.2 Area (ha) under community-based sustainable forest management including reforestation and/or afforestation (330% of the EOP target); 2.3 Area (ha) under Indigenous and Community Conservation areas (ICCAs) with land use planning and management, including co-management arrangements with government protected areas (309% of the EOP target); and 2.4 - Area (ha) of land rehabilitated and improved through sustainable land management and soil improvement practices (438% of the EOP target).
- The unique achievement of the project is that Small Grants reached the marginalized, the indigenous minority, and the illegitimate entity to official sources of support. The SGP holders are empowered to realize their initiatives and to learn from direct experiences.

Outcome 3:

- All 4 indicators achieved the target, including 3.1 Number of operational multi-stakeholder policy dialogue platforms in each landscape and nationally; 3.3 Number of case studies of the participatory landscape planning and management experience produced and disseminated; and 3.4 Number of knowledge products produced and disseminated. Meanwhile, the achievement of indicator 3.2 (Number of multi-stakeholder participants engaged in multi-sectoral policy dialogue platforms and the discussion and analysis of lessons learned from landscape planning and management) exceeds the target with 156% of the EOP target.
- The emerging policy platform between CBOs and authorities/line agencies facilitated experiences and Lessons Learned are exchanged among CBOs within a particular landscape. The project published knowledge products including 5 publications, 12 project stories, and 2 VDO. These products will be shared among stakeholders of each landscape as well as with other interested parties.

Outcome 4:

- The project achieved the target of indicator 4.1 *Number of strategic projects consolidating, replicating, and up-scaling specific successful SGP-supported technologies, practices or systems.*
- Since the policy dialogue was organized, local issues potentially turned into policy recommendations (e.g., the case of conflict management between elephants and human in Phetchaboon mountain, where the governor of Phetchaboon province chaired the multi-stakeholder meetings). Moreover, the key actors and marginalized stakeholders in particular landscapes were discovered and empowered to work together to realize landscape strategies (e.g., an announcement of the Lanta Declaration in Phang Nga Bay)

In short, this project proved that the objectives and outcomes are concrete, visible, and achievable. Not only achievements of all listed indicators in the result framework, but this project also provides opportunities and achievements beyond those documented in the result framework. Some impacts could be expected after the project's lifetime, for instance:

- planting trees along the border line between protected areas and cultivable land in KKC NP will result to keep peace and trust between the official and the local community. Farmers who could secure their farmland will gain confidence to invest and improve the soil quality of their farmland toward long-term sustainability;
- increasing biodiversity in community forests will result to ensure food security keep public attention and continue to conserve forests for common benefits;
- improved knowledge and utilization of natural herbal species around the Phetchabun Mountains will result in to visualize the higher value of non-timber forest products and enhance the importance of the protection of their forest resources;
- improving the process to preserve local fish products will encourage the local community to continue to protect its habitat (mangrove) in Phan Nga Bay.

The success factors include:

- The project involves local stakeholders to identify and prioritize their issues from very early stage and let them decide what should be done to achieve their common goals. This encourages local ownership of the landscape strategies as well as encourages multi-stakeholders to exercise collective actions.

- The Small Grants allow selected CBOs to gain opportunity and to build their capacity to realize their wills. These experiences and lessons learned will increase their potential and encouragement to continue pushing forward to achieve their long-term goals.
- The created landscape networks and platforms strengthen their potential and mutual support towards common long-term goals.

4.3.2 Relevance

The project and activities of the SGPs are highly relevant to global and national interests.

Consistency with GEF Policy and Programming

- The project is in full conformity with the policy for upgrading SGP country programs as first described in GEF/C.36/4 Small Grants Program Execution Arrangements and Upgrading Policy for GEF-5 and the in GEF/C.46/13 GEF Small Grants Program: Implementation Arrangement for GEF-6, approved by GEF Council in Cancun 2014. At the same time. The proposed outcomes are fully aligned with the SGP Strategic Directions for GEF-6 found on pages 200-206 of GEF/R.6/20/Rev.04, GEF Programming Directions, approved by GEF Council in March 2014. The project also contributes to specific GEF-6 corporate results No. 1,2 and 4.

The Project contributes to supporting the achievement of SDG at the global level, for instance:

- SDG 1 (End poverty) by promoting income generation activities from local natural resources;
- SDG 2 (End hunger, food security, improved nutrition, promote sustainable agriculture) by promoting integrated agriculture and improving local forest crops;
- SDG 11 (Sustainable cities and community) by ensuring land tenure and land use rights for marginalized farmers;
- SDG 12 (Responsible consumption and production) encourages the local community to ensure sustainable use and consumption of natural resources;
- SDG 13 (Combat climate change and its impacts) by strengthening as well as increasing green areas and mangrove forests;
- SDG 14 (Conserve & sustainably use the oceans, seas, and marine resources) by protecting and rehabilitation of mangrove and local fishery resources;
- SDG 15 (Protect, restore, and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss) by forest fire prevention, conservation, and rehabilitation of landscapes;
- SDG 17 (Partnership for the Goals) by promoting a multi-stakeholders consultation process to analyze the actual situation, identify key problems, and solutions as well as joint implementation.

The project is consistent with UNDAF/Country Programme Document:

- Outcome 1: Promoting inclusive Green Growth, creating fairness, and reducing inequality in the society
- UNDP Strategic Plan Integrated Results and Resources Framework (2014-2017):
- Output 1.3: Solutions developed at national and sub-national levels for sustainable management of natural resources, ecosystem services, chemicals, and waste.
- Output 1.4: Scaled-up action on climate change adaptation and mitigation across sectors which is funded and implemented.

- Output 1.5: Inclusive and sustainable solutions adopted to achieve increased energy efficiency and universal modern energy access (especially off-grid sources of renewable energy)
- Output 2.5: Legal and regulatory frameworks, policies, and institutions enabled to ensure the conservation, sustainable use, and access and benefit sharing of natural resources, biodiversity, and ecosystems, in line with international conventions and national legislation.

The project is fully consistent with the national strategy and plans or reports and assessment under relevant conventions, including:

- The 12th National Economic and Social Development Plan (2017-2021)
- Environmental Quality Management Plan (2017-2021)
- National Biodiversity Strategy and Action Plan: NBSAP (2015-2021)
- National Adaptation Plan: NAP (Final Approval of the National Committee)
- Master Plan for Integrated Biodiversity Management (2015-2021)
- National Climate Change Adaptation Master Plan (2014-2050)
- 10-Year Strategic Plan on Combating Land Degradation and Desertification (2008-2018)
- Thailand Plan and Strategy for New York Declaration on Forest: NYDF (2014-2030)

The project is flexible to address the needs of target beneficiaries at the local and regional level, for instance: needs for food security and sustainable management of farmland, land use rights, income generation, and product development from non-timber forest resources, as well as raise their voice to society at large.

The project provided equal opportunity to females and youth: to share ideas and concerns in the consultation process; to receive grant support on their initiatives; and to implement and share their experiences with other stakeholders.

4.3.3 Effectiveness:

Achievements of the project (described in 4.3.1) contributed to the country programme outcomes and outputs, the SDGs, the UNDP Strategic Plan, GEF strategic priorities, and national development priorities (listed in 4.3.2) as planned in the project document.

The project achieved every target as indicated in the result framework. Moreover, at the objective level and outcome 2, the achievements of the project impressively exceed the targets. Only indicator 1.1 that merely 3 formal multi-stakeholder groups were established to carry out adaptive planning and management, while the multi-stakeholder group in Phang Nga Bay remain in the consolidation process. Nevertheless, all 4 groups remain in active mode to continue pushing landscape strategies toward common goals.

In addition, the project contributed to gender equality, the empowerment of women, and a human rights-based approach, in which details have been elaborated in the previous section (4.1.6)

4.3.4 Efficiency:

Resource allocation and cost-effectiveness:

At the project level – project budgets were allocated, utilized, monitored, and reported as planned.

At the landscape level - the strategic grantees (NGO) confirmed that the budgets received are sufficient to perform their roles as agreed plan. The provided financial system and financial management tools are adequate to facilitate budget management of the project and grantee organizations. Budgets were utilized on a result-based. The NGO grantees kept close communication with the CPMU on any minor adjustments needed. Moreover, all NGO grantees are registered and operated under Thai laws in which the accounting system must be reported to the Revenue Department as well as audited by the authorized financial editor. Therefore, a double-check of the parallel systems would ensure transparency and accountability of the project budget management. Moreover, in terms of purchasing value items, the OFSs compared quotations from different sources prior to a final decision. By the end, the strategic grantees delivered results as planned.

At the SGP level, the project resources (small grants) allocated to target groups (CBO) considered the need to prioritize those most marginalized including integrating gender equality and human rights (e.g., enhanced benefits that could have been achieved for modest investment). Some CBOs encounter difficulties to manage budgets due to being financially illiterate and/or limited experience in bookkeeping and financial management. They need coaching and close monitoring, especially for the beginner. Although some SGP holders are inexperienced in budget management, the UNOPS provided close advice to ensure that they could manage the budget according to the agreed plan with transparency and accountability.

In terms of sustainability, a small amount of grant cannot cover large-scale activities which might not be able to ensure medium-term and long-term direct benefits to the landscape management and livelihoods improvement.

Project management and timeliness:

The project management structure is functional and efficient in generating the expected results as outlined in the project document.

As above mentioned, in 4.2.4, the M&E systems could ensure effective and efficient project management.

Project funds and activities were delivered slightly delayed from the original plan. Therefore, the TE shares the same argument suggested by the MTR, that the project should be extended to ensure deliverables of outcomes by the end of the project.

4.3.5 Overall project outcome (*)

Table 11: Outcome Rating – Relevant, Effectiveness, Efficiency

Assessment of Outcomes	Rating
Relevance	6
Effectiveness	6
Efficiency	6
Overall Project Outcome Rating	6

Table 12: Outcome Rating Scale – Relevant, Effectiveness, Efficiency

Rating	Description
6 = Highly Satisfactory (HS)	Level of outcomes achieved clearly exceeds expectations and/or there were no shortcomings
5 = Satisfactory (S)	Level of outcomes achieved was as expected and/or there

	were no or minor shortcomings
4 = Moderately Satisfactory (MS)	Level of outcomes achieved more or less as expected and/or there were moderate shortcomings.
3 = Moderately Unsatisfactory (MU)	Level of outcomes achieved somewhat lower than expected and/or there were significant shortcomings
2 = Unsatisfactory (U)	Level of outcomes achieved substantially lower than expected and/or there were major shortcomings.
1 = Highly Unsatisfactory (HU)	Only a negligible level of outcomes achieved and/or there were severe shortcomings
Unable to Assess (UA)	The available information does not allow an assessment of the level of outcome achievements

4.3.6 Sustainability

Financial (*),

The project document does not include clear financial sustainability as part of the exit strategy into the design. However, NGOs, and CBOs grantees confirmed that the resilience strategies will be continued as an integral part of their long-term movements. It is highly confident that the major landscape actors as well as CBOs will continue their wills according to their potential and changing circumstances

Meanwhile, some of the activity will be absorbed by a fiscal budget of the local authority such as PGIS mapping and monitoring.

Socio-political sustainability (*),

Priority to this project has been given to collective actions to develop and implement resilience strategies in which socio-economic activities might not receive the highest priority. Moreover, to develop and sustain income-generating activity, supports should be given to developing the entire value chain which is beyond what a single small grant project could achieve.

However, some cases have shown that economic benefits become a good incentive for local people to conserve nature such as economic activity based on non-timber forest resources (e.g., herbal medicine, herbal tea from wild plants) would encourage them to protect their forest.

Institutional framework and governance (*),

The existing informal network seems to be an appropriate solution to drive movement according to the resilience strategies. Unless the case of conflict areas between protected areas and farmland, the agreements have to be kept and monitored by both parties.

A small grant is merely a small contribution coming for a short period. Meanwhile, movement on landscape management of local stakeholders exist for decades. In most cases, the small grant project of local stakeholders does not stand alone along the lifeline of the community or CBO. The small grant function as a kind of doping dose. Therefore, regardless of available external support, NGOs, and CBOs will continue to persuade toward their long-term goals. For instance, if there is a forest fire, the

people will go to stop it; if the forest is damaged, they will find a way to fix it; and if the forest offers yield, they will go to collect and enjoy it.

Environmental (*),

Great achievements have been made by the project. Thousands ha of forest, mangroves, and farmland have been protected and/or restored throughout project implementation including 101,943 ha (329% of End of Project (EOP) target) with improved community management, of which 97,703 ha of landscapes and 4,240 ha of a seascape. Land conflicts have been prevented and managed by collective efforts. All these provide direct and indirect benefits to every stakeholder in one or another way. That is why they will continue to maintain and move further from actual achievements.

Nonetheless, some externalities might threaten environmental sustainability, among those are:

- Climate change might increase forest fire incidents which local communities need to pay more attention to monitor and prevent forest fires;
- Changing development policy or land use plans on particular locations of the landscape e.g., Ao Kung and Koh Yao Yai might become the prime target for an international investor to develop marinas;
- Increasing human and elephant conflict due to growing elephant populations in Laei province which stakeholders and the governor are in a consultation process to develop the so-called ‘Loei Model’ for handling this issue.

On the other hand, stakeholders play active roles to agree on the future scenario of Koh Lanta with the so-called ‘Lanta Declaration’ to ensure the green growth of Koh Lanta.

Overall likelihood (*)

This project helped to speed up the capacity-building process of the local stakeholders. The experienced and lessons learned will be continued and processed by the local community as well as by the larger network within and outside of the landscape. That will become a kind of replication process. As far as the policy platforms are continuing and functional, likely that upscaling will be ensured in the medium- and long term.

The project management planned to ensure that the publications of knowledge will reach a wider extent of stakeholders within and outside of the 4 landscapes. Best if it would be shared and further digested over the existing policy platforms.

Table 13: Sustainability Rating

Sustainability Rating	Rating
Financial resources	4
Socio-political	3.5
Institutional Framework and Governance	3.5
Environmental	4
Overall Likelihood of Sustainability	4

Table 14: Sustainability Rating Scale

Rating	Description
4 = Likely (L)	There are little or no risks to sustainability
3 = Moderately Likely (ML)	There are moderate risks to sustainability
2 = Moderately Unlikely (MU)	There are significant risks to sustainability
1 = Unlikely (U)	There are severe risks to sustainability
Unable to Assess (UA)	Unable to assess the expected incidence and magnitude of risks to sustainability

4.3.7 Country Ownership

National level

The network of actors/stakeholders take ownership of the resilience strategies and plan as their guidance to maneuver and mobilize resources to manage their landscape sustainably. There is potential to integrate these strategies into the local development plans of the authorities, province, and line agencies. The existing policy platforms plus together with a direct connection of key stakeholders might increase the possibility to integrate landscape strategies into the development plan at the national level in the long run.

Local level

Each small grant project is initiated and owned by CBOs/CSOs. It belongs to the local community at the start and will continue to be the project of the local people of the landscape. Some initiatives e.g., PGPS will be managed by local authorities with their fiscal budgets.

The forest that was restored will continue to perform eco-services to the local community and continue to support their livelihoods. Many of the CBOs confirm that they did and will continue to protect and restore community forests and mangroves.

4.3.8 Gender Equality and Women's Empowerment

The project demonstrated equal opportunity to all participants/stakeholders with mutual respect regardless of age, sex, ethnicity, and wealth. In addition, women's leadership received special attention and was somehow promoted. There are several good samples of women leadership found during field visits in each of the landscapes, for instance:

- A female traditional medicine specialist in the Phetchabun Mountains who leads a project on the utilization of local herbs.
- A female village head in Mae Lao Watershed is strongly inspired to lead the entire village to protect and restore the community forest.
- A young indigenous lady in Mae Lao Watershed began to lead a youth group in her village on a conservation initiative.
- A female village head in KKFC leads the entire village located in protected areas to improve their livelihoods with eco-tourism instead of dependency on forest resources.
- A group of Muslim women in Phang Nga Province manage collective actions to reduce and manage plastic waste, as well as restore community forests.

The small grants contribute to strengthening their position and capacity to pursue strategies toward the common goals of the community.

4.3.9 Cross-cutting Issues

Youth leadership empowerment

As mentioned above, the empowerment of youth leadership tends to create strong future generations who care and are proactive to protect and enhance their natural resources. Small grant projects not only provide the opportunity for young people to exercise and test their abilities but also to build confidence in the elder generation which will provide more opportunities for them to grow and perform their will.

Synergy effects such as PGIS

In the conflict areas between the national park and the local community, there is some synergy derived from a small grant project when farmers joined officials from KKC-NP using GPS to develop maps and translated them into a common land use data system of the Local Authority as well as of the NP. The common land use management data will ensure the prevention of future conflict as well as effective monitoring of land use change in the protected areas.

Knowledge management

Significant improvement in knowledge management found in many cases over the multi-stakeholder process. People living in pocket areas get to know one another from similar conditions. While knowledge exchange, friends are made and continue from environmental topics to livelihood strategies. In this way (Outcome 1 & 3), information knowledge exchange has been created, for instance: exchange between CBOs from different religions (e.g., Buddhist and Muslim communities in pocket areas of Phang Nga Bay); exchange between CBOs with different interests (e.g., specialized on sustainable agriculture and herbal medicine in Phetchaboon Mountain); the exchange between CBOs from tribal minorities and low-land farmers in Mae Lao Watershed. With this kind of opportunity, multi-stakeholders came to interact learn and share with each other how best they could do to improve nature and their livelihoods.

On the other hand, best practices have been documented. The project could capitalize on the last few months prior to the end of the project to organize an event to launch all publications and lessons learned to a wider range of the public.

Localization of SDG

SDG is not merely a global issue but practical at the local level. The small grant project made SDG reachable and manageable by the local community. In direct interaction with CBOs and CSOs during the TE mission, we learned that at present local people think, talk, and act with a clear understanding of how climate change affects their livelihoods and how they should act differently.

5. Summary

5.1 Main Findings

A central feature of this project is the development of four landscape management strategies aimed at strengthening the socio-ecological resilience of landscapes and communities based on the conservation and sustainable use of biodiversity and ecosystem services. The project was designed with thorough conceptual thinking, realistic, and well-integrated internally. The concept was developed by a multi-stakeholder consultation process based on the current situation of the target landscape/seascape and lessons learned from the previous phase of GEF-SGP. The stakeholder analysis at the project development phase has started through the NSC meetings operational in the transition period from OP5 to OP6. In addition, during the OP6 PPG, the stakeholder consultation workshops were organized in each landscape (4) and in consequence of these workshops, the stakeholder engagement plan was developed before kicking off the project implementation. The multi-stakeholder consultations at the landscape level took place again in the implementation phase of the OP6.

Project strategies and theory of change are highly relevant to national priority and country-drivenness by involving and enabling local stakeholders to play active roles in improving livelihoods along with nature conservation. The project objective aims to enable community organizations in four diverse regions of Thailand to take collective action for adaptive landscape and seascape management for socio-ecological resilience – through the design, implementation, and evaluation of grant projects for global environmental benefits and sustainable development. The result framework has clear logic and is well-integrated internally to enhance the power of achievement between outcomes. Risks and assumptions in different dimensions have been identified and monitored. Nevertheless, all indicators are focused on quantitative achievements while qualitative changes have not been planned to be measured. In this regard, the main focus of the project could be more balance between priority on the environment and socio-economic issues (e.g., biodiversity-based economic development) which could lead to the long-term sustainability of the small grant projects.

The project has a firm and well-described management structure including the roles and responsibilities of each party according to extended experiences of UNDP and UNOPS. The NSC has a good combination between UNDP, government agencies, NGOs, and experts. Management tools are well developed to ensure quality facilitation process as well as M&E and reporting.

The project achieved outcomes and objectives as described in the result framework due to effective and efficient management approaches. The project design and interventions meet the needs of local landscape actors; strong ownership of multi-stakeholders; close cooperation between the CPMU team, strategic grantees (NGOs), and CBOs grantees.

Resilience strategies for each landscape have been developed by a multi-stakeholder consultation process. Open and equal participation applied to a wide range of stakeholders. The problems and concerns of stakeholders have been discussed, prioritized, and convert into solutions. Therefore, the landscape strategies addressed the problems and needs of the local community.

The small grants were distributed in a transparent and accountable manner. The principle of equal opportunity for women, youth, minorities, and marginalized groups of people is applied to the selection process. The provided grants are intended to empower the marginalized local community by providing and enabling environment for them to be able to act collectively at the local level. The grants

were utilized by local actors (CBOs/CSOs) to achieve their specific objectives in line with the landscape strategies. The Small Grants empowered CBOs - who are usually marginalized by mainstream development. Some of them were the very first time to receive such support to realize their initiatives. With intensive management from the CPMU, the small grant holders received close advice and were monitored. As a result, thousands of hectares of forest, mangrove, and soil has been protected and restored. There are many successful and outstanding cases.

Multi-stakeholder landscape and seascape management groups have been initiated. A policy platform to discuss potential policy innovation in each landscape was established and functional to ensure that experiences and lessons learned from grantees' projects could leverage to address the attention of the decision-maker at local authorities as well as national level. Experiences and lessons learned from implementing of small grant project have been extracted, published through the effort of the Knowledge Management (KM) process, and available to be shared and further utilized in discussion at the policy platform of each landscape.

Throughout entire project implementation process, the principle of equality for all is obviously applied. Gender equality and women's empowerment were facilitated along the entire process; from situational analysis, strategy development, management of the grant, executing project activities as well as reflecting lessons learned for future moves. Moreover, equality and empowerment also applied to youth, minorities, and marginalized groups of people.

Sustainability and upscaling of the project will depend on key drivers in each landscape (strategic grantees in particular) to continue to maintain the momentum of the project driving force as well as enlarge networking towards potential actors in each landscape (e.g., private sector, local authorities, concerned line agencies). Nevertheless, the continuity of the process and results of the project are ensured by the confirmation of many stakeholders during the TE mission.

5.2 Conclusions

The project strategy is well-designed based on previous lessons learned from the fifth operational phase of the GEF-SGP in Thailand. Multi-stakeholder has been involved in the project development process. Therefore, the project was fit to the current situation of the landscape and the interest of local actors. Collective ownership of the project has been initiated at a very early stage. The stakeholder analysis at the project development phase has started through the NSC meetings operational in the transition period from OP5 to OP6. In addition, during the OP6 PPG, the stakeholder consultation workshops were organized in each landscape (4) and in consequence of these workshops, the stakeholder engagement plan was developed before kicking off the project implementation. The multi-stakeholder consultations at the landscape level took place again in the implementation phase of the OP6.

The project is well-managed and could achieve impressive results. All the indicators were met while some are exceeded. Major factors affecting the achievement of intended results include: the project meets the interests and needs of landscape actors; collective ownership was initiated at a very early stage; fair distribution of grants; effective management; strong determination and good cooperation between parties concerned.

Communities and actors appreciated the fruit of their efforts in multiple ways (e.g., better soil quality; increasing biodiversity in their community forest to ensure food security; better understanding and utilization of wild herbs; sustainable use of natural resources; land conflict reduced/prevented; etc.)

Upscaling and sustainability will depend on strong determination and cooperation among landscape actors and multi-stakeholders, as well as the future development policy of the upcoming regime. Lastly, climate change will become another major threat to the sustainability of project results which adaptation measures needed to be focused on in the next phase.

5.3 Recommendations

Table 15: Recommendations

Rec #	TE Recommendation	Entity Responsible	Timeframe
A	Category 1: Ensure continuity of project process results		
A.1	Encourage strategic grantees and partners to develop a 3-year roadmap on each landscape strategy.	CPMU	June 2023
B	Category 2: Project experience and knowledge sharing		
B.1	Improvement of visibility, knowledge sharing, and dissemination of the project result, lesson learned, and achievement with a wider public.	CPMU	June 2023
C	Category 3: Preparation for the next phase		
C.1	Sustaining SGP efforts in GEF8 by synthesizing the project's knowledge products, good practices, and lessons learned	CPMU, NSC	June 2023

5.4 Lessons Learned

Small Grant Program made meaningful support to empowering collective efforts of CBOs (e.g., the marginalized, minority, women, youth, homeless, and unregistered groups of people) to play significant roles in landscape management.

Small Grants became a tool of opportunity where local community to be able to realize their collective wills and objectives to act together to achieve common goals, for instance:

- A group of local fishermen in Khao Yao could increase the frequency of surveillance in mangroves and come up with eco-tourism initiatives as an alternative to the development of mass tourism.
- A group of homeless people in Phuket (another truly marginalized group of people in the mid of the highest economic zone of Thailand) could turn themselves from social problems to become problem solvers in solid waste management.
- A group of female Muslims in a community in Phang Nga could experiment with methods to collect plastic waste in the mangrove with benefits-based approaches. To date, plastic waste for seedlings was selected and still ongoing.
- A youth group (with female leadership) in an indigenous community in Mae Lao Watershed could gain experience in hands-on project management for the first time. And this will allow them to gain confidence and grow their ambition to take on bigger challenges in the near future.

- The TE has observed that a small grant is an effective tool to empower a marginalized group of people with much more return on investment than expected. Local initiatives are more precise when they received funding endorsement to realize their goals

Small grants are more than just funding resources but the opportunity to exercise their wills and bring them to enjoy new experiences for instance collective project management and to propose their lessons learned in policy dialogue platforms.

A high level of positive energy was found among those local actors (implementing partners and CBOs), for instance:

- In Koh Lanta, multi-stakeholders (e.g., communities, authorities, line agencies as well as private sector) share a common interest in the 'Lanta Declaration' to ensure sustainable growth of tourism as well as nature conservation.
- In Loei province, where human and elephant conflict is escalated over time, an SMP raised the interest of concerned stakeholders to find innovative and sustainable solutions for all. After the end of the SGP, the multi-stakeholder movement led by the governor of Loei will continue to explore new solutions.
- CBOs are proud of their achievements from collective actions, enabled by SGP.

Common goals and mutual understanding are among the key factors enhancing successful cooperation and collaboration.

6. Annexes

Annex A	TE Terms of Reference (ToR)
Annex B	TE Mission itinerary
Annex C	List of persons interviewed
Annex D	Summary of field visits (Problems, threats, and barriers in each of the selected landscape/seascape)
Annex E	List of documents reviewed
Annex F	Evaluation Criteria Matrix
Annex G	Questionnaire used
Annex H	TE Rating Scales & Evaluation Rating Table
Annex I	Signed UNEG Code of Conduct form

Annex A:

Terminal Evaluation Terms of Reference

BASIC CONTRACT INFORMATION

Location: Home-Based with field mission in Chiang Rai, Loei, Phetchaburi, and Krabi provinces

Application Deadline: 20 January 2022

Category: Senior Specialist

Type of Contract: IC

Assignment Type: TE Consultant

Languages Required: English

Starting Date: As soon as possible

Duration of Initial Contract: 35 working days

Expected Duration of Assignment: January – April 2023 (35 working days)

BACKGROUND

1. Introduction

In accordance with UNDP and GEF M&E policies and procedures, all full- and medium-sized UNDP-supported GEF-financed projects are required to undergo a Terminal Evaluation (TE) at the end of the project. This Terms of Reference (ToR) sets out the expectations for the TE of the *full-sized* project titled *Sixth Operational Phase of the GEF SGP in Thailand (PIMS 5530)* implemented through *UNOPS*. The project started on the *6 September 2019* and is in its 4th year of implementation. The TE process must follow the guidance outlined in the document '[Guidance for Conducting Terminal Evaluations of UNDP-Supported, GEF-Financed Projects](#)' ([/](#)).

The Terms of Reference (ToR) is set for a Consultant who will conduct the Terminal Evaluation (TE) (thereafter referred to as the "TE Team") for the project "Sixth Operational Phase of the GEF SGP in Thailand".

2. Project Description

The *Sixth Operational Phase of the GEF Small Grants Programme in Thailand* project has started its implementation in September 2019 and will end in June 2023. The total budget is USD 2,381,620 with USD 5,409,000 planned co-financing amount from the Royal Forest Department, the Land Development Department, IUCN, NGOs, and UNDP Thailand.

The project's objective is to engage community organizations in four diverse landscapes - Mae Lao Watershed, Phetchabun Mountains, Keang Krachan Forest Complex, and Phang Nga Bay - to take collective action for adaptive landscape and seascape management for socio-ecological resilience - through design, implementation and evaluation of regular and strategic grant projects for global environmental benefits and sustainable development. It has been promoting sustainable land management through the strengthening of viable agro-forestry and sustainable agriculture practices and systems that improve soil and water conservation, increasing the conservation and sustainable use of biodiversity, and enhancing the innovative use of renewable energy.

These objectives will be achieved through four outcomes, 15 outputs organized around a single component: Resilient rural landscapes and seascapes for sustainable development and global

environmental protection. Individual small grants, strategic grants and other project outputs and activities are combined to deliver the following four outcomes:

- Outcome 1: Multi-stakeholder partnerships the Mae Lao Watershed; Phetchabun Mountains; Kaeng Krachan Forest Complex; and Phang Nga Bay landscapes/seascapes develop and execute adaptive management plans to enhance landscape/seascape and community resilience, and global environmental benefits.
- Outcome 2: Community organizations in landscape/seascape level networks build their adaptive management capacities by implementing community level projects and collaborating in managing landscape resources and processes to achieve socio ecological production landscape resiliency.
- Outcome 3: Multi-stakeholder landscape and seascape management groups, local policy makers and subnational/national advisors organized in landscape policy platforms discuss potential policy innovations based on analysis of project experience and lessons learned.
- Outcome 4: Multi-stakeholder partnerships develop and implement strategic projects to bring adoption of specific successful SGP-supported technologies, practices or systems to a tipping point in each landscape through engagement of potential financial partners, policy makers and national/subnational advisors and institutions, as well as the private sector.

The project contributes to SDGs: 1 (End poverty in all its forms everywhere); 2 (End hunger, achieve food security and improved nutrition and promote sustainable agriculture); 13 (Take urgent action to combat climate change and its impacts by regulating emissions and promoting developments in renewable energy); 14 (Conserve and sustainably use the oceans, seas and marine resources for sustainable development); and 15 (Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss). In addition, the project responds to the UNDP Country Programme Document (2022-2026), Outcome 1: Thailand's transformation into an inclusive economy based on a green, resilient, low carbon, sustainable development is accelerated.

The project is implemented by the United Nations Development Programme (UNDP) and executed by the United Nations Office for Project Services (UNOPS) under the Agency-Implemented modality. The Country Programme Management Unit (CPMU) is structured under the SGP Operational Guidelines approved by GEF Council. The CPMU is governed and overseen by a National Steering Committee (NSC) comprised of rotating representatives of civil society, as well as government and UNDP. The National Coordinator and Programme Assistant implement and operate the Country Programme. UNDP performs Project Assurance function to ensure the project will meet its objective and delivers on its targets. Thus, the project's key partners are from the NSC members including the GEF Operational Focal Point (GEF OFP), the Royal Forest Department, and the ONEP's Environment Fund. In addition, aside UNDP and UNOPS, the key stakeholders of the project are from NGOs and CBOs grantees including Rak Thais Foundation, Save Andaman Foundation, IUCN, Chunchonthai Foundation and Sueb Nakasathien Foundation for example.

Regarding the COVID-19 situation as of 16 December 2022, there were 4,715,489 infected cases, of which 33,392 were fatalities and 4,649,509 were recovered. Daily COVID-19 cases are increasing in Thailand, especially in Bangkok, but also in some provinces in the North, the North-East and in the South of the country. From 1 October 2022 onward, MoPH will manage COVID-19 as a "Disease under surveillance" instead of a "Dangerous infectious disease". The project implementation has been negatively impacted by COVID-19 related government-enforced lockdowns restricting both travel and public gatherings. These restrictions have affected the implementation timeline since the early stage of the project, dating back to 2020 and impacting activities such as the development of the target landscape assessments and strategies; review of grant proposals; and the start-up of awarded

community grants. In this regard, the project has requested for a 9 months no-cost extension that was approved in April 2022. Hence, the implementation periods for those 16 CBOs projects and 4 strategic projects were extended to 30 November 2022 and 31 March 2023 respectively.

3. TE Purpose

The TE will assess the achievement of project results against what was expected to be achieved, and draw lessons learnt that can both improve the project's sustainability and provide input to the enhancement of UNDP programming. The TE report promotes accountability and transparency and assesses the extent of project accomplishments. The evaluation should include and analyze best practices, specific lessons learned, and recommendations on the strategies to be used and how to implement them. Results of this Terminal Evaluation will be used by key stakeholders (such as GEF, UNDP, grantee partners, government, local governments, etc.) to be replicated by other projects or by other countries, improving their implementation in future programs.

The evaluation must provide evidence-based information that is credible, reliable and useful. The evaluator is expected to follow a participatory and consultative approach ensuring close engagement with government counterparts, in particular the GEF operational focal point, UNDP Country Office, GEF SGP project team, UNDP GEF Technical Adviser (Upgraded Country Programmes Global Coordinator (UCP GC), key stakeholders and grantees.

Evaluation Terminal will conduct an evaluation for program implementation from September 2019 to March 2023.

The evaluation will mainly focus on assessing the relevance, effectiveness, efficiency, results, impact, coordination and sustainability of GEF SGP Indonesia project efforts and will be applied to all two components of the project. The following are guiding questions within the framework of the evaluation criteria (to be reviewed/elaborated in the evaluation inception report).

Relevance

- Is the project relevant to the GEF Focal Area objectives?
- Is the project relevant the GEF biodiversity focal area and other relevant focal areas?
- Is the project relevant to Indonesia's environment and sustainable development objectives?
- Is the project addressing the needs of target beneficiaries at the local and regional levels?
- Is the project internally coherent in its design?
- How is the project relevant with respect to other donor-supported activities?
- Does the project provide relevant lessons and experiences for other similar projects in the future?
- Is GEF SGP project's theory of change clearly articulated?
- How did GEF SGP Project contribute towards and advance gender equality aspirations of the Government of Indonesia?
- How well does GEF SGP project react to changing work environment and how well has the design able to adjust to changing external circumstances?

Effectiveness & Results

- Has the project been effective in achieving the expected outcomes and objectives?
- How is risk and risk mitigation being managed?
- What lessons can be drawn regarding effectiveness for other similar projects in the future?

Efficiency

- Was adaptive management used or needed to ensure efficient resource use?
- Did the project logical framework and work plans and any changes made to them use as management tools during implementation?
- Were the accounting and financial systems in place adequate for project management and producing accurate and timely financial information?
- Were progress reports produced accurately, timely and responded to reporting requirements including adaptive management changes?
- Was project implementation as cost effective as originally proposed (planned vs. actual)
- Did the leveraging of funds (co-financing) happen as planned?
- Were financial resources utilized efficiently? Could financial resources have been used more efficiently?
- How was results-based management used during project implementation?
- To what extent partnerships/linkages between institutions/ organizations were encouraged and supported?
- Which partnerships/linkages were facilitated?
- What was the level of efficiency of cooperation and collaboration arrangements?
- Which methods were successful or not and why?
- Did the project efficiently utilize local capacity in implementation?
- What lessons can be drawn regarding efficiency for other similar projects in the future?

Coordination

- To what extent the project adopted a coordinated and participatory approach in mainstreaming gender into policies and programs?
- To what extent the project was effective in coordinating its activities with relevant development partners, donors, CSO, NGOs and academic institution?

Sustainability

- Were sustainability issues integrated into the design and implementation of the project?
- Did the project adequately address financial and economic sustainability issues?
- Are the recurrent costs after project completion sustainable?
- What are the main institutions/organizations in country that will take the project efforts forward after project end and what is the budget they have assigned to this?
- Were the results of efforts made during the project implementation period well assimilated by organizations and their internal systems and procedures?
- Is there evidence that project partners will continue their activities beyond project support?
- What degree is there of local ownership of initiatives and results?
- Were laws, policies and frameworks addressed through the project, in order to address sustainability of key initiatives and reforms?
- What is the level of political commitment to build on the results of the project?
- Are there policies or practices in place that create perverse incentives that would negatively affect long-term benefits?
- Are there adequate incentives to ensure sustained benefits achieved through the project?
- Are there risks to the environmental benefits that were created or that are expected to occur?
- Are there long-term environmental threats that have not been addressed by the project?
- Have any new environmental threats emerged in the project's lifetime?
- Is the capacity in place at the regional, national and local levels adequate to ensure sustainability of the results achieved to date?

- Is there potential to scale up or replicate project activities?
- Did the project's Exit Strategy actively promote replication?
- Which areas/arrangements under the project show the strongest potential for lasting long-term results?
- What are the key challenges and obstacles to the sustainability of results of the project initiatives that must be directly and quickly addressed?

Gender equality and women's empowerment

- What factors contribute or influence GEF SGP Indonesia project's ability to positively contribute to policy change from a gender perspective and women's economic empowerment.

The TE report will comprise a clear explanation of the methodology used, adequately address cross cutting areas including gender and human rights and include logical and well-articulated conclusions based on the findings which are linked to and supported by evidence. The TE will adhere to evaluation standards of integrity, accountability, transparency, and objectivity.

The TE will occur during the last months of project activities, allowing the TE team to proceed while the Project Team is still in place, yet ensuring the project is close enough to completion for the evaluation team reach conclusions on key aspects such as project sustainability.

DUTIES AND RESPONSIBILITIES

4. TE Approach & Methodology

The TE must provide evidence-based information that is credible, reliable and useful.

The TE team will review all relevant sources of information including documents prepared during the preparation phase (i.e. PIF, UNDP Initiation Plan, UNDP Social and Environmental Screening Procedure/SESP) the Project Document, project reports including annual PIRs, project budget revisions, lesson learned reports, national strategic and legal documents, and any other materials that the team considers useful for this evidence-based evaluation. The TE team will review the baseline and midterm GEF focal area Core Indicators/Tracking Tools submitted to the GEF at the CEO endorsement and midterm stages and the terminal Core Indicators/Tracking Tools that must be completed before the TE field mission begins.

The TE team is expected to follow a participatory and consultative approach ensuring close engagement with the Project Team, government counterparts (the GEF Operational Focal Point), Implementing Partners, the UNDP Country Office(s), the Regional Technical Advisors, direct beneficiaries and other stakeholders.

Engagement of stakeholders is vital to a successful TE². Stakeholder involvement should include interviews with stakeholders who have project responsibilities, including but not limited to: executing agencies, senior officials and task team/component leaders, key experts and consultants in the subject area, National Steering Committee of GEF SGP-Thailand, project beneficiaries, academia, local government and CSOs, etc. Additionally, the TE team is expected to conduct field missions, to the following project sites: Mae Lao Watershed (Chiang Rai Province), Phetchabun Mountains (Loei Province), Keang Krachan Forest Complex (Phetchaburi Province), and Phang Nga Bay (Krabi Province).

The specific design and methodology for the TE should emerge from consultations between the TE consultant and the above-mentioned parties regarding what is appropriate and feasible for meeting

² (link to stakeholder engagement in UNDP Eval Guidelines?)

the TE purpose and objectives and answering the evaluation questions, given limitations of budget, time and data. The TE consultant must, however, use gender-responsive methodologies and tools and ensure that gender equality and women's empowerment, as well as other cross-cutting issues and SDGs are incorporated into the TE report.

The TE consultant has the flexibility to determine the best methods and tools to collect and analyze data. The final methodological approach including interview schedule, field visits and data to be used in the evaluation should be clearly outlined in the inception report and be fully discussed and agreed between UNDP stakeholders and the TE team.

The final TE report should describe the full TE approach taken and the rationale for the approach making explicit the underlying assumptions, challenges, strengths and weaknesses about the methods and approach of the evaluation.

If the COVID-19 pandemic travel restrictions are activated, then the TE mission for the national consultant may not be possible due to the Covid-19 situation in the country. For this, the TE might be conducted using questionnaires, and virtual interviews, but the TE consultant should be able to revise the approach in consultation with the evaluation manager and the key stakeholders. These changes in approach should be agreed and reflected clearly in the TE Inception Report.

If all or part of the TE is to be carried out virtually then consideration should be taken for stakeholder availability, ability or willingness to be interviewed remotely. In addition, their accessibility to the internet/computer may be an issue as many government and national counterparts may be working from home. These limitations must be reflected in the final TE report.

5. Detailed Scope of the TE

The TE will assess project performance against expectations set out in the project's Logical Framework/Results Framework (see TOR Annex A). The TE will assess results according to the criteria outlined in the Guidance for TEs of UNDP-supported GEF-financed Projects (<https://tinyurl.com/68h94cp6>).

The Findings section of the TE report will cover the topics listed below.

A full outline of the TE report's content is provided in ToR Annex C.

The asterisk "*" indicates criteria for which a rating is required.

Findings

i. Project Design/Formulation

- National priorities and country driven-ness
- Theory of Change
- Gender equality and women's empowerment
- Social and Environmental Safeguards
- Analysis of Results Framework: project logic and strategy, indicators
- Assumptions and Risks
- Lessons from other relevant projects (e.g. same focal area) incorporated into project design
- Planned stakeholder participation

- Linkages between project and other interventions within the sector
- Management arrangements

ii. Project Implementation

- Adaptive management (changes to the project design and project outputs during implementation)
- Actual stakeholder participation and partnership arrangements
- Project Finance and Co-finance
- Monitoring & Evaluation: design at entry (*), implementation (*), and overall assessment of M&E (*)
- Implementing Agency (UNDP) (*) and Executing Agency (*), overall project oversight/implementation and execution (*)
- Risk Management, including Social and Environmental Standards

iii. Project Results

- Assess the achievement of outcomes against indicators by reporting on the level of progress for each objective and outcome indicator at the time of the TE and noting final achievements
- Relevance (*), Effectiveness (*), Efficiency (*) and overall project outcome (*)
- Sustainability: financial (*), socio-political (*), institutional framework and governance (*), environmental (*), overall likelihood of sustainability (*)
- Country ownership
- Gender equality and women's empowerment
- Cross-cutting issues (poverty alleviation, improved governance, climate change mitigation and adaptation, disaster prevention and recovery, human rights, capacity development, South-South cooperation, knowledge management, volunteerism, etc., as relevant)
- GEF Additionality
- Catalytic Role / Replication Effect
- Progress to impact

iv. Main Findings, Conclusions, Recommendations and Lessons Learned

- The TE team will include a summary of the main findings of the TE report. Findings should be presented as statements of fact that are based on analysis of the data.
- The section on conclusions will be written in light of the findings. Conclusions should be comprehensive and balanced statements that are well substantiated by evidence and logically connected to the TE findings. They should highlight the strengths, weaknesses and results of the project, respond to key evaluation questions and provide insights into the identification of and/or solutions to important problems or issues pertinent to project beneficiaries, UNDP and the GEF, including issues in relation to gender equality and women's empowerment.
- Recommendations should provide concrete, practical, feasible and targeted recommendations directed to the intended users of the evaluation about what actions to take and decisions to make. The recommendations should be specifically supported by the evidence and linked to the findings and conclusions around key questions addressed by the evaluation.
- The TE report should also include lessons that can be taken from the evaluation, including best and worst practices in addressing issues relating to relevance, performance and success that can

provide knowledge gained from the particular circumstance (programmatic and evaluation methods used, partnerships, financial leveraging, etc.) that are applicable to other GEF and UNDP interventions. When possible, the TE team should include examples of good practices in project design and implementation.

- It is important for the conclusions, recommendations and lessons learned of the TE report to include results related to gender equality and empowerment of women.

The TE report will include an Evaluation Ratings Table, as shown in the ToR Annex.

6. Expected Outputs and Deliverables

The TE consultant shall prepare and submit:

- TE Inception Report: TE consultant clarifies objectives and methods of the TE no later *than 2* weeks before the TE mission. TE consultant submits the Inception Report to the Commissioning Unit and project management. Approximate due date: *25 January 2023*
- Presentation: TE team presents initial findings to project management and the Commissioning Unit at the end of the TE mission. Approximate due date: *20 February 2023*
- Draft TE Report: TE team submits full draft report with annexes *within 3 weeks* of the end of the TE mission. Approximate due date: *1 March 2023*
- Final TE Report* and Audit Trail: TE team submits revised report, with Audit Trail detailing how all received comments have (and have not) been addressed in the final TE report, to the Commissioning Unit *within 1 week* of receiving UNDP comments on draft. Approximate due date: *15 March 2023*.

*The final TE report must be in English. If applicable, the Commissioning Unit may choose to arrange for a translation of the report into a language more widely shared by national stakeholders.

All final TE reports will be quality assessed by the UNDP Independent Evaluation Office (IEO). Details of the IEO's quality assessment of decentralized evaluations can be found in Section 6 of the UNDP Evaluation Guidelines.³

7. TE Arrangements

The principal responsibility for managing the TE resides with the Commissioning Unit. The Commissioning Unit for this project's TE is UNDP Country Office in Thailand.

The Commissioning Unit will contract the consultant and ensure the timely provision of per diems and travel arrangements within the country for the TE consultant. The Project Team will be responsible for liaising with the TE consultant to provide all relevant documents, set up stakeholder interviews, and arrange field visits.

8. Duration of the Work

The total duration of the TE will be approximately *35 working days* over a time period of 7 weeks starting 20 January 2023 and shall not exceed five months from when the TE team is hired. The tentative TE timeframe is as follows:

³ Access at: <http://web.undp.org/evaluation/guideline/section-6.shtml>

Detail of work	Working days	Due Date (2023)
· Application closes		20-Jan
· Selection of TE Team		20-Jan
· Prep the TE team (handover of project documents)		24-Jan
· Document review and preparing TE Inception Report	4	
· Finalization and Validation of TE Inception Report- latest start of TE mission		20-Mar
· TE mission: stakeholder meetings, interviews, field visits	15	14 – 25 Feb
· Mission wrap-up meeting & presentation of initial findings- earliest end of TE mission	5	16-Mar
· Preparation of draft TE report	7	20-Mar
· Circulation of draft TE report for comments		3-Apr
· Incorporation of comments on draft TE report into Audit Trail & finalization of TE report	2	14-Apr
· Preparation & Issue of Management Response	2	24-Apr
· (optional) Concluding Stakeholder Workshop		
· Expected date of full TE completion		28-Apr
Total working days	35	

9. Duty Station

Home-Based with field mission at the project sites in Chiang Rai, Loei, Phetchaburi, and Krabi provinces

Travel:

- International travel will be required to *Thailand* during the TE mission;
- The BSAFE course must be successfully completed prior to commencement of travel;
- Individual Consultants are responsible for ensuring they have vaccinations/inoculations when travelling to certain countries, as designated by the UN Medical Director.
- Consultants are required to comply with the UN security directives set forth under: <https://dss.un.org/dssweb/>
- All related travel expenses will be covered and will be reimbursed as per UNOPS rules and regulations upon submission of TA and TE claim forms and supporting documents.

REQUIRED SKILLS AND EXPERIENCE

10. TE Team Composition and Required Qualifications

An independent evaluator with experience and exposure to projects and evaluations in the country will conduct the TE. The TE consultant will be responsible for the overall design and writing of the TE report. In addition, he/she will assess emerging trends with respect to regulatory frameworks, budget

allocations, capacity building, develop communication with stakeholders who will be interviewed, and work with the SGP Project Team (CPMU) in developing the TE workplan.

The evaluator cannot have participated in the project preparation, formulation and/or implementation (including the writing of the project document), must not have conducted this project's Mid-Term Review and should not have a conflict of interest with the project's related activities.

The selection of evaluator will be aimed at maximizing the overall quality in the following areas:

Education

- Master's degree in environmental and natural resources management, sustainable development, and community-based development or other closely related field;

Experience

- Relevant experience with results-based management evaluation methodologies;
- Experience applying SMART indicators and reconstructing or validating baseline scenarios;
- Competence in adaptive management, as applied to biodiversity, climate change, and land degradation;
- Experience in evaluating projects;
- Experience working with GEF projects in the country;
- Experience in relevant technical areas for at least *10 years*;
- Demonstrated understanding of issues related to gender and biodiversity, climate change, and land degradation; experience in gender responsive evaluation and analysis;
- Excellent communication skills;
- Demonstrable analytical skills;
- Experience with the GEF Small Grants Programme will be considered an asset.
- Project evaluation/review experience within United Nations system will be considered an asset;

Language

- Fluency in written and spoken English.

11. Evaluator Ethics

The TE consultant will be held to the highest ethical standards and is required to sign a code of conduct upon acceptance of the assignment. This evaluation will be conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation'. The evaluator must safeguard the rights and confidentiality of information providers, interviewees and stakeholders through measures to ensure compliance with legal and other relevant codes governing collection of data and reporting on data. The evaluator must also ensure security of collected information before and after the evaluation and protocols to ensure anonymity and confidentiality of sources of information where that is expected. The information knowledge and data gathered in the evaluation process must also be solely used for the evaluation and not for other uses without the express authorization of UNDP and partners.

12. Payment Schedule

- 20% payment upon satisfactory delivery of the final TE Inception Report and approval by the Commissioning Unit
- 40% payment upon satisfactory delivery of the draft TE report to the Commissioning Unit

- 40% payment upon satisfactory delivery of the final TE report and approval by the Commissioning Unit and RTA (via signatures on the TE Report Clearance Form) and delivery of completed TE Audit Trail

Criteria for issuing the final payment of 40%

- The final TE report includes all requirements outlined in the TE TOR and is in accordance with the TE guidance.
- The final TE report is clearly written, logically organized, and is specific for this project (i.e. text has not been cut & pasted from other MTR reports).
- The Audit Trail includes responses to and justification for each comment listed.

In line with the UNDP's financial regulations, when determined by the Commissioning Unit and/or the consultant that a deliverable or service cannot be satisfactorily completed due to the impact of COVID-19 and limitations to the TE, that deliverable or service will not be paid.

Due to the current COVID-19 situation and its implications, a partial payment may be considered if the consultant invested time towards the deliverable but was unable to complete to circumstances beyond his/her control.

APPLICATION PROCESS

13. Scope of Price Proposal and Schedule of Payments

Financial Proposal:

- Financial proposals must be "all inclusive" and expressed in a lump-sum for the total duration of the contract. The term "all inclusive" implies all cost (professional fees, travel costs, living allowances etc.);
- For duty travels, the UN's Daily Subsistence Allowance (DSA) rates are Chiang Rai, Loei, Phetchaburi, and Krabi provinces, which should provide indication of the cost of living in a duty station/destination (*Note: Individuals on this contract are not UN staff and are therefore not entitled to DSAs. All living allowances required to perform the demands of the ToR must be incorporated in the financial proposal, whether the fees are expressed as daily fees or lump sum amount.*)
- The lump sum is fixed regardless of changes in the cost components.

14. Annexes to the TE ToR

- ToR Annex A: Project Logical/Results Framework
- ToR Annex B: Project Information Package to be reviewed by TE team
- ToR Annex C: Content of the TE report
- ToR Annex D: Evaluation Criteria Matrix template
- ToR Annex E: UNEG Code of Conduct for Evaluators
- ToR Annex F: TE Rating Scales and TE Ratings Table
- ToR Annex G: TE Report Clearance Form
- ToR Annex H: TE Audit Trail template

Annexes to Terminal Evaluation Terms of Reference

Templated 2 - formatted for the [UNDP Jobs website](#)

- **ToR Annex A: Project Logical/Results Framework**
- **ToR Annex B: Project Information Package to be reviewed by TE team**
- **ToR Annex C: Content of the TE report**
- **ToR Annex D: Evaluation Criteria Matrix template**
- **ToR Annex E: UNEG Code of Conduct for Evaluators**
- **ToR Annex F: TE Rating Scales and TE Ratings Table**
- **ToR Annex G: TE Report Clearance Form**
- **ToR Annex H: TE Audit Trail template**

ToR Annex A: Project Logical/Results Framework

(Insert the project's results framework)

This project will contribute to the following Sustainable Development Goal (s): SDG 1 (End poverty in all its forms everywhere); SDG 2 (End hunger, achieve food security and improved nutrition and promote sustainable agriculture); SDG 13 (Take urgent action to combat climate change and its impacts by regulating emissions and promoting developments in renewable energy); SDG 14 (Conserve and sustainably use the oceans, seas and marine resources for sustainable development); and SDG 15 (Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss).

This project will contribute to the following country outcome included in the UNDAF/Country Programme Document: Outcome 1: Promoting inclusive Green Growth, creating fairness and reducing inequality in the society for sustainable development

This project will be linked to the following output of the UNDP Strategic Plan Integrated Results and Resources Framework (2014-2017):

Output 1.3: Solutions developed at national and sub-national levels for sustainable management of natural resources, ecosystem services, chemicals and waste.

Output 1.4: Scaled up action on climate change adaptation and mitigation cross sectors which is funded and implemented.

Output 1.5: Inclusive and sustainable solutions adopted to achieve increased energy efficiency and universal modern energy access (especially off-grid sources of renewable energy)

Output 2.5: Legal and regulatory frameworks, policies and institutions enabled to ensure the conservation, sustainable use, and access and benefit sharing of natural resources, biodiversity and ecosystems, in line with international conventions and national legislation.

	Objective and Outcome Indicators (no more than a total of 15 -16 indicators)	Baseline⁴	Mid-term Target⁵	End of Project Target (3 years)	Data Collection Methods and Risks/Assumptions⁶
Project Objective: <i>to enable community organizations in four diverse regions of Thailand to take collective action for adaptive</i>	A. Increased area (hectares) of landscapes under improved practices (GEF Core Indicator 4.1+ 4.3)	Less than 100 hectares under agroecological practices and currently	15,000 hectares	31,000 additional hectares with improved community management of which	<i>Data collected by Country Program team at project approval and during M&E</i> Risks: Economic crisis provokes disinterest in participation; weather and climate impacts

⁴ Baseline, mid-term and end of project target levels must be expressed in the same neutral unit of analysis as the corresponding indicator. Baseline is the current/original status or condition and need to be quantified. The baseline must be established before the project document is submitted to the GEF for final approval. The baseline values will be used to measure the success of the project through implementation monitoring and evaluation.

⁵ Target is the change in the baseline value that will be achieved by the mid-term review and then again by the terminal evaluation.

⁶ Data collection methods should outline specific tools used to collect data and additional information as necessary to support monitoring. The PIR cannot be used as a source of verification.

<i>landscape and seascape management for socio-ecological resilience - through design, implementation and evaluation of grant projects for global environmental benefits and sustainable development</i>		protected by communities. Zero area of land rehabilitated and improved through sustainable land management and soil improvement practices		26,000 hectares of landscapes and 5,000 hectares of seascapes	damage grant projects or cause abandonment of project areas; Assumptions: Legal and policy frameworks enable communities to develop plans and obtain permits to sustainably use their natural resources Government environmental institutions maintain or increase their pledged support to community sustainable livelihood activities No major severe weather event will jeopardize community project activities
	B. Carbon sequestered or emissions avoided in the sector of Agriculture, Forestry and Other Land Use (GEF Core Indicator 6.1) (To be determined during landscape level environmental assessments (see Output 1.2.1)	<i>1,700,000 tons of CO2e</i>	3,406,625.62 tons of CO2e	<i>Data collected by Country Program team at project approval and during M&E; tons of CO2e avoided estimated using UNFCCC co-efficients for area forests and RE/EE</i> Risks: Economic crisis provokes disinterest in participation; weather and climate impacts damage grant projects or cause abandonment of project areas; Assumptions: Legal and policy frameworks enable communities to develop plans and obtain permits to sustainably use their natural resources Government environmental institutions maintain or increase their pledged support to

					community sustainable livelihood activities No major severe weather event will jeopardize community project activities
	C. Number of direct beneficiaries disaggregated by gender (GEF Core Indicator 11)	32 communities with improved livelihoods and enhanced resilience through natural resources management during SGP OP5 Including 405 women and 945 men	60 communities	120 communities with improved livelihoods and enhanced resilience to climate change including 4,320 women and 5,280 men	<p><i>Data collected by Country Program team at project approval and during M&E</i></p> <p>Risks: Economic crisis provokes disinterest in participation; weather and climate impacts damage grant projects or cause abandonment of project areas; Assumptions: Markets and product prices provide sufficient incentives for communities to produce sustainable, resilient products Legal and policy frameworks enable communities to develop plans and obtain permits to sustainably use their natural resources Government environmental institutions maintain or increase their pledged support to community sustainable livelihood activities No major severe weather event will jeopardize community project activities</p>

Component 1: Resilient rural landscapes and seascapes for sustainable development and global environmental protection

<p>Component/Outcome 1</p> <p>Multi-stakeholder partnerships in four pilot landscapes and seascapes – Mae Lao Watershed; Phetchabun Mountains; Kaeng Krachan Forest Complex; Phang Nga Bay - develop and execute adaptive management plans to enhance landscape/seascape and community resilience with global environmental benefits</p>	<p>Formal multi-stakeholder groups established in each landscape/seascape to carry out adaptive planning and management</p>	<p>One network of CSOs and CBOs was built in each region in GEF5</p>	<p>One multi-stakeholder group per landscape is established and operational with formal agreement to collaborate</p>	<p>One multi-stakeholder group per landscape is established and operational with formal agreement to collaborate</p>	<p><i>Data collected by Country Program team through field visits and direct observation</i></p>
	<p>Number of adaptive and participatory land/seascape management strategies developed/updated</p>	<p>No existing landscape strategies</p>	<p>Four adaptive and participatory land/seascape management strategies and plans approved by the National Steering Committee</p>	<p>Four adaptive and participatory land/seascape management strategies and plans approved by the National Steering Committee</p>	<p>Risks: Key stakeholders are unwilling or unable to participate in landscape planning and management groups</p> <p>Assumptions: A diverse, representative group of landscape stakeholders are interested and willing to participate in a landscape planning and management group. Stakeholders agree to use the Satoyama Resilience Indicators.</p>
					<p><i>Data collected by Country Program team through field visits and direct observation</i></p> <p>Risks: Stakeholders cannot reach consensus on desirable landscape level Outcomes and are unable to develop landscape strategies</p> <p>Assumptions: Stakeholders will make every effort to discuss and agree landscape level outcomes and have sufficient analytical and planning capacities to develop landscape strategies.</p>
	<p>Typologies of community level projects and eligibility criteria formulated for each landscape/seascape</p>	<p>Projects in landscapes are not aligned with broader landscape</p>	<p>A landscape specific typology of community level projects and eligibility</p>	<p>A landscape specific typology of community level projects and eligibility</p>	<p><i>Data collected by Country Program team through field visits and direct observation</i></p>
					<p>Risks: Stakeholder groups are insufficiently innovative or ambitious to identify projects that</p>

		level outcomes	criteria formulated and agreed to by each multi-stakeholder group for each landscape	criteria formulated and agreed to by each multi-stakeholder group for each landscape	will make an impact on landscape resilience. Assumptions: Sufficient number of community organizations will be interested in discussing potential initiatives.
Component/ Outcome 2 Community organizations in landscape/seascape level networks build their adaptive management capacities by implementing community level projects and collaborating in managing landscape resources and processes to achieve socio ecological production landscape resiliency.	Area (ha) under community management implementing agroecological principles and practices for selected crops	Less than 100 ha under agroecological practices	700 hectares	At least 1,500 ha managed under agroecological practices that enhance productivity and sustainability of smallholder agroecosystems: participatory vulnerability assessments; polycultures, cover crops, agroforestry systems, crop genetic resource conservation; others	<i>Data collected by Country Program team through field visits and direct observation</i> Risks: Farmers will be disinterested in agroecological farming because they perceive it as risky or unprofitable. Assumptions: Once a number of farmers see and experience the economic benefits of agroecological farming, more farmers will be convinced to try it.
	Area (ha) under community-based sustainable forest management	<i>As above</i>	5,000 hectares	At least 11,000 ha under community-	<i>Data collected by Country Program team through field visits and direct observation</i>

	including reforestation and/or afforestation			based sustainable forest management, including reforestation and/or afforestation, that conserve biodiversity and enhance ecosystem services: watershed management, non-timber forest products.	<p>Risks: Local stakeholders will be disinterested in sustainable forest management because they perceive it as risky or unprofitable.</p> <p>Assumptions: Once sufficient number of local stakeholders see and experience the economic benefits of sustainable forest management, more will be convinced to try it.</p> <p>:</p>
	Area (ha) under Indigenous and Community Conservation areas (ICCAs) with land use planning and management, including co-management arrangements with government protected areas	Less than 100 ha currently protected by communities	8,000 hectares	At least 17,000 ha under ICCAs with management plans that protect biodiversity and enhance ecosystem services	<p><i>Data collected by Country Program team through field visits and direct observation</i></p> <p>Risks: Communities are not interested in conserving habitat to protect biodiversity and enhance ecosystem services</p> <p>Assumptions: Community stakeholders can be convinced of the potential benefits of conservation areas.</p>
	Area (ha) of land rehabilitated and improved through sustainable land management and soil improvement practices	Zero area of land rehabilitated and improved through sustainable	700 hectares	At least 1,500 ha under sustainable land management and soil	<i>Data collected by Country Program team through field visits and direct observation</i>

		land management and soil improvement practices		improvement practices that enhance ecosystem services: terracing, bunds, gabions, gully plugs, intercropping, etc.	<p>Risks: Farmers and community organizations will be disinterested in soil conservation because they perceive it as unprofitable.</p> <p>Assumptions: Once sufficient farmers and community groups see and experience the economic benefits of increased fertility, water holding capacity and soil moisture availability, more farmers will be convinced to try it.</p>
<p>Component/ Outcome 3</p> <p>Multi-stakeholder landscape and seascape management groups, local policy makers and subnational/national advisors organized in landscape policy platforms discuss potential policy innovations based on analysis of project experience and lessons learned.</p>	Number of operational multi-stakeholder policy dialogue platforms in each landscape and nationally	Zero existing multi-stakeholder policy platforms and participants engaged in at landscape level	-0-	One landscape multi-stakeholder policy platform in each of four landscapes	<p>Data collected by Country Program team through field visits and direct observation</p> <p>Risks: Local authorities and national level advisors reject invitations to participate in policy dialogue platforms and analyze lessons from grant projects.</p> <p>Assumptions: Local stakeholders (authorities, private sector, CSOs, and others) will want to participate in the dialogue platforms given the visibility it will provide them and other benefits.</p>
	Number of multi-stakeholder participants engaged in multi-sectoral policy dialogue platforms and the discussion and analysis of lessons learned from landscape planning and management	Weak multi-stakeholder participation in and organization of knowledge sharing events, capacity	-0-	At least 1,000 multi-stakeholder participants engaged in multi-sectoral policy dialogue platforms and in the analysis	<p><i>Data collected by Country Program team through field visits and direct observation</i></p> <p>Risks: Local authorities and national level advisors reject invitations to participate in policy dialogue platforms and analyze lessons from grant projects.</p>

		building activities or outreach		process of the landscape planning and management for four landscapes	Assumptions: Local stakeholders (authorities, private sector, CSOs, and others) will want to participate in the dialogue platforms given the visibility it will provide them and other benefits.
	Number of case studies of the participatory landscape planning and management experience produced and disseminated	No case studies or other knowledge products produced or disseminated regarding participatory landscape planning and management	-0-	One case study of the participatory landscape planning and management process for each of the four landscapes	<i>Data collected by Country Program team through direct observation</i>
					Risks: Engagement and enthusiasm of multi-stakeholder groups slacks off over time. Assumptions: Multi-stakeholder landscape planning and management groups will maintain an appropriate level of activity and commitment to implementation of the landscape strategies.
	Number of knowledge products produced and disseminated	Project and country programme experiences and lessons are not analyzed, codified and communicated as part of an overall strategy or plan	<i>3 different knowledge products</i>	At least 10 different knowledge products based on project and country programme experiences produced and disseminated	<i>Direct observation by Country Program team</i>
					Risks: Grantee groups show reluctance to participate in project evaluations. Assumptions: Stakeholder participation will yield insights and knowledge of best practice and can derive lessons of value and interest to authorities and others.

Component/ Outcome 4 Multi-stakeholder partnerships develop and implement strategic projects to bring adoption of specific successful SGP-supported technologies, practices or systems to a tipping point in each landscape through engagement of potential financial partners, policy makers and national/subnational advisors and institutions, as well as the private sector.	Number of strategic projects consolidating, replicating and up-scaling specific successful SGP-supported technologies, practices or systems	Zero existing strategic projects upscaling SGP-supported technologies, practices or systems	At least four analytical reports of successful project portfolios and lines of work for potential replication and upscaling	At least four strategic projects replicating and up-scaling specific successful SGP-supported technologies, practices or systems	<i>Data collected by Country Program team through field visits and direct observation</i>
					Risks: Stakeholders are uninterested in upscaling and no leadership emerges to take the process forward. Assumptions: Sufficiently robust numbers of SGP supported projects have been implemented to constitute a thematic portfolio susceptible to upscaling. Potential investors are likely to be interested in co-financing upscaling initiatives

ToR Annex B: Project Information Package to be reviewed by TE team

#	Item (electronic versions preferred if available)
1	Project Identification Form (PIF)
2	UNDP Initiation Plan
3	Final UNDP-GEF Project Document with all annexes
4	CEO Endorsement Request
5	UNDP Social and Environmental Screening Procedure (SESP) and associated management plans (if any)
6	Inception Workshop Report
7	Mid-Term Review report and management response to MTR recommendations
8	All Project Implementation Reports (PIRs)
9	Progress reports (quarterly, semi-annual or annual, with associated workplans and financial reports)
10	Oversight mission reports
11	Minutes of Project Board Meetings and of other meetings (i.e. Project Appraisal Committee meetings)
12	GEF Tracking Tools (from CEO Endorsement, midterm and terminal stages)
13	GEF/LDCF/SCCF Core Indicators (from PIF, CEO Endorsement, midterm and terminal stages); for GEF-6 and GEF-7 projects only
14	Financial data, including actual expenditures by project outcome, including management costs, and including documentation of any significant budget revisions
15	Co-financing data with expected and actual contributions broken down by type of co-financing, source, and whether the contribution is considered as investment mobilized or recurring expenditures
16	Audit reports
17	Electronic copies of project outputs (booklets, manuals, technical reports, articles, etc.)
18	Sample of project communications materials
19	Summary list of formal meetings, workshops, etc. held, with date, location, topic, and number of participants
20	Any relevant socio-economic monitoring data, such as average incomes / employment levels of stakeholders in the target area, change in revenue related to project activities
21	List of contracts and procurement items over ~US\$5,000 (i.e. organizations or companies contracted for project outputs, etc., except in cases of confidential information)
22	List of related projects/initiatives contributing to project objectives approved/started after GEF project approval (i.e. any leveraged or “catalytic” results)
23	Data on relevant project website activity – e.g. number of unique visitors per month, number of page views, etc. over relevant time period, if available
24	UNDP Country Programme Document (CPD)
25	List/map of project sites, highlighting suggested visits
26	List and contact details for project staff, key project stakeholders, including Project Board members, RTA, Project Team members, and other partners to be consulted
27	Project deliverables that provide documentary evidence of achievement towards project outcomes
28	Gender Action Plan

ToR Annex C: Content of the TE report

- iv. Title page
 - Title of UNDP-supported GEF-financed project
 - UNDP PIMS ID and GEF ID
 - TE timeframe and date of final TE report
 - Region and countries included in the project
 - GEF Focal Area/Strategic Program
 - Executing Agency, Implementing partner and other project partners
 - TE Team members
- v. Acknowledgements
- vi. Table of Contents
- vii. Acronyms and Abbreviations
- 1. Executive Summary (3-4 pages)
 - Project Information Table
 - Project Description (brief)
 - Evaluation Ratings Table
 - Concise summary of findings, conclusions and lessons learned
 - Recommendations summary table
- 2. Introduction (2-3 pages)
 - Purpose and objective of the TE
 - Scope
 - Methodology
 - Data Collection & Analysis
 - Ethics
 - Limitations to the evaluation
 - Structure of the TE report
- 3. Project Description (3-5 pages)
 - Project start and duration, including milestones
 - Development context: environmental, socio-economic, institutional, and policy factors relevant to the project objective and scope
 - Problems that the project sought to address: threats and barriers targeted
 - Immediate and development objectives of the project
 - Expected results
 - Main stakeholders: summary list
 - Theory of Change
- 4. Findings
(in addition to a descriptive assessment, all criteria marked with (*) must be given a rating⁷)
 - 4.1 Project Design/Formulation
 - Analysis of Results Framework: project logic and strategy, indicators
 - Assumptions and Risks
 - Lessons from other relevant projects (e.g. same focal area) incorporated into project design
 - Planned stakeholder participation
 - Linkages between project and other interventions within the sector

⁷ See ToR Annex F for rating scales.

4.3 Project Implementation

- Adaptive management (changes to the project design and project outputs during implementation)
- Actual stakeholder participation and partnership arrangements
- Project Finance and Co-finance
- Monitoring & Evaluation: design at entry (*), implementation (*), and overall assessment of M&E (*)
- UNDP implementation/oversight (*) and Implementing Partner execution (*), overall project implementation/execution (*), coordination, and operational issues

4.4 Project Results

- Progress towards objective and expected outcomes (*)
- Relevance (*)
- Effectiveness (*)
- Efficiency (*)
- Overall Outcome (*)
- Country ownership
- Gender
- Other Cross-cutting Issues
- Social and Environmental Standards
- Sustainability: financial (*), socio-economic (*), institutional framework and governance (*), environmental (*), and overall likelihood (*)
- Country Ownership
- Gender equality and women's empowerment
- Cross-cutting Issues
- GEF Additionality
- Catalytic Role / Replication Effect
- Progress to Impact

5. Main Findings, Conclusions, Recommendations & Lessons

- Main Findings
- Conclusions
- Recommendations
- Lessons Learned

6. Annexes

- TE ToR (excluding ToR annexes)
- TE Mission itinerary
- List of persons interviewed
- List of documents reviewed
- Summary of field visits
- Evaluation Question Matrix (evaluation criteria with key questions, indicators, sources of data, and methodology)
- Questionnaire used and summary of results
- Co-financing tables (if not include in body of report)
- TE Rating scales
- Signed Evaluation Consultant Agreement form
- Signed UNEG Code of Conduct form

- Signed TE Report Clearance form
- *Annexed in a separate file:* TE Audit Trail
- *Annexed in a separate file:* relevant terminal GEF/LDCF/SCCF Core Indicators or Tracking Tools, as applicable

ToR Annex D: Evaluation Criteria Matrix template

Evaluative Criteria Questions	Indicators	Sources	Methodology
Relevance: How does the project relate to the main objectives of the GEF Focal area, and to the environment and development priorities a the local, regional and national level?			
Is the project relevant to the GEF Focal Area objectives?	<ul style="list-style-type: none"> • UNCBD priorities and areas of work incorporated in project design • Extent to which the project is implemented in line with incremental cost argument 	<ul style="list-style-type: none"> • Project documents • National policies and strategies to implement the UNCBD, other international conventions, or related to environment more generally • UNCBD and other international convention web sites 	<ul style="list-style-type: none"> • Documents Analyses • Interviews with project team, UNDP and other partners • UNDP Guidance for conducting evaluations during COVID-19
Is the project relevant the GEF biodiversity focal area and other relevant focal areas?	Existence of a clear relationship between the project objectives and GEF biodiversity focal area	<ul style="list-style-type: none"> • Project documents • GEF focal areas strategies and documents 	<ul style="list-style-type: none"> • Documents analyses • GEF website • Interviews with UNDP and project team
Is the project relevant to Thailand's environment and sustainable development objectives?	<ul style="list-style-type: none"> • Degree to which the project supports national environmental objectives • Degree of coherence between the project and national's priorities, policies and strategies • Appreciation from national stakeholders with respect to adequacy of project design and implementation to national realities and existing capacities • Level of involvement of government officials and other partners in the project design process • Coherence between needs expressed by national stakeholders and UNDP-GEF criteria 	<ul style="list-style-type: none"> • Project documents • National policies and strategies • Key project partners 	<ul style="list-style-type: none"> • Documents analyses • Interviews with UNDP and project partners

<p>Is the project addressing the needs of target beneficiaries at the local and regional levels?</p>	<ul style="list-style-type: none"> • Strength of the link between expected results from the project and the needs of relevant stakeholders • Degree of involvement and inclusiveness of stakeholders in project design and implementation 	<ul style="list-style-type: none"> • Project partners and stakeholders • Needs assessment studies • Project documents 	<ul style="list-style-type: none"> • Document analysis • Guidance for Conducting TE of UNDP-Supported, GEF-Financed Projects • UNDP Guidance for conducting evaluations during COVID-19 • Interviews with relevant stakeholders
<p>Is the project internally coherent in its design?</p>	<ul style="list-style-type: none"> • Level of coherence between project expected results and project design internal logic • Level of coherence between project design and project implementation approach 	<ul style="list-style-type: none"> • Program and project documents • Key project stakeholders 	<ul style="list-style-type: none"> • Document analysis • Key interviews
<ul style="list-style-type: none"> • Is GEF SGP project's theory of change clearly articulated? • How did GEF SGP Project contribute towards and advance gender equality aspirations of the Government of Thailand? • How well does GEF SGP project react to changing work environment and how well has the design able to adjust to changing external circumstances? 	<ul style="list-style-type: none"> • Level of coherence between project expected results and project design internal logic • Level of coherence between project expected results and individual CBOs/NGOs proposals • Adequacy of Indicators (SMART) • Evidence of gender monitoring • Appreciation from national stakeholders with respect to adequacy of project design and implementation to national realities and existing capacities: evidence of incorporation of their perspective 	<ul style="list-style-type: none"> • Project documents • UNDP/GEF/SGP policies and strategies • National policies and strategies • Key project partners and stakeholders 	<ul style="list-style-type: none"> • Documents analyses • UNDP website • GEF SGP website • Interviews with UNDP, GEF/SGP, project staff and participating national stakeholders • Guidance for Conducting TE of UNDP-Supported, GEF-Financed Projects • UNDP Guidance for conducting

			evaluations during COVID-19 <ul style="list-style-type: none"> • Interviews with relevant stakeholders
How is the project relevant with respect to other donor-supported activities?	Degree to which program was coherent and complementary to other donor programming nationally and regionally	<ul style="list-style-type: none"> • Documents from other donor supported activities • Other donor representatives • Project documents 	<ul style="list-style-type: none"> • Documents analyses • Interviews with project partners and relevant stakeholders
Does the project provide relevant lessons and experiences for other similar projects in the future?		Data collected throughout evaluation	Data analysis
Effectiveness: To what extent have the expected outcomes and objectives of the project been achieved?			
Has the project been effective in achieving the expected outcomes and objectives?	See indicators in project document results framework and logframe	<ul style="list-style-type: none"> • Project documents • Project team and relevant stakeholders • Data reported in project annual and quarterly reports 	<ul style="list-style-type: none"> • Documents analysis • Interviews with project team • Interviews with relevant stakeholders
How is risk and risk mitigation being managed?	<ul style="list-style-type: none"> • Completeness of risk identification and assumptions during project planning and design • Quality of existing information systems in place to identify emerging risks and other issues • Quality of risk mitigations strategies developed and followed 	<ul style="list-style-type: none"> • Project documents • Project documents and reporting • Project Case Studies • UNDP/GEF-SGP, project staff and partners • Beneficiaries 	<ul style="list-style-type: none"> • Document analysis • Interviews
What lessons can be drawn regarding effectiveness for other similar projects in the future?		<ul style="list-style-type: none"> • Data collected throughout evaluation • Project documents and reporting • Project Case Studies 	Data analysis
Efficiency: Was the project implemented efficiently, in line with international and national norms and standards?			

<p>Was project support provided in an efficient way?:</p> <ul style="list-style-type: none"> • Was adaptive management used or needed to ensure efficient resource use? • Did the project logical framework and work plans and any changes made to them use as management tools during implementation? • Were the accounting and financial systems in place adequate for project management and producing accurate and timely financial information? • Were progress reports produced accurately, timely and responded to reporting requirements including adaptive management changes? • Was project implementation as cost effective as originally proposed (planned vs. actual) • Did the leveraging of funds (co-financing) happen as planned? • Were financial resources utilized efficiently? Could financial resources have been used more efficiently? 	<ul style="list-style-type: none"> • Availability and quality of financial and progress reports • Timeliness and adequacy of reporting provided • Level of discrepancy between planned and utilized financial expenditures • Planned vs. actual funds leveraged • Cost in view of results achieved compared to costs of similar projects from other organizations • Adequacy of project choices in view of existing context, infrastructure and cost • Quality of results-based management reporting (progress reporting, monitoring and evaluation) • Occurrence of change in project design/ implementation approach (i.e. restructuring) when needed to improve project efficiency • Cost associated with delivery mechanism and management structure compare to alternatives 	<ul style="list-style-type: none"> • Project documents and evaluations • UNDP/ GEF SGP • Project team 	<ul style="list-style-type: none"> • Document analysis • Key interviews
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<ul style="list-style-type: none"> • Was procurement carried out in a manner making efficient use of project resources? • How was results-based management used during project implementation? 			
<p>How efficient are partnership arrangements for the project:</p> <ul style="list-style-type: none"> • To what extent partnerships/linkages between institutions/organizations were encouraged and supported? • Which partnerships/linkages were facilitated? • What was the level of efficiency of cooperation and collaboration arrangements? • Which methods were successful or not and why? 	<ul style="list-style-type: none"> • Specific activities conducted to support the development of cooperative arrangements between partners, • Examples of supported partnerships • Evidence that particular partnerships/linkages will be sustained • Types/quality of partnership cooperation methods utilized 	<ul style="list-style-type: none"> • Project documents and evaluations • Project partners and relevant stakeholders 	<ul style="list-style-type: none"> • Document analysis • Interviews
<p>Did the project efficiently utilize local capacity in implementation?:</p> <ul style="list-style-type: none"> • Was an appropriate balance struck between utilization of international expertise as well as local capacity? • Did the project take into account local capacity in design and implementation of the project? • Was there an effective 	<ul style="list-style-type: none"> • Proportion of expertise utilized from international experts compared to national experts • Number/quality of analyses done to assess local capacity potential and absorptive capacity 	<ul style="list-style-type: none"> • Project documents and evaluations • UNDP/GEF SGP • Beneficiaries 	<ul style="list-style-type: none"> • Document analysis • Interviews

collaboration between institutions responsible for implementing the project?			
<ul style="list-style-type: none"> • What lessons can be drawn regarding efficiency for other similar projects in the future?: • What lessons can be learnt from the project regarding efficiency? • How could the project have more efficiently carried out implementation (in terms of management structures and procedures, partnerships arrangements etc...)? • What changes could have been made (if any) to the project in order to improve its efficiency? 		Data collected throughout evaluation	Data analysis
Sustainability: To what extent are there financial, institutional, socio-political, and/or environmental risks to sustaining long-term project results?			
Were sustainability issues integrated into the design and implementation of the project?	<ul style="list-style-type: none"> • Evidence / quality of sustainability strategy • Evidence / quality of steps taken to ensure sustainability 	<ul style="list-style-type: none"> • Project documents and evaluations • UNDP/GEF SGP and project personnel and project partners • Beneficiaries 	<ul style="list-style-type: none"> • Document analysis • Interviews
Financial sustainability: <ul style="list-style-type: none"> • Did the project adequately address financial and economic 	<ul style="list-style-type: none"> • Level and source of future financial support to be provided to relevant sectors and activities after project ends • Evidence of commitments from international partners, 	<ul style="list-style-type: none"> • Project documents and evaluations • UNDP/GEF SGP and project personnel and project partners • Beneficiaries 	<ul style="list-style-type: none"> • Document analysis • Interviews

<p>sustainability issues?</p> <ul style="list-style-type: none"> • Are the recurrent costs after project completion sustainable? • What are the main institutions/organizations in country that will take the project efforts forward after project end and what is the budget they have assigned to this? 	<p>governments or other stakeholders to financially support relevant sectors of activities after project end</p> <ul style="list-style-type: none"> • Level of recurrent costs after completion of project and funding sources for those recurrent costs 		
<p>Institutional and governance sustainability:</p> <ul style="list-style-type: none"> • Were the results of efforts made during the project implementation period well assimilated by organizations and their internal systems and procedures? • Is there evidence that project partners will continue their activities beyond project support? • What degree is there of local ownership of initiatives and results? • Were laws, policies and frameworks addressed through the project, in order to address sustainability of key initiatives and reforms? 	<ul style="list-style-type: none"> • Degree to which project activities and results have been taken over by local counterparts or institutions/organizations • Level of financial support to be provided to relevant sectors and activities by in-country actors after project end • Efforts to support the development of relevant laws and policies • State of enforcement and law making capacity • Evidences of commitment by government enactment of laws and resource allocation to priorities 	<ul style="list-style-type: none"> • Project documents and evaluations • UNDP/GEF SGP and project personnel and project partners • Beneficiaries 	<ul style="list-style-type: none"> • Document analysis • Interviews

<ul style="list-style-type: none"> • What is the level of political commitment to build on the results of the project? • Are there policies or practices in place that create perverse incentives that would negatively affect long-term benefits? 			
Are there adequate incentives to ensure sustained benefits achieved through the project?		<ul style="list-style-type: none"> • Project documents and evaluations • UNDP/GEF SGP , project personnel and project partners • Beneficiaries 	<ul style="list-style-type: none"> • Interviews • Documentation review
<ul style="list-style-type: none"> • Are there risks to the environmental benefits that were created or that are expected to occur? • Are there long-term environmental threats that have not been addressed by the project? • Have any new environmental threats emerged in the project's lifetime? 	<ul style="list-style-type: none"> • Evidence of potential threats such as infrastructure development • Assessment of unaddressed or emerging threats 	<ul style="list-style-type: none"> • Project documents and evaluations • Threat assessments • Government documents or other external published information • UNDP/GEF SGP, project personnel and project partners • Beneficiaries 	<ul style="list-style-type: none"> • Interviews • Documentation review
Is the capacity in place at the regional, national and local levels adequate to ensure sustainability of the results achieved to date?	Elements in place in those different management functions, at the appropriate levels (regional, national and local) in terms of adequate structures, strategies, systems, skills, incentives and interrelationships with other key actors	<ul style="list-style-type: none"> • Project documents • UNDP, project personnel and project partners • Beneficiaries • Capacity assessments available, if any 	<ul style="list-style-type: none"> • Interviews • Documentation review
• Is there potential to scale up or replicate project activities?	<ul style="list-style-type: none"> • Number/quality of replicated initiatives • Number/quality of replicated innovative initiatives 	<ul style="list-style-type: none"> • Project Exit Strategy • UNDP/GEF SGP, project personnel and project partners 	<ul style="list-style-type: none"> • Document analysis • Interviews

<ul style="list-style-type: none"> • Did the project's Exit Strategy actively promote replication? 	<ul style="list-style-type: none"> • Scale of additional investment leveraged 		
<ul style="list-style-type: none"> • What are the main challenges that may hinder sustainability of efforts? • Have any of these been addressed through project management? • What could be the possible measures to further contribute to the sustainability of efforts achieved with the project? 	<ul style="list-style-type: none"> • Challenges in view of building blocks of sustainability as presented above • Recent changes which may present new challenges to the project • Education strategy and partnership with school, education institutions etc. 	<ul style="list-style-type: none"> • Project documents and evaluations • Beneficiaries • UNDP/GEF SGP, project personnel and project partners 	<ul style="list-style-type: none"> • Document analysis • Interviews
<ul style="list-style-type: none"> • Which areas/arrangements under the project show the strongest potential for lasting long-term results? • What are the key challenges and obstacles to the sustainability of results of the project initiatives that must be directly and quickly addressed? 		Data collected throughout evaluation	Data analysis
<p>Gender equality and women's empowerment: How did the project contribute to gender equality and women's empowerment?</p>			
<p>What factors contribute or influence GEF SGP Thailand project's ability to positively contribute to policy change from a gender perspective, women's economic empowerment</p>		<ul style="list-style-type: none"> • Gender Action Plan • Project documents and reporting • Project Case Studies • Data collected throughout evaluation 	Data analysis

ToR Annex E: UNEG Code of Conduct for Evaluators

Independence entails the ability to evaluate without undue influence or pressure by any party (including the hiring unit) and providing evaluators with free access to information on the evaluation subject. Independence provides legitimacy to and ensures an objective perspective on evaluations. An independent evaluation reduces the potential for conflicts of interest which might arise with self-reported ratings by those involved in the management of the project being evaluated. Independence is one of ten general principles for evaluations (together with internationally agreed principles, goals and targets: utility, credibility, impartiality, ethics, transparency, human rights and gender equality, national evaluation capacities, and professionalism).

Evaluators/Consultants:

1. Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded.
2. Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.
3. Should protect the anonymity and confidentiality of individual informants. They should provide maximum notice, minimize demands on time, and respect people's right not to engage. Evaluators must respect people's right to provide information in confidence, and must ensure that sensitive information cannot be traced to its source. Evaluators are not expected to evaluate individuals, and must balance an evaluation of management functions with this general principle.
4. Sometimes uncover evidence of wrongdoing while conducting evaluations. Such cases must be reported discreetly to the appropriate investigative body. Evaluators should consult with other relevant oversight entities when there is any doubt about if and how issues should be reported.
5. Should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluators must be sensitive to and address issues of discrimination and gender equality. They should avoid offending the dignity and self-respect of those persons with whom they come in contact in the course of the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders' dignity and self-worth.
6. Are responsible for their performance and their product(s). They are responsible for the clear, accurate and fair written and/or oral presentation of study imitations, findings and recommendations.
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.
8. Must ensure that independence of judgement is maintained, and that evaluation findings and recommendations are independently presented.
9. Must confirm that they have not been involved in designing, executing or advising on the project being evaluated and did not carry out the project's Mid-Term Review.

Evaluation Consultant Agreement Form

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

Name of Evaluator: _____

Name of Consultancy Organization (where relevant): _____

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

Signed at _____ (Place) on _____ (Date)

Signature: _____

ToR Annex F: TE Rating Scales & Evaluation Ratings Table

TE Rating Scales	
Ratings for Outcomes, Effectiveness, Efficiency, M&E, Implementation/Oversight, Execution, Relevance	Sustainability ratings:
<p>6 = Highly Satisfactory (HS): exceeds expectations and/or no shortcomings</p> <p>5 = Satisfactory (S): meets expectations and/or no or minor shortcomings</p> <p>4 = Moderately Satisfactory (MS): more or less meets expectations and/or some shortcomings</p> <p>3 = Moderately Unsatisfactory (MU): somewhat below expectations and/or significant shortcomings</p> <p>2 = Unsatisfactory (U): substantially below expectations and/or major shortcomings</p> <p>1 = Highly Unsatisfactory (HU): severe shortcomings</p> <p>Unable to Assess (U/A): available information does not allow an assessment</p>	<p>4 = Likely (L): negligible risks to sustainability</p> <p>3 = Moderately Likely (ML): moderate risks to sustainability</p> <p>2 = Moderately Unlikely (MU): significant risks to sustainability</p> <p>1 = Unlikely (U): severe risks to sustainability</p> <p>Unable to Assess (U/A): Unable to assess the expected incidence and magnitude of risks to sustainability</p>

Evaluation Ratings Table	
Monitoring & Evaluation (M&E)	Rating⁸
M&E design at entry	
M&E Plan Implementation	
Overall Quality of M&E	
Implementation & Execution	Rating
Quality of UNDP Implementation/Oversight	
Quality of Implementing Partner Execution	
Overall quality of Implementation/Execution	
Assessment of Outcomes	Rating
Relevance	
Effectiveness	
Efficiency	
Overall Project Outcome Rating	
Sustainability	Rating
Financial resources	
Socio-political/economic	
Institutional framework and governance	
Environmental	

⁸ Outcomes, Effectiveness, Efficiency, M&E, I&E Execution, Relevance are rated on a 6-point rating scale: 6 = Highly Satisfactory (HS), 5 = Satisfactory (S), 4 = Moderately Satisfactory (MS), 3 = Moderately Unsatisfactory (MU), 2 = Unsatisfactory (U), 1 = Highly Unsatisfactory (HU). Sustainability is rated on a 4-point scale: 4 = Likely (L), 3 = Moderately Likely (ML), 2 = Moderately Unlikely (MU), 1 = Unlikely (U)

ToR Annex G: TE Report Clearance Form

Terminal Evaluation Report for <i>(Project Title & UNDP PIMS ID)</i> Reviewed and Cleared By:	
Commissioning Unit (M&E Focal Point)	
Name: _____	
Signature: _____	Date: _____
Regional Technical Advisor (Nature, Climate and Energy)	
Name: _____	
Signature: _____	Date: _____

ToR Annex H: TE Audit Trail

The following is a template for the TE Team to show how the received comments on the draft TE report have (or have not) been incorporated into the final TE report. This Audit Trail should be listed as an annex in the final TE report but not attached to the report file.

This Audit Trail should be listed as an annex in the final TE report but not attached to the report file.

To the comments received on (date) from the Terminal Evaluation of (project name) (UNDP Project PIMS #)

The following comments were provided to the draft TE report; they are referenced by institution/organization (do not include the commentator's name) and track change comment number ("#" column):

Institution/ Organization	#	Para No./ comment location	Comment/Feedback on the draft TE report	TE team response and actions taken

Annex B: TE Mission itinerary

Date	Place	Activity
1-3/02/23	Chiang Mai	- Document review
13/02/23	Chiang Mai	- Draft inception report
14/02/23	Chiang Rai	- Travel by car from Chiang Mai to Chiang Rai (Khun Lao) Meeting: <i>'Wildfire Protection and Control in Upstream Forest of Khun Watershed Project'</i> - Travel to Vieng Papao District Meeting: <i>'Community-based Forest Management of Lang Ga Community Project'</i> . Field visit - to observe forest fire control areas - Travel to Mae Sruey District
15/02/23	Chiang Rai	Focus Group Discussion (FGD) with 4 SGPs <ul style="list-style-type: none"> ○ <i>'Forest, Water, Soil Resources Management in Upper Mae Tum Watershed by Indigenous Peoples Based Organization'</i>. ○ <i>'Youth and Agroforestry Development for Livelihood and Forest in Mae Lao Watershed of Pa Kia Community'</i> ○ <i>'Greening Space with Edible Forest of Mae Chan Tai Community'</i> ○ <i>'Forests and Farmlands Restoration in Mae Tachang Watershed'</i> - Travel to Chiang Rai Airport to take a flight to Bangkok and then to Phuket
16/02/23	Phuket	Focus Group Discussion with 5 SGPs <ul style="list-style-type: none"> ○ <i>'Building Alternative Jobs for Sustainable Development in Phang Nga Bay'</i> ○ <i>'Phang Nga Bay Women Network Empowerment'</i> ○ <i>'Enhancement of Ecosystem Services in Phuket for Sustainable Development'</i> ○ <i>'Community Based Landscape Management and Biodiversity Conservation for Kho Yao Islands'</i> ○ <i>'Community Model on Participatory Environmental and Natural Resources Management for Climate Resilience'</i> Field visit: at Ao Kung on conservation of the community forest reserve
17/02/23	Phuket/ Phang-nga	Field visit: at Koh Yao Yai – Mangrove conservation (Community Based Landscape Management and Biodiversity Conservation for Kho Yao Islands) - Travel to Phang Nga Meeting: <i>Phang Nga Bay Women Network Empowerment</i>
18-19/02/23	Phuket	- Consolidate information
20/02/23	Bangkok	Interview: – KKFC strategic grantees: <i>IUCN and Sueb Foundation</i> - Travel to KKC National Park
21/02/23	KKC-NP	Focus Group Discussion with 4 SGP <ul style="list-style-type: none"> ○ <i>Land and Natural Resources Management toward Human Development in La Ou Noi Forest Community</i> ○ <i>Participatory Land and Natural Resources Management by Pa Park Community</i> ○ <i>Development of Revolving Fund for Promoting Integrated Agriculture and Sustainable Land Management</i> ○ <i>Development for Ecotourism Management by Phu Khem Community</i>

Date	Place	Activity
		- Travel by boat to visit Phu Khem Community
22/02/23	KKC-NP	Field visit: to 3 SGPs <ul style="list-style-type: none"> ○ <i>Natural Resources Management for Well-Being by Local Community of Pang Mai</i> ○ <i>Clean Energy for Banana Based-Products in Conservation Area</i> ○ <i>Development of Revolving Fund for Promoting Integrated Agriculture and Sustainable Land Management</i> - Travel by car to Bangkok
23/02/23	Loei	- Travel from Bangkok to Loei Field visit: <i>Environmentally Friendly Consumption and Production in Wang Sapoong City</i> - Visit <i>On-Farm Forest Restoration by Folk Wisdom of Folk Healers</i> - Visit Ban Huay Sai meeting 5 village headmen
24/02/23	Loei	Focus Group Discussion with 5 SGPs <ul style="list-style-type: none"> ○ <i>Enhancing Sustainable Agricultural Production for Restoration of Nam Mhun Watershed Ecosystem</i> ○ <i>Capacity Building of Women and Families Network for Climate Resilience in Upstream Poong Watershed</i> ○ <i>Enhancement of Integrated Agriculture Production for Livelihood Development of Huai Som Community</i> ○ <i>Environmentally Friendly Consumption and Production in Wang Sapoong City</i> ○ <i>On-Farm Forest Restoration by Folk Wisdom of Folk Healers</i> Interview Operational Focal point - <i>Forest Protection Association</i> - Field visit SGP
25/02/23	Chiang Mai	- Travel from Loei – Bangkok – Chiang Mai
17/03-03/03/23	Chiang Mai	- Summarize fact fundings mission
16/03/23	Chiang Mai	- Presentation of initial findings
20/03/23	Chiang Mai	- Finalization of TE Inception Report
3/04/23	Chiang Mai	- Submit draft TE report for comments
17-23/04/23	Chiang Mai	- TE final report
24/04/23	Chiang Mai	- Finalization and submit TE report
24-25/04/23	Chiang Mai	- Preparation & Issue of Management Response
28/04/23	Chiang Mai	- Expected date of full TE completion

Annex C: List of persons interviewed

List of NSCs

Thai	Eng	Title (Thai)	Title (Eng)	Org	Tel	Email
อ สินี ชวงฉ่ำ	Ms. Sinee Chuangcham	ข้าราชการเกษียณ สถาบันวิจัยและพัฒนา	Research and Social Development Institute (RSDI)	Khon Kaen University มหาวิทยาลัยขอนแก่น	081 717 3468	sinee@kku.ac.th
คุณระวี ถาวร	Mr. Rawee Thaworn	ผู้ประสานงานพัฒนาศักยภาพและวิจัย	Capacity Development and Research Coordinator	The Center for People and Forests (RECOFTC) ศูนย์วนศาสตร์ชุมชนเพื่อคนกับป่า	084 675 9779	rawee@recoftc.org

List of Strategic Projects

Project number	Thai	Project title	Grantee name	Key person
THA/SGP/OP6/Y4/STAR/CC/2022/52	โครงการยุทธศาสตร์อ่าวพังงา องค์กรผู้เสนอ: มูลนิธิอันดามัน	Strategy Development for Seascape Resilience of Phang Nga Bay	Save Andaman Network Foundation	คุณภาคภูมิ วิธานดิวัฒน์ ประธานกรรมการบริหาร บทบาทหน้าที่ หัวหน้าโครงการ โทร 084 307 1117
THA/SGP/OP6/Y4/STAR/CC/2022/53	โครงการพัฒนาระบบการจัดการภูมิทัศน์ลุ่มน้ำแม่ลาว อย่างมีส่วนร่วม ลุ่มน้ำแม่ลาว จังหวัดเชียงราย องค์กรผู้เสนอ: มูลนิธิริรักษ์ไทย	Landscape Resilience of Mae Lao Watershed	Raks Thai Foundation	คุณดิเรก เครือจินดี ผู้ประสานงานโครงการ โทร 0819522987 คุณทัศนีย์ อัครวงศ์วิริยะ ผู้ช่วยผู้ประสานงานโครงการ โทร 0819522915
THA/SGP/OP6/Y4/STAR/CC/2022/54	โครงการส่งเสริมการมีส่วนร่วมในการจัดการพื้นที่คุ้มครอง กลุ่มป่าแก่งกระจาน องค์กรผู้เสนอ: มูลนิธิสืบนาคะเสถียร	Strategy Development for Landscape Resilience of Kaeng Krachan Forest Complex	Seub Nakhasathien Foundation	-คุณภาณุเดช เกิดมะลิ เลขานุการมูลนิธิสืบนาคะเสถียร ผู้ประสานงานโครงการ โทร 085 960 3998 -คุณประทีป มีคติธรรม เจ้าหน้าที่โครงการ IUCN-แผนงานประเทศไทย โทร 061 416 0054
THA/SGP/OP6/Y4/STAR/CC/2022/55	โครงการยุทธศาสตร์เพื่อการตั้งรับปรับตัวทางนิเวศและสังคมภูมิทัศน์เทือกเขาเพชรบูรณ์ องค์กรผู้เสนอ: สมาคมรักษ์ป่าต้นน้ำ	Strategy Development for Landscape Resilience of Phetchbun Mountains	Forest Protection Association	คุณดำรงศักดิ์ มะโนแก้ว นายกสมาคม บทบาทหน้าที่ ผู้ประสานงานพื้นที่ โทร 087 944 5010 คุณภาคภูมิ วิธานดิวัฒน์ หัวหน้าโครงการ โทร 084 307 1117

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List of grantees

NORTHERN REGION				
Project number	Thai	Project title	Grantee name	Key person
THA/SGP/OP6/Y3/STAR/CC/2021/42	โครงการฟื้นฟูทรัพยากรป่าอ้อมวัดโดยกระบวนการบริหารจัดการ ป่าชุมชน โดยชุมชนบ้านลังกา ต.บ้านโป่ง อ.เวียงป่าเป้า องค์กรผู้เสนอ: ลังกาพิทักษ์รักษ์ฟื้นป่า	Community-Based Forest Management of Lung Ga Community	Forest Guardian of Lung Ga	คุณกัลยา วรรณธิกุล ผู้ใหญ่บ้านลังกา โทร 0899985022
THA/SGP/OP6/Y3/STAR/CC/2021/43	โครงการการจัดการทรัพยากรดิน น้ำ ป่า ในพื้นที่ลุ่มน้ำแม่ต้าตอนบนโดยองค์กรชุมชนของชนเผ่าพื้นเมือง องค์กรผู้เสนอ: สมาคมศูนย์รวมการศึกษาและวัฒนธรรมของชาวไทยภูเขาในประเทศไทย (IMPECT)	Forest, Water, Soil Resources Management in Upper Mae Tum Watershed by Indigenous Peoples Based Organization	Inter Mountain Peoples' Education and Culture in Thailand Association (IMPECT)	พ่อหลวงมานพ บุญยีนกุล โทร 086 115 7008
THA/SGP/OP6/Y3/STAR/CC/2021/44	โครงการการป้องกันและควบคุมไฟป่าในพื้นที่ต้นน้ำขุนลาว องค์กรผู้เสนอ: เครือข่ายชุมชนต้นน้ำขุนลาว	Wildfire Protection and Control in Upstream Forest of Khun Lao Watershed	Upstream Khun Lao Watershed Community Network	คุณเสถียร ชัยนาม ประธานเครือข่ายชุมชนต้นน้ำขุนลาว โทร 096 683 7756
THA/SGP/OP6/Y3/STAR/CC/2021/45	โครงการเยาวชนกับการพัฒนาระบบวนเกษตรเพื่อคนและป่าลุ่ม แม่ลาวบ้านป่าเกี๊ยะ องค์กรผู้เสนอ: เยาวชนบ้านป่าเกี๊ยะ	Youth and Agroforestry Development for Livelihood and Forest in Mae Lao Watershed of Pa Kia Community	Youth Group of Pa Kia Community	คุณสุวรรณี บุญยีนกุล หัวหน้าโครงการ โทร 085 825 8494
THA/SGP/OP6/Y3/STAR/CC/2021/47	โครงการป่ากินได้เพิ่มพื้นที่สีเขียวชุมชนแม่จันใต้ องค์กรผู้เสนอ: บ้านแม่จันใต้	Greening Space with Edible Forest of Mae Chan Tai Community	Mae Chan Tai Community	คุณสันติกุล จือปา หัวหน้าโครงการ โทร 090 475 9288
THA/SGP/OP6/Y3/STAR/CC/2021/50	โครงการส่งเสริมการฟื้นฟูพื้นที่ป่าและที่ดินด้านการเกษตรลุ่มน้ำ แม่ตาช้าง ต.ป่าแดด อ.แม่สรวย จ. เชียงราย องค์กรผู้เสนอ: โครงการพัฒนาพื้นที่สูง (UHDP)	Forests and Farmlands Restoration in Mae Tachang Watershed	Upland Holistic Development Project (UHDP)	คุณจำลอง ปอคำ หัวหน้าโครงการ โทร 064 042 3936

SOUTHERN REGION

Project number	Thai	Project title	Grantee name	Key person
THA/SGP/OP6/Y3/STAR/CC/2021/20	โครงการ สร้างนวัตกรรมอาชีพทางเลือกบน แนวทางการพัฒนาอย่างยั่งยืนอ่าวพังงา องค์กรผู้เสนอ: เครือข่ายกลุ่มออมทรัพย์เพื่อ พัฒนาสังคม อ่าวพังงา	Building Alternative Jobs for Sustainable Development in Phang Nga Bay	Savings Group Network for Social Development of Phang Nga Bay	คุณรัตนาภรณ์ แจงใจดี หัวหน้า โครงการ โทร 081 970 5216
THA/SGP/OP6/Y3/STAR/CC/2021/26	โครงการเสริมพลังเครือข่ายผู้หญิงอ่าวพังงา องค์กรผู้เสนอ: สมาคมความมั่นคงด้าน อาหารอันดามัน	Phang Nga Bay Women Network Empowerment	Andaman Food Security Association	คุณพิเชษฐ ปานดำ หัวหน้า โครงการ โทร 089 873 1052
THA/SGP/OP6/Y3/STAR/CC/2021/27	โครงการออกแบบแหล่งนิเวศบริการจังหวัด ภูเก็ตบนแนวทางการพัฒนาที่ยั่งยืน องค์กรผู้เสนอ: เครือข่ายชุมชนชายฝั่ง จังหวัดภูเก็ต	Enhancement of Ecosystem Services in Phuket for Sustainable Development	Phuket Coastal Community Network	คุณประติษฐ์ พวงเกษ หัวหน้า โครงการ โทร 083 106 4500
THA/SGP/OP6/Y3/STAR/CC/2021/28	โครงการส่งเสริมการจัดการพื้นที่หมู่เกาะยาว และปกป้องความหลากหลายทางชีวภาพโดย การมีส่วนร่วมของชุมชนเกาะยาว จังหวัด พังงา องค์กรผู้เสนอ: องค์กรความร่วมมือเพื่อการ ฟื้นฟูทรัพยากรธรรมชาติอันดามัน	Community Based Landscape Management and Biodiversity Conservation for Kho Yao Islands	Andaman Organization for Participatory Restoration of Natural Resources	คุณธนู นามเนียร หัวหน้า โครงการ โทร 098 013 5509
THA/SGP/OP6/Y3/STAR/CC/2021/29	โครงการชุมชนต้นแบบกับการจัดการทรัพยากร ธรรมชาติและสิ่งแวดล้อมอย่างมีส่วนร่วม เพื่อการตั้งรับปรับตัวต่อการเปลี่ยนแปลงของ ภูมิอากาศ	Community Model on Participatory Environmental and Natural Resources Management for Climate Resilience	Mid-Phang Nga Bay Local Fishery Community Network	คุณชาญชัย หยั่งดี หัวหน้า โครงการ โทร 082 919 0688

	องค์กรผู้เสนอ: เครือข่ายชุมชนประมง ท้องถิ่นอำเภอวังจันทน์กลาง			
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Kang Krachan Forest Complex (KKFC)				
Project number	Thai	Project title	Grantee name	Key person
THA/SGP/OP6/Y3/STAR/CC/2021/04	โครงการจัดการทรัพยากรธรรมชาติเพื่อ คุณภาพชีวิตที่ดีโดยชุมชนท้องถิ่นชุมชนบ้าน ปางไม้ องค์กรผู้เสนอ: ชุมชนบ้านปางไม้	Natural Resources Management for Well-Being by Local Community of Pang Mai	Pang Mai Community	คุณปรีชา ปานสวย (ผู้ใหญ่บ้าน) หัวหน้าโครงการ โทร 064 551 7840, 094 923 4786
THA/SGP/OP6/Y3/STAR/CC/2021/06	โครงการ จัดการที่ดินและทรัพยากรธรรมชาติ โดยการมีส่วนร่วมชุมชนป่าผาก องค์กรผู้เสนอ: ชุมชนบ้านป่าผาก	Participatory Land and Natural Resources Management by Pa Park Community	Pa Park Community	คุณไพโรจน์ ชัชวาล (ผู้ช่วย ผู้ใหญ่บ้าน) ผู้ประสานงานโครงการ โทร 062 398 7553, 080 992 0599
THA/SGP/OP6/Y3/STAR/CC/2021/07	โครงการ พัฒนากองทุนหมุนเวียนเพื่อ ส่งเสริมเกษตรผสมผสานและการจัดการที่ดิน อย่างยั่งยืนบ้านป่าเต็งเหิน องค์กรผู้เสนอ: ชุมชนบ้านป่าเต็งเหิน	Development of Revolving Fund for Promoting Integrated Agriculture and Sustainable Land Management	Pa Deng Nuer Community	คุณเพลิน ฤทธิ์ (ผู้ใหญ่บ้าน) หัวหน้าโครงการ โทร 085 291 7473
THA/SGP/OP6/Y3/STAR/CC/2021/09	โครงการ จัดการที่ดินและทรัพยากรธรรมชาติ ควบคู่ไปกับการพัฒนาคุณภาพชีวิตชุมชนป่า ละอูน้อย องค์กรผู้เสนอ: ชุมชนป่าละอูน้อย	Land and Natural Resources Management toward Human development in La Ou Noi Forest Community	La Ou Noi Forest Community	คุณปิยะ จันคณา หัวหน้าโครงการ โทร 094 442 7956
THA/SGP/OP6/Y3/STAR/CC/2021/12	โครงการ พัฒนาการจัดการท่องเที่ยวเชิง อนุรักษ์ทั้งระบบโดยชุมชนบ้านพุเข็ม องค์กรผู้เสนอ: ชุมชนบ้านพุเข็ม	Development for Ecotourism Management by Phu Khem Community	Phu Khem Community	คุณละเอียด เรืองเทศ (ผู้ใหญ่บ้าน) หัวหน้าโครงการ โทร 089 913 7188
THA/SGP/OP6/Y3/STAR/CC/2021/14	โครงการการผลิตแปรรูปกล้วยในพื้นที่อนุรักษ์ ด้วยพลังงานสะอาดครบวงจร องค์กรผู้เสนอ: ภายใต้เครือข่ายรวมใจตาม รอยพ่อ	Clean Energy for Banana Based- Products in Conservation Area	Pa Deng Energy Network	คุณโกศล แสงทอง หัวหน้า โครงการ 0852907766

NORTHEASTERN REGION				
THA/SGP/OP6/Y3/STAR/CC/2021/33	โครงการส่งเสริมประสิทธิภาพการผลิตเกษตรกรรมยั่งยืนเพื่อฟื้นฟูระบบนิเวศลุ่มน้ำหมั่น องค์กรผู้เสนอ: มูลนิธิฟื้นฟูชุมชนท้องถิ่น	Enhancing Sustainable Agricultural Production for Restoration of Nam Mhun Watershed Ecosystem	Restoration of Local Community Foundation	คุณศาศวัต ต้นกันยา หัวหน้าโครงการ โทร 090 858 7290
THA/SGP/OP6/Y3/STAR/CC/2021/36	โครงการส่งเสริมการผลิตและบริโภคที่เป็นมิตรต่อสิ่งแวดล้อม รอบเมืองวังสะพุง องค์กรผู้เสนอ: สมาคมผู้ค้าปลีกประชาชนต่อสังคมและสาธารณะ	Environmentally Friendly Consumption and Production in Wang Sapong city	Public and Social Services Association	คุณพันธ์ บุญหนัก หัวหน้าโครงการ โทร 093 5459141
THA/SGP/OP6/Y3/STAR/CC/2021/37	โครงการเสริมสร้างศักยภาพเครือข่ายผู้หญิงและครอบครัวเพื่อการปรับตัวรับมือต่อการเปลี่ยนแปลงสภาพภูมิอากาศพื้นที่ภูมินิเวศต้นน้ำพุง องค์กรผู้เสนอ: เครือข่ายประชาสังคมเทือกเขาเพชรบูรณ์: เครือข่ายองค์กรชุมชนต้นน้ำพุง	Capacity Building of Women and Families Network for Climate Resilience in Upstream Poong Watershed	Upstream Poong Watershed Community Organization Network	คุณจีระศักดิ์ ตรีเดช หัวหน้าโครงการ โทร 085 2694264
THA/SGP/OP6/Y3/STAR/CC/2021/38	โครงการเสริมประสิทธิภาพการผลิตเกษตรผสมผสาน เพื่อพัฒนาคุณภาพชีวิตชุมชนห้วยส้ม องค์กรผู้เสนอ: เครือข่ายองค์กรชุมชนตำบลห้วยส้ม อ.ภูกระดึง จ.เลย	Enhancement of Integrated Agriculture Production for Livelihood Development of Huai Som Community	Huai Som Community Organization Network	คุณสุทธิตาย ผาบุษ หัวหน้าโครงการ โทร 096 6097632
THA/SGP/OP6/Y3/STAR/CC/2021/39	โครงการฟื้นฟูป่าหัวไร่ปลายนาโดยภูมิปัญญาหมอชาพื้นบ้าน องค์กรผู้เสนอ: เครือข่ายหมอชาพื้นบ้านจังหวัดเลย	On-Farm Forest Restoration by Folk Wisdom of Folk Healers	Loei Provincial Folk Healers Network	คุณรุ่งนภา สุขบัว หัวหน้าโครงการ โทร 095 6474289

Annex D: Summary of Field Visit (Problems, threats, and barriers in each of the selected landscape/seascape.)

(A) Mae Lao Watershed in the Northern Region

Location	Ecology, land use changes, and rural population	Challenges (General)	Challenges (Specific)	Remarks
The major portion of this region is mountainous and forested with comparatively limited shares of flatland for cultivation. It comprises the watershed of four main rivers draining to the Central Region before emptying into the Gulf of Thailand/South China Sea. The area includes five forest complexes and 34 protected areas.	Monocropping pattern, especially maize farming has caused other severe problems for rural communities such as soil deterioration and contaminated water sources triggered by the excessive use of chemical fertilizers and pesticides, and forest fires and air pollution as effects of burning of maize residue (after harvest) and its consequences for human health, CO2 emissions, and biodiversity loss.	as in other parts of Northern Thailand, the area is affected by deforestation, where a significant loss of forest cover (from 53% to 22.8%) took place in 50 years with a negative impact on flooding, soil erosion, landslides, watershed, and wildlife habitat degradation. Monocropping pattern, especially maize farming has caused other severe problems for rural communities such as soil deterioration and contaminated water sources triggered by the excessive use of chemical fertilizers and pesticides, and forest fires and air pollution as effects of burning of maize residue (after harvest) and its consequences for human health, CO2 emissions, and biodiversity loss.	<ul style="list-style-type: none"> ○ native plant varieties are gradually disappearing/not being reproduced. ○ local knowledge to add more value to primary products is disappearing ○ more health problems among the local population including the spread of new diseases related to climate change effects. ○ increased pressure on the land (increasing population/limited farmland/shorter cycle of rotational farming etc.) leading to permanent monocropping and increased household debts from investing in production processes. 	

(B) Phetchabun Mountains in Northeastern Region

Location & Ecology	Land use changes and rural population	Challenges (General)	Challenges (Specific)	Remarks
<p>The major portion of the region is a plateau, with the mountainous forested watersheds of two major rivers draining to the Lower Mekong River. There are three forest complexes and 20 protected areas in the region.</p> <p>The Khorat Plateau in northeast Thailand between the Phetchabun Mountains to the west and Dongrak Range along the border with Cambodia has been largely deforested although some deciduous and evergreen forest patches persist. A small pocket ecoregion in the northern reaches of the Mekong River represents a transition from the dry forests of the Khorat Plateau to the moister forests of the Annamite Mountains. This ecotone contains a mix of species from dry and mesic habitats, increasing overall biodiversity.</p>	Much of the natural habitat has been cleared for agriculture. Agriculture remains to be the largest sector of the economy, generating around 22% of the gross regional product. Sticky rice is the main agricultural crop (60% of cultivated land). It thrives in poorly drained paddy fields, and where fields can be flooded from nearby streams, rivers, and ponds.	Increasing drought and flooding due to climate change and unsustainable land use patterns have caused severe soil degradation. As these uplands have moderate (5-15%) and steep (>15%) slopes, they are also susceptible to erosion. Small farmers are reluctant in adopting soil conservation practices and methods.	<ul style="list-style-type: none"> ○ desertification from land degradation (loss of soil quality, erosion) ○ ecological interactions between different components of the landscape 	promotion of proper land use planning and management as well as biodiversity protection as a joint responsibility of local communities living in this landscape

(C) Kaeng Krachan Forest Complex (KKFC) in Western Region

Location & Ecology	Land use changes and rural population	Challenges (General)	Challenges (Specific)	Remarks
<p>KKFC is situated in the central western region of Thailand. It lies in the Tenasserim Range on the boundary between Thailand and Myanmar. It has a total area of 4,702.26 sq. km and covers a vast forest area of three western provinces of Thailand: Ratchaburi, Phetchaburi, and Prachuab Kirikhan. The complex protects the headwaters of several rivers such as the Phetchaburi, Kui Buri, Pranburi, and Phachee Rivers. There are four legally gazetted protected areas in the complex, one wildlife sanctuary (Mae Nam Phachee protected under the Wildlife Protection and Preservation Act, 1992), and three national parks (Chaloem Phrakiat Thai Prachan, Kaeng Krachan, and Kui Buri protected under the National Park Act, 1961). Kaeng Krachan and Kui Buri National Parks are connected by Kui Buri Forest Reserve and the Army Reserve Zone. This corridor is under the Forest Reserve Act (1964) and the Military Reserve Zone Act (1935). Being a conversion point of four zoogeographical sub-regions and four floristic provinces, KKFC is rich in its biodiversity. It is home to many threatened species including the Sunda pangolin (<i>Manis javanica</i>) and the Siamese crocodile (<i>Crocodylus siamensis</i>), both listed as critically endangered in the IUCN Red List of Threatened Species™. It also provides a refuge for the endangered Asian elephant, tiger, the Lar gibbon, and many other globally important species.</p>	<p>In the past few years, KKFC has faced a critical situation with a sharp decrease in flora and wildlife species/populations. Key factors are the increase in population living within and around the forests from migration, resulting in encroachment, deforestation for agriculture, overcollection of forest products, and wildlife hunting even though hunting in protected areas is prohibited.</p>	<ul style="list-style-type: none"> ○ the conflict between humans and nature, ○ conflicts and armed encounters along the Thai-Myanmar border 	<ul style="list-style-type: none"> ○ forest concessions in the past and encroachment by lowlanders into forest areas put additional pressure on wildlife ○ lacking understanding of the status of an international heritage site by people, whose main concern is to survive 	<ul style="list-style-type: none"> ○ Opportunities relevant to project outputs are as follows: ○ PES: availability of good natural resources, water catchment, and other services such as eco-tourism. ○ External support/funding opportunities from development partners and NGOs, in particular for income-generating activities and cultural and spiritual linkages of local people ○ The Cabinet Resolutions on the Restoration of the Traditional Practices and Livelihoods of Karen and Sea Gypsies in Thailand 2010, and the Ministerial Regulation on Community Schools 2015.

(D) Phang Nga Bay in Southern Region

Location & Ecology	Land use changes and rural population	Challenges (General)	Challenges (Specific)	Remarks
<p>The Southern Region of Thailand comprises a narrow strip of land bordered by the Gulf of Thailand to the east, and the Bay of Bengal to the west. The area is a mosaic of mountainous, forest, agricultural, coastal, and marine ecosystems. There are eight forest complexes and 35 protected areas, including marine ecosystems in the region. The coastal areas of southern Thailand host an important natural resource base, with tourism and fisheries contributing significantly to provincial and national economic development. The Andaman Sea coast is characterized by deep oceanic waters and a narrow, rocky, and coral reef-associated continental shelf, with a thick mangrove belt protecting the coastline.</p> <p>Phang Nga Bay is a 400 km² bay in the Strait of Malacca between the island of Phuket and the mainland of the Malay peninsula of southern Thailand. Since 1981, an extensive section of the bay has been protected as the Ao Phang Nga National Park. The park is in Phang Nga Province, at 08°17'N 098°36'E. Limestone cliffs with caves, collapsed cave systems, and archaeological sites are found in Phang Nga Bay. Phang Nga Bay Marine National Park was declared a protected Ramsar Site (no. 1185) of international ecological significance on 14 August 2002. Phang Nga is a shallow bay with 42 islands, comprising shallow marine waters and intertidal forested wetlands, with at least 28 species of mangrove; seagrass beds and coral reefs are also present. At least 88 bird species, including the globally threatened Malaysian plover (<i>Charadrius peronii</i>) and Asiatic dowitcher (<i>Limnodromus semipalmatus</i>), can be found within the site, as well as 82 fish species, 18 reptile species, three amphibian species, and 17 mammal species. These include the dugong (a vulnerable species), white-hand gibbon (<i>Hylobates lar</i>), the endangered serow (<i>Capricornis sumatraensis</i>), and the black finless porpoise (<i>Neophocaena phocaenoides</i>).</p> <p>A number of diverse cultures co-exist in local communities, which practice fishing, harvesting <i>Nypa</i> palm fronds for thatch, and catering to an international tourist presence drawn by the natural beauty of the area.</p>	<p>Thailand's coastline faces most of the usual pressures and conflicts affecting many tropical areas: coastal erosion and sedimentation, habitat degradation and loss, population increases that lead to greater risks and vulnerability, inadequate capacity in terms of technical expertise in Integrated Coastal Zone Management along the full stretch of coastline to meet these problems.</p> <p>The predominant change in land use patterns in southern Thailand has been the conversion of natural forests to rubber and oil palm plantations. By this switch, local ecosystems have suffered from a severe decline in biodiversity, erosion (some plantations are located on 40-60-degree slopes), and soil and water contamination caused by the intensive use of agricultural inputs.</p>	<p>Major threats and challenges arising around this seascape are:</p> <ul style="list-style-type: none"> ○ Water shortage in the dry season. ○ The rapid development of tourism resulted in the shrinking of agricultural land ○ land becomes more expensive ○ Huge amount of waste from the tourism sector ○ Vulnerable groups who search for jobs in town settle on public land or mangrove areas. 	<ul style="list-style-type: none"> ○ Commercial shipping route invading community fishing areas. ○ The plan to construct a yacht marina in Ao Koong (by foreign investors) will inevitably impact natural resources and the local lifestyle. ○ Government development projects are not based on the community's needs and problems. ○ Low level of community participation. ○ No systematic approach to documenting and transferring knowledge and techniques which promote adaption and resilience development within the community is available. 	<p>One opportunity for intervention is</p> <ul style="list-style-type: none"> ○ Socially inclusive approaches for ethnic minorities in Nga and Sapam capes and around Rawai beach need to be developed

Annex E: List of documents reviewed

#	Item
1	Project Identification Form (PIF)
2	UNDP Initiation Plan
3	Final UNDP-GEF Project Document with all annexes
4	CEO Endorsement Request
5	UNDP Social and Environmental Screening Procedure (SESP) and associated management plans (if any)
6	Inception Workshop Report
7	Mid-Term Review report and management response to MTR recommendations
8	All Project Implementation Reports (PIRs)
9	Progress reports (quarterly, semi-annual or annual, with associated workplans and financial reports)
10	Oversight mission reports
11	Minutes of Project Board Meetings and of other meetings (i.e. Project Appraisal Committee meetings)
12	GEF Tracking Tools (from CEO Endorsement, midterm and terminal stages)
13	GEF/LDCF/SCCF Core Indicators (from PIF, CEO Endorsement, midterm and terminal stages); for GEF-6 and GEF-7 projects only
14	Financial data, including actual expenditures by project outcome, including management costs, and including documentation of any significant budget revisions
15	Co-financing data with expected and actual contributions broken down by type of co-financing, source, and whether the contribution is considered as investment mobilized or recurring expenditures
16	Audit reports
17	Electronic copies of project outputs (booklets, manuals, technical reports, articles, etc.)
18	Sample of project communications materials
19	Summary list of formal meetings, workshops, etc. held, with date, location, topic, and number of participants
20	Any relevant socio-economic monitoring data, such as average incomes / employment levels of stakeholders in the target area, change in revenue related to project activities
21	List of contracts and procurement items over ~US\$5,000 (i.e. organizations or companies contracted for project outputs, etc., except in cases of confidential information)
22	List of related projects/initiatives contributing to project objectives approved/started after GEF project approval (i.e. any leveraged or “catalytic” results)
23	Data on relevant project website activity – e.g. number of unique visitors per month, number of page views, etc. over relevant time period, if available
24	UNDP Country Programme Document (CPD)
25	List/map of project sites, highlighting suggested visits
26	List and contact details for project staff, key project stakeholders, including Project Board members, RTA, Project Team members, and other partners to be consulted
27	Project deliverables that provide documentary evidence of achievement toward project outcomes
28	Gender Action Plan

Annex F: Evaluation Criteria Matrix

Evaluative Criteria Questions	Indicators	Sources	Methodology
Relevance: How does the project relate to the main objectives of the GEF Focal area, and to the environment and development priorities at the local, regional and national level?			
Is the project relevant to the GEF Focal Area objectives?	<ul style="list-style-type: none"> • UNCBD priorities and areas of work incorporated in project design • The extent to which the project is implemented in line with the incremental cost argument 	<ul style="list-style-type: none"> • Project documents • National policies and strategies to implement the UNCBD, other international conventions, or related to the environment more generally • UNCBD and other international convention websites 	<ul style="list-style-type: none"> • Documents Analyses • Interviews with the project team, UNDP, and other partners • UNDP Guidance for conducting evaluations during COVID-19
Is the project relevant to the GEF biodiversity focal area and other relevant focal areas?	Existence of a clear relationship between the project objectives and the GEF biodiversity focal area	<ul style="list-style-type: none"> • Project documents • GEF focal areas strategies and documents 	<ul style="list-style-type: none"> • Documents analyses • GEF website • Interviews with UNDP and the project team
Is the project relevant to Thailand's environment and sustainable development objectives?	<ul style="list-style-type: none"> • The degree to which the project supports national environmental objectives • Degree of coherence between the project and national's priorities, policies, and strategies • Appreciation from national stakeholders with respect to the adequacy of project design and implementation to national realities and existing capacities • Level of involvement of government officials and other partners in the project design process • Coherence between needs expressed by national stakeholders and UNDP-GEF criteria 	<ul style="list-style-type: none"> • Project documents • National policies and strategies • Key project partners 	<ul style="list-style-type: none"> • Documents analyses • Interviews with UNDP and project partners

<p>Is the project addressing the needs of target beneficiaries at the local and regional levels?</p>	<ul style="list-style-type: none"> • Strength of the link between expected results from the project and the needs of relevant stakeholders • Degree of involvement and inclusiveness of stakeholders in project design and implementation 	<ul style="list-style-type: none"> • Project partners and stakeholders • Needs assessment studies • Project documents 	<ul style="list-style-type: none"> • Document analysis • Guidance for Conducting TE of UNDP-Supported, GEF-Financed Projects • UNDP Guidance for conducting evaluations during COVID-19 • Interviews with relevant stakeholders
<p>Is the project internally coherent in its design?</p>	<ul style="list-style-type: none"> • Level of coherence between project expected results and project design internal logic • Level of coherence between project design and project implementation approach 	<ul style="list-style-type: none"> • Program and project documents • Key project stakeholders 	<ul style="list-style-type: none"> • Document analysis • Key interviews
<ul style="list-style-type: none"> • Is the GEF SGP project's theory of change clearly articulated? • How did GEF SGP Project contribute towards and advance the gender equality aspirations of the Government of Thailand? • How well does GEF SGP project react to changing work environment and how well has the design been able to adjust to changing external circumstances? 	<ul style="list-style-type: none"> • Level of coherence between project expected results and project design internal logic • Level of coherence between project expected results and individual CBOs/NGOs proposals • Adequacy of Indicators (SMART) • Evidence of gender monitoring • Appreciation from national stakeholders with respect to the adequacy of project design and implementation to national realities and existing capacities: evidence of incorporation of their perspective 	<ul style="list-style-type: none"> • Project documents • UNDP/GEF/SGP policies and strategies • National policies and strategies • Key project partners and stakeholders 	<ul style="list-style-type: none"> • Documents analyses • UNDP website • GEF SGP website • Interviews with UNDP, GEF/SGP, project staff, and participating national stakeholders • Guidance for Conducting TE of UNDP-Supported, GEF-Financed Projects • UNDP Guidance for conducting

			evaluations during COVID-19 <ul style="list-style-type: none"> • Interviews with relevant stakeholders
How is the project relevant with respect to other donor-supported activities?	The degree to which the program was coherent and complementary to another donor programming nationally and regionally	<ul style="list-style-type: none"> • Documents from other donor-supported activities • Other donor representatives • Project documents 	<ul style="list-style-type: none"> • Documents analyses • Interviews with project partners and relevant stakeholders
Does the project provide relevant lessons and experiences for other similar projects in the future?		Data collected throughout the evaluation	Data analysis
Effectiveness: To what extent have the expected outcomes and objectives of the project been achieved?			
Has the project been effective in achieving the expected outcomes and objectives?	See indicators in the project document result framework and logframe	<ul style="list-style-type: none"> • Project documents • The project team and relevant stakeholders • Data reported in project annual and quarterly reports 	<ul style="list-style-type: none"> • Documents analysis • Interviews with the project team • Interviews with relevant stakeholders
How is risk and risk mitigation being managed?	<ul style="list-style-type: none"> • Completeness of risk identification and assumptions during project planning and design • Quality of existing information systems in place to identify emerging risks and other issues • Quality of risk mitigations strategies developed and followed 	<ul style="list-style-type: none"> • Project documents • Project documents and reporting • Project Case Studies • UNDP/GEF-SGP, project staff, and partners • Beneficiaries 	<ul style="list-style-type: none"> • Document analysis • Interviews
What lessons can be drawn regarding effectiveness for other similar projects in the future?		<ul style="list-style-type: none"> • Data collected throughout the evaluation • Project documents and reporting • Project Case Studies 	Data analysis

Efficiency: Was the project implemented efficiently, in line with international and national norms and standards?			
<p>Was project support provided in an efficient way?:</p> <ul style="list-style-type: none"> • Was adaptive management used or needed to ensure efficient resource use? • Did the project's logical framework and work plans and any changes made to them use as management tools during implementation? • Were the accounting and financial systems in place adequate for project management and producing accurate and timely financial information? • Were progress reports produced accurately, and timely and responded to reporting requirements including adaptive management changes? • Was project implementation as cost-effective as originally proposed (planned vs. actual) • Did the leveraging of funds (co-financing) happen as planned? • Were financial resources utilized efficiently? Could financial resources have been used more efficiently? • Was procurement carried out in a manner making efficient use of project resources? • How was results-based management used during project implementation? 	<ul style="list-style-type: none"> • Availability and quality of financial and progress reports • Timeliness and adequacy of reporting provided • Level of a discrepancy between planned and utilized financial expenditures • Planned vs. actual funds leveraged • Cost in view of results achieved compared to costs of similar projects from other organizations • Adequacy of project choices in view of the existing context, infrastructure, and cost • Quality of results-based management reporting (progress reporting, monitoring, and evaluation) • Occurrence of change in project design/ implementation approach (i.e. restructuring) when needed to improve project efficiency • The cost associated with delivery mechanism and management structure compare to alternatives 	<ul style="list-style-type: none"> • Project documents and evaluations • UNDP/ GEF SGP • Project team 	<ul style="list-style-type: none"> • Document analysis • Key interviews
<p>How efficient are partnership arrangements for the project:</p>	<ul style="list-style-type: none"> • Specific activities conducted to support the development of 	<ul style="list-style-type: none"> • Project documents and evaluations 	<ul style="list-style-type: none"> • Document analysis • Interviews

<ul style="list-style-type: none"> • To what extent partnerships/linkages between institutions/ organizations were encouraged and supported? • Which partnerships/linkages were facilitated? • What was the level of efficiency of cooperation and collaboration arrangements? • Which methods were successful or not and why? 	<p>cooperative arrangements between partners,</p> <ul style="list-style-type: none"> • Examples of supported partnerships • Evidence that particular partnerships/linkages will be sustained • Types/quality of partnership cooperation methods utilized 	<ul style="list-style-type: none"> • Project partners and relevant stakeholders 	
<p>Did the project efficiently utilize local capacity in implementation?:</p> <ul style="list-style-type: none"> • Was an appropriate balance struck between the utilization of international expertise as well as local capacity? • Did the project take into account local capacity in the design and implementation of the project? • Was there an effective collaboration between institutions responsible for implementing the project? 	<ul style="list-style-type: none"> • The proportion of expertise utilized by international experts compared to national experts • Number/quality of analyses done to assess local capacity potential and absorptive capacity 	<ul style="list-style-type: none"> • Project documents and evaluations • UNDP/GEF SGP • Beneficiaries 	<ul style="list-style-type: none"> • Document analysis • Interviews
<ul style="list-style-type: none"> • What lessons can be drawn regarding efficiency for other similar projects in the future?: • What lessons can be learned from the project regarding efficiency? • How could the project have more efficiently carried out implementation (in terms of management structures and procedures, partnerships arrangements etc...)? 		<p>Data collected throughout the evaluation</p>	<p>Data analysis</p>

<ul style="list-style-type: none"> • What changes could have been made (if any) to the project in order to improve its efficiency? 			
<p>Sustainability: To what extent are there financial, institutional, socio-political, and/or environmental risks to sustaining long-term project results?</p>			
<p>Were sustainability issues integrated into the design and implementation of the project?</p>	<ul style="list-style-type: none"> • Evidence/quality of sustainability strategy • Evidence/quality of steps taken to ensure sustainability 	<ul style="list-style-type: none"> • Project documents and evaluations • UNDP/GEF SGP and project personnel and project partners • Beneficiaries 	<ul style="list-style-type: none"> • Document analysis • Interviews
<p>Financial sustainability:</p> <ul style="list-style-type: none"> • Did the project adequately address financial and economic sustainability issues? • Are the recurrent costs after project completion sustainable? • What are the main institutions/organizations in the country that will take the project efforts forward after the project end and what is the budget they have assigned to this? 	<ul style="list-style-type: none"> • Level and source of future financial support to be provided to relevant sectors and activities after the project ends • Evidence of commitments from international partners, governments, or other stakeholders to financially support relevant sectors of activities after the project end • Level of recurrent costs after completion of project and funding sources for those recurrent costs 	<ul style="list-style-type: none"> • Project documents and evaluations • UNDP/GEF SGP and project personnel and project partners • Beneficiaries 	<ul style="list-style-type: none"> • Document analysis • Interviews
<p>Institutional and governance sustainability:</p> <ul style="list-style-type: none"> • Were the results of efforts made during the project implementation period well assimilated by organizations and their internal systems and procedures? • Is there evidence that project partners will continue their activities beyond project support? • What degree is there of local ownership of initiatives and results? • Were laws, policies and frameworks addressed through the project, in order to address the 	<ul style="list-style-type: none"> • The degree to which project activities and results have been taken over by local counterparts or institutions/organizations • Level of financial support to be provided to relevant sectors and activities by in-country actors after the project end • Efforts to support the development of relevant laws and policies • State of enforcement and law-making capacity • Evidence of commitment by government enactment of laws and 	<ul style="list-style-type: none"> • Project documents and evaluations • UNDP/GEF SGP and project personnel and project partners • Beneficiaries 	<ul style="list-style-type: none"> • Document analysis • Interviews

<p>sustainability of key initiatives and reforms?</p> <ul style="list-style-type: none"> • What is the level of political commitment to build on the results of the project? • Are there policies or practices in place that create perverse incentives that would negatively affect long-term benefits? 	<p>resource allocation to prioritise</p>		
<p>Are there adequate incentives to ensure sustained benefits are achieved through the project?</p>		<ul style="list-style-type: none"> • Project documents and evaluations • UNDP/GEF SGP, project personnel, and project partners • Beneficiaries 	<ul style="list-style-type: none"> • Interviews • Documentation review
<ul style="list-style-type: none"> • Are there risks to the environmental benefits that were created or that are expected to occur? • Are there long-term environmental threats that have not been addressed by the project? • Have any new environmental threats emerged in the project's lifetime? 	<ul style="list-style-type: none"> • Evidence of potential threats such as infrastructure development • Assessment of unaddressed or emerging threats 	<ul style="list-style-type: none"> • Project documents and evaluations • Threat assessments • Government documents or other externally published information • UNDP/GEF SGP, project personnel, and project partners • Beneficiaries 	<ul style="list-style-type: none"> • Interviews • Documentation review
<p>Is the capacity in place at the regional, national, and local levels adequate to ensure the sustainability of the results achieved to date?</p>	<p>Elements in place in those different management functions, at the appropriate levels (regional, national, and local) in terms of adequate structures, strategies, systems, skills, incentives, and interrelationships with other key actors</p>	<ul style="list-style-type: none"> • Project documents • UNDP, project personnel, and project partners • Beneficiaries • Capacity assessments available, if any 	<ul style="list-style-type: none"> • Interviews • Documentation review
<ul style="list-style-type: none"> • Is there potential to scale up or replicate project activities? • Did the project's Exit Strategy actively promote replication? 	<ul style="list-style-type: none"> • Number/quality of replicated initiatives • Number/quality of replicated innovative initiatives • The scale of additional investment leveraged 	<ul style="list-style-type: none"> • Project Exit Strategy • UNDP/GEF SGP, project personnel, and project partners 	<ul style="list-style-type: none"> • Document analysis • Interviews
<ul style="list-style-type: none"> • What are the main challenges that may 	<ul style="list-style-type: none"> • Challenges in view of building blocks of 	<ul style="list-style-type: none"> • Project documents and evaluations 	<ul style="list-style-type: none"> • Document analysis

<p>hinder the sustainability of efforts?</p> <ul style="list-style-type: none"> • Have any of these been addressed through project management? • What could be the possible measures to further contribute to the sustainability of efforts achieved with the project? 	<p>sustainability as presented above</p> <ul style="list-style-type: none"> • Recent changes which may present new challenges to the project • Education strategy and partnership with a school, education institutions etc. 	<ul style="list-style-type: none"> • Beneficiaries • UNDP/GEF SGP, project personnel, and project partners 	<ul style="list-style-type: none"> • Interviews
<ul style="list-style-type: none"> • Which areas/arrangements under the project show the strongest potential for lasting long-term results? • What are the key challenges and obstacles to the sustainability of the results of the project initiatives that must be directly and quickly addressed? 		<p>Data collected throughout the evaluation</p>	<p>Data analysis</p>
<p>Gender equality and women's empowerment: How did the project contribute to gender equality and women's empowerment?</p>			
<p>What factors contribute to or influence the GEF SGP Thailand project's ability to positively contribute to policy change from a gender perspective, women's economic empowerment</p>		<ul style="list-style-type: none"> • Gender Action Plan • Project documents and reporting • Project Case Studies • Data collected throughout the evaluation 	<p>Data analysis</p>

Annex G: Questionnaire used for Terminal Evaluation

การประเมินผลครั้งนี้ มีความประสงค์ที่จะเน้นในด้าน ความเกี่ยวข้อง ประสิทธิภาพ ประสิทธิผล ผลลัพธ์ ผลกระทบ รวมทั้งด้านการ ประสานงาน และความยั่งยืน ของงานเชิงยุทธศาสตร์ที่ได้รับการสนับสนุนจากกองทุนฯ คำถามที่ GEF SGP Thailand คาดหวังที่จะได้ เรียนรู้จากประสบการณ์ในการดำเนินงานของท่าน มีดังต่อไปนี้

1) Relevance

- 1.1 โครงการของท่านสอดคล้อง กับ วัตถุประสงค์ของ GEF Focal Area อย่างไร
โครงการของท่านเกี่ยวข้องกับ งานด้านความหลากหลายทางชีวภาพอื่นๆของ GEF อย่างไร
- 1.2 โครงการของท่านสอดคล้องกับวัตถุประสงค์ ของการพัฒนาอย่างยั่งยืน และวัตถุประสงค์ด้านสิ่งแวดล้อมของประเทศไทยอย่างไร
- 1.3 การออกแบบของโครงการของท่าน มีความเชื่อมโยงสอดคล้องประสานกันภายในหรือไม่ มากน้อยเพียงใด
ทฤษฎีการเปลี่ยนแปลงของโครงการได้แสดงออกมาชัดเจนหรือไม่ เพียงใด
โครงการของท่านได้ถูกออกแบบให้สามารถปรับตัวต่อการเปลี่ยนแปลงของปัจจัยภายนอกอย่างไรบ้าง
- 1.4 โครงการของท่านได้ตอบสนองความต้องการของกลุ่มเป้าหมายทั้งในระดับท้องถิ่นและภูมิภาคอย่างไร
โครงการนี้สนับสนุนความพยายามสร้างความเท่าเทียมทางเพศอย่างไรบ้าง
- 1.5 โครงการมีความเกี่ยวข้องกับกิจกรรมที่ได้รับการสนับสนุนจากแหล่งทุนอื่นๆอย่างไรบ้าง
- 1.6 บทเรียนและประสบการณ์ที่ได้รับจากโครงการนี้จะประโยชน์อย่างไรต่อโครงการอื่นๆในอนาคต

2) Effectiveness & Results

- 2.1 โครงการนี้ประสบความสำเร็จตามวัตถุประสงค์และผลลัพธ์ที่คาดหวัง มากน้อยเพียงใด
- 2.2 โครงการมีการจัดการเพื่อรับมือกับความเสี่ยงอย่างไรบ้าง
 - ความเสี่ยงที่ประเมินมีอะไรบ้าง และมีการป้องกัน หรือ ลดผลกระทบอย่างไร
- 2.3 บทเรียนด้านประสิทธิผลที่โครงการนี้จะส่งมอบให้กับโครงการอื่นๆในอนาคตมีอะไรบ้าง

3) Efficiency

- 3.1 โครงการนี้ มีวิธีการจัดการทรัพยากรให้มีประสิทธิภาพ อย่างไรบ้าง
 - มีการจัดการโดยมุ่งเน้นผลลัพธ์หรือไม่ อย่างไรในระหว่างการทำงานตามโครงการ
 - มีการใช้งบประมาณอย่างมีประสิทธิภาพหรือไม่
 - สามารถบริหารจัดการงบประมาณให้มีประสิทธิภาพมากกว่านี้หรือไม่
- 3.2 โครงการนี้ สามารถใช้งบประมาณในการการทำงานได้ตามที่วางแผนไว้หรือไม่ อย่างไร
 - ระบบและเครื่องมือทางบัญชีและการเงินที่ใช้ เพียงพอต่อการจัดการงบประมาณอย่างถูกต้องและทันเวลาหรือไม่ เพียงใด
 - มีการจัดทำรายงานความก้าวหน้าและรายงานการเงินอย่างถูกต้องตรงเวลา รวมทั้งปรับตัวกับเข้ากับการจัดการความเปลี่ยนแปลงมากน้อยเพียงใด
- 3.3 มีการสมทบทุนโครงการเพิ่มได้ตามแผนที่วางไว้หรือไม่ อย่างไร
- 3.4 มีการปรับเปลี่ยนแผนงานอย่างไรในช่วงที่ผ่านมา
- 3.5 มีการเสริมสร้างภาคีเครือข่ายความร่วมมือกับภาคส่วนต่างๆอย่างไรบ้าง
 - รูปแบบของการเสริมสร้างเครือข่ายมีอะไรบ้าง
 - กระบวนการเสริมสร้างเครือข่ายมีประสิทธิภาพอย่างไรบ้าง
 - วิธีการใดที่ถือว่าประสบความสำเร็จ และวิธีใดที่ไม่ประสบความสำเร็จ
 - โครงการได้ใช้ประโยชน์จากศักยภาพที่มีในท้องถิ่นอย่างไรบ้าง
- 3.6 บทเรียนด้านประสิทธิภาพที่โครงการนี้จะส่งมอบให้กับโครงการอื่นๆในอนาคตมีอะไรบ้าง

4) Coordination

- 4.1 โครงการมีรูปแบบวิธีการอย่างไรในการสร้างการมีส่วนร่วมอย่างเท่าเทียม และการขยายผลสู่ระดับนโยบาย
- 4.2 การประสานกิจกรรมร่วมกับภาคส่วนต่างๆ มีประสิทธิภาพมากน้อยเพียงใด

5) Sustainability

- 5.1 ได้มีการผนวกเรื่องความยั่งยืนเข้าในการออกแบบโครงการ และในการดำเนินงานตามโครงการหรือไม่ เพียงใด
- 5.2 โครงการได้เน้นความยั่งยืนทางเศรษฐกิจ และการเงินในกระบวนการดำเนินงานมากน้อยเพียงใด
 - มีค่าใช้จ่ายอะไรบางอย่างที่ยังจะเกิดขึ้นอย่างต่อเนื่องหลังสิ้นสุดโครงการ
 - มีวิธีการอย่างไรที่จะมั่นใจได้ว่ามีค่าใช้จ่ายเพียงพอต่อการดำเนินงานหลังจากสิ้นสุดโครงการ
 - ใครจะเป็นผู้สืบทอดงานของโครงการนี้ต่อไป และมีงบประมาณดำเนินการที่เตรียมไว้อย่างไรบ้าง
- 5.3 ท่านคิดว่า องค์กรหรือระบบการทำงานในท้องถิ่นจะสามารถดูดซับผลลัพธ์ของโครงการนี้ได้มากน้อยเพียงใด
 - มีหลักฐานอะไรที่ยืนยันได้ว่า **project partners** จะสืบทอดงานของโครงการอย่างต่อเนื่อง
 - องค์กรท้องถิ่นมีความเป็นเจ้าของโครงการและผลลัพธ์ของงานมากน้อยเพียงใด
 - ภาคส่วนต่างๆ ทั้งในระดับท้องถิ่น ระดับภูมิภาค และระดับชาติมีศักยภาพมากน้อยเพียงใด ในการสืบทอดผลลัพธ์ของโครงการไปสู่ความยั่งยืน
- 5.4 โครงการได้พิจารณากรอบด้านกฎหมาย และนโยบาย เพื่อการไปสู่ความยั่งยืนอย่างไรบ้าง
 - มีความตั้งใจที่จะตัดยอดจากผลลัพธ์ที่เกิดขึ้นจากโครงการนี้อย่างไรบ้าง
 - ยังมีนโยบายหรือข้อปฏิบัติใดบ้างที่อาจเป็นอุปสรรคหรือปัจจัยเสี่ยงต่อผลประโยชน์ในระยะยาวของโครงการ
 - มีแรงจูงใจที่พอเพียงต่อการรักษาผลประโยชน์ที่เกิดจากโครงการในระยะยาว หรือไม่ อย่างไร
- 5.5 มีความเสี่ยงต่อผลประโยชน์ด้านสิ่งแวดล้อมที่เกิดจากโครงการบ้างหรือไม่ อย่างไร
 - ยังมีปัจจัยเสี่ยงต่อความยั่งยืนของสภาพแวดล้อมอะไรอีกบ้างที่โครงการยังไม่ได้เข้าดำเนินการ หรืออยู่นอกเหนือขอบเขตของโครงการ
 - มีปัจจัยเสี่ยงด้านสิ่งแวดล้อมใหม่ๆ เกิดขึ้นในระหว่างการดำเนินการบ้างหรือไม่ อย่างไร
- 5.6 ความเป็นไปได้มากน้อยเพียงใดที่จะยกระดับ หรือ ขยายผลโครงการนี้ในพื้นที่อื่นๆ
 - มีกลยุทธ์การขยายผลโครงการอย่างไรบ้าง
 - มีพื้นที่ หรือ ประเด็นใดที่มีศักยภาพสูงสุดในการไปสู่ความยั่งยืน
 - มีอะไรที่เป็นปัจจัยเสี่ยงหรืออุปสรรคสำคัญต่อความยั่งยืนของโครงการ ที่อาจจำเป็นต้องมีการจัดการอย่างเร่งด่วน

6) Gender equality and women's empowerment

- 6.1 ปัจจัยอะไรบางอย่างส่งผลต่อโครงการในการปรับเปลี่ยนนโยบาย หรือแนวคิดและมุมมองว่าด้วยการเสริมพลังทางเศรษฐกิจให้กับสตรี

Annex H: TE Rating Scales & Evaluation Ratings Table

TE Rating Scales	
Ratings for Outcomes, Effectiveness, Efficiency, M&E, Implementation/Oversight, Execution, Relevance	Sustainability ratings:
<p>6 = Highly Satisfactory (HS): exceeds expectations and/or no shortcomings</p> <p>5 = Satisfactory (S): meets expectations and/or no or minor shortcomings</p> <p>4 = Moderately Satisfactory (MS): more or less meets expectations and/or some shortcomings</p> <p>3 = Moderately Unsatisfactory (MU): somewhat below expectations and/or significant shortcomings</p> <p>2 = Unsatisfactory (U): substantially below expectations and/or major shortcomings</p> <p>1 = Highly Unsatisfactory (HU): severe shortcomings</p> <p>Unable to Assess (U/A): available information does not allow an assessment</p>	<p>4 = Likely (L): negligible risks to sustainability</p> <p>3 = Moderately Likely (ML): moderate risks to sustainability</p> <p>2 = Moderately Unlikely (MU): significant risks to sustainability</p> <p>1 = Unlikely (U): severe risks to sustainability</p> <p>Unable to Assess (U/A): Unable to assess the expected incidence and magnitude of risks to sustainability</p>

Evaluation Ratings Table	
Monitoring & Evaluation (M&E)	Rating ⁹
M&E design at entry	
M&E Plan Implementation	
Overall Quality of M&E	
Implementation & Execution	Rating
Quality of UNDP Implementation/Oversight	
Quality of Implementing Partner Execution	
Overall quality of Implementation/Execution	
Assessment of Outcomes	Rating
Relevance	
Effectiveness	
Efficiency	
Overall Project Outcome Rating	
Sustainability	Rating
Financial resources	
Socio-political/economic	
Institutional framework and governance	
Environmental	
Overall Likelihood of Sustainability	

⁹ Outcomes, Effectiveness, Efficiency, M&E, I&E Execution, Relevance are rated on a 6-point rating scale: 6 = Highly Satisfactory (HS), 5 = Satisfactory (S), 4 = Moderately Satisfactory (MS), 3 = Moderately Unsatisfactory (MU), 2 = Unsatisfactory (U), 1 = Highly Unsatisfactory (HU). Sustainability is rated on a 4-point scale: 4 = Likely (L), 3 = Moderately Likely (ML), 2 = Moderately Unlikely (MU), 1 = Unlikely (U)

Annex J: Signed TE Report Clearance Form

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TE Report Clearance Form

**Terminal Evaluation Report for the Sixth Operational Phase of the GEF Small Grants
Programme in Thailand Project, UNDP PIMS ID. 5530**

Reviewed and Cleared By: Commissioning Unit (M&E Focal Point)

Name: Kanokporn Jaroenrith

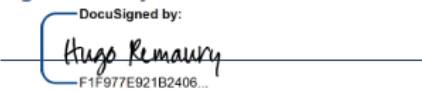
Date: 04-May-2023

Signature: 749C463855D3409...

Regional Technical Advisor (Nature, Climate and Energy)

Name: Hugo Remaury

Date: 04-May-2023

Signature: F1F977E921B2406...