



**Terminal Evaluation (TE) Report for the
UNDP-supported, GCF-financed Project
“Increasing resilience to climate change impacts
in marine and coastal areas along the Gulf of Thailand”**



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UNDP PIMS ID: 6032

Country: Thailand

Region: Asia and the Pacific

GCF Delivery Partner: United Nations Development Programme (UNDP)

National Designated Authority (NDA): Department of Climate Change and Environment (DCCE), Ministry of Natural Resources and Environment (MoNRE)

GCF Focal Area: Climate Change Adaptation

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DISCLAIMER

This Terminal Evaluation Report is the work of the two independent Evaluators and does not necessarily represent the views, or policies, or intentions of the United Nations Development Programme (UNDP) and/or of the Government of Thailand.

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Acronyms and Abbreviations

APR	Annual Progress Review
AWP	Annual Work Plan
CCA	Climate Change Adaptation
CPD	Country Programme Document
DCCE	Department of Climate Change and Environment, M
DIM	Direct Implementation Modality
DMCR	Department of Marine and Coastal Resources
GCF	Green Climate Fund
GEWE	Gender equality and women empowerment
GPP	Gross Provincial Product
HACT	Harmonized Approach to Cash Transfer
IPR	Interim Progress Report
MoNRE	Ministry of Natural Resources and Environment
M&E	Monitoring and Evaluation
NAP	National Adaptation Plan
NGO/CSO	Non-Governmental Organization/Civil Society Organization
NDA	National Designated Authority
ONEP	Office of Natural Resources and Environmental Policy and Planning
PM	Project Manager
PMU	Project Management Unit
POPP	Programme and Operations Policies and Procedures
PSC	Project Steering Committee (Project Board)
RTG	Royal Thai Government
SDG	Sustainable Development Goals
SESP	Social and Environmental Screening Procedure
SME	Small and Medium Enterprise
TA	Technical Assistance
TE	Terminal Evaluation
UNDP ERC	UNDP Evaluation Resource Center
UNDP IEO	UNDP Independent Evaluation Office
UNEP	United Nations Environment Programme
VCA	Value Chain Analysis

EXECUTIVE SUMMARY

The objective of the United Nations Development Programme (UNDP)-supported, Green Climate Fund (GCF)-financed Project “Increasing Resilience to Climate Change Impacts in Marine and Coastal Areas along the Gulf of Thailand” (GCF project ID: 0009717 and UNDP PIMS ID 6032) was to integrate climate change adaptation into marine and coastal area related planning and budgeting. The project builds upon the existing NAP process led by ONEP and focuses thematically on marine and coastal areas and sub-national level adaptation planning processes.

This Terminal Evaluation (TE) Report includes the Findings, Conclusions, Recommendations and Lessons-Learned of the Terminal Evaluation conducted for the four-year Project upon full signature of the UNDP Project Document (ProDoc) on 4 January 2021 by the United Nations Development Programme (UNDP) as the GCF Delivery Partner, utilizing the Direct Implementation Modality (DIM).

The TE Report has been prepared by two independent national and international evaluation consultants. The Terminal Evaluation was carried out during the period of 15 May to 15 August 2024. A TE mission field visits to the four (4) pilot provinces were undertaken 5-19 June 2024 by the National Terminal Evaluation Consultant during which meetings were held to conduct discussions/interviews with project stakeholders and partners, local communities, direct and indirect project beneficiaries.

The Terminal Evaluation has been conducted in accordance with the “UNDP Evaluation Guidelines, Revised June 2021”¹, and the “UNDP Guidance for Conducting Terminal Evaluations of UNDP-Supported, GEF-Financed Projects, 2020”². The evaluation methodology to gather assessment information engaged the following steps and tools: (a) **document review and analysis** where in-depth review and analysis were conducted on all relevant sources of information provided to the TE Team, (b) **semi-structure interview with key stakeholders** where interviews and focus group discussions were conducted with key stakeholders taking into consideration gender and social inclusion utilizing gender-responsive Terminal Evaluation Questions Matrix, ensuring full confidence and transparency, and (c) **field visits and on-site validation of key tangible outputs and interventions** to the four pilot provinces where project site interventions were being implemented.

Achievement of project results were evaluated based on the criteria of **relevance, efficiency, effectiveness, outcomes and impacts, sustainability, gender, women’s empowerment, and social inclusion**. Evidence-based findings were based on in-depth review of documents from source of information provided by the Propjet Team and the Commissioning Unit, in particular the project’s progress reports, consultants’ reports and studies, and the progress reports submitted to the GCF. Tangible results were validated during interviews and focus group discussions with key stakeholders and project beneficiaries, ensuring gender and social inclusion. Further evidences validation was cross-checked with the many reports and materials produced by the Project.

Table 1: Project Information Table

Project Details		Project Milestones	
Project Title:	Increasing resilience to climate change impacts in marine and coastal areas along the Gulf of Thailand	PIF Approval Date:	N/A
UNDP Project ID (PIMS #):	6032	CEO Endorsement Date:	N/A
GCF Project ID:	THA-RS-0006	ProDoc Signature Date:	4 January 2021
UNDP Atlas Business Unit, Award ID, Project ID:	Business Unit: THA10 Award ID: 00099717	Date Project Manager hired:	18 February 2021

¹ http://web.undp.org/evaluation/guideline/documents/PDF/UNDP_Evaluation_Guidelines.pdf

² http://web.undp.org/evaluation/guideline/documents/GEF/TE_GuidanceforUNDP-supportedGEF-financedProjects.pdf

	Atlas Output ID: 00102987		
Country:	Kingdom of Thailand	Inception Workshop Date:	30 March 2021 and 13 January 2022
Region:	Asia and the Pacific	Mid-Term Review Completion Date:	N/A
Focal Area:	Climate Change Adaptation	Terminal Evaluation Completion Date:	15 August 2024
GCF Operational Programme or Strategic Priorities/Objectives:	Climate Change Adaptation	Planned Operational Closure Date:	25 November 2024
Trust Fund:	Green Climate Fund (GCF)		
Implementing Partner (GCF Delivery Partner):	United Nations Development Programme (UNDP)		
National Designated Authority (NDA)	Department of Climate Change and Environment (DCCE); Department of Coastal and Marine Resources, Ministry of Natural Resources and Environment (MoNRE)		
Implementing Entity:	Department of Marine and Coastal Resources (DMCR); Ministry of Agriculture (MOA); and Ministry of Tourism and Sports		
Financial Information			
Project Preparation Grant	At GCF Approval (US\$)	at Project Preparation Grant Completion (US\$)	
GCF grants for project preparation	N/A	N/A	
Co-financing for project preparation	N/A	N/A	
Project	at GCF Approval (US\$)	at Terminal Evaluation (US\$)	
1. UNDP contribution:	N/A	N/A	
2. Government:	N/A	N/A	
3. Other (CSO)	N/A	N/A	
4. Private Sector:	N/A	N/A	
5. NGOs:	N/A	N/A	
6. Total co-financing (1+2+3+4+5):	N/A	N/A	
7. Total GCF funding:	2,764,976.52	2,764,976.52	
Total Project Funding (6+7):	2,764,976.52	2,764,976.52	

Brief Project Description

This project is an important contribution to the implementation of Thailand's national adaptation plan, prepared by Office of Natural Resources and Environmental Policy and Planning (ONEP), and the Cabinet approved Climate Change Master Plan, which provides an overarching planning framework for addressing climate change adaptation.

This project focuses on advancing climate change adaptation planning in relation to marine and coastal areas in the Gulf of Thailand (“the Gulf”). Anticipated extreme events, sea-level rise, climate induced erosion, drought, and flooding are expected to affect local tourism, agriculture, fisheries, aquaculture, and natural resources as well as create additional stress on land and water resource management.

The project is complementary to other initiatives supporting the NAP implementation in Thailand which identified six key sectors/ thematic areas. The project will work towards improving climate-responsive ‘natural resource management’ (thematic NAP area v) through the integrative approach of enhancing adaptation planning and budgeting in key marine and coastal economic sectors, e.g. targeting agriculture and fisheries (thematic NAP area ii) and tourism (thematic NAP area iii). It will be implemented in close collaboration with the Department of Marine and Coastal Resources, under Ministry of Natural Resources and Environment (MoNRE). The overall timeline of Thailand’s NAP implementation allows this project to utilize best-practices and information from the other interventions, and to meaningfully expand the knowledge-base and regulatory framework, particularly for the sub-national level. Also, in perspective to revise and update Thailand’s NAP.

The project builds upon the existing NAP process led by ONEP and focuses thematically on marine and coastal areas and sub-national level adaptation planning processes. GCF resources have been used to address barriers that hinder information, knowledge, and coordination for adaptation planning; technical capacities for integration of risk informed approaches in planning and budgeting; and lack of options to attract financing for climate change adaptation, particularly from the private sector. Through implementation of planned activities to accomplish deliverables that will generate the following three outcomes to reach the project objective to “**Integrate climate change adaptation into marine and coastal areas related planning and budgeting:**

- Outcome 1: Enhanced capacity and knowledge to enable climate risk-informed marine and coastal area development planning at sub-national level;
- Outcome 2: Strengthened existing NAP implementation and mainstreamed adaptation in planning and budgeting in marine and coastal areas; and
- Outcome 3: Financing strategies for climate change adaptation in marine and coastal areas identified and developed.

Evaluation Ratings Table

Through a set steps of evaluation approach and methodology, the TE Team concluded a set of evaluation findings, conclusions, recommendation and lessons-learned. Based on the findings, the TE Team assigned the following Evaluation Ratings.

Table 2: Evaluation Ratings Table	
Monitoring & Evaluation (M&E)	Rating
M&E design at entry	Satisfactory (S)
M&E Plan Implementation	Satisfactory (S)
Overall Quality of M&E	Satisfactory (S)
Implementing Agency (IA) Implementation & Executing Agency (EA) Execution	Rating
Quality of UNDP Implementation/Oversight	Satisfactory (S)
Quality of Implementing Partner Execution	Satisfactory (S)
Overall quality of Implementation/Execution	Satisfactory (S)
Assessment of Outcomes	Rating
Relevance	Highly Satisfactory (HS)
Effectiveness	Satisfactory (S)

Efficiency	Satisfactory (S)
Overall Project Outcome Rating	Satisfactory (S)
Sustainability	Rating
Financial sustainability	Moderately Likely (ML)
Socio-political sustainability	Likely (L)
Institutional framework and governance sustainability	Moderately Likely (ML)
Environmental sustainability	Likely (L)
Overall Likelihood of Sustainability	Moderately Likely (ML)

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

Summary of findings and conclusions

The TE Team found that the NAP-Marine project has several strengths essential for achieving the objective of “Integrating climate change adaptation into marine and coastal area related planning and budgeting”. The following described key strengths were concluded in accordance with the evaluation criteria of relevance, efficiency, effectiveness, outcomes and impacts, sustainability and gender, women’s empowerment, and social inclusion.

Relevance: The project was relevant to Thailand’s long term national strategy (2018-2037) on Eco-Friendly Development and Growth, and supported Thailand’s National Adaptation Plan particularly related to agriculture, tourism, and natural resource management. The project addresses local concerns in terms of climate related impacts to marine and coastal areas by providing climate downscaled data for co-learning and project formulation among provincial / local governments officials and communities. The NAP-Marine project is also aligned with the Outcome 1 of the UNDP Thailand Country Programme Document (CPD) (2022-2026). Particularly, the project supports the gender-responsive and inclusive solutions in national and subnational climate plans and actions to increase the resilience of coastal and other communities at risk of being left behind.

Efficiency: The project contained sufficient budget for interventions. Despite low utilization of budget allocation due to COVID-19, the project’s management and implementation was considered satisfactory with proactive actions taken by the Project Management Unit, UNDP, and Implementing Entities (ONEP and DMCR). Good

collaboration and communication with key national government agencies, ONEP and DMCR, was observed, contributing to the smooth execution of project activities. **The project engaged all groups of stakeholders including women to participate in the capacity building activities.**

Effectiveness: Implementation of the project activities achieved 46 of the 48 planned deliverables. **The project raised awareness and enhanced knowledge of provincial / local communities on the National Adaptation Plan, climate change risks and impacts, and current adaptation practices, and introduced tools for climate change adaptation planning.** Downscaled data and information related to current and projected climate change risks and impacts on marine, coastal resources, and inland agricultural farming were developed and can be publicly accessed for all purposes. The Concept Notes addressing local priorities related to climate change were developed through the inclusive and gender-responsive process based on the gender analysis and action plan formulated.

Outcomes and Impacts: Overall, the project results have contributed to the achievement of the Sub-Outcomes and Outcomes, contributing to reaching the project objective to “integrate climate change adaptation into marine and coastal area related planning and budgeting”. **The project's outcomes and impacts were evident through the increased awareness and understanding of the provincial and local governments,** as well as local communities, on climate change risks and impacts, adaptation practices, and tools for adaptation planning, development of downscaled climate data and information, and successful formulation of four adaptation related concept notes that can be promoted and replicated at other non-pilot regions. The project also enhanced inclusiveness in adaptation planning by involving all groups of provincial and local stakeholders to participate in the formulation of Adaptation Plan Concept Notes, addressing local priorities related to climate change, natural resources, and environment.

Sustainability: **There have been achievements across various dimensions, including financial, socio-political factors, institutional framework and governance, and environmental sustainability.** DCMR's potential grant for local communities, key Concept Notes waiting for government budget allocation, and climate financing tools identified to support ongoing activities all promote and *ensure financial sustainability* of the project. The capacity building activities conducted that enhanced their knowledge and understanding, great emphasis on gender and social inclusion, and collaborative approach and engagement emphasizing on multi-groups and dimensions of stakeholders have strengthened the socio-political sustainability, fostered a sense of ownership and collective responsibility. The institutional framework and governance aspects of the project have progressed well at the community level. Climate change knowledge has been institutionalized in the participating communities with potential scaling up through knowledge dissemination and communication by community leaders, and in academic institutes and universities which are the potential agents to sustain the good works developed by the project. The multi-consultative process also enhanced coordination and governance practices among key stakeholders at both provincial and local levels. Regarding environmental sustainability, all project works were implemented with an aim to promote sustainable practices for environment, climate, and natural resources.

Gender, Women's Empowerment, and Social Inclusion: **The project strongly recognized the importance of gender equality, women's empowerment, and social inclusion.** The issues were incorporated in the project's outputs and activities, thus demonstrating a strong commitment to promoting gender equality and women's empowerment in climate adaptation planning. The gender analysis and gender action plan were the key deliverables and guided the formulation of gender-responsive concept notes and value chain mappings. The process of undertaking the gender analysis and action plan was also inclusive covering different groups of local women across different occupations (i.e., fishery, agriculture, community tourism, community enterprises, etc.), including female youths, elders, and female representatives of people with mental disability groups in the four pilot provinces. Gender focal points for each four pilot provinces was also identified for coordination, communication and sustainability.

All in all, the **gender related work undertaken during the project strengthened (1) Gender balance of participants** (an equal number of female and male participants), **(2) Inclusiveness of all groups in the consultations,** **(3) Freedom of all participants regardless of gender identity to express views and suggestions,** and **(4) Equal opportunities to contribute their thoughts as inputs for project formulation and value chain mapping.**

While commemorating several strengths of the project, the evaluation also identified limitations / areas of improvements which would lead to practical recommendations provided in Sub-Section 4.2:

- **The project results have not been upscaled to the provincial and national levels, particularly securing commitments of provincial government in integrating the concept notes developed into provincial planning and budgeting.** The project's results that have been shared among provincial and local government officials will need to reach top-decision makers and senior directors of related provincial government agencies in the four pilot provinces to be well informed about the project's works and results to foster senior level support to incorporate into their provincial development planning and budgeting related to climate change adaptation.
- Good project results, experience, and knowledge gained have now been benefiting mainly and mostly rested within the local communities and local government agency personnel. It is **crucial to foster linkage with local institutes³** that can serve as focal point for all projects coming to the area and utilize knowledge and information produced by the project to further dissemination in a wider context, and be the institutions to accumulate knowledge and to carry on the works once the project ends.
- The climate financing tools / measures (i.e., financing strategy, certification scheme guidelines for climate change adaptation, etc.) have been not fully unpacked; **more dialogues and consultations with stakeholders should be held to unpack these various financing mechanisms/tools and identify potentials/opportunities that could support the implementation of Concept Notes.** Several financing agencies and private organizations can help translate the deliverables into practical uses while international development agencies like GIZ currently working on climate financing can also link up these works with other initiatives being undertaken for the Royal Thai Government.
- While community engagement was the project's strength, engaging top-decision makers of key national government agencies to ensure the sustainability of **institutional framework and governance at the national level is still lacking.** Senior officials of both DCCE and DMCR can help scale-up and institutionalize the project's results, particularly those related to climate modelling and projection, risk and vulnerability assessments, gender analysis and plan, and financing strategy.

Key Lessons learned

Based on the evaluation findings in terms of strengths and limitations described earlier, key lessons can be drawn for future projects related to the mainstreaming of climate change into sub-national planning and budgeting as follows:

1. **Engagement and Communication:** Pre consultations and communication with key partners at the provincial and local levels are very crucial to have them understand the importance of climate change and the purpose of the project and see these as a priority before inviting them into the workshops (more k needed). Closed communication and engagement with the head of government agencies to designate the same persons for participating and involving in the workshops are very essential
2. **Tailor made capacity building:** Awareness and understanding of climate change of government officials working at Local administration organizations (LAOs) are still low. There is a strong need for specific capacity building activities designed for them, apart from the general capacity building organized across all groups of stakeholders
3. **Design thinking:** Local communities need technical support on design thinking and social innovation to expand their thinking on how they can adapt with a simple practice and little cost for investment.
4. **Climate financing:** There is a need to establish common understanding on how funding can be obtained from different budget sources – Central, provincial, and local. A series of workshops organized should address the funding aspect in parallel with the climate adaptation planning

³ The term "Local Institute" is meant to be in a broader sense, covering any government, quasi-government, private research institute, universities, training centers, etc. which can use tools, results, and studies produced by the project for further dissemination, training, community engagement, and/or community action research in the piloted and nearby provinces.

5. **Replicating and scaling up:** Potentials for promotion, replication and upscaling of the project results should be identified during early stage of project implementation and actions planned and initiated to identify and engage responsible parties well in advance of project operational completion.

Recommendation Summary Table

Table 4: Summary of Recommendations

Rec No.	TE Recommendation	Entity Responsible	Time frame
A	Category 1: Follow-up Actions		
A1	<p>Organization of meetings with provincial level Governors and Heads of government agencies of the four pilot provinces to introduce the concept notes developed and the key outputs produced by the project and to seek guidance on how the concept notes could be integrated into the provincial development plans and allocate sufficient budget for its implementation.</p> <p>Actions to be taken:</p> <p>1) Organize the provincial high level meetings targeting top/senior government officials to present the project’s outputs that are relevant to the next cycle of provincial planning and budgeting and seek their guidance on ways forward, and</p> <p>2) Seek timeslots from the Heads of provincial offices to present the project’s key results in the monthly meeting of provincial planning committees.</p>	PMU, UNDP CO, DCCE, DMCR	<p>July – September 2024 with continuation of project implementation</p> <p>Subsequent to operational closure of the project by DCCE and DMCR officials</p>
A2	<p>High level meetings particularly organized for DCCE and DMCR composing of Director-General, Bureau/Division Directors, and Senior Officials to engage them to learn and discuss about utilizing and institutionalizing the project’s results should be convened.</p> <p>Actions to be taken:</p> <p>1) Organize meetings / workshops tailor-made to the targeted Departments, or</p> <p>2) Seek an opportunity to participate in a monthly meeting among senior officials to which the Project Team can present the results and discuss with them on ways forward after the project’s closure; however, only a courtesy visit to the Top Decision Maker may be too brief to discuss in greater details about specific results and key achievements.</p>	PMU, UNDP CO	July – September 2024
A3	<p>There is a need to foster with local institutes⁴ which can utilize the knowledge and information produced by the project for further dissemination in a wider context</p> <p>Actions to be taken:</p>	PMU, UNDP CO, DCCE, Sub-national level officials of DMCR	July – September 2024 with continuation of

⁴ The term "Local Institute" is meant to be in a broader sense, covering any government, quasi-government, private research institute, universities, training centers, etc. which can use tools, results, and studies produced by the project for further dissemination, training, community engagement, and/or community action research in the piloted and nearby provinces.

Rec No.	TE Recommendation	Entity Responsible	Time frame
	<p>1) Solicit local institutes and extending an invitation to them for participation in the final workshop recommended in Recommendation A5, and</p> <p>2) Foster cooperative arrangements to empower these local institutes to take proactive actions to promote and disseminate the knowledge gained to wider audiences.</p>		<p>project implementation</p> <p>Subsequent to operational closure of the project, by DCCE and DMCR officials</p>
A4	<p>Organization of public-private collaboration on climate financing forums to disseminate and publicize the project's works related to Climate Financing and to network with related financing agencies, public and private organizations, and development agencies which could further promote and utilize these works for a wider scope of climate change adaptation should be undertaken.</p> <p>Actions to be taken:</p> <p>1) Organize public-private collaboration on climate financing forums to disseminate, communicate, and publicize the project's works related to Climate Financing to increase the project's visibility and create advocacy the synergy among public and private actors.</p> <p>2) Network with several financing agencies and private organizations including tourism associations that can help translate the deliverables into practical uses, and other international development agencies like GIZ currently working on climate financing which can link up these works with other initiatives being undertaken for the Royal Thai Government.</p>	UNDP PMU, UNDP CO, DCCE	July – September 2024 with continuation of project implementation
A5	<p>The current work on Synthesis Report should be concluded by July and widely disseminated in a final workshop targeting various local research institutes, provincial and national level key stakeholders, and the Project Board members to discuss on ways forward to sustain and scale up the project's results and impacts.</p> <p>Action to be taken:</p> <p>1) Translate the Synthesis Report comprising of key results and lessons learned into visually appealing and user-friendly communication materials,</p> <p>2) Disseminate them during the final workshop whereby all key local, provincial, and national stakeholders should be invited for participation and discussion,</p> <p>3) Take this opportunity to promote other initiatives currently undertaken related to climate change and sustainable development.</p>	PMU, UNDP CO, DCCE, DMCR	September - November 2024 (Prior to the Project's closure)

1.0 INTRODUCTION

The Terminal Evaluation (TE) has been commissioned by the United Nations Development Programme (UNDP) Thailand Country Office (CO) in accordance with UNDP Monitoring and Evaluation Guideline that NDP-supported, GCF-financed projects are required to undergo a Terminal Evaluation upon operational completion of project implementation. UNDP Thailand CO engaged the National and International TE Consultants (TE Team) as per the Terms of Reference (TOR) to conduct the Terminal Evaluation for the UNDP-supported, GCF-financed project entitled *“Increasing resilience to climate change impacts in marine and coastal areas along the Gulf of Thailand”*, UNDP PIMS No. 6032, GCF ID Number THA-RS-0006.

This Terminal Evaluation Report (TE Report) has been prepared by two independent Terminal Evaluation Consultants, (Mr.) Pawin Talerngsri, National Terminal Evaluation Consultant and (Mr.) Yiu Chiu William Kwan, International Terminal Evaluation Consultant and Team Lead. The Terminal Evaluation was carried out from May to August 2024, with field visits to the four (4) pilot provinces (Rayong, Phet Buri, Surat Thani and Songkhla) conducted by the National TE Evaluation Consultant during the period of 15 May to 20 June 2024 during which meetings were held with project partners as well as project beneficiaries. During the same period, virtual interviews and meetings were conducted by the National and International TE Evaluation consultants with the Project Management Unit (PMU), officials of UNDP CO, National Designated Authority (NDA), Implementing Entities (Department of Marine and Coastal Resources, DMCR; Ministry of Agriculture (MOA); and Ministry of Tourism and Sports).

1.1 Purpose of Evaluation

The objectives of the Terminal Evaluation carried out by the two Independent National and International Terminal Evaluation Consultants were to assess the achievements of the project results and objectives against what was expected to be achieved, to draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP programming. The purposes of evaluation of the UNDP-supported, GCF-financed projects also include the following:

- To promote accountability and transparency and to assess and disclose the extent of project accomplishment;
- To synthesize lessons that can help to improve the selection, design and implementation of future GCF-financed UNDP activities and to improve the sustainability of benefits and aid in the overall enhancement of UNDP programming;
- To provide feedback on issues that are recurrent across the UNDP portfolio and need attention and on improvements regarding previously identified issues;
- To assess and document project results, and the contribution of these results towards achieving GCF strategic objectives aimed at Global Environmental Benefit; and
- To gauge the extent of project convergence with other priorities within UNDP country programme, including poverty alleviation, strengthening resilience to the impacts of climate change, reducing disaster risk and vulnerability, as well as cross-cutting issues such as gender equality, empowering women and supporting human rights.

This TE is thus to analyze the implementation of the project activities, assess the effectiveness and efficiency of project achievements to deliver the stated objectives and outcomes, and evaluate the project’s contribution towards the project’s objective to “integrate climate change adaptation into marine and coastal area related planning and budgeting. It establishes the project’s relevance, performance and success, including the sustainability of results. The evaluation also brings together and analyses best practices, specific lessons learned, and recommendations regarding strategies employed and the implementation arrangements, that may be relevant to or replicable by other projects in the country and/or countries in other parts of the world.

1.2 Scope of the Evaluation

In accordance with the United Nations Development Programme (UNDP) Monitoring and Evaluation Policies and Procedures, a Terminal Evaluation (TE) is required prior to operational completion of implementation of UNDP-

supported, GCF-financed Projects. The UNDP Programme and Operations Policies and Procedures (POPP) states that “Project evaluation assesses the performance of a project in achieving its intended results. It yields useful information on project implementation arrangements and the achievement of outputs. Project evaluation provides a basis for the evaluation of outcomes and programmes”

The scope of this Terminal Evaluation is divided into three parts in accordance with the TORs and the UNDP Guidance for Conducting Terminal Evaluations of UNDP-supported, GCF-financed Projects. A summary of the scope of this TE is presented below:

I. Project Design and Formulation:

- Review the problem addressed by the project and the underlying assumptions;
- Review the relevance of the project strategy and assess whether it provides the most effective route towards expected/intended results;
- Review the project's objectives, theory of change, and outcomes/components and how feasible they can be reached within the project's time frame;
- Undertake a critical analysis of the project's logframe indicators and targets;
- Review how the project addresses country priorities;
- Review country ownership;
- Review management arrangements and decision-making processes;
- Review the extent to which relevant gender issues were raised in the project design;
- Assess how gender aspects are integrated into the project design;
- Review UNDP comparative advantage;
- Review linkages between the project and other interventions within the sector.

II. Project Implementation

- Review how adaptive management was implemented during the implementation of the project;
- Review overall effectiveness of project management as outlined in the project document;
- Review the quality of execution of the Implementing Entity(ies)
- Review any delays in project start-up and implementation;
- Review how Results-Based Management is being implemented;
- Examine the use of the project's results framework/ logframe as a management tool;
- Consider the financial management of the project, including cost-effectiveness;
- Review the changes to fund allocations as a result of budget revisions and assess the appropriateness and relevance of such revisions;
- Review the decision making processes to align financing priorities and annual work plans;
- Review the monitoring tools currently being used and the project progress reporting function as well as the feedback loop for adaptive management;
- Review project partnerships arrangements;
- Review stakeholder's participation and country-driven project implementation processes;
- Review project communications.

III. Project Results

- Review the progress made against the logframe indicators and the end-of-project targets;
- Assess the stakeholders' ownership of project achievements;
- Assess the project contributions to gender equality and women's empowerment as well as other cross-cutting issues

- Identify remaining barriers to achieving the project objective;
- Validate whether the risks identified in the Project Document, Annual Project Review/PIRs and the ATLAS Risk Management Module are the most important and whether the risk ratings applied are appropriate and up to date;
- Assess risks to sustainability in term of financial risks, socio-economic risks, institutional framework and governance risks, and environmental risks;
- Review and possibly identify ways in which the project can further expand its achievements.

1.3 Terminal Evaluation Approach and Methodology

The methodology applied to conduct the Terminal Evaluation is in compliance with international criteria and professional norms and standards; including the norms and standards adopted by the UN Evaluation Group.

The TE has been conducted in accordance with the “UNDP Evaluation Guidelines, Revised June 2021”⁵, the “UNDP Guidance for Conducting Terminal Evaluations of UNDP-Supported, GEF-Financed Projects, 2020”⁶.

The TE has been conducted in-line with the Evaluation Principles, which are: *Independence, credibility, utility, Impartiality, Transparency, Disclosure, Ethical, participation, Competencies and Capacities*⁷. The TE has also considered two evaluation objectives at project level, namely (i) promote accountability for the achievement of GCF objectives; including the climate and environmental benefits; and (ii) promote learning, feedback and knowledge sharing on results and lessons learned.

Gender, women empowerment, and social inclusion will be considered throughout the evaluation process. The term “social inclusion” also covers various groups of people including those with physical and mental disabilities. Firstly, they will be integrated into the evaluation questions pertaining to different evaluation criteria of relevance, efficiency, effectiveness, outcomes and impacts, sustainability and gender, women’s empowerment, and social inclusion. All the documents being reviewed will be conducted with gender lens, whether the issue has been incorporated into the project design, implementation, and results. Secondly, during the interviews and focus group discussions it will take into consideration gender and social inclusion by ensuring that all questions asked will center around the project’s approach to gender, women empowerment, and social inclusion; some women only discussions will also be undertaken. An equal proportion of male and female informants will also be ensured during the selection of participants for interview. Thirdly, face to face discussions with female leaders from local communities, Muslim youths, and ethnic minorities will take place during field visits to validate information. Gained insight views and suggestions for further works that empower women and enhance social inclusion will be solicited whenever possible. Moreover, the evaluation will look into the project’s contribution towards enhancing livelihood of people with disabilities in climate adaptation. If possible, the evaluation will investigate whether different groups of people including those with disabilities or leaders of disability groups were invited to participate in the project activities.

The TE Report will provide evidence-based information that is credible, reliable and useful. The TE has followed a collaborative and participatory approach ensuring close engagement with the Project Team, Government counterparts (including the GCF National Designated Authority), the Delivery Partner (UNDP Thailand Country Office) and the Implementing Entities, the UNDP Regional Climate Change Technical Advisor, direct project beneficiaries and other key stakeholders. The evidence-based assessment relied on feedback from persons and entities that have been involved in the design, implementation, and supervision of the Project, and review of available documentations and findings made during the Terminal Evaluation.

The TE mainly focused on verification and assessment of implementation and the achievement of project results and objectives, accountability, identification of project’s successes in order to promote replicability, and to draw lessons that can both improve the sustainability of benefits from this Project, and aid in the overall enhancement of UNDP programming.

⁵ http://web.undp.org/evaluation/guideline/documents/PDF/UNDP_Evaluation_Guidelines.pdf

⁶ http://web.undp.org/evaluation/guideline/documents/GEF/TE_GuidanceforUNDP-supportedGEF-financedProjects.pdf

⁷ http://www.thegef.org/gef/sites/thegef.org/files/documents/ME_Policy_2010.pdf

The UNDP evaluation terms of reference explain how the criteria will be analyzed in each case of the following areas:

Relevance: The extent to which the activity is suited to local and national development priorities and organizational policies, including changes over time.

Effectiveness: The extent to which an objective has been achieved or how likely it is to be achieved.

Efficiency: The extent to which results have been delivered with the least costly resources possible. Also called cost-effectiveness or efficacy.

Results: The positive and negative, and foreseen and unforeseen, changes to and effects produced by a development intervention. In GEF terms, results include direct project outputs, short- to medium-term outcomes, and longer-term impact including global environmental benefits, replication effects and other local effects.

Sustainability: The likely ability of an intervention to continue to deliver benefits for an extended period of time after completion. Projects need to be environmentally as well as financially and socially sustainable.

Gender and human rights: The extent to which the project contribute to gender equality and women's empowerment.

In carrying out this TE exercise, qualitative and quantitative data collection tools with gender, women empowerment and social inclusion lens were applied for analyzing relevant data and information from the principles of results-based review (including relevance, ownership, efficiency and effectiveness, sustainability). The TE was carried out according to the UNDP Monitoring and Evaluation Policy.

Regarding specific methodologies to gather assessment information, the following tools and methods will be used:

(a) **Document review and analysis:** In-depth review and analysis of all relevant sources of information including documents prepared during the preparation phase will be conducted with gender, women empowerment and social inclusion lens. The documentation analysis will examine a set of documents of the project as stipulated in the TOR, and as assembled and made available by the Project Team. Document review and analysis will continue during the entire duration of the TE exercise, as additional or supplementary documents become available, or as provided by the Project Team in response to requests from the TE Team.

(b) **Semi-structure interview with key stakeholders:**

- Development of evaluation questions around relevance, effectiveness, efficiency, and sustainability and designed for different stakeholders to be interviewed whereby gender, women empowerment, and social inclusion are incorporated.
- Engagement of stakeholders is vital to a successful TE, stakeholder involvement will include interviews and focus group discussions with men and women, stakeholders who have project responsibilities, including but not limited to: UNDP Thailand Country Office (CO), UNDP Istanbul Regional Climate Hub Technical Advisors, National Designated Authority (NDA), Officials from relevant Government Ministries, Departments and Offices key experts and all consultants in the subject area who have been hired by the project, members of the Project Board, project stakeholders, academia, local government and CSOs including project beneficiaries, etc. The interviews and focus group discussions will be carried out in person, online and during the TE mission by the National TE Evaluator to the four project locations.
- Interviews and focus group discussions will take into consideration gender, empowerment of women, and social inclusion by ensuring that all questions asked will center around the project's approach to gender and social inclusion; some women only discussions will also be undertaken.
- All interviews will be undertaken in full confidence and anonymity. The final TE report will not assign specific comments to individuals.

(c) **Field Visits and on-site validation of key tangible outputs and interventions:** Site visits will be conducted by the National TE Evaluator to four project locations in order to see areas where the project site interventions are being implemented to validate tangible outputs and interventions, as well as to liaise with sub-national level

government officials, project beneficiaries and participants, particularly women and disadvantaged groups directly and indirectly impacted by the project interventions.

Data and information derived from the in-depth documents review and analysis were structurally cross-checked with all interviewees. Additional information was also gathered during the interview and focus group discussions to substantiate the analysis and assessment. Finally, further evidence gathered from the field observations as well as review of the many printed and audio-visual outputs were used to validate and solidify the assessment findings, the evidence-based achievement of project results.

1.4 Data Collection and Analysis

With regard to specific methodologies to gather assessment information, the TE Team conducted in-depth review and analysis of all relevant documents of the project as assembled and made available by the Commissioning Unit and the PMU. Data were collected from three main sources: (1) in-depth review of all project-related documents provided to the TE Team, (2) responses and feedbacks from interviews and discussions with key stakeholders, and (3) on-site information / data gathering and observations made during field visits. The documentation actually provided and examined during the TE phase included the following:

- GCF Readiness Proposal
- Final UNDP NAP Project Document (ProDoc) with all annexes
- UNDP Social and Environmental Screening Procedure (SESP) and associated management plans (if any)
- All interim Project Reports (IPRs) and 2023 APR
- Progress reports (quarterly, semi-annual, or annual, with associated workplans and financial reports)
- Oversight mission reports
- Minutes of Project Board Meetings and of other meetings (i.e., Project Appraisal Committee meetings)
- Financial data, including actual expenditures by project outcome, including management costs, and including documentation of any significant budget revisions
- Electronic copies of project outputs (booklets, manuals, technical reports, articles etc.
- Sample of project communications materials
- Summary list of formal meetings, workshops, etc. held, with date, location, topic, and number of participants
- 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)
- List of related projects/initiatives contributing to project objectives approved/started after GCF project approval (i.e., any leveraged or “catalytic” results)
- UNDP Country Programme Document (CPD)
- List/map of project sites, highlighting suggested visits
- List and contact details for project staff, key project stakeholders, including Project Board members, RTA, Project Team members, and other partners to be consulted
- Project deliverables that provide documentary evidence of achievement towards project outcomes

The TE reviewed the baseline, targets, activities and deliverables generated as presented in the Project Results Framework of the Project Document. Furthermore, other documents, such as publications originating from the project (research and media publications, etc.) were analyzed if and when they became available. Media and other dissemination documents were also consulted if or as available. The document review took place mainly at the onset of the evaluation process.

For the in-depth interview, key stakeholders from various public and private agencies involved in the project were selected. The TE consulted with the Project Team as well as UNDP CO during the participants’ selection process to ensure that the selected persons were actively involved and knew the project well. The TE Team also consulted with the project’s consultants for an additional list of potential participants to be included for the interview. In total, 60 participants were interviewed and more than half of them were female (37 female, 62%). The interview process also

allowed the TE Team to gather further documentations and gained insight information from the interviewees.

With regard to the field visit missions to the designated pilot project intervention sites, the National TE Consultant participated in workshops organized by the project, made observations, and cross checked with data and information collected from the documents and interviews with onsite opinions received from participants at the workshops.

An important tool developed for the TE process was an Evaluation Question Matrix (Annex 2). This matrix guided the data collection process, and as the evaluation proceeds, the matrix was used to collect and display data obtained from various sources that relate to relevant evaluation criteria and questions. This tool was developed not only as a guide for systematizing the data collection process as well as in making the evaluation process transparent. The matrix contains Evaluative Criteria Questions, i.e. sets of questions and sub questions, detailing each review criteria, indicators; sources; and methodology.

In undertaking the data analysis, the TE Team first used data and information derived from the documents related to the projects for the analysis. Then, key issues drawn from the desk review and assessment were structurally cross-checked with all interviewees in respect of their roles and responsibilities in the project. Additional information was also gathered during the interview to substantiate the analysis and assessment. Finally, further evidence gathered from the field observations were used to validate and solidify the assessment findings.

1.5 Ethics

The Terminal Evaluation was conducted following the principles contained in the Ethical Guidelines for Evaluation by the United Nations Evaluation Group (UNEG). The National and International Terminal Evaluation Consultants have signed the Code of Conduct for Evaluators, and are included as Annex 7.

1.6 Limitations to the Evaluation

In view of the fact that the TOR specifies the International TE Evaluation Consultant to undertake the TE homebased, field visits to the four (4) pilot provinces were undertaken by the National TE Evaluation Consultant. Due to language and time zone limitations, the International TE Evaluator Consultant was not able to participate even virtually in any of the interviews and discussions with the local communities and project beneficiaries. However, the National TE Evaluation Consultant has prepared detailed and extensive notes of the interviews and discussions that has facilitated the International TE Evaluation Consultant to understand the local situations, the progress of project activities implementation, their opinions, concerns, suggestions and the positive and negative impacts generated.

It is noted that the International TE Evaluation Consultant participated virtually in all interviews and discussions with UNDP CO and the national-level government officials. Whenever language issues existed during the interviews/discussions, the National TE Evaluation Consultant has provided detailed and unbiased interpretation and clarifications for the understanding of the International TE Evaluation Consultant.

As some of the project's reports were written in local language, for those documents/reports that were not prepared in both the Thai and English languages, the National TE Consultant has provided excellent assistance and support when reviewing those documents. It can be concluded that the language barrier and the non-participation in the field visits, did not present any negative impact on the collection of, nor the correct understanding of the required data and information.

1.7 Structure of the Terminal Evaluation Report

The TE Report is structured in line with UNDP's *Guidance for Conducting Terminal Evaluations of UNDP-Supported, GEF-Financed Projects* and in accordance with the Terms of Reference (TORs) for the Terminal Evaluation as included as Annex 1 to this Report, and covers the following Sections:

Executive Summary provides basic information of the project, a brief description of the project and project results and impacts to-date, the Terminal Evaluation ratings, summary of conclusions, key lessons-learned, and summary of recommendations.

Section 1 INTRODUCTION gives the purpose, objectives, scope and methodology of the Terminal Evaluation.

Section 2 PROJECT DESCRIPTION includes project design/formulation, its rationale and development context, the problems the project sought to address, the project objectives, outcomes, outputs (planned activities) and expected results, baseline data, key stakeholders and implementation arrangements.

Section 3 FINDINGS presents the main findings of the Terminal Evaluation on all aspect including project's strategy, its progress towards results, the performance of its implementation, execution and efficiency of adaptive management as well as assessing the sustainability of the project outcomes.

Section 4 MAIN FINDINGS, CONCLUSIONS, RECOMMENDATIONS & LESSONS LEARNED presents the Terminal Evaluation's conclusions, recommendations and main lesson-learned.

Section 5 ANNEXES contains all relevant supplementary data and information to illustrate and argument what was described in the main Terminal Evaluation Report.

1.8 Audit Trail

The final draft of the TE Report and the Final TE Report are to be accompanied by an "Audit Trail" comprising a compilation of comments received on the review of the draft Terminal Evaluation Report by the Commissioning Unit and the Implementing Entities, along with responses from the TE Team (on either the comments were accepted or not accepted and the reasons for not accepting such comments) as documented in an annex separate from the main report. The Audit Trail will be listed in the Annex but will be submitted as a separate document.

2.0 PROJECT DESCRIPTION

This project is an important contribution to the implementation of Thailand's national adaptation plan (NAP), prepared by the Office of Natural Resources and Environmental Policy and Planning (ONEP), and the Cabinet approved Climate Change Master Plan, which provides an overarching planning framework for addressing climate change adaptation. This project focuses on advancing climate change adaptation planning in relation to marine and coastal areas in the Gulf of Thailand ("the Gulf"). Anticipated extreme events, sea-level rise, climate induced erosion, drought, and flooding are expected to affect local tourism, agriculture, fisheries, aquaculture, and natural resources as well as create additional stress on land and water resource management.

The project is complementary to other initiatives supporting the NAP implementation in Thailand. Thailand's NAP identified six key sectors/ thematic areas, namely: (i) water management; (ii) agriculture and food security; (iii) tourism; (iv) public health; (v) natural resource management; and (vi) human settlement and security. This project focuses on addressing gaps of current support programs. The project works towards improving climate-responsive 'natural resource management' (thematic NAP area v) through the integrative approach of enhancing adaptation planning and budgeting in key marine and coastal economic sectors, e.g. targeting agriculture and fisheries (thematic NAP area ii) and tourism (thematic NAP area iii). It is implemented in close collaboration with the Department of Marine and Coastal Resources, under Ministry of Natural Resources and Environment (MoNRE). The overall timeline of Thailand's NAP implementation allows this project to utilize best-practices and information from the other interventions, and to meaningfully expand the knowledge-base and regulatory framework, particularly for the sub-national level. Also, in perspective to revise and update Thailand's NAP.

In this context, the project objective is to "**Integrate climate change adaptation into marine and coastal area related planning and budgeting**". The project builds upon the existing NAP process led by ONEP and focuses thematically on marine and coastal areas and sub-national level adaptation planning processes. GCF resources have been used to address barriers that hinder information, knowledge, and coordination for adaptation planning; technical capacities for integration of risk informed approaches in planning and budgeting; and lack of options to attract financing for climate change adaptation, particularly from the private sector.

The project outcomes to reach the objective are:

- I. Enhanced capacity and knowledge to enable climate risk-informed marine and coastal area development planning at sub-national level;
- II. Strengthened existing NAP implementation and mainstreamed adaptation in planning and budgeting in marine and coastal areas; and
- III. Financing strategies for climate change adaptation in marine and coastal areas identified and developed.

2.1 Project start and duration

The GCF grant started 27 August 2020. This 4 year (48 months) project started implementation on 4 January 2021 upon signature of the UNDP Project Document by the GCF Delivery Partner UNDP under Direct Implementation Modality (DIM). Key project milestone dates are indicated in Table 5 below.

Table 5: Project Milestone:

Milestone	Date
Project Duration	48 months
Grant Start Date	27 August 2020
Project Document signature (project start date)	4 January 2021
Project Manager Recruited	18 February 2021
First Disbursement	8 January 2021
Inception workshop	30 March 2021 and 13 January 2022
First meetings of the Project Steering Committee	November 2020
Terminal evaluation (planned completion)	15 August 2024
Planned closing date	25 November 2024

2.2 Development context: environmental, socio-economic, institutional, and policy factors

Natural resource management in coastal areas of Thailand is highly dependent on and shaped by the local economic activities. Thus, an integrative approach, involving key economic sectors, in adaptation planning is key to preserve and responsibly utilize/manage natural resource. Tourism, agriculture, and fisheries are both extremely important economic sectors in Thailand's coastal regions.

Particularly in coastal regions along the Gulf of Thailand, the economic dependency of local people on these sectors is high. For example, tourism provides roughly 15.1 percent (5,739,000 jobs) of total employment opportunities in Thailand⁸ with numerous attractions and facilities in the region. The economies and human settlements in coastal regions along the Gulf of Thailand are particularly at risk from climate change. Vulnerability is heightened due to the contribution of a limited number of economic sectors, namely agriculture and tourism.

The agriculture and fisheries sectors are major economic drivers in the Gulf of Thailand, pivotal to generating local income in marine and coastal zones. Based on national GPP (Gross Provincial Product) index figures, GPPs in agricultural and fishery sectors are relatively high in provinces along the Gulf.

The Gulf of Thailand's long coastline and economic structure render it particularly vulnerable to inter-related risks, such as coastal erosion, floods, sea level rise, storm surges, and natural resource depletion. climate change projections indicate gradually increasing temperatures, sea level rise, more erratic rainfall patterns, and a higher incidence of severe drought and flooding events in the Gulf of Thailand

In Thailand's Nationally Determined Contribution (NDC) under the Paris Agreement, climate change adaptation is noted as being a "top priority in Thailand's national response to climate change". The NDC listed priority adaptation goals. The goals of relevance to this proposed project include: developing participatory and integrated marine conservation and coastal rehabilitation plans, promoting nature-based and sustainable tourism while enhancing a better understanding of climate change impacts and vulnerabilities of the tourism sector, promoting sustainable agriculture, and strengthening disaster and climate risk reduction in communities.

⁸ *Ibid.* Figures refer to 2016 statistics.

The country's National Disaster Prevention and Mitigation Plan (2015) supports integrated policies on climate change and disaster preparedness initiatives in line with the country's flagship Sufficiency Economy Philosophy. The plan is strategically focused on extreme weather events, including storm surges that will directly affect marine and coastal areas.

Recognizing the current gaps in Thailand's NAP process and the priority for addressing marine and coastal areas (particularly focusing on natural resource management), this NAP-Marine Project proposes a synergetic approach to improve technical knowledge and capacities, expand institutional coordination and participation, and develop models for financing public and private investments for climate-resilient coastal development is the priority intervention to achieve the project's objective and results.

The project is complementary to other initiatives supporting the NAP implementation in Thailand. Thailand's NAP identified six key sectors/ thematic areas, namely: (i) water management; (ii) agriculture and food security; (iii) tourism; (iv) public health; (v) natural resource management; and (vi) human settlement and security. This project will focus on addressing gaps of current support programs. The project will work towards improving climate-responsive 'natural resource management' (thematic NAP area v) through the integrative approach of enhancing adaptation planning and budgeting in key marine and coastal economic sectors, e.g. targeting agriculture and fisheries (thematic NAP area ii) and tourism (thematic NAP area iii). It will be implemented in close collaboration with the Department of Marine and Coastal Resources, under Ministry of Natural Resources and Environment (MoNRE). The overall timeline of Thailand's NAP implementation allows this project to utilize best-practices and information from the other interventions, and to meaningfully expand the knowledge-base and regulatory framework, particularly for the sub-national level. Also, in perspective to revise and update Thailand's NAP.

2.3 Problems that the project sought to address

A range of barriers and needs for further technical support have been identified that will be addressed by the project. These are as follows:

Need for more sufficient availability and accessibility of information and knowledge: There are gaps in information on climate change impacts, risks and, adaptation options for coastal areas which affect marine and coastal adaptation planning. This insufficient availability of reliable data also relates to a lack of adequate tools and an appropriate monitoring system for climate change induced risks in coastal areas. The absence of key information at present is compounded by limited knowledge about pressing adaptation needs of key public and private stakeholders. This hinders strategic planning and implementation of adaptation in Thailand's marine and coastal areas.

Needs for closer coordination on climate change adaptation in marine and coastal areas: Currently, limited inter-ministerial and institutional coordination, as well as participation of non-state actors, creates challenges for comprehensive adaptation planning, budgeting, and implementation. There are many government institutions that have mandates to engage on marine and coastal planning, but a coordinated approach and mechanism for climate related planning is lacking.

Needs for elaboration of adaptation priorities and application of integration/mainstreaming tools for marine and coastal areas in Thailand's NAP process: The finalisation of the existing NAP (by 2018) is limited by insufficient elaboration of adaptation priorities and mainstreaming of adaptation strategies, particularly for Thailand's marine and coastal areas. Furthermore, the existing CCA prioritisation tool has not been widely adopted by other government entities to inform their planning processes.

Needs for greater level of understanding of the business case for scaling up adaptation interventions in the marine and coastal sectors, and information on public-private financing sources: Currently, a limited understanding of climate change adaptation needs or adaptation options for risk-reduction, by private actors hinders their active engagement in planning and investments. Those entrepreneurs that are aware of climate change impacts lack access to localised, reliable impact projections to make strategic investment decisions. Some have negative perceptions about adaptation due to perverse incentives.

The project's Sub-Outcomes and planned activities are designed focusing on addressing specific barriers identified in the Theory of Change (TOC) as follows:

Sub-outcomes and activities proposed under Outcome 1 aim to overcome barriers related to:

- Limited reliable data and knowledge on climate change impacts on marine and coastal areas;
- Lack of technical capacity and methodological tools to design, prioritise, and appraise NAP projects for marine and coastal zones;
- Lack of vulnerability assessments and climate impact projections on employment in coastal and marine areas; and
- Weak M&E systems to monitor adaptation action and finance.

Sub-outcomes and activities proposed under Outcome 2 aim to overcome barriers related to:

- Ineffective mechanism to create participatory decision making and planning;
- Insufficient institutional coordination to facilitate effective coastal adaptation processes; and
- Lack of application of CCA prioritisation tools in planning and budgeting in marine and coastal areas.

Sub-outcomes and activities proposed under Outcome 3 aim to overcome barriers related to:

- Lack of financing strategy and framework for NAP components addressing marine and coastal zones;
- Limited knowledge by or negative perceptions of private actors about adaptation;
- Limited available best-practices of mechanisms and incentives to engage the private sector in co-financing coastal and marine area adaptation; and
- Weak public-private collaboration and coordination to pool and harmonize adaptation-related investments.

2.4 Immediate and Development Objectives

Recognizing that natural resource management in coastal areas is highly dependent on and shaped by the local economic activities. Thus, an integrative approach, involving key economic sectors, in adaptation planning is key to preserve and responsibly utilise/ manage natural resource. Tourism, agriculture, and fisheries are both extremely important economic sectors in Thailand's coastal regions. Realizing that economies and human settlements in the coastal regions along the Gulf of Thailand are particular at risk from climate change, and the fact that The Gulf of Thailand's long coastline and economic structure render it particularly vulnerable to inter-related risks, such as coastal erosion, floods, sea level rise, storm surges, and natural resource depletion, Considering the low coping capacity, limited awareness of and high exposure to climate change risks and impacts, communities, economic sectors, and the areas in totality, are particularly vulnerable. Women, young children, the elderly, the disabled, and economically marginalized social groups in the areas will be the most affected by unmitigated climate change impacts and fewer income and employment generation opportunities. Therefore, there is a clear need for capacity building in communities, decision-makers, and the private sector to raise awareness about climate change risks and facilitate adaptive development planning. The project is thus formulated to address the barriers identified through project interventions, to increase awareness and better understanding of climate change, gain more understanding about the extents of the climate change risks and impacts; also to acquire more knowledge on adaptation practices and adaptation planning.

Considering the challenges and barriers that need to be addressed, the NAP-Marine project endeavours to support the NAP process and implementation in the marine and coastal areas along the Gulf of Thailand in enhancing capacity and knowledge to enable climate risk-informed marine and coastal area development planning at the local and sub-national levels. Furthermore, through inclusive and gender-response approaches, it aims to strengthen existing NAP implementation and mainstreaming adaptation planning and budgeting. The project also sought to identify and develop viable financing strategies to scale up financing for climate change adaptation in the marine and coastal areas, including through public-private partnership opportunities.

With strong commitment to the Sustainable Development Goals (SDGs), the project aligned closely with, and contribute to Thailand's long term National Strategy (2018-2037) in Eco-Friendly Development and Growth, and supported Thailand's National Adaptation Plan particularly related to agriculture, tourism and natural resource management.

2.5 Description of the Project's Theory of Change

The Theory of Change of the NAP-Marine project encompassed the project's objective and the causal pathways towards achieving such objective through key outcomes, sub-outcomes, and activities to generate defined deliverables, which were systematically designed to address key barriers and needs to achieve the project's outcomes and sub-outcomes.

Overall, the project's theory of change was logically designed with the overall objective to "Integrate climate change adaptation into marine and coastal area related planning and budgeting in Thailand" and key strategies to achieve such objective through three inter-connected outcomes namely: Outcome 1. Enhanced capacities and knowledge for climate adaptation planning in marine and coastal areas at the sub-national, Outcome 2. Strengthened existing NAP implementation and mainstream marine and coastal adaptation in sub-national planning and budgeting, and Outcome 3. Developed financing strategies for climate adaptation in coastal and marine areas.

To achieve Outcome 1, the project's theory of change identified several barriers such as "limited reliable data and knowledge, lack of technical capacity, methodological tools, vulnerability assessments, and climate impact projections, and weak M&E system". Thus, the project's activities and sub-outcomes were proposed to address these barriers including "Development of a knowledge base and provision of easily accessible information to key stakeholders, building the technical capacity of key decision makers to understand and interpret the climate change information and enabling them to make climate-risk informed decisions in planning, budgeting, and implementation processes, and strengthening the M&E mechanism through the development of information management systems and enhanced indicators.

For Outcome 2, key barriers identified include "Ineffective mechanism to create participatory decision making and planning, insufficient institutional coordination to facilitate effective coastal adaptation processes, and lack of application of adaptation prioritization tools in planning and budgeting". The project's activities and sub-outcomes proposed to overcome the barriers were to undertake participatory review, prioritization, and appraisal of adaptation options for climate-induced hazards affecting marine and coastal areas, and to improve inter-ministerial and institutional coordination, as well as participation of non-state actors in comprehensive adaptation planning, budgeting, and implementation. One of the key activities to strengthen participatory decision making was to develop an inclusive, gender-responsive stakeholder engagement plan for the NAP in marine and coastal areas.

The project's theory of change specified several barriers to Outcome 3 such as "Lack of financing strategy and framework for NAP components addressing marine and coastal zones, limited knowledge by private actors about adaptation, limited available best-practices of mechanisms and incentives to engage the private sector in co-financing coastal and marine area adaptation; and weak public-private collaboration and coordination to pool and harmonize adaptation-related investments". The activities and sub-outcomes proposed to address these limitations include improving climate-risk informed business development and planning at the provincial, sub-district, and local levels through training on climate finance, south-south exchange of lessons learned, and developed guidelines that integrate climate adaptation and natural resource conservation practices into certification schemes. Moreover, the sub-outcomes focused on identifying viable options and mechanisms for scaling up adaptation finance, including through public-private partnerships, and drafted financing strategies and concept notes.

Ultimately, along the causal pathway, all sub-outcomes and activities proposed to address specified barriers and needs would lead to the achievement of the project's outcomes in terms of "Improved technical knowledge and capacities, strengthened institutional coordination and participation, and developed models for financing public and private investments for climate-resilient coastal development, which in turn fulfil the project's objective of enhancing Thailand's capacity to "Integrate the climate change adaptation planning and budgeting into marine and coastal area management of Thailand".

Throughout the Theory of Change, various assumptions were made. These included assumptions regarding a continuation of political will and support from the government agencies at both national and sub-national to address increasing climate change risks and engage a broad range of stakeholders to progress towards climate adaptation implementation and to address barriers to institutional collaboration, a willingness by the private sector to actively respond to climate change for climate adaptation, and an effectiveness of localized climate information and climate risk-informed planning tools that would enhance the resilience of natural resources and coastal communities.

2.6 Expected Results

The project objective is to “**Integrate the climate change adaptation planning and budgeting into marine and coastal area management of Thailand**”. GCF resources have been used to address barriers that hinder information, knowledge, and coordination for adaptation planning; technical capacities for integration of risk informed approaches in planning and budgeting; and lack of options to attract financing for climate change adaptation, particularly from the private sector.

Through implementation of the planned activities, forty-eight (48) defined deliverables are to be accomplished to generate the following outcomes and outputs to achieve the project objective:

Outcome 1: Enhanced capacity and knowledge to enable climate risk-informed marine and coastal area development planning at subnational levels.

This outcome will focus on developing the knowledge base, tools, and capacity required to successfully implement the project as well as improving NAP planning and implementation for key sectors in marine and coastal areas in the Gulf of Thailand. In order to reach this overarching goal, there are three outputs under this outcome. The first output (1.1) develops a knowledge base (based on existing data, research findings, and additional assessments to fill knowledge gaps) and provides easily accessible information to key stakeholders in the project area. The second output (1.2) focuses on building the technical capacity of key decision makers to understand and interpret the climate change information of the knowledge base (developed under output 1.1) and enables them to make climate-risk informed decisions in planning, budgeting, and implementation processes. Under the third output (1.3), the existing draft M&E mechanism to monitor the NAP implementation will be further improved through the development of information management systems and enhanced indicators to assess the NAP process, including a specific focus on marine and coastal regions.

Outcome 2: Strengthened existing NAP implementation and mainstreamed adaptation in planning and budgeting in marine and coastal areas.

This outcome will mainly target public planning and budgeting processes while engaging key private sector actors (outcome 3 complements this, focusing particularly on private actor engagement and financing strategies), as well as to improve the cooperation and coordination among the stakeholders, particularly engaging local communities. To reach this goal, the first output (2.1) will facilitate public and non-state actors to identify adaptation needs and prioritize strategic adaptation action to enhance the resilience of key sectors in the Gulf and enable a sustainable, inclusive development. The second output (2.2) addresses a major identified barrier to realize successful adaptation responses in Thailand. The output will improve inter-ministerial and institutional coordination, as well as participation of non-state actors in comprehensive adaptation planning, budgeting, and implementation processes, to enable improved participatory processes for NAP development and implementation.

Outcome 3: Financing strategies for climate change adaptation in marine and coastal areas identified and developed.

This last outcome will identify and develop financing strategies for climate change adaptation in marine and coastal areas, with a specific focus on private sector engagement. The outcome will respond to current challenges including the lack of a financing strategy for NAP components, weak public-private collaboration on adaptation-related investments, limited CCA understanding in the private sector, and limited demonstrated best-practices for mechanisms and incentives to engage the private sector in co-financing marine and coastal area adaptation. The first output (3.1) will sensitize key economic sector stakeholders, such as SMEs and cooperatives, about sector-specific climate risks for enterprises and value chains. It will also support the integration of best adaptation practices into green tourism certification schemes and help facilitate enterprises to be able to carry out this certification themselves. The second output (3.2) will help key sector stakeholders (public and private) to identify and evaluate the cost-effectiveness of adaptation options and develop financing strategies to leverage public funding (e.g. through public private partnerships or fiscal instruments). The output further targets the development of at least two concept notes for the GCF. The last output (3.3) will facilitate the integration of best practices, identified under this project in relation to inclusive financing strategies, adaptation planning and budgeting, into the NAP Implementation Phase 2 in Thailand. In order to evaluate best practices, the implementation of the most promising identified CCA options and mechanisms to co-finance adaptation (output 3.2) will be facilitated.

2.7 Total Resources

Total resources for the project from GCF grant are in the amount of US\$ 2,764,976.52, there is no other source of funding such as co-financing commitments. At time of Terminal Evaluation, about US\$ 1,971,674.60 (71.3%) has been disbursed, with the remaining balance expected to be fully utilized at time of project operational completion.

Table 6: Project Financial information at time of Grant Approval and at time of Terminal Evaluation

Project Financial Information		
Project Preparation Grant	At GCF Approval (US\$)	at Project Preparation Grant Completion (US\$)
GCF grants for project preparation	N/A	N/A
Co-financing for project preparation	N/A	N/A
Project	at GCF Approval (US\$)	at Terminal Evaluation (US\$)
1. UNDP contribution:	N/A	N/A
2. Government:	N/A	N/A
3. Other (CSO)	N/A	N/A
4. Private Sector:	N/A	N/A
5. NGOs:	N/A	N/A
6. Total co-financing (1+2+3+4+5):	N/A	N/A
7. Total GCF funding:	2,764,976.52	2,764,976.52
Total Project Funding (6+7):	2,764,976.52	2,764,976.52

2.8 Summary of Main Stakeholder

The Thai government, at both national and sub-national levels, is willing to engage a broad range of stakeholders through a whole of government approach to progress towards climate adaptation implementation and to address barriers to institutional collaboration.

Main Stakeholders come from wide range including the central government, provincial and local government, local communities, local institutions/universities and the private sector.

Table 7: Summary List of Main Stakeholders

No.	Category	Stakeholders
1	Central Government	<ul style="list-style-type: none"> Office of Natural Resources and Environmental Policies and Planning (ONEP, now Department of Climate Change and Environment) – GCF National Designated Authority and Project Implementing Partner which supports the design, implementation, and monitoring of project activities, and serves as the Chairman of the Project Steering Committee. Department of Marine and Coastal Resources – Project Implementing Partner which supports the

		<p>implementation of project activities in the four pilot provinces and serves as the co-chairman of the Project Steering Committee.</p> <ul style="list-style-type: none"> • Department of Tourism, Designated Areas for Sustainable Tourism Administration Office, Office of Agricultural Economics, Department of Public Works and Town and Country Planning, the Department of Disaster Prevention and Mitigation, the Department of Local Administration, Office of the Permanent Secretary of the Ministry of Interior – Main beneficiaries and Project Board Members which supervise and oversight the project implementation. • The Thai Chamber of Commerce, the Tourism Council of Thailand
2	Provincial and Local Government	<ul style="list-style-type: none"> • Offices of Marine and Coastal Resources responsible for the four pilot provinces – Project Implementing Partner which support day-to-day coordination, stakeholder engagement, and organization of activities in the four pilot provinces. • Provincial Governor’s Offices, Provincial Natural Resources and Environmental Offices, Provincial Agricultural Offices, Provincial Fisheries Offices, Provincial Disaster Prevention and Mitigation Offices, Provincial Tourism Offices, Provincial Administration Organization Offices, City/Town Municipalities, Sub-District Administration Organizations – Main beneficiaries which participated in capacity building activities.
3	Local Communities	<ul style="list-style-type: none"> • Local fishery communities • Local orchard farmers • Local women led groups • Local tourism groups • Local community enterprises <p>Participate in the project’s capacity building activities and consultations</p>
4	Local Institutions/Universities	<ul style="list-style-type: none"> • Local Universities/Institutes: • Prince Songkhla University • Burapha University • The Sirindhorn International Environmental Park <p>Provide consultancy support and/or participate in the project’s capacity building activities and consultations.</p>
5	Private Sector	<ul style="list-style-type: none"> • Thai Chamber of Commerce • Tourism Council of Thailand • Association of Thai Travel Agents • Green Leaf Foundation • Thai Hotels Association

		Participate in the project’s capacity building activities and consultations and/or serves as the project’s steering committee members.
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2.9 Key Partners Involved in The Project

In terms of ongoing NAP technical support, there have been different bilateral and multilateral agencies supporting the Royal Thai Government on various aspects of the NAP. Apart from the key stakeholders listed in Sub-section 2.8 above, the design of this project is also complementary to other initiatives supporting the NAP implementation in Thailand. The Table below provides an overview of existing/ potential projects that support Thailand’s National Adaptation Planning, in terms of project lead, government partner, outcome/output, and linkages with the NAP-Marine project.

Table 8: Partnership and Related Project Interventions

Project	Lead	Government Partner	Outcome/ Output	Linkages with the NAP-Marine Project
Risk-based National Adaptation Plan (Risk-NAP)	GIZ	ONEP	<p>OUTCOMES:</p> <p>(1) Integrated Climate Risk into sectoral plans in 3 pilot sectors (Health, Human settlement & security, tourism);</p> <p>(2) Integrated Climate Risk into development plan/ physical planning in 4 pilot areas (Chiang Rai Province: focus on tourism; Udon Thani Province: focus on institutional water management and urban planning; Central Chao Phraya River Basin: focus on Agriculture system (rice); Andaman Coast: focus on spatial planning.</p>	The Risk-NAP project covered most of the identified key thematic areas of Thailand’s NAP, whereas very limited work has been done in the field of natural resource management, particularly for coastal areas. This gap was addressed through this NAP-Marine project which followed an integrative approach, targeting key coastal economic sectors (also touching upon the NAP priorities 2 and 3), and was implemented in close collaboration with DMCR. In addition, this project focused on sub-national NAP implementation and M&E framework.
GCF Strategic Frameworks	GIZ	ONEP	<p>OUTCOMES:</p> <p>(1) Acquiring the necessary knowledge and skills to engage with the private sector</p> <p>(2) Supporting the accreditation of a direct access entity</p> <p>(3) Identifying GCF project development opportunities along the Thai priorities and mechanisms to facilitate access to finance</p> <p>(4) Raising awareness and building capacity of Thai private sector stakeholders on GCF engagement benefits and opportunities.</p>	The GCF Strategic Framework project endeavoured in addressing an integral linkage between the NDA and the private sector at the national levels in accordance with Thailand Country Programme. This NAP-Marine project complemented and built on the lessons learned of the Strategic Framework and replicated successful strategies of private sector engagement at the sub-national levels.
Thailand Climate Change Adaptation Information Platform (T-PLAT)	Ministry of Environment (Japan)	Department of Environmental Quality Promotion (DEQP) and ONEP	<p>OUTPUTS:</p> <p>(1) Adaptation information platform (covering six NAP priority sectors)</p> <p>(2) Website T-PLAT</p>	T-PLAT provides an information platform about adaptation related data and publications (following the example of the regional AP-PLAT website: http://www.adaptation-platform.nies.go.jp/en/ap-plat/). As the T-PLAT project in Thailand ended in early

Project	Lead	Government Partner	Outcome/ Output	Linkages with the NAP-Marine Project
				2020, this NAP-Marine project ensured its continuation and update/add new information, and/or upgrade its usability to provide open-source information to a wide range of stakeholders.
Strengthening Thailand's institutional and technical capacities to comply with the Enhanced Transparency Framework of the Paris Agreement (Component 4 of CBIT Programme)	UNEP	ONEP	OUTPUTS: (1) Adjustment for subnational and local use of existing metrics, indicators and methodologies for tracking the adaptation goals outlined in the NDC (2) Development of the template for a national information gateway on climate risk, vulnerability, and adaptation (3) Capacity on integrating information on V&A into policy formulation, and on monitoring and evaluation of adaptation activities strengthened in at least one sector.	The NAP-Marine project provided collaborative capacity building to establish a subnational level M&E system to monitor adaptation, particularly focusing on natural resource management, which was identified as priority sector in Thailand's NAP that would provide the basis for the standardization and interoperability of climate risk, vulnerability and adaptation databases, specifically for marine and coastal resources.
Developing climate change spatial risk database system (project proposal stage)	ONEP	ONEP	OUTPUTS: (1) Developing Thailand's climate change spatial risk database system (2) Linking data between relevant agencies and disclose information to the public.	Currently, there was only one downscaled climate change projection of high quality for Thailand, which was at national level available and was developed in 2015. There was a gap in subnational level climate change projections and risk assessments, particularly for the Gulf of Thailand, which this NAP-Marine project has addressed. The generated information would meaningfully complement the data that would be provided in the CC spatial risk database system.
Thai-German Climate Program-Water Project (TGCP-Water Project)	GIZ	Department of Water Resources (DWR)	Work on CCA in the water sector with particular focus on mainstreaming Ecosystem-based Adaptation (EbA) approaches	This NAP-Marine project provided information that could be expanded by the Thai-German Climate Programme through its climate risks and vulnerability assessment and climate change impact modelling. The work of GIZ could provide insights into EbA approaches that might be applied to natural resource management in coastal areas.
ADAP-T	JICA		Research focused on: (1) Development of knowledge base for CC information (2) Assessment of adaptation measure to CC and development of co-design method	Lesson learned and knowledge sharing from ADAP-T would inform this NAP-Marine project to ensure a strengthened data base and to build upon existing knowledge and avoid any duplication of efforts.

Project	Lead	Government Partner	Outcome/ Output	Linkages with the NAP-Marine Project
			(3) Knowledge sharing for planning comprehensive strategy to CC.	

2.10 Context of Other Ongoing and Previous Evaluations

There is no ongoing or previous evaluation that concerns or related to this project

3.0 EVALUATION FINDINGS

This section presents the findings of this Terminal Evaluation adhering to the basic structure proposed in the TORs and as reflected in the UNDP project evaluation guidance

3.1 Project Design/Formulation

The TE Team undertook an analysis of the design of the project as outlined in the Project Document to identify whether the strategy is proving to be effective in reaching the desired results.

The NAP-Marine project focuses on advancing climate change adaptation planning in relation to marine and coastal areas in the Gulf of Thailand. The project is complementary to other initiatives supporting the NAP implementation in Thailand. The project objective is to “**Integrate climate change adaptation into marine and coastal area related planning and budgeting**”. The proposed project builds upon the existing NAP process led by ONEP and will focus thematically on marine and coastal areas and sub-national level adaptation planning processes. GCF resources will be used to address barriers that hinder information, knowledge, and coordination for adaptation planning; technical capacities for integration of risk informed approaches in planning and budgeting; and lack of options to attract financing for climate change adaptation, particularly from the private sector.

Thailand’s Climate Change Master Plan (CCMP) supports the National Economic and Social Development Plan. The CCMP was approved by the Cabinet and is the highest-level policy document guiding national climate change response. It focuses on climate change preparedness initiatives in line with Thailand’s economic and socio-cultural context, including adaptation, mitigation, and capacity building objectives. The CCMP covers the period from 2015-2050 and includes adaptation goals in six sectors: water management (floods and droughts), agriculture and food security, tourism, public health, natural resource management, as well as human settlement and security. Relevant agencies in these sectors, are now in the process of formulating specific sectoral plans to address climate change, based on this framework.

In Thailand’s Nationally Determined Contribution (NDC) under the Paris Agreement, climate change adaptation is noted as being a “top priority in Thailand’s national response to climate change”. The NDC listed priority adaptation goals. The goals of relevance to this proposed project include: developing participatory and integrated marine conservation and coastal rehabilitation plans, promoting nature-based and sustainable tourism while enhancing a better understanding of climate change impacts and vulnerabilities of the tourism sector, promoting sustainable agriculture, and strengthening disaster and climate risk reduction in communities.

The country’s National Disaster Prevention and Mitigation Plan (2015) supports integrated policies on climate change and disaster preparedness initiatives in line with the country’s flagship Sufficiency Economy Philosophy. The plan is strategically focused on extreme weather events, including storm surges that will directly affect marine and coastal areas.

The NAP-Marine project is relevant to Thailand’s long term national strategy (2018-2037) on Eco-Friendly Development and Growth which promote sustainable climate-friendly based society growth with key emphases on strengthening people’s capacity to cope with climate related impacts to mitigate damages and losses from natural disasters and negative impacts arising from climate change. The project also supported Thailand’s National Adaptation Plan particularly related to agriculture, tourism, and natural resource management by downscaling climate change risks and impacts to local coastal areas along the Gulf of Thailand. The project is also in line with UNDP CO Thailand CPD related to Green and Inclusive Resilience.

The project addresses local concerns in terms of climate related impacts to marine and coastal areas such as coastal erosion, declining fishery population due to warm temperature, drought affecting orchard farming, by providing climate downscaled data for co-learning and project formulation among provincial / local governments officials and communities.

The project prominently integrated gender dimensions into the project design and placed strong emphasis on gender equality, women’s empowerment, and social inclusion. The project design intrinsically incorporated gender and social inclusion as part of the project’s sub-outcomes and activities. The scope of gender also covered more than just male and female, including all groups of elders, children and youths, minorities, persons with disabilities who are vulnerable to climate change impacts. The “Rights” of all groups to participate, gain access to information and resources, and express views, concerns, and needs to protect themselves were highly emphasized.

The project design, with the defined outcomes, sub-outcomes, detailed planned project interventions and the 48 defined resultant deliverables were **proven to be effective in reaching the expected project results**, notably with 46 of the 48 deliverables being successfully accomplished, with the remaining two deliverables being completed prior to operational closure of the project. The project results will thus contribute to realizing the project objective.

Overall, the project is internally coherent in its design. There are logical linkages between expected results of the project (Results Framework) and the project design in terms of project components, choice of partners, structure, delivery mechanism, scope, budget, and use of resources, as specifically described in Sub-Section 3.1.1 and 3.1.4 below. The duration of the project as well as the GCF budget are also sufficient to achieve the intended outcomes. Moreover, the project is externally coherent with others’ interventions related to climate adaptation as specifically indicated in *Sub-Section 3.1.3 Lessons from other relevant projects incorporated into project design* and *Section 2.9 Key Partners Involved in The Project*.

3.1.1 Analysis of Results Framework: Project Logic and Strategy, Indicators

The project is designed with three (3) project outcomes to achieve the project objective to **“Integrate the climate change adaptation planning and budgeting into marine and coastal area management of Thailand”**, Outcome 1: Enhanced capacity and knowledge to enable climate risk-informed marine and coastal area development planning at subnational levels, Outcome 2: Strengthened existing NAP implementation and mainstreamed adaptation in planning and budgeting in marine and coastal areas; and Outcome 3: Financing strategies for climate change adaptation in marine and coastal areas identified and developed.

The Project Results Framework is presented in Section IV of the UNDP Project Document. To support the realization of the three project outcomes, there are eight (8) Sub-Outcomes, three for Outcome 1, two for Outcome 2 and three for Outcome 3, to facilitate to further facilitate achievement of the three Outcomes. Under each of the Sub-Outcomes, detailed project activities are defined for implementation under this four-year project duration. The project activities will lead to the accomplishment of a total of forty-eight deliverables with a defined time. The project results generated with the combined deliverables will contribute to the realization of the project objective.

The 48 deliverables presented in the Project Results Framework can be considered a bit overwhelming to facilitate achievement of three Outcomes (or even 8 Sub-Outcomes), some of which can also be consolidated. Nonetheless, the 48 deliverables can be evaluated as representing a good selection of well-balanced, realistic, logical project results that are specific, measurable, attributable, relevant and time bound. Each deliverable is assigned timeline (in specific project months) that are designed to serve as clear guidance for the Project Team to effectively manage their timely implementation, as well as the careful monitoring progress of the deliverables accomplishment. The Results Framework contains very detailed and comprehensive sets of project activities all of which are considered implementable and achievable.

Sub-Outcomes (listed under the heading of “Outputs”) under each of the three Outcomes are well-described and encompass what the project activities and deliverables will be able to deliver. Each Sub-Outcome is accompanied by a description of the baseline status to reflect the underlying situation for need of project interventions, and as a basis to facilitate assessment of achievement of project results. Description of “Targets” is also included for each Sub-Outcome to clearly defined what is the expected results.

The outcomes, sub-outcomes, project activities and the resultant deliverables were systematically designed in line with what were defined in the Theory of Change to address the key barriers and problems identified. The planned project interventions formulated were responsive, implementable and achievable to contribute to reaching the project’s objective.

Overall, **the Project Results Framework represents useful tool to outline and define the baseline condition, a clear description of the planned project interventions, the expected results in terms of resultant Deliverables and Sub-Outcomes to ensure the achievement of Outcomes, and collectively, the contributions towards reaching the project goal to “Integrate the climate change adaptation planning and budgeting into marine and coastal area management of Thailand”.**

3.1.2 Assumptions and Risks

The project is designed based on a range of underlying assumptions. Table 9 provides an overview about key assumptions and briefly comments on each to show how these were considered. Some assumptions are, further, reflected through identified operational risk and mitigation measures.

Table 9: Overview of underlying assumptions of project design

Assumption	Comment
National, sectorial and sub-national political support for climate adaptation does not diminish and the Thai government endeavours to align climate change and SDGs agendas.	Thailand ratified the United Nations Framework Convention for Climate Change, the Kyoto Protocol, and the Paris Agreement. Thailand’s 20-year National Strategy provides directions and guidance on sustainable development and environmental policies. Thus, Thailand have been active on climate change and is seeking endorsement of the National Adaptation Plan from the Cabinet.
The resilience of natural resources and coastal communities will be enhanced through climate change risk-informed planning and budgeting processes.	International best-practices show (e.g. ASGM, AF, GCF project portfolio) that enhanced risk informed planning and budgeting processes ensure a higher chance to increase the resilience of regions, sectors, and communities against both rapid and incremental climate change impacts.
Enhanced availability and quality of localised (Gulf of Thailand scale) climate change impact projections will lead to better risk informed planning and budgeting processes.	It is acknowledged that the availability of quality data in itself will not necessarily lead to action. However, the absence of localised climate change impact and risk projections is assumed to be a major barrier for action. This is particularly true for larger scale public and private sector investments into adaptation in a context when limited resources are available, such as in Thailand, and strong justifications are required to provide additional funds to cover costs impost through climate proofing investments.
There is a political will by DMCR and subnational level public entities to address increasing climate change risks.	Throughout the development process of Thailand’s NAP and this project proposal document, it became apparent that there is a vibrant interest by public decision-makers to gain a more thorough understanding of climate change risks and to take action, if required.
The Thai government, at both national and sub-national levels, is willing to engage a broad range of stakeholders through a whole of government approach to progress towards climate adaptation implementation and to address barriers to institutional collaboration.	National Committee on Climate Change Policy (NCCC), chaired by the Prime Minister, formalized the national coordination process on climate change at the national level. Additionally, ministerial administrations are centrally focused and follows a top-down approach for both approval processes and budgeting. Alignment of national and sub-national levels are often in synced within each ministry. Leveraging these realities and working to facilitate these engagements between line ministries at both national and sub-

	national relationships will foster a whole of government approach to the project.
There is a willingness by the private sector to actively respond to climate change.	A range of international examples show that the private sector, particularly agriculture and tourism, are already investing in adaptation measures. Oftentimes these adaptation investments are undertaken autonomously and without a conscious decision about addressing increasing climate change risks through the measures, e.g. a hotel invests into a shoreline protection to protect its building from coastal erosion or farmers start planting salt resilient crop varieties or shift their livelihoods towards aquaculture ones in coastal areas.

The Project Document outlined the project’s Risk and corresponding Management Measures which is included as Annex F: UNDP Risk Log to the ProDoc., The UNDP Risk Log is reproduced below.

Table 10: Description of Project Risks and Corresponding Management Measures

#		Description	Date Identified	Risk Category	Impact & Probability	Risk Treatment / Management Measures	Risk Owner	Status
1	Political and organizational	Problems related to involvement and cooperation of stakeholders to provide the project team with data	Feb 2019	Political and organizational	P = 3 (Medium) I = 5 (High)	Clear commitment will be obtained from across government agencies to contribute to data collection and dissemination of data	ONEP	
2	Financial	Government will not have funds to sustain the national arrangements, once the project ends	Feb 2019	Financial	P = 1 (Low) I = 5 (High)	A second phase of the Risk-NAP project is envisioned. Furthermore, Outcome 2 and 3 of this project will involve taking stock of sources of climate finance and developing concept notes for further financing.	ONEP, UNDP	
3	Political and organizational	Conflicts among stakeholders as regards roles in the project	Feb 2019	Political and organizational	P = 1 (Low) I = 3 (Medium)	Stakeholder involvement detailed clearly in stakeholder involvement plan and stakeholders are held to their roles.	ONEP	
4	Political and strategic	Lack of political will to support the project	Feb 2019	Political and strategic	P = 1 (Low) I = 5 (High)	Considering the pro-active approach by ONEP, and the wider RTG, to address climate change related challenges, as visible through the successful development of the NAP, the risk is low that ONEP, suddenly will reduce its ambition and risk the sustainability of their efforts. - Collaboration with other cooperation projects will help to maintain political visibility.	ONEP	

#		Description	Date Identified	Risk Category	Impact & Probability	Risk Treatment / Management Measures	Risk Owner	Status
5	Political and strategic	Limited capacity within relevant ministries/ insufficient qualified human capacity.	Feb 2019	Political and strategic	P = 3 (Medium) I = 5 (High)	A major part of the project is to strengthen institutional and regulatory capacity, building on existing country-based initiatives.	ONEP, UNDP	
6	Political and organizational	Excluding any potentially affected stakeholders from fully participating in decisions that may affect them	Feb 2019	Political and organizational	P = 1 (Low) I = 1 (Low)	The project implementing team will conduct real-time monitoring and evaluation of each stakeholder engagement activity to ensure that these processes are fully inclusive. Management processes (e.g. budgets and work plans) will be adjusted should country circumstances prevent any affected stakeholder groups from engaging in the process.	ONEP, UNDP	

The risks identified, based on general project management aspects and those identified in the SESP conducted, are well-defined, based on situation analysis and fact-based. Throughout project implementation, these risks identified are registered in the UNDP ATLAS database. These risks have been adequately and properly assessed, closely monitored, timely updated and managed by the Project Manager with proactive countermeasure actions to facilitate and encourage close cross-entities, promote vertical and horizontal interactions, thus rendering minimal negative impacts to the project. Thus risks identified have been proven to be foresighted and realistic.

While the COVID-19 pandemic was not a risk included in the Risk Log, the impacts of the health risk, which presented operational risks and difficulties due to restrictions on movements and physical contacts, have nonetheless well managed by the UNDP and the Project Team with strategic adaptive management approach.

3.1.3 Lessons from other relevant projects incorporated into project design

The project was designed in complementary to other projects related to climate change adaptation planning to utilize their best-practices and information. Particularly, **the project’s design scaled up good works and experiences drawn from GIZ-supported Risk-based National Adaptation Plan (Risk-NAP), implemented in parallel during 2015 to 2019.** The project focused on NAP preparation, national climate risk modelling and vulnerability analysis. In 2018 and 2019, linkages were made to this NAP-Marine project through integrated approaches to mainstreaming and piloting adaptation responses in key NAP sectors, including tourism, agriculture, health, and human settlements. Particularly, for tourism sector, the Risk-NAP project undertook a national-level risk assessment in 2019 investigating tourism sub-sector/ destination-specific climate change risks and vulnerabilities to prioritize most suitable adaptation strategies and measures.

Regarding the agricultural sector, **the NAP-Marine project considered lessons learned from the NAP-Agriculture (NAP-Ag) Project, funded by BMU and implemented with the support of UNDP and FAO.** The project focused on tools and methodologies that could be used for mainstreaming NAP into agricultural planning and budgeting. Specifically, it developed a “Toolkit for value chain analysis and market development integrating climate resilience and gender responsiveness” to help government in selecting and analyzing value chains for opportunities to improve climate change resilience and reduce gender inequalities, and subsequently in identifying and prioritizing investments to promote market development in line with these opportunities. Complementarily, elements of this toolkit were used in this proposed project to strengthen the inclusiveness of vulnerable groups, including women. Although the toolkit was designed for productive sector value chains (e.g. agriculture and fisheries), the NAP-Marine project also adjusted it for analyzing service sector value chains (e.g. tourism).

The NAP-Marine project also worked collaboratively with ONEP and other research institutes to maintain the adaptation knowledge platform (Thailand Climate Change Adaptation Information Platform -T-PLAT) that was developed by MOEJ, in collaboration with DEQP and ONEP (see the table in sub-section 2.9), to provide open access to lessons learned, climate change projections, risk assessments, adaptation option information, and relevant studies. Moreover, this project was designed in complementarity to the Component 4 of CBIT Programme (implemented by UNEP) in capacity building to establish a subnational level M&E system to monitor adaptation, particularly focusing on natural resource management, which was identified as priority sector in Thailand's NAP.

3.1.4 Planned Stakeholder Participation

Main stakeholders, groups or individuals, identified in Sub-Section 2.8, were included in every stage of project's design and implementation, mainly coordinated by the Office of Natural Resources and Environmental Policy and Planning, and in collaboration with relevant organizations such as the Department of Marine and Coastal Resources under Ministry of Natural Resources and Environment, the Department of Fisheries, the Royal Irrigation Department, and the Office of Agricultural Economics under Ministry of Agriculture and Cooperatives, the Department of Tourism, and the Tourism Authority of Thailand under Ministry of Tourism and Sports. Other key stakeholders which were the primary beneficiaries of the project also included the Department of Public Works and Town and Country Planning, the Department of Disaster Prevention and Mitigation, the Department of Local Administration under Ministry of Interior, the Thai Chamber of Commerce, the Tourism Council of Thailand, the Association of Thai Travel Agents, the Green Leaf Foundation, and the Thai Hotels Association. All stakeholders contributed to smooth and orderly project implementation and achievement of project results.

3.1.5 Linkages Between Project and Other Interventions within the Sector

The project's design and implementation were linked to several interventions undertaken to support the NAP implementation. As highlighted in tables in sub-sections 2.9 and 3.1.3 regarding the complementarity of this NAP-Marine project with other interventions, all the initiatives formed the foundation for designing the project interventions to integrate climate change adaptation into marine and coastal area related planning and budgeting.

3.1.6 Gender Responsiveness of Project Design

The project prominently integrated gender dimensions into the project design and placed strong emphasis on gender equality, women's empowerment, and social inclusion. The project design intrinsically incorporated gender and social inclusion as part of the project's sub-outcomes and activities; particularly sub-outcome 1.1 with activities related to the development of inclusive, gender-sensitive knowledge management and communication workplan, sub-outcome 2.1 with activities related to the development of gender action plan and analysis, and sub-outcome 3.1 with activities to develop the inclusive, gender-responsive value chain mapping and analyzes. The scope of gender also covered more than just male and female, including all groups of elders, children and youths, minorities, persons with disabilities who are vulnerable to climate change impacts. The "Rights" of all groups to participate, gain access to information and resources, and express views, concerns, and needs to protect themselves were highly emphasized.

3.1.7 Social and Environmental Safeguards

The Social and Environmental Screening was conducted during the project design and annexed to the project document (Annex F). It identified eleven (11) risks all of which were rated as Low risks and the project was rated as Low Risk. Overall, **the project's design placed emphasis on inclusiveness, taking into consideration of various groups of men, women, youths, elders, persons with disabilities to participate meaningfully in every workshop or consultation conducted at central and local levels. The project's design also included gender action plan and analysis developed through series of consultations participated by local women and government officials. By and large, the project encouraged all groups of provincial and local stakeholders to share opinions on climate change risks, vulnerabilities, impacts, and adaptation practices.**

3.2 Project Implementation

The implementation of the NAP-Marine project follows UNDP's Direct Implementation Modality (DIM), according to the Second Amended Readiness and Preparatory Support Grant Framework agreement between UNDP and the GCF. UNDP as the GCF Delivery Partner, is responsible and accountable for managing this project, including the

establishment of the Project Management Unit (PMU). It is worth noting that smooth implementation of the planned project activities has led to the accomplishment of forty-six (46) out of the forty-eight (48) deliverables at time of Terminal Evaluation, with activities already planned for the remaining period of project implementation to ensure the achievement of the two deliverables by time of project operational closure. There are several key strengths and achievements of the NAP-Marine project's implementation from the evaluation findings which can be highlighted as follows:

- **Good internal communication and coordination among the PMU's team members is observed.** A strong teamwork and team spirit was observed. Though each project coordinator was recruited to be responsible for each pilot province, they also supported one another when organizing large workshops and consultations out of their responsible provinces.
- **There was a good working relation and regular communication with the implementing entities** such as the Office of Natural Resources and Environmental Policies and Planning (prior to the transformation to the Department of Climate Change and Environment) and the Department of Marine and Coastal Resources (prior to the change of Deputy Director-General responsible for the project).
- **There is no major issue related to the procurement process for recruiting consultants;** all possessed the required qualifications and expertise in accordance with their respective TOR.
- **The project widely invited all groups of stakeholders to participate in the capacity building activities,** namely provincial government agencies, local administration organizations, local communities, local women groups, local research institutes, and private sector. Particularly, representatives from local communities have regularly been engaged for consultations and participations in the workshops.
- **Gender Analysis and Action Plan were part of the project's outputs, and the process of conducting these activities was inclusive covering different groups of local women across different occupations.**

While strengths and achievements have been evidenced overall, some minor issues related to communication and engagement with key partners are worth noting.

- There is a **need for regular engagement and communication with Provincial Governors and Head of Provincial Offices** under different line ministries in the four pilot provinces who could help expand and scale up the project's results.
- **Engagement and communication with local administration organizations** such as Provincial Administration Organization (PAO), City/Town Municipality (CM/TM), and Sub-District Administration Organization (SAO) **must be tailor made to suit with their institutional and local contexts**, to increase their motivations and interests for involvements in the project's activities.
- Personal engagement and communication with the Head and Senior Officials of the DCCC and DMCR in the capital is essential for the project's sustainability.

3.2.1 Adaptive Management

With the GCF Grant being operationalized on 27 August 2020 and the second wave of COVID-19 outbreak occurred late December 2020 (and several more during 2021), the Project Team had undertaken several adaptive management approaches to navigate challenges presented by the COVID-19 pandemic. For example, due to the strict health protocol, all meetings and activities were turned into virtual mode. That posed challenges for the Project Manager (recruited on 18 February 2022) and the team members who needed to undertake face-to-face communication, coordination, and fostering relationships with key stakeholders during the inception phase of the project. Yet, the first inception workshop was successfully organized in March 2021. Moreover, given the fact that the strict health controls persisted throughout 2021 preventing the organization of face-to-face workshops in the four pilot provinces, the Project Team worked more with consultants to undertake studies, data collection, and analysis related to policy, institutional mechanisms, modelling, etc. During 2022, some restrictions continued, and the Project Team had to engage only a small group of stakeholders for consultations and capacity building at a time; that posed a delay of full scaled face-to-face capacity activities which were eventually conducted starting the

beginning of 2023. However, by the time of the TE mission conducted starting May 2024, the project has completed almost all required deliveries stipulated in the Project Results Framework.

Therefore, **it is evidenced that the Project Team demonstrated a high level of adaptability and agility, adjusting their strategies and activities in response to the evolving circumstances and ensure continued progress towards project objectives.**

3.2.2 Actual stakeholder participation and partnership arrangements

The project has actively engaged the following institutions during project implementation:

1) Central Governments:

- Office of Natural Resources and Environmental Policies and Planning (now Department of Climate Change and Environment) – GCF National Designated Authority and Project Implementing Entity which supports the design, implementation, and monitoring of project activities, and serves as the Chair of the Project Steering Committee (Project Board).
- Department of Marine and Coastal Resources – Project Implementing Entity which supports the implementation of project activities in the four pilot provinces and serves as the co-chair of the Project Steering Committee.
- Department of Tourism, Designated Areas for Sustainable Tourism Administration Office, Office of Agricultural Economics, Department of Public Works and Town and Country Planning, the Department of Disaster Prevention and Mitigation, the Department of Local Administration, Office of the Permanent Secretary of the Ministry of Interior – Main project beneficiaries and Project Board Members which supervise and oversight the project implementation.
- The Thai Chamber of Commerce, the Tourism Council of Thailand

2) Provincial and Local Governments:

- Offices of Marine and Coastal Resources responsible for the four pilot provinces – Project Implementing Entity which support day-to-day coordination, stakeholder engagement, and organization of activities in the four pilot provinces.
- Provincial Governor’s Offices, Provincial Natural Resources and Environmental Offices, Provincial Agricultural Offices, Provincial Fisheries Offices, Provincial Disaster Prevention and Mitigation Offices, Provincial Tourism Offices, Provincial Administration Organization Offices, City/Town Municipalities, Sub-District Administration Organizations – Main beneficiaries which participated in capacity building activities.

3) Local Communities:

- Local fishery communities
 - Local orchard farmers
 - Local women led groups
 - Local tourism groups
 - Local community enterprises
- Participate in the project’s capacity building activities and consultations

4) Local Universities/Institutes:

- Prince Songkhla University
- Burapha University
- The Sirindhorn International Environmental Park. Provide consultancy support and/or participate in the project’s capacity building activities and consultations.

5) Private sector:

- Thai Chamber of Commerce

- Tourism Council of Thailand
- Association of Thai Travel Agents
- Green Leaf Foundation
- Thai Hotels Association. Participate in the project's capacity building activities and consultations and/or serves as the project's steering committee members.

Despite of COVID-19 situation, all key stakeholders have been engaged in an open and transparent manner at the national and sub-national levels. The project has built a good working relation with the stakeholders, particularly local communities, offices of marine and coastal resources in pilot provinces, local research institutes, and some provincial government offices and local administration organization offices. The project provided regular Project Board meetings inviting concerned agencies and updating them with progress of the project, challenges faced during implementation, and soliciting inputs to improve project implementation. Support to the Project Board has also facilitated strong coordination of relevant ministries that has led to strengthening the engagement with key stakeholders that enhanced the efficiency and effectiveness of project implementation.

3.2.3 Project Finance and Co-finance

The TE Team reviewed the Project's annual expenditures against the annual project budget, utilizing the UNDP quarterly and annual Combined Delivery Reports (CDRs) which recorded the actual disbursements in the UNDP ATLAS financial system.

The CDRs of 2021, 2022, 2023, and 2024 (as of 11 June 2024) that recorded the annual disbursements were reviewed, the yearly and total cumulative expenditures were compiled and are reflected in Table 11 below. Total cumulative project expenditures of US\$ 1,971,674.60 were recorded as of the second quarter of 2024 (11 June 2024), showing **satisfactory project delivery rate of 71.3% against the total GCF grant of US\$ 2,764,976.52**. The breakdowns of the project expenditures also provide a comparison of the budget allocations and the actual expenditures for each of the three (3) project components and the Project Management Costs (PMC). It is noted that the actual expenditure on Project Management Costs is higher than the allocated budget by 12.2%, but it is considered as still falling within an acceptable threshold, while the actual expenditures against project components 1 to 3 are lower than the originally allocated project budget approved at time of GCF grant approval.

Table 11: Project Delivery vs. Budget Allocation (in US\$)

Description/Project Year	Year 1 (2021)	Year 2 (2022)	Year 3 (2023)	Year 4 (2024)	Total
Budget at GCF Approval	447,454.80	735,038.40	956,866.66	625,616.66	2,764,976.52
Outcome 1	256,814.00	367,014.00	300,264.00	216,197.34	1,140,289.35
Outcome 2	64,734.44	198,296.04	275,857.64	158,357.64	697,245.77
Outcome 3	72,798.35	123,148.35	335,165.02	207,481.69	738,593.41
Project Management	53,108.00	46,580.00	45,580.00	43,580.00	188,848.00
Actual Expenditure at Terminal Evaluation					
	137,431.60	534,179.45	773,760.75	526,302.84	1,971,674.60
Outcome 1	60,412.62	334,002.64	237,549.41	130,629.78	762,594.45
Outcome 2	23,791.97	70,280.70	233,773.95	152,647.01	480,493.63
Outcome 3	31,248.20	67,157.68	229,917.34	188,322.82	516,646.04
Project Management	21,978.81	62,738.43	72,520.05	54,703.23	211,940.52
Percentage of actual project delivery at Terminal Evaluation against budget allocation at GCF Approval					71.3%

Variance of Actual Expenditure vs Original Allocation at GCF approval – Outcome 1	-33.1%
Variance of Actual Expenditure vs Original Allocation at GCF approval – Outcome 2	-31.1%
Variance of Actual Expenditure vs Original Allocation at GCF approval – Outcome 3	-30.1%
Variance of Actual Expenditure vs Original Allocation at GCF approval – Project Management Costs	+12.2%

Note: 2024 expenditures show preliminary figures as of 11 June 2024)

It is noted that project expenditures lag behind planned project budget for the years 2011-2023 (a delivery rate of 30.7%, 72.7% and 80.8% respectively) mainly due to the impacts of the COVID-19 pandemic on restricted movements and group gathering that hindered project implementation. In addition, several National Consultants were infected with the virus and delayed the completion of their activities and the submission of reports. This created a rolling effect of delays on subsequent activities to be implemented that depended on results generated by those consultants. Many activities encountered postponement beyond their original planned dates, leading to low utilization of the annual budget allocations, in particular for the year 2021 when project activities were only started after ProDoc signature in January 2021 and the Project Manager was recruited in February 2021. Furthermore, disbursements usually lag behind activities actually implemented, thus causing low recorded project expenditures in the UNDP ATLAS financial system. Despite the low utilization of the annual project budget, the resilience of the project staff and the deployment of adaptive management ensured that there was no significant negative impact or prolonged delay on achieving the planned deliverables.

3.2.4 Monitoring & Evaluation: design at entry

The Monitoring & Evaluation Plan and Budget presented in the Project Document follows the mandatory UNDP and GCF M&E requirements. The TE Team considers **the scope of the M&E to be sound and provides good guidance as solid foundation for tracking project progress of project activities implementation and evaluating achievement of results**. The M&E Plan outlined a detailed set of activities that meet the UNDP and GCF's M&E requirements allocated sufficient M&E budget to capture lessons learned and knowledge management to facilitate capacity strengthening, in addition to ensure effective monitoring of project results framework. The M&E Plan also defined the timeframe and specified the primary parties responsible for carrying out M&E activities contained in the Plan. The budget allocated to carry out the M&E Plan in the amount of \$169,708 falls within the allocation threshold for M&E activities against the GCF project grant of \$2,764,976.52. Sufficient budget is also allocated to recruit independent international and national consultants to conduct Terminal Evaluation to take place prior to operational completion of the project, as required by the UNDP M&E policies. The TE Team considers that the M&E design at entry can be rated as **Satisfactory (S)**.

3.2.5 M&E Plan Implementation

The Monitoring & Evaluation (M&E) Plan as contained in the Project Document and its implementation demonstrate a well-structured approach that aligns with the standards of a UNDP-supported, GCF-financed project. The TE Team acknowledges the comprehensive scope of the M&E Plan, which has served as a reliable framework for monitoring project progress and assessing the attainment of desired outcomes. The M&E Plan encompassed a detailed set of activities that fulfill the M&E requirements of both UNDP and GCF. The Plan clearly defined roles and responsibilities of all parties related to M&E including Project Manager, Project Board, Project Implementing Entities, UNDP Country Office, and UNDP - Nature, Climate and Energy Unit (UNDP-NCE).

The Project Team together with UNDP CO and UNDP NCE Unit have regularly monitored the progress of the project activities and taken proactive actions in ensuring they are implemented in compliant with UNDP Programme and Operations Policies and Procedures (POPP) and UNDP and GCF Evaluation requirements, in a timely and effective manner to avoid slippage and delay, despite the impacts of the COVID-19 pandemic. The GCF required bi-annual and subsequent annual reports have been well prepared, with extensive details and submitted in a timely manner.

UNDP as project quality assurance, has ensured the coordination among project’s stakeholders runs smoothly and effectively. UNDP has also initiated and organized key M&E activities including the Annual Project Report and the independent terminal evaluation, and also ensured that the standard UNDP and GCF M&E requirements are fulfilled to the highest quality.

While **noting the good M&E plan and actions undertaken**, the TE Team also acknowledges the fact that there was turn-over of M&E personnel in UNDP CO **causing a gap of closed monitoring of the project activities during the recruitment of a new M&E official**. The TE Team also recognizes that, **during the change of senior level government officials in key government counterparts** (e.g., DMCR and ONEP (now DCCE), **the project oversight was not in full strength**.

The TE Team rated M&E implementation as **Satisfactory (S)**.

3.2.6 Overall assessment of M&E

Based on the review and evaluation of the project’s Monitoring and Evaluation design at entry and its subsequent implementation, the TE Team commemorates the **well-designed M&E framework** which provides good guidance as solid foundation for tracking project progress of project activities implementation and evaluating achievement of results that is in compliance with UNDP and GCF’s M&E requirements. The TE team also acknowledges the regular monitoring and quality assurance of the UNDP CO and UNDP NCE taking into consideration of UNDP Programme and Operations Policies and Procedures (POPP) and UNDP and GCF Evaluation requirements. Moreover, **minor issues pertaining to the turn-over of M&E personnel in UNDP CO and the change of senior level government officials in key government counterparts** (e.g., DMCR and ONEP (now DCCE) which might affect the strength of project oversight during the transition was also recognized. Hence, the TE Team rated the Overall Quality of M&E as **Satisfactory (S)**.

Table 12: Monitoring & Evaluation Ratings Table	
Monitoring & Evaluation (M&E)	Rating
M&E design at entry	Satisfactory (S)
M&E Plan Implementation	Satisfactory (S)
Overall Quality of M&E	Satisfactory (S)

Table 13: Monitoring & Evaluation Rating Scale

Raging	Description
6 = Highly Satisfactory (HS)	There were no shortcomings; 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 major shortcomings; quality of M&E design/implementation was substantially 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

3.2.7 UNDP Implementation/Oversight, Implementing Partner Execution and Overall Assessment of Implementation / Oversight and Execution

Despite the unprecedented challenges posed by the COVID-19 pandemic and the dynamic regulatory landscape, UNDP continuously monitored and evaluated the project's progress, guided its implementation, and ensured compliance with GCF and UNDP policies and procedures. The Monitoring & Evaluation (M&E) Plan and Budget, outlined in the Project Document, exemplify the UNDP's meticulous approach to tracking project activities and evaluating results. This comprehensive plan, aligned with both UNDP and GCF M&E requirements, served as a robust foundation for monitoring project implementation and ensuring accountability.

Recognizing the need for adaptability in the face of the pandemic, the UNDP's M&E Plan demonstrated a proactive response. It accounted for the impact of COVID-19, incorporating flexibility and adaptability into the monitoring and evaluation strategies. This dynamic approach showcased the UNDP's commitment to addressing unforeseen challenges and ensuring the project's smooth implementation.

Furthermore, the UNDP conscientiously maintained a clear demarcation between its responsibilities for project implementation under DIM and its oversight functions. The M&E personnel, operating within the UNDP Thailand Country Office, played a pivotal role in project quality assurance, dedicated to objective and independent oversight and monitoring, supported the Project Board and Project Management Unit. It diligently ensured the completion of project management milestones, providing a transparent and rigorous assessment of the project's progress.

In parallel, the programme management staff of UNDP CO provided clear and succinct guidance and support on project implementation. Working closely and collaboratively with the Project Team, the programme management staff offered invaluable insights and ensured a smooth and orderly execution of project activities. The harmonious coordination between the UNDP CO, the M&E personnel, and the Project Team underpinned the satisfactory rating given by the TE Team for the UNDP's implementation efforts.

The Office of Natural Resources and Environmental Policy and Plan (ONEP) and the Department of Marine and Coastal Resources (DMCR) led the implementation of the NAP-Marine Project. Prior to the transformation of ONEP and the change of DMCR senior official responsible for this project, the **active involvement of these entities, alongside other relevant national ministries and sub-national governmental agencies, played an instrumental role in driving the successful execution of project activities.** The collaborative efforts and support from these stakeholders fostered efficient working relationships at various levels of government, enabling the smooth execution of the project.

While commendable overall, **minor challenges** arose when there were changes in the ONEP internal restructuring of its functions, roles, and responsibilities, the emergence of new Department of Climate change and Environment (DCCE) which took over climate related works from ONEP, and the change of DMCR senior official (Deputy Director-General) responsible for this project, affecting the existing coordination and communication process of the project. Nonetheless, stakeholders demonstrated an effort to addressing these challenges, ensuring that the project remained on track.

The TE Team rated the quality of implementing entities as **Satisfactory (S)**.

Table 14: Implementation/Oversight and Execution Ratings Table	
Implementing Agency (IA) Implementation & Executing Agency (EA) Execution	Rating
Quality of UNDP Implementation/Oversight	Satisfactory (S)
Quality of Implementing Partner Execution	Satisfactory (S)
Overall quality of Implementation/Execution	Satisfactory (S)

Table 15: Implementation/Oversight and 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

3.2.8 Risk Management

The project's risk management approach demonstrated adaptability and resilience in the face of the COVID-19 pandemic. The unprecedented health crisis posed significant challenges to project implementation, including restrictions on movement, number of meeting participants, and limited access to resources. By proactively identifying and assessing risks associated with the pandemic, the Project Team was able to swiftly implement mitigation measures. These measures included implementing remote work arrangements, virtual meetings and consultations, prioritizing consulting works that can be undertaken during the strict controls, and adhering to strict health and safety protocols. The effective management of the identified risks ensured the project's continuity, allowing it to continue achieving its objectives despite the challenging circumstances.

Moreover, the **Project Team reasonably addressed the change of key ONEP officials responsible for the project** who accumulated knowledge and understanding about the project's works and results by re-engaging and re-educating the new officials to catch up with the works and progress made, particularly during the last phase of implementation.

3.2.9 Social and Environmental Standards

The Social and Environmental Screening was conducted on 27 August 2020 during the project design and annexed to the project document. Overall, the Social and Environmental Standards have been well implemented given the challenging circumstances posed by the COVID-19 pandemic. Firstly, it is commendable that every workshop or consultation conducted at central and local levels ensured the inclusiveness of all key stakeholders invited to participate and share opinions on climate change risks, vulnerabilities, impacts, and adaptation practices. Secondly, the Gender Action Plan was developed through series of consultations participated by local women and government officials. Thirdly, the project involved all groups of provincial and local stakeholders to participate in the formulation of concept note addressing local priorities related to climate change, natural resources, and environment, and during the development of concept note, the project took into consideration of gender analysis and action plan.

The Social and Environmental Screening conducted during the design phase identified eleven (11) social and environmental risks all of which were rated as Low risks and the project was rated as Low Risk. During project implementation, there were no additional risks identified except the risk impacted by COVID-19 which the Project Team was able to successfully manage and adapted their activities in compliance with the health protocol and operation procedure.

Overall, the project has successfully addressed all social and environmental risks and concerns identified and also managed the additional risk related to COVID-19 during the inception phase of project implementation.

3.3 Project Results and Impacts

The TE Team conducted a detailed review and assessment of the project's progress and results achieved against the project's objective, expected outcomes and sub-outcomes. The Project Results Framework section of the ProDoc outlines the activities to be implemented to generate a total forty-eight (48) deliverables that will contribute to the achievement of the outcomes and sub-outcomes, to reach the project objective. Review of the activities implemented and the deliverables generated form the basis to assess if the targets have been met, and the sub-outcomes and outcomes are accomplished. The TE Team then evaluated the relevance, effectiveness, efficiency, sustainability, gender equality and other aspects of the project, and assess how the project results contribute to positive or negative project impacts. The TE Team then provided rating on the required categories in compliance with the UNDP Guidance on Terminal Evaluations.

Particularly the TE team carefully assessed the project's impacts on gender equality, women's empowerment, and social inclusion. It was found that the gender analysis and action were primarily conducted during the early phase of project implementation and subsequently served as the key input for gender-responsive planning, value-chain mapping, and concept note development related to climate change adaptation. It was evident from Sub-Section 3.3.8 that the process of conducting gender analysis and gender action plan was highly inclusive covering different groups of local women across different occupations (i.e., fishery, agriculture, community tourism, community enterprises, etc.), including female youths, elders, and female representatives of people with physical and mental disability groups in the four pilot provinces. Moreover, when the TE Team took a sample of eight (8) "Training-of-the Trainers" workshops conducted in the four pilot provinces during 2023⁹, out of 138 participants attending the workshops, 70 were female participants (50.7%), reflecting a gender balance of participants involved in the project. Overall, it was evident from the in-depth interview and field visits that most of stakeholders of the project became more aware of the "Rights" for all different groups in participation, access to information and resources, and expression of needs for climate adaptation. Gender was highlighted as the main issue for inclusive planning and budgeting, and government officials were more aware of gender dimension in climate change adaptation.

3.3.1 Progress Towards Objective and Expected Outcomes

The Terminal Evaluation Team conducted a comprehensive assessment of the project's objectives, outcomes and sub-outcomes, project activities and deliverables, assess the achievement of deliverables outlined in the Project Results Framework to evaluate the extent to which the deliverables were accomplished and the targets met. The TE Team carefully analyzed the main results and progress achieved, providing clear reasonings for the assigned ratings. The Project Results Framework identified a total of forty-eight (48) deliverables against eight (8) Sub-Outcomes (listed under column heading as "Outputs" in the Project Results Framework and under Section III. Results and Partnership). The eight Sub-Outcomes will contribute towards accomplishment of the three (3) defined Outcomes of the Project to reach the project objective to **"Integrate climate change adaptation into marine and coastal area related planning and budgeting"**. These assessments and the valuable insights are succinctly presented in a detailed table that highlights the evidence-based accomplishments. This systematic approach ensures a thorough evaluation of the project's performance and serves as a reliable basis for determining the effectiveness and impacts of the undertaken initiatives. For rating the accomplishment of the deliverables **Green** represents the deliverable has been achieved, **yellow** indicates on-going activities are progressing satisfactorily, or activities will be implemented and are expected to have the deliverables achieved with slight delay, and **red** as not on target to be achieved.

The tables below (Tables 16 - 18) present the analytical assessment of the accomplishment of deliverables that leads to the achievement of the Sub-Outcomes and Outcome. The assessment concludes that, with the exception of two (2) deliverables (Deliverables 3.1.2b and 3.3.2) being evaluated as **"On-going"** (as the activities will take place after the Terminal Evaluation, but will be completed prior to the operational completion of the project), all the forty-six (46) deliverables have been assessed as being **"Achieved"**. This leads to the conclusion that the project has been successfully implemented in terms of activities and realization of the deliverables. However, the TE Team looks beyond this achievement, and is concerned with the effectiveness and sustainability of the project impacts

⁹ Phetchaburi: 25-27 January 2023 and 30 January-1February 2023 (26 participants); Rayong: 15-17 February 2023 and 20-22 February 2023 (38 participants); Surat Thani: 1-3 March 2023 and 7-9 March 2023 (29 participants); and Songkhla: 15-17 March 2023 and 20-22 March 2023 (35 participants).

generated by the project results. The need to strengthen and upscale the project impacts and whether knowledge gained has been applied and translated into actions by each individual government agencies / local communities (no longer with project support) has not been concretely evidenced. (see sub-section 3.3.3).

The following sections present the project results accomplished against each Expected Project Sub-Outcome and Outcome under the four project components. Analytical assessment of the achievement of deliverables, Sub-Outcomes and Outcomes was based on data and information derived from the in-depth documents review and analysis and structurally cross-checked with all interviewees. Additional information was also gathered during the interview and focus group discussions to substantiate the analysis and assessment. Finally, further evidence gathered from the field observations as well as review of the many printed and audio-visual outputs were used to validate and solidify the assessment findings, and the evidence-based achievement of project results.

Project Outcome 1: Enhanced capacity and knowledge to enable climate risk-informed marine and coastal area development planning at sub-national levels. Outcome 1 focus on developing the knowledge base, tools, and capacity required to successfully implement the project as well as improving NAP planning and implementation for key sectors in marine and coastal areas in Gulf of Thailand .To reach this goal, this outcome is supported by three (3) Sub-Outcomes, namely: *Sub-Outcome 1.1 - Developed knowledge base on climate change impacts, risk, vulnerabilities, and adaptation options in marine and coastal areas, and disseminated information; Sub-Outcome 1.2 - Enhanced technical capacity for planning, budgeting, and implementation of adaptation; and Sub-Outcome 1.3 - Updated and developed NAP monitoring modalities.*

Each of the three Sub-Outcomes has been supported with implementation of detailed activities with defined timeline, and produce tangible deliverables. Through implementation of 8 project activities, all 21 deliverables were successfully accomplished. **The project has raised awareness and enhanced knowledge of provincial/local communities on the NAP, climate change risks and impacts, and current adaptation practices, and introduce tools for climate change adaptation planning. Before the launch of this project, climate change issues and related plans were only discussed among central government agencies, not downscaled to provincial and local communities.**

However, while a wide range of provincial and local stakeholders have benefited and gained knowledge, **whether knowledge has been applied and translated into actions (i.e., community adaptation practices, daily planning and budgeting) by each individual government agencies/local communities (without further project support) has not been concretely evidenced.**

Sub-Outcome 1.1 (Developed knowledge base on climate change impacts, risk, vulnerabilities, and adaptation options in marine and coastal areas, and disseminated information) has been fully achieved with downscaled data and information related to current and projected climate change risks and impacts on marine, coastal resources and inland agricultural farming in all provinces along the Gulf of Thailand were developed and can be publicly accessed for all purposes. Project results accomplished include: two Inception Workshops, one held in Bangkok and the other one in Songkhla Province; stocktaking exercise that was completed to provide a consolidated baseline of currently existing information and gaps identified; two sub-national climate projections were produced that provide localized trends in climate variability as a fundamental input for risk assessment; risk assessments were conducted for four pilot provinces; workshop for T-PLAT INFO for climate change adaptation were organized; climate adaptation information management platform developed and GIS system launched to provide access to visualized climate impact projections; and inclusive, gender-sensitive knowledge management and communication workplan drafted based on the results of gender analysis.

Sub-Outcome 1.2 (Enhanced technical capacity for planning, budgeting, and implementation of adaptation). Project results under this Sub-Outcome include: national consultant interviewed key stakeholders and analyzed data, produced a report “Capacity need assessment and barrier analysis” as basis for strengthening technical and functional skill sets of staff; a report “Scrutinizing Plan and Regulations” produced by another national consultant will be useful tool to identify entry points for capacity development and capacity work plan; curriculum and training materials were reviewed and endorsed by the Steering Committee as the Final Capacity Development Workplan; training workshops were conducted at the four pilot provinces on the developmental plan on climate adaptation at local and sub-national level; and national consultants collaborated to design the curriculum and prepare the Climate Change Adaptation (CCA) training manual to serve as on-demand advisory, and technical assistance. Through the successful completion of these project results, Sub-Outcome 1.2 has been fully achieved.

Sub-Outcome 1.3 (Updated and developed NAP monitoring modalities). Project results that facilitated the accomplishment of this Sub-Outcome include: National consultant conducted study and drafted monitoring system and developed indicators at subnational level, workshops were conducted in the four pilot provinces to capture lessons learned and integrate lessons learned on climate change in the four pilot provinces to drive NAP revision. The project results have contributed to the development and updating of NAP monitoring system, leading to the achievement of Sub-outcome 1.3.

Detailed analytical assessment on the achievement of the defined deliverables as a result of the successful implementation of project activities is contained in Table 21 included in Annex 7.

Project Outcome 2, Strengthened existing NAP implementation and mainstreamed adaptation in planning and budgeting in marine and coastal are will mainly target public planning and budgeting processes while engaging key private sector actors (Outcome 3 complements this, focusing particularly on private actor engagement and financing strategies), as well as to improve the cooperation and coordination among the stakeholders, particularly engaging local communities. Two Sub-Outcomes will support to reach this goal.: *Sub-Outcome 2.1: Participatory review, prioritization, and appraisal of adaptation options for climate-induced hazards affecting marine and coastal areas undertaken; and Sub-Outcome 2.2: Strengthened institutional coordination for the NAP process.*

As a result of the successful implementation of project activities under these two Sub-Outcomes, a total of 13 deliverables have been accomplished. Outcome 2 emphasizes the importance of participatory approach, and the need to strengthen coordination amongst various stakeholders to ensure efficient and effective NAP process, as well as the benefits and importance of public-private engagement. **The successful accomplishment of Sub-Outcomes 2.1 and 2.2 contribute to reach the goal of Outcome 2.**

For **Sub-Outcome 2.1 (Participatory review, prioritization, and appraisal of adaptation options for climate-induced hazards affecting marine and coastal areas undertaken)**, the project has developed an inclusive gender-responsive value chain analysis (VCA) for Climate Change Adaptation for the four pilot provinces; stakeholder engagement workshops to present the result of Climate protection and vulnerability assessment in marine and coastal resources were conducted eight times at the four pilot provinces, two times at each location; stakeholder forums on prioritization of climate adaptation actions with Multi-Criteria Analysis (MCA) approach were held at the four pilot provinces; Gender Action Plan was developed to guide the Project Team to mainstream gender aspect into the project's outputs and activities at the four pilot provinces; and four (4) Climate Adaptation Concept Notes composed of proposed adaptation actions for each of the four pilot provinces were developed.

Under **Sub-Outcome 2.2 (Strengthened institutional coordination for the NAP process)**, as a result of project activities successfully implemented, through the review and assessment of public coordination mechanisms for marine and coastal area, gaps and barriers were identified to provide recommendations to strengthen institutional framework and coordination mechanisms. Stakeholders' consultation workshop was organized to gather feedback on the study results and recommendations. A report containing coordination mechanism and inter-institutional management model was finalized. Through consultation and validation workshops, ways and means to strengthen collaboration in the NAP implementation. The model for stronger collaboration among public entities was proposed, and this also provides opportunities for private sector to support the NAP implementation in various ways.

Detailed analytical assessment on the achievement of the defined deliverables as a result of the successful implementation of project activities is contained in Table 22 included in Annex 7.

Project Outcome 3, Financing strategies for climate change adaptation in marine and coastal areas identified and developed will identify and develop financing strategies for climate change adaptation in marine and coastal areas, with a specific focus on private sector engagement. The outcome will respond to current challenges including the lack of a financing strategy for NAP components, weak public-private collaboration on adaptation-related investments, limited CCA understanding in the private sector, and limited demonstrated best-practices for mechanisms and incentives to engage the private sector in co-financing marine and coastal area adaptation. It, furthermore, complements the activities of private sector engagement in climate finance under GIZ's GCF readiness support project.

Project Outcome 3 is supported by three Sub-Outcomes, *Sub-Outcome 3.1: Improved climate-risk informed business development and planning at the provincial, sub-district, and local levels; Sub-Outcome 3.2: Identified viable options*

and mechanisms for scaling up adaptation finance, including through public-private partnerships, and drafted financing strategies and concept notes; and Sub-Outcome 3.3: Facilitated integration of best practices into NAP process. Implementation of project activities included under these three Sub-Outcomes has been relatively smooth in accomplishing 12 of the 14 deliverables. Two deliverables, Deliverables 3.1.2b and 3.3.2, will have the respective workshops to be conducted after the Terminal Evolution, but will be completed prior to the project's operational closure. These workshops will facilitate the knowledge and experience sharing.

The successful implantation of project activities and the accomplishment of deliverables has contributed reaching the Project Outcome 3 goal of promoting financial strategies to support climate change adaptation in marine and coastal areas along the Gulf of Thailand, and may have the possibilities to promote and upscale to non-pilot provinces, should the government officials ensure the project's sustainability.

Project activities implemented **under Sub-Outcome 3.1 (Improved climate-risk informed business development and planning at the provincial, sub-district, and local levels)** have generated project results including: workshop on "Financial Strategy for integrating into National Adaptation Plan (NAP) in marine and coastal areas along the Gulf of Thailand" was organized back-to-back with Best Adaptation practices in certification schemes integrating into the National Adaptation Plan (NAP) in marine and coastal areas along the Gulf of Thailand in Songkhla province, with participation of representatives of subnational government agencies of the four pilot provinces, local administrative organizations, local business owners in fisheries, agriculture and tourism; field study in Vietnam of representatives of government officials and local community enterprises from the four pilot provinces with good practices shared and potential replication for the four pilot provinces discussed.

Sub-Outcome 3.2 (Identified viable options and mechanisms for scaling up adaptation finance, including through public-private partnerships, and drafted financing strategies and concept notes) has implemented project activities that resulted in: a series of training organized for stakeholders participating in the inclusive, gender-responsive, value chain analysis in the four pilot provinces. The report commissioned on documenting identified investment opportunities and proposed interventions provided recommendations for investment opportunities to address climate change impacts. Financial Strategy for integrating into National Adaptation Plan (NAP) in marine and coastal areas along the Gulf of Thailand was developed. The Climate Adaptation Concept Notes with proposed actions developed for the four pilot provinces will need integration into each province's master plan. It is noted that deliverable 3.1.2b where international experts will be invited to a workshop to share expertise and good practice, will take place in September 2024.

For **Sub-Outcome 3.3 (Facilitated integration of best practices into NAP process. This output will be accomplished via the following activities)**, project activities implemented have produced project results that include the consultation organized to identify measures and recommendations to improve adaptation plan and the revision of NAP second phase. It is note that the one deliverable, Deliverable 3.3.2 for consultations to facilitate the sustained action of key stakeholders and create an environment in which viable options and mechanisms can inform Thailand's NAP has not yet happened. Two workshops targeting local organization administration (municipality level) will be organized prior to the project's closure.

Despite the many activities implemented under this Outcome, and the successful achievement of 12 of 14 deliverables, interviews with relevant and concerned stakeholders have revealed two difficulties in terms of financing strategy on NAP. The lack of budget/financial support was a major limitation of the project. Many stakeholders expressed the views that all Climate Adaptation Concept Notes developed would be meaningless if there is no budget support. It is also observed that the climate financing works produced by the project (i.e., financing strategy, certification scheme guidelines for climate change adaptation, etc.) came a bit later after the concept note development. It would have been more effective if more dialogues and consultations with stakeholders were held to unpack these various financing mechanisms/tools and identify potentials/opportunities that could support the implementation of the 4 Concept Notes. This is further evidenced with the situation that the Concept Notes for the 4 pilot provinces, composed of proposed adaptation actions in each pilot province, while finalized, but is still not being integrated into each province's master plan.

Detailed analytical assessment on the achievement of the defined deliverables as a result of the successful implementation of project activities is contained in Table 23 included in Annex 7.

Achievement of Project Objective

The successful implementation of the project activities led to the accomplishment of 46 of the 48 planned deliverables at time of Terminal Evaluation. The project results have contributed to the achievement of the Sub-Outcomes and Outcomes, contributing to reaching the project objective to “integrate climate change adaptation into marine and coastal area related planning and budgeting”.

3.3.2 Relevance

The key question to be addressed under this criterion is whether the project’s design is relevant to Thailand’s national development priorities, strategies, and plans related to climate change adaptation at the sub-national level.

It was evident through both document reviews and in-depth interview that the design and implementation of the NAP-Marine Project is closely aligned with the existing plans and initiatives supporting the NAP implementation in Thailand. Firstly, the project is in line with Thailand’s long term national strategy (2018-2037) on Eco-Friendly Development and Growth which promote sustainable climate-friendly based society growth with key emphases on strengthening people’s capacity to cope with climate related impacts to mitigate damages and losses from natural disasters and negative impacts arising from climate change. Pertaining to the National Adaptation Plan, the project also supports the Plan implementation particularly related to agriculture, tourism, and natural resource management **by downscaling climate change risks and impacts to local coastal areas along the Gulf of Thailand**.

Moreover, for local needs and priorities, the project addresses local concerns in terms of climate related impacts to marine and coastal areas such as coastal erosion, declining fishery population due to warm temperature, drought affecting orchard farming, by providing climate downscaled data for co-learning and project formulation among provincial / local governments officials and communities.

Responding to the question whether the project is also relevant to UNDP Country Programme, the TE Team assessed the alignment and found that the NAP-Marine project is aligned with the Outcome 1 of the UNDP Thailand Country Programme Document (CPD) (2022-2026): Thailand’s Transformation into an Inclusive Economy based on Green, Resilient, Low-Carbon, Sustainable Development is Accelerated. Particularly, the project supports the gender-responsive and inclusive solutions in national and subnational climate plans and actions to increase the resilience of coastal and other communities at risk of being left behind.

Overall, with the high relevancy to Thailand’s national strategy and climate priorities, National Adaptation Plan, and UNDP country programme, the TE Team rated the relevance of the project as **Highly Satisfactory (HS)**.

3.3.3 Effectiveness

The project raised awareness and enhanced knowledge of provincial / local communities on the National Adaptation Plan, climate change risks and impacts, and current adaptation practices, and introduced tools for climate change adaptation planning. Before the launch of this project, climate change issues and related plans were mainly discussed among central government agencies, not widely at the level of provincial and local government and communities. With the implementation of this NAP-Marine project, the downscaled data and information related to current and projected climate change risks and impacts on marine, coastal resources, and inland agricultural farming in all provinces along the Gulf of Thailand were developed and can be publicly accessed for all purposes (i.e., planning, research, study, etc.). Overall, provincial and local stakeholders gained knowledge, understanding, and awareness on climate change risks and impacts, as well as general knowledge on climate adaptation planning and project formulation. However, whether knowledge has been applied and translated into actions (i.e., community adaptation practices, daily planning and budgeting) by each individual government agencies / local communities (without project support) has not been concretely evidenced.

The TE Team considered that “Inclusiveness” was one of the strengths of the project’s effectiveness. Firstly, the project invited all groups of stakeholders to participate in the capacity building activities, namely provincial government agencies, local administration organizations, local communities, women, representatives of people with disabilities, local research institutes, etc. (as listed in Sub-Section 3.2.2). Particularly, the project involved all groups of provincial and local stakeholders to participate in the formulation of the Adaptation Plan Concept Notes addressing local priorities related to climate change, natural resources, and environment. During the development

of the concept note for the four (4) pilot provinces, the project took into consideration of gender analysis and action plan (formulated by gender consultant) and networked with NGO (like Beach for Life in Songkhla province) which is working in the same area (Muang Ngam Sub-District) that the project provided support for concept note formulation. Secondly, the project developed an inclusive gender-responsive value chain analysis (VCA) for Climate Change Adaptation for the four pilot provinces; and organized stakeholder engagement workshops to present the result of climate protection and vulnerability assessment in marine and coastal resources were conducted eight times at the four pilot provinces, two times at each location. Thirdly, it was evident that the process of conducting gender analysis and gender action plan was highly inclusive covering different groups of local women across different occupations (i.e., fishery, agriculture, community tourism, community enterprises, etc.), including female youths, elders, and female representatives of people with physical and mental disability groups, in the four pilot provinces. Participants involved in these activities expressed their satisfaction with the process and results. Gender focal points for each of the four pilot provinces was also identified for coordination and communication.

A minor challenge to the project was that, even though the four (4) Concept Notes developed have the possibility to be promoted and replicated at other non-pilot regions, upscaling potential at provincial and national level has not yet been evident. All concept notes developed would be meaningless if there is no budget support. It is also observed that the climate financing works produced by the project (i.e., financing strategy, certification scheme guidelines for climate change adaptation, etc.) came a bit later after the concept note development. It would have been more effective if more dialogues and consultations with stakeholders were held to unpack these various financing mechanisms/tools and identify potentials/opportunities that could support the implementation of Concept Notes.

The TE Team thus rated the effectiveness of the project as **Satisfactory (S)**.

3.3.4 Efficiency

The strength of this project is the multi-stakeholder engagement process whereby all provincial and local government and communities were invited to participate in addressing local priorities related to climate change, natural resources, and environment. Particularly, the project encouraged the participation of local communities in the four pilot provinces to voice their needs and concerns, and at the same time cross-checking their local experience and wisdom related to climate change with formal knowledge from climate experts. Despite strong local community participation, a discontinuation of enrollment by participants from provincial and local governments (with suitable knowledge, roles and responsibilities) was evidenced. Many Heads/Chiefs of provincial/local government agencies did not see the project's activities¹⁰ as priorities so kept sending different officials (with diverse roles and qualification that may not fit with the workshop's purpose) to attend depending on their availabilities. Without the right people involved, the budget spent to achieve the quality of output and outcome may not be most efficient.

Project activities have been progressively implemented with deliverables achieved within (limited) project budget, contributing to accomplishing the defined outputs, outcomes and objectives of the project. However, the relatively low percentage of actual project delivery at Terminal Evaluation (71.3%) against budget allocation at GCF Approval is well acknowledged by the TE Team. While this figure is not usually considered a good disbursement rate towards the end of the project, the TE Team considers the impacts of the COVID-19 pandemic on restricted movements and group gathering as the main factor contributing to the delay of activities and disbursement - many activities encountered postponement beyond their original planned dates, leading to low utilization of the annual budget allocations, in particular for the year 2021 when project activities were only started after ProDoc was signed in January 2021 and Project Manager recruited in February 2021. The TE Team views that the unexpected circumstance rather than the Project Team's performance was the cause of the low utilization of budget allocation.

On the other hand, in term of team spirit and performance, it is clearly evidenced that there is strong internal communication and coordination among members of the Project Team. Though each project coordinator was recruited to be responsible for each pilot province, they also supported each other when organizing large workshops and consultations out of their responsible province. A sense of teamwork and team spirit was observed.

¹⁰ One reason may be that they did not understand how climate change adaptation and resilience was related to their roles and responsibilities in providing public services to enhance community livelihoods and well-beings. Climate change was regarded as one of environmental issues which required a much greater level of intervention by provincial and national governments.

The procurement process for recruiting all consultants did not take too long, around 1-2 months after receiving the applications, depending on the complexity of TOR background and related consulting works under the project. Therefore, they were able to connect jigsaws of related assignments being undertaken in parallel or previously conducted and make use of those inputs.

The TE Team rated the efficiency of the project as **Satisfactory (S)**.

3.3.5 Overall Project Outcome

Overall, the NAP-Marine project has satisfactorily achieved its relevance, effectiveness, and efficiency in accomplishing its objectives and expected outcomes. The project increased awareness and enhanced the understanding of provincial and local governments and communities pertaining to climate change adaptation, particularly related to climate risks and near future impacts, the extents of those risks and impacts, and adaptation practices and planning. It was evidenced from the recent workshops organized in the four pilot provinces that the number of participants increased because they gained better understanding of why climate change mattered to them. Yet, whether knowledge has been applied and translated into actions by each individual government agencies/ local communities (no longer with project support) has not been concretely evidenced.

Moreover, the project extensively involved local communities for capacity building related to climate planning and concept note formulation, and encouraged them to voice their needs and concerns, and at the same time cross-checking their local experience and wisdom related to climate change with formal knowledge from climate experts. Some local fishermen shared their views that they were more confident to provide inputs to provincial and local governments, NGOs, and experts on the formulation of project proposal pertaining to climate change adaptation.

Another achievement of the project is that it successfully developed the downscaled data and information related to current and projected climate change risks and impacts on marine, coastal resources, and inland agricultural farming in all provinces along the Gulf of Thailand were developed and can be publicly accessed for all purposes (i.e., planning, research, study, etc.). Also, the project initiated a new approach toward provincial planning related to climate change with multi-stakeholder involvement. Inclusively, the project involved all groups of provincial and local stakeholders to participate in the formulation of concept note addressing local priorities related to climate change, natural resources, and environment. Gender analysis and gender action plan were part of the project’s outputs, and the way they were developed was inclusive covering different groups of local women across different occupations. Participants involved in these activities expressed their satisfaction with the process. During the development of concept notes, the project also took into consideration of gender analysis and gender action plan and representatives of women groups were also invited to participate in the concept note formulation. However, upscaling potential at provincial and national level is not yet evident.

In conclusion, the NAP-Marine project has satisfactorily achieved its outcomes. The project's exceptional achievements, particularly in terms of raising awareness, enhancing understanding, and strengthening capacities for gender responsive climate adaptation planning underscore its relevance, effectiveness, and efficiency. Yet, the key issues which might have prevented the project from fully achieving the objective of **integrating climate change adaptation into sub-national planning and budgeting** was the upscaling potential at the provincial and national levels. All concept notes, value-chain mapping, and financing strategies developed would be less impactful if they are not mainstreamed into provincial development planning and budgeting.

The TE Team rated the Overall Project Outcome as **Satisfactory (S)**.

Table 16: Assessment of Outcomes Ratings Table	
Assessment of Outcomes	Rating
Relevance	Highly Satisfactory (HS)
Effectiveness	Satisfactory (S)
Efficiency	Satisfactory (S)
Overall Project Outcome Rating	Satisfactory (S)

Table 17: Outcome Rating Scale – Relevance, 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

3.3.6 Sustainability: Financial, Socio-Political, Institutional Framework and Governance, Environmental, Overall Likelihood Of Sustainability

The TE Team assessed sustainability of the project in four aspects; financial, socio-political, institutional framework and governance, environmental.

Financial Sustainability

In terms of financial sustainability, the TE Team observed the potential for local communities to apply for small grants from provincial DMCR offices after the project ends. Currently, DMCR provincial offices have secured budget from the central office to support projects/initiatives by local communities related to marine and coastal resources conservation. The amount of grant per community is around 20,000 Baht (max) but not every community would receive the grant (depending on their submission of projects and being approved by DMCR provincial offices). Hence, local communities would be able to submit their projects related to climate change adaptation to respective DMCR provincial offices for financial support. The TE Team applauded the workshops organized by the Project Team in collaboration with provincial DMCR offices in the three pilot provinces (Songkhla, Surat Thani, and Phetchaburi) during May-June 2024 to strengthen capacities of local communities in project writing.

The TE Team also recognizes an excellent work undertaken to engage various stakeholders, both government and non-government at provincial and local levels as well as local communities, to formulate the Concept Notes related to climate change adaptation. Being developed through inclusive and gender-responsive process, the Concept Notes were aimed to be incorporated into the provincial development plans and budgets of the four pilot provinces. However, it is still uncertain whether the incorporation would actually happen, and whether future government budget would be sufficiently allocated (if any) to finance planned adaptation activities.

The Project Team also undertook several important works to support climate adaptation financing such as organizing climate finance workshops, conducting inclusive value chain mapping and analysis, developing certification scheme guideline, producing financial strategy for potential public-private collaboration. Yet, there is a need for further dialogues and consultations with stakeholders to unpack these tools/mechanisms and identify potentials/opportunities to finance the current concept notes/project proposal developed through the inclusive consultative process.

Hence, the TE Team rated the Financial Sustainability of the project as **Moderately Likely (ML)**.

Socio-political Sustainability

The TE Team conducted an assessment of the socio-political sustainability impact of the project and recognized that the project has addressed socio-political sustainability in climate change adaptation planning. Firstly, the capacity building activities conducted for local communities enhanced their knowledge and understanding about climate change adaptation, linked them with experts, government officials, private sector, and other local groups, and also equipped them with tools and good practices for addressing climate change risks that would impact their socio-economic conditions. Local communities are now confident to voice their needs and concerns and take part in consultative forums related to climate planning and implementation.

Great emphasis on gender equality and social inclusion has also induced a profound socio-political impact. By ensuring that all consultative and capacity building activities considered inclusiveness, gender responsiveness, and human rights, the project has created a more inclusive and equitable environment. Regardless of gender identity and socio-economic status, stakeholders were encouraged to speak freely and openly. This has fostered a sense of social cohesion and harmony among various groups of stakeholders.

Furthermore, the project's collaborative approach and engagement emphasizing on multi-groups and dimensions of stakeholders at both national and sub-national, have strengthened their socio-political ties and fostered a sense of ownership and collective responsibility. The project's inclusive and participatory processes have facilitated open dialogue and constructive engagement, leading to improved coordination and cooperation among stakeholders.

Overall, the project's socio-political sustainability impact has been significant, contributing to positive social and political changes in sub-national climate adaptation planning. By empowering communities, promoting gender equality, and fostering collaborative partnerships, the project has created an enabling environment for responsible and sustainable practices in climate change adaptation.

The TE Team's rating reflects the project's strong potential to continue generating socio-political benefits and thus rated the Socio-political Sustainability of the project as **Likely (L)**.

Institutional framework and governance sustainability

The TE Team assessed the institutional framework and governance sustainability of the project and acknowledges the project has made progress in institutionalizing climate adaptation knowledge at the local community level. Leaders and representatives of local communities in the four pilot provinces regularly attended activities organized by the project and they can potentially serve as an agent for knowledge dissemination within their own communities. They can also apply different adaptation practices learned to their own local context; for example, some local fishermen tried to address the problem of warm sea temperature which affect fishing population by planting sea trees for fishes. The project also helped institutionalize climate change adaptation in university/training curriculums whereby academicians participating in the project's activities saw the potential for climate change teaching and tried to create a new curriculum on climate change adaptation for university teaching. The Department of Climate Change and Environment also collaborated with the project in organizing climate change trainings for local municipalities in the four pilot provinces. The multi-stakeholder consultative approach adopted by the project also fostered network and coordination among government, non-government, private, and communities at both provincial and local levels. This resulted in more effective governance practices.

Despite these achievements, challenges remain in ensuring the sustainability of institutional framework and governance at the national level. All the good works achieved, particularly the Concept Notes related to climate change adaptation in the four pilot provinces, have not been integrated into provincial planning and not recognized by the top policy maker of the DCCE and DMCR. Although lower ranked officials have been closely involved with the project's activities, they cannot themselves make the decisions to scale up all good practices. Moreover, they are not able to apply the knowledge and skill learned for the day-to-day climate change planning without top-down command and peer support. There is a need for collective action within each government agency.

Moreover, it was evident that local administration organizations (LAOs) which are the closest partners to local communities at the sub-district level still do not see climate change as their priorities. Currently, they are not interested and aware of importance. Rather, they think that the issues should be addressed by the central

government. In this regard, LAOs need to be much more engaged in a more strategic way whereby LAOs' leaders need to be sensitized first.

The TE Team thus rated the Institutional framework and governance sustainability of the project as **Moderately Likely (ML)**.

Environmental sustainability

By design and implementation, all capacity building and technical works undertaken by the project aimed to promote sustainable practices for environment, climate, and natural resources. Although the main objective was to integrate climate change adaptation into marine and coastal area related planning and budgeting, the project promoted co-benefits of natural resource management, waste management, and biodiversity conservation in the adaptation planning. For example, the waste management was highlighted in one of the concept notes developed, and mangrove restoration were also taken as a mean to address coastal erosion in climate adaptation management. Maladaptation practices were also recognized and emphasized in the adaptation planning.

Overall, the project has achieved notable progress in promoting environmental sustainability. The TE Team thus assessed the environmental sustainability of the project and rated it as **Likely (L)**.

Overall Likelihood of Sustainability

The TE Team conducted a comprehensive assessment of the project's overall likelihood of sustainability and assigned a rating of "Moderately Likely" (ML). The project has showcased remarkable achievements and commendable impacts across various dimensions, including financial, socio-political factors, institutional framework and governance, and environmental sustainability. The collaborative efforts between the government, UNDP, and other stakeholders have played a crucial role in driving these positive outcomes.

In terms of financial sustainability, the DCMR's potential grant for local communities, key Concept Notes awaiting for government budget allocation, and climate financing tools identified to support ongoing activities all promote financial sustainability of the project. The Project Team and UNDP should continue working on the scaling up of Concept Notes to the provincial level planning and budgeting and also to unpack financial tools/measures that could practically support the current national and sub-national adaptation planning.

The socio-political impact of the project has been highly commendable. The capacity building activities conducted for local communities enhanced their knowledge and understanding, great emphasis on gender and social inclusion, and collaborative approach and engagement emphasizing on multi-groups and dimensions of stakeholders at both national and sub-national, have strengthened socio-political sustainability and fostered a sense of ownership and collective responsibility.

The institutional framework and governance aspects of the project have progressed well at the community level. Climate change knowledge has been institutionalized in the communities participating with potential scaling up through knowledge dissemination and communication by community leaders. Climate change adaptation knowledge have been institutionalized in academic institutes and universities which are the potential agents to sustain the good works developed by the project. The multi-consultative process also enhanced coordination and governance practices among key stakeholders at both provincial and local levels. The Project Team and UNDP should continue engaging top-decision makers of key national government agencies to ensure the sustainability of institutional framework and governance at the national level.

Regarding environmental sustainability, all project works were implemented with an aim to promote sustainable practices for environment, climate, and natural resources.

Overall, the "**Moderately Likely (ML)**" rating reflects the project's significant accomplishments and acknowledges the government's and UNDP team's proactive engagement in ensuring project sustainability. By building upon these achievements and continue to address the identified challenges, the government and UNDP team can further elevate the project's overall likelihood of sustainability, leading to a responsible and sustainable climate change adaptation in marine and coastal areas Thailand.

Table 18: Sustainability Ratings Table	
Sustainability	Rating
Financial sustainability	Moderately Likely (ML)
Socio-political sustainability	Likely (L)
Institutional framework and governance sustainability	Moderately Likely (ML)
Environmental sustainability	Likely (L)
Overall Likelihood of Sustainability	Moderately Likely (ML)

Table 19: 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

3.3.7 Country ownership

The project design was built on many initiatives supporting the NAP implementation in Thailand. Closed consultation with key stakeholders was undertaken at every stage coordinated by the Office of Natural Resources and Environmental Policy and Planning, (ONEP) and in collaboration with relevant organizations such as the Department of Marine and Coastal Resources (DMCR) under Ministry of Natural Resources and Environment, the Department of Fisheries and the Office of Agricultural Economics under Ministry of Agriculture and Cooperatives, the Department of Tourism, and the Tourism Authority of Thailand under Ministry of Tourism and Sports, the Department of Public Works and Town and Country Planning, the Department of Disaster Prevention and Mitigation, the Department of Local Administration under Ministry of Interior. There are also involvements from private sector namely, the Thai Chamber of Commerce, the Tourism Council of Thailand, the Association of Thai Travel Agents, the Green Leaf Foundation, and the Thai Hotels Association. All above are the primary beneficiaries of the project.

During the implementation, the project involved close engagement with national and sub-national stakeholders, including government agencies, local administration organizations, private sector, local communities, and local women led groups. The Project Board comprising various key governmental and non-governmental sectors also provided technical guidance, direction, and quality assessment pertaining to the overall progress made by the project. Also, there was a good collaboration with ONEP and DMCR, both at the national and provincial level, in engaging with stakeholders and providing guidance on various activities undertaken.

Thus, there is support and participation and provision of technical and management support from various levels of key stakeholders and cross-ministries officials. Active participation and constant support demonstrate solid ownership to achieving the objective of the project.

3.3.8 Gender equality and women’s empowerment

The project strongly recognized the importance of gender equality, women’s empowerment, and social inclusion. The project design intrinsically incorporated gender and social inclusion as part of the project’s sub-outcomes and activities whereby gender analysis and gender action plan were the key deliverables. The scope of gender covers more than just male and female, including all groups of elders, children and youths, minorities, persons with

disabilities who are vulnerable to climate change impacts. The “Rights” of all groups to participate, gain access to information and resources, and express views, concerns, and needs to protect themselves were highly emphasized. It was evident that the process of conducting gender analysis and gender action plan was highly inclusive covering different groups of local women across different occupations (i.e., fishery, agriculture, community tourism, community enterprises, etc.), including female youths, elders, and female representatives of people with physical and mental disability groups, in the four pilot provinces. Participants involved in these activities expressed their satisfaction with the process and results. Gender focal points for each four pilot provinces were also identified for coordination and communication.

During the development of concept note, the project also took into consideration of gender analysis and action plan and representatives of women groups were also invited to participate in the concept note formulation. Gender analysis and action plan were also used when undertaking the mappings of all stakeholders along the value chain of selected sector in the four pilot provinces. All in all, the gender related work undertaken during the project information strengthened (1) Gender balance of participants, (2) Inclusiveness of all groups in the consultations, (3) Freedom of all participants regardless of gender identity to express views and suggestions, (4) Equal opportunities to contribute their thoughts as inputs for project formulation and value chain mapping.

Overall, the TE Team commemorated the outstanding work on gender and social inclusion undertaken by the project. Stakeholders became more aware of the “Rights” for all different groups in participation, access to information and resources, and expression of needs for climate adaptation. Gender was highlighted as the main issue for inclusive planning and budgeting, and government officials were more aware of gender dimension in climate change adaptation. Concretely, the gender analysis and action plan were completed and these were subsequently used for developing climate adaptation concept notes and value chain mapping.

3.3.9 Cross-cutting Issues

The ToR specifically requests the TE Team to adequately include and analyze intervention, inclusion, and impact for human rights, disabilities, minorities and vulnerable groups. In this regard, cross-cutting issues (equality, rights-based approach, capacity development, poverty-environment nexus, disaster risk reduction, climate change mitigation and adaptation, as relevant) were evaluated, considered and analyzed throughout the Terminal Evaluation as to how the project interventions and expected results have been related to and/or impacted by the achievements of project results.

While the project objective is to integrate climate change adaptation into marine and coastal area related planning and budgeting, the project strongly considered gender equality and human rights dimensions which were embedded in key activities related to climate change planning as well as stakeholder mapping and analysis as described in sub-section 3.3.8 above. Moreover, the project also invited a female leader who represented a group of LGBTQ with mental disability to participate in the climate adaptation planning and concept note formulation. Previously, this group of people earned a living by selling small souvenirs to tourists in Surat Thani Province, but with the climate related floods and storm surge that affected tourism sites, their livelihoods were affected. The group leader expressed her gratitude towards the project in introducing ideas and initiatives for adaptive management that can be adopted for their works.

Furthermore, the project also promoted climate change mitigation as a co-benefit for marine and coastal resources adaptation in terms of waste management which appears in one of the concept notes developed. Other natural resource management practices such as mangrove restoration were also taken as a mean to address coastal erosion in climate adaptation management. Taking into consideration of poverty dimension, the project ensured that local communities under poverty/at risk of being left behind were all invited to participate and share views in climate adaptation planning.

3.3.10 Catalytic/Replication Effect

The Terminal Evaluation of the project also assessed its catalytic and replication effects, in line with the guidelines provided by UNDP. The evaluation aimed to determine the extent to which the project had catalyzed transformative changes and demonstrated potential for replication beyond the project's scope.

The TE Team found that the project's engagement with stakeholders at various levels, including government agencies, research institutes, private entities, and local communities at both national and sub-national levels created opportunities for learning, knowledge dissemination and exchange, and replication of best practices. Particularly, several good results produced such as gender action plan, value chain mapping, inclusive planning can be replicated by governmental and non-governmental agencies in the four pilot and nearby provinces. However, at time of Terminal Evaluation, there is no evidence that such replication potential has not been explored or promoted.

3.3.11 Progress to Impact

With the achievements of the project results, it will lead to long-term impacts on:

- 1) Public awareness and better understanding of climate change: Provincial and local stakeholders were much more aware of climate risks and near future impacts, gained more understanding about the extents of those risks and impacts, and acquired more knowledge on adaptation practices and adaptation planning.
- 2) Greater involvement of local communities on climate change planning: Local stakeholders were able to voice their needs and concerns in provincial and local planning, and to provide their local experiences and wisdom related to climate change that complement with formal knowledge from climate experts.
- 3) Usage of downscaled information: Downscaled data and information related to current and projected climate change risks and impacts on marine, coastal resources, and inland agricultural farming in all provinces along the Gulf of Thailand were developed and can be publicly accessed for all purposes (i.e., planning, research, study, etc.).
- 4) Replication of the Concept Notes produced based on multi-stakeholder participation: A new approach toward provincial planning related to climate change with multi-stakeholder involvement led to the formulation of 4 Concept Notes which have the possibility to be promoted and replicated at other non-pilot regions.
- 5) Inclusiveness and equitable development planning: The project invited all groups of stakeholders to participate in the capacity building activities, namely provincial government agencies, local administration organizations, local communities, women, representatives of people with disabilities, local research institutes, etc. to avoid the risk of being left behind. Inclusiveness was one of the strengths.

Overall, the project's progress in implementation has laid a strong foundation for long-term impacts and positive contribution to the NAP process and implementation. The achievements in raising public awareness, strengthening technical capacities, promoting local involvement, broadening knowledge and downscaled information and its ease of public access, empowering women and promoting inclusiveness, demonstrate the project's commitment to sustainable development and its potential to replicate the project results create for long lasting benefits in Thailand's NAP process and implementation.

4.0 MAIN FINDINGS, CONCLUSIONS, RECOMMENDATIONS and LESSONS

This section describes key strengths and limitations of the project based on the findings discussed in Section 3. The identified limitations serve as a basis for developing practical recommendations for actions to be undertaken prior to the project's closure within the next three months. Moreover, key lessons drawn from the findings can guide subsequent projects related to climate change adaptation at the sub-national level, both in terms of project design and implementation.

4.1 Main Findings and Conclusions

Overall, the TE Team found that the NAP-Marine project has several strengths essential for achieving the objective of "Integrating climate change adaptation into marine and coastal area related planning and budgeting". The following key strengths are described in accordance with the evaluation criteria of relevance, efficiency, effectiveness, impacts, and sustainability.

Relevance: The project was well designed with clear and well-defined objectives, outcomes, detailed outputs (listed as Sub-Outcomes in the Project Results Framework), deliverables, and timeline. **The project was relevant to Thailand's long term national strategy (2018-2037)** on Eco-Friendly Development and Growth, and supported

Thailand's National Adaptation Plan particularly related to agriculture, tourism, and natural resource management. the project addresses local concerns in terms of climate related impacts to marine and coastal areas such as coastal erosion, declining fishery population due to warm temperature, drought affecting orchard farming, by providing climate downscaled data for co-learning and project formulation among provincial / local governments officials and communities. **The NAP-Marine project is also aligned with the Outcome 1 of the UNDP Thailand Country Programme Document (CPD) (2022-2026).** Thailand's Transformation into an Inclusive Economy based on Green, Resilient, Low-Carbon, Sustainable Development is Accelerated. Particularly, the project supports the gender-responsive and inclusive solutions in national and subnational climate plans and actions to increase the resilience of coastal and other communities at risk of being left behind.

Efficiency: The project contained sufficient budget for interventions. Despite the low utilization of budget allocation at GCF grant approval due to COVID-19, the TE Team **considered the project's management and implementation to be satisfactory with proactive actions taken by the Project Management Unit, UNDP, and Implementing Entities (ONEP and DMCR).** Good collaboration and communication with key national government agencies, ONEP and DMCR, was observed, contributing to the smooth execution of project activities. There was also good internal communication and coordination among members of the Project Team, demonstrating a sense of teamwork and team spirit. **The project engaged all groups of stakeholders to participate in the capacity building activities, namely provincial government agencies, local administration organizations, local communities, women, local research institutes, etc.**

Effectiveness: The successful implementation of the project activities led to the accomplishment of 46 of the 48 planned deliverables at the time of Terminal Evaluation. Particularly, **the project raised awareness and enhanced knowledge of provincial / local communities on the National Adaptation Plan, climate change risks and impacts, and current adaptation practices, and introduced tools for climate change adaptation planning.** Downscaled data and information related to current and projected climate change risks and impacts on marine, coastal resources, and inland agricultural farming in all provinces along the Gulf of Thailand were developed and can be publicly accessed for all purposes (i.e., planning, research, study, etc.). The Concept Notes addressing local priorities related to climate change, natural resources, and environment were developed through the inclusive and gender-responsive process based on the gender analysis and action plan formulated.

Outcomes and Impacts: Overall, the project results have contributed to the achievement of the Sub-Outcomes and Outcomes, contributing to reaching the project objective to "integrate climate change adaptation into marine and coastal area related planning and budgeting". **The project's outcomes and impacts were evident through the increased awareness and understanding of the provincial and local governments,** as well as local communities, on climate change risks and impacts, adaptation practices, and tools for adaptation planning, development of downscaled climate data and information, and successful formulation of four adaptation related concept notes that can be promoted and replicated at other non-pilot regions. The project also enhanced inclusiveness in adaptation planning by involving all groups of provincial and local stakeholders to participate in the formulation of Adaptation Plan Concept Notes, addressing local priorities related to climate change, natural resources, and environment.

Sustainability: **There have been achievements across various dimensions, including financial, socio-political factors, institutional framework and governance, and environmental sustainability.** The collaborative efforts between the government. In terms of financial sustainability, the DCMR's potential grant for local communities, key Concept Notes waiting for government budget allocation, and climate financing tools identified to support ongoing activities all promote and ensure financial sustainability of the project. For socio-political dimension, the capacity building activities conducted for local communities enhanced their knowledge and understanding, great emphasis on gender and social inclusion, and collaborative approach and engagement emphasizing on multi-groups and dimensions of stakeholders at both national and sub-national, have strengthened the socio-political sustainability and fostered a sense of ownership and collective responsibility. The institutional framework and governance aspects of the project have progressed well at the community level. Climate change knowledge has been institutionalized in the participating communities with potential scaling up through knowledge dissemination and communication by community leaders, and in academic institutes and universities which are the potential agents to sustain the good works developed by the project. The multi-consultative process also enhanced coordination and governance practices among key stakeholders at both provincial and local levels. Regarding environmental sustainability, all

project works were implemented with an aim to promote sustainable practices for environment, climate, and natural resources.

Gender, Women's Empowerment, and Social Inclusion: The project strongly recognized the importance of gender equality, women's empowerment, and social inclusion. The issues were incorporated in the project's outputs and activities, thus demonstrating a strong commitment to promoting gender equality and women's empowerment in climate adaptation planning. The gender analysis and gender action plan were the key deliverables and guided the formulation of gender-responsive concept notes and value chain mappings. The process of undertaking the gender analysis and action plan was also inclusive covering different groups of local women across different occupations (i.e., fishery, agriculture, community tourism, community enterprises, etc.), including female youths, elders, and female representatives of people with mental disability groups in the four pilot provinces. Gender focal points for each four pilot provinces was also identified for coordination, communication and sustainability.

All in all, **the gender related work undertaken during the project strengthened (1) Gender balance of participants (an equal number of female and male participants), (2) Inclusiveness of all groups in the consultations, (3) Freedom of all participants regardless of gender identity to express views and suggestions, and (4) Equal opportunities to contribute their thoughts as inputs for project formulation and value chain mapping.**

While commemorating several strengths of the project, the evaluation also identified limitations / areas of improvements which would lead to practical recommendations provided in Sub-Section 4.2 as follows:

- **The project results have not been upscaled to the provincial and national levels, particularly securing commitments of provincial government in integrating the concept notes developed into provincial planning and budgeting.** All good works would be meaningless if there is no budget support. Currently, the project's results have been shared among provincial and local government officials (mostly junior to mid-level) as well as representatives from local communities. However, top-decision makers and senior directors of related provincial government agencies such as Governors/Deputy Governors, Heads of provincial offices, and Directors of Provincial Natural Resources and Environmental offices, Agricultural offices, Fishery offices, Tourism offices, etc. in the four pilot provinces have not been well informed about the project's works and results that could support their provincial development planning and budgeting related to climate change adaptation.
- Good project results, experience, and knowledge gained have now been benefiting mainly and mostly rested within the local communities and local government agency personnel. It is **crucial to foster linkage with local institutes¹¹** that can serve as focal point for all projects coming to the area and utilize knowledge and information produced by the project to further dissemination in a wider context, both horizontally and vertically, to be the institutions that accumulate knowledge and carry on the works once the project ends.
- The climate financing tools / measures (i.e., financing strategy, certification scheme guidelines for climate change adaptation, etc.) have been not fully unpacked; **more dialogues and consultations with stakeholders should be held to unpack these various financing mechanisms/tools and identify potentials/opportunities that could support the implementation of Concept Notes.** Potentially, several financing agencies and private organizations including tourism associations can help translate the deliverables into practical uses while other international development agencies like GIZ currently working on climate financing can also link up these works with other initiatives being undertaken for the Royal Thai Government.
- While community engagement was the project's strength, **engaging top-decision makers of key national government agencies to ensure the sustainability of institutional framework and governance at the national level is still lacking.** Although some DCE officials and provincial DMCR officials have consistently participated in various meetings and workshops organized by the project and they have been aware of the good works and results achieved, internal communication flow between the mid-ranking and senior

¹¹ The term "Local Institute" is meant to be in a broader sense, covering any government, quasi-government, private research institute, universities, training centers, etc. which can use tools, results, and studies produced by the project for further dissemination, training, community engagement, and/or community action research in the piloted and nearby provinces.

management officials within the organizations has not been effective. Crucially, the Director-Generals and Senior Directors of both departments who can help scale-up and institutionalize the project’s results, particularly those related to climate modelling and projection, risk and vulnerability assessments, gender analysis and plan, and financing strategy, should have been engaged during the final stage of project implementation.

4.2 Recommendations

With regard to the limitations and areas of improvements highlighted above, the project can undertake further activities prior to its closure to enhance its visibility at the provincial and national level to upscale the project’s good results and make the impacts sustainable.

Table 20: Summary of Recommendations

Rec No.	TE Recommendation	Entity Responsible	Time frame
A	Category 1: Follow-up Actions		
A1	<p>Organization of meetings with provincial level Governors and Heads of government agencies of the four pilot provinces to introduce the concept notes developed and the key outputs produced by the project and to seek guidance on how the concept notes could be integrated into the provincial development plans and allocate sufficient budget for its implementation.</p> <p>Actions to be taken:</p> <p>1) Organize the provincial high level meetings targeting top/senior government officials to present the project’s outputs that are relevant to the next cycle of provincial planning and budgeting and seek their guidance on ways forward, and</p> <p>2) Seek timeslots from the Heads of provincial offices to present the project’s key results in the monthly meeting of provincial planning committees.</p>	PMU, UNDP CO, DCCE, DMCR	<p>July – September 2024 with continuation of project implementation</p> <p>Subsequent to operational closure of the project by DCCE and DMCR officials</p>
A2	<p>High level meetings particularly organized for DCCE and DMCR composing of Director-General, Bureau/Division Directors, and Senior Officials to engage them to learn and discuss about utilizing and institutionalizing the project’s results should be convened.</p> <p>Actions to be taken:</p> <p>1) Organize meetings / workshops tailor-made to the targeted Departments or</p> <p>2) Seek an opportunity to participate in a monthly meeting among senior officials to which the Project Team can present the results and discuss with them on ways forward after the project’s closure; however, only a courtesy visit to the Top Decision Maker may be too brief to discuss in greater details about specific results and key achievements.</p>	PMU, UNDP CO	July – September 2024

Rec No.	TE Recommendation	Entity Responsible	Time frame
A3	<p>There is a need to foster with local institutes¹² which can utilize the knowledge and information produced by the project for further dissemination in a wider context</p> <p>Actions to be taken:</p> <p>1) Solicit local institutes and extending an invitation to them for participation in the final workshop recommended in Recommendation A5, and</p> <p>2) Foster cooperative arrangements to empower these local institutes to take proactive actions to promote and disseminate the knowledge gained to wider audiences.</p>	<p>PMU, UNDP CO, DCCE, Sub-national level officials of DMCR</p>	<p>July – September 2024 with continuation of project implementation</p> <p>Subsequent to operational closure of the project, by DCCE and DMCR officials</p>
A4	<p>Organization of public-private collaboration on climate financing forums to disseminate and publicize the project’s works related to Climate Financing and to network with related financing agencies, public and private organizations, and development agencies which could further promote and utilize these works for a wider scope of climate change adaptation should be undertaken.</p> <p>Actions to be taken:</p> <p>1) Organize public-private collaboration on climate financing forums to disseminate, communicate, and publicize the project’s works related to Climate Financing to increase the project’s visibility and create advocacy the synergy among public and private actors.</p> <p>2) Network with several financing agencies and private organizations including tourism associations that can help translate the deliverables into practical uses, and other international development agencies like GIZ currently working on climate financing which can link up these works with other initiatives being undertaken for the Royal Thai Government.</p>	<p>UNDP PMU, UNDP CO, DCCE</p>	<p>July – September 2024 with continuation of project implementation</p>
A5	<p>The current work on Synthesis Report should be concluded by July and widely disseminated in a final workshop targeting various local research institutes, provincial and national level key stakeholders, and the Project Board members to discuss on ways forward to sustain and scale up the project’s results and impacts.</p> <p>Action to be taken:</p>	<p>PMU, UNDP CO, DCCE, DMCR</p>	<p>September - November 2024 (Prior to the Project’s closure)</p>

¹² The term "Local Institute" is meant to be in a broader sense, covering any government, quasi-government, private research institute, universities, training centers, etc. which can use tools, results, and studies produced by the project for further dissemination, training, community engagement, and/or community action research in the piloted and nearby provinces.

Rec No.	TE Recommendation	Entity Responsible	Time frame
	1) Translate the Synthesis Report comprising of key results and lessons learned into visually appealing and user-friendly communication materials, 2) Disseminate them during the final workshop whereby all key local, provincial, and national stakeholders should be invited for participation and discussion, 3) Take this opportunity to promote other initiatives currently undertaken related to climate change and sustainable development.		

4.3 Lessons Learned

Based on the evaluation findings in terms of strengths and limitations described earlier, key lessons can be drawn for future projects related to the mainstreaming of climate change into sub-national planning and budgeting as follows:

1. **Engagement and Communication:** Pre consultations and communication with key partners at the provincial and local levels are very crucial to have them understand the importance of climate change and the purpose of the project and see these as a priority before inviting them into the workshops (more k needed). Closed communication and engagement with the head of government agencies to designate the same persons for participating and involving in the workshops are very essential. Moreover, communication strategy should be tailor made for different provinces with different contexts (i.e., knowledge, understanding, and leadership of head of office).
2. **Tailor made capacity building:** Awareness and understanding of climate change of government officials working at Local administration organizations (LAOs) are still low. There is a strong need for specific capacity building activities designed for them, apart from the general capacity building organized across all groups of stakeholders. Particularly, leader/Chairman of LAOs are the primary target to be sensitized about the importance and urgency of climate related issues.
3. **Design thinking:** Local communities need technical support on design thinking and social innovation to expand their thinking on how they can adapt with a simple practice and little cost for investment. Otherwise, they won't have ideas for adaptation, and are prone to undertake regular activities normally conducted; these are reflected in the Concept Notes and proposed activities whereby climate adaptation aspect could be enhanced).
4. **Climate financing:** There is a need to establish common understanding on how funding can be obtained from different budget sources – Central, provincial, and local. A series of workshops organized should address the funding aspect in parallel with the climate adaptation planning. For example, to secure funds from the provincial budget, local communities need to formulate projects and submit them to the DMCR provincial offices, which subsequently submit the proposals to the ONEP (which oversee provincial development plans related to environment and natural resources) to perform the project's screening before informing the province authorities to approve them and incorporate such projects into the provincial development plan for budget allocation.
5. **Replicating and scaling up:** Potentials for promotion, replication and upscaling of the project results should be identified during early stage of project implementation and actions planned and initiated to identify and engage responsible parties well in advance of project operational completion.

5.0 ANNEXES

- Annex 1. Terminal Evaluation Terms of Reference (TOR), (National and International Consultants)
- Annex 2. Terminal Evaluation Question Matrix
- Annex 3. Terminal Evaluation Interview and Field Visit Schedules
- Annex 4. List of persons consulted/interviewed during Terminal Evaluation and field visits (In-person or online)
- Annex 5: List of documents reviewed/consulted
- Annex 6: Evaluation Rating Tables and TE Rating Scales
- Annex 7. Analytical Assessment of Achievement of Deliverables, Sub-Outcomes, and Outcomes
- Annex 8. Signed UNEG Code of Conduct for Evaluators
- Annex 9. Signed TE Report Clearance Form
- Annex 10. Audit Trail from received comments on draft TE report (*submitted separately from this report*)

Annex 1: Terminal Evaluation Terms of Reference (TOR), (National and International Consultants)



19. Revised
ToR.doc.pdf

United Nations Development Programme



Terms of Reference

Terminal Evaluation for UNDP-supported GCF-NAP/Marine project

Job Title:	International Consultant for GCF - NAP Project Terminal Evaluation
Project title:	Increasing resilience to climate change impacts in marine and coastal areas along the Gulf of Thailand, PIMS # 6032
Project ID:	00099717
Contract modality:	Individual Contract (IC)
Duration:	15 April 2024 –15 September 2024 (30 working days)
Expected Start Date:	15 April 2024
Duty Station:	Home based with no travel required

1. INTRODUCTION

This Terms of Reference (ToR) sets out the expectations for the Terminal Evaluation of the project titled **“The Increasing Resilience to Climate Change impacts in Marine and Coastal Areas Along the Gulf of Thailand project” (PIMS #6032)** implemented through UNDP *in partnership* with the Department of Climate Change and Environment (DCCE) and the Department of Coastal and Marine Resources, Ministry of Natural Resources and Environment, Thailand. The project started on 27 August 2020, the Inception meeting kicked off on 30 March 2021, and currently the project is in its fourth year of implementation and will be ended in November 2024. The TE process follows the guidance outlined in the document ‘Guidance for Conducting Terminal Evaluations of UNDP-Supported, GEF-Financed Projects:

http://web.undp.org/evaluation/guideline/documents/GEF/TE_GuidanceforUNDP-supportedGEF-financedProjects.pdf.

2. PROJECT BACKGROUND AND CONTEXT

¹ Guidance for TEs of UNDP-supported GEF-financed Projects:

http://web.undp.org/evaluation/guideline/documents/GEF/TE_GuidanceforUNDP-supportedGEF-financedProjects.pdf

² Outcomes, Effectiveness, Efficiency, M&E, Implementation/Oversight & Execution, Relevance are rated on a 6- point 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)

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

This project is an important contribution to the implementation of Thailand's national adaptation plan, prepared by Office of Natural Resources and Environmental Policy and Planning (ONEP), and the Cabinet approved Climate Change Master Plan, which provides an overarching planning framework for addressing climate change adaptation. This project focuses on advancing climate change adaptation planning in relation to marine and coastal areas in the Gulf of Thailand ("the Gulf"). Anticipated extreme events, sea-level rise, climate induced erosion, drought, and flooding are expected to affect local tourism, agriculture, fisheries, aquaculture, and natural resources as well as create additional stress on land and water resource management.

The project is complementary to other initiatives supporting the NAP implementation in Thailand. Thailand's NAP identified six key sectors/ thematic areas, namely: (i) water management; (ii) agriculture and food security; (iii) tourism; (iv) public health; (v) natural resource management; and (vi) human settlement and security. This project focuses on addressing gaps of current support programs. The project works towards improving climate-responsive 'natural resource management' (thematic NAP area v) through the integrative approach of enhancing adaptation planning and budgeting in key marine and coastal economic sectors, e.g. targeting agriculture and fisheries (thematic NAP area ii) and tourism (thematic NAP area iii). It has implemented in close collaboration with the Department of Marine and Coastal Resources, under Ministry of Natural Resources and Environment (MoNRE). The overall timeline of Thailand's NAP implementation allows this project to utilise best-practices and information from the other interventions, and to meaningfully expand the knowledge-base and regulatory framework, particularly for the sub-national level. Also, in perspective to revise and update Thailand's NAP.

In this context, the project objective is to **"Integrate climate change adaptation into marine and coastal area related planning and budgeting"**. The project builds upon the existing NAP process led by ONEP and focuses thematically on marine and coastal areas and sub-national level adaptation planning processes. GCF resources have been used to address barriers that hinder information, knowledge, and coordination for adaptation planning; technical capacities for integration of risk informed approaches in planning and budgeting; and lack of options to attract financing for climate change adaptation, particularly from the private sector.

The project outcomes to reach the objective are:

- IV. Enhanced capacity and knowledge to enable climate risk-informed marine and coastal area development planning at sub-national level;
- V. Strengthened existing NAP implementation and mainstreamed adaptation in planning and budgeting in marine and coastal areas; and
- VI. Financing strategies for climate change adaptation in marine and coastal areas identified and developed.

Country ownership and primary beneficiaries:

The project has been conceptualized in response to country driven priorities and in consultation with key stakeholders at every stage coordinated by the Office of Natural Resources and Environmental Policy and Planning, and in collaboration with relevant organizations such as the Department of Marine and Coastal Resources under Ministry of Natural Resources and Environment, the Department of Fisheries, the Royal Irrigation Department, and the Office of Agricultural Economics under Ministry of Agriculture and Cooperatives, the Department of Tourism, and the Tourism Authority of Thailand under Ministry of Tourism and Sports, the Department of Public Works and Town and Country Planning, the Department of Disaster Prevention and Mitigation, the Department of Local Administration under Ministry of Interior, the Thai Chamber of Commerce, the Tourism Council of Thailand, the Association of Thai Travel Agents,

¹ Guidance for TEs of UNDP-supported GEF-financed Projects:

http://web.undp.org/evaluation/guideline/documents/GEF/TE_GuidanceforUNDP-supportedGEF-financedProjects.pdf

² Outcomes, Effectiveness, Efficiency, M&E, Implementation/Oversight & Execution, Relevance are rated on a 6- point 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)

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

the Green Leaf Foundation, and the Thai Hotels Association. These agencies are also the primary beneficiaries of the programme.

3. Terminal Evaluation (TE) PURPOSE

The TE report will assess the achievement of project results against what was expected to be achieved and draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP programming. The TE report promotes accountability and transparency and assesses the extent of project accomplishments.

Specifically, UNDP Thailand Country Office is commissioning this independent evaluation to review the relevance, effectiveness, efficiency, sustainability, incorporation of gender and other cross-cutting dimensions, in line with the OECD-DAC five core evaluation criteria and the United Nations Evaluation Group (UNEG) evaluation norms and standards. The TE will ascertain the project benefits and lessons learned and based on the synthesis of evaluation findings and conclusions will produce recommendations for stakeholders that will inform the next stages of the strategic interventions in this area. Also, the TE will review and assess the implementation of project and its results in alignment with the UNDP Thailand Country Programme Document (CPD) and the UN Sustainable Development Cooperation Framework (UNSDCF). The evaluation is part of the UNDP Thailand Evaluation Plan and will inform the related learning and accountability frameworks.

4. TE APPROACH & METHODOLOGY

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

The TE Team will review all relevant sources of information including GCF Readiness Proposal, UNDP Project Document, project reports including bi-annual IPRs, 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 is expected to follow a participatory and consultative approach ensuring close engagement with the Project Team, Nationally Designated Authority/UNFCCC Focal Point and other relevant government counterparts, Implementing Partner - UNDP Country Office, the Regional Technical Advisor, direct beneficiaries, and other stakeholders.

Engagement of stakeholders is vital to a successful TE. 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, Project Board, project beneficiaries, academia, local government and CSOs, etc (a list of key informants will be suggested for Inception Report). Additionally, the TE team (national consultant) will conduct field missions to Rayong, Phetchaburi, Surat Thani and Songkhla.

The specific design and methodology for the TE should emerge from consultations between the TE team and the above-mentioned parties regarding what is appropriate and feasible for meeting the TE purpose and objectives and answering the evaluation questions, given limitations of budget, time and data. The TE Team must use vulnerable groups, disability-inclusive, human-rights gender-responsive methodologies and tools and ensure that gender equality and women's empowerment, as well as other cross-cutting dimensions/issues and SDGs are incorporated into the TE report.

The vulnerable groups, disability-inclusive, human-rights, and gender-responsive Monitoring and

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² Outcomes, Effectiveness, Efficiency, M&E, Implementation/Oversight & Execution, Relevance are rated on a 6- point 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)

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

Evaluation (M&E) system is an integral component of this project's management mechanism, though it appears that there are some challenges to its effective utilization. The system plays a significant role in project monitoring, risk management, learning and development, and course correction. The project team acknowledges the collection of sex-disaggregated data as a vital component in evaluating project outcomes and in line with the objectives of gender-responsive, vulnerable groups, disability-inclusive, human-rights programming. Triangulated data from interviews, project documents, and monitoring activities indicates several points of significance.

Vulnerable groups, disability-inclusive, human-rights, and gender-responsive Gender equality and women's empowerment key questions are included

- 1) To what extent does the project incorporate gender, vulnerable groups, disability-inclusive, human-rights analysis into its design?
- 2) Does the project appropriately use the analysis to create measures to address gender equality issues?
- 3) How was the gender, vulnerable groups, disability-inclusive, human-rights analysis conducted?
- 4) Is the gender marker assessment assigned to the project accurate?
- 5) How did the project contribute to vulnerable groups, e-inclusive, human-rights and gender equality and women's empowerment?
- 6) How well are gender issues identified and addressed in the project's design and implementation?

The evaluation team in the Inception report shall propose the best methods and tools for collecting and analysing data, despite the outline methodology mentioned in the TOR. The final methodological approach including interview schedule, field visits and data to be used in the evaluation must be clearly outlined by the evaluation team in the TE Inception Report and be fully discussed and agreed with UNDP, stakeholders, and the TE team.

The final report must 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.

5. DETAILED SCOPE OF THE TE

The TE will assess project performance against the expected targets set out in the project's Results Framework (see TOR **Annex 1**) in the approved project document. The terminal evaluation will assess results according to the criteria outlined in the Guidance for TEs of UNDP-supported GEF-financed Projects ¹.

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 3 on Content of the TE report.

Findings

- i. Project Design/Formulation
 - National priorities and country drivenness
 - Theory of Change

¹ Guidance for TEs of UNDP-supported GEF-financed Projects:

http://web.undp.org/evaluation/guideline/documents/GEF/TE_GuidanceforUNDP-supportedGEF-financedProjects.pdf

² Outcomes, Effectiveness, Efficiency, M&E, Implementation/Oversight & Execution, Relevance are rated on a 6- point 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)

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

- Gender equality and women's empowerment
- Social and Environmental Standards (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 and governance arrangements

ii. Project Implementation

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

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)
- Catalytic Role / Replication Effect
- Progress to impact

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 GCF, 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 the key questions addressed by the evaluation.

¹ Guidance for TEs of UNDP-supported GEF-financed Projects:

http://web.undp.org/evaluation/guideline/documents/GEF/TE_GuidanceforUNDP-supportedGEF-financedProjects.pdf

² Outcomes, Effectiveness, Efficiency, M&E, Implementation/Oversight & Execution, Relevance are rated on a 6- point 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)

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

- The TE report should also include lessons that can be taken from the evaluation, including best 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 GCF 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 incorporate gender equality and empowerment of women dimensions.

The TE report will include an Evaluation Ratings Table, as shown below:

ToR Evaluation Ratings Table

Monitoring & Evaluation (M&E)	Rating ²
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	

6. TIMEFRAME

The total duration of the TE will be approximately 30 working days over a period of 15 April 2024 to 15 September 2024. The tentative TE timeframe is as follows:

¹ Guidance for TEs of UNDP-supported GEF-financed Projects:

http://web.undp.org/evaluation/guideline/documents/GEF/TE_GuidanceforUNDP-supportedGEF-financedProjects.pdf

² Outcomes, Effectiveness, Efficiency, M&E, Implementation/Oversight & Execution, Relevance are rated on a 6- point 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)

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

Timeframe	Activity
	Selection of TE team
15-21 Apr 2024, 7 days	<p>Terminal evaluation Preparation: (7 working days)</p> <ul style="list-style-type: none"> -Preparation period for TE team (Introduction and handover of documentation) -Review TE TOR -Review UNDP and GCF Evaluation Policies, Terminal Evolution Guidance and other relevant UNDP and GCF M&E requirements -Initial review of Project Document, Interim Progress Report and information package from sources as indicated in TOR -Review evaluation matrix and prepare questions for interview and group discussion -Prepare Inception Report detailing TE approach and methodology, identify key participants for interviews and focus group discussions and propose (virtual) meeting schedules -In-depth desk review of project information package and any other relevant supplementary documents
22 Apr-21 Jun 2024, 15 days	<p>TE Implementation (15 working days)</p> <ul style="list-style-type: none"> -TE initial briefing session with Commissioning Unit, Implementing Partners and selected Key Stakeholders -Preparation and submission of draft Inception Report. Finalize Inception Report incorporating comments and suggestions received. Agree on list of participants to be interviewed and finalize schedules of (virtual) interviews and focus group discussions -Consolidation of assessments of data/information from the project information package as basis for (individual and institutional) interviews and focus group discussions -Work with Project Team and Commissioning Unit to ensure arrangements and scheduling of interviews and focus group discussions -Conduct (virtual) interviews and focus group discussions with Implementing Partner (GCF Delivery Partner), government/ministries officials, UNDP personnel, Project Team, key stakeholders, project beneficiaries/participants, local communities, CSOs/NGOs, persons/neighborhoods affected/impacted by project interventions, -Presentation of initial TE findings to Commissioning Unit, IP and relevant key stakeholders

¹ Guidance for TEs of UNDP-supported GEF-financed Projects:
http://web.undp.org/evaluation/guideline/documents/GEF/TE_GuidanceforUNDP-supportedGEF-financedProjects.pdf

² Outcomes, Effectiveness, Efficiency, M&E, Implementation/Oversight & Execution, Relevance are rated on a 6- point 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)

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

22 Jun-31 Aug 2024, 19 days	Draft and Final TE Report (19 working days)
	<ul style="list-style-type: none"> -Gather supplementary/additional information required for clarification and confirmation -Prepare and submit draft TE Report in compliance with UNDP and GCF TE Guidance -Finalize TE Report responding to comments/corrections/suggestions received from Commissioning Unit, IP and key stakeholders -Prepare Audit Trail
31 Aug 2024	Expected date of full TE completion

Options for site visits should be provided in the TE Inception Report.

7. TE DELIVERABLES

#	Deliverable	Description	Timing	Responsibilities
1	TE Inception Report	TE team clarifies objectives, methodology and timing of the TE	No later than 2 weeks before the TE mission: <i>(by 21 Apr 2024)</i>	TE team submits Inception Report to Commissioning Unit and project management
2	Presentation	Initial Findings	End of TE mission: <i>(by 21 Jun 2024)</i>	TE team presents to Commissioning Unit and project management
3	Draft TE Report	Full draft report <i>(using guidelines on report content in ToR Annex 3)</i> with annexes	Within 3 weeks of end of TE mission: <i>(by 22 Jul 2024)</i>	TE team submits to Commissioning Unit; reviewed by RTA, Project Coordinating Unit
4	Final TE Report* + Audit Trail	Revised final report and TE Audit trail in which the TE details how all received comments have (and have not) been addressed in the final TE report <i>(See template in ToR Annex 8)</i>	Within 1 week of receiving comments on draft report: <i>(by 31 Aug 2024)</i>	TE team submits both documents to the Commissioning Unit

*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

8. TE ARRANGEMENTS

¹ Guidance for TEs of UNDP-supported GEF-financed Projects:
http://web.undp.org/evaluation/guideline/documents/GEF/TE_GuidanceforUNDP-supportedGEF-financedProjects.pdf

² Outcomes, Effectiveness, Efficiency, M&E, Implementation/Oversight & Execution, Relevance are rated on a 6- point 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)

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

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 through the Result Based Management Analyst, Programme Analyst and Integrated Team Leader.

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

The project team will support the Commission Unit to establish an Evaluation Reference Body (ERB). Members of this ERB will compose of key representative from project's stakeholders (central, subnational relevant government agencies, the project steering committee). This ERB will take an advisory function from beginning until completion of TE process. The ERB will be an essential mechanism to ensure the TE met the standards-transparency, independence as provided by the United Nations Evaluation Group. This advisory body will provide technical advice to review and set proper questions, input and finalize the TE completion report along with recommendation and management response.

9. TE TEAM COMPOSITION

The evaluation will be undertaken by a team of 2 external evaluators, Lead Evaluator (Team Lead) (international consultant) and National Evaluator (national consultant). The Lead Evaluator will lead the evaluation, oversee the entire evaluation process, ensure its successful execution and be responsible for the final product. As the team Lead, s/he will manage the national consultant. The evaluation team will rely on the project staff and stakeholders to prepare the ground for effective and efficient implementation of the evaluation. The national consultant Associate Evaluator will report to Lead Evaluator and will be in contact with Project/Commissioning Unit team to coordinate actions as necessary.

Required Competencies and Qualifications of the Team Lead (International Consultant)

- Minimum Master's degree in climate change adaptation, natural resource management/ environmental management/ business/ public administration, any other related disciplines;
- Minimum 7 years of relevant professional experience;
- Knowledge of UNDP and GEF/GCF monitoring and evaluation policies and guidelines;
- Minimum of 1 other GCF readiness or similar project evaluation experience will be an asset;
- Strong working knowledge of the UN and more specifically the work of UNDP in support of government;
- Sound knowledge of results-based management systems, and monitoring and evaluation methodologies; including experience in applying SMART (S Specific; M Measurable; A Achievable; R Relevant; T Time-bound) indicators;
- Demonstrated understanding of issues related to gender and climate change adaptation;
- Excellent reporting, presentation, and communication skills.

The **Team Lead** will have overall responsibility for the quality and timely submission of the draft and final evaluation report. Specifically, the Team Lead will perform the following tasks:

¹ Guidance for TEs of UNDP-supported GEF-financed Projects:

http://web.undp.org/evaluation/guideline/documents/GEF/TE_GuidanceforUNDP-supportedGEF-financedProjects.pdf

² Outcomes, Effectiveness, Efficiency, M&E, Implementation/Oversight & Execution, Relevance are rated on a 6- point 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)

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

- Lead and manage the evaluation mission;
- Develop the inception report, detailing the evaluation scope, methodology and approach;
- Conduct the project evaluation in accordance with the proposed objective and scope of the evaluation and UNDP evaluation guidelines;
- Manage the team during the evaluation mission, and liaise with UNDP on travel and interview schedules’;
- Draft and present the draft and final evaluation reports and the audit trail;
- Lead the presentation of draft findings in the stakeholder workshop;
- Finalize the evaluation report, audit trail and submit them to UNDP.

10. EVALUATOR ETHICS

The TE team 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.

11. PAYMENT SCHEDULE

#	Deliverable	Description	Timing	Payment
1	TE Inception Report	TE team clarifies objectives, methodology and timing of the TE	No later than 2 weeks before the TE mission: <i>(by 21 Apr 2024)</i>	10 %
2	Presentation	Initial Findings	End of TE mission: <i>(by 21 Jun 2024)</i>	40 %
3	Draft TE Report	Full draft report	Within 3 weeks of end of TE mission: <i>(by 22 Jul 2024)</i>	50%

¹ Guidance for TEs of UNDP-supported GEF-financed Projects:

http://web.undp.org/evaluation/guideline/documents/GEF/TE_GuidanceforUNDP-supportedGEF-financedProjects.pdf

² Outcomes, Effectiveness, Efficiency, M&E, Implementation/Oversight & Execution, Relevance are rated on a 6- point 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)

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

4	Final TE Report* + Audit Trail	Revised final report and TE Audit trail in which the TE details how all received comments have (and have not) been addressed in the final TE report	Within 1 week of receiving comments on draft report: <i>(by 31 Aug 2024)</i>
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12. TOR ANNEXES

- ToR Annex 1: Project Logical/Results Framework
- ToR Annex 2: Project Information Package to be reviewed by TE team
- ToR Annex 3: Content of the TE report
- ToR Annex 4: Evaluation Criteria Matrix template
- ToR Annex 5: UNEG Code of Conduct for Evaluators
- ToR Annex 6: TE Rating Scales
- ToR Annex 7: TE Report Clearance Form
- ToR Annex 8: TE Audit Trail

This TOR is submitted by:

Name and designation: Phattareeya Suanrattanachai, Project Manager

Signature and Date:

This TOR is approved by:

Name and designation: Khan Ram-indra, Integrated Team Leader

Signature and Date:

¹ Guidance for TEs of UNDP-supported GEF-financed Projects:
http://web.undp.org/evaluation/guideline/documents/GEF/TE_GuidanceforUNDP-supportedGEF-financedProjects.pdf

² Outcomes, Effectiveness, Efficiency, M&E, Implementation/Oversight & Execution, Relevance are rated on a 6- point 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)

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

Annex 2. Terminal Evaluation Question Matrix

Evaluation Questions	Indicators	Source	Methodology
<p>Evaluation Criteria: Relevance - How does the project relate to the main objectives of the GCF focal areas, and to the environment and development priorities at local, regional and national levels?</p>			
<ul style="list-style-type: none"> • How does the project support the objectives of the GCF Programme of Work on Climate Change Adaptation? • How does the project contribute towards the objectives of the UNFCCC, Paris Agreement, and SDGs? 	<ul style="list-style-type: none"> • Linkages between project objective and the GCF objective and programme of work on climate change adaptation • Linkages to UNFCCC objective and programme of work on climate change adaptation • Linkage to SDGs and Paris Agreement (objectives and related article) 	<ul style="list-style-type: none"> • GCF and UNFCCC documents; i.e., Thailand’s Country Programme, National Communication, NDC • Project documents • SDGs 	<ul style="list-style-type: none"> • Document analyses • Interviews with UNDP and project partners • Desk review
<ul style="list-style-type: none"> • How does the project support Thailand’s National Adaptation Plan, Climate Change Master Plan, National Economic and Social Development Plan, National Strategy, Provincial and Local Development Plans/Strategies related to climate change objectives? 	<ul style="list-style-type: none"> • National and sub-national plan/policy priorities and strategies, as stated in official documents. • Approved policy and legislation related to management plans, budgets, etc. 	<ul style="list-style-type: none"> • National Adaptation Plan • Climate Change Master Plan • National Economic and Social Development Plan • National Strategy • Provincial and Local Development Plans/Strategies (Selected four provinces and local administration organizations) • Draft Climate Change Act 	<ul style="list-style-type: none"> • Document analyses. • Interviews with UNDP and project partners • Desk review
<p>What was the level of stakeholder participation in project design?</p> <ul style="list-style-type: none"> • What was the level of stakeholder participation in project design? • How does the project support the needs of relevant stakeholders? • Has the implementation of the project been inclusive of all relevant stakeholders? 	<ul style="list-style-type: none"> • Level of involvement of local and national stakeholders in project origination and development (number of meetings held, project development processes incorporating stakeholder input, etc.) • Collaboration opportunity • Collaborative management approaches • Increased resources and investment 	<ul style="list-style-type: none"> • Project staff • Local and national stakeholders • Project documents 	<ul style="list-style-type: none"> • Document analyses. • Field visit • Semi-Structured Interviews • Desk review

Terminal Evaluation Report of the UNDP-supported, GCF-financed Project -

Terminal Evaluation Report of the UNDP-supported, GCF-financed Project -

Increasing resilience to climate change impacts in marine and coastal areas along the Gulf of Thailand

Evaluation Questions	Indicators	Source	Methodology
<p>Is the project internally coherent in its design?</p> <ul style="list-style-type: none"> Are there logical linkages between expected results of the project (Results Framework) and the project design (in terms of project components, choice of partners, structure, delivery mechanism, scope, budget, use of resources, etc.)? Is the GCF budget sufficient to achieve the intended outcomes? Is the length of the project sufficient to achieve project outcomes? 	<ul style="list-style-type: none"> Level of coherence between project expected results and project design internal logic. Level of coherence between project outputs, activities and GCF budget allocations Level of coherence between project design and project implementation approach 	<ul style="list-style-type: none"> Project documents Key project stakeholders 	<ul style="list-style-type: none"> Document analyses. Key interviews
<p>How is the project relevant with respect to other donor-supported activities?</p> <ul style="list-style-type: none"> Are the GCF funding support activities and objectives not addressed by other donors? How do GCF funds help fill gaps (or give additional stimulus) that are not covered by other donors? Is there coordination and complementarity between donors? 	<ul style="list-style-type: none"> 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 document 	<ul style="list-style-type: none"> Document analyses. Key interviews
<ul style="list-style-type: none"> Does the project provide relevant lessons and experiences for other similar projects in future? 	<ul style="list-style-type: none"> Lessons learned 	<ul style="list-style-type: none"> Data collected throughout evaluation 	<ul style="list-style-type: none"> Document analyses

Evaluation Questions	Indicators	Source	Methodology
<ul style="list-style-type: none"> Was project support provided in an efficient way? Was adaptive management used or needed to ensure efficient resource use? Did the project results framework and work plans have any changes made to them use as management tools during implementation? How was results-based management used during project 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 (cofinancing) 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 financial and progress reports Timeliness and adequacy of reporting provided Level of discrepancy between planned and utilized financial expenditures Planned vs. actual funds leveraged 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 alternatives 	<ul style="list-style-type: none"> Project documents and reports UNDP Project staff 	<ul style="list-style-type: none"> Document analyses. Interviews with project staff
<p>Evaluation Criteria: Efficiency - Was the project implemented efficiently, in line with international and national norms and standards?</p>			
<p>How efficient were partnership arrangements for the project?</p> <ul style="list-style-type: none"> To what extent were partnerships / linkages between organizations encouraged and supported? Which partnerships/linkages were facilitated? Which ones can be considered sustainable? What was the level of efficiency of cooperation and collaboration arrangements? 	<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 reports Project partners and relevant stakeholders 	<ul style="list-style-type: none"> Document analyses Interviews

Evaluation Questions	Indicators	Source	Methodology
<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 and local capacity? Did the project take into account local capacity in design and implementation of the project? Was there effective collaboration between institutions responsible for implementing the project? 	<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 reports UNDP Beneficiaries 	<ul style="list-style-type: none"> Document analyses Interviews
<p>What lessons can be drawn regarding efficiency for other similar projects in the future?</p> <ul style="list-style-type: none"> 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? 	<ul style="list-style-type: none"> Lessons learned 	<ul style="list-style-type: none"> Data collected throughout evaluation 	<ul style="list-style-type: none"> Data analysis
<p>Evaluation Criteria: Effectiveness: - To what extent have the expected outcomes and objectives of the project been achieved?</p>			
<p>Has the project been effective in achieving the expected outcomes and objectives?</p> <ul style="list-style-type: none"> Enhanced capacity and knowledge to enable climate risk-informed marine and coastal area development planning at subnational levels Strengthened existing NAP implementation and mainstreamed adaptation in planning and budgeting in marine and coastal areas Financing strategies for climate change adaptation in marine and coastal areas identified and developed. 	<ul style="list-style-type: none"> See targets and outputs in project document results framework and log frame 	<ul style="list-style-type: none"> Project documents Project Team and relevant stakeholders Data reported in project annual and biannual reports 	<ul style="list-style-type: none"> Documents analyses Interviews with Project Team Interviews with relevant stakeholders

Evaluation Questions	Indicators	Source	Methodology
<p>How is risk and risk mitigation being managed?</p> <ul style="list-style-type: none"> How well are risks, assumptions and impact drivers being managed? What was the quality of risk mitigation strategies developed? Were these sufficient? Are there clear strategies for risk mitigation related with long-term sustainability of the project? 	<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 UNDP, Project Team, and relevant stakeholders 	<ul style="list-style-type: none"> Document analyses Interviews
<p>What lessons can be drawn regarding effectiveness for other similar projects in the future?</p> <ul style="list-style-type: none"> What lessons have been learned from the project regarding achievement of outcomes? 	<ul style="list-style-type: none"> Lessons learned 	<ul style="list-style-type: none"> Data collected throughout evaluation 	<ul style="list-style-type: none"> Data analyses
<p>Evaluation Criteria: Results/Impacts Are there indications that the project has contributed to, or enabled progress toward, reduced environmental stress and/or improved ecological status?</p>			
<ul style="list-style-type: none"> Are the anticipated outcomes likely to be achieved? Are the outcomes likely to contribute to the achievement of the project objective? 	<ul style="list-style-type: none"> Existence of logical linkages between project outcomes and outputs Level of progress through the project's Theory of Change 	<ul style="list-style-type: none"> Project documents Project staff Project stakeholders 	<ul style="list-style-type: none"> Field visit interviews Desk review
<p>Evaluation Criteria: Sustainability - To what extent are there financial, institutional, social-political, and/or environmental risks to sustaining long-term project results?</p>			
<ul style="list-style-type: none"> To what extent are project results likely to be dependent on continued financial support? What is the likelihood that any required financial resources will be available to sustain the project results once the GCF support ends? 	<ul style="list-style-type: none"> Financial requirements for maintenance of project benefits Level of expected financial resources available to support maintenance of project benefits Potential for additional financial resources to support maintenance of project benefits 	<ul style="list-style-type: none"> Project documents Project staff Project stakeholders 	<ul style="list-style-type: none"> Field visit interviews Desk review
<ul style="list-style-type: none"> Do relevant stakeholders have or are likely to achieve an adequate level of "ownership" of results, to have the interest in ensuring that project benefits are maintained? 	<ul style="list-style-type: none"> Level of initiative and engagement of relevant stakeholders in project activities and results 	<ul style="list-style-type: none"> Project documents Project staff Project stakeholders 	<ul style="list-style-type: none"> Field visit interviews Desk review

Evaluation Questions	Indicators	Source	Methodology
<ul style="list-style-type: none"> Do relevant stakeholders have the necessary technical capacity to ensure that project benefits are maintained? 	<ul style="list-style-type: none"> Level of technical capacity of relevant stakeholders relative to level required to sustain project benefits 	<ul style="list-style-type: none"> Project documents Project staff Project stakeholders 	<ul style="list-style-type: none"> Field visit interviews Desk review
<ul style="list-style-type: none"> To what extent are the project results dependent on socio-political factors? 	<ul style="list-style-type: none"> Existence of socio-political risks to project benefits 	<ul style="list-style-type: none"> Project documents Project staff Project stakeholders 	<ul style="list-style-type: none"> Field visit interviews Desk review
<ul style="list-style-type: none"> To what extent are the project results dependent on issues relating to institutional frameworks and governance? 	<ul style="list-style-type: none"> Existence of institutional and governance risks to project benefits 	<ul style="list-style-type: none"> Project documents Project staff Project stakeholders 	<ul style="list-style-type: none"> Field visit interviews Desk review
<ul style="list-style-type: none"> Are there any environmental risks that can undermine the future flow of project impacts? 	<ul style="list-style-type: none"> Existence of environmental risks to project benefits 	<ul style="list-style-type: none"> Project documents Project staff Project stakeholders 	<ul style="list-style-type: none"> Field visit interviews Desk review
<p>Evaluation Criteria: Gender and human rights How did the project contribute to gender equality and women's empowerment?</p>			
<ul style="list-style-type: none"> How did the project contribute to gender equality, women's empowerment, and social inclusion? 	<ul style="list-style-type: none"> Level of progress of gender action plan and gender indicators in results framework 	<ul style="list-style-type: none"> Project documents Project staff Project stakeholders 	<ul style="list-style-type: none"> Desk review, interviews, field visits
<ul style="list-style-type: none"> In what ways did the project's gender results advance or contribute to the project's outcomes? 	<ul style="list-style-type: none"> Existence of logical linkages between gender results and project outputs and outcomes 	<ul style="list-style-type: none"> Project documents Project staff Project stakeholders 	<ul style="list-style-type: none"> Desk review, interviews, field visits
<p>Evaluation Criteria: Covid 19 and other crisis: - To what extent have the project been impacted by COVID-19/other crises?</p>			
<ul style="list-style-type: none"> What risks were posed by the COVID-19 pandemic that may affect the effectiveness, outcomes, and sustainability of the project? 	<ul style="list-style-type: none"> Existence of COVID-19 related risks to project benefits 	<ul style="list-style-type: none"> Project reports Project staff Project stakeholders 	<ul style="list-style-type: none"> Desk review, interviews, field visits

Evaluation Questions	Indicators	Source	Methodology
<ul style="list-style-type: none"> • How well were risks being managed? • What was the quality of risk mitigation strategies developed? Were these sufficient? • Are there clear strategies for risk mitigation related with long-term sustainability of the project? 	<ul style="list-style-type: none"> • Quality of risk mitigations strategies developed, implemented, and followed 	<ul style="list-style-type: none"> • Project reports • Project staff • Project stakeholders 	<ul style="list-style-type: none"> • Desk review, interviews, field visits

Annex 3: Terminal Evaluation Interview and Field Visit Schedules

Date	Time	Activities	Location	Suggested Participants/Contacts
Monday, 20 May 2024	08:00 – 09:00	Discussion/interview with the Project Management Unit	Online	Project Manager, Project Assistant, Project Field Coordinators from the four pilot provinces, International and National TE Evaluators
Monday, 3 June 2024	08:00 – 09:00	Discussions/interview with UNDP CO Programme management Staff, M&E officer	Online	UNDP CO Project Management Team: DRR, Integrated Team Leader, Programme Analyst, RBM and M&E Analyst) and Project Associate. International and National TE Evaluators
Friday, 24 May 2024	09:00-10:00	Discussion/interview with National Designated Authority (NDA)	Online	Department of Climate Change and Environment (DCCE), Ministry of Natural Resources and Environment (MoNRE), international and National TE Evaluators
Friday, 14 June 2024	09:00 – 10:00	Discussion/interview with Implementing Entities/Main Beneficiaries	Online	Designated Areas for Sustainable Tourism Agency (DASTA), International and National TE Evaluators
Monday, 17 June 2024	09:30 – 10:30	Discussion/interview with Implementing Entities/Main Beneficiaries	Online	Department of Marine and Coastal Resources (DMCR) Research Center, International and National TE Evaluators
Thursday, 20 June 2024	09:00 – 10:00	Discussion/interview with Implementing Entities/Main Beneficiaries	Online	Director for Agricultural Research, Ministry of Agriculture, International and National TE Evaluators
15 May – 20 June 2024	Various	Discussion/interview with (selected) Project Board members	Online	Members of PB who attended at least 3 PB meetings from several key Ministries, International and National TE Evaluators
15 May – 20 June 2024	Various	Meeting/interview with key national consultants	In-person and Online	Selected key consultants responsible for deliverables of Outputs 1, 2 and 3, National TE Evaluator (and with participation of International TE Evaluator for selected national consultants that can have the interview conducted in English)

Date	Time	Activities	Location	Suggested Participants/Contacts
15 May – 20 June 2024	Various	Discussion/interview with sub-national level government officials involved in project interventions at the four (4) pilot locations (Rayong, Phet Buri, Surat Thani, Songkhla)	Online, In person, Field visits	Sub-national government officials, National TE Evaluator, facilitated by Project Team
15 May – 20 June 2024	Various	Discussion/interview with project beneficiaries and local communities directly or indirectly impacted by project interventions at the four (4) pilot locations (Rayong, Phet Buri, Surat Thani, Songkhla)	Online, In person, Field visits	Local beneficiaries and communities' members, key stakeholders, National TE Evaluator, facilitated by Project Team.

Annex 4: List of persons consulted/interviewed during Terminal Evaluation and Field visits (In-person or online)

Type of Stakeholders	Entity	Position	Name	
Project Management Unit (PMU)	UNDP NAP-Marine Project	Project Manager	Ms. Phattareeya Suanrattanachai	
		Project Assistant	Ms. Parichat Tantaropas	
		Project Coordinators (Four pilot provinces)		
		1 Field Coordinator - Rayong	1. Mr. Chutima Kantrong	
		2 Field Coordinator - Phetchaburi	2. Mr. Anawach Saithong	
		3 Field Coordinator - Surat Thani	3. Ms. Nantawan Aunjangwang	
		4 Field Coordinator – Songkhla	4. Ms. Thiyada Piyawongnarat	
		5. Field Coordinator - Songkhla (Former Year 22-23)	5. Ms. Theeraya Indraraksa	
Project Supervisor / Oversight	UNDP Thailand Country Office	Programme Management Team	1. Ms. Irina Goryunova, Deputy Resident Representative	
			2. Mr. Khan Ram-Indra, Integrated Team Leader	
			3. Ms. Sukanya Thongthumrong, Programme Analyst	
			4. Mr. Peeranut Supinanon, Results Based Management and Monitoring and Evaluation Analyst	
			5. Ms. Kasinee Wongsang, Programme Associate	
	UNDP Istanbul Climate Change Hub	Technical Advisor	1. Ms. Rohini Kohli, Senior Technical Advisor, Climate change adaptation policy and planning	
			2. Ms. Burcu Dagurkuden, Technical Specialist	
GCF National Designated Authority (NDA)	Department of Climate Change and Environment (DCCE)	Senior Official in Charge of the Project	Mr. Teerapong Laopongpith	
Implementing Entities	Offices of Marine and Coastal Resources 1, 3, 4, 5 (Rayong, Phetchaburi, Surat Thani, Songkhla provinces)	Director/Senior Official in Charge of the Project	1. Ms. Ananya Meephetra, Environmentalist, Rayong Office of Marine and Coastal Resources	
			2. Ms. Khodeeyoe Pornchai, Director of Marine and Coastal Resources Network Promotion and Coordination Division, Phetchaburi Office	

Type of Stakeholders	Entity	Position	Name
			3. Mr. Utai Dachyosdee, Head of Mangrove Management Center, Surat Thani Office
			4. Mr. Supajai Kedkaew, Director of Coastal Resources Conservation, Songkhla Office
Project Board Members and Project Beneficiaries at the National Level	1 Office of Agricultural Economics under Ministry of Agriculture and Cooperatives	Senior Economist	1. Mrs. Sairak Chailanggar
	2. Department of Marine and Coastal Resources (Central Office)	Official in Charge of the Project	2. Mr. Jenwit Thamwijarn
	3. Designated Areas for Sustainable Tourism Administration	Manager of the Designated Area Office	3. Mr. Suksan Phengdit
	4. Department of Tourism	Expert for Tourism Destination Development	4. Ms. Kobkool Pitarachat
Project Beneficiaries at the Sub-National level	Local communities in four pilot provinces	Group leader or member	
	1. Phetchaburi Rak Haad Chao Group	Group leader	1. Mr. Kasithada Khloidee
	2. Marine Protection Volunteer Group, Kadae Subdistrict, Surat thani	Group leader	2. Mr. Preecha Dankunchai
	3. Ban Phang Sai-Phang Tia Coastal Fishery Resources Conservation and Restoration Group, Sathing Phra District, Songkhla	Group leader	3. Mr. Abdulloh Janlimad
	4. Sakom Tapa Fishermen Group, Songkhla	Group leader	4. Mr. Sawat Jaledul
	5. Suankong Coastal Conservation Group, Songkhla	Group leader	5. Mr. Ruangrang Nabee
	Local women groups in four pilot provinces	Group leader or member	
	1 Local farmer group in Rayong	Member	1. Ms. Kamrai Jaidee

Type of Stakeholders	Entity	Position	Name
	2 Local community tourism Gorup in Phetchaburi	Group leader	2. Ms. Saow Chaikul
	3 Local community group in Surat Thani	Group Leader	3. Ms. Amonrat Promsin
	4. Person with mental health problem group, Surat Thani	Group leader	4. Ms. Jeow Ruksuk
	5. Na Thap Small-scale Fishery Association, Chana district, Songkhla	Group leader	5. Ms. Beeyoh Amphanniyom
	6. Community enterprise of Female Community, Hue Kao Sub-District, Songkhla	Group leader	6. Ms. Preeranate Meloh
	Sub-District Administration Organizations in four pilot provinces	Chairman or Official	
	1. Phe Subdistrict Administration Organization, Rayong Province	General Service Officer, Operational Level	1. Mr. Chanwist Roermsukri
	2. Rayong Provincial Administration Organization, Rayong Province	Environmentalism, Professional Level.	2. Ms. Sopa Kasemsang
	3. Bangtaboon Subdistrict Municipality	Registered Nurse, Professional Level	3. Ms. Tanita Utsaha
	4. Chonkram Subdistrict Administration Organization, Surat Thani	Chairman	4. Mr. Pisan Promsuwan
	5. Songkhla Provincial Administration Organization	7 Environmentalism, Operational Level	5. Mr. Sattaya Tipparat
	Provincial Government Offices (apart from Marine and Coastal Resources) in four pilot provinces	Senior official or official	

Type of Stakeholders	Entity	Position	Name
	1 Provincial Fisheries Office, Rayong	Head of fisheries management group	1. Ms. Pairach Jearat
	2. Phetchaburi Provincial Offices for Natural Resources and Environment	Environmentalism, Operational Level	2. Mr. Nuttapong Homchan
	3. Provincial Agricultural Extension Office, Phetchaburi	Agricultural Extensionist, Professional Level	3. Ms. Pimpassorn Krajangwong
	4. Environment and Pollution Control Office, Surat Thani	Environmentalism	4. Mr. Kunasin Waiyarat
	5. Surat Thani Fisheries Provincial Office	Fishery Biologist	5. Mr. Eakapal Rattanapan
	6. Songkhla Provincial Offices for Natural Resources and Environment	Director of the Environmental Division	6. Mrs. Nanchit Chanhom
	Local private partners or local research institute/university	Lecturer, manager, or association member	
	1 Rayong Provincial Chamber of Commerce	Member	1. Mr. Prayote Pindej
	2. The Sirindhorn International Environmental Park, Phetchaburi	Head of Research and Development Group	2. Ms. Areephon Sitthiyanpaiboon
	3. Prince of Songkla University (Surat Thani campus)	Lecturer	3. Mr. Suwat Jutapruet, PhD
	4. Kamalaya Koh Samui, Surat Thani	Sustainability Manager	4. Ms. Sarocha Pakeenuya
	5. HaadThip Public Company Limited, Hatyai Office, Songkhla	Circular Economy and Environment Development Department Manager	5. Ms. Warunee Duereh
	6. Prince of Songkla University, Songkhla	Lecturer	6. Ms. Manasawan Saengsakda Pattaratumrong, PhD
7. Prince of Songkla University, Songkhla	Lecturer	7. Ms. Suthatip Sinyoung, PhD	
Project Consultants	Consultants for Deliverables under Outputs 1, 2 and 3	Team leader or member	

Type of Stakeholders	Entity	Position	Name
	Output 1		
	1. Consultant related to climate projection at the sub-national	Team leader	1. Mr. Phaisarn Jeefoo, PhD
	2. Consultant related to gender analysis	Team leader	2. Ms. Orwan Yafa, PhD
	3. Consultant related to capacity building (Train the Trainers)	Team leader	3. Ms. Ratchadaporn Pattanasirimongkol
	Output 2		
	1. Consultant related to development of adaptation option	Team leader	1. Ms. Wansuk Senanan, PhD
	2. Consultant related to gender action plan	Team leader	2. Ms. Orwan Yafa, PhD
	3. Consultant related to Multi-Criteria Analysis and Cost-Benefit Analysis	Team leader	3. Ms. Areeya Obidiegwu, PhD
	Output 3		
	1. Consultant related to inclusive/gender responsive value chain mapping	Team leader	1. Ms. Orwan Yafa, PhD
	2. Consultant related to certification scheme	Key member	2. Ms. Petchrung Sukpong

Total number of female interviewed/consulted: 37 (62%)

Total number of male interviewed/consulted 23 (38%)

Annex 5: List of Document reviewed/consulted

- GCF Readiness Proposal
- Final UNDP NAP Project Document (ProDoc) with all annexes
- UNDP Social and Environmental Screening Procedure (SESP) and associated management plans (if any)
- Inception Workshop Report
- All interim Project Reports (IPRs) and 2023 APR
- Progress reports (quarterly, semi-annual, or annual, with associated workplans and financial reports)
- Oversight mission reports
- Minutes of Project Board Meetings and of other meetings (i.e., Project Appraisal Committee meetings)
- Financial data, including actual expenditures by project outcome, including management costs, and including documentation of any significant budget revisions
- Audit reports (if any)
- Electronic copies of project outputs (booklets, manuals, technical reports, articles, etc.)
- Sample of project communications materials
- Summary list of formal meetings, workshops, etc. held, with date, location, topic, and number of participants
- 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)
- List of related projects/initiatives contributing to project objectives approved/started after GCF project approval (i.e., any leveraged or “catalytic” results)
- UNDP Country Programme Document (CPD)
- List/map of project sites, highlighting suggested visits
- List and contact details for project staff, key project stakeholders, including Project Board members, RTA, Project Team members, and other partners to be consulted
- Project deliverables that provide documentary evidence of achievement towards project outcomes

Annex 6: Evaluation Ratings Table and TE Rating Scales

Table x: Evaluation Ratings Table	
Monitoring & Evaluation (M&E)	Rating ¹³
M&E design at entry	
M&E Plan Implementation	
Overall Quality of M&E	
Implementing Agency (IA) Implementation & Executing Agency (EA) 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 sustainability	
Socio-political sustainability	
Institutional framework and governance sustainability	
Environmental sustainability	
Overall Likelihood of Sustainability	

¹³ 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)

Table x: TE Rating Scales	
Ratings for Outcomes, Effectiveness, Efficiency, M&E, IA Implementation/Oversight, IP Execution, Relevance	Sustainability ratings:
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

Monitoring & Evaluation Rating Scale

Rating	Description
6 = Highly Satisfactory (HS)	There were no shortcomings; 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 major shortcomings; quality of M&E design/implementation was substantially 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

Implementation/Oversight and 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

Outcome Rating Scale – Relevance, 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

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

Annex 7: Analytical Assessment of Achievement of Project Deliverables, Sub-Outcomes, and Outcomes

Table 21: Status of Achievement of Deliverables and Sub-Outcomes for Project Outcome 1

Baseline	Targets	Sub-Outcomes	Activities (brief description)	Deliverables	Activities implemented and Deliverables achieved	Assessment of Achieving Targets	Assessment of Achieving Sub-Outcomes and Outcomes
Outcome 1: Enhanced capacity and knowledge to enable climate risk-informed marine and coastal area development planning at subnational level							
Limited and unreliable localised information available	Easily accessible and reliable knowledge base developed and disseminated through digital platform, social media, policy briefs, and public forum	Sub-Outcome 1.1: Developed knowledge base on climate change impacts, risk, vulnerabilities, and adaptation options in marine and coastal areas, and disseminated information	Activity 1.1.1: Conduct stocktaking exercise of existing climate information, communication platforms, adaptation options, and risk assessments for the marine and coastal areas, specifically focusing on natural resource management, and associated important key economic sectors (e.g. agriculture, tourism, fisheries) and coastal communities to identify gaps and entry points. (e.g. hire project team; commission consultants; organise inception workshops; develop stocktaking reports; and hold project board meeting(s) to approve workplan and budget)	<p>Deliverable 1.1.1a</p> <p>2 inception workshops held (1 in Bangkok and 1 at provincial level, e.g. in Surat Thani or Hat Yai) (M6)</p> <p>Deliverable 1.1.1b</p> <p>Stock-taking report completed for providing a consolidated baseline of currently existing information and to identify gaps (M12)</p>	<p>Achieved</p> <p>First Inception Workshop held 30 March 2021 in Bangkok. The second Inception Workshop was delayed to 13 January 2022 as impacted by COVID-19, was held in Songkhla Province. Minutes of both workshops completed</p> <p>Achieved</p> <p>Stock-taking report completed in July 2022, provided a consolidated baseline of currently existing information and identified gaps</p>	Target Achieved with downscaled data and information related to current and projected climate change risks and impacts on marine, coastal resources and inland agricultural farming in all provinces along the Gulf of Thailand were developed can be publicly accessed for all purposes (i.e. planning, research, study etc.)	With the full accomplishment of all the 21 deliverables as a result of the successful implementation of project activities against the three Sub-Outcomes, Outcome 1 has enhanced capacity and knowledge of a wide range of stakeholders at the local level. However, whether their knowledge has been applied and translated into action, has not been concretely evidenced. The achievement highlights the effectiveness and importance of strengthening capacity and
			Activity 1.1.2: Prepare sub-national level climate change projections, and conduct risk	<p>Deliverable 1.1.2a</p> <p>Sub-national climate projections produced to provide localized</p>	<p>Achieved</p> <p>Two sub-national climate</p>		

Baseline	Targets	Sub-Outcomes	Activities (brief description)	Deliverables	Activities implemented and Deliverables achieved	Assessment of Achieving Targets	Assessment of Achieving Sub-Outcomes and Outcomes
			and vulnerability assessments for up-to four selected areas and activities (the sites will be determined during the inception phase of the project based on their exposure to climate change impacts, vulnerability of their economic sectors, and poverty profiles). (e.g. commission consultants; develop sub-national climate change projections; conduct risk and vulnerability assessments; hold stakeholder workshops, develop one analysis on gender and vulnerable groups)	<p>trends in climate variability as a fundamental input for risk assessments (M14)</p> <p>Deliverable 1.1.2b Risk assessments for up to 4 sub-regions/ sub-sectors conducted (M22)</p> <p>Deliverable 1.1.2c Analysis of gender and vulnerable groups in target area to complement the data of the climate projections (deliverable 1.1.1) with bottom-up information to enable the development of holistic and gender-sensitive risk assessments (M14)</p>	<p>projections produced in April and July 2022 to provide localized trends in climate variability as a fundamental input for risk assessments</p> <p>Achieved Risk assessments for up to 4 sub-regions/sub-sectors completed in April and July 2022.</p> <p>Achieved The first draft of holistic and gender-sensitive risk assessments report was submitted in November 2022 and the final draft report submitted in December 2022</p>		<p>knowledge base. A total of 1,937 participants have joined nine key capacity building workshops and stakeholders forum/ consultations at the four pilot provinces (933 female and 944 male)</p>
			Activity 1.1.3: Develop a climate adaptation information management platform and Geographical Information System (GIS) for marine and	Deliverable 1.1.3a Scoping prepared to build on an existing adaptation platform (e.g. the one developed by programme for (Thailand	Achieved Workshop for T-Plat INFO for climate change adaptation were		

Baseline	Targets	Sub-Outcomes	Activities (brief description)	Deliverables	Activities implemented and Deliverables achieved	Assessment of Achieving Targets	Assessment of Achieving Sub- Outcomes and Outcomes
			coastal resource management, based on an inventory and gap analysis of risks, hazards, gender responsiveness, socio-economic and environmental aspects to support planning and implementation (building on the existing online adaptation platform). (e.g. commission consultants; develop/ update climate information management platform; and develop and launch GIS system)	Climate Change Adaptation Information Platform program or TPLAT) and extension drafted (M20) Deliverable 1.1.3b Climate adaptation information management platform developed/ existing platform updated (M24) Deliverable 1.1.3c Test version of GIS system developed (M30)	organized mainly for officers of the Department of Coastal and Marine Resources, local administrative organizations, Department of Fisheries, Tourism, academics, local institutions, regional and international organization based in Thailand such IUCN, RECROFT, SEAFDEC/Training Department. Deliverable completed in 31 July 2022 Achieved (Deliverables 1.1.3 b and 1.1.3c) A consultant completed development of the platform by integrating results of all studies prepared by other national consultants into		

Baseline	Targets	Sub-Outcomes	Activities (brief description)	Deliverables	Activities implemented and Deliverables achieved	Assessment of Achieving Targets	Assessment of Achieving Sub-Outcomes and Outcomes
				<p>Deliverable 1.1.3d</p> <p>Final GIS system launched to provide access to visualized climate impact projections in targeted areas for various socio-economic sectors. This can benefit ongoing and support the initiation of new initiatives (M36)</p>	<p>the platform. Existing platform updated and test version of GIS system developed. Deliverable completed July 2022. Link: http://t-plat.info/#/.</p> <p>Achieved</p> <p>Deliverable completed in July 2022. There have been discussions between ONEP and DMCR on who should maintain the platform</p>		
			<p>Activity 1.1.4: Prepare inclusive, gender-sensitive knowledge management and communications workplan and revise it annually. Implement the workplan through the dissemination of information and building awareness among private and public-sector stakeholders (building on identified gaps under activity 1.1.1). (e.g. commission consultants; develop inclusive, gender-sensitive knowledge</p>	<p>Deliverable 1.1.4a</p> <p>Inclusive, gender-sensitive knowledge management and communication workplan developed (M12)</p>	<p>Achieved</p> <p>The gender expert drafted the communication plan based on the results of the gender analysis. The Workplan was completed in November 2022 and finalized with the Steering Committee in 2023</p>		

Baseline	Targets	Sub-Outcomes	Activities (brief description)	Deliverables	Activities implemented and Deliverables achieved	Assessment of Achieving Targets	Assessment of Achieving Sub-Outcomes and Outcomes
			management and communication workplan; develop and distribute knowledge and training products)	Deliverable 1.1.4b Annual implementation and revision (M24, M36) of workplan and capacity building through webinars, digital, social, and print media, and public forums (e.g. 4 public forums for 25 participants per forum), on localised climate impact projections, and adaptation needs and options (M13-M48)	Achieved The workplan was completed in November 2022		
Limited technical capacity for planning, budgeting, and implementation of adaptation	Advanced technical capacity for planning, budgeting, and implementation of adaptation	Sub-Outcome 1.2: Enhanced technical capacity for planning, budgeting, and implementation of adaptation	Activity 1.2.1: Assess the capacity of national and sub-national government agencies, and other relevant entities, in planning, decision making, and implementing adaptation in marine and coastal zones (focusing on natural resource management, and associated important key economic sectors such as agriculture, tourism, fisheries) and develop capacity development work plan. Collaborate, where possible, with adequate academic and training institutions, on curriculum development, which can support long-term capacity development building. (e.g. commission consultants; conduct capacity needs assessment and barrier analysis; develop capacity development	Deliverable 1.2.1a Capacity needs assessment and barrier analysis conducted to provide an evaluation of the organizational structure, existing functional and technical capacity and to identify gaps. This enables detecting structural weaknesses and developing a plan (deliverable 1.2.1b,c) to strengthen technical and functional skill sets of staff (M16) Deliverable 1.2.1b Relevant development plans and regulations screened to	Achieved A national consultant was on board March 2022, completed interviews with key stakeholders and ongoing process to analyse data and submitted a draft report in July 2022 and the final report in December 2022 (Capacity need assessment and barrier analysis) Achieved National consultant	Target Achieved Achievement is facilitated by the capacity needs assessment, screening of relevant development plans and regulations, development of curriculum and training manuals, provision of on-demand advisory and technical assistance, and training workshops on the developmental plan on climate adaptation at the	

Baseline	Targets	Sub-Outcomes	Activities (brief description)	Deliverables	Activities implemented and Deliverables achieved	Assessment of Achieving Targets	Assessment of Achieving Sub-Outcomes and Outcomes
			work plan)	identify entry points for capacity development and capacity work plan drafted (M20)	completed and submitted final report March 2022 (Scrutinizing Plan and Regulations)	four pilot provinces	
				Deliverable 1.2.1c Final capacity development work plan endorsed (M24)	Achieved National consultant submitted the draft curriculum in December 2022 and the final report and training manual which were reviewed and endorsed by the Steering Committee in January 2023		
			Activity 1.2.2: Train and develop capacity of at least 180 government officials (following a ToT-approach) on climate-risk and inclusive, gender-responsive planning and budgeting. Delivering the TOT training in cooperation with researchers from local academic or research institutions. Providing training manuals and knowledge products (partly developed under Activity 1.1.3),	Deliverable 1.2.2a 6 trainings of trainers (ToT) for 30 participants each undertaken (M30, M36)	Achieved Training workshop on the developmental plan on climate adaptation at local and sub-national level at the four (4) pilot provinces conducted		
				Deliverable 1.2.2b	Achieved		

Baseline	Targets	Sub-Outcomes	Activities (brief description)	Deliverables	Activities implemented and Deliverables achieved	Assessment of Achieving Targets	Assessment of Achieving Sub-Outcomes and Outcomes
			and technical assistance.	Provision of on-demand advisory, training manuals, and technical assistance to sub-national authorities on addressing climate risks in their planning and regulatory frameworks (M25-M48)	A national consultant prepared the inception report by coordinating with two other national consultants. They worked closely together to design the curriculum and prepare the Climate Change Adaptation (CCA) training manual. Preparation of the manual was completed in 2023		
Monitoring system for NAP process under development nationally but at a pilot stage, M&E absent for sub-national levels for CCA	Monitoring modalities developed and tested for marine and coastal areas	Sub-Outcome 1.3: Updated and developed NAP monitoring modalities	Activity 1.3.1: Develop indicators (gender-sensitive, if applicable) and system to monitor and evaluate the adaptation planning at sub-national level, focusing on selected relevant target sectors in marine and coastal zones related (e.g. fisheries, agriculture, and tourism). To complement wider NAP M&E framework on the national level, baseline data will be extracted from stocktaking reports developed under Activity 1.1.1. (e.g. commission consultants; organise stakeholder consultation	Deliverable 1.3.1a Draft monitoring system and indicators developed for selected sectors at subnational level (M30) Deliverable 1.3.1b Indicators tested in 4 subnational line-ministries (M36) Deliverable 1.3.1c Final set of recommended indicators for consideration for NAP integration developed (M42)	Achieved (Deliverables 1.3.1a and 1.3.1b) Consultant recruited to conduct study and draft monitoring system and develop indicators Achieved Report "NAP Indicator at Sub-national level: Proposed Set of indicators for the Coastal Province	Target Achieved Meeting of the target was facilitated by the development of the monitoring system and indicators, and the workshops at the four pilot provinces to facilitate lessons learned on climate change into NAP revision.	

Baseline	Targets	Sub-Outcomes	Activities (brief description)	Deliverables	Activities implemented and Deliverables achieved	Assessment of Achieving Targets	Assessment of Achieving Sub-Outcomes and Outcomes
			meetings to discuss indicators; draft monitoring system and list of indicators; test indicators; finalise document recommending indicators)		in the Gulf of Thailand” dated December 2023 was completed		
			Activity 1.3.2: Facilitate integration of lessons from project implementation at sub-national level into revision and update of Thailand’s NAP (building on activity 1.1.3, 1.3.2). (e.g. commission consultants; document lessons learned; organise 2 stakeholder workshops)	<p>Deliverable 1.3.2a Lessons learned of sub-national adaptation planning captured (M40)</p> <p>Deliverable 1.3.2b Organise 2 stakeholder workshops for 30 participants each to facilitate integration of lessons learned into NAP revision (M44, M48)</p>	<p>Achieved (Deliverables 1.3.2a and 1.3.2b) workshops were held in the four pilot provinces during Q1 2024 to capture lessons learned and integrate lessons learned on climate change in these provinces to drive NAP revision. the final report was submitted on April 2024.</p>		

Table 22: Status of Achievement of Deliverables and Sub-Outcomes for Project Outcome 2

Baseline	Targets	Sub-Outcomes	Activities (brief description)	Deliverables	Activities implemented and Deliverables achieved	Assessment of Achieving Targets	Assessment of Achieving Sub-Outcomes and Outcomes
Outcome 2: Strengthened existing NAP implementation and mainstreamed adaptation in planning and budgeting in marine and coastal areas							
Inadequate participation of state and non-state actors in identification of adaptation options	Participatory process established	Sub-Outcome 2.1: Participatory review, prioritization, and appraisal of adaptation options for climate-induced hazards affecting marine and coastal areas undertaken	Activity 2.1.1: Conduct participatory review of identified adaptation options to improve natural resource management (building on activity 1.1.1) with key stakeholders from targeted sectors in perspective to their social and political acceptability and inclusive, gender-responsiveness. Build awareness through 2 stakeholder engagement forums. (e.g. commission consultants; develop stakeholder map; organise 2 stakeholder forums; develop adaptation option inventory)	Deliverable 2.1.1a Inclusive, gender-sensitive stakeholder map developed (M16) Deliverable 2.1.1b 2 stakeholder engagement forums organised (M22, M28)	Achieved Inclusive gender-responsive value chain analysis (VCA) for Climate Change Adaptation were prepared for the four (4) pilot provinces: Rayong, Phetchaburi, Surat Thani and Songkhla. Achieved Workshops were organized 8 times, two times at each of the four (4) pilot provinces, to present the result of climate protection and vulnerability assessment in marine and coastal resources including agriculture,	Targets Achieved Project activities implemented under this Sub-Outcome has promoted inclusiveness and gender-responsive actions. Wide range of Stakeholder engagement was promoted and engagement forums conducted. Gender Action Plan finalized.	Project activities implemented under Sub-Outcomes 2.1 and 2.2 has resulted in the accomplishment of 13 deliverables to ensure participatory, inclusive and gender-responsive actions in climate change adaptation planning and budgeting, that highlights the importance of involvement of a wide range of stakeholders. Four Climate Adaptation Concept Notes composed of proposed adaptation actions for each of the four (4) pilot

Baseline	Targets	Sub-Outcomes	Activities (brief description)	Deliverables	Activities implemented and Deliverables achieved	Assessment of Achieving Targets	Assessment of Achieving Sub-Outcomes and Outcomes
				<p>Deliverable 2.1.1c Develop sectoral adaptation options inventories that can be used to showcase existing and potential action for different key stakeholder groups enabling continued adaptation planning (M36)</p>	<p>fisheries and tourism</p> <p>Achieved. Stakeholder forums on prioritization of climate adaptation actions with multi-criteria analysis approach were held in Rayong, Phet Buri, Surat Thani and Songkhla provinces with wide spectrum of stakeholders participation. Four Climate Adaptation Concept Notes composed of proposed adaptation actions for each of the four (4) pilot provinces were draft and finalized.</p>		<p>provinces were finalized</p> <p>Efforts were deployed to strengthen institutional coordination mechanisms for effective NAP process and implementation.</p> <p>Public-private platforms were explored to support NAP process and implementation.</p>
			<p>Activity 2.1.2: Develop an inclusive, gender-responsive stakeholder engagement plan for the NAP in marine and coastal areas (provides basis for stakeholder engagement forums</p>	<p>Deliverable 2.1.2 Gender action plan developed (M18)</p>	<p>Achieved Gender action plan was developed in November 2023 to guide the project</p>		

Baseline	Targets	Sub-Outcomes	Activities (brief description)	Deliverables	Activities implemented and Deliverables achieved	Assessment of Achieving Targets	Assessment of Achieving Sub- Outcomes and Outcomes
			and identification of inclusive, gender-responsive adaptation options, under activity 2.1.1). (e.g. commission consultants; develop gender action plan; commission copy editor and designer)		team to mainstream gender aspect into the project's outcomes, outputs and activities undertaken in the four pilot provinces.		
			Activity 2.1.3: Apply existing inclusive, gender-responsive Multi Criteria Analysis (MCA) and other methods to analyse effectiveness of identified adaptation options (under 2.1.1) and to prioritise most efficient measures for those line-agencies mandated to manage marine and coastal areas in the four coastal zones (4 assessments to be undertaken). (e.g. commission consultants; undertake 4 MCAs in 4 coastal regions)	Deliverable 2.1.3 4 inclusive, gender-responsive MCAs of adaptation options identified in inventory (see 2.1.1) completed (M40)	Achieved. Stakeholder forums on prioritization of climate adaptation actions with multi-criteria analysis approach were held in Rayong, Phet Buri, Surat Thani and Songkhla provinces with wide spectrum of stakeholders participation. Four Climate Adaptation Concept Notes composed of proposed adaptation actions for each of the four (4) pilot provinces were		

Baseline	Targets	Sub-Outcomes	Activities (brief description)	Deliverables	Activities implemented and Deliverables achieved	Assessment of Achieving Targets	Assessment of Achieving Sub-Outcomes and Outcomes
					draft and finalized.		
			Activity 2.1.4: Prioritise adaptation options (analysed in 2.1.3), in collaboration with key stakeholders, to select one adaptation priority of concern to climate-responsive natural resource management and develop adaptation project concept note with key stakeholders to up-scale identified best-practices and locally feasible adaptation action, including co-finance strategies involving private sector finance. (e.g. commission consultants; organise stakeholder consultations to prioritise one adaptation priority; develop concept note)	Deliverable 2.1.4a Draft adaptation project concept note developed (M44) Deliverable 2.1.4b Final adaptation project concept note developed (M48)	Achieved (Deliverables 2.1.4a and 2.1.4b) Four Climate Adaptation Concept Notes composed of proposed adaptation actions for each of the four (4) pilot provinces were draft and finalized.		
Wide number of agencies with jurisdiction on marine and coastal planning, Ineffective institutional coordination mechanisms	Coordination facilitated, and mechanisms strengthened	Sub-Outcome 2.2: Strengthened institutional coordination for the NAP process	Activity 2.2.1: Review existing public institutional coordination mechanisms and identify gaps and barriers leading to inefficiency, in order to strengthen existing and/or build new consultations. (e.g. commission consultants; review public coordination mechanism for inter-agency mechanisms; undertake 2 consultation workshops; develop document outlining updated/ new coordination mechanism)	Deliverable 2.2.1a Desk review of public mechanisms undertaken to identify entry points to strengthen institutional coordination (M30) Deliverable 2.2.1b 2 consultation workshops undertaken (M30-M36) Deliverable 2.2.1c Coordination mechanism and inter-institutional management model developed to foster	Achieved (Deliverables 2.2.1a, 2.2.1b and 2.2.1c) The review and assessment of public coordination mechanisms for marine and coastal area was undertaken during August 2023 to May 2024 to	Target Achieved Public coordination mechanisms for marine and coastal areas were reviewed and assessed to strengthen collaboration between public entities.	

Baseline	Targets	Sub-Outcomes	Activities (brief description)	Deliverables	Activities implemented and Deliverables achieved	Assessment of Achieving Targets	Assessment of Achieving Sub- Outcomes and Outcomes
				stronger collaboration between public entities (M36)	identify gaps and barriers and to provide recommendations to strengthen institutional framework and coordination mechanisms. One stakeholders' consultation workshop was organized 24 April 2024 to gather feedback on the study results and recommendations . The final report containing coordination mechanism and inter-institutional management model was submitted to UNDP in May 2024.	Ways and means to attract private sector, and public-private platforms to support NAP implementation were explored	
			Activity 2.2.2: Develop or strengthen existing coordination structures (e.g. at sectoral level) to engage a range of stakeholders, both public and private, in coastal adaptation planning processes, ultimately enhancing the structure for NAP implementation and	Deliverable 2.2.2a Review of existing and identification of potential public-private platforms (e.g. committee, networks) undertaken to identify entry points to strengthen public-	Achieved (Deliverables 2.2.2a, 2.2.2b and 2.2.2c) The review and assessment of public coordination mechanisms for		

Baseline	Targets	Sub-Outcomes	Activities (brief description)	Deliverables	Activities implemented and Deliverables achieved	Assessment of Achieving Targets	Assessment of Achieving Sub- Outcomes and Outcomes
			<p>mainstreaming. (e.g. commission consultants; review public mechanisms; undertake 2 consultation workshops; develop document outlining updated/ new coordination structure)</p>	<p>private coordination in adaptation planning (M36)</p> <p>Deliverable 2.2.2b 2 consultation workshops undertaken (M36-M42)</p> <p>Deliverable 2.2.2c Coordination structure for public and private stockholders identified and developed to create an enabling framework for private sector engagement in adaptation (M42)</p>	<p>marine and coastal area (deliverable 2.2.1) involved both public and private entities (in each phase of the review) in consultations and validation workshops to find ways and means to strengthen collaboration in the NAP implementation. The model for stronger collaboration among public entities was proposed, and this also provides opportunities for private sector to support the NAP implementation in various ways such as enhancing the workforce's capacity for climate change adaptation, conducting corporate social responsibility</p>		

Baseline	Targets	Sub-Outcomes	Activities (brief description)	Deliverables	Activities implemented and Deliverables achieved	Assessment of Achieving Targets	Assessment of Achieving Sub- Outcomes and Outcomes
					(CSR) activities to raise awareness of climate change issues among surrounding communities and business stakeholders, and providing support to medium and small-sized businesses within the supply chain to prepare for climate change risks		

Table 23: Status of Achievement of Deliverables and Sub-Outcomes for Project Outcome 3

Baseline	Targets	Sub-Outcomes	Activities (brief description)	Deliverables	Activities implemented and Deliverables achieved	Assessment of Achieving Targets	Assessment of Achieving Sub-Outcomes and Outcomes
Outcome 3: Financing strategies for climate change adaptation in marine and coastal areas identified and developed							
No baseline information available on access to climate information for financial institutions and private sector actors engaged in tourism, agriculture, fisheries	Up-to 2-3 Business development opportunities scoped out. CCA Integrated into existing labelling and certification schemes for greening economic sectors (agriculture, fisheries, tourism)	Sub-Outcome 3.1: Improved climate-risk informed business development and planning at the provincial, sub-district, and local levels	Activity 3.1.1: Provide trainings on climate finance for 150 key economic sector stakeholders (public and private) in identified priority sectors (e.g. tourism, agriculture, fishery) for climate resilient business and value-chain development in perspective to enhance natural resource management practices (if eligible the trainings will be jointly provided with national financial institutions), particularly focusing on vulnerable groups. (e.g. commission consultants; prepare training materials; organise 3 workshops; undertake 2 value chain mapping and analyses)	Deliverable 3.1.1a Preparation of training material tailored to the needs and identified capacities of key stakeholders of priority sectors Deliverable 3.1.1b 3 climate finance workshops for 150 key stakeholders conducted (M24, M30, M36) Deliverable 3.1.1c 2 inclusive, gender-responsive value chain mapping and analyses undertaken based on 4 consultation workshops conducted (M24, M28, M32, M36)	Achieved (Deliverables 3.1.1a, 3.1.1b and 3.1.1c) Workshop on “Financial Strategy for integrating into National Adaptation Plan (NAP) in marine and coastal areas along the Gulf of Thailand” was organized back-to-back with Best Adaptation practices in certification schemes integrating into the National Adaptation Plan (NAP) in marine and coastal areas along the Gulf of Thailand in Songkhla province, with participation of representatives of subnational	Target Achieved Business development opportunities were scoped out and explored. Good practices experienced with the Field Study in Vietnam will be shared and replication explored. 67 participants (34 female, 33 male) joined stakeholder forums and discussed integration of climate adaptation resources conservation practices into certification scheme.	The three Sub-Outcomes were designed to facilitate an informed and enabling environment to solicit and engage private sector to support climate change adaptation. While efforts have been deployed by the project, there are still upscaling issues relating to integration of the Climate Change Adaptation Concept Notes into the province’s development plan and included in budget allocation

Baseline	Targets	Sub-Outcomes	Activities (brief description)	Deliverables	Activities implemented and Deliverables achieved	Assessment of Achieving Targets	Assessment of Achieving Sub-Outcomes and Outcomes
					government agencies of the four pilot provinces, local administrative organizations, local business owners in fisheries, agriculture and tourism		
			Activity 3.1.2: Organise learning, dissemination, exchange, and training visit to a selected country in South/ Southeast Asia (South-South knowledge exchange) and conduct a series of workshops in Thailand, to which 3-5 international experts for knowledge sharing on best practices in planning for and engaging the private sector in climate risk-informed development in coastal settings. (e.g. commission consultants; organise and undertake 5-day exposure visit; organise participation of 3-5 international experts)	Deliverable 3.1.2a 5-day exposure visit for 16 people, including decision makers, implementors, project personnel, and ONEP representatives ¹⁴ , realised, followed by dissemination of gained insights and information at relevant trainings under 3.1.1, 3.2.1, 3.2.2 (M26)	Achieved As part of the development of the inclusive, gender-responsive, value chain analysis, The Field Study in Vietnam (South-South Knowledge Exchange) was organized during 27-30 September 2023. The officials from DMCR, ONEP, 4-Provincial Fishery Department, and 4-Department of Agriculture Promotion Office		

¹⁴ Participants will be determined based on the relevance of their technical expertise and decision-making functions, in order to ensure a sustainable uptake of gained capacity and dissemination of information among a wide range of national stakeholders.

Baseline	Targets	Sub-Outcomes	Activities (brief description)	Deliverables	Activities implemented and Deliverables achieved	Assessment of Achieving Targets	Assessment of Achieving Sub-Outcomes and Outcomes
				<p>Deliverable 3.1.2b</p> <p>3-5 international experts invited to workshops or trainings under activity (international experts will be invited as resource persons to relevant trainings under 3.1.1., 3.2.1, 3.2.2 – e.g. M30, M36, M42)</p>	<p>including two representatives from local community enterprises from the 4 pilot provinces were selected to participate in the study visit. good practices were shared and potential replication for the four pilot provinces were discussed.</p> <p>On-going</p> <p>Two workshops related to 3.1.1, 3.1.3a, and 3.2.1 will be held in September and October 2024</p>		
			<p>Activity 3.1.3: Develop guidelines and support integration of climate adaptation and natural resource conservation practices into certification schemes (e.g. collaborating with Green Leaf Environmental Standard for Thai Hotel Operation, 7 Green</p>	<p>Deliverable 3.1.3a</p> <p>Guidelines developed that can be distributed to private sector actors to inform them about climate change related risks and opportunities as well as how they can engage in certification schemes (M24)</p>	<p>Achieved (Deliverables 3.1.3a and 3.1.3b)</p> <p>Financial Strategy for integrating into National Adaptation Plan (NAP) in marine and coastal areas</p>		

Baseline	Targets	Sub-Outcomes	Activities (brief description)	Deliverables	Activities implemented and Deliverables achieved	Assessment of Achieving Targets	Assessment of Achieving Sub- Outcomes and Outcomes
			<p>Scheme under the Tourism Authority of Thailand, Good Agricultural Practice (GAP)), and create synergies between different economic sectors in national and sub-national marine and coastal areas. Facilitate certification of hotels and agriculture, and fishery enterprises to foster awareness and adaptation investments through the process. (e.g. commission consultants; develop guidelines; provide support to certify businesses)</p>	<p>Deliverable 3.1.3b Facilitation of certification of tourism, agriculture, and fishery enterprises through advising enterprises on how to fulfil certification requirements and inform them about benefits to comply with climate resilient certification standards (M25-M36)</p>	<p>along the Gulf of Thailand was organized back-to-back with Best Adaptation practices in certification schemes integrating into the National Adaptation Plan (NAP) in marine and coastal areas along the Gulf of Thailand in Songkhla province. Representatives of subnational government agencies of four pilot provinces, local administrative organizations, local business owners in fisheries, agriculture and tourism were invited to participate in the workshops</p>		

Baseline	Targets	Sub-Outcomes	Activities (brief description)	Deliverables	Activities implemented and Deliverables achieved	Assessment of Achieving Targets	Assessment of Achieving Sub-Outcomes and Outcomes
No baseline information available on existing adaptation financing strategies	PPP opportunities for CCA identified	Sub-Outcome 3.2: Identified viable options and mechanisms for scaling up adaptation finance, including through public-private partnerships, and drafted financing strategies and concept notes	Activity 3.2.1: Train 120 private value chain actors (30 participants in 4 zones), including vulnerable groups (e.g. women) from local communities, in identifying investment opportunities in risk reduction measures and adaptation related market opportunities and support relevant public and private decision makers in climate-proofing local supply chains (collaborate with local private actors, e.g. financial institutions, where applicable). The trainings will provide inputs to the inclusive, gender-responsive Value Chain Analysis (iVCA) (activity 3.1.1 and 3.2.1). (e.g. commission consultants; organise trainings; develop report documenting identified investment opportunities and proposed interventions)	<p>Deliverable 3.2.1a 4 trainings for 120 participants organised (M26, M28, M32, M38)</p> <p>Deliverable 3.2.1b Develop report documenting identified investment opportunities and proposed interventions developed (M38)</p>	<p>Achieved (Deliverables 3.2.1a and 3.2.1b)</p> <p>A series of trainings were organized during 2023 for stakeholders participating in the inclusive, gender-responsive, value chain analysis in the four pilot provinces. The Report providing recommendations for investment opportunities to address climate change impacts was completed and submitted in October 2023.</p>	Target Achieved Financial Strategy for integrating into NAP in marine and coastal areas developed Public-private platform to support NAP process and implementation explored	
			Activity 3.2.2: Develop a financing strategy for the implementation and scale-up of the NAP focusing on one relevant priority sector (e.g., tourism, agriculture, fisheries). The strategy will include the identification of financial instruments and other mechanisms (e.g. public private	<p>Deliverable 3.2.2 Financing strategy developed to foster financial engagement of private actors from one relevant priority sector (M42)</p>	<p>Achieved</p> <p>Financial Strategy for integrating into National Adaptation Plan (NAP) in marine and coastal areas along the Gulf of Thailand was</p>		

Baseline	Targets	Sub-Outcomes	Activities (brief description)	Deliverables	Activities implemented and Deliverables achieved	Assessment of Achieving Targets	Assessment of Achieving Sub-Outcomes and Outcomes
			partnerships, fee/levy systems, dedicated funds, on-lending schemes). (e.g. commission consultants; develop financing strategy)		developed in August 2023.		
			Activity 3.2.3: Identify and draft at least two GCF concept notes, which includes the private sector, CSOs and local communities (e.g. vulnerable groups and gender advocates) and enhances natural resource management in targeted project area, that can be integrated into Thailand’s Country Programme to the GCF (interdependence with concept note focusing on the public sector, developed under Activity 2.1.4, will be explored). Concept notes will be selected in alignment with GCF investment criteria. (e.g. commission consultants; develop concept note)	<p>Deliverable 3.2.3a Concept notes drafted (M42)</p> <p>Deliverable 3.2.3b Concept notes finalised (M46)</p>	<p>Achieved (Deliverables 3.2.3a and 3.2.3b)</p> <p>All proposed Climate Adaptation Concept Notes for the 4 pilot provinces, composed of proposed adaptation actions in each pilot province, were drafted and finalized, but need to be integrated into each province’s master plan.</p>		

Baseline	Targets	Sub-Outcomes	Activities (brief description)	Deliverables	Activities implemented and Deliverables achieved	Assessment of Achieving Targets	Assessment of Achieving Sub-Outcomes and Outcomes
Not yet integrated	Recommendations, guidelines, and best practices developed to revise and update Thailand's NAP	Sub-Outcome 3.3: Facilitated integration of best practices into NAP process	Activity 3.3.1: Organise 3 stakeholder consultations to identify entry points to integrate the recommendations and best practices into the revision and update of Thailand's NAP to enhance public and private (e.g. private sector, CSOs, NGOs, local communities) stakeholder coordination and collaboration. (e.g. commission consultants; organise 3 stakeholder consultations)	Deliverable 3.3.1 3 consultations organised to collect relevant insights that can inform the revision and update of Thailand's NAP (M40, M44, M48)	Achieved Consultations were organized during Q1 2024 to identify measures and recommendations to improve adaptation plan and the revision of NAP 2nd phase. The report was completed and submitted in April 2024.	Target Achieved Consultations undertaken to identify measures and recommendations to improve adaptation plan and revision of NAP second phase. Two workshops will be conducted targeting local organizations at municipal level to facilitate sustained action of key stakeholders and create an environment in which viable options and mechanisms can inform Thailand's NAP processes	
			Activity 3.3.2: Organise 5 workshops/ stakeholder consultations to support the integration of identified viable options and mechanisms to co-finance adaptation, e.g. through public-private partnerships into the next phase of NAP development. (e.g. commission consultants; organise 5 workshops/ stakeholder consultations)	Deliverable 3.3.2 5 workshops/stakeholder consultations organised (facilitation will build on consultations under activity 3.3.1) to facilitate the sustained action of key stakeholders and create an environment in which viable options and mechanisms can inform Thailand's NAP processes (M40, M42, M44, M46, M48)	On-going Two workshops targeting local organization administration (municipality level) will be organized prior to the project's closure.		

Annex 8: Signed 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: Pawin Talerngsri (Mr.)

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 Bangkok on 21 July 2024

Signature: _____

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: Yiu Chiu William Kwan (Mr.)

Name of Consultancy Organization (where relevant):N/A

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

Signed at New York, USA on 21 July 2024

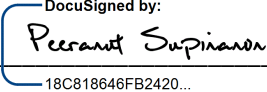
Signature: _____

Annex 9: TE Report Clearance Form

Terminal Evaluation Report for the project ***“Increasing Resilience to Climate Change Impacts in Marine and Coastal Areas along the gulf of Thailand”***, UNDP PIMS ID 6032 Reviewed and Cleared By:

Commissioning Unit (M&E Focal Point)

Name: _____ Peeranut Supinanon _____

Signature: _____  _____ Date: 29-Aug-2024 _____
18C818646FB2420...

Regional Technical Advisor (Istanbul Climate Change Hub)

Name: _____

Signature: _____ Date: _____

Annex 10: 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.

To the comments received on (date) from the Terminal Evaluation of UNDP-supported, GCF-financed "Increasing Resilience to Climate Change Impacts in Marine and Coastal Areas along the Gulf of Thailand" UNDP Project PIMS6032.

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