



## FINAL EVALUATION

**UNDP-supported GCF-financed project “Improving the resilience of vulnerable coastal communities to climate change related impacts in Viet Nam” (Reference No. FP013) Report**

UNDP PIMS: 5708

GCF Project ID: FP013

Atlas ID: 00088033

Quantum ID: 00106996, 00107014, 00107007, 00107008, 00107012, 00107011, 00107013,  
00107002, 00107010

Accredited Entity: United Nations Development Programme

Executing Entity: Ministry of Agriculture & Rural Development (MARD)  
Viet Nam

FE timeframe: August to November

Date of final FE report: 15 of November

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## Acknowledgements

The final evaluation of the project "Improving the Resilience of Vulnerable Coastal Communities to Climate Change-related Impacts in Viet Nam" was conducted with the invaluable support and collaboration of many stakeholders.

The evaluation team extends its deepest gratitude to the dedicated UNDP team, with special acknowledgment to Mr. Le Ngoc Dung and Ms. Le Van Anh for their unwavering support and coordination throughout the evaluation process. This guidance was instrumental in ensuring the smooth execution of initial meetings, field consultations, and final debrief sessions.

The team also wishes to express its sincere appreciation to the Ministry of Agriculture and Rural Development (MARD), Ministry of Construction, Ministry of Planning and Investment, Vietnam Women's Union, and the project management units at the central and provincial as well as local levels in Nam Dinh, Thua Thien Hue, and Ca Mau provinces for their warm hospitality and cooperation during the field missions. Special thanks go to Ms. Nguyen Thi Thu Thuy for her excellent interpretation services, which greatly facilitated the interviews and consultations.

Lastly, the evaluation team is grateful to all stakeholders for their constructive input and feedback on the draft report. Their thoughtful contributions were invaluable in refining and enhancing the final evaluation, ensuring that it accurately reflects the project's achievements and lessons learned.

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## Acronyms and abbreviations

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<b>AE</b>	Accredited Entity
<b>APR</b>	Annual Progress Report
<b>AWP</b>	Annual Work Plan
<b>CDRs</b>	Combined delivery reports
<b>CEO</b>	Chief Executive Officer
<b>EA</b>	Executing Agency
<b>DAC</b>	Development Assistance Committee
<b>IA</b>	Implementing Agency
<b>IEO</b>	Independent Evaluation Office
<b>IR</b>	Inception Report
<b>GCF</b>	Green Climate Fund
<b>GEF</b>	Global Environmental Fund
<b>GoV</b>	Government of Viet Nam
<b>IW</b>	Inception Workshop
<b>LFA</b>	Logical Framework
<b>MARD</b>	Ministry of Agriculture and Rural Development
<b>M&amp;E</b>	Monitoring and Evaluation
<b>MOC</b>	Ministry of Construction
<b>NCSA</b>	National Capacity Self-Assessment
<b>OECD</b>	Organisation for Economic Co-operation and Development
<b>PMU</b>	Project Management Unit
<b>ProDoc</b>	Project Document
<b>RBM</b>	Result-based Monitoring
<b>FE</b>	Final Evaluation
<b>TOR</b>	Terms of Reference
<b>UNEG</b>	United Nations Evaluation Group
<b>UNDG</b>	United Nations Development Goals
<b>UNDP</b>	United Nations Development Programme
<b>UNDP-CO</b>	United Nations Development Programme Country Office
<b>VNDMA</b>	Viet Nam Disaster Management Authority
<b>VDDMA</b>	Viet Nam Disaster and Dyke Management Authority

## Project Information Table

PROJECT INFORMATION	
Project/ outcome title	Improving the resilience of vulnerable coastal communities to climate change related impacts in Viet Nam” (Reference No. FP013)
Project ID	00088033
Development Objective	The GCF “Improving the Resilience of Vulnerable Coastal Communities to Climate Change- related Impacts in Viet Nam” project seeks to scale up interventions that are already tested to increase the resilience of vulnerable coastal communities.
Project Objective	The project’s results are expected to contribute to improving capacities and policies on disaster risk management and resilient recovery from natural and man-made disasters, as well as epidemics. The emphasis will be on measures to protect rights, especially for vulnerable groups. As a result, 20,000 highly vulnerable people directly benefit from safer, more climate resilient housing. In addition, 3,865,100 people in the target coastal provinces will benefit from the protection offered by healthy and robust mangrove areas; and more than 30 million people living in 28 coastal provinces benefit from improved climate risk mapping and participatory disaster risk management planning and risk reduction practices. To improve monitoring of progress in developing capabilities.
Country/Region	Viet Nam
Date project document signed	7 September 2017
Project dates	Start Date: 11 July 2017      End Date: 11 July 2024
Project budget	GCF (grant): US\$ 29,523,000 UNDP co-financing: US\$ 1,600,000 Government co- financing as FAA: US\$ 11,006,625 Government co-financing mobilized: US\$ 13,548,713
Project expenditure at the time of evaluation	US\$ 43,908, 239 (GCF grant: US\$ 28,759,526; Co-financing: US\$ 15,148,713)
Funding source(s)	Green Climate Fund (GCF)
Implementing Partner/Executing Entity	Ministry of Agriculture and Rural Development (MARD)
Responsible Party	UNDP Ministry of Construction (MOC)

## 1. Executive Summary

### 1.1 Project Description

The GCF project "Improving the Resilience of Vulnerable Coastal Communities to Climate Change-related Impacts in Viet Nam" (FP013) aimed to scale up proven interventions to enhance the resilience of vulnerable coastal communities. Building on ongoing social protection programs related to housing for the poor and marginalized, the project's overarching objective was to increase the resilience of these communities to climate change impacts in Viet Nam. To achieve this objective, the project outlined the following expected results: i) Storm and Flood Resilient Housing: The project incorporated storm and flood resilient design features in new houses, benefiting poor and highly disaster-exposed individuals ii) Mangrove Regeneration and Planting: The project regenerated and/or planted mangroves, serving as storm surge buffers and providers of ecosystem resources that support coastal livelihoods. iii) Enhanced Access to Climate and Disaster Data for Resilience in Viet Nam's Coastal Provinces: This output focuses on improving access to climate, loss, and damage data across Viet Nam's 28 coastal provinces.

### 1.2 Purpose and Scope of Evaluation

This evaluation aims to provide a comprehensive assessment of the project to measure its effectiveness, relevance, efficiency, and sustainability. The primary objective is to assess whether the program has achieved its intended outcomes and to identify lessons learned and opportunities for improvement. The scope of the evaluation includes an in-depth review of program implementation, focusing on key areas such as impact on beneficiaries, alignment with strategic goals, resource utilization, and the sustainability of the results. The evaluation employs a mixed-method approach, combining qualitative and quantitative data collection and analysis methods.

### 1.3 Project Progress Summary

The supported housing component has proven its resilience against storms and floods, with their effectiveness confirmed through multiple events, including the historic flooding of 2020. These activities have enabled many localities to meet the criteria for sustainable rural housing by replacing temporary structures, contributing significantly to the development of new rural communities. The communities received training on constructing storm- and flood-resistant homes and gained practical experience in securing their houses before flood seasons. Key achievements include the construction of 4,966 storm- and flood-resistant houses, exceeding the original target of 4,000 homes, benefiting 20,000 vulnerable people. Additionally, 4,028 hectares of mangroves were replanted or restored across five provinces, surpassing the goal of 4,000 hectares. These mangroves provided critical protection against storm surges and supported local livelihoods by enhancing ecosystem services such as fisheries. Furthermore, the project's mangrove component made a significant contribution to climate change mitigation by delivering substantial GHG reductions through enhanced carbon sequestration and long-term storage in these vital ecosystems. The project has significantly strengthened disaster risk reduction (DRR) and climate resilience in Vietnam's coastal communities, benefiting over 62,000 people through community-based programs—well beyond its initial targets. It supported the government in improving disaster management and climate resilience policies, even adapting effectively to COVID-19 challenges. Key achievements include updating 10 disaster databases, establishing 24 early warning stations integrated with risk data systems, and promoting the insurance sector's role in DRR and Climate Change Adaptation (CCA). The project performance ratings are displayed in Table 1.

Table 1. Rating of project performance

	Rating
M&E design at entry	Satisfactory
M&E Plan Implementation	Satisfactory
Overall Quality of M&E	Satisfactory
Quality of UNDP oversight	Highly Satisfactory
Quality of Implementing Partner Execution	Highly Satisfactory
Overall Quality of Implementation/Execution	Highly Satisfactory
Relevance	Highly Satisfactory
Effectiveness	Highly Satisfactory
Efficiency	Highly Satisfactory
Overall Project Outcome Rating	Highly Satisfactory
Financial Sustainability	Likely
Socio-political Sustainability	Highly Likely
Institutional Framework and Governance Sustainability	Likely
Environmental Sustainability	Highly Likely
Overall Likelihood of Sustainability	Likely

## 1.4 Concise summary of findings, conclusions and lessons learned

**Relevance:** The project was strongly aligned with Viet Nam's national climate adaptation strategies, addressing key issues like sea-level rise, saltwater intrusion, and coastal flooding. It also aligned with global frameworks like the Paris Agreement and SDG 13. The focus on marginalized groups, including persons with disabilities (PWDs), ethnic minorities, and female-headed households, reflected the "Leaving No One Behind" (LNOB) principle.

**Coherence:** The project demonstrated strong internal coherence by complementing UNDP's broader initiatives and aligning with national frameworks. Externally, it aligned with key partners like the Ministry of Agriculture and Rural Development (MARD) and the Green Climate Fund (GCF), integrating activities into government priorities such as the Community-Based Disaster Risk Management (CBDRM) program.

**Effectiveness:** The project exceeded its key targets, including the construction of 4,966 storm-resilient houses (target: 4,000) and the restoration of 4,028 hectares of mangroves (7% above target). Early Warning Systems (EWS) were installed in 24 high-risk communes. However, improvements are needed in gender-specific outputs and long-term impact monitoring.

**Efficiency:** Despite initial delays, the project made efficient use of resources, with cost-effective initiatives like mangrove restoration, which contributed to disaster risk reduction and climate mitigation.

**Sustainability:** The project showed strong potential for sustainability through financial partnerships, institutional integration, community engagement, and environmental benefits like enhanced biodiversity and carbon sequestration.

**Scalability and Replicability:** The integration of resilient housing and mangrove restoration into national programs offers high scalability. Innovative approaches, such as eco-shrimp farming, provide models for replication in similar climate contexts.

**Impact:** The project had significant environmental, social, and economic impacts. Mangrove restoration reduced storm risks, improved biodiversity, and contributed to carbon sequestration (1.12 million tons of CO<sub>2</sub> equivalent). Socially, resilient housing improved security for vulnerable populations. Economically, mangrove-related livelihoods, such as aquaculture, enhanced resilience and poverty alleviation.

**Gender Equality and Inclusion:** Progress was made, with 63% of resilient housing beneficiaries being women. However, women's involvement in technical and leadership roles was limited, and youth and civil society were underrepresented.

**Cross-Cutting Issues:** The project effectively addressed disability inclusion, climate co-benefits, and LNOB principles, though more efforts could be made to engage youth and ethnic minorities in future initiatives.

### Conclusions and Lessons Learned

The project provided several valuable lessons for future climate resilience and sustainable development initiatives:

- **Integrated Approach:** A cross-sectoral strategy that combines resilient infrastructure, ecosystem-based adaptation (such as mangrove restoration), and community-based disaster risk management (CBDRM) proved effective. This holistic design addressed the multifaceted challenges of climate change in coastal areas, enhancing both performance and relevance. Future projects should continue to adopt comprehensive approaches that tackle environmental and social vulnerabilities.
- **Government Partnerships:** Strong collaboration with government entities was crucial for project success. This alignment with national policies fostered local ownership, as seen in the significant co-financing from the Vietnamese government, which accounted for 26% of the total budget. Such partnerships facilitate the integration of project outcomes into national frameworks, ensuring sustainability.
- **Adaptive Management:** The ability to adapt to external challenges, such as those posed by the COVID-19 pandemic, was vital. Future projects should prioritize building adaptive capacity within management structures to respond to unforeseen circumstances without compromising core objectives.
- **Community Engagement:** Leveraging local knowledge and fostering community ownership were essential for sustainability. Involving local communities in decision-making processes for mangrove restoration and housing construction enhanced local buy-in, which is crucial for long-term success.
- **Gender Sensitivity:** While the project achieved significant female participation (63% of housing beneficiaries), further efforts are needed to enhance women's roles in leadership and technical positions. Addressing gender imbalances will contribute to greater equality and empowerment in future initiatives.



- **Coordination Among Initiatives:** Improved coordination between various climate projects is necessary to avoid redundancy and optimize resource use. Establishing stronger communication channels among donors, implementing agencies, and local stakeholders can enhance collaboration and streamline activities.
- **Long-term Monitoring:** The need for enhanced long-term monitoring of environmental impacts was identified as an area for improvement. Future projects should incorporate detailed monitoring frameworks to assess the sustainability of interventions over time, particularly regarding ecological and social impacts.

### 1.5 Recommendation summary table

#	Proposals for Future Directions and Main Objectives	Responsible Entity	Timeline
1.1	<b>Strengthen Long-Term Monitoring of Environmental and Social Impacts:</b> -Establishing partnerships with local communities and academic institutions for data collection. Providing training programs on data monitoring techniques. -Securing funding for continuous monitoring post-project closure through integration into national climate and environmental budgets. -Utilizing digital tools for real-time environmental monitoring. -Reporting results periodically to align with the NCCS and SDG 12.	UNDP and Gov	Future Projects
1.2	<b>Strengthen Gender Equality and Social Inclusion Focus on Project Management.</b> -Establish gender-and disabilities sensitive targets and indicators within each project activity. -Provide capacity-building programs for women and marginalized groups as PWD to enhance their participation and decision-making roles. -Partner with organizations specializing in gender and social inclusion to implement tailored interventions. -Expands disability inclusion (DI) efforts to encompass governance, planning, and decision-making processes, ensuring that the perspectives and needs of PWDs are systematically incorporated. the unique challenges faced by individuals who belong to multiple marginalized groups. -Align efforts with Vietnam's Socio-Economic Development Strategy and SDG 5.	UNDP and Gov	Future Projects
1.3	<b>Enhance Cross-Sectoral Coordination and Synergy between Climate Initiatives.</b> -Create a multi-stakeholder platform involving government agencies, private sector actors, and civil society organizations to align activities and policies. -Establish a coordination secretariat to oversee implementation and resolve conflicts. Conduct regular workshops and meetings to facilitate information exchange and collaboration. -Developing an integrated database for resource sharing and tracking progress. -Strengthening contributions to SDG 17 through enhanced partnerships.	UNDP and Viet Nam government	Future Projects
<b>Actions to Follow Up or Reinforce Initial Project Benefits</b>			
2.1	<b>Scale-Up Knowledge Transfer in Disaster Risk Management.</b> -Developing a centralized repository for disaster risk management tools, best practices and resources. -Conducting regular training sessions for government officials and local communities. -Establishing a mentorship program to transfer knowledge from experienced practitioners to new stakeholders. -Partner with academic institutions to incorporate disaster risk management into their curricula. -Ensuring alignment with the National Disaster Management Strategy and SDG 11.	VNDMA/MARD	1/2025-6/2025
2.3	<b>Compile and Share Technical Lessons Across Provinces and Ensure Data Accessibility.</b> -Publishing a comprehensive technical manual on project methodologies. -Creating an open-access online platform for sharing lessons learned. -Facilitating inter-provincial exchange visits to showcase successful interventions. -Organizing annual knowledge-sharing forums to discuss progress and challenges. -Aligning efforts with the National Adaptation Plan and SDG 9.	DoF and MARD	11/2024-5/2025
2.4	<b>Develop Additional Flexible, Site-Specific Resilient Housing Models.</b> -Conduct site-specific assessments to identify geographic, environmental, social and cultural factors affecting housing design. -Engage local communities in the co-design process to ensure solutions are culturally and socially appropriate. -Pilot new housing models in selected areas, monitor their performance, and refine designs based on feedback. -Updating Ministry of Construction (MOC) guidelines to include these models, contributing to SDG 11.	MOC/DOC with support of the provincial governments	01-6/2025
<b>Actions for Creating Opportunities for Financial Sustainability</b>			
3.1	Engage Private Sector Investments for Climate Resilience. <b>-Conducting stakeholder consultations to identify private sector investment opportunitie and ootential private sector partners</b> <b>-Designing blended finance models combining public and private funds.</b> <b>-Establishing public-private partnerships to co-finance large-scale projects.</b> <b>-Creating incentives, such as tax benefits, to attract private sector participation.</b> <b>-Aligning efforts with SDG 8 (Decent Work and Economic Growth) and SDG 13 (Climate Action).-</b>	UNDP and VNDMA	Future Projects
3.2	<b>Explore Integrated Financing for Coastal Resilience.</b> -Assess existing financing frameworks and identify opportunities for integration across government budgets, private sector investments, and international grants. -Explore innovative mechanisms like blended finance, public-private partnerships, and community-driven initiatives. Collaborate with financial institutions to design tailored funding solutions. -Establish a coordination body to manage and oversee integrated financing efforts.	VNDMA	01/2025-12/2027

3.3	<p>Explore Financial Sustainability through Carbon Markets.</p> <ul style="list-style-type: none"> <li>-Conducting feasibility studies to assess carbon sequestration potential of mangroves.</li> <li>-Quantify the carbon sequestration potential of restored mangrove areas using standardized methodologies.</li> <li>-Develop a framework for integrating carbon assets into carbon trading mechanisms.</li> <li>-Engage with international carbon markets and investors to secure funding..</li> <li>-Establishing partnerships with carbon market stakeholders to secure buyers.</li> <li>-Using revenues to fund ecosystem maintenance and align with SDG 13.</li> </ul>	DoF, MARD with support of UNDP	11/2024- 12/2025
3.4	<p><b>Enhance Inclusive Financing Mechanisms for Resilient Housing.</b></p> <ul style="list-style-type: none"> <li>-Partner with microfinance institutions to provide affordable loans for housing construction.</li> <li>-Design subsidized lease schemes tailored to low-income households.</li> <li>-Establish monitoring mechanisms to ensure financial support reaches intended beneficiaries.</li> <li>-Creating community savings groups to pool resources for housing projects.</li> <li>-Providing financial literacy training to vulnerable populations.</li> <li>-Aligning efforts with the National Programme on Sustainable Poverty Alleviation, SDG 1, and SDG 11.</li> </ul>	UNDP and Government	2024
3.5	<p><b>Scale Up Sustainable Livelihood Models.</b></p> <ul style="list-style-type: none"> <li>-Conducting market analyses to identify high-demand products. Strengthen value chains by providing technical training, improving product quality, and establishing certification processes.</li> <li>-Establishing cooperatives to improve economies of scale for producers.</li> <li>-Securing certification and branding for sustainable products to enhance competitiveness. Facilitate market access by linking producers with buyers. Developing partnerships with retailers and exporters to access broader markets.</li> <li>-Expanding successful models, such as eco-shrimp farming and agroforestry, to other regions while preserving ecosystems, aligning with SDG 8 and SDG 15.</li> </ul>	DoF, MARD with support of UNDP	11/2024- 11/2026

## 2. Introduction

### 2.1 Purpose and objective of the FE

In accordance with UNEG norms and standards, and as mandated by the Green Climate Fund (GCF), all GCF-financed projects are required to undergo a Final Evaluation (FE) at the conclusion of the project. This evaluation assesses the project's performance, including its relevance, effectiveness, efficiency, sustainability, and impact, to ensure accountability and to capture lessons learned for future GCF programming. The FE provides an assessment of the achievement of project results against what was expected to be achieved and draws lessons that can both improve the sustainability of benefits from this project. The FE report promotes accountability and transparency and assesses the extent of project accomplishments. Results and recommendations of the FE will be used by GCF, UNDP and national stakeholders for designing other relevant interventions in the future, ensuring national ownership and sustainability of project results. In addition to that, lessons learnt and recommendations from this FE will be used by the country programme board during its annual review and final review of the country programme (2022-2026), for proper adjustments and improvement of other project/programme design, implementation and evaluation. The FE process will follow the guidance outlined in the documents:

- UNDP Evaluation Guidelines
- GCF IEU TOR (GCF/B.06/06) and GCF Evaluation Policy
- UNEG norms and standards (revised 2017) and UNEG Code of ethics
- UNDG RBM guidance (2012)
- UNDP IEO evaluation guidelines (2019)
- OECD/DAC Better Criteria for Better Evaluation, Revised Evaluation Criteria (2019)
- Guidance for Conducting terminal evaluations of UNDP-supported, GEF-financed project (2020)

### 2.2 Evaluation Scope and Objectives

The Final Evaluation (FE) has been carried out in four phases: 1) desk review, data collection and analysis and the elaboration of FE inception report, including the preparation of the field mission; 2) A remote engagement to conduct virtual interviews and online surveys with the project team, implementing and executing partners, and stakeholders at national level; 3) A field mission to visit project sites, meet stakeholders and communities; and 4) finalize the preparation of the Final Evaluation Report.

The overall objectives of the evaluation are to assess the progress achieved against the programme's objectives and the results framework, while identifying factors that contributed to successful outcomes, unexpected results, and barriers. This analysis takes into account the unique partnership between UNDP and government partners, as well as the challenges posed by the COVID-19 pandemic. Additionally, the evaluation will review the implementation processes and milestones in relation to the programme's objectives. The final evaluation report

will provide credible, reliable, and evidence-based information by assessing the project's performance against the expectations outlined in the project's Results Framework.

### **Specific objectives**

The specific objectives of the assessment are multi-faceted, focusing on several key aspects of the project. First, the evaluation will assess the overall design and results of the project, including the baseline, targets, indicators, outputs, outcomes, and impacts. This assessment will take into account critical criteria such as relevance, effectiveness, efficiency, sustainability, as well as gender equality and women's empowerment, to provide a comprehensive review of the project's final results and progress.

Additionally, the evaluation will examine the extent to which the project has supported the implementing and responsible parties. This includes reviewing the information tools developed by the project to advance the climate resilience agenda, and assessing how the project has strengthened the capacities of governments and other relevant stakeholders to contribute to climate resilience. Another focus will be on how the project has incorporated the "Leaving No One Behind" principle into its plans and implementation, ensuring inclusiveness across all stages.

The evaluation will also review the potential for the project's planned activities to lead to long-term outputs and outcomes, including any unexpected results, both positive and negative. It will assess the relevance and suitability of the project's indicators and targets as outlined in the results framework, and whether the activities have been structured to support the sustained attainment of project objectives. The strategies developed and implemented to address the challenges faced by the targeted institutions will also be critically evaluated.

The assessment will further examine the value for money achieved relative to the outputs produced, as well as the extent to which the project has generated lessons learned and effectively shared this information. Lastly, the evaluation will identify both successful and unsuccessful practices, offering lessons that can be incorporated into national and sub-national policies and approaches. Strategic findings and recommendations will also be highlighted, drawing from input provided by stakeholders and partnerships involved in the project.

Detailed evaluation questions are provided in the Terms of Reference which is enclosure to this report. The evaluation has been assessed against the UNEG Quality Checklist for Evaluation Report<sup>1</sup>. Quality will be assessed during the final stage of the evaluation by determining whether it has been conducted in accordance with quality-assured methodologies and processes, ensuring that any deviations were appropriately addressed. The evaluation will also be evaluated on the adequacy of data collection, ensuring that data was gathered from sufficient and appropriate sources to ensure the credibility of the findings.

Additionally, the assessment will focus on whether the findings are based on valid analyses and if the conclusions and recommendations are logically coherent. It will be important to verify that sufficient consultations were carried out to enhance the accuracy, validity, relevance, and usefulness of the evaluation. The extent to which the evaluation has adequately addressed human rights and gender equality considerations, as well as other relevant United Nations principles and standards, will also be a key criterion. Furthermore, the recommendations will be reviewed to ensure they are practical and not overly prescriptive. Lastly, the final report will be assessed on whether it responds to the terms of reference, answers all evaluation questions, and follows appropriate editorial style and structure.

This FE is based on a performance assessment approach guided by the principles of results-based management. The evaluation tracks impact per the project's Logical Framework. The contribution of project outputs and project management is evaluated with reference to the achievement of the project outcomes and overall objective. This FE reviewed the implementation experience and achievement of the project results against the Project Document endorsed by UNDP, including any changes made during implementation. An assessment of project performance was carried out, based against expectations set out in the Project Logical Framework/Results Framework (table 4), which provides performance and impact indicators for project implementation along with their corresponding means of verification. The evaluation covered the key criteria of relevance, effectiveness, efficiency, sustainability,

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<sup>1</sup> The UNEG Quality Checklist for Evaluation Reports is available at: [www.unevaluation.org/document/detail/607](http://www.unevaluation.org/document/detail/607); the UNEG UN-SWAP Evaluation Performance Indicator Technical Note and Scorecard is available at: [www.unevaluation.org/document/detail/1452](http://www.unevaluation.org/document/detail/1452).

and impact, ensuring a comprehensive assessment of the project's outcomes. In addition, the evaluation integrated critical cross-cutting themes, including Leave No One Behind (LNOB), which assessed the project's efforts to reach the most vulnerable and marginalized populations. Gender equality and mainstreaming were also central to the analysis, examining how the project promoted equitable participation and benefits for women and men, as well as whether gender-disaggregated data was used to inform project design and implementation.

The evaluation further considered social and environmental standards (SES), evaluating the project's compliance with UNDP's safeguards and its impact on communities and ecosystems, ensuring that no harm was caused and that environmental sustainability was a core component of the project's approach. By incorporating these criteria, the evaluation provided a holistic view of the project's performance and its alignment with broader social and environmental goals. Ratings have been provided on the following performance criteria. The completed table has been included in the evaluation executive summary. The findings were rated in conformity with the UNDP guidelines for final evaluations using the following divisions: Highly Satisfactory, Satisfactory, Moderately Satisfactory, Moderately Unsatisfactory, Unsatisfactory, and Highly Unsatisfactory.

### **2.3 Methodology**

The Final Evaluation (FE) adhered to the UN Evaluation Group's principles of independence, impartiality, transparency, ethics, and credibility. It assessed project results based on the UNEG Norms and Standards, focusing on impact, relevance, effectiveness, efficiency, sustainability, and replicability. Additionally, the FE followed UNDP guidance, evaluating eight key criteria: relevance, effectiveness, efficiency, sustainability, impact, mainstreaming, coherence, and partnership. A comprehensive list of criteria, questions, and the full scope of the evaluation can be found in Annex 7. The evaluation provided stakeholders with evidence-based, reliable, and useful information.

#### **Evidence-Based Approach**

Multiple sources of evidence were collected at every stage of the evaluation. Data triangulation was used to cross-reference findings and recommendations, ensuring robust conclusions. Divergent views and data were explored further to understand the factors contributing to differing opinions, leading to more informed recommendations. All findings were based on fact and supported by triangulated evidence from multiple sources.

#### **Utilization-Focused Approach**

This evaluation goes beyond fulfilling reporting and accountability requirements. It assesses the project's performance within its broader context, including its contribution to climate resilience and sustainable development initiatives. The FE not only evaluates the achievement of the project's objectives but also assesses its potential to drive long-term systemic change in addressing and financing climate vulnerability. The evaluation highlights successes and challenges, offering actionable recommendations for future sustainability.

#### **Consultative and Participatory Approach**

The evaluation was participatory and consultative, involving close engagement with the Project Team, government counterparts, executing entity, UN focal points, technical advisors, beneficiaries, and other stakeholders. Their input was gathered through interviews and consultations, and they had opportunities to review the draft report to ensure factual accuracy and provide additional information. Throughout the evaluation, feedback and progress reviews were conducted at critical stages of data collection and analysis, ensuring the findings and recommendations remained practical and relevant. While stakeholders were involved, the evaluation team retained full independence in determining the content of the final report, adhering to an evidence-based principle.

### **2.4 Data Collection & Analysis**

The proposed method utilized both qualitative and quantitative approaches to describe project results and answer evaluation questions. Qualitative data collection relied on stakeholders' opinions and views, with a focus on incorporating gender and human rights perspectives to ensure equality, inclusivity, and non-discrimination in the analysis. This approach aimed to make the data collection process reflective of the project's broader social impacts, while also aligning with the Leave No One Behind (LNOB) principle to ensure that the evaluation captured the experiences and outcomes for the most vulnerable and marginalized groups. The main data collection methods used were:

- Review of documents and reports that describe progress on project outputs, outcomes, and objectives, with attention to how gender and human rights indicators were tracked and integrated

into the project design.

- Compilation of data on project deliverables and status of outputs, ensuring that data was disaggregated by gender and other relevant social categories to assess impacts on different groups.
- Discussion of key issues and lines of inquiry with project executive and management team regarding strengths and weaknesses of project design and execution.
- Self-assessment of achievements by project staff and participants.
- Interviews with project participants and stakeholders to verify achievements and to identify issues related to project design and implementation, with care taken to include a representative sample of women and marginalized groups. Interview questions were tailored to explore the project's impact on gender equality and human rights. The evaluation interviews were executed in a structured format, entailing targeted dialogues between the evaluator and selected stakeholders. This methodology facilitated the acquisition of comprehensive information, thereby enabling a profound comprehension of project outcomes, challenges, and stakeholder perspectives. Utilizing structured interviews provided a systematic approach to gather qualitative data, with questions tailored to address fundamental evaluation objectives.

While this method yields the benefit of acquiring detailed insights, it also presents potential challenges, such as the introduction of bias and subjectivity in responses. To mitigate these challenges, careful attention was given to ensuring the representativeness of the interviewee sample, encompassing a diverse array of stakeholders involved in or affected by the project. Furthermore, the formulation of interview questions was based on extensive desk research, ensuring their relevance, alignment with the evaluation framework, and capacity to elicit objective responses. This approach contributed to ensuring that the collected data was both credible and reflective of the broader project context.

- Field visit to project sites and focus group discussions with stakeholders and communities, ensuring the inclusion of women, marginalized groups, and those who are often excluded from decision-making. These discussions provided insights into the project's impact on vulnerable populations. Focus groups are a qualitative and participatory evaluation technique which allows a carefully selected group of stakeholders to discuss the results and impacts of the policy interventions.
- Triangulation and corroboration of comments by participants regarding project results, implementation and lessons.
- In collecting the data, care has been taken to ensure data protection aspects and confidentiality of informants, with particular attention to protecting vulnerable groups and human rights.
- Data has been collected in a gender-segregated manner, allowing for a specific assessment of impacts on men and women, and ensuring that the project's contributions to gender equality and human rights were clearly documented and analyzed.

The FE follows four stages phasing approach in accordance with the timeline included in the Annex 6.

### **Inception Phase**

This initial stage involved an extensive review of all relevant sources of information including documents prepared during the preparation phase (i.e. Funding Proposal, PIF, UNDP Initiation Plan, UNDP Social and Environmental Screening Procedure/SESP), the Project Document, project reports including Annual Performance Reports (APRs), project budget revisions, lesson learned reports, national strategic and legal documents, and any other materials that the evaluator considers useful for this evidence-based evaluation. A list of documents reviewed is presented in the Annex 4. As part of the inception phase, an Inception Report was prepared and presented to UNDP for discussion and agreement. The report includes an itinerary for the engagement approach, a tentative list of interviewees selected to provide a wide-ranging sample of project stakeholders, and a guide questionnaire to conduct the semi-structured interviews with the project team, partners, and stakeholders. Initial consultations have been conducted with several key project stakeholders to brief on the purpose and methodology of the FE and to finalize the engagement schedules and arrangements.

Since it is not possible in the limited time available for this evaluation, to meet all of the stakeholders involved in the wide range of Project activities, some sampling of the total stakeholders are required. The evaluation team employed a targeted sampling strategy to ensure that a representative and diverse range of stakeholders was consulted. This strategy aimed to capture comprehensive insights into the project's implementation, its impact, and its effectiveness, as well as to identify challenges and opportunities for improvement. The sampling process prioritized individuals and groups directly involved in the project's key components, ensuring a balanced representation across regions and sectors. The sampling strategy was based on the following key factors:

**Component-Based Selection:** The evaluation focused on individuals and groups directly involved in the project's key components. This included stakeholders engaged in climate resilience initiatives and disaster risk reduction activities. By targeting these individuals, the evaluation aimed to capture a wide range of perspectives directly related to the project's objectives.

**Geographic Diversity:** To ensure a comprehensive understanding of the project's impact across different regions, interviewees were selected from various provinces where the project was implemented. This geographic diversity provided insights into how the project's interventions were adapted to local needs and conditions, highlighting variations in the project's effectiveness in different contexts.

**Stakeholder Categories:**

**Government Officials:** Representatives from relevant ministries and line departments were included in the sample to provide insights into policy alignment, institutional support, and the project's integration with government priorities.

**Local Community Leaders:** Community leaders were interviewed to assess the project's impact at the grassroots level, focusing on community involvement, acceptance, and direct benefits.

**Beneficiaries:** The evaluation team interviewed individuals who directly participated in or benefited from the project's interventions. Their feedback was critical in evaluating the relevance, effectiveness, and tangible outcomes of the support provided.

**Project Implementers and Partners:** Members of the project team and partner organizations were included in the sample to assess operational challenges and successes during the implementation phase.

The sample was selected using a purposive sampling method, guided by the need to include a diverse range of stakeholders who were directly or indirectly involved in the project. The selection process was structured as follows:

**Identification of Key Stakeholders:** The evaluation team first identified the relevant line departments, ministries, project partners, and local organizations involved in the project. This initial identification was based on project documentation, stakeholder lists, and consultations with the project management team.

**Development of a Comprehensive Stakeholder List:** A comprehensive list of potential interviewees was developed, prioritizing individuals and groups that played a key role in the implementation of project activities. The list was categorized by stakeholder group (government officials, community leaders, beneficiaries, project implementers, and partners).

**Geographic Representation:** The list was refined to ensure that stakeholders from all key regions where the project was implemented were included, ensuring geographic diversity and capturing region-specific project outcomes.

**Final Selection:** The final sample was chosen based on availability and willingness to participate, while ensuring that each key component of the project was represented by individuals with relevant expertise and experience.

The evaluation utilized a rigorous sampling strategy to ensure a comprehensive and representative collection of stakeholder insights throughout the project. A total of 102 individuals were consulted, including key informants, with 30% being women. These participants spanned various levels, such as government officials, project beneficiaries, and community leaders. The evaluation team conducted semi-structured interviews with a diverse group of stakeholders, including government representatives, project partners, and local community members, to gather a wide range of perspectives. Additionally, focus group discussions (FGDs) were held with community members to promote collective feedback, ensuring that the voices of marginalized groups and women were adequately represented. Online surveys were also used to collect quantitative data from beneficiaries and other stakeholders, further validating the project outcomes and highlighting implementation challenges. The entire process was guided by principles of geographic and sectoral diversity, incorporating stakeholders from different regions where the project had been implemented to reflect contextual variations in project performance. The selection of participants was based on purposive sampling, ensuring that individuals directly involved in key

project components, such as climate resilience and disaster risk reduction initiatives, were included. Efforts were made to minimize potential sampling bias through the use of pre-structured interview guides, prior sharing of key questions, and the inclusion of vulnerable groups. This approach ensured that the evaluation captured an inclusive, balanced, and representative range of views, thereby enhancing the credibility and relevance of its findings. To ensure systematic and comprehensive data collection, the evaluation team developed a detailed data collection plan. This plan outlined the methods and tools used to gather information from the selected stakeholders.

### **Data Collection Methods**

**Semi-structured Interviews:** The primary data collection method involved semi-structured interviews with key stakeholders. These interviews allowed for in-depth discussions and the flexibility to explore specific issues relevant to each stakeholder group.

**Focus Group Discussions (FGDs):** In some regions, focus group discussions were conducted with community members and local leaders to facilitate collective feedback and capture a range of perspectives on the project's impact at the local level.

**Surveys:** Surveys were used to gather quantitative data from a broader group of beneficiaries, enabling the evaluation team to assess the reach and effectiveness of the project's interventions in a more structured format.

### **Data Collection Tools**

**Interview Guides:** Customized interview guides were developed for each stakeholder group. These guides were designed to explore specific themes related to the project's objectives, such as the relevance and effectiveness of interventions, challenges encountered, and lessons learned. The guides ensured consistency in the questions asked while allowing flexibility for follow-up questions based on interviewees' responses.

**Survey Questionnaires:** The survey questionnaires were developed to collect quantitative data on project outcomes. These were distributed to beneficiaries to assess their experience with the project and to capture data on the project's effectiveness in addressing local needs.

**Focus Group Discussion Guides:** FGD guides were used to facilitate group discussions, with questions tailored to encourage collective feedback on the project's impact at the community level.

This structured approach to sample selection and data collection ensured that the evaluation captured a comprehensive and balanced view of the project's performance across various regions and stakeholder groups.

### **Field visit**

Data collection efforts, team meetings, and engagement with stakeholders have been held mainly during in-country mission. Therefore, the engagement methodology has been developed taking into account the proposed agenda mission (Annex 2). The evaluation used methods for data-collection and interviews that require travelling or physical meetings. The FE has taken into consideration carefully the stakeholder availability, ability, or willingness to be interviewed. The FE has to identify who is being left out of data collection, constraints or fears that interlocutors may face in interviews, and any biases that may be resulting in the data. Considering the remote project sites, there is a higher-than usual risk that the evaluation plan may be subject to unforeseen changes along the way. It is furthermore acknowledged that the risk of getting too little data (quantity and quality) is higher than what is normally the case due to the challenges of validation and the likely challenges posed by community meetings. Beneficiary interviews served the purpose of validation of the results reported. The emphasis was on observing and ascertaining credible information on progress being made towards the attainment of results-benefits-as well as their quality and sustainability.

The main objective of the interviews is to obtain common impressions and collect data from diverse stakeholders and project beneficiaries. The interviews are an efficient way to obtain insights and a high degree of range and depth of information in a short time but are subject to sampling bias. The number of interviews depends on many factors, including the number and diversity of beneficiaries and targeted groups and the potential contentiousness of issues regarding the intervention. It is recommended to interview a broad range of people and to take a sample big enough in order to gain the greatest variety of perspectives on the project. Focus Group Discussions (FGDs) was also used when a broad range of stakeholders needs to be reached. The interviews or FGDs were conducted transparently and culturally appropriate.

The interviewees were informed in advance of the evaluation with a clear purpose and overview of the evaluation, evaluation team, and interview expectations. A list of questions has been shared with interviewees in

advance to speed up the process and facilitate interviewee preparation. An updated stakeholder list with email contact details have been provided by UNDP and CPMU to the evaluators.

To collect further data on project performance, an online survey has been conducted among project staff and government representatives, direct beneficiaries and other stakeholders. The instrument was developed on evaluation matrix questions. Divider questions were used to guide respondents to the issues that matter to them. For instance, whereas project staff might be queried on matters related to management and coordination, beneficiaries, focal points and other country representatives might be asked to reflect on the effectiveness of project interventions and the challenges they face in terms of achieving or meeting result expectations. The survey was available three weeks during the remote engagement phase. A preliminary list of questions is presented in Annex 5. The engagement was held in August and September 2024 and included a wide range of stakeholders, using semi-structured interviews, with a preset of key questions tailored to each interviewees group in a conversational format. A guide questionnaire to conduct the semi-structured interviews is included in Annex 7. The questionnaire aims to provide answers to the evaluation matrix questions and indicators (Annex 5). Triangulation of results, i.e. comparing information from different sources, such as documentation and interviews, or interviews on the same subject with different stakeholders were used to corroborate or check the reliability of evidence. This phase followed a participatory and consultative approach ensuring close engagement with the Project Team, government counterparts, Executing Entities, the UNDP, the Regional Technical Advisor, direct beneficiaries, academia and CSOs.

The engagement phase ended with presenting the initial findings to UNDP, government partners, project staff, and other stakeholders following the in-country mission. Follow-up interviews were conducted as needed, including with the International Cooperation Department (ICD) under the Ministry of Agricultural and Rural Development RD and The Disaster Management Policy and Technology Center (DMPCT) under Viet Nam Dyke and Disaster Management Authority (VDDMA).

Following the engagement phase, the collected data, updates, and materials received were carefully reviewed and analyzed. The information has been compiled, summarized, and organized according to the evaluation criteria and ratings. Analysis was provided in matrices and tables to best present findings and key recommendations, using a result-based management approach.

There were 102 people with 30% being female, representing stakeholders at all levels and beneficiary households who were consulted or interviewed for the collection of primary data and information for the FE. The list of informants is included in Annex 3. A draft report has been prepared and submitted to UNDP and CPMU, Component PMUs and PPMUs to check for inaccuracies, and subsequently circulated to all project partners and key project stakeholders to go through the review process. Questions and comments on the draft FE Report received will be consolidated and incorporated into the final Report. An “audit trail” will be prepared in separate files to indicate how the comments received were (or were not) addressed in the final FE report. The final FE report will describe the full FE 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.

### **Data analysis**

The evaluation adopts a two-tiered approach to analyze and validate information: firstly, through a thorough review of project documentation, and secondly, by collecting data from stakeholder interviews and consultations. A comprehensive evaluation matrix was devised to guide the analysis, ensuring the collection of unbiased data to effectively address the evaluation questions. The data sources utilized for the evaluation comprised the following: Project Documentation: This encompassed various materials, including project proposals, detailed implementation plans, regular monitoring and evaluation reports, technical reports, and important communication records. These documents were essential sources of information regarding the project's goals, strategies, and performance metrics.

Monitoring Data: The project's monitoring data was crucial for assessing progress against established indicators. This data was collected systematically throughout the project's lifecycle and included both quantitative metrics and qualitative insights on project outcomes. To ensure the accuracy and reliability of this data, the evaluation team conducted a cross-referencing process, comparing monitoring reports with data collected from interviews and other documentation to ensure consistency and completeness.

Stakeholder Interviews: Information was gathered through interviews with project staff, government counterparts, Executing Entities, beneficiaries, and other stakeholders. This qualitative data enriched the evaluation by providing contextual insights and personal experiences related to the project's implementation and impact.



The methods employed to analyze both quantitative and qualitative data encompassed: Analysis of Project Design and Implementation: This involves examining the project's design, assumptions, implementation performance, and measurable results against the management plans and results indicators, identifying any gaps between design and delivery. The analysis of project design and implementation involved a detailed review of the project's logical framework, assumptions, and performance by comparing them against the original project plans, management strategies, and results indicators. Specifically, the evaluation team examined the Theory of Change to assess the coherence between project objectives and its intended outcomes. Document analysis was conducted on key project materials, including progress reports, monitoring data, and financial records, to evaluate the consistency of implementation with the project's design. To assess performance, gap analysis was applied, where measurable results were compared to the expected outcomes outlined in the project's results framework. This helped identify discrepancies between planned activities and actual delivery. The analysis also employed indicator verification, where reported achievements were cross-checked against the indicators set at the project's outset, ensuring that the evaluation accurately captured the degree to which the project met its targets. Stakeholder interviews provided further insight into the project's execution, allowing for validation of both successes and challenges encountered during implementation.

By using a combination of document review, gap analysis, and stakeholder feedback, the evaluation was able to assess the project's design, implementation performance, and overall effectiveness in achieving its intended results.

- o Descriptive Analysis and Cross-Checking: Evaluation indicators were verified against monitoring data collected from project documentation, reports, and external sources, ensuring that the findings were substantiated by reliable data
- o Thematic Narrative Analysis: A desk review was conducted to identify critical issues linked to the project indicators outlined in the evaluation matrix, enabling a deeper understanding of the project's context and impact.
- o Iterative Data Analysis: This process connects findings with the evaluation questions, facilitating the identification of key results.
- o The Theory of Change-based Approach involves evaluating a project's impact by examining whether its policies or programs have led to the intended or observed changes. This analysis integrates findings from different sources to draw conclusions about the project's effectiveness, relevance, and sustainability. The evaluation tests the program theory by investigating whether and why the policies or programs have caused the intended or observed outcomes.
- o All information and data collected were triangulated to ensure validity. The evaluation matrix was used to guide how each of the questions was addressed and to organize the available evidence by key evaluation questions. This approach facilitated drawing well-substantiated conclusions and recommendations. Triangulation also involved assessing inputs from multiple sources, stakeholder levels, and categories, enhancing the credibility of the findings.

## **2.5 Ethics**

This evaluation was conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation'. The consultant team safeguards 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 consultant team also ensures 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 also be solely used for the evaluation and not for other uses, with the expressed authorization. The evaluation process ensured that every aspect—design, framework, data collection, analysis, findings, conclusions, and recommendations—remained free from external influence and bias through several key strategies. First, a clear separation was maintained between the evaluators and the entities being assessed, with the evaluation team functioning independently, without financial or operational connections to the stakeholders involved. The design phase emphasized transparency by establishing evaluation criteria and methods based on widely recognized standards and benchmarks, preventing any undue influence from external parties. The data collection process also adhered to scientifically validated methodologies, ensuring objectivity and minimizing the risk of manipulation. To further safeguard the evaluation's independence, several measures were implemented. The evaluation team used anonymous data sources to prevent any identification of participants or biased responses. Additionally, the

evaluation findings were cross-checked with multiple data sources, ensuring that conclusions were based on a diverse set of evidence. Internal quality control procedures, such as independent data verification and periodic reviews, were also used to enhance impartiality. This combination of rigorous methodologies and institutional checks ensured that the evaluation remained free from external influence throughout its entire process.

## **2.6 Limitations to the evaluation**

An evaluability assessment was conducted to determine the project's readiness for evaluation, focusing on its design, data availability, stakeholder engagement, and evaluation capacity. The detailed findings are presented in Annex 12, with Table 2 summarizing the assessment and highlighting areas requiring improvement to facilitate a successful evaluation. While the assessment identified strengths, it also pinpointed several challenges and proposed mitigation strategies to address these limitations effectively. Potential Challenges and Mitigation Strategies: 1) Data Gaps: Incomplete or missing data posed a risk to conducting a comprehensive evaluation. To address this, the evaluation team applied triangulation methods, drawing on multiple data sources—including interviews, secondary reports, and external datasets—to cross-verify findings and fill information gaps. 2) Limited Stakeholder Participation: Logistical constraints risked reducing stakeholder representation, which is crucial for a thorough evaluation. To overcome this, alternative engagement methods, such as remote interviews, surveys, and consultations, were implemented to ensure the inclusion of diverse perspectives and broader representation. 3) Attribution Challenges: Differentiating the project's specific impacts from external factors presented difficulties. The evaluation team employed a theory of change approach combined with counterfactual reasoning to isolate the project's contributions and compare outcomes with other interventions in the sector. 4) Assessing Long-Term Benefits: Evaluating the project's long-term impacts was challenging due to the time required for many outcomes to fully materialize. To mitigate this, the evaluation incorporated a sustainability analysis, focusing on early indicators of potential long-term impacts and gathering stakeholder insights on the likelihood of sustained benefits. Despite the identified limitations, the application of robust mitigation strategies ensured the evaluation process could proceed effectively. By addressing data gaps, enhancing stakeholder participation, clarifying attribution, and analyzing sustainability, the evaluation aimed to provide a reliable and comprehensive assessment of the project's performance and impacts.

## **2.7 Structure of the FE report**

The Final Evaluation (FE) report is divided into five main sections:

**Executive Summary:** This section gives a brief overview of the project, its progress, and evaluation results. It includes a final evaluation ratings table and a concise summary of findings, conclusions, lessons learned, and recommendations in table format.

**Introduction:** This part outlines the purpose, objectives, and scope of the FE, describing the methodology, data collection, analysis processes, ethics, limitations, and the structure of the FE report.

**Project Description:** A detailed description of the project is presented, including its start, duration, key milestones, and relevant environmental, socio-economic, institutional, and policy factors. It covers the problems addressed by the project, the project strategy, key stakeholders, and its implementation arrangements.

**Findings:** This section assesses both the design and implementation of the project. It includes analysis of the project's logic, assumptions, risks, stakeholder participation, adaptive management, finance, monitoring and evaluation, and risk management. It also evaluates project results and impacts, including progress toward objectives, effectiveness, efficiency, sustainability, and cross-cutting issues like gender equality and scalability.

**Main Findings, Conclusions, Lessons Learned, and Recommendations:** The final section summarizes the key findings, draws conclusions, highlights lessons learned, and provides actionable recommendations for future improvements and follow-up action.

## **3. Project Description**

### **3.1 Project start and duration, including milestones**

The 5-year project was approved during the GCF Board meeting #13 (B.13) on 30 June 2016, subsequently the FAA was signed on 8 June 2017 and entered into effectiveness on 11 July 2017. The project document was then signed between UNDP and the Executing Entity on 7 September 2017. The project conducted two days pre-inception workshop and a half day Inception workshop on 24 November 2017. The project start date is the FAA effectiveness date, which is 11 July 2017, with planned end date of 11 July 2022. The Interim Evaluation was

conducted in November-December 2019. The project has gone through two extensions, the first one in 2021 with the new end date was December 31, 2022, and the second one in 2023 for a 2-year extension till July 2024.

### **3.2 Development context**

Viet Nam has undergone remarkable economic transformation, rising from one of the world's poorest nations to a middle-income country within 25 years. Per capita income grew from below \$100 in the 1990s to \$1,596 in 2012, with poverty falling from 58% in 1993 to 11.8% in 2011<sup>2</sup>. However, this growth is threatened by the country's extreme vulnerability to climate change<sup>3</sup>. According to the Climate Change Vulnerability Index, Viet Nam is one of 30 "extreme risk" countries. The rural poor, dependent on agriculture and fisheries, are particularly exposed, as are urban populations in informal settlements prone to extreme heat, humidity, floods, and storms. Climate impacts, such as saltwater intrusion in the Mekong and Red River Deltas, are already threatening livelihoods. The Intergovernmental Panel on Climate Change (IPCC) projects temperature increases of 0.8°C to 3.2°C by the end of this century, with sea levels rising by about 40 cm. The Ministry of Natural Resources and Environment (MONRE) confirms a rise of 0.5°C and 20 cm in sea level over the past 50 years. Disasters are increasingly common, with annual average losses of 457 lives and 1.3% of GDP between 1990 and 2012. By 2050, sea-level rise could reduce Viet Nam's GDP by up to 2%, submerging significant portions of land and rice production. The Mekong Delta, crucial to national food security, faces particularly high risks, with an estimated loss of 3.2 million tons of rice due to flooding by 2100. Mangrove forests, vital for coastal protection, have been heavily depleted, from 408,500 hectares in 1943 to just 59,760 hectares by 2008. This loss exacerbates the impacts of storms and rising sea levels, particularly for the 500,000 people living within 200 meters of the coast. The economic toll of disasters is substantial, with annual losses of 1-1.5% of GDP. In 2017 alone, disasters caused \$2.7 billion in damage. Coastal flooding could affect 8% of Viet Nam's population by 2050, undermining development gains and increasing poverty risks. A balanced approach to climate resilience in coastal areas is essential, combining economic growth, environmental protection, and social progress. Climate-resilient housing, particularly in vulnerable coastal provinces, is crucial to safeguarding the 30 million people living in these regions.

### **3.3 Problems that the project sought to address, threats and barriers targeted**

This project is designed to reduce the vulnerability of poor and highly exposed coastal communities to existing climate variability and future climate change-related risks through a combination of measures that will strengthen both people's adaptive capacity and the long-term resilience of coastal greenbelts in Viet Nam. The improved design of the house helps to increase resilience of building to storms, flood and other disasters. This project is developed to address the problems faced by the communities from the coastal belt of Viet Nam and the project is in-line with country's policies and strategy to climate change adaptation. To address the climate change and disaster related problems main obstructions are:

- Limitation of awareness among the local communities on climate change and its connection with disasters.
- Limited livelihood options for those who are dependent on the mangrove areas for their livelihood.
- Coastal protection measures are not informed by best practices.
- Inadequate climate risk information prevents effective adaptation planning and resources mobilization.
- Mangroves degradation and deforestation.

### **3.4 Project Description and Strategy**

The project "Improving the resilience of vulnerable coastal communities to climate change related impacts in Viet Nam" is aimed to enable the GoV to design measures for mitigation and adaptation to address climate change, through (1) supporting communities living in coastal afforestation/reforestation sites to adopt resilient livelihoods, (2) regulatory reform and fiscal incentive structures introduction that incorporate climate change risk management, (3) improving design of house to make them resilient to typhoon and storms, and 4) training for climate risks, disaster preparedness and the benefit of coastal forest for climate risk mitigation. The project aims to assist the GoV to carry out all the necessary activities to increase climate resilience of coastal belt communities and through adaptation and mitigation activities. To measure the achievement of the project baseline indicators were established and are as follows: Objective: The overall (or immediate) objective of the project is: To increase resilience of vulnerable coastal communities to climate change related impacts in Viet Nam. Expected Results: The project aims to achieve its objective through 3 outputs which will have a total of 9 main activities. These outcomes and outputs are as follows:

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<sup>2</sup> World Bank. (2012). "Vietnam Poverty Assessment."

<sup>3</sup> UNDP. (2011). "Vietnam Human Development Report." (2011). "Climate Change Vulnerability Index 2011."

Output 1: Storm and flood resilient design features added to 4,000 new houses on safe sites, benefiting 20,000 poor and highly disaster-exposed people in 100 communes

Activity 1.1. Grant support for cost of additional flood/storm resilient features to 4,000 houses

Activity 1.2. Community-based climate and disaster risk mapping and planning

Activity 1.3. Knowledge products, developed based on lessons learned, for policy makers and communities

Output 2: Regeneration of 4,000 hectares of coastal mangrove storm surge buffer zones using successful evidence-based approaches

Activity 2.1. Regeneration or replanting of 4,000 hectares of mangroves in coastal areas vulnerable to climate change

Activity 2.2. Community-based programme on mangrove regeneration, maintenance and monitoring for target communities

Activity 2.3. Knowledge products, developed based on lessons learned, for policy makers and communities

Output 3: Increased access to enhanced climate, loss and damage data for private and public sector application in all 28 coastal provinces of Viet Nam

Activity 3.1 – Update disaster database and establish risk data repository, with mechanisms established for sharing/disseminating information.

Activity 3.2 – Policy support for planning/line ministry staff at the national and sub-national levels to apply disaster/loss information to inform climate resilient planning.

Activity 3.3 – Analysis of risk transfer mechanisms for insurance, including for cases of large scale coastal climate related disaster (loss of more than 3% GDP).

### **3.5 Project Implementation Arrangements**

The project implementation involves a multi-layered structure of collaboration and oversight designed to ensure effective coordination and achievement of objectives. The Project Board (PB), composed of key stakeholders, provides strategic oversight and decision-making. Day-to-day implementation is managed by executing entities under the supervision of UNDP, with close coordination between the project team and national and local governments, including ministries and local organizations. Key partners were carefully selected to ensure their commitment and capacity to deliver on project objectives. The approach emphasizes adaptive management, allowing for adjustments informed by stakeholder feedback, monitoring, and evaluation. Operating under the National Implementation Modality (NIM), the project designates the Viet Nam Disaster and Dyke Management Authority (VDDMA) under the Ministry of Agriculture and Rural Development (MARD) as the lead implementing agency responsible for delivering Output 3. Key partners include: The Department for Management of Housing and Real Estate under the Ministry of Construction (MOC), responsible for delivering Output 1. The Department of Forestry under MARD, tasked with delivering Output 2. The executing entities are accountable for the effective management and execution of project activities, ensuring alignment with objectives and timelines. UNDP holds overall responsibility for the successful implementation of the project, providing quality assurance and essential support services. These include: Recruitment of project personnel; Procurement of goods and services; Management of GCF financial contributions; Provision of technical and administrative assistance as needed. The implementation arrangements are designed to facilitate seamless coordination and execution across national and local levels. Further details are outlined in Annex 13.

### **3.6 Project timing and milestones**

The key timelines for the project's implementation, reflecting the final updates for the second extension, are presented in Table 3 (Annex 12).

## **4. Findings**

### **4.1 Project Design/Formulation**

The project aimed to address climate change and disaster-related challenges by using a community-based approach that focused on adaptation and mitigation. The main interventions included afforestation and reforestation, participatory natural resource management, building institutional capacity, and designing storm-resistant housing. The project also intended to establish benefit-sharing mechanisms between coastal communities and promote the protection of communal livelihood assets in newly afforested areas. The overall goal was to enhance the capacity of both communities and government institutions to monitor and manage coastal forests to reduce the risks posed by climate change and disasters.

The project's Results Framework was clearly defined, with specific outputs, milestones, and activities for each objective. It included SMART indicators to ensure effective monitoring of progress and achievements. The project operated on both national and local levels, addressing government-scale activities and local-level interventions in pilot sites. At the national level, it focused on developing guidelines, memorandums of understanding (MoUs), decision-making processes, setting up institutions, and capacity enhancement. Locally, it concentrated on creating databases, conducting reforestation activities, implementing livelihood programs, and strengthening the capacity of community members and local authorities in climate change adaptation, mitigation, and disaster risk management.

The design process involved key implementing and executing institutions from the beginning and included a thorough analysis of the capacities and interests of various partners. It also integrated lessons learned from prior pilot projects on coastal protection and other relevant national and international initiatives. In selecting project sites and provinces, several factors were considered to ensure alignment with the project's objectives and impact goals:

**Vulnerability to Climate Change:** Provinces are chosen based on their exposure to climate-related risks such as sea level rise, saltwater intrusion, and super storm surges. In Viet Nam, coastal regions, particularly provinces like Nam Dinh, Thanh Hoa, Quang Binh, Thua Thien Hue, Quang Nam, Quang Ngai, and Ca Mau face significant climate challenges.

**Socio-Economic Factors:** Priority is given to poor communities highly vulnerable to climate change. These regions often have a higher proportion of low-income populations who are most affected by floods and storms, with limited resources to adapt.  
**Geographical Distribution:** The selection aims to ensure a broad geographical impact, covering different coastal provinces to maximize resilience-building efforts. For instance, the project spans seven provinces across Northern, Central, and Southern Viet Nam.

**Existing Infrastructure and Needs:** Provinces where interventions can be effectively integrated with ongoing governmental housing and social protection programs are prioritized to ensure the sustainability of new development.

The evaluation of the project's site and province selection process highlight a strategic and well-targeted approach in addressing Viet Nam's coastal vulnerability to climate change. The selection criteria effectively prioritized regions most exposed to climate risks, such as sea level rise, storms, and saltwater intrusion. This focus on economically disadvantaged coastal communities ensures that the project reaches those most in need of support, particularly areas where climate impacts severely threaten livelihoods and housing stability. Moreover, the evaluation found that aligning interventions with existing governmental programs, such as housing and social protection initiatives, further strengthens the sustainability of project outcomes. This coordination enables the project to build on ongoing efforts, ensuring a lasting impact in enhancing resilience in vulnerable areas. In conclusion, the evaluation confirms that the careful and evidence-based selection of provinces has maximized the project's potential to deliver meaningful, long-term climate resilience benefits. By targeting the most at-risk regions and aligning with broader national efforts, the project is well-positioned to achieve its objectives and create scalable solutions for Viet Nam's coastal communities.

The project is well-aligned with Viet Nam's national, sectoral, and development plans, showcasing its commitment to addressing climate change and promoting sustainable development. The project idea stems from Viet Nam's increasing need to enhance the resilience of vulnerable coastal communities, which are disproportionately impacted by climate change effects such as rising sea levels, storms, and saltwater intrusion. This need aligns with key national strategies, including the Socio-Economic Development Strategy 2021-2030, the National Green Growth Strategy 2021-2030, and the National Strategy on Environment Protection 2021-2030, all of which emphasize the importance of climate adaptation and disaster risk reduction. The project is linked to UNDAF Outcome 2.1. By 2021, Viet Nam has accelerated its transition to low-carbon and green development, and enhanced its adaptation and resilience to climate change and natural disasters, with a focus on empowering the poor and vulnerable groups. UNDP strategy 2022- 2026, the project is linked to CPD Output 2.1. Innovative and resilience-building solutions introduced to reduce risks from disaster, climate change and health impacts for vulnerable people. The project contributed to CPD Indicators such as Indicator 2.1.1 Number of women and men benefiting from UNDP's support in the areas of disaster, climate, and health; Indicator 2.1.2 Number of men benefiting from UNDP's support in the areas of disaster, climate, and health; Indicator 2.1.3 Number of insurance products for rural and urban infrastructure (housing, health, education and businesses) against disaster impact.

The project also reports to GCF Paradigm Shift Objectives- Increased Climate- Resilient Sustainable Development. By focusing on constructing storm- and flood-resilient housing and regenerating mangroves, the project directly supports national environmental priorities and contributes to broader sustainable development goals. The focus on protecting impoverished communities also aligns with Viet Nam's poverty alleviation and social protection objectives, further connecting the project to national socio-economic development interests. Additionally, extensive consultations with stakeholders during project design ensured that the interventions were customized to local needs, enhancing national ownership and long-term sustainability.

In summary, the project has strong roots in Viet Nam's development agenda, addressing critical environmental and socio-economic challenges while aligning with national strategies for climate resilience and sustainable development.

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

The project's logical framework is designed to achieve a single overarching development objective of increasing the resilience of vulnerable coastal communities to climate change impacts in Viet Nam. This objective is broken down into three distinct outputs, each supported by detailed activities and clearly defined indicators. The framework ensures that activities, outputs, outcomes, and impacts are logically connected, facilitating a clear flow of project results from initial actions to long-term impacts. The logical framework for the project encompasses a single overarching development objective, supported by three distinct outputs and nine detailed activities. Each activity is meticulously outlined with its own set of indicators. The objectives and outputs are both clear and well-aligned with the project's issues and are thoughtfully designed considering the project's timeframe. A comprehensive review of the logical framework for the project was undertaken in the Inception Workshop in November 24, 2017 without modifications to the indicators or outputs during this review. The log frame indicators are meticulously designed and are SMART, include a description of the baseline and targets to be achieved in both midterm and end term stages. Baseline carbon data related to carbon sequestration from mangrove restoration was unavailable at the start of the project but was collected in 2018, establishing a foundation for measuring the project's contribution to carbon sequestration and climate change mitigation. This baseline is critical for calculating progress towards the project's carbon reduction targets.

Socio-economic baseline data was not available at project inception, which posed challenges for future impact analysis, particularly in assessing long-term social and economic benefits to communities. This gap indicates an area for improvement in ensuring that comprehensive baseline data on community livelihoods and social conditions are established early on, allowing for more robust impact assessments over time. Each output logically contributes to the project's overarching outcomes of increased climate resilience and reduced vulnerability of coastal communities. The storm-resilient housing directly improves the safety and well-being of vulnerable populations, while mangrove restoration enhances natural storm barriers and sequesters carbon, contributing to both climate mitigation and adaptation. Improved climate data and disaster preparedness further support the project's outcome by equipping communities and local governments with the tools to manage climate risks more effectively. The combined efforts of resilient housing, ecosystem restoration, and enhanced disaster preparedness contribute to long-term impacts such as reduced disaster-related losses, improved livelihoods, and strengthened natural infrastructure. These outcomes directly support Viet Nam's national climate adaptation strategies and global climate resilience targets.

In summary, the project's logical framework ensured a clear flow from activities to outputs, outcomes, and long-term impacts. Each output directly supported the overarching goal of increasing climate resilience, with storm-resilient housing protecting lives and property, mangrove restoration safeguarding coastal ecosystems, and enhanced climate data improving disaster preparedness. The project's careful design and use of SMART indicators provided a strong foundation for adaptive management, enabling the team to track progress and address challenges effectively. Despite the absence of some baseline socio-economic data, the project achieved its key objectives, contributing significantly to the long-term resilience of Viet Nam's coastal communities against the growing threats of climate change.

#### **4.1.2 Theory of Change**

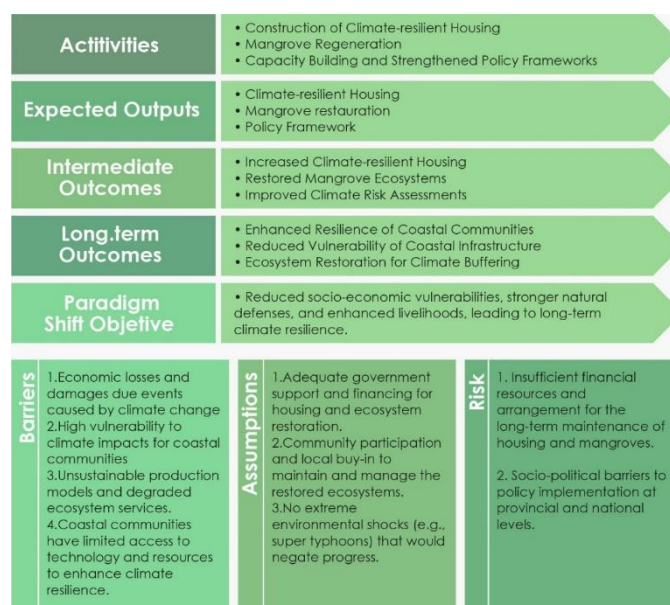
The project document initially lacked a clear Theory of Change (ToC) to inform its design. However, the project team subsequently developed a ToC post-design. Evaluators contributed to refining this ToC by incorporating insights gathered through stakeholder consultations, ensuring that the framework effectively reflects the perspectives and needs of all relevant parties.

## Rationale

The ToC is closely related to the paradigm shift of the Green Climate Fund (GCF), the Sustainable Development Goals (SDGs), and the national priorities of Viet Nam. The ToC aims to reduce socio-economic vulnerabilities, strengthen natural defenses such as mangroves, and improve livelihoods, all of which are in line with GCF's objective of achieving transformative, long-term climate resilience. The ToC's focus on constructing climate-resilient housing, restoring ecosystems, and enhancing policy frameworks lays the groundwork for a comprehensive, integrated approach to climate adaptation that addresses various aspects of vulnerability across environmental, social, and economic dimensions. The GCF paradigm shift emphasizes a proactive, systemic approach to addressing climate risks, particularly for vulnerable populations. The ToC's Paradigm Shift Objective is to improve the resilience of coastal communities in Viet Nam. This ambition includes providing immediate protection from climate impacts like storm surges and floods, and ensuring that communities are better equipped to adapt in the future. Key aspects of the ToC align with GCF's strategy to enable transformative change: The long-term outcomes of enhancing resilience through storm- and flood-resilient infrastructure and ecosystem restoration ensure that the project goes beyond short-term fixes and instead fosters sustainable, scalable solutions for climate adaptation. By targeting vulnerable populations with adaptive housing, improved livelihoods through ecosystem services, and risk management tools, the project transforms how communities interact with their environment, enabling self-sustaining resilience in line with GCF's mission.

The ToC supports multiple SDGs through its interconnected interventions, creating synergies between climate action, poverty reduction, and sustainable development. The ToC focuses on reducing climate vulnerabilities through resilient housing, mangrove restoration, and improved climate risk assessments, directly supporting SDG 13. It prioritizes mitigation (through carbon sequestration from mangroves) and adaptation (through community-based disaster risk management and resilient infrastructure), creating a comprehensive climate action plan. The project helps reduce poverty by constructing 4,966 storm-resilient houses and restoring ecosystems that support livelihoods, protecting the most vulnerable from the economic impacts of climate change, aligning with SDG 1's objective of reducing exposure and vulnerability to climate-related events. Incorporating resilient infrastructure into coastal settlements aligns with SDG 11, ensuring coastal communities are better prepared for climate-induced disasters. The regeneration of 4,028 hectares of mangroves contributes to SDG 14 by improving coastal ecosystems that provide critical biodiversity and support marine life. In addition, The ToC's gender-sensitive approach, which includes empowering women in disaster risk management and promoting equitable access to climate-resilient housing and livelihoods, contributes to SDG 5. The figure 2 below illustrates the reconstructed theory of change as following:

Figure 1. The reconstructed Theory of Change



### 4.1.3 Gender equality and women's empowerment

The project design shows a strong commitment to addressing gender issues, particularly focusing on the vulnerabilities of women and children, who are most at risk from climate change-related disasters. Recognizing the heightened risks faced by women, especially poor women with limited access to resources, restricted rights, limited mobility, and limited decision-making power in their households and communities, the project has made significant efforts to integrate gender considerations into all aspects of its development and implementation. The project acknowledges that women's increased vulnerability to climate change stems from these social and economic inequalities. As a result, it places a strong emphasis on empowering women and advancing their resilience to climate risks through targeted interventions and knowledge-sharing initiatives. One of the project's core strategies is to improve women's access to resilient housing and ensure their participation in disaster risk management and climate resilience planning. By involving women in these critical decisions, the project seeks to elevate their voice and role in building community resilience. In the development phase of the project, specific efforts were made to consult women's groups and gather insights on the particular impacts of climate change on women. The Viet Nam Women's Union was actively engaged at the national and local levels, ensuring that women's perspectives were reflected in the project's design. Field missions also prioritized consulting with both men and women, drawing lessons from previous pilot projects to increase the participation of women, senior citizens, youth, and other vulnerable groups. A comprehensive Gender Assessment and Gender Action Plan were completed (as outlined in Annex 6 of the Project Document), guiding the development of activities, implementation strategies, and the distribution of benefits. These assessments ensured that the recommendations for promoting gender equality were integrated into the project, including tailored approaches for involving women in climate resilience activities and ensuring equitable benefit distribution.

In conclusion, the project design extensively incorporates gender equality and women's empowerment approaches, with a strong focus on reducing the vulnerabilities of women and empowering them to become active participants in climate change resilience efforts. Through inclusive consultations, gender-sensitive planning, and targeted actions, the project aims to address the unique challenges women face in the context of climate change, thereby enhancing both gender equality and the overall resilience of communities. Despite the considerable efforts made to integrate gender considerations into the design and implementation of the project, it has been observed that the project does not include specific outputs targeted at women. This absence of concrete outputs addressing the unique needs and challenges faced by women in the context of climate change impacts the project's rating according to the Gender Marker system, which is GEN 2. This rating indicates that while the project incorporates gender aspects into its overall planning and strategy, the absence of specific components for women limits the depth and effectiveness of interventions aimed at reducing gender inequalities and promoting equity in climate resilience efforts.

#### **4.1.4 Social and Environmental Safeguards**

The project underwent a comprehensive assessment to evaluate its potential environmental and social impacts in line with UNDP's Social and Environmental Standards (SES). As a result of this assessment, four distinct risk levels were identified, including two moderate risks and two low risks. Subsequently, detailed management plans were formulated, incorporating specific mitigation measures to address each identified risk. The project was classified as having moderate risk, necessitating the development and submission of an Environmental and Social Management Plan (ESMP) during the implementation phase, once specific sites were identified. The responsibility for implementing the ESMP rested with the Project Manager, ensuring that environmental and social safeguards were adhered to throughout the project lifecycle. The Social and Environmental Screening Procedure (SESP), which had been prepared prior to project approval, was reviewed and reaffirmed during the Inception Workshop following the signing of the UNDP project documents by all relevant stakeholders. Should any unforeseen social or environmental risks emerge during project execution, MARD was tasked with updating the ESMP and submitting it to UNDP for review and approval, ensuring a proactive approach to risk management. As mangrove locations were provisionally identified, the development of targeted management plans – such as Erosion Control and Livelihoods Restoration Plans - became a critical component of the technical design process. The completion of these plans was mandated before any field-based work could commence in a specific location, with monitoring responsibilities assigned to both provincial PMUs and national-level oversight and safeguards mechanisms. The project diligently adhered to the SES Programming Principles, and further measures were implemented to actively promote and advance gender equality across all project activities.

#### **4.1.5 Assumptions and Risks**

Potential risks were thoroughly examined during the project formulation stage and documented in the Project



Document, along with corresponding mitigation strategies and key assumptions. The project initially identified five medium to low-scale technical and operational risks and developed specific mitigation measures, with provisions for quarterly reviews. Measures were put in place to address these risks proactively. Day-to-day activities are coordinated by the Project Management Unit, while implementation is carried out by relevant partners. The identified risks were primarily economic and political in nature. However, due to the project's focus on strengthening national stakeholder capacity and close collaboration with the government, none of these risks materialized during implementation. UNDP and its partners worked effectively alongside national stakeholders, resulting in the successful management of the political and economic risks identified during the project design phase. The growing cooperation framework between UNDP and national stakeholders has been crucial in navigating these risks. Despite this, some unforeseen risks emerged during the implementation phase, including disease outbreaks (such as COVID-19) and climate-related disasters. The COVID-19 pandemic necessitated adjustments to project interventions, refocusing efforts to support response measures and maintain progress, even under pandemic-related constraints.

#### **4.1.6 Lessons from other relevant projects incorporated into project design**

During the development of this project, the Government of Viet Nam integrated insights from previous coastal initiatives. They had previously implemented disaster-resistant housing with support from the Korean government and the Red Cross. Drawing from these experiences, the housing design was refined to enhance safety during disasters, although the costs exceeded the budget allocations. To address this, the GCF provided financial assistance to help the government implement safe housing in disaster-prone coastal areas. The project leverages lessons learned from previous housing programs and successful pilot designs in Da Nang. It also incorporates insights from the Philippines' post-Tacloban recovery, integrating broader resilience-building measures for extreme weather events such as super typhoons and storm surges.

With the support of donors such as GIZ, GEF, SNV, CARE, and others, the Government of Viet Nam has made substantial strides in mangrove restoration, regeneration, and livelihood initiatives tied to mangrove ecosystems in vulnerable coastal regions. A flagship initiative was the Integrated Coastal Management Programme (ICMP), funded by the governments of Germany and Australia, implemented by GIZ, and executed by MARD. From 2011 to 2017, the ICMP operated in the provinces of Soc Trang, Bac Lieu, Ca Mau, Kien Giang, and An Giang, focusing on enhancing resilience to climate and environmental changes. Its comprehensive efforts spanned planning and budgeting, agriculture, aquaculture, coastal protection, forestry, and water management, successfully protecting 720 km of coastline in the Mekong Delta.

Similarly, the UNDP-GEF Wetlands Project (2014-2018) supported the Vietnamese government in establishing new wetland protected areas and building systemic, institutional, and organizational capacity for effective wetland management, with a focus on mitigating biodiversity threats. This project was implemented in the provinces of Thua Thien Hue and Thai Binh. The valuable lessons learned from these initiatives have been integrated into the GCF project design, ensuring more efficient implementation and a stronger foundation for long-term sustainability. In the project's design, consultations were held with the Viet Nam Women's Union to incorporate their expertise on gender-related disaster issues. Additionally, previous projects and policy documents were reviewed, and livelihood models developed by CARE International in Viet Nam were adopted to bolster the project's approach.

#### **4.1.7 Linkages between project and other interventions within the sector**

The project is strongly aligned with UNDP's core priorities in sustainable development, climate resilience, and poverty reduction, and connects with other interventions in UNDP's portfolio that share similar objectives. For instance, it complements the UNDP-GCF Climate Resilient Agriculture in Cambodia project, which focuses on climate adaptation and sustainable livelihoods in vulnerable farming communities. Both projects emphasize resilience-building through ecosystem restoration and sustainable livelihood models, leveraging natural resources like mangroves in Viet Nam and agroforestry in Cambodia. Additionally, the project's focus on disaster risk reduction aligns with UNDP's Comprehensive Disaster Management Programme (CDMP) in Bangladesh, which also aims to build community resilience to climate impacts through infrastructure improvements and early warning systems. Both initiatives share an emphasis on integrating local communities in resilience planning, with gender mainstreaming and the empowerment of women as cross-cutting goals.

The project also ties into the UNDP-Philippines Disaster Risk Reduction and Management (DRRM) Program, which

focuses on building institutional capacities to manage climate risks. Lessons learned from the Philippines, particularly on engaging local governments and communities in disaster risk reduction, have been valuable in shaping Viet Nam's approach to managing coastal hazards. Furthermore, the project complements UNDP's ongoing work on Ecosystem-based Adaptation (EbA) in countries like Mozambique and Indonesia. Similar to the EbA projects, this initiative integrates ecosystem restoration (through mangrove rehabilitation) with community-based sustainable livelihoods, emphasizing the role of ecosystems in protecting communities from climate-related disasters while providing economic benefits. These linkages not only enhance knowledge sharing across similar interventions but also create opportunities for cross-program synergies. By drawing on shared experiences from other UNDP-led programs, the project strengthens its approach to climate resilience and disaster preparedness in Viet Nam's coastal regions, contributing to UNDP's overarching goal of fostering sustainable, inclusive development.

The project is closely aligned with several ongoing UNDP initiatives in Viet Nam that share similar goals of climate resilience, sustainable livelihoods, and disaster risk reduction. One of the key linkages is with the GCF/UNDP project "Strengthening the Resilience of Smallholder Agriculture to Climate Change" in Viet Nam. Both projects emphasize the importance of ecosystem-based adaptation and sustainable livelihoods, focusing on building the resilience of vulnerable communities through agricultural practices that enhance both climate adaptation and economic stability. This connection strengthens the overall impact of UNDP's portfolio by addressing multiple facets of climate resilience, from coastal protection to agricultural sustainability. Additionally, the project complements the UNDP-Viet Nam Disaster Risk Reduction (DRR) and Management Program, which focuses on improving disaster preparedness and reducing vulnerabilities to natural hazards, particularly in coastal and flood-prone areas. Both projects share a common objective of strengthening local capacities to manage climate risks, with this project's emphasis on mangrove restoration and resilient housing aligning with broader efforts to mitigate disaster impacts and safeguard livelihoods. The integration of early warning systems and community-based disaster management practices echoes similar initiatives in UNDP's DRR efforts.

Another key linkage is with the UNDP/GEF project "Conservation of Critical Wetland Protected Areas" in Viet Nam, which focuses on protecting and restoring wetlands. The mangrove rehabilitation efforts in this project contribute to similar goals of restoring natural coastal ecosystems that provide vital services such as flood protection, biodiversity conservation, and support for sustainable livelihoods. Both projects contribute to Viet Nam's national targets on biodiversity conservation and climate adaptation, reinforcing the country's broader environmental and development strategies. Moreover, the project ties into the UNDP "Support Programme to Respond to Climate Change" (SPRCC), which aims to strengthen institutional capacities for climate change policy and governance in Viet Nam. The SPRCC focuses on mainstreaming climate change into national policies, much like how this project integrates climate resilience into local and national development plans. The shared emphasis on policy support and capacity-building enhances coherence between the projects and strengthens the long-term sustainability of climate resilience interventions in Viet Nam. These linkages across UNDP's portfolio in Viet Nam create synergies that amplify the impact of climate resilience, disaster preparedness, and ecosystem restoration efforts. By building on shared objectives and leveraging lessons learned across projects, UNDP's interventions contribute to Viet Nam's National Green Growth Strategy, Socio-Economic Development Plan, and commitments to the Paris Agreement. The project leverages South-South cooperation by drawing on the experiences and best practices of other countries facing similar climate-related challenges. For instance, lessons learned from disaster resilience efforts in countries like the Philippines and Indonesia have been applied to enhance the project's approach to building climate resilience in Viet Nam's coastal regions.

#### **4.1.8 Management arrangements**

The project is structured as an "umbrella project" according to Decree No. 16/2016/ND-CP, which entails a centralized coordination by a primary agency overseeing the program and various governing bodies managing its specific sub-components. The project is structured with a clear hierarchical framework that delineates specific roles and responsibilities across central and provincial agencies. This ensures that implementation and management are coordinated effectively across various administrative levels, promoting efficient collaboration and oversight. Detailed Management arrangement are presented in the annex 13. The project management structure has been meticulously crafted to ensure a thorough and well-coordinated approach to implementing and overseeing all aspects of the project, including its various components and activities. This structure encompasses clear communication channels, defined roles and responsibilities, and efficient decision-making processes to drive the project towards success.

## **4.2 Project Implementation**

The logical framework was effectively used as a management tool during the project's implementation. It provided clear guidance on project objectives, outputs, and expected outcomes, ensuring that project activities remained aligned with the overarching goals. Regular monitoring and evaluation activities allowed for timely feedback, which informed the necessary adjustments to the logical framework. As conditions evolved, especially due to external factors such as climate-related disasters or health crises like COVID-19, the logical framework was adapted to better reflect the changing landscape and ensure continued progress. This flexibility showcased the project's ability to respond dynamically to unforeseen challenges while maintaining a results-oriented focus. Electronic information technologies were well-integrated into the project to support implementation, participation, and monitoring. The project established a centralized digital platform that facilitated data collection, sharing, and real-time tracking of project indicators. This not only enhanced transparency and accountability but also allowed for more effective collaboration between stakeholders, including local governments, donors, and implementing partners. Additionally, the use of online communication tools and platforms enabled broader participation, especially during periods of restricted mobility due to COVID-19. The integration of electronic monitoring systems also improved the efficiency of reporting processes, ensuring that stakeholders remained informed and engaged.

The successful execution of the project was greatly influenced by the collaborative relationships between the participating institutions. The government at various levels, UNDP, and local organizations such as Women's Unions and Fatherlands Front worked closely together, demonstrating a strong dedication to the project's objectives. This collaborative effort allowed for the sharing of resources, expertise, and technical support, which played a pivotal role in the effective implementation of project activities. Local institutions also played an active role, ensuring that the project interventions were tailored to the specific local context and had long-term sustainability. The well-coordinated efforts among stakeholders resulted in a unified approach to addressing the challenges faced by coastal communities, ultimately leading to the successful achievement of project outcomes.

The project reaped significant benefits from a range of technical capacities, playing a pivotal role in its development, management, and ultimate success. Throughout the project cycle, technical experts specializing in areas such as disaster resilience, climate adaptation, mangrove regeneration, and sustainable livelihoods were actively engaged. These experts contributed essential knowledge and skills critical for designing effective interventions, implementing adaptive strategies, and enhancing the capacity of local institutions. The incorporation of technical capacity-building components, particularly for local stakeholders, ensured not only the sustainability but also the scalability of the project's accomplishments. Furthermore, technical inputs were instrumental in refining project designs based on insights garnered from similar initiatives, thereby enabling the project to embrace best practices and innovative approaches for amplified impact.

### **4.2.1 Adaptive management**

The project demonstrated robust adaptive management, effectively navigating several challenges such as the COVID-19 pandemic, climatic disasters, and changes in government ODA regulations. These obstacles required the project team to remain flexible and responsive, making necessary adjustments to ensure the continuity and effectiveness of project activities. A series of workshops supported this adaptive approach, beginning with a half-day inception workshop at the central level, complemented by a two-day pre-inception workshop. These workshops facilitated a review of outputs, activities, and indicators, ensuring alignment with project goals. Similar workshops were conducted at the provincial level, where district and commune stakeholders discussed activities, responsibilities, and indicators in greater detail, ensuring localized relevance.

The central-level workshop produced an annual work plan, which was further refined at the provincial level. Discussions during these sessions included decision-making structures, reporting frameworks, communication strategies, conflict resolution mechanisms, staff roles, risks, and assumptions. This detailed planning provided a solid foundation for responding to unforeseen circumstances, such as the COVID-19 pandemic and climatic disasters, which had significant implications on project timelines and operations. Despite these external pressures, the project maintained regular monitoring at the commune level, with oversight from provincial agencies. Joint monitoring teams, composed of key stakeholders, addressed issues on-site. In areas with more significant challenges, national-level joint monitoring visits were conducted by representatives from relevant government departments and other stakeholders. This collaborative approach allowed for quick resolution of

problems and ensured that unresolved issues were elevated to the Project Board for further action, where representatives from government agencies, UNDP, and provincial authorities could make informed decisions. In response to changing ODA regulations, the project also demonstrated flexibility by adjusting its financial and regulatory frameworks to comply with new government guidelines. This adaptability, combined with strong, multi-stakeholder collaboration, enabled the project to overcome these challenges and continue progressing toward its objectives despite the evolving landscape. Overall, the project's ability to modify plans, adapt management structures, and collaborate effectively at various levels highlights a high degree of resilience and strategic flexibility, which was critical for its success under fluctuating conditions.

#### **4.2.2 Stakeholder participation and partnership arrangements**

During the project's design and consultation phases, a wide range of stakeholders were actively engaged, including government ministries, NGOs, ethnic minority rights organizations, donors, international financial institutions, and development partners. The consultation process, which involved key groups such as the Disaster Management and Climate Change Working Groups, ensured that the project was inclusive and that diverse perspectives were integrated. These stakeholders participated through workshops, focus group discussions, and bilateral consultations. A notable event was the inception workshop on November 24th, 2017, in Ha Noi, where stakeholders identified threats, opportunities, gaps, and activities crucial to the project's success. Key stakeholders included:

Ministry of Agriculture and Rural Development (MARD): The lead implementing agency, responsible for overall project coordination and execution.

Ministry of Planning and Investment (MPI): Ensured financial and technical resources for the project.

Ministry of Construction (MOC): Focused on implementing housing components, including resilient housing designs.

Ministry of Finance: Oversaw financial management.

Provincial People's Committees (PPCs): Represented the seven project provinces, playing a critical role in local decision-making and execution.

UNDP: Provided technical oversight, quality assurance, monitoring, and reporting in line with GCF standards.

Academic and Technical Institutions: Offered technical expertise in climate resilience, resilient housing design, and mangrove regeneration.

Viet Nam Women's Union (WU): Ensured gender mainstreaming and the participation of women in livelihood improvement and resilience-building activities.

Communes from Coastal Areas and Civil Society Organizations (CSOs): Actively involved in local-level activities such as mangrove restoration and housing efforts, contributing to community ownership of project interventions.

These stakeholders played pivotal roles in identifying the key challenges and strategies for climate resilience in Viet Nam's coastal regions, contributing to a collaborative and inclusive project design.

#### **Planned Stakeholder Participation**

A Stakeholder Engagement Plan was established during the inception workshop, ensuring the active involvement of beneficiaries and stakeholders at all stages. The project aimed to form community-based technical advisory groups in each commune, representing women, youth, people with disabilities, and local authorities. These groups were to contribute to risk mapping, develop climate-sensitive disaster plans, and provide feedback during the project's implementation. Additionally, a local NGO was planned to monitor community engagement, ensuring transparency and accountability through mechanisms like a hotline for beneficiary feedback. The project's commitment to gender inclusivity was outlined in a Gender Action Plan, developed after analyzing gender-related challenges in Viet Nam. This plan ensured that women's perspectives were integrated into decision-making and that underrepresented groups were actively engaged throughout the project lifecycle.

#### **Stakeholder Contributions**

Throughout the project development phase, consultations were held with national government bodies, NGOs, provincial authorities, civil society groups, and local communities. These consultations involved presentations, interviews, and workshops aimed at informing stakeholders about the project's objectives and ensuring their active engagement. The participatory approach enabled stakeholders to provide insights into community needs, enhancing the project's relevance and sustainability. This inclusive process also identified capacity gaps and allowed the project team to develop targeted capacity-building initiatives. Site selection criteria and pilot

locations were developed in collaboration with stakeholders, leveraging their local knowledge to ensure that the project was contextually appropriate and impactful.

## Partnership Arrangements

**Government and Institutional Partnerships:** The project established strong collaborations with key government ministries such as MARD, MOC, and MPI, ensuring alignment between national policies and local implementation. Provincial People's Committees (PPCs) played a crucial role in ensuring that project activities met local needs.

**International and Development Partners:** UNDP led the coordination with international partners, ensuring alignment with global best practices. These partnerships contributed critical technical expertise, financial resources, and knowledge-sharing opportunities that were essential for the project's success.

**Civil Society Engagement:** The project actively involved civil society organizations such as the Viet Nam Red Cross, the Viet Nam Women's Union, and international NGOs like CARE and Plan International. These organizations played key roles in community outreach, ensuring that vulnerable groups were engaged in project planning and implementation. However, there remains potential to further expand civil society participation to strengthen community ownership and advocacy.

**Private Sector Engagement:** The project worked with the private sector, especially in disaster risk financing and climate insurance initiatives. Additionally, partnerships with small enterprises like Orion Vina, which collaborated on organic agriculture projects, highlighted the potential for innovative solutions involving local businesses.

**Academic and Technical Expertise:** Institutions like the Viet Nam Academy of Water Resources provided specialized knowledge in areas such as flood risk mapping and housing standards, ensuring that the project's technical solutions were both scientifically sound and contextually relevant.

**Gender Inclusivity:** Through partnerships with the Viet Nam Women's Union, the project integrated gender perspectives into community-based disaster risk management, livelihood initiatives, and housing solutions. This approach was vital in addressing the specific vulnerabilities of women to climate change. The project demonstrated strong engagement with a diverse range of stakeholders across multiple sectors, from government ministries and development partners to local communities. This multi-level collaboration was key to ensuring the successful implementation of the project and its alignment with both local and national climate resilience strategies. While civil society organizations were engaged, there remains an opportunity to further enhance their role, particularly in community monitoring and advocacy. Expanding these partnerships could strengthen project outcomes, improve community ownership, and increase the long-term sustainability of the project.

### 4.2.3 Coherence in climate finance delivery with other multilateral entities

Vietnam is highly vulnerable to climate change and has prioritized climate finance as a key component of its adaptation strategies. The country receives substantial international climate finance support from organizations such as the Green Climate Fund (GCF), the Global Environment Facility (GEF), the Climate Investment Funds (CIF), and development banks like the World Bank and the Asian Development Bank (ADB). These international funds are complemented by domestic public and private investments, particularly in areas such as renewable energy, climate-resilient infrastructure, and sustainable agriculture. Vietnam's climate finance initiatives address urgent challenges, including sea-level rise, recurring flooding, and extreme weather events, particularly affecting its coastal regions. To effectively guide these investments, Vietnam has developed several national strategies, including the National Climate Change Strategy and its Nationally Determined Contributions (NDCs), which outline clear adaptation and mitigation targets. This project has played a significant role in aligning climate finance initiatives with the National Climate Change Strategy and Vietnam's Nationally Determined Contributions (NDCs). It promotes a more coordinated, multi-sectoral approach that integrates ecosystem services and nature-based solutions to address pressing climate risks. This alignment strengthens the response to challenges such as sea-level rise, severe storms, and flooding, which disproportionately affect coastal communities. It also encourages sustainable practices that enhance natural defenses. By incorporating ecosystem services—like mangrove restoration for flood control and biodiversity preservation—into adaptation and resilience strategies, the project not only tackles immediate climate threats but also supports long-term environmental and economic stability in vulnerable areas.

The project brings together resources from international and domestic finance sources, improving coordination in land use, urban development, and planning. While it has made progress in aligning investments with Vietnam's

Nationally Determined Contributions (NDCs), there is still significant potential to enhance coordination in climate finance among multilateral entities. For instance, greater synergy could be achieved in the forestry sector by aligning this project's resilience goals with broader mitigation efforts under the REDD+ program. Such alignment between adaptation and mitigation initiatives would not only strengthen resilience but also support carbon sequestration, creating impactful synergies that advance Vietnam's NDC targets in a more comprehensive manner. Additionally, the project has opened new opportunities for private sector engagement, particularly in coastal resilience and nature-based solutions like mangrove restoration and eco-tourism. By supporting frameworks for public-private partnerships (PPPs) and providing risk-reducing measures such as guarantees and blended finance, the project has created a favorable environment for private investments in climate-adaptive initiatives that align with the NDCs. This approach enhances financial and operational coherence, integrating private capital into adaptation and resilience projects. The project's systematic monitoring and evaluation framework enhances coherence by using standardized indicators and methodologies to assess resilience outcomes. This framework fills a critical gap, enabling cross-comparative assessments of project effectiveness and ensuring that climate finance directly supports national climate objectives. Collaborative working groups among stakeholders also promote adaptive management, allowing project priorities to adjust in response to emerging climate risks and policy developments, thus keeping the project aligned with Vietnam's Nationally Determined Contributions (NDC) goals.

Vietnam has made significant progress in mobilizing and utilizing climate finance to enhance resilience and reduce emissions. However, substantial efforts are still needed to improve coordination. Strengthening institutional frameworks, simplifying access to financing, enhancing public-private partnerships (PPPs), and aligning international and domestic funding sources are crucial for scaling up Vietnam's resilience initiatives. To address fragmented timelines, conflicting priorities, and coordination gaps, it is essential to establish additional collaborative mechanisms. A more integrated approach to climate finance must be urgently created. By aligning goals, coordinating funding, sharing insights, and building strategic partnerships, the Green Climate Fund (GCF) and other partners can help create a more unified and sustainable future for Vietnam's coastal communities.

#### **4.2.4 Monitoring & Evaluation: design at entry, implementation, and overall assessment of M&E**

##### **4.2.4.1 M&E Design at Entry**

The Monitoring and Evaluation (M&E) framework was well-structured at the project's inception, laying a solid foundation for tracking progress, performance, and results throughout the project cycle. The log frame and key performance indicators provided a clear set of targets, milestones, and measurable outcomes that aligned with both the project's objectives and broader climate resilience goals. Indicators from the logframe and work plans were used to measure progress and performance, with detailed discussions on each activity and indicator taking place during the project inception workshops at both the central and provincial levels. The M&E system was designed with a focus on integrating both quantitative and qualitative data, ensuring that not only numerical progress but also stakeholder feedback and participatory assessments were included. The design also accounted for periodic risk assessments, built into the reporting cycles, enabling a proactive approach to managing challenges. However, there was a noted gap in the plan for a comprehensive impact assessment, particularly concerning long-term ecological benefits from mangrove planting. Additionally, more specific provisions for monitoring vulnerable groups, including women, could have been included to strengthen gender-related impact tracking.

##### **4.2.4.2 M&E Implementation**

During implementation, the M&E system performed well in several areas but faced some limitations in others. Regular monitoring activities, including quarterly and annual progress reports, were diligently carried out, drawing from field monitoring data. Progress monitoring at both the field and national levels was strong, with quarterly and annual reports compiled from field data and submitted to the UNDP-CO. Annual work plans were developed at the end of each year, incorporating input from project staff and implementing partners. These plans were then submitted to the Project Board for endorsement and subsequently sent to UNDP for formal approval. The implementing team maintained regular communication with UNDP-CO regarding progress, work plan execution, and any adjustments needed. This consistent reporting provided transparency and ensured accountability at each stage of the project. Key performance metrics from the log frame were used effectively to measure progress and inform adjustments when needed.

UNDP's role in managing and overseeing M&E activities was particularly strong. Through regular communication with the Project Management Units (PMU) and the Executing Entity, UNDP ensured that monitoring activities were conducted on time, and performance data was reviewed critically. The project also benefitted from joint monitoring teams, composed of representatives from UNDP and government agencies, which conducted field visits to track progress on the ground. A joint monitoring team, led by the Ministry of Planning and Investment (MPI) and including representatives from UNDP, the Ministry of Justice (MoJ), the Ministry of Foreign Affairs (MoFA), MARD, and the Viet Nam Disaster Management Authority (VNDMA), conducted annual site visits to selected project locations, providing feedback to the Project Management Units and resolving issues as they arose. These visits provided valuable feedback and helped to resolve any implementation challenges in a timely manner. Regular quarterly meetings at UNDP, and weekly meetings during the final quarter of each year, involved team leaders in reviewing project progress, including monitoring the disbursement of funds and comparing achievements against targets. One area of success in implementation was the project's risk monitoring and adaptive management practices. Risks were assessed and updated quarterly, with mitigation measures quickly deployed when necessary. The designation of risk owners ensured clear accountability and management of risks across the project.

However, there were some weaknesses in the implementation of impact assessments. While monitoring focused on outputs and outcomes, the detailed impact assessment envisioned in the project's design was not fully conducted. For example, ecosystem regeneration indicators were not rigorously tracked through real quantitative data, which could have provided a more comprehensive understanding of the project's long-term environmental impact. Similarly, while there was a gender-sensitive approach, the lack of gender-specific outputs made it challenging to evaluate the full extent of the project's impact on women and other vulnerable groups.

#### **4.2.4.3 Overall Assessment of M&E**

The monitoring and evaluation (M&E) system proved to be an essential tool for effective project management, ensuring consistent oversight, risk assessment, and adaptability. Its design was thorough, allowing for ongoing monitoring of activities and enabling timely responses to emerging challenges. The well-structured implementation of monitoring protocols kept the project on track, and the system's adaptability facilitated prompt corrective actions when needed, contributing to the overall success of the project. However, there were areas for improvement in the M&E system. Strengthening the collection of quantitative data, particularly regarding environmental restoration efforts such as ecosystem regeneration, would have provided more comprehensive insights into the project's broader contributions to climate resilience and long-term ecological impacts. Similarly, enhancing the focus on monitoring gender-specific outcomes and the impacts on vulnerable populations could have enriched the evaluation of social benefits and equity, aligning with the project's gender and inclusion objectives. Despite these areas for potential enhancement, the M&E framework was well-planned and effectively executed, providing critical support for project oversight, adaptive management, and risk mitigation. It played a key role in ensuring the project remained responsive and adaptable, making the M&E system a highly satisfactory component in guiding the project's progress and impact.

#### **4.2.5 Accredited Entity (UNDP), overall project oversight/implementation and execution**

The United Nations Development Programme (UNDP), as the Accredited Entity, demonstrated strong exceptional project oversight, implementation, and execution throughout the project lifecycle. UNDP's proactive engagement and established processes ensured that project goals were consistently aligned with broader development objectives and climate resilience strategies. The agency's regular communication with the Project Management Units (PMU), implementing partners, and relevant stakeholders fostered a collaborative environment, contributing to the smooth execution of activities.

UNDP provided thorough oversight, with a clear framework for monitoring progress and addressing challenges. Regular reporting systems, including quarterly and annual reports, ensured timely updates on project activities and allowed for the identification of potential risks early on. UNDP's risk management process, in particular, was robust, as demonstrated by the regular quarterly updates to the risk assessment and the designation of risk owners to manage specific issues. This approach helped ensure that the project remained adaptive and responsive to changing circumstances. One of the defining strengths of UNDP's role was its ability to adjust the implementation modality when necessary and provide support to project partners in overcoming challenges, such as delays in extension approvals and changes to ODA regulations. This flexibility ensured the project's objectives were achieved despite external difficulties.

UNDP's proactive approach to adaptive management was evident in its ability to navigate bureaucratic challenges that threatened to disrupt the project. For example, when the project faced significant delays in obtaining the necessary extension approvals, UNDP worked closely with national counterparts and the Project Management Units (PMU) to adjust the implementation timeline and ensure continuity of activities. This involved modifying the work plans and extending deadlines where needed, ensuring that key project milestones could still be met without compromising the overall quality or goals of the project. Similarly, when changes in Official Development Assistance (ODA) regulations presented new compliance requirements, UNDP quickly adjusted its approach to align with the new regulations. The agency worked closely with government ministries and implementing partners to revise the project's administrative processes, ensuring compliance with the updated ODA framework while minimizing delays in implementation. This flexibility demonstrated UNDP's capacity to adapt its management approach in response to shifting regulatory environments, ensuring that the project could continue without significant interruptions.

UNDP also played a critical role in providing targeted support when problems arose during implementation. For example, when an anonymous complaint raised concerns about procurement practices in one of the provinces, UNDP immediately took precautionary measures by halting the disbursement of funds while investigating the issue. At the same time, it supported the Ministry of Agriculture and Rural Development (MARD) in conducting an internal investigation. UNDP's swift response and development of mitigation measures allowed the project to address the issue transparently and resume activities without significant impact on the overall project timeline. UNDP maintained effective coordination with national agencies, project staff, and stakeholders, ensuring that all parties were aligned with the project's objectives. The consistent communication between the UNDP Country Office (UNDP-CO) and the implementing team helped resolve issues quickly, such as the disbursement halt in response to procurement concerns in one of the provinces. This swift action demonstrated UNDP's commitment to maintaining transparency and integrity in project operations.

UNDP played a key role in supporting the development of annual work plans and ensuring they were aligned with the overall project framework. The agency's input during the approval and endorsement process by the Project Board helped streamline the implementation of activities. UNDP's role in leading joint monitoring teams alongside government ministries further demonstrated its commitment to ensuring that project objectives were met on the ground. One of the standout aspects of UNDP's role was its contribution to adaptive project management. Through consistent monitoring and evaluation of activities, UNDP helped the project management team respond to emerging challenges and make necessary adjustments. This included addressing gaps in risk management, improving the monitoring of indicators, and ensuring that performance metrics were reviewed and discussed at key project milestones, such as inception workshops and quarterly meetings.

UNDP also demonstrated flexibility in refining project strategies based on feedback from joint monitoring teams. These teams, which included representatives from government ministries and UNDP, conducted regular site visits and provided immediate feedback on project activities. Overall, UNDP's ability to adjust the implementation modality and provide timely support to project partners in the face of challenges, such as delays in extension approvals and changing ODA regulations, was a key factor in the project's success. By maintaining a flexible and adaptive management approach, UNDP ensured that the project remained resilient to external pressures and that its objectives were achieved in a timely and effective manner.

#### **4.2.6 Risk Management, including Social and Environmental Standards**

The Project's risk assessment was updated quarterly by UNDP-CO, in collaboration with other stakeholders, identifying key risks along with appropriate management responses. A designated "risk owner" was assigned to manage each identified risk, often differing from the individual who identified the risk. In one instance, an anonymous complaint regarding the procurement process for the forest plantation program in one province led to a precautionary halt in disbursement by UNDP-CO. Mitigation measures were quickly developed to address the issue, and the Ministry of Agriculture and Rural Development (MARD) conducted a separate investigation. Internal monitoring by UNDP-CO, MARD, the National Project Director, and the Project Manager allowed for swift corrective action.

In addition to managing these specific challenges, UNDP's adaptive management extended to its ongoing support for project monitoring and risk management. The agency's regular engagement with the PMU, implementing



partners, and other stakeholders allowed it to identify emerging risks early on and take corrective actions. For example, the project's risk assessments were updated quarterly, with key risks and management responses identified and assigned to risk "owners". This system ensured that issues could be addressed swiftly, and responsibilities were clearly defined.

The project successfully completed house construction and mangrove regeneration without major incidents, ensuring compliance with the Environmental and Social Management Plan (ESMP) through regular monitoring. No improper waste disposal was reported, and targeted assessment and management plans—such as soil analysis, housing management, and livelihood restoration plans—were effectively implemented to manage environmental and social risks. Mitigation and enhancement measures outlined in the ESMP were successfully executed. Soil assessments for mangrove regeneration sites informed technical interventions, resulting in a high survival rate. For climate-resilient housing, a comprehensive environmental and social impact management plan was agreed upon with relevant stakeholders, covering waste disposal, recycling, and the use of pre-cut materials to minimize waste. Training sessions for construction workers and households on material use were conducted, with ongoing monitoring by project staff. The Livelihood Restoration Plan provided significant social and economic benefits to households relying on mangrove areas. For example, beekeeping in Thanh Hoa province increased household income, while shrimp farming in Ca Mau province benefited from access to agricultural traceability systems, enhancing product value and aligning with international standards. The project adhered to UNDP's Social and Environmental Standards and GCF's Environmental and Social Safeguard (ESS) standards, as well as Viet Nam's 2020 Law on Environmental Protection. The project established a functional GRM, resolving 282 concerns related to house construction design, timing, completion criteria, and loan procedures. All concerns were addressed and documented in annual reports.

## 5. Projects Results

The project was implemented over seven years to strengthen the resilience of coastal communities facing increasing climate-related risks. Coastal areas in Vietnam are particularly vulnerable to frequent flooding, storm surges, and rising sea levels, which disproportionately affect poorer populations that are highly exposed to disasters. These threats are further intensified by rapid urbanization and the degradation of natural coastal buffers like mangrove forests, posing significant risks to the livelihoods and safety of residents. To address these challenges, the project focused on three primary outputs: constructing climate-resilient housing, regenerating mangrove forests to serve as natural storm surge barriers, and enhancing access to climate and disaster risk information for informed decision-making. Each output was designed to meet the specific adaptation needs of vulnerable communities while contributing to national climate change strategies and Sustainable Development Goals (SDGs). The following sections summarize key achievements for each output, highlighting how each component contributed to a sustainable, community-centered approach to climate adaptation and disaster risk reduction. Through this integrated approach, the project not only provided immediate relief but also established a replicable model for future climate resilience efforts across Vietnam's coastal regions. The project achieved significant outcomes through its various outputs aimed at enhancing climate resilience for vulnerable coastal communities. Here is a summary of the key achievements:

### ***Output 1: Construction of Climate-Resilient Housing***

**Housing Construction:** The project built 4,966 resilient homes, surpassing the target of 4,000. These houses, located in 125 coastal communes, now protect over 25,000 vulnerable residents, with 66% of beneficiaries being women-headed households. The resilient designs, developed with the Ministry of Construction, incorporated features tailored to local climate risks. 66.4% of the completed storm- and flood-resilient houses were handed over to woman-headed households, exceeding the 50% target.

**Community-Based Disaster Risk Management (CBDRM):** To ensure sustainability, 125 community committees were established, involving local governments and residents, to conduct CBDRM risk assessments and maintain resilient housing. These committees, with participation from women, received training on risk assessment and climate resilience. The project also rolled out CBDRM across 541 communes, enhancing the adaptive capacity of coastal communities. Approximately 50% of the commune staff trained in project activities were women, emphasizing efforts to empower female stakeholders in decision-making processes related to climate resilience.

**Knowledge Products:** An Atlas of Resilient Housing Designs was produced, alongside technical guides and studies on housing maintenance, construction materials, and community co-financing mechanisms. These resources are helping the government and local communities replicate and maintain resilient housing models. Lessons from

this output influenced national policy, leading to the integration of resilient housing standards into the Prime Minister's Decision No. 90/QĐ-TTg under the National Target Program on Sustainable Poverty Reduction.

## **Output 2: Mangrove Regeneration and Coastal Protection**

**Mangrove Restoration:** The project restored 4,260 hectares of coastal mangroves, exceeding the 4,000-hectare target. This initiative has created a natural buffer against storm surges, providing critical ecosystem services and sequestering approximately 1,120,935 tons of CO<sub>2</sub>. The project achieved an impressive 89% survival rate of planted mangroves by using evidence-based approaches and traditional bamboo breakwaters to protect saplings from tidal forces.

**Community Involvement and Training:** In total, 1,487 individuals, including 32% women, participated in training on mangrove regeneration, maintenance, and climate resilience. This community-driven approach empowered local residents to play a proactive role in maintaining and protecting the restored mangrove forests.

**Livelihood Support:** The project supported 46 alternative livelihood models for households impacted by the mangrove restoration. Examples include beekeeping in Thanh Hoa Province, where participants reported a threefold increase in income, and traceability-certified shrimp farming, which allowed farmers to access premium markets. These models benefitted 2,211 households, providing sustainable income while reducing environmental impact.

## **Output 3: Enhanced Climate and Disaster Data Access**

**Climate Risk Data Repository:** A comprehensive risk data repository was developed, providing the public and private sectors with access to climate and disaster data across 28 coastal provinces. This repository aggregates disaster loss data, enhancing data-driven decision-making and supporting proactive climate adaptation planning.

**Early Warning Systems (EWS):** The project established EWS in 24 high-risk communes, which are now integrated into Vietnam's National Disaster Monitoring System. The systems enable timely, community-level alerts for impending climate threats, enhancing local preparedness and response capabilities.

**Capacity Building:** The project conducted 541 training sessions across coastal communes, reaching 62,717 individuals (48% women). These trainings focused on CBDRM and climate resilience, empowering communities with the knowledge to anticipate and manage disaster risks.

**Policy and Institutional Support:** The project collaborated with government ministries to create technical guidelines and develop an e-learning platform for disaster risk reduction. A Circular (06/2023/TT-BTNMT) was issued, integrating climate and disaster data into socio-economic development planning processes. Additionally, the project produced studies on risk transfer mechanisms, which laid the groundwork for future climate insurance products in partnership with Vietnamese financial institutions. The project exemplifies a comprehensive endeavor to incorporate the disaggregation of data by sex and other vulnerable groups into the evaluation of the indicators. This is particularly evident in the execution of the Gender Action Plan, which has been consistently monitored across all provinces participating in the project. The plan prioritized vulnerable populations, particularly impoverished or female-headed households, to ensure they received crucial assistance, especially in the context of housing initiatives. Women represented 47% of participants in community-based disaster risk assessment processes and 38% of leaders in these groups, highlighting their role in community resilience efforts. 51% of those conducting or facilitating discussions were women, reflecting a focus on ensuring gender balance. This inclusion is crucial for fostering an inclusive approach to climate resilience and disaster risk reduction. These efforts demonstrate a commitment to inclusive, gender-sensitive approaches in climate adaptation and mitigation projects, addressing vulnerabilities and enhancing the participation of women. However, the report suggests areas for improvement, particularly in ensuring that marginalized groups such as the poor, youth, and other vulnerable segments are further included in the evaluation of outcomes and impacts. This could involve refining data collection mechanisms and disaggregation at a more detailed level to reflect the unique experiences of these groups.

Table 5 in Annex 11 presents a comprehensive summary of the project's performance in relation to its

established targets, as detailed in the log frame. This evaluation is informed by observations, findings, and data collected during the final review, including insights obtained from interviews, quarterly and annual reports, and technical documentation. The results indicate that the project has successfully achieved its stated objectives and expected outcomes. Furthermore, the progress made toward realizing the project's long-term environmental and socio-economic impacts is encouraging. Nevertheless, continued efforts are necessary to enhance sustainability measures and facilitate the replication and scaling of outcomes.

### **5.1 Relevance**

The relevance of the project is substantiated by evidence from desk reviews, stakeholder interviews, and focus group discussions (FGDs). These confirm its crucial role in addressing the immediate and long-term vulnerabilities faced by coastal communities in Vietnam, including sea level rise, saltwater intrusion, storm surges, and flooding. Desk reviews of national strategies, such as the Socio-Economic Development Strategy 2021-2030, the National Green Growth Strategy, and the National Strategy on Environment Protection (2021-2030), confirm that the project is deeply rooted in Vietnam's development agenda. These policies emphasize sustainable development, climate resilience, and the protection of vulnerable populations, which are central to the project's objectives. Interviews with officials from the Ministry of Agriculture and Rural Development (MARD) corroborate that the project aligns with Vietnam's national climate adaptation strategies, addressing pressing challenges like sea level rise, saltwater intrusion, and coastal flooding.

FGDs conducted in affected coastal provinces revealed that local communities perceive the project as highly relevant to their needs. Participants emphasized the importance of storm- and flood-resilient housing and mangrove regeneration in mitigating the impacts of climate change. Beneficiaries particularly highlighted how these interventions directly address vulnerabilities to extreme weather events, confirming their alignment with local priorities. Evidence from project monitoring reports highlights the integration of ecosystem-based approaches, such as mangrove planting. These interventions deliver co-benefits, including enhanced livelihoods and biodiversity. The alignment with sustainable development goals (SDGs), particularly SDG 13 (Climate Action), was noted during stakeholder consultations and corroborated by the UNDP Country Programme Document for Viet Nam (2022-2026). Desk reviews confirm that the project aligns with international frameworks like the Paris Agreement and GCF priorities. This was further validated by interviews with UNDP and development partners, who noted that the project serves as a compelling model of climate finance effectively targeting vulnerable communities. The project's implementation through MARD and collaboration with local stakeholders underscores a high level of national ownership. Interviews with provincial authorities and local representatives highlighted that this approach ensures sustainability and relevance to local governance structures. FGDs with community members confirmed the project's emphasis on gender equality and the inclusion of vulnerable groups, demonstrating a commitment to the UN's 'Leaving No One Behind' principle. While the project demonstrates strong alignment with national and international priorities, opportunities exist to further enhance its relevance. Stakeholder interviews suggested increasing focus on integrating local knowledge into resilience strategies. Additionally, FGDs highlighted the need for greater emphasis on tailored gender-responsive interventions to address unique vulnerabilities faced by women in coastal areas. The evidence triangulated from desk reviews, interviews, and FGDs confirms that the project is highly relevant. It effectively addresses critical climate challenges, aligns with national and international priorities, and incorporates inclusive, ecosystem-based approaches to resilience. The strong national ownership and emphasis on safeguarding vulnerable populations further reinforce its significance as a model of integrated and sustainable climate action.

### **5.2 Effectiveness**

Assessments documented in project monitoring reports, evaluations conducted by UNDP, and consultations with key government officials, provincial authorities, and community representatives underscore the project's remarkable impact in reducing disaster vulnerability and restoring critical ecosystems. RegularThe project met or exceeded nearly all of its targets, demonstrating highly satisfactory performance with impressive efficiency and impact. Concerning its primary goal of enhancing climate resilience in vulnerable coastal communities, the following assessment highlights key accomplishments and identifies areas for further improvement. The project successfully bolstered the resilience of vulnerable households by integrating storm- and flood-resilient features in 4,966 new houses, surpassing the initial target of 4,000. This initiative benefitted more than 20,000 impoverished and highly disaster-exposed individuals, significantly reducing their susceptibility to climate-induced disasters. The regeneration and cultivation of 4,028 hectares of mangroves across six coastal provinces contributed to disaster risk reduction and ecosystem restoration. These mangroves not only serve as natural buffers against storm surges but also provide crucial ecosystem services, such as enhancing livelihoods through improved fish stocks

and carbon sequestration.

The project significantly contributed to enhancing local and national capacity for climate resilience through the seamless integration of disaster risk management into planning processes. Moreover, it played a pivotal role in shaping policy development by standardizing climate and economic risk assessments for application across all 28 coastal provinces of Viet Nam. These concerted efforts have notably bolstered both governmental and community-level preparedness for climate-related disasters, thereby amplifying the sustainability of the project's impacts. The project effectively engaged stakeholders at different levels of government and local communities. Regular consultations with the MARD, provincial authorities, and other key stakeholders ensured that interventions were contextually appropriate and responsive to the needs of the beneficiaries. Joint monitoring teams, involving various government ministries, played a crucial role in ensuring effective implementation and addressing site-specific challenges.

The project's success hinged on robust risk management practices, including quarterly updates to the risk register and swift implementation of mitigation strategies when challenges arose. Furthermore, regular monitoring at both field and national levels facilitated the timely identification and resolution of implementation issues, ensuring the project stayed on course to achieve its objectives. The project effectively delivered its core outputs, including resilient housing and restored mangrove ecosystems, significantly enhancing the climate resilience of vulnerable coastal communities. Its success can be attributed to adaptive management, stakeholder engagement, and alignment with national priorities. Methodology and practices initiated from this project has been adopted and applied in many other projects supported by the government and NGOs in Viet Nam. However, enhancing gender-specific outputs, improving programmatic coordination with other climate initiatives, and implementing long-term impact monitoring could further strengthen the project's effectiveness, particularly in terms of social and environmental sustainability.

### **5.3 Efficiency**

The project effectively managed both human and financial resources, ensuring successful implementation despite challenges. With a total budget of USD 41,984,578, including contributions from the Green Climate Fund (GCF), UNDP, and the Government of Viet Nam, financial resources were strategically allocated to critical activities such as resilient housing construction and mangrove restoration. The project utilized joint financing mechanisms and facilitated strong coordination between UNDP and local stakeholders to optimize fund usage and avoid duplication. Financial oversight was thorough, ensuring maximum impact for each dollar spent. Although there were delays in fund disbursement, adaptive financial management and adjustments in subsequent phases kept the project on track. The ability to reallocate and adjust funding as needed ensured efficient resource utilization to meet key deliverables within the allocated budget.

**Human Resources Allocation:** The project effectively utilized human resources through strong collaboration between UNDP, the Ministry of Agriculture and Rural Development (MARD), the Ministry of Planning and Investment (MPI), and local authorities. This multi-level coordination ensured clear definition of roles and responsibilities and deployment of resources where most needed. UNDP's technical expertise, combined with local knowledge, facilitated seamless execution of activities. Capacity-building initiatives were embedded into the project, enabling local authorities and communities to take an active role in implementation, particularly in disaster risk management and climate resilience. This approach not only increased efficiency but also ensured the sustainability of outcomes beyond the project's completion. However, the project faced challenges with staff turnover, particularly within local agencies, which temporarily disrupted continuity in the early phases. To counter these disruptions, the project focused on enhanced training, knowledge-sharing, and recruiting additional local personnel, ensuring that gaps were filled and implementation continued smoothly. The reliance on local human resources also reduced long-term dependence on external actors, further promoting sustainability.

**Cost-Effectiveness:** The project's interventions, such as storm- and flood-resilient housing and mangrove restoration, were cost-effective, providing immediate protection and long-term benefits to vulnerable communities. By reducing the need for future disaster recovery costs and supporting ecosystem services like improved fisheries and carbon sequestration, the project maximized the return on investment. Scaling proven intervention models allowed the project to achieve broad impacts without extensive reallocation of resources,

further enhancing cost-effectiveness. In summary, the project's efficient allocation and management of financial and human resources, combined with its adaptive management strategies, ensured successful implementation, minimized delays, and promoted sustainable, long-term outcomes.

### **Project Finance and Co-finance**

The GCF contributed 70,31% of the total project budget, while co-financing—primarily from the public sector—accounted for 93,5% of the cash contributions, as shown in the table 5. Initial co-financing commitments at the start of the project amounted to USD 10,861,578 from the Government of Viet Nam (GoV) and other implementing partners, provided as both cash and in-kind contributions. The evaluators confirmed that the GoV, at various levels, provided significant in-kind resources. These included support for Steering committee meetings, workshops, utility costs for the CPMU and PPMUs, Government staff time dedicated to project activities, staff travel to monitor and support project activities, and logistics for organizing meetings and other project-related events. Such contributions are clear evidence of the GoV's commitment. Similarly, the in-kind contributions from the project's partners exceeded expectations, though these were more challenging to fully assess. Actual co-financing reached an estimated 25.15% of the initially pledged amounts, but the true figure, including untracked contributions, is likely to be higher. Overall, co-financing was in line with expectations, as summarized in the table 5 (see annex 11). However, the available documentation lacks comprehensive data or reports on co-financing expenditures. Some sources of co-financing have not been fully accounted for, meaning the actual total may be significantly higher. For example, no co-financing has been officially reported for in-kind contributions from local governments participating in the project. Additionally, no cash co-financing has been formally credited to the project. An impressive majority, specifically over two-thirds, of the project's financial resources have been specifically earmarked to bolster and sustain initiatives at the local level. Furthermore, the evaluation highlighted significant overruns between actual and budgeted expenditures, as well as the use of leveraged funding and co-financing. These findings provide a more comprehensive and detailed picture of the overall project budget. By October 2025, 100% of the total project budget had been successfully distributed. It's important to note that although there was a slow start in disbursing funds, the pace of project implementation improved significantly in 2018, recovering from earlier delays. Additionally, the project has undergone multiple comprehensive financial reviews and audits.

The project reports and data provided by the Project Finance and Budget Executive highlight the project's expenditures from 2017 to 2024. As detailed in Tables 5, 6, and 7 (see Annex 11), these tables offer a comprehensive comparison of planned versus actual spending across the project's key outputs. This analysis evaluates financial management and spending trends over the project lifecycle, providing insights into the alignment between the financial plan and execution. By examining the expenditure patterns over the six-year period, the analysis highlights deviations, identifies areas of efficient or delayed spending, and assesses overall financial performance, supporting conclusions about the project's resource management and effectiveness in achieving its objectives.

**Output 1:** In the initial years (2017-2020), output 1 focused on setting the foundation for enhancing climate resilience in coastal communities, with a strong focus on infrastructure and community-based interventions. Although there were delays in the first year (61% expenditure), the project successfully accelerated activities in subsequent years, reaching over 100% of the planned budget in 2018 and maintaining high expenditure rates in 2019 (99%). However, 2020 saw a slight decrease to 73%, likely due to the impact of external challenges such as the COVID-19 pandemic. Despite this, output 1 maintained consistent financial performance through 2024, ending with 93% of the planned budget spent, indicating successful completion of its key activities and objectives, including the construction of climate-resilient infrastructure and capacity building for local communities.

**Output 2:** Output 2 faced significant challenges in budget execution throughout the project. In 2017, only 44% of the planned budget was utilized, reflecting early difficulties in implementing livelihood enhancement activities. The slow progress continued in 20 and 2019, with only 37% and 45% of the budget spent, respectively. However, the project made strides in 2020, achieving 64% expenditure as efforts to strengthen livelihoods for vulnerable populations ramped up. Despite these improvements, output 2 consistently underperformed relative to its planned budget, with only 57% and 70% utilized in 2022 and 2021. By 2024, expenditure had improved, with 76% of the budget spent, indicating progress in livelihood diversification, but overall, the financial shortfall highlights ongoing challenges in fully delivering this output's objectives.

Output 3: Output 3 started strong with 90% of its planned budget utilized in 2017, reflecting the project's early success in implementing ecosystem-based adaptation measures, such as mangrove restoration and coastal zone management. However, expenditure dropped in 2018 and 2019, reaching only 90% and 73% of the planned budgets, respectively, due to slower implementation. The project made a significant financial turnaround in 2020, where actual expenditure exceeded the planned budget by 207%, indicating a surge in activities to restore ecosystems and strengthen coastal defenses. This trend continued into 2024, with a striking 283% of the planned budget utilized, demonstrating the project's urgent efforts to meet the rising demand for climate-resilient ecosystems and protect vulnerable coastal areas as the project neared completion.

**Project Management:** PM expenditure followed a fluctuating pattern throughout the project. The first year, 2017, saw only 43% of the planned budget utilized, likely due to the setup phase and lower initial administrative costs. In 2018 and 2019, management costs increased, with 73% and 106% of the budget utilized, indicating greater administrative oversight and adjustments as the project scaled up. By 2020, the expenditure was at 77%, signaling a period of stable management with a balance between planned and actual costs. In 2024, project management costs exceeded the planned budget by 119%, likely due to intensified oversight and coordination efforts as the project approached its closure. The overall pattern of project management spending underscores the importance of strong oversight, especially during periods of high activity and when managing the complexities of multi-year projects with diverse outputs.

The project exhibited a mixed expenditure pattern across outputs, with some significant under-expenditure in the earlier years, particularly in Output 2. However, the later years showed stronger performance, especially in Output 3, which saw over-expenditure in 2024. Overall, financial management was effective in scaling up activities in the final years, ensuring that the majority of the planned funds were utilized by project closure. This analysis highlights the importance of adaptive management and maintaining flexibility in budget allocations to accommodate delays, unforeseen challenges, and the need for ramping up activities in the project's final stages. The financial analysis underscores a complex dynamic between planned and actual resource utilization, revealing both successes and challenges in budget management. Output 1 demonstrated efficient use of resources, achieving near-alignment with its planned budget by 2024, highlighting success in implementing climate-resilient infrastructure and community interventions. In contrast, Output 2 faced consistent underutilization due to early delays and challenges in livelihood enhancement activities, while Output 3 exhibited significant over-expenditure in later years, particularly in 2024, driven by an intensified focus on ecosystem restoration. These variations between planned and actual expenditures indicate implementation challenges but also highlight the project's capacity for adaptive management. By addressing delays, reallocating resources, and realigning co-financing commitments, the project effectively responded to evolving priorities and demands, ensuring progress toward its overarching goals.

Table 7 (see Annex 10) provides valuable insights into the project's financial performance across different outputs and funding sources. For the GCF funding, expenditures for Output 1 were slightly below the planned budget at 98%. In contrast, spending for Output 3 exceeded expectations, reaching 103%. This indicates that while GCF funding was effectively utilized for Outputs 1 and 2, there may have been a higher demand or additional activities required for Output 3, leading to increased spending. Additionally, government contributions for Output 1 surpassed the planned amount, reaching 119%, which demonstrates strong support from the government for this component. However, spending for Outputs 2 and 3 did not meet planned levels, with only 92% of the budget utilized for Output 2, and low reported spending for Output 3. This may indicate challenges in mobilizing government funds or variations in project implementation needs. The UNDP TRACK funding showed a balanced expenditure against the planned amount, with total actual spending at 100% for the reported outputs. This reflects effective utilization of UNDP resources for the project's objectives. In terms of UNDP in-kind contributions, there was an increase from the planned amount, achieving 113% of the target, indicating strong support from UNDP in terms of resources and logistical assistance. The analysis of output-specific insights reveals notable trends in funding and utilization across the project components. Output 1 emerges as the most heavily funded and utilized output, receiving substantial contributions from both the Green Climate Fund (GCF) and the Government of Viet Nam (GoV), which highlights its priority within the project's framework. In contrast, output 2 demonstrates a consistent underutilization of GoV funds, prompting a need for further investigation to identify potential barriers to effective fund allocation or execution. Meanwhile, output 3 appears to rely heavily on GCF funding, as low GoV contributions have been recorded, indicating a possible misalignment in resource allocation or a shift in focus away from this output. This disparity in funding dynamics underscores the importance of

strategic alignment and coordinated resource mobilization to enhance overall project effectiveness. Overall, the financial performance as depicted in the table shows effective utilization of the project budget, particularly for GCF and UNDP resources. However, the discrepancies in GoV funding for specific outputs, particularly the underutilization in Output 2 and lack of funding for Output 3, highlight areas that may need further exploration and strategic alignment to ensure that all outputs are adequately supported. This analysis can inform future budget planning and resource mobilization strategies to enhance project delivery and impact.

#### **5.4 Sustainability**

The project exhibits substantial potential for sustainability across diverse dimensions, including financial, socio-political, institutional, and environmental. Through the integration of its initiatives within established national frameworks and the establishment of robust community engagement, the project is strategically positioned for enduring success. The following assessment provides evidence-based insights from key informant interviews (KIIs), project reports and new related initiatives:

##### **5.4.1 Financial Sustainability**

The project has made commendable efforts to ensure that its outcomes are financially sustainable post-completion. Activities related to climate-resilient housing and mangrove regeneration have been integrated into national programs, such as the National Programme on Sustainable Poverty Alleviation and the National Programme on Community-Based Disaster Risk Management (CBDRM). These linkages ensure ongoing financial support from the government for key initiatives such as housing for poor and near-poor populations and the expansion of coastal mangrove forests. Moreover, the engagement with the private and financial sectors through initiatives like the Insurance and Risk Finance Facility (IRFF) has helped mobilize additional resources to sustain project outcomes. These efforts show a strong likelihood of continued financial backing, although ongoing financial commitments from both the public and private sectors will be crucial.

##### **5.4.2 Socio-Political Sustainability**

The project's alignment with the Government of Viet Nam's strategic plans, such as the Socio-Economic Development Strategy 2021-2030 and the National Climate Change Strategy to 2050, strengthens its socio-political sustainability. The active involvement of communities in the design and execution of interventions, especially through the CBDRM activities, enhances local ownership and empowers communities to take responsibility for maintaining and scaling up the project's outcomes. Community involvement in identifying flood-safe zones and housing designs also underscores the project's participatory approach, which is critical to ensuring that its social benefits, such as safer housing and enhanced disaster preparedness, will be maintained. However, ongoing political support and the capacity to manage changes in governance structures will be necessary to sustain the project's benefits.

##### **5.4.3 Institutional Framework and Governance Sustainability**

The project has built strong institutional linkages, particularly with the Ministry of Agriculture and Rural Development (MARD) and the Ministry of Construction (MOC), to ensure that its outputs are embedded in national policies and governance structures. The transfer of knowledge and best practices to national institutions, such as DoF (former VNFOREST) and VNDMA, through technical guidelines and databases, reinforces institutional capacity to replicate and scale up interventions. This transfer of institutional knowledge ensures that governance frameworks will continue to support disaster risk management and climate resilience activities after the project's closure. Additionally, the project's collaboration with provincial authorities ensures that local governance structures are capable of maintaining and furthering the project's achievements.

##### **5.4.4 Environmental Sustainability**

The environmental sustainability of the project is particularly strong, given its focus on mangrove regeneration and resilient housing. The regeneration of 4,028 hectares of mangroves, which has contributed to a reduction of 1.12 million tons of CO<sub>2</sub> equivalent, is a major achievement. The use of traditional knowledge in mangrove planting and the protection of biodiversity are also critical for ensuring that these efforts can be maintained over the long term. Moreover, the project's contribution to carbon sequestration, coupled with efforts to protect mangrove ecosystems, reduces the likelihood of environmental degradation and helps build resilience against climate change impacts. However, continuous monitoring and maintenance, particularly for the mangrove sites, will be essential to prevent environmental setbacks.

#### **5.4.5 Overall Likelihood of Sustainability**

The overall likelihood of the project's sustainability is high. The combination of financial support from national programs, socio-political alignment with government priorities, strengthened institutional capacity, and robust environmental outcomes provides a strong foundation for the long-term success of the project. However, to maximize sustainability, it will be necessary to secure ongoing financial and political commitments, ensure regular maintenance of environmental assets, and continue to engage local communities in governance and decision-making processes. While the project demonstrates high levels of ownership at both the national and local levels, maintaining this momentum post-project will require continued commitment from the government and stakeholders. The project's integration into national programs like the National Programme on Sustainable Poverty Reduction (2021-2025) and the CBDRM framework is a positive step toward ensuring sustainability. However, securing ongoing financial resources, especially for scaling innovative models like eco-shrimp farming and disaster risk insurance, will be critical for long-term success. With these factors in place, the project is well-positioned to achieve lasting impact across Viet Nam's coastal communities.

#### **5.5 Country ownership**

The project demonstrates a strong level of country ownership, evidenced by its alignment with national development priorities, active involvement of government stakeholders, and local engagement. The project aligns closely with Viet Nam's Socio-Economic Development Strategy 2021-2030, the National Climate Change Strategy, and other critical national frameworks on disaster risk management and climate resilience. These alignments indicate that the project was designed with a deep understanding of the country's climate-related challenges and broader development goals. Moreover, the lessons learned from the project are already informing new national programs, such as Decision No. 553/QĐ-Ttg on Community-Based Disaster Risk Reduction (CBDRM) and the National Programme on Coastal Forest Management, which demonstrates the project's integration into national policy. The strong participation of key national ministries, including the Ministry of Agriculture and Rural Development (MARD), Ministry of Construction (MOC), and Ministry of Finance (MOF), underscores the high level of government engagement throughout the project's implementation. These ministries played leading roles in both the strategic and operational aspects of the project. Notably, the Ministry of Finance's collaboration on disaster risk management, including the development of innovative insurance products, highlights the government's proactive role in promoting sustainable financial mechanisms. At the provincial level, the establishment of Provincial Project Management Units (PPMUs) in the seven project provinces further emphasizes local government ownership and involvement. The provincial governments worked closely with the national ministries and UNDP to ensure the successful implementation and scaling of project interventions, particularly in areas such as mangrove regeneration and resilient housing.

The project has effectively involved local governments, communities, and mass organizations such as the Viet Nam Women's Union (VWU) in the design and implementation of interventions. Community-based approaches were integral to the project, with local communities actively participating in decisions on housing designs and disaster risk management plans. This community ownership is further reflected in the CBDRM activities, which empowered local leaders and households to play a direct role in climate resilience planning. Additionally, the project fostered strong partnerships with academic institutions such as the Viet Nam Academy of Water Resources and Institute of Building Science and Technology, further embedding technical knowledge and expertise at the local level. These collaborations helped to ensure that the project's innovations, such as climate-resilient housing designs and mangrove regeneration techniques, were grounded in both traditional knowledge and modern science. Overall, the project has successfully promoted country ownership by aligning with national priorities, involving key ministries and local governments, and ensuring community engagement. The government's proactive role in adapting project innovations into national policies and programs reinforces the likelihood that the project's benefits will be sustained and scaled in the future.

#### **5.6 Gender equality and women's empowerment**

The project was designed to prioritize gender equality and the empowerment of women throughout its implementation, resulting in significant achievements in ensuring that women, particularly those from vulnerable and female-headed households, benefited from climate resilience interventions. A comprehensive Gender Assessment was conducted at the outset, informing a set of recommendations and strategies to incorporate gender equity into all project activities. Subsequently, a Gender Action Plan (GAP) was developed, which established specific performance indicators to monitor gender-related outcomes. The GAP was subject to annual updates to ensure its responsiveness to contextual changes, thereby maintaining the relevance and impact of



gender-sensitive actions. However, despite the gender-sensitive design, there was a lack of specific gender-related outputs, which limits a more comprehensive assessment of the project's impact on women and other vulnerable groups. More tailored actions toward gender equality could have enhanced the project's effectiveness in addressing the unique vulnerabilities of women in climate-affected regions.

The project implementation was conducted through a participatory approach that included a provision for ensuring a minimum of 30% representation of women in commune level representatives. The project prioritized the direct provision of benefits to vulnerable women with disrupted livelihoods. Furthermore, it involved women in awareness programs aimed at educating them about climate change risks and mitigation options for their businesses, thereby contributing to the protection of their livelihoods and the enhancement of their adaptive capacities. Additionally, the project encompassed activities designed to enhance women's participation at the community level, and the selection of project beneficiaries adhered to agreed-upon selection criteria with proposed areas of improvement. Furthermore, the project emphasized the inclusion of women in Community-Based Disaster Risk Management (CBDRM) committees, with 30% of committee members being women. This reflects the project's commitment to promoting female leadership in disaster risk management, ensuring the representation of women's voices in housing beneficiary selection and risk assessments.

Women were actively engaged in decision-making processes related to climate resilience planning, with a specific focus on involving local chapters of the Viet Nam Women's Union (VWU). The VWU played a pivotal role in delivering training and capacity-building activities to enhance gender awareness. Notably, 63% of the beneficiaries of resilient housing interventions were women, surpassing the 50% target, thereby significantly enhancing the protection of poor, disaster-exposed women. Nevertheless, the Viet Nam Women's Union (VWU) needs to improve its involvement in monitoring at both the central and provincial levels. VWU should be included in the project board to ensure that women's issues are taken into account in project decision-making activities and are given priority. Their representation in monitoring will also help address any weaknesses in project implementation from a gender perspective. An unanticipated effect on gender emerged during project implementation: women reported that their increased participation in resilience planning and disaster management committees enhanced their social standing within their communities. FGDs revealed that these opportunities boosted women's confidence and leadership skills, contributing to greater acceptance of women in decision-making roles—a benefit not explicitly targeted but highly impactful.

The project demonstrated progress in achieving various gender-related targets but encountered certain challenges. The involvement of women in technical or managerial capacities in mangrove regeneration and construction fell short of expectations. A more targeted strategy with specific deliverables could have potentially facilitated a more equitable participation. While the project's monitoring system effectively collected gender-disaggregated data, it could have further benefited from a more comprehensive analysis of the long-term socio-economic impacts on women, particularly in areas such as income generation and community leadership. In conclusion, the project made significant progress in promoting gender equality and women's empowerment, exceeding targets related to female beneficiary selection and increasing women's participation in disaster risk management. By prioritizing vulnerable groups, especially female-headed households, and engaging local women's organizations, the project ensured that women were key beneficiaries of climate resilience interventions. However, further efforts to address gender-specific challenges in economic participation and leadership could enhance the long-term empowerment of women in these coastal communities.

### **5.7 Cross-cutting issues**

The project effectively embodied the "Leaving No One Behind" (LNOB) approach by embedding inclusive, rights-based strategies that prioritized marginalized groups, including women, persons with disabilities (PWDs), and ethnic minorities. These efforts ensured the most vulnerable populations were at the forefront of initiatives to enhance climate resilience and adaptive capacity. The project required the development of an Environmental and Social Management Plan (ESMP) to address both environmental and social inclusion aspects during implementation. The Project Manager was responsible for ensuring that social safeguards, including the inclusion of vulnerable groups, were upheld throughout the project lifecycle. The Social and Environmental Screening Procedure (SESP), reviewed during the Inception Workshop, reaffirmed the commitment to social inclusion.

Significant progress was made in governance by collaborating with national institutions such as MARD, MOC,

and VNDMA. The development of Community-Based Disaster Risk Management (CBDRM) plans strengthened local governance and institutional resilience. Participatory processes involving vulnerable populations integrated LNOB and disability inclusion (DI) principles into governance frameworks. However, deeper engagement with provincial and community-level governance structures is crucial to ensure sustainability and long-term ownership of these interventions. The project directly addressed climate adaptation through mangrove regeneration and the construction of flood-resilient housing. These initiatives prioritized vulnerable groups, including female-headed households and PWDs, and delivered co-benefits like biodiversity conservation and livelihood enhancements. Early Warning Systems (EWS) introduced in 24 high-risk communes, supported by national disaster databases, improved community preparedness. Inputs from vulnerable groups shaped EWS design, aligning with LNOB and DI principles, although further integration into local disaster management plans is needed to enhance sustainability and reach.

Gender equality was advanced through surpassing the target for female beneficiaries, with women comprising 63% of resilient housing recipients. Women participated in decision-making processes, representing 30-51% of DRR training and CBDRM committees. Collaborations with the Viet Nam Women's Union (VWU) empowered women and fostered their acceptance in leadership roles, though systematic efforts are needed to enhance their technical and managerial capacities. PWDs were a key focus, identified as critical beneficiaries through vulnerability assessments. Tailored housing designs incorporated features such as accessible entrances, barrier-free layouts, and reinforced structures, addressing their unique challenges in climate-related disasters. PWDs actively contributed to disaster preparedness planning and risk assessments, enhancing the inclusivity and relevance of DRR measures. Capacity-building sessions for authorities emphasized disability-inclusive practices in disaster management. However, the absence of disability-disaggregated data and limited representation of PWDs in decision-making bodies highlighted areas for improvement. Youth and ethnic minorities were underrepresented, limiting diverse perspectives and long-term sustainability. Actively engaging these groups could strengthen resilience efforts and introduce innovative solutions. Similarly, civil society organizations (CSOs), especially those advocating for marginalized groups, remain underutilized in promoting inclusive practices and monitoring progress.

## **5.8 Catalytic Role / Replication Effect**

The project successfully introduced several key interventions, including resilient housing designs and mangrove regeneration, which have catalyzed broader climate resilience actions in Viet Nam. For example, the construction of 4,966 storm- and flood-resilient houses not only protected vulnerable communities but also demonstrated the feasibility of integrating these designs into national programs. The National Programme on Sustainable Poverty Alleviation (2021–2025) has incorporated lessons from the project, particularly regarding resilient housing for the poor, showcasing the project's broader influence on policy and program development. In addition, the eco-shrimp farming model in Ca Mau and the beekeeping model in Thanh Hoa have demonstrated success in linking sustainable livelihoods with ecosystem protection. These models are suitable for scaling, as they support income generation while enhancing environmental resilience. The project's community-based disaster risk management (CBDRM) activities offer significant replication potential. The CBDRM training programs, conducted across 541 communes, have empowered local communities to develop their own action plans for managing disaster risks and maintaining climate-resilient infrastructure. These training programs have already been scaled up through national efforts, supported by the National Programme No. 553/QĐ-TTg, which focuses on enhancing CBDRM across Viet Nam. Similarly, the mangrove regeneration interventions covering 4,028 hectares have proven replicable, as technical guidelines and knowledge products developed through the project have been transferred to DoF for future application in coastal forest management. The incorporation of traditional knowledge and community-based approaches into these interventions has also increased local ownership, enhancing the likelihood of replication in other provinces. The project has significantly contributed to policy development by documenting its successes and synthesizing lessons learned into technical guidelines and best practice documents. These resources have been shared with national stakeholders, including the Ministry of Agriculture and Rural Development (MARD) and Ministry of Construction (MOC), facilitating the replication of project interventions in other regions. The coastal forest database, which centralizes data on mangrove regeneration, is a key output that will enable continuous monitoring and replication of best practices. Overall, the project's innovations, particularly in resilient infrastructure and sustainable livelihoods, have strong potential for replication across Viet Nam and other climate-vulnerable regions. The integration of these models into national policies and programs further ensures their sustainability and scale-up potential.

## **5.9 Progress to impact**

The project “Improving the Resilience of Vulnerable Coastal Communities to Climate Change Related Impacts in Viet Nam” is showing significant progress towards achieving its intended environmental and social impacts, with verifiable improvements across multiple areas. While the full extent of long-term impacts will emerge in the coming years, current achievements indicate strong progress in enhancing resilience, reducing environmental stress, and improving social outcomes. The project's most notable environmental accomplishment is the successful regeneration of 4,028 hectares of mangroves, resulting in the absorption of 1.12 million tons of CO<sub>2</sub> equivalent, which is nearly double the initially committed target. This substantial contribution to carbon sequestration is complemented by the restoration of ecosystems, as mangroves act as natural barriers against storm surges, safeguard coastal biodiversity, and enhance the sustainability of aquaculture production. Furthermore, the collaborative development of technical guidelines for mangrove regeneration with academic institutions and traditional knowledge holders has established the foundation for ongoing environmental enhancement.

The livelihoods component of this project supported local communities through various initiatives, including honey production, shrimp aquaculture, and eco-tourism. These livelihood measures showed significant quantitative and qualitative impacts. In the honey production model, participating households received initial investments in equipment and training, which led to the establishment of a registered cooperative and the creation of a branded honey product. This enhancement improved marketability and increased income. For organic potato farming, collaboration with private companies like Orion Vina provided technical guidance and market access, resulting in stable local demand for produce. Revenues from honey production typically began one to two years after the initial setup and branding phases, with higher income streams following certification. Similarly, shrimp aquaculture projects started generating revenue within the same timeframe, supported by ecosystem services that promoted sustainable practices compatible with the coastal environment. Honey production in mangrove areas increased household income by 2.3 times compared to conventional, non-cooperative methods. This improvement was largely due to optimized labor involving older community members and the quality certification supported by the project, which enhanced profit margins. Eco-tourism in restored coastal areas, such as the 83-hectare coconut forest in Hoi An, substantially contributed to household income, especially for those engaged in fishing or tour guiding. This diversification of income sources also helped reduce unsustainable fishing practices. These initiatives not only provided financial benefits but also reinforced environmental conservation through sustainable practices, enhancing ecosystem services and contributing to broader community resilience.

The project has made significant progress in reducing both environmental and social stress through its dual focus on infrastructure and ecosystems. The construction of 4,966 storm- and flood-resilient houses has directly improved the safety and well-being of 25,000 highly vulnerable people in disaster-prone areas. These interventions have substantially reduced the vulnerability of coastal communities to climate-related disasters, particularly during the 2020 floods, where the new housing designs successfully protected lives and livelihoods. The project report highlights significant improvements in the vulnerability of individuals who benefited from the project's interventions. Beneficiary households reported notable advancements in the protective qualities of their homes, with many describing their houses as “good” shelters. This change resulted in a decrease in the number of homes assessed as “very bad” or “bad,” indicating improved safety during extreme weather events. Moreover, beneficiaries observed remarkable enhancements in their homes' ability to safeguard personal belongings, with over a 15-fold increase in homes rated as “good” for this purpose compared to baseline levels. In contrast, non-beneficiary households in the affected areas experienced minimal changes in their housing conditions, underscoring the unique impact of the project's interventions on reducing physical vulnerability to climate risks.

Economically, beneficiary households showed significant progress, with poverty levels declining from 74.6% at baseline to 33.3%. These households also experienced an increase in assets and overall expenses compared to the control group, indicating improved financial resilience and a greater capacity to invest in their well-being. Despite the challenges posed by the COVID-19 pandemic and the 2020 Central Flood, beneficiary households reported less severe housing damage, suggesting that the resilient housing provided by the project helped mitigate economic losses. The project's emphasis on community-based disaster risk management (CBDRM) has also contributed to reducing social stress. Social stress includes psychological, emotional, and social pressures that individuals and communities experience, especially in response to environmental changes, disasters, or socio-economic challenges. It can lead to anxiety, insecurity, disruption of social cohesion, and conflicts,

especially during sudden or prolonged stressors like natural disasters or climate-related events. Vulnerable populations with limited resources or coping mechanisms are often disproportionately affected by social stress. Community-based disaster risk management (CBDRM) is essential for reducing social stress. By actively involving communities in planning, decision-making, and implementing disaster preparedness and risk reduction measures, CBDRM empowers individuals and strengthens social networks. This collective action fosters a sense of control and preparedness, which can help reduce the anxiety and uncertainty associated with disaster risks. The expansion of CBDRM training to 541 communes has empowered local communities to manage disaster risks more effectively, integrating gender-sensitive approaches by ensuring at least 30% participation from women in disaster planning.

The project focuses on community-based disaster risk management (CBDRM), which has been crucial in reducing social stress. Social stress refers to the psychological, emotional, and social pressures individuals and communities face, especially in response to environmental changes, disasters, or socio-economic challenges. It can lead to anxiety, insecurity, a breakdown in social cohesion, and conflicts, particularly during sudden or prolonged crises like natural disasters or climate-related events. Vulnerable populations with limited resources or coping mechanisms are the most affected by social stress, making them more susceptible to these pressures. CBDRM plays a crucial role in mitigating social stress by involving communities in planning, decision-making, and implementing disaster preparedness and risk reduction measures. This participatory approach empowers individuals, strengthens social networks, and fosters collective ownership of disaster risk management. Community participation also strengthens social networks and support systems, which are essential for coping with disasters. These networks provide a platform for sharing resources, knowledge, and emotional support, significantly reducing the psychological strain individuals may feel during times of crisis. When communities have strong social bonds, they are better equipped to manage both the immediate and long-term effects of disasters. Expanding CBDRM training to 541 communes has further enhanced local disaster management capacities. Gender-sensitive approaches ensure the inclusion of at least 30% female participation in disaster planning. This comprehensive involvement enhances preparedness, fosters social cohesion, and promotes equity, ultimately reducing the social stress that disproportionately affects vulnerable populations.

The project is demonstrating clear progress towards achieving its broader impacts, particularly in fostering climate-resilient development pathways. The integration of climate risk mapping and data repositories into national disaster planning systems has already begun to influence long-term planning at the national and provincial levels. Furthermore, the project's capacity-building efforts, such as the training of 53 national trainers in disaster risk management, ensure that these impacts will be sustained and scaled in the future. The enhanced disaster risk information system has greatly improved the ability of vulnerable communities to withstand climate-related disasters. By providing more accurate, real-time data on risks such as floods, storms, and rising sea levels, the system helps government authorities, local communities, and other stakeholders make informed decisions in disaster preparedness and response. This improved risk assessment capacity has strengthened local disaster risk management (DRM) practices, leading to reduced losses of life, property, and livelihoods.

One of the key impacts of the improved system is its potential to support new initiatives in disaster and climate-related financing and insurance. With better data on risk exposure and vulnerabilities, financial institutions and insurance providers can develop more tailored and accurate risk models. This enables the creation of innovative financial products, such as parametric insurance schemes, which offer quick payouts based on specific disaster triggers. These insurance products can provide a critical safety net for vulnerable populations, helping them recover faster from disasters. Furthermore, reliable disaster risk data encourages investments in climate resilience by reducing uncertainty for both public and private sector actors. It facilitates the scaling up of climate-related financing initiatives, such as the Insurance and Risk Finance Facility (IRFF), which can attract additional resources and stakeholders to invest in risk-reduction measures. This improved system not only enhances current disaster risk management but also creates new opportunities for climate-resilient financial mechanisms that can protect communities from future climate-related hazards. In conclusion, the project has achieved significant milestones in improving environmental conditions, reducing stress on vulnerable communities, and establishing a foundation for long-term climate resilience. These achievements indicate a strong trajectory towards realizing the full impact of the interventions in the coming years.

#### **5.10 Coherence**

The project demonstrates strong coherence through its systematic monitoring and evaluation framework, which

employs standardized indicators and methodologies to assess resilience outcomes. This approach ensures that climate finance aligns directly with Vietnam's national climate objectives, addressing a critical gap by enabling cross-comparative assessments of project effectiveness. Collaborative working groups further enhance coherence by fostering adaptive management, allowing project priorities to remain aligned with emerging climate risks and Vietnam's Nationally Determined Contributions (NDC) goals. Despite these strengths, opportunities for improvement remain in enhancing the coherence of sustainable development initiatives. Strengthening institutional frameworks and creating streamlined access to financing can reduce fragmentation and improve coordination among stakeholders. Expanding public-private partnerships (PPPs) and better aligning international and domestic funding sources are also critical for scaling up resilience initiatives. Addressing fragmented timelines, conflicting priorities, and coordination gaps through additional collaborative mechanisms could further strengthen integration. By aligning goals, sharing insights, and fostering strategic partnerships, the GCF and other key stakeholders can help create a more unified and sustainable framework for addressing Vietnam's climate challenges, particularly for vulnerable communities.

## 6. Main Findings, Conclusions, Recommendations and Lessons Learned

### 6.1 Main Findings

**Relevance:** The project demonstrated strong alignment with Viet Nam's national climate adaptation strategies and international frameworks. It addressed urgent challenges such as sea-level rise, saltwater intrusion, and coastal flooding while aligning with key policies, including the Socio-Economic Development Strategy, the National Green Growth Strategy, and the National Climate Change Strategy. The project's design also aligned with global commitments such as the Paris Agreement and SDG 13. Its focus on marginalized groups, including persons with disabilities (PWDs), ethnic minorities, and female-headed households, reflects the Leaving No One Behind (LNOB) principle. Stakeholder consultations confirmed that the project effectively responded to the specific needs of vulnerable coastal communities.

**Coherence:** The project demonstrated strong internal and external coherence: Internal Coherence: The project's activities complemented UNDP's broader climate resilience initiatives and were consistent with its Country Programme Document (CPD) for Viet Nam (2022–2026). External Coherence: It aligned with the strategies of key partners, including the Ministry of Agriculture and Rural Development (MARD) and the Green Climate Fund (GCF). The integration of activities into national frameworks, such as the Community-Based Disaster Risk Management (CBDRM) program, ensured that efforts were harmonized with government priorities.

**Effectiveness:** The project exceeded its key targets, delivering substantial outputs and outcomes:

- Constructed 4,966 storm-resilient houses, surpassing the initial target of 4,000 and benefiting over 20,000 individuals.
- Restored 4,028 hectares of mangroves, exceeding the target by 7%, and established a strong foundation for long-term ecosystem services, such as storm surge mitigation and carbon sequestration.
- Installed Early Warning Systems (EWS) in 24 high-risk communes and integrated disaster databases into national systems, improving preparedness and response mechanisms.

Stakeholder engagement and adaptive management were pivotal to these achievements. However, areas requiring further improvement include gender-specific outputs, stronger representation of marginalized groups, and mechanisms for long-term impact monitoring.

**Efficiency:** Despite initial delays caused by complex Official Development Assistance (ODA) regulations and administrative challenges, the project demonstrated efficient use of resources. Adaptive management strategies and effective coordination with partners mitigated these challenges. Activities such as mangrove restoration showcased cost-efficiency by delivering dual benefits in disaster risk reduction and climate mitigation.

**Sustainability:** The project exhibited strong potential for sustainability across multiple dimensions:

- **Financial:** Partnerships with private sector entities and the Insurance and Risk Finance Facility (IRFF) provided pathways for ongoing resource mobilization.
- **Institutional:** Integration into national governance frameworks, such as MARD and VDDMA, ensured institutional resilience and continuity.

- **Community Engagement:** Local participation in CBDRM and mangrove restoration fostered ownership and long-term commitment.
- **Environmental:** The restored mangrove ecosystems have enhanced biodiversity and carbon sequestration, providing enduring ecological benefits.

**Scalability and Replicability:** The project demonstrated high potential for replication and scaling:

- **Scalability:** The integration of disaster-resilient housing and mangrove restoration into national programs creates opportunities for scaling similar initiatives across other coastal provinces.
- **Replicability:** Innovative approaches, such as eco-shrimp farming linked to mangrove ecosystems, provide models that can be replicated in other contexts, particularly in countries facing similar climate risks.

**Impact:** The project achieved significant environmental, social, and economic impacts:

- **Environmental:** Mangrove restoration reduced storm surge risks, improved biodiversity, and contributed to carbon storage. The project's measurable environmental impacts are evident in the restoration of mangrove areas, which have sequestered 1.12 million tons of CO<sub>2</sub> equivalent.
- **Social:** Resilient housing enhanced physical security for vulnerable populations, while CBDRM activities improved disaster preparedness. The project has had a transformative impact on the lives of its beneficiaries, who report a high level of satisfaction with the outcomes. The storm-resilient housing has been widely praised by the communities. Beneficiaries expressed that these houses provide them with a sense of physical and emotional security, especially during typhoon seasons and heavy rains when the risk of home destruction is high. For many families, the improved infrastructure has not only meant protection from disasters but also peace of mind, allowing them to focus on their livelihoods and community well-being.
- **Economic:** Mangrove-related livelihoods, including aquaculture and eco-tourism, contributed to economic resilience and poverty alleviation. The restoration of mangroves has brought significant changes to beneficiaries' lives. The restored mangroves serve as natural barriers against storm surges, reducing the risk of flooding and coastal erosion. Beneficiaries noted that this has improved their ability to sustain livelihoods such as fishing and aquaculture, as mangroves enhance biodiversity and fish stocks. Moreover, the involvement of local communities in mangrove planting has fostered a sense of ownership and pride in the project's environmental contributions, with many participants highlighting the long-term ecological and economic benefits.

However, assessing long-term impacts remains challenging due to limited baseline data and the early stage of certain outcomes. Incomplete baseline socio-economic data limited the ability to measure long-term impacts comprehensively.

**Gender Equality and Inclusion:** The project made notable progress in promoting gender equality:

- 63% of resilient housing beneficiaries were women, surpassing the 50% target.
- Women represented 30-51% in CBDRM committees and disaster risk reduction (DRR) activities.

However, women's participation in technical and leadership roles was limited. The project's emphasis on disability inclusion ensured that PWDs were prioritized in housing allocations and involved in disaster planning. Nevertheless, youth and civil society organizations (CSOs) were underrepresented in project activities, limiting opportunities for broader participation.

**Cross-Cutting Issues:** The project addressed critical cross-cutting issues, including:

- **Disability Inclusion (DI):** Disability-friendly infrastructure and inclusive disaster risk reduction measures prioritized PWDs.
- **Climate Co-Benefits:** Activities such as mangrove restoration contributed to both adaptation and mitigation goals.
- **LNOB:** The project's focus on marginalized groups aligned strongly with the UN's LNOB principles, though future initiatives could expand efforts to engage youth and ethnic minorities.

## 6.2 Conclusions

The project has successfully achieved its objectives, demonstrating high effectiveness and relevance in line with Viet Nam's national climate adaptation strategies. Based on the evaluation criteria, the conclusions for the project are as follows:

**Relevance:** The project aligns strongly with Viet Nam's national climate adaptation strategies and policies, including the Socio-Economic Development Strategy (2021-2030), the National Green Growth Strategy, and the National Climate Change Strategy. Its objectives resonate with global frameworks such as the Paris Agreement and the Sustainable Development Goals (particularly SDG 13). The inclusion of vulnerable communities in the planning and implementation phases underscores its commitment to the "Leaving No One Behind" principle. This alignment ensures that the project addresses urgent climate-related challenges like sea-level rise, saltwater intrusion, and coastal flooding while complementing existing national priorities. Nevertheless, it is important to maintain and strengthen alignment to ensure that future initiatives benefit from enhanced coordination with other ongoing climate change and development projects, thereby maximizing overall results (see recommendation 1.3).

**Effectiveness:** The project exceeded its key targets and achievements directly reduced disaster risks for coastal communities and enhanced local climate resilience. However, the evaluation revealed gaps in the integration of marginalized groups in technical and leadership roles, especially women and persons with disabilities. While 63% of housing beneficiaries were women, their participation in leadership and decision-making roles within technical areas like mangrove restoration and disaster risk management remained limited. Strengthening capacity-building programs and enhancing inclusivity in leadership are essential for addressing these gaps. (See recommendations 1.2 and 3.5)

**Efficiency:** Despite some bureaucratic delays, the project demonstrated commendable resource management and timely implementation of activities. The joint financing mechanism involving the Green Climate Fund (GCF), UNDP, and the Vietnamese government maximized efficiency and minimized redundancy. Adaptive management approaches, including regular stakeholder engagement and real-time issue resolution, contributed to successful delivery. However, delays related to changes in Official Development Assistance (ODA) regulations highlighted the need for improved coordination mechanisms and streamlined administrative processes to enhance future efficiency. Additionally, although the project's interventions aligned well with national policies, future initiatives could benefit from enhanced coordination with other ongoing climate change projects to ensure synergy and avoid duplication of efforts. (See recommendation 1.3)

**Sustainability:** The integration of key interventions, such as resilient housing and mangrove regeneration, into national programs like the National Programme on Sustainable Poverty Alleviation and the National Programme on Coastal Forest Management, ensures financial and institutional sustainability. Community ownership, demonstrated through active participation in mangrove planting and storm-resilient housing projects, further supports long-term outcomes. However, sustaining these outcomes will require continuous financial commitments from public and private sectors, as well as ongoing capacity-building efforts for local stakeholders. Securing long-term funding through public-private partnerships, blended finance models, and new and innovative sources is critical for sustaining project outcomes. (See recommendations 3.1; 3.2; 3.3, 3.4 and 3.5)

**Gender Equality and Women's Empowerment:** The project made significant progress in promoting gender equality. However, women's involvement in technical and leadership roles fell short of expectations. The limited involvement of women and other marginalized groups in technical and leadership roles underscores the need for dedicated capacity-building initiatives. Furthermore, highlights the need for more targeted initiatives to enhance women's participation in governance and technical fields, aligning with SDG 5 and national gender strategies. (See recommendation 1.2)

**Impact:** The project's interventions have significantly transformed the lives of coastal communities. However, the long-term success of these measures hinges on sustained monitoring and maintenance efforts. While monitoring effectively captured outputs and outcomes, a comprehensive impact assessment, as originally envisioned in the project design, was not fully realized. For instance, ecosystem regeneration indicators were not rigorously tracked with robust quantitative data, limiting a deeper understanding of the project's long-term environmental impact. Enhancing data collection systems to monitor qualitative impacts would further strengthen the project's ability to demonstrate its broader social and environmental benefits. Similarly, while there was a gender-sensitive approach, the lack of gender-specific outputs made it challenging to evaluate the full extent of the project's impact on women and other vulnerable groups. Additionally, a more comprehensive inclusion of marginalized groups, such as ethnic minorities and CSOs, is necessary to ensure equitable benefits for all stakeholders. (Recommendations 1.1; 1.2 and 1.4)

Cross-cutting issues: The project demonstrated a strong commitment to the LNOB principle by prioritizing marginalized groups, particularly PWDs, through the provision of disability-friendly infrastructure and targeted climate adaptation measures. The prioritization of PWDs in resilient housing interventions highlights the project's progressive approach to integrating disability inclusion within climate resilience strategies. To fully realize the LNOB approach, future initiatives should build on this foundation by adopting a more integrated and comprehensive approach. (Recommendations 1.2)

### 6.3 Lessons Learned

The project yielded several important lessons that can be applied to future climate resilience and sustainable development initiatives. One key lesson is the value of integrating a cross-sectoral approach, combining resilient infrastructure, ecosystem-based adaptation (mangrove restoration), and community-based disaster risk management (CBDRM). This integrated design allowed for a holistic response to the complex challenges posed by climate change in coastal communities. Embedding a broad range of interventions within a single project framework enhanced both performance and relevance. Future projects should continue to adopt comprehensive approaches that address both environmental and social vulnerabilities.

Additionally, strong government partnerships were essential for project success. Close collaboration with the MARD and VNDMA ensured alignment with national policies and local ownership, which facilitated the integration of project outcomes into national frameworks like the National Programme on Sustainable Poverty Alleviation. Early engagement with stakeholders proved crucial in fostering country ownership, as evidenced by the substantial co-financing (26% of the total budget) provided by the Vietnamese government. This co-financing not only demonstrated commitment but also contributed to the sustainability of project benefits. An additional lesson learned from the project is the critical role of adaptive management in navigating external challenges, such as the COVID-19 pandemic. The project faced significant disruptions during the pandemic, which impacted the progress of on-the-ground activities, including travel restrictions and delays in fund disbursements. However, the project team's ability to swiftly adapt by leveraging virtual platforms for stakeholder engagement and training allowed them to mitigate delays and maintain momentum. This underscores the importance of building flexibility into project management frameworks, enabling projects to respond effectively to unforeseen circumstances without compromising on core objectives. Future projects should prioritize building adaptive capacity within management structures to deal with potential disruptions.

Another key lesson is the importance of leveraging local knowledge and fostering community ownership to enhance project sustainability. In the mangrove restoration efforts, the project successfully integrated community-based forest management (CBFM), engaging local communities in decision-making and monitoring processes. This approach not only empowered local stakeholders but also ensured that the interventions were contextually relevant and maintained after the project's conclusion. The involvement of local communities in both the regeneration of mangroves and the construction of resilient housing allowed for greater local buy-in, which is crucial for the long-term success of these interventions. Future climate resilience projects should continue to emphasize the inclusion of local knowledge and participatory approaches to ensure both social and environmental sustainability.

Gender-sensitive approaches also emerged as a critical lesson. While the project saw significant female participation—63% of housing beneficiaries and 30% of CBDRM committee members—greater efforts are needed to ensure women's involvement in leadership and technical roles. Addressing this imbalance in future initiatives will further enhance gender equality and empowerment. Capacity building was another success story, with the training of 53 national trainers (53% women) in disaster risk management providing a foundation for scaling these practices across other national programs.

An area for improvement identified in the project is the need for enhanced coordination between various climate resilience initiatives to avoid overlapping efforts and ensure efficient resource use. Although the project aligned well with national policies, the evaluation noted instances where better synchronization with other ongoing or planned climate adaptation projects could have maximized synergies and prevented redundancy. For example, integrating efforts with parallel programs on coastal resilience or disaster risk reduction could have amplified the project's impact and allowed for a more comprehensive approach to addressing climate vulnerabilities. Future projects should aim to establish stronger communication channels and coordination mechanisms between donors, implementing agencies, and local stakeholders to foster collaboration, streamline activities, and ensure that resources are used optimally across initiatives. Lastly, the need long-term monitoring of environmental



impacts was highlighted as an area for improvement. While the project achieved significant outcomes in terms of mangrove restoration and carbon sequestration, insufficient follow-up mechanisms limited insights into the long-term sustainability of these interventions. Future projects should incorporate detailed monitoring frameworks to assess the long-term ecological and social impacts of climate resilience interventions.

## 6.4 Recommendations

#	Proposals for Future Directions and Main Objectives	Responsible Entity	Timeline
1.1	<p><b>Strengthen Long-Term Monitoring of Environmental and Social Impacts:</b> Develop and implement a comprehensive monitoring framework that tracks both ecological and social indicators. Key actions include:</p> <ul style="list-style-type: none"> <li>-Establishing partnerships with local communities and academic institutions for data collection. Providing training programs on data monitoring techniques.</li> <li>-Securing funding for continuous monitoring post-project closure through integration into national climate and environmental budgets.</li> <li>-Utilizing digital tools for real-time environmental monitoring.</li> <li>-Reporting results periodically to align with the NCCS and SDG 12.</li> </ul>	UNDP and Viet Nam Government	Future Projects
1.2	<p><b>Strengthen Gender Equality and Social Inclusion Focus on Project Management.</b> Integrate gender equality and social inclusion objectives across all project components. Key actions include:</p> <ul style="list-style-type: none"> <li>-Establish gender-and disabilities sensitive targets and indicators within each project activity.</li> <li>-Provide capacity-building programs for women and marginalized groups as PWD to enhance their participation and decision-making roles.</li> <li>-Partner with organizations specializing in gender and social inclusion to implement tailored interventions.</li> <li>-Expands disability inclusion (DI) efforts to encompass governance, planning, and decision-making processes, ensuring that the perspectives and needs of PWDs are systematically incorporated. the unique challenges faced by individuals who belong to multiple marginalized groups.</li> <li>-Align efforts with Vietnam's Socio-Economic Development Strategy and SDG 5.</li> </ul>	UNDP and Viet Nam Government	Future Projects
1.3	<p><b>Enhance Cross-Sectoral Coordination and Synergy between Climate Initiatives.</b> To improve coordination, establish mechanisms to foster communication and collaboration between stakeholders. Key actions include:</p> <ul style="list-style-type: none"> <li>-Create a multi-stakeholder platform involving government agencies, private sector actors, and civil society organizations to align activities and policies.</li> <li>-Establish a coordination secretariat to oversee implementation and resolve conflicts. Conduct regular workshops and meetings to facilitate information exchange and collaboration.</li> <li>-Developing an integrated database for resource sharing and tracking progress.</li> <li>-Strengthening contributions to SDG 17 through enhanced partnerships.</li> </ul>	UNDP and Viet Nam Government	Future Projects
<b>Actions to Follow Up or Reinforce Initial Project Benefits</b>			
2.1	<p><b>Scale-Up Knowledge Transfer in Disaster Risk Management.</b> Institutionalize DRM knowledge within national and provincial systems. Key actions include:</p> <ul style="list-style-type: none"> <li>-Developing a centralized repository for disaster risk management tools, best practices and resources.</li> <li>-Conducting regular training sessions for government officials and local communities.</li> <li>-Establishing a mentorship program to transfer knowledge from experienced practitioners to new stakeholders.</li> <li>-Partner with academic institutions to incorporate disaster risk management into their curricula.</li> <li>-Ensuring alignment with the National Disaster Management Strategy and SDG 11.</li> </ul>	VNDMA/MARD	1/2025-6/2025
2.3	<p><b>Compile and Share Technical Lessons Across Provinces and Ensure Data Accessibility.</b> To promote innovation and scalability, systematically compile technical knowledge and ensure accessibility. Key actions include:</p> <ul style="list-style-type: none"> <li>-Publishing a comprehensive technical manual on project methodologies.</li> <li>-Creating an open-access online platform for sharing lessons learned.</li> <li>-Facilitating inter-provincial exchange visits to showcase successful interventions.</li> <li>-Organizing annual knowledge-sharing forums to discuss progress and challenges.</li> <li>-Aligning efforts with the National Adaptation Plan and SDG 9.</li> </ul>	DoF and MARD	11/2024-5/2025
2.4	<p><b>Develop Additional Flexible, Site-Specific Resilient Housing Models.</b> Design and implement housing models adapted to different local conditions and needs. Key actions include:</p> <ul style="list-style-type: none"> <li>-Conduct site-specific assessments to identify geographic, environmental, social and cultural factors affecting housing design.</li> <li>-Engage local communities in the co-design process to ensure solutions are culturally and socially appropriate.</li> <li>-Pilot new housing models in selected areas, monitor their performance, and refine designs based on feedback.</li> <li>-Updating Ministry of Construction (MOC) guidelines to include these models, contributing to SDG 11.</li> </ul>	MOC/DOC with support of the provincial governments	01-6/2025
<b>Actions for Creating Opportunities for Financial Sustainability</b>			
3.1	<p><b>Engage Private Sector Investments for Climate Resilience.</b> To mobilize private sector funding, develop robust financing mechanisms for coastal resilience. Key actions include:</p> <ul style="list-style-type: none"> <li>-Conducting stakeholder consultations to identify private sector investment opportunities and potential private sector partners</li> <li>-Designing blended finance models combining public and private funds.</li> <li>-Establishing public-private partnerships to co-finance large-scale projects.</li> <li>-Creating incentives, such as tax benefits, to attract private sector participation.</li> <li>-Aligning efforts with SDG 8 (Decent Work and Economic Growth) and SDG 13 (Climate Action).</li> </ul>	UNDP and VNDMA	Future Projects

3.2	<p><b>Explore Integrated Financing for Coastal Resilience.</b> Explore integrated financing to support coastal resilience. Key actions include</p> <ul style="list-style-type: none"> <li>-Assess existing financing frameworks and identify opportunities for integration across government budgets, private sector investments, and international grants.</li> <li>-Explore innovative mechanisms like blended finance, public-private partnerships, and community-driven initiatives. Collaborate with financial institutions to design tailored funding solutions.</li> <li>-Establish a coordination body to manage and oversee integrated financing efforts.</li> </ul>	VNDMA	01/2025-12/2027
3.3	<p><b>Explore Financial Sustainability through Carbon Markets.</b> To leverage carbon markets, create frameworks for integrating carbon assets. Key actions include:</p> <ul style="list-style-type: none"> <li>-Conducting feasibility studies to assess carbon sequestration potential of mangroves.</li> <li>-Quantify the carbon sequestration potential of restored mangrove areas using standardized methodologies.</li> <li>-Develop a framework for integrating carbon assets into carbon trading mechanisms.</li> <li>-Engage with international carbon markets and investors to secure funding..</li> <li>-Establishing partnerships with carbon market stakeholders to secure buyers.</li> <li>-Using revenues to fund ecosystem maintenance and align with SDG 13.</li> </ul>	DoF, MARD with support of UNDP	11/2024-12/2025
3.4	<p><b>Enhance Inclusive Financing Mechanisms for Resilient Housing.</b> Expand access to climate- resilient housing. Key actions include: :</p> <ul style="list-style-type: none"> <li>-Partner with microfinance institutions to provide affordable loans for housing construction.</li> <li>-Design subsidized lease schemes tailored to low-income households.</li> <li>-Establish monitoring mechanisms to ensure financial support reaches intended beneficiaries.</li> <li>-Creating community savings groups to pool resources for housing projects.</li> <li>-Providing financial literacy training to vulnerable populations.</li> <li>-Aligning efforts with the National Programme on Sustainable Poverty Alleviation, SDG 1, and SDG 11.</li> </ul>	UNDP and Government	2024
3.5	<p><b>Scale Up Sustainable Livelihood Models.</b> To maximize the economic potential of sustainable livelihoods, enhance market access and value chains. Key actions include:</p> <ul style="list-style-type: none"> <li>-Conducting market analyses to identify high-demand products. Strengthen value chains by providing technical training, improving product quality, and establishing certification processes.</li> <li>-Establishing cooperatives to improve economies of scale for producers.</li> <li>-Securing certification and branding for sustainable products to enhance competitiveness. Facilitate market access by linking producers with buyers. Developing partnerships with retailers and exporters to access broader markets.</li> <li>-Expanding successful models, such as eco-shrimp farming and agroforestry, to other regions while preserving ecosystems, aligning with SDG 8 and SDG 15.</li> </ul>	DoF, MARD with support of UNDP	11/2024-11/2026

## ANNEXES

### Annex 1: Terms of Reference

#### Terms of Reference (ToR) for Final (Final) Evaluation (FE) One International Consultant and one National Consultant

##### **INTRODUCTION**

This is the Terms of Reference (ToR) for the Terminal/Final Evaluation (FE) of the UNDP-supported GCF- financed project titled “*Improving the resilience of vulnerable coastal communities to climate change related impacts in Viet Nam*” (Reference No. FP013) implemented through the Ministry of Agriculture and Rural Development (MARD). The project started on 11 July 2017 and is in its 7<sup>th</sup> year of implementation. This ToR sets out the expectations for the FE.

##### **PROJECT BACKGROUND AND CONTEXT**

<b>Project/outcome title:</b> <i>Improving the resilience of vulnerable coastal communities to climate change related impacts in Viet Nam</i> ” (Reference No. FP013)		
<b>Atlas ID:</b> 00088033		
<b>Corporate outcome and output</b>		
<b>Country:</b> Viet Nam		
<b>Region:</b> RBAP		
<b>Date project document signed:</b> 7 September 2017		
<b>Project dates</b>	<b>Start date:</b> 11 July 2017	<b>Planned end date:</b> 11 July 2024
<b>Project budget</b>		
GCF (grant):		US\$ 29,523,000
UNDP co-financing:		US\$ 1,600,000
Government co- financing:		US\$ 10,861,578
<b>Total:</b>		<b>US\$ 41,984,578</b>
<b>Project expenditure at the time of evaluation</b>		
<b>Funding source:</b> Green Climate Fund (GCF)		
<b>Implementing Party:</b> Ministry of Agriculture and Rural Development (MARD)		
<b>Project Locations, at seven provinces:</b> Nam Dinh, Thanh Hoa, Quang Binh, Thua Thien Hue, QuangNam, Quang Ngai and Ca Mau provinces		

Poor communities living in coastal regions of Viet Nam are adversely impacted by sea level rise and the associated risks of saltwater intrusion and super storm surge and flooding. Each year approximately 60,000 houses are destroyed or damaged by floods and storms in coastal provinces. This is likely to worsen given climate change scenarios for Viet Nam. Resultant economic impacts make it increasingly difficult for vulnerable families to escape the cycle of poverty.

The GCF “*Improving the Resilience of Vulnerable Coastal Communities to Climate Change-related Impacts in Viet Nam*” project (hereafter referred to as “The GCF project”) seeks to scale up interventions that are already tested to increase the resilience of vulnerable coastal communities. Building on ongoing social protection programmes related to housing for the poor and marginalized, expected outputs of the projects include:

-Storm and flood resilient design features are incorporated in 4,966 new houses (original target was 4,000, additional target of 1,040 is for extension phase), benefiting 20,000 poor and highly disaster-exposed people as direct beneficiaries in six provinces of Thanh Hoa, Quang Nam, QuangNgai, Quang Binh, Thua Thien Hue, and Ca Mau.

-4,028 hectares of mangroves are rehabilitated and/or planted (not only as storm surge buffers, but also as a provider of ecosystem resources that can support coastal livelihoods) in five provinces of Nam Dinh, Thanh Hoa, Quang Nam, Quang Ngai, and Ca Mau. Moreover, to sustain the impact of the project and support future requisite government policy adjustments that strengthen the resilience of coastal and other communities, resources will be used to systematize Climate and economic risk assessments are systemized for private and public sector application in all the 28 coastal provinces of Viet Nam.

The project's results are expected to contribute to improving capacities and policies on disaster risk management and resilient recovery from natural and man-made disasters, as well as epidemics. The emphasis will be on measures to protect rights, especially for vulnerable groups. As a result, 20,000 highly vulnerable people directly benefit from safer, more climate resilient housing. In addition, 3,865,100 people in the target coastal provinces will benefit from the protection offered by healthy and robust mangrove areas; and more than 30 million people living in 28 coastal provinces benefit from improved climate risk mapping and participatory disaster risk management planning and risk reduction practices. To improve monitoring of progress in developing capabilities. The project's results will provide evidence of collaboration with the private sector on disaster risk reduction by establishing business networks for resilience and introduction of risk transfer solutions such as insurance.

The project relies on grant finance as (a) the proposed interventions will benefit vulnerable families identified as poor by the government, (b) strengthens natural defenses proving public value, and (c) does not generate revenue that lends itself to providing reflows to the GCF. The project is fully aligned with the Government of Viet Nam (GoVN)'s strategies, including: the Socio-Economic Development Strategy 2021-2030 and its five-year plan covering 2021-2025; the National Green Growth Strategy for 2021-2030, vision to 2050; and the National Strategy on Environment Protection 2021-2030; and was designed following extensive stakeholder consultations.

## ***OBJECTIVES AND PURPOSE OF THE EVALUATION***

As part of the CO's evaluation plan, this FE is being conducted to provide an assessment of 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 and GCF programming. The FE report promotes accountability and transparency and assesses the extent of project accomplishments. Results and recommendations of the FE will be used by GCF, UNDP and national stakeholders for designing other relevant interventions in the future, ensuring national ownership and sustainability of project results. In addition to that, lessons learnt and recommendations from this FE will

be used by the country programme board during its annual review and final review of the country programme (2022-2026), for proper adjustments and improvement of other project/programme design, implementation and evaluation.

In assessing implementation of the project and its alignment with FAA obligations and the UNDP project document, the FE will take into consideration assessment of the project in line with the following evaluation criteria from the [UNDP Evaluation Guidelines](#), [GCF IEU TOR](#) (GCF/B.06/06) and [GCF Evaluation Policy](#), along with [guidance](#) provided by the Organisation for Economic Co-operation and Development (OECD) Development Assistance Committee (DAC), and the UNDP Evaluation Guidelines.

Key criteria of this FE including:

1. Relevance
2. Effectiveness
3. Efficiency
4. Sustainability
5. Gender Equality and Women's Empowerment
6. Impact

Additional evaluation criteria can be considered by FE's consultants as following:

1. Adaptive management
2. Stakeholder Participation
3. Monitoring & Evaluation
4. Accredited Entity (AE) oversight and Executing Entity (EE) execution
5. Risk Management, including Social and Environmental Standards and project's Grievance Redress Mechanism (GRM)
6. Coherence in climate finance delivery with other multilateral entities
7. Country ownership
8. Innovativeness in results areas - extent to which interventions may lead to paradigm shift towards low-emission and climate resilient development pathways
9. Replication and scalability – the extent to which the activities can be scaled up in other locations within the country or replicated in other countries (this criterion, which is considered in document GCF/B.05/03 in the context of measuring performance could also be incorporated in independent evaluations)
10. Unexpected results, both positive and negative.

Please also refer to the GCF Investment Criteria (Impact Potential; Paradigm Shift Potential; Sustainable Development Potential; Needs of the Recipient; Country Ownership; and Efficiency and Effectiveness) as complementary evaluation criteria. The Theory of Change (Toc) will be the core basis of the evaluation.

In the Funding Proposal package, an economic analysis is included in which a stream of benefits expected to be generated from the project is presented. Collect verifiable, quantifiable benefits from the project and compare with the ex-ante economic analysis.

The Final evaluation process will begin before operational closure of the project in July 2024, allowing the evaluation mission to proceed while the project team is still in place, yet ensuring the project is close enough to completion for the evaluation team to reach conclusions on key aspects such as project sustainability. Field mission is expected to be conducted right after completion of field activities in July

2024. The consultants to be hired to undertake the assignment will be independent of the organizations that were involved in designing, executing or advising on the project.

The preparation of the FE report will be based on consultation with UNDP team in Country Office and Regional Technical Adviser (TA), Viet Nam Disaster Management Authority (VNDMA), Central Project Management Unit (CPMU), and Provincial Project Management Units (PPMUs) and field mission to consult with local communities and highly vulnerable people as beneficiaries. The preliminary findings will be presented and consulted with CPMU and PPMUs immediately after field mission. The draft FE report will be shared with CPMU and PPMU for comments and inputs. The audit trails (Annex I) will reflect the comments of project's stakeholders (e.g., UNDP, CPMU, PPMUs) and how the comments are incorporated/addressed. The FE report will be consulted with the Project Board and approved by both UNDP Viet Nam Country Office and the UNDP-GEF Regional Technical Adviser. The FE report will be published in English on the UNDP Evaluation Resource Center (ERC).

### **FE APPROACH & METHODOLOGY**

The FE will be aligned with the principles established in GCF's Evaluation Policy and pending GCF guidance on conflicts of interest in evaluation, UNDP Evaluation Guidelines, and UNEG Code of Conduct for Evaluations, that include but are not limited to: impartiality, objectivity, independence; relevance, utility, credibility, measurability, transparency, ethics, and partnerships.

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

The FE team is expected to follow an inclusive, participatory and consultative approach ensuring close engagement with the Project Team, Implementing Partners, NDA focal point, government counterparts, the UNDP Country Office, the Nature, Climate and Energy (NCE) Regional Senior Technical Advisor, direct beneficiaries and other principal stakeholders.

During the FE process, the FE team is expected to apply the following approaches for data collection, analysis and triangulation of evidence for validation:

- **Desk review** of relevant documents including, but not limited to: Approved Funding Proposal (submitted to the GCF), UNDP Project Document (incl. UNDP Social and Environmental Screening Procedure/SESP), Project extension procedures, baseline studies, FAA, all Annual Performance Reports (APRs), safeguards documents (e.g., ESMP), quarterly progress reports, Independent Interim Evaluation, project budget revisions, co-financing figures, records of surveys conducted, national strategic and legal documents, stakeholder maps, and any other material that would be useful for this evidence-based assessment.
- **Interviews and meetings** with key stakeholders (men and women) such as key government counterparts, donor community members, representatives of key civil society organizations, UNDP team members and senior management, and implementing partners: i) **Semi-structured interviews**, based on questions designed for different stakeholders; **Key informant** and **focus group discussions** with men and women, beneficiaries and stakeholders. All interviews with men and women should be undertaken in full confidence and anonymity. The final evaluation report should not assign specific comments to individuals.

#### **Survey/Questionnaires**

- **Field visits and on-site validation** of key tangible outputs and interventions.
- **Other relevant methods** such as outcome mapping, observational visits, etc. Stakeholder involvement should include interviews with stakeholders who have project responsibilities, including but not limited to: Ministry of Agriculture and Rural Development (MARD), Ministry of Construction (MOC), Ministry of Planning and Investment (MPI), 7 project provinces, Viet Nam Women's Union (WU); executing entities, senior officials and task team/component leaders, key experts and consultants in the subject area, Project Board, project beneficiaries, academia, local government and Civil Society Organisations (CSOs), etc. Additionally, the FE team is expected to conduct field missions to 3 out of the 7 project provinces: Nam Dinh, Thanh Hoa, Quang Binh, Thua Thien Hue, Quang Nam, Quang Ngai and Ca Mau.
- **Data collection, review and analysis as needed** (government data/records, field observation visits, CDM verifications, public expenditure reporting, GIS data, etc.) to validate evidence of results and assessments (including but not limited to: assessment of Theory of Change (ToC), activities delivery, and results/changes occurred)
- **Gender and human rights lens.** All evaluation products need to address gender, disability, and human right issues. Gender Results Effectiveness Framework (GRES) <https://erc.undp.org/methods-center/methods/assessing-crossing-cutting-themes/accessing-gender-equality> can be considered to integrate gender-responsive analysis. The evaluation will follow "leave no one behind" (LNOB) approach to ensure the inclusion of all groups, women, ethnic minorities and people with disabilities.

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

The final methodological approach including interview schedule, field visits and data to be used in the evaluation must be clearly outlined in the FE Inception Report and fully discussed and agreed between UNDP, stakeholders and the FE team.

The final report must describe the full FE approach taken and its rationale, making explicit the underlying assumptions, challenges, strengths and weaknesses of the methods and approach of the evaluation.

### ***DETAILED SCOPE OF THE FE***

The FE will assess project performance against expectations set out in the project's Logical Framework/Results Framework (see ToR Annex A). The FE will assess results according to the criteria outlined in this TOR.

A full outline of the FE report's content is provided in ToR Annex C. ToR Annex D provides topics to be covered in the FE report's Findings section, including proposed questions for the FE team to address. The FE report will include an Evaluation Ratings Table, as shown below:

**ToR Table 2: Evaluation Ratings Table for (project title)**

Monitoring & Evaluation (M&E)		Rating <sup>1</sup>
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		

**TIMEFRAME**

The total duration of the FE team will be approximately **30 working days for the international Team Leader (TL)** and **24 working days for the national Team Member (TM)** over a period of 12 weeks and shall not exceed five months from when the consultant(s) are hired. The tentative FE timeframe is as follows:

ACTIVITY	NUMBER OF WORKING DAYS	COMPLETION DATE
<b>I. Desk review and Inception Report</b>		
Document review and preparation of FE Inception Report Submission of FE Inception Report (Inception Report due no later than 2 weeks before the evaluation mission)	TL: 4 days TM: 2 days	10 days from the contract signing date (preferably within June 2024)
<b>II. Mission and Data Collection</b>		
FE mission: stakeholder meetings, interviews, field visits	TL: 13 days TM: 13 days	1 August 2024
Meeting with PMU, internal presentation on preliminary findings, preparation presentation	TL: 1 day TM: 1 day	15 August 2024
<b>III. Report Writing</b>		
Preparation and submission of Draft FE report #1	TL: 6 days TM: 4 days	21 August 2024

<sup>1</sup> 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)

Incorporation of comments on Draft FE report #1; Preparation and submission of Draft FE report #2 <i>Draft #2 will be shared with the GCF Secretariat for a 4-week review period; comments from other stakeholders will be collected in parallel</i>	TL: 4 days TM: 3 days	30 August 2024  14 September 2024
Incorporation of comments from Draft FE Report #2 and Finalization of FE report + completed audit trail from feedback on draft report (Note: accommodate time delay in dates for circulation and review of the draft report)	TL: 2 days TM: 2 days	14 October 2024

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

**Expected travel:** For the Team Leader, 01 mission to Vietnam then to selected project provinces (maximum 13 working days). **The return ticket for travel to Viet Nam should be included in the Team Leader's financial proposal.**

For both the Team Leader and the Team Member, all in-country travels if incurred by this assignment will be arranged and paid separately by UNDP based on UN-EU cost norms for national consultant and UN DSA for international consultant.

## FE DELIVERABLES

#	Deliverable	Description	Timing & Due Date	Responsibilities
1	<b>Final Evaluation (FE) Inception Report</b>	Proposed evaluation methodology, work plan and structure of the Final Evaluation report, and options for site visits	No later than 2 weeks before the evaluation mission <i>30 June 2024</i>	FE team submits to the Commissioning Unit and project management
2	<b>Presentation</b>	Initial Findings	End of evaluation mission <i>15 August 2024</i>	FE team presents to project management and the Commissioning Unit
3	<b>Draft FE report #1</b>	Full report (using guidelines on content outlined in Annex B) with annexes	Within 3 weeks of the evaluation mission <i>21 August 2024</i>	FE team sends draft to the Commissioning Unit, reviewed by NCE RTA, Project Coordinating Unit, NDA focal point

4	<b>Draft FE report#2</b>	Full report (using guidelines on content outlined in Annex B) with annexes	30 August 2024	FE team sends draft to the Commissioning Unit, reviewed by NCE RTA, Project Coordinating Unit, NDA focal point
5	<b>Concluding Stakeholder Workshop (optional;</b>	Meeting to present and discuss key findings and recommendations of the evaluation report, and key	Within 1-2 weeks of completion of final FE report	Led by FE team or Project Team and Commissioning Unit

#	Deliverable	Description	Timing & Due Date	Responsibilities
	<b>strongly recommended)</b>	actions in response to the report.	14 September 2024	
6	<b>Final version of Final Evaluation Report* + Audit Trail + Scorecard</b>	Revised report with audit trail detailing how all received comments have (and have not) been addressed in the final report	Within 1 week of receiving UNDP comments on draft 14 October 2024	FE Team sends final report to Commissioning Unit

All final FE 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.<sup>2</sup>

## FE ARRANGEMENTS

The principal responsibility for managing the FE resides with the Monitoring & Evaluation (M&E) Focal Point in Viet Nam Country Office. The evaluator(s) will report to the M&E Focal Point.

The Viet Nam Country Office will contract the evaluators and ensure the timely provision of per diems and travel arrangements within the country for the FE team. The Project Team will be responsible for liaising with the FE team to provide all key project documentation, set up stakeholder interviews, and arrange field visits, and assist with developing a detailed programme to facilitate consultations, as necessary.

## FE TEAM COMPOSITION

A team of two independent consultants will conduct the evaluation - one International Consultant/Team Leader (with experience and exposure to projects and evaluations in other regions globally) and one National Consultant/Team Member. The consultants cannot have participated in the project preparation, formulation and/or implementation (including the writing of the project document), must not have conducted this project's Interim Evaluation and should not have a conflict of interest with the project's related activities.

**Responsibility of Team leader (TL):** TL is responsible for the progress and quality of all products produced through the assignment.

- (S)he leads the development of a joint work-plan for the evaluation.
- Further, the TL develops the tools and methodology for the assignment.
- The FE Team conducts solitary and team interviews and dialogues as deemed necessary.

However, desk reviews are likely to be the main source of information and will always be required to

provide validation, precision, clarity, and context for information captured verbally.

- The TL will report and present with inputs from the TM.

**Responsibility of Team member:**

As for the Team Member (TM), apart from joint activities,

- (s)he is responsible for facilitating the consultation processes with national and provincial partners; and
- to provide inputs and conduct all tasks as assigned or agreed on by the TL including: i) contribute to the development of joint work-plan for the evaluation; ii) contribute to the development of tools and methodology; iii) conduct desk review; iv) contribute inputs to evaluation reports.

## Annex 2: Agenda Mission

SN	Agency/Task	Place	Date/time		Content/Remark
			Time	Date	
	International consultant arrives in Hanoi			24 Aug. 2024	
1	Evaluation team Meeting		19:00 - 20:00	25 Aug. 2024	Review the agenda and work plan for the mission. Identify any gaps and action needed.
2	UNDP Project Team		9:00-11:00	26 Aug. 2024	All evaluation criteria in the TOR
3	UNDP leadership		11:00 - 12:30	26 Aug. 2024	<ul style="list-style-type: none"> <li>- Relevance of the project to UN and UNDP priorities and strengths in the country</li> <li>- Main successes and shortcomings of the project</li> <li>- Partnership with GCF and national stakeholders</li> <li>- Sustainability prospects of the project</li> </ul>
4	The Central PMU		13:30 – 15:00	26 Aug. 2024	<ul style="list-style-type: none"> <li>- Relevance of the project to the needs and priorities of the VDDMA and related stakeholders</li> <li>- Participation of the VDDMA in the design, implementation and monitoring of the project</li> <li>- Main successes and strengths of the project</li> <li>- Main weaknesses and shortcomings</li> <li>- Sustainability prospects of the project</li> <li>- Lessons learnt and way forward, and</li> <li>- Other issues</li> </ul>

5	ICD/MARD and Department of International Cooperation and Science Technology, VDDMA/MARD		15:30 - 17:00	26 Aug. 2024	<ul style="list-style-type: none"> <li>- Relevance of the project to the needs and priorities of the GoV and related stakeholders</li> <li>- Results achieved of all the three components</li> <li>- Main successes and strengths of the project</li> <li>- Main weaknesses and shortcomings</li> <li>- Project management structure, communication and coordination</li> <li>- Project monitoring, supervision and management actions</li> <li>- Environmental and Social Safeguards</li> <li>- Integration of gender equality issues</li> <li>- Sustainability prospects of the project</li> <li>- Lessons learned and exit strategy</li> <li>- Way forward and other issues</li> </ul>
6	Working with M & E consultant of the CPMU		17:00 - 17:30	26 Aug. 2024	<ul style="list-style-type: none"> <li>- Notes needed and arrangement for the field mission in provinces (if needed)</li> </ul>
7	Department of Housing and Real Estate Management/MOC		9:00 – 10:00	27 Aug. 2024	<ul style="list-style-type: none"> <li>- Relevance of the project to the needs and priorities of the Department and related stakeholders</li> <li>- Participation of the Department in the design, implementation and monitoring of the project</li> <li>- Results achieved of Output 1</li> <li>- Main successes and strengths of the project</li> <li>- Main weaknesses and shortcomings</li> <li>- Project management structure, communication and coordination</li> <li>- Project monitoring, supervision and management actions</li> <li>- Integration of gender equality issues</li> <li>- Sustainability prospects of the project</li> <li>- Lessons learned and way forward in the future</li> <li>- Recommendations and other issues</li> </ul>
8	Forestry Department		10:30 -	27 Aug. 2024	<ul style="list-style-type: none"> <li>- Relevance of the project to the needs and priorities of the Forestry Department and related stakeholders</li> <li>- Participation of the Forestry Department</li> </ul>

			11:30		<p>in the design, implementation and monitoring of the project</p> <ul style="list-style-type: none"> <li>- Up-to-date progress and results achieved of Output 2</li> <li>- Main successes and strengths of the project</li> <li>- Main weaknesses and shortcomings</li> <li>- Project management structure, communication and coordination</li> <li>- Project monitoring, supervision and management actions</li> <li>- Integration of gender equality issues</li> <li>- Sustainability prospects of the project</li> <li>- Lessons learned and way forward in the future</li> <li>- Recommendations and other issues</li> </ul>
9	Ministry of Planning and Investment		13:30-14:30	27 Aug. 2024	<ul style="list-style-type: none"> <li>- Relevance of the project to development priorities of Viet Nam</li> <li>- Linkages between the project and other government- and ODA-funded projects of similar nature</li> <li>- Sustainability prospects of the project</li> <li>- Lesson learned and recommendations for the future</li> </ul>
10	Viet Nam Women's Union (VWU)		15:00-16:00	27 Aug. 2024	<ul style="list-style-type: none"> <li>- Relevance of the project to the needs and priorities of the VWU</li> <li>- Participation of national, provincial and local level VWU in the project</li> <li>- Integration of gender equality issues in project activities</li> <li>- Sustainability prospects of the project</li> <li>- Lesson learned and recommendations for the future</li> </ul>
11	Meeting with the consultant for Output 1 (Mr. Hien)		16:30 – 17:30	27 Aug. 2024	<ul style="list-style-type: none"> <li>- Can be online</li> </ul>
12	Ca Mau Field Visit			28 Aug. 2024	<p>Travel from HN to Ca Mau via HCMC +Only one flight per day from HCMC to Ca Mau at 13:35</p>

**Ca Mau province, August 29-30, 2024**

12.1	People's Committee of Ca Mau Province	PPC office	16:00 - 17:00	August 28, 2024	<ul style="list-style-type: none"> <li>- The suitability of the project with the needs and development priorities of the province</li> <li>- Project sustainability</li> <li>- Provincial evaluation of project implementation and results</li> <li>- Links between this project and projects of the state and other organizations in the province</li> <li>- Lessons learnt and recommendations of the province for after the project</li> </ul>
12.2	Department of Agriculture and Rural Development Department of Construction Project Management Board	Meeting room of DARD	8:00 - 11:00	August 29, 2024	<ul style="list-style-type: none"> <li>- The suitability of the project with the needs of the sector</li> <li>- Progress and results of implementation of Component 1, 2 &amp; 3</li> <li>- Strengths and limitations of the project</li> <li>- Links between this project and projects of the state and other organizations in the province</li> <li>- Lessons learned during project implementation</li> <li>- Project sustainability</li> <li>- Proposals and recommendations of the Department for the future after the project</li> </ul>
12.3	Travel (by car) from Ca Mau city to Vien An Dong commune (Ngoc Hien district)  Working in commune 1 on Components 2 & 3		12:30 - 14:00  14:00 - 17:00	August 29, 2024	
	Discuss with the leaders and mass organizations to participate in the project	CPC office	14:00 - 15:00	August 29, 2024	<ul style="list-style-type: none"> <li>- Project implementation results (mangrove plantation, livelihood models, and CBDRM)</li> <li>- Strengths and limitations of the project</li> <li>- Linking UNDP-GCF projects with projects of the state and other organizations in the commune</li> <li>- Lessons learned from project implementation</li> </ul>

					<ul style="list-style-type: none"> <li>- Project sustainability</li> <li>- Recommendations of the commune for the future after the project</li> </ul>
	<p>Travel (by car and boat) from Vien An Dong CPC office to mangrove area</p> <p>Visit the mangrove forest and discuss with stakeholders</p>		<p>15:00 - 15:40</p> <p>15:40- 17:40</p>	<p>August 29, 2024</p>	<ul style="list-style-type: none"> <li>- Contractor's progress of afforestation</li> <li>- Participation of people in planting and protecting forests</li> <li>- Livelihood models</li> </ul>
12.4	<p>Travel (by car) from from Ca Mau city to Khanh Lam commune (U Minh district)</p> <p>Working in commune 2 on Components 1 &amp; 3</p>		<p>7:00 - 8:40</p>	<p>August 30, 2024</p>	
	<p>Discuss with the leaders and mass organizations to participate in the project</p>	<p>CPC office</p>	<p>8:40 – 9:40</p>	<p>August 30, 2024</p>	<ul style="list-style-type: none"> <li>- Project implementation results (resilient house, CBDRM)</li> <li>- Strengths and limitations of the project</li> <li>- Linking UNDP-GCF projects with projects of the state and other organizations in the commune</li> <li>- Lessons learnt and recommendations</li> </ul>
	<p>Travel (by car) from Khanh Lam CPC office to Village No.15</p> <p>Household visit</p>		<p>9:40 - 10:10</p> <p>10:10 - 12:00</p>	<p>August 30, 2024</p>	<ul style="list-style-type: none"> <li>- Visiting at least 3 beneficiaries on resilient housing</li> </ul>



13.5	<p>Travel (by car) from Village No.15 - Khanh Lam commune to Ca Mau city</p> <p>Meeting with: - Provincial Project Management Board</p> <p>Department of Agriculture and Rural Development</p> <p>Department of Construction</p>	Meeting room of DARD	<p>13:00 - 14:00</p> <p>15:30 – 16:30</p>	August 30, 2024	Share preliminary results - Discussion and feedback
13	Meeting Mr. Phuong, project's carbon measurement consultant	Online	8:30 – 9:30	31 Aug. 2024	
14	Meeting with the consultant for Output 2 (Ms. Lien)	Online	09:30 – 10:30	31 Aug. 2024	
15	Meeting with the consultant for Output 3 (Mr. Gia)	Online	10:30 – 11:30	31 Aug. 2024	
	Travel from Ca Mau to Ha Noi via HCMC		15:00 – 21:00	31 Aug. 2024	Only one flight per day from Ca Mau to HCMC

	Consultants own work on weekend			1-3 Sept. 2024	Sept. 2 <sup>nd</sup> – 3 <sup>rd</sup> are Viet Nam national holidays
16	Travel to Hue		16:30 – 17:45	3 Sept. 2024	
<b>Thua Thien Hue Province, 4-5 Sept. 2024</b>					
16.1	People's Committee of Thua Thien Hue Province	PPC office	8:00 - 9:00	Sept. 4, 2024	<ul style="list-style-type: none"> <li>- The suitability of the project with the needs and development priorities of the province</li> <li>- Project sustainability</li> <li>- Provincial evaluation of project implementation and results</li> <li>- Links between this project and projects of the state and other organizations in the province</li> <li>- Lessons learnt and recommendations of the province for after the project</li> </ul>
16.2	Department of Agriculture and Rural Development  Department of Construction  Provincial Project Management Board	Office of  PPMU	9:00 - 11:30	Sept. 4, 2024	<ul style="list-style-type: none"> <li>- The suitability of the project with the needs of the sector</li> <li>- Progress and results of implementation of Component 1, 2 &amp; 3</li> <li>- Strengths and limitations of the project</li> <li>- Links between this project and projects of the state and other organizations in the province</li> <li>- Lessons learned during project implementation</li> <li>- Project sustainability</li> <li>- Proposals and recommendations of the Department for the future after the project</li> </ul>
	Working in Huong Phong commune (Hue city) on Components 2		13:30 - 17:00	Sept. 4, 2024	
16.3	Discuss with the leaders and mass organizations to	CPC			<ul style="list-style-type: none"> <li>- Project implementation results (mangrove plantation)</li> <li>- Strengths and limitations of the project</li> <li>- Linking UNDP-GCF projects with projects of the state and other organizations in the commune</li> </ul>

	participate in the project	office	13:30 - 14:30	Sept. 4, 2024	<ul style="list-style-type: none"> <li>- Lessons learned from project implementation</li> <li>- Project sustainability</li> <li>- Lesson learned and recommendations of the commune for the future after the project</li> </ul>
	Visit the mangrove forest and discuss with stakeholders		14:30 - 16:00	Sept. 4, 2024	<ul style="list-style-type: none"> <li>- Contractor's progress of afforestation</li> <li>- Participation of people in planting and protecting forests</li> </ul>
16.4	Discuss with the CBDRM Technical Support team	Office of PPMU	16:00 - 17:00	Sept. 4, 2024	<ul style="list-style-type: none"> <li>- CBDRM training and post-training tasks</li> <li>- Relevance, connectivity and benefits of CBDRM to local disaster prevention</li> <li>- Comments for the project</li> <li>- Recommendations after the project</li> </ul>
	Interview with CBDRM central level trainers	Office of PPMU	17:00 - 17:30	Sept. 4, 2024	
16.5	Working in Quang Cong commune (Quang Dien district) on Component 1 and 3				
	Discuss with the leaders and mass organizations to participate in the project	CPC office	8:00 – 9:30	Sept. 5, 2024	<ul style="list-style-type: none"> <li>- Project implementation results (resilient house, CBDRM)</li> <li>- Strengths and limitations of the project</li> <li>- Linking UNDP-GCF projects with projects of the state and other organizations in the commune</li> <li>- Lessons learnt and recommendations</li> <li>- Visiting at least 3 beneficiaries on resilient housing</li> </ul>
	Household visit		9:30 – 12:00	Sept. 5, 2024	
16.6	Provincial Project Management Board Department of Agriculture and	Office of	14:00 -	Sept. 5, 2024	<ul style="list-style-type: none"> <li>- Share preliminary results</li> <li>- Discussion and feedback</li> </ul>

	Rural Development Department of Construction	PPMU	15:00		
	Travel to Hanoi then Nam Dinh		18:00 - 20:00	5 Sept. 2024	
<b>Nam Dinh province, 6 September</b>					
17	Work in Nam Dinh province		7:45 – 17:00	6 Sept. 2024	
17.1	People's Committee of Nam Dinh province  Department of Agriculture and Rural Development  Provincial Project Management Board	Office of PPMU	7:45 - 9:30	Sept. 6, 2024	<ul style="list-style-type: none"> <li>- The suitability of the project with the needs and development priorities of the province</li> <li>- Project sustainability</li> <li>- Provincial evaluation of project implementation and results</li> <li>- Links between this project and projects of the state and other organizations in the province</li> <li>- Lessons learnt and recommendations of the province for after the project</li> <li>- The suitability of the project with the needs of the sector</li> <li>- Progress and results of implementation of Component 2 &amp; 3</li> <li>- Strengths and limitations of the project</li> <li>- Links between this project and projects of the state and other organizations in the province</li> <li>- Lessons learned during project implementation</li> <li>- Project sustainability</li> <li>- Proposals and recommendations of the Department for the future after the project</li> </ul>

17.2	Travel (by car) from Nam Dinh city to Aquaculture sewer 2 (Nghia Hung district)		9:30 -11:00	Sept. 6, 2024	Contractor's progress of afforestation - Participation of people in planting and protecting forests
	Visit (by boat) the mangrove forest (planted in 2018-2024) and discuss with stakeholders		11:00 - 12:30		
17.3	Working in Nam Dien commune on Components 2 & 3		14:00 - 17:00	Sept. 6, 2024	
	Discuss with the leaders and mass organizations to participate in the project	CPC office	14:00 - 15:00	Sept. 6, 2024	<ul style="list-style-type: none"> <li>- Project implementation results (mangrove plantation, livelihood models, and CBDRM)</li> <li>- Strengths and limitations of the project</li> <li>- Linking UNDP-GCF projects with projects of the state and other organizations in the commune</li> <li>- Lessons learned from project implementation</li> <li>- Project sustainability</li> <li>- Recommendations of the commune for the future after the project</li> </ul>
	Visit livelihood model and discuss with participating households	Village No.1	15:15 - 16:15	Sept. 6, 2024	<ul style="list-style-type: none"> <li>- Livelihood model (Tomato planting)</li> </ul>
17.4	Travel from Nam Dien commune to Nam Dinh city		16:15 – 17:30	Sept. 6, 2024	<ul style="list-style-type: none"> <li>- Share preliminary results</li> <li>- Discussion and feedback</li> </ul>
	Meeting with				

	Provincial Project Management Board		17:30-18:30		
18	FE consultant team International consultant departs		9:00 -	7 Sept. 2024	Presentation preparation, reserve time and wrap-up
19	Presentation of key initial findings to UNDP and CPMU		15:00 – 17:00	10 Sept. 2024	International consultant online National consultant in person

### Annex 3: Key informants consulted and interviewed

No.	Name	Male	Female	Position	Organization/Institution
1	Yusuke Taishi	x		Senior Technical Advisor, Climate Change Adaptation	UNDP Regional Office
2	Ramla Khalidi		x	Resident Representative	UNDP Viet Nam
3	Patrick Haverman	x		Deputy Resident Representative	UNDP Viet Nam
4	Vu Thai Truong	x		GCF project Coordinator	UNDP Viet Nam
5	Pham Thi Hanh Nguyen		x	Procurement Executive	UNDP Viet Nam
6	Phan Huong Giang		x	Media and Communications Analyst	UNDP Viet Nam
7	Ngo Hong Hoa		x	Project Finance and Budget Executive	UNDP Viet Nam
8	Cao Xuan Hien	x		Consultant of Component 1	UNDP Viet Nam
9	Tran Thi Kim Lien		x	Consultant of Component 2	UNDP Viet Nam
10	Nguyen Van Gia	x		Consultant of Component 3	UNDP Viet Nam
11	Vu Tan Phuong	x		CO2 monitoring consultant/C2	UNDP Viet Nam
12	Do Manh Hung	x		Project Manager	CPMU
13	Thai Minh Huong		x	Consultant of Component 3	CPMU
14	Le Thi Van Anh		x	M & E consultant	CPMU
15	Doan Thi Tuyet Nga		x	Head of the Department of International Cooperation and Science and Technology	VDDMA/MARD
16	Nguyen Manh Khoi	x		Deputy Director of the Housing and Real Estate Market Management Department. Director of Component 1	MOC
17	Le Van Son	x		Technical expert of Component 1	MOC
18	Le Quynh Anh		x	Accountant of Component 1	MOC
19	Trieu Van Luc	x		Deputy Director of The Forestry Department Director of Component 2	MARD
20	Nguyen Duy Thanh	x		Accountant of Component 2	MARD
21	Vu Van Me	x		Coordinator of Component 2	MARD
22	Doan Phuong Duy	x		Official of Department of Science, Education, Natural	MPI

No.	Name	Male	Female	Position	Organization/Institution
				Resources and Environment	
23	Nguyen Thi Hai Binh		x	Official of Propaganda Department	Viet Nam Women Union
24	Nguyen Thi Phuong Nhung		x	Official of International Cooperation Department	Viet Nam Women Union
25	Nguyen Thanh Dam	x		Official of ICD	MARD
26	Bui Quang Huy	x		Vice Director of DMPTC	DMPTC/VDDMA/MARD
27	Ngo Huu Huy	x		Deputy Head of Department of Science, Technology and Database	DMPTC/VDDMA/MARD
28	Hoang Duc Anh	x		Official of Department of Science, Technology and Database	DMPTC/VDDMA/MARD
29	Le Xuan Giang		x	Official of Department of Science, Technology and Database	DMPTC/VDDMA/MARD
30	Pham Thi Doa		x	Deputy Head of Department of Policy and Training	DMPTC/VDDMA/MARD
31	Nguyen Van Quan	x		Vice Director of DARD Director of Ca Mau PMU	Ca Mau Province
32	Pham Trung Thanh	x		GCF project Coordinator	Ca Mau Province
33	Do Minh Dien	x		Deputy Director of Irrigation Department, DARD	Ca Mau Province
34	Nguyen Cong Quoc	x		Deputy Head of Department of Fisheries	Ca Mau Province
35	Phan Minh Chi	x		Deputy Head of Forestry Sub-Department	Ca Mau Province
36	Quach Minh Hien	x		Head of Housing Management & Real Estate Market - Department of Construction	Ca Mau Province
37	Nguyen Huu Quyen	x		Forestry Sub-Department Specialist, GCF Project Officer	Ca Mau Province
38	Le Thi Nhu Y		x	Accountant of PMU	Ca Mau Province
39	Nguyen Hoang Van	x		Head of Planning & Architecture Division - Department of Construction	Ca Mau Province
40	Diep Ngoc Son	x		Deputy Head of DRM Division -	Ca Mau Province



No.	Name	Male	Female	Position	Organization/Institution
				Irrigation Department	
41	Le Hung Cuong	x		Provincial Red Cross Society	Ca Mau Province
42	Le Tuan Vu	x		Consultant of Component 1	UNDP based in Ca Mau
43	Ta Minh Man	x		Official of Dat Mui Forest Protection Management Board	Ngoc Hien, Ca Mau
44	Bui Van Luat	x		Deputy Head of areas 215-220 - Dat Mui Forest Protection Management Board	Ngoc Hien, Ca Mau
45	Kieu Nam Quyet	x		Technical Officer of the contractor for mangrove plantation in Ca Mau	Irrigation Ecology Joint Stock Company
46	Duong Van Nguyen	x		Communal Land Cadastral and Construction Officer	Vien An Dong commune, Ca Mau
47	Tran Quoc Viet	x		Chairman of Farmers Union	Vien An Dong commune, Ca Mau
48	Nguyen Minh Thong	x		Chairman of Communal People's Committee	Khanh Lam commune, Ca Mau
49	Lam My Thanh		x	Chairwoman of Women's Union	Khanh Lam commune, Ca Mau
50	Ha Phuong Tich	x		Vice chairman of Viet Nam Fatherland Front	Khanh Lam commune, Ca Mau
51	Tran Thanh Hai	x		Cultural Official	Khanh Lam commune, Ca Mau
52	Pham Van Xe	x		Agricultural Official	Khanh Lam commune, Ca Mau
53	Ly Thanh Thoang	x		Red Cross at Commune	Khanh Lam commune, Ca Mau
54	Le Minh Tri	x		Head of Hamlet 1	Khanh Lam commune, Ca Mau
55	Tra Viet Hoang	x		Head of Hamlet 2	Khanh Lam commune, Ca Mau
56	Nguyen Viet Xo	x		Head of Hamlet 3	Khanh Lam commune, Ca Mau
57	Huynh Tan Phat	x		Head of Hamlet 4	Khanh Lam commune, Ca Mau
58	Tran Van Sy	x		Head of Hamlet 6	Khanh Lam commune, Ca Mau
59	Lam Van Nghia	x		Head of Hamlet 9	Khanh Lam commune,

No.	Name	Male	Female	Position	Organization/Institution
					Ca Mau
60	Le Tan Hen	x		Head of Hamlet 14	Khanh Lam commune, Ca Mau
61	Huynh Van Chien	x		Special Union-on Orange Agent Victims	Khanh Lam commune, Ca Mau
62	Nguyen Van Ut	x		Deputy Head of Hamlet 11	Khanh Lam commune, Ca Mau
63	Nguyen Van Bui	x		Household in Hamlet 6 (4 persons with 3 men and 1 woman) - beneficiary of component 1-resilient house.	Khanh Lam commune, Ca Mau
64	Nguyen Van Do	x		Household in Hamlet 6 (4 persons with 2 men and 2 women) - beneficiary of component 1-resilient house.	Khanh Lam commune, Ca Mau
65	Dinh Van Duong	x		Household in Hamlet Xuong Tien (3 persons with 2 men and 1 woman) - beneficiary of component 2 – mangroves.	Vien An Dong commune, Ca Mau
66	Le Van Anh	x		Vice Director of DARD Director of PPMU	Thua Thien Hue province
67	Dang Van Hoa	x		Director of Irrigation Department Vice Director of PPMU	Thua Thien Hue province
68	Vinh Long	x		Official of DOC, member of PPMU	Thua Thien Hue province
69	Nguyen Luong Minh	x		Official of Irrigation Department, member of PPMU	Thua Thien Hue province
70	Dang Van Viet Phuong	x		GCF project Coordinator	Thua Thien Hue province
71	Pham Huu Bach	x		Official of Forest Ranger, member of PPMU	Thua Thien Hue province
72	Duong Ai My		x	Accountant of PPMU	Thua Thien Hue province
73	Nguyen Huu Huy	x		Deputy Director of Forest Ranger	Thua Thien Hue province
74	Huynh Minh Khang			Vice Director of DOC Vice Director of PPMU	Thua Thien Hue province

No.	Name	Male	Female	Position	Organization/Institution
75	Duong Thi Doan Trang		x	Accountant of ODA projects	Thua Thien Hue province
76	Nguyen Thi Phuc Hoa		x	National level CBDRM trainer	Thua Thien Hue province
77	Phan Huu Vinh	x		Vice Chairman of Huong Phong commune	Hue City, TT Hue province
78	Tran Thi Thanh		x	Chairwoman of Viet Nam Fatherland Front	Hue City, TT Hue province
79	Vo Duc Khiem	x		Vice Chairman of Quang Cong commune	Quang Cong commune, TT Hue province
80	Tran Dinh Tuan	x		Statistical Official	Quang Cong commune, TT Hue province
81	Ho Cong Lo	x		Cultural Official	Quang Cong commune, TT Hue province
82	Le Thi Thu Ha		x	Chairwoman of Women's Union	Quang Cong commune, TT Hue province
83	Nguyen Thi Nai		x	Household in Hamlet 4 with 3 members (all women)-beneficiary of resilient house	Quang Cong commune, TT Hue province
84	Le Thi Khue		x	Household in Tan Thanh Hamlet with 1 woman member - beneficiary resilient house	Quang Cong commune, TT Hue province
85	Bui Thi Gai		x	Household in Hamlet 2 with 1 woman member - beneficiary resilient house	Quang Cong commune, TT Hue province
86	Tran Anh Dung	x		Vice Chairman of PPC	Nam Dinh province
87	Tran Duy Tung	x		Deputy Head of PPC Office	Nam Dinh province
88	Dan Anh Quan	x		Official of PPC Office	Nam Dinh province
89	Nguyen Van Huu	x		Vice Director of DARD, Director of GCF PPMU	Nam Dinh province
90	Tran Thi Nguyet		x	Vice Director of GCF PPMU	Nam Dinh province
91	Nguyen Viet Chung	x		Director of the Provincial Seedlings Center, member of	Nam Dinh province

No.	Name	Male	Female	Position	Organization/Institution
				PPMU	
92	Doan Manh Hung	x		Vice Director of Provincial Forest Ranger	Nam Dinh province
93	Nguyen Tien Duy	x		Vice Director of Irrigation Department	Nam Dinh province
94	Mai Viet Ha		x	Officer of PPMU	Nam Dinh province
95	Nguyen Thi Thu Hoai		x	Officer of PPMU	Nam Dinh province
96	Nguyen Xuan Thuan	x		GCF project Coordinator	Nam Dinh province
97	Dang Thi Thu Huong		x	Accountant of PPMU	Nam Dinh province
98	Nguyen Thi Hong Nhung		x	Official of Irrigation Department	Nam Dinh province
99	Phan Thi Thu Hoai		x	Official of PPMU	Nam Dinh province
100	Nguyen Viet Nghi	x		GCF project Coordinator	Thanh Hoa province
101	Nguyen Van Do	x		GCF project Coordinator	Quang Nam province
102	Nguyen Thi Thuy Dung		x	GCF project Coordinator	Quang Ngai province

#### Annex 4. Preliminary list of documents to be reviewed

#	Item	Check	Remark
1	Funding Proposal	✓	
2	Funded Activity Agreement (FAA)	✓	
3	UNDP Project Document with all annexes	✓	
4	UNDP Social and Environmental Screening Procedure (SESP) and associated management plans (e.g, ESMP)	✓	
5	Inception Workshop Report	✓	
6	Interim Evaluation (IE) and management response to IE recommendations	✓	
7	All Annual Performance Reports (APRs)	✓	
8	Progress reports, work plans	✓	
9	Oversight mission reports	✓	
10	Minutes of Project Board Meetings and of other meetings (i.e. Project Appraisal Committee meetings)	✓	
11	Financial data, including actual expenditures by project outcome, including management costs, and including documentation of any significant budget revisions	✓	
12	Co-financing data with expected and actual contributions broken down by type of co- financing, source, and whether the contribution is considered as investment mobilized or recurring expenditures		co-financing letters received
13	Audit reports	✓	
14	Electronic copies of project outputs (booklets, manuals, technical reports, articles, etc.)	✓	
15	Sample of project communications materials	✓	
16	Summary list of formal meetings, workshops, etc. held, with date, location, topic, and number of participants		Not available
17	Any relevant socio-economic monitoring data, such as average incomes / employment levels of stakeholders in the target area, change in revenue related to project activities		Not available
18	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)	✓	
19	List of related projects/initiatives contributing to project objectives approved/started after GFC/GEF project approval (i.e. any leveraged or “catalytic” results)	✓	
20	Data on relevant project website activity – e.g. number of unique	✓	

	visitors per month, number of page views, etc. over relevant time period, if available		
21	UNDP Country Programme Document (CPD)	✓	
22	List/map of project sites, highlighting suggested visits	✓	
23	List and contact details for project staff, key project stakeholders, including Project Board members, RTA, Project Team members, and other partners to be consulted	✓	
24	Project deliverables that provide documentary evidence of achievement towards project Outcomes	✓	
25	Other references, include but not limited to: request and agreement/approval for the project extension; reports on carbon measurement and mangrove regeneration monitoring in project provinces; etc.	✓	

## Annex 5: Evaluation Criteria Matrix

Evaluative Criteria Questions	Indicators	Sources	Methodology
<b>Relevance: How does the project relate to the main objectives of the GCF, and to the environment and development priorities at the local, regional and national level?</b>			
<ul style="list-style-type: none"> <li>Were the context, problem, needs and priorities well analysed and reviewed during project initiation?</li> </ul>	<ul style="list-style-type: none"> <li>Degree to which the project supports national environmental objectives</li> <li>Degree of coherence between the project and national priorities, policies and strategies</li> <li>Appreciation from national stakeholders with respect to adequacy of project design and implementation to national realities and existing capacities</li> <li>Level of involvement of government officials and other partners in the project design process</li> </ul>	<ul style="list-style-type: none"> <li>Project documents</li> <li>National policies and strategies</li> <li>Key project partners</li> </ul>	<ul style="list-style-type: none"> <li>Documents analyses</li> <li>Interviews with project partners</li> </ul>
<ul style="list-style-type: none"> <li>To what extent was the project in line with national development priorities, country programme outputs and outcomes, the UNDP Strategic Plan, and the SDGs?</li> </ul>	<ul style="list-style-type: none"> <li>Existence of a clear relationship between the project objectives and the UNDP Viet Nam Country Programme</li> </ul>	<ul style="list-style-type: none"> <li>Project documents</li> <li>UNDP Viet Nam Country Programme</li> </ul>	<ul style="list-style-type: none"> <li>Documents analyses</li> <li>UNDP website</li> <li>Interviews with UNDP officer</li> </ul>
<ul style="list-style-type: none"> <li>Is the project relevant to GCF Strategic Plan and the adaptation area? ?</li> </ul>	<ul style="list-style-type: none"> <li>Existence of a clear relationship between the project objectives and GCF Strategic Plan and the adaptation area?</li> </ul>	GCF Strategic Plan and Guidance on the GCF's vision, approach and scope for providing support to enhance climate adaptation	<ul style="list-style-type: none"> <li>Documents analyses</li> </ul>
<ul style="list-style-type: none"> <li>Are the planned project objectives and outcomes relevant and realistic to the situation on the ground?</li> </ul>	<ul style="list-style-type: none"> <li>Needs of target beneficiaries compared with project activities and results</li> <li>Strength of the link between expected results from the project and the needs of relevant stakeholders</li> <li>Degree of involvement and inclusiveness of stakeholders in project design and</li> </ul>	<ul style="list-style-type: none"> <li>Project partners and stakeholders</li> <li>Needs assessment studies</li> <li>Project documents</li> </ul>	<ul style="list-style-type: none"> <li>Document analysis</li> <li>Interviews with relevant stakeholders</li> </ul>

	implementation		
<ul style="list-style-type: none"> <li>Do the project interventions complement other sustainable development initiatives implemented in the country? Also, were there any significant overlaps?</li> </ul>	<ul style="list-style-type: none"> <li>Degree to which project was coherent and complementary to the actions of stakeholders active in the country.</li> </ul>	<ul style="list-style-type: none"> <li>Documents from other stakeholders' activities</li> <li>Project document</li> <li>Key project stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Documents analyses</li> <li>Interviews with project partners and relevant stakeholders</li> </ul>
<ul style="list-style-type: none"> <li>Are the procedures and coordination among Development Partners harmonized and aligned?</li> </ul>	<ul style="list-style-type: none"> <li>Level of coherence between project expected results and project design internal logic</li> <li>Level of coherence between project design and project implementation approach</li> <li>Level of coherence between project duration and project outcomes</li> <li>Coherence of project design with UNDP, UN and national environmental priorities</li> </ul>	<ul style="list-style-type: none"> <li>Program and project documents</li> <li>Key project stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Document analysis</li> <li>Individual semi-structured interviews</li> </ul>
<b>Effectiveness: To what extent have the expected outcomes and objectives of the project been achieved?</b>			
<ul style="list-style-type: none"> <li>To what extent can the project demonstrate changes against the baseline (as assessed in the approved funding proposal) for the GCF investment criteria, including contributing factors and constraints?</li> </ul>	<ul style="list-style-type: none"> <li>project results framework and log-frame</li> </ul>	<ul style="list-style-type: none"> <li>Project documents</li> <li>Data reported in project annual and quarterly reports</li> </ul>	<ul style="list-style-type: none"> <li>Documents analysis</li> <li>Interviews with project team</li> <li>Interviews with relevant stakeholders</li> </ul>
<ul style="list-style-type: none"> <li>What factors influenced the achievement or non-achievement of the intended outcomes and outputs?</li> </ul>	<ul style="list-style-type: none"> <li>Agreement between project outputs with expected outcomes</li> <li>Output level indicators of results framework</li> </ul>	<ul style="list-style-type: none"> <li>Project documents</li> <li>Project progress report</li> </ul>	<ul style="list-style-type: none"> <li>Document analysis</li> </ul>
<ul style="list-style-type: none"> <li>To what extent were the actual outcomes/outputs aligned with what was planned?</li> </ul>	<ul style="list-style-type: none"> <li>Results framework indicators</li> <li>Compliance with expected outcomes (%)</li> <li>Assessment by key project stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Project reports</li> <li>Policy documents</li> <li>Key stakeholders</li> <li>Tangible products</li> </ul>	<ul style="list-style-type: none"> <li>Documents analysis</li> <li>Interviews with project team</li> <li>Interviews with relevant</li> </ul>



			stakeholders
<ul style="list-style-type: none"> <li>• Was the project's risk register properly maintained throughout implementation?</li> </ul>	<ul style="list-style-type: none"> <li>• Completeness of risk identification and assumptions during project planning and design</li> <li>• Quality of risk mitigations strategies developed and followed</li> </ul>	<ul style="list-style-type: none"> <li>• Project documents UNDP, project team, and relevant stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Document analysis</li> </ul>
<ul style="list-style-type: none"> <li>• Were there any alternative strategies that could have been more effective in achieving the project's objectives?</li> </ul>	<ul style="list-style-type: none"> <li>• Effectiveness for each component and lessons learned of these for future projects</li> </ul>	<ul style="list-style-type: none"> <li>• Project documents</li> <li>• Project team and relevant stakeholders</li> <li>• Data reported in project annual and quarterly reports</li> </ul>	<ul style="list-style-type: none"> <li>• Data analysis</li> <li>• Individual semi-structured interviews</li> </ul>
<ul style="list-style-type: none"> <li>• Which changes could have been made in project's design to improve its effectiveness?</li> </ul>	<ul style="list-style-type: none"> <li>• Effectiveness in achieving the expected outcomes and objectives (%)</li> <li>• Effectiveness for each component and lessons learned of these for future projects</li> </ul>	<ul style="list-style-type: none"> <li>• Project documents</li> <li>• Project team and relevant stakeholders</li> <li>• Data reported in project annual and quarterly reports</li> </ul>	<ul style="list-style-type: none"> <li>• Data analysis</li> <li>• Individual semi-structured interviews</li> </ul>
<ul style="list-style-type: none"> <li>• Were there any alternative strategies that could have been more effective in achieving the project's objectives?</li> </ul>	<ul style="list-style-type: none"> <li>• Indicators in project document results framework and log frame</li> <li>• Effectiveness in achieving the expected outcomes and objectives (%)</li> </ul>	<ul style="list-style-type: none"> <li>• Project documents</li> <li>• Project team and relevant stakeholders</li> <li>• Data reported in project annual and quarterly reports</li> </ul>	<ul style="list-style-type: none"> <li>• Data analysis</li> <li>• Interviews</li> </ul>
<b>Efficiency: Was the project implemented efficiently, in-line with international and national norms and standards?</b>			
<ul style="list-style-type: none"> <li>• To what extent and how did the project apply adaptive management?</li> </ul>	<ul style="list-style-type: none"> <li>• Reported adaptive management measures response to changes in context</li> </ul>	<ul style="list-style-type: none"> <li>• Project progress reports.</li> <li>• Project staff</li> </ul>	<ul style="list-style-type: none"> <li>• Desk Review and</li> <li>• Individual semi-structured interviews</li> </ul>
<ul style="list-style-type: none"> <li>• Have project resources been utilized in the most economical, effective, and</li> </ul>	<ul style="list-style-type: none"> <li>• Efficient financial delivery</li> <li>• Quality of standards for financial and operative</li> </ul>	<ul style="list-style-type: none"> <li>• Financial expenditure</li> </ul>	<ul style="list-style-type: none"> <li>• Desk review</li> <li>• Individual semi-</li> </ul>

equitable manner (considering factors such as value for money, absorption rate, commitments versus disbursements, and co-financing)? Has the UNDP approach resulted in optimum transaction costs and oversight?	management. <ul style="list-style-type: none"> <li>• Perception of management efficiency by project partners and project staff</li> </ul>	reports <ul style="list-style-type: none"> <li>• Combined Delivery Reports</li> <li>• PSC meeting minutes</li> <li>• PIRs</li> <li>• Final co-financing report</li> <li>• project partners and project staff</li> </ul>	structured interviews
<ul style="list-style-type: none"> <li>• Were outputs achieved on time?</li> </ul>	<ul style="list-style-type: none"> <li>• Level of compliance with project reporting requirements in timely manner</li> </ul>	<ul style="list-style-type: none"> <li>• Project progress reports.</li> </ul>	<ul style="list-style-type: none"> <li>• Desk review</li> </ul>
<ul style="list-style-type: none"> <li>• Were activities cost-efficient?</li> </ul>	<ul style="list-style-type: none"> <li>• Percentage of expenditures in proportion with the results</li> </ul>	<ul style="list-style-type: none"> <li>• Progress reports, PIRs</li> </ul>	<ul style="list-style-type: none"> <li>• Desk review</li> </ul>
<ul style="list-style-type: none"> <li>• How did the realized co-financing compare to what was expected, and what were the reasons for any discrepancies?</li> </ul>	<ul style="list-style-type: none"> <li>• Committed co-finance realized</li> <li>• Level of co-financing in relation to the original planning</li> </ul>	<ul style="list-style-type: none"> <li>• Projects accounting records and audit reports</li> <li>• Financial reports</li> </ul>	<ul style="list-style-type: none"> <li>• Desk review</li> </ul>
<ul style="list-style-type: none"> <li>• How did the project develop and leverage necessary and appropriate partnerships with direct and tangential stakeholders? How did stakeholder involvement and public awareness contribute to the progress towards achievement of project objectives? Were there any limitations to stakeholder awareness or to stakeholder participation? What systematic and appropriate efforts were made during implementation to include diverse groups of stakeholders?</li> </ul>	<ul style="list-style-type: none"> <li>• Knowledge transfer (i.e., , training workshops, information exchange, a national and regional forum, etc).</li> <li>• Number of dedicated follow-up activities</li> <li>• Reported adaptive management measures</li> </ul>	<ul style="list-style-type: none"> <li>• PIRs</li> <li>• Knowledge transfer products</li> <li>• Key Stakeholder</li> </ul>	<ul style="list-style-type: none"> <li>• Desk review</li> <li>• Individual semi-structured interviews and focus groups</li> </ul>
<ul style="list-style-type: none"> <li>• Are the project's governance mechanisms operating efficiently?</li> </ul>	<ul style="list-style-type: none"> <li>• Examples of supported partnerships</li> <li>• Evidence that particular partnerships will be sustained</li> <li>• Types/quality of partnership cooperation</li> </ul>	<ul style="list-style-type: none"> <li>• legal agreements or memorandum of understanding documents</li> </ul>	<ul style="list-style-type: none"> <li>• Document analysis</li> <li>• Individual semi-structured</li> </ul>

	methods utilize	<ul style="list-style-type: none"> <li>• Project partners and relevant stakeholders</li> </ul>	interviews and focus groups
<ul style="list-style-type: none"> <li>• To what extent does the project use existing country-level systems? Is the project responsive to local challenges and relevant to strategic goals? Were the delivery methods appropriate for building essential capacities and ensuring sustainability?</li> </ul>	<ul style="list-style-type: none"> <li>• Proportion of expertise utilized from international experts compared to national experts</li> <li>• Number/quality of analyses done to assess local capacity potential and absorptive capacity.</li> </ul>	<ul style="list-style-type: none"> <li>• Project documents and evaluations</li> <li>• UNDP</li> <li>• Beneficiaries</li> </ul>	<ul style="list-style-type: none"> <li>• Document analysis</li> <li>• Individual semi-structured interviews and focus groups</li> </ul>
<b>Sustainability: To what extent are there financial, institutional, social-economic, and/or environmental risks to sustaining long-term project results?</b>			
<ul style="list-style-type: none"> <li>• To what extent do project interventions have well-designed and well-planned exit strategies?</li> </ul>	<ul style="list-style-type: none"> <li>• To what extent does the exit strategy take into account the following: i) Political factors (support from national authorities) ii) Financial factors (available budgets) iii) Technical factors (skills and expertise needed) iv) Environmental factors (environmental appraisal)</li> <li>• Completeness of risk identification and assumptions during project planning and design</li> </ul>	<ul style="list-style-type: none"> <li>• Project documents</li> <li>• project team and relevant stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Document analysis</li> <li>• Individual semi-structured interviews and focus groups</li> </ul>
<ul style="list-style-type: none"> <li>• What trends suggest the availability of adequate financial resources to sustain project outcomes? What is the risk that stakeholder ownership, including that of governments and other key players, will be insufficient to sustain the project outcomes and benefits? Do key stakeholders recognize the ongoing benefits as aligned with their interests? Is there sufficient public and stakeholder awareness and support for the long-term objectives of the project? Has the project achieved consensus among stakeholders, including government entities, regarding the continuation of project activities after the project's</li> </ul>	<ul style="list-style-type: none"> <li>• Degree to which project partners and stakeholders see that it is in their interest that project benefits continue to flow.</li> <li>• Estimations of the future budget of key stakeholders.</li> <li>• Partners/stakeholders committed to support project results after the project closed and sources of funding.</li> </ul>	<ul style="list-style-type: none"> <li>• Policy documents produced by project partners/stakeholders</li> <li>• Key project stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Document analysis <i>f</i></li> <li>• Individual semi-structured interviews and focus groups</li> </ul>

closure?			
<ul style="list-style-type: none"> <li>• What were the major factors which influenced the achievement or non-achievement of sustainability?</li> </ul>	<ul style="list-style-type: none"> <li>• Risk mitigations strategies developed and followed</li> <li>• Definition of on-going activities that pose threat to the sustainability of project results</li> </ul>	<ul style="list-style-type: none"> <li>• Evaluation reports</li> <li>• Progress reports</li> <li>• UNDP programme staff</li> </ul>	<ul style="list-style-type: none"> <li>• Desk reviews of secondary data</li> <li>• Interviews with UNDP programme staff</li> </ul>
<ul style="list-style-type: none"> <li>• Has the project put in place frameworks, policies, governance structures, and processes that will ensure accountability, transparency, and the transfer of technical knowledge after the project's closure?</li> </ul>	<ul style="list-style-type: none"> <li>• example(s) of actions taken to sustain or replicated the project</li> <li>• Reference by other projects/programs</li> <li>• Capacity building and training of individuals, and institutions to expand the project's achievements.</li> </ul>	<ul style="list-style-type: none"> <li>• Project reports</li> <li>• UNDP programme staff</li> </ul>	<ul style="list-style-type: none"> <li>• Desk reviews of documents and secondary data</li> <li>• Interviews with UNDP programme staff</li> </ul>
<ul style="list-style-type: none"> <li>• Has the project established financial and economic instruments or mechanisms to ensure a continued flow of benefits after GCF funding ends? How has the project developed institutional capacity, such as systems, structures, and staff expertise, that will be self-sustaining after the project ends?</li> </ul>	<ul style="list-style-type: none"> <li>• To what extent does the exit strategy take into account the following: – Political factors (support from national authorities) – Financial factors (available budgets) –</li> <li>• The current policy and regulatory framework sustain project-developed mechanisms</li> </ul>	<ul style="list-style-type: none"> <li>• Programme documents</li> <li>• Annual Work Plans</li> <li>• Evaluation reports</li> </ul>	<ul style="list-style-type: none"> <li>• Document analysis</li> </ul>
<ul style="list-style-type: none"> <li>• Are successful aspects of the project being transferred to appropriate parties, potential future beneficiaries, or others who could learn from the project and potentially replicate or scale it in the future?</li> </ul>	<ul style="list-style-type: none"> <li>• Example(s) of the beneficiary plans to mainstream the lessons learned to ensure quality reporting to the global platforms</li> </ul>	<ul style="list-style-type: none"> <li>• Key project stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Individual semi-structured interviews and focus groups</li> </ul>
<b>Impact: Are there indications that the project has contributed to, or enabled progress toward increased climate resilience?</b>			
<ul style="list-style-type: none"> <li>• What were the most significant changes that this project has helped to generate? To what extent are these changes occurring, and how significant are they?</li> </ul>	<ul style="list-style-type: none"> <li>• Changes in capacity: <ul style="list-style-type: none"> <li>- To pool/mobilize resources</li> <li>- To provide an enabling environment, For reporting of related strategies and programmes</li> <li>- through adequate institutional frameworks and their maintenance</li> </ul> </li> <li>• Changes to the quantity and strength of</li> </ul>	<ul style="list-style-type: none"> <li>• Key project stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Individual semi-structured interviews and focus groups</li> </ul>

	barriers		
<ul style="list-style-type: none"> <li>How many people have been affected? What types/kinds/groups of people have been affected and may be impacted after the project?</li> </ul>	<ul style="list-style-type: none"> <li>Citations in newspapers</li> <li>Social media metrics</li> </ul>	<ul style="list-style-type: none"> <li>Project reports</li> <li>Field visit</li> <li>Beneficiaries</li> </ul>	<ul style="list-style-type: none"> <li>Desk reviews of documents and secondary data</li> <li>Individual semi-structured interviews and focus groups</li> </ul>

**Cross-cutting issues: To what extent has the project promote the UN values from a human development perspective?**

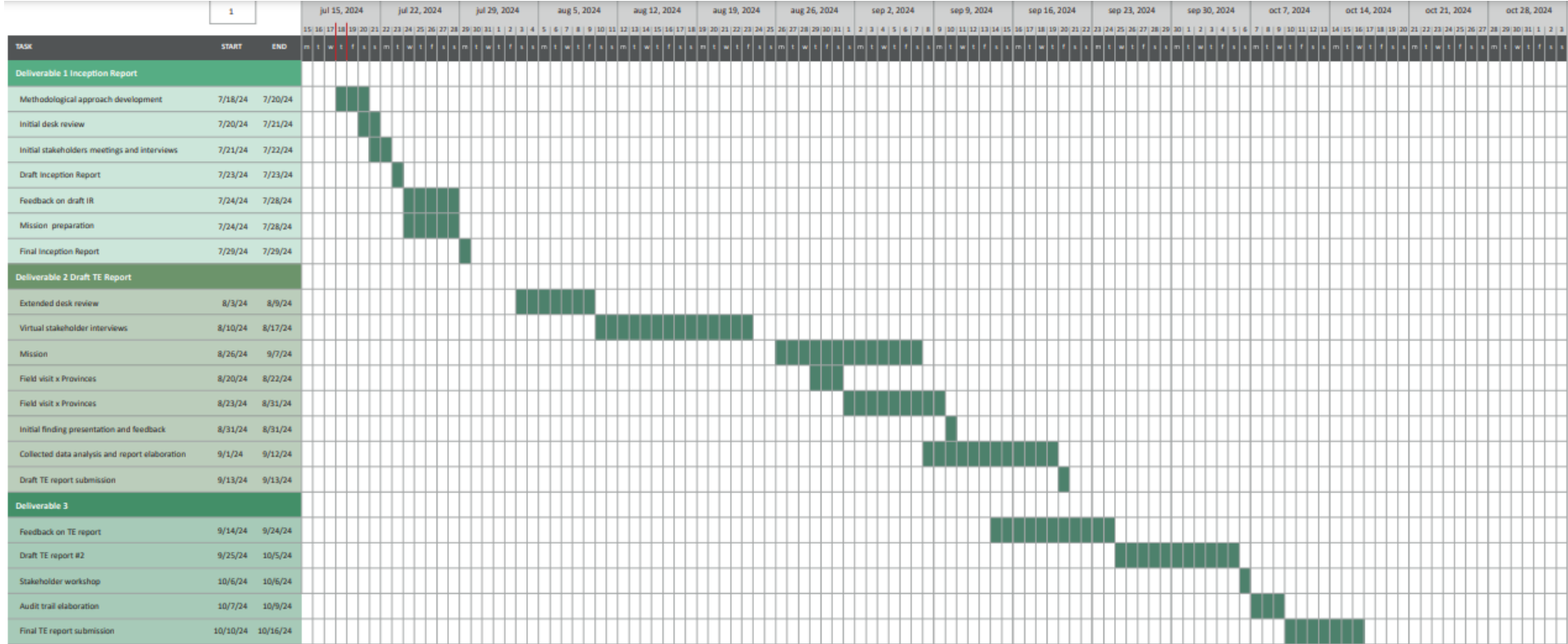
<ul style="list-style-type: none"> <li>To what extent did the project support the SDGs the Leaving No One Behind (LNOB) approach?</li> </ul>	<p>What assistance has the initiative provided supported the government in promoting LNOB approach and SDGs?</p>	<ul style="list-style-type: none"> <li>Project documents</li> <li>Evaluation reports</li> <li>HDR reports</li> </ul>	<ul style="list-style-type: none"> <li>Desk review</li> <li>Interviews with Government partners</li> </ul>
<ul style="list-style-type: none"> <li>What benefits have poor, Indigenous, persons with disabilities, women, and other disadvantaged or marginalized groups received from the project? How have the environmental conservation activities of the project contributed to reducing poverty and ensuring sustainable livelihoods?</li> </ul>	<ul style="list-style-type: none"> <li>example(s) of how the initiative takes into account the needs of vulnerable and disadvantaged groups, for example, women, youth, disabled persons. How has UNDP programmed social inclusion into the initiative?</li> </ul>	<ul style="list-style-type: none"> <li>Project documents</li> <li>Evaluation reports</li> <li>UNDP staff</li> <li>Government partners</li> <li>Beneficiaries</li> </ul>	<ul style="list-style-type: none"> <li>Desk review</li> <li>Interviews with UNDP staff and Government partners</li> </ul>
<ul style="list-style-type: none"> <li>To what extent did the project implement a human rights-based approach?</li> </ul>	<ul style="list-style-type: none"> <li>Stakeholder perceptions of Project contributions to the work of UNDP</li> </ul>	<ul style="list-style-type: none"> <li>UNDP staff</li> <li>Government partners</li> <li>Stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Interviews</li> </ul>

**Gender equality and women's empowerment: How did the project contribute to gender equality and women's empowerment?**

<ul style="list-style-type: none"> <li>• Did the project appropriately address different issues, including gender equality, throughout its implementation? Are resources and activities allocated in a way that ensures women benefit equally from the project?</li> </ul>	<ul style="list-style-type: none"> <li>• Degree gender issues are taken into account in project formulation and implementation</li> <li>• Degree to which project contributed to greater consideration of gender aspects, (i.e. project team composition, gender-related aspects of global environmental issues, stakeholder outreach to women's groups, etc).</li> <li>• Gender segregation of data collection and monitoring</li> <li>• Level of gender issues raised outlined in project documents</li> <li>• Other example(s) of how the initiative contributes to gender equality.</li> </ul>	<ul style="list-style-type: none"> <li>• Project documents</li> <li>• Key project stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Documents analyses</li> <li>• Interviews with project partners and relevant stakeholders</li> </ul>
<ul style="list-style-type: none"> <li>• How does the project integrate gender considerations into its governance structures or staffing decisions? Is the decision-making process within the project open and inclusive for both women and men?</li> </ul>	<ul style="list-style-type: none"> <li>• example(s) of how the initiative contributes to gender equality.</li> <li>• Can results of the project be disaggregated by sex?</li> </ul>	<ul style="list-style-type: none"> <li>• Project documents</li> <li>• Evaluation reports</li> </ul>	<ul style="list-style-type: none"> <li>• Desk review</li> <li>• Interviews with UNDP staff and</li> </ul>

<ul style="list-style-type: none"> <li>• How do the project's results for women compare to those for men? Are there major differences in outcomes? How satisfied are female stakeholders or beneficiaries with the project's efforts to promote gender equality?</li> </ul>		<ul style="list-style-type: none"> <li>• UNDP staff</li> <li>• Government partners</li> <li>• Beneficiaries</li> </ul>	Government partners
<b>GCF Additionality</b>			
<ul style="list-style-type: none"> <li>• What is the added value of the GCF as a donor compared to the donor community?</li> </ul>	Specific contributions of the GCF (implementation, thematic aspects, intervention methodologies, etc.) to facilitate the integration of climate change adaptation	<ul style="list-style-type: none"> <li>• Project documents</li> <li>• Key project stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Documents analyses</li> <li>• Interviews with project partners and relevant stakeholders</li> </ul>

# Annex 6: Evaluation Timeline





## Annex 7: Evaluative criteria and questions

### **Project Design/Formulation**

- Analysis of Results Framework, project logic and strategy, indicators, Theory of Change (ToC)
  - o How were the project's objectives and components clear, practicable and feasible within its time frame?  
Was the project designed to address country priorities and be country-driven?
  - o How were outputs consistent with the ToC? Was there a clearly defined and robust ToC? Was the project ToC and intervention logic coherent and realistic?
  - o How did the project aim to capture broader development impacts (i.e. income generation, gender equality and women's empowerment, improved governance, livelihood benefits, etc.) by using socioeconomic co-benefits and sex-disaggregated/gender-responsive indicators and targets, where relevant?
  - o How were the indicators in the Results Framework SMART?
  - o Do outputs link to intended outcomes which link to broader paradigm shift objectives of the project?
  - o To what extent did the design of the project help or hinder achieving its own goals?
  - o Are the planned inputs and strategies identified realistic, appropriate and adequate to achieve the results? Were they sequenced sufficiently to efficiently deliver the expected results?
  
- Assumptions and Risks
  - o How were the assumptions and risks well-articulated in the Funding Proposal and project document?  
How realistic, logical and robust were they?
  - o How were any externalities (i.e. effects of climate change, global economic crisis, etc.) relevant to the findings?
  - o How well do the environmental and social risks identified in the SESP, along with the corresponding management plans, align with the comprehensive UNDP Social and Environmental Standards?
  
- Lessons from other relevant projects incorporated into project design
  - o How were lessons from other relevant projects properly incorporated in the project design?
  
- Planned stakeholder participation
  - o How were perspectives of those who would be affected by project decisions, those who could affect the outcomes, and those who could contribute information or other resources to the process, taken into account during project design processes?
  - o What were the planned stakeholder interactions, as set out in the project document Stakeholder Engagement Plan?
  - o How were the partnership arrangements properly identified and roles and responsibilities negotiated prior to project approval?
  
- Linkages between project and other interventions within the sector
  - o Were linkages established with other complementary interventions?
  - o Was there planned coordination with other relevant GCF-financed projects and/or other initiatives?

### **Project Implementation**

- Adaptive management
  - o To what extent and how did the project apply adaptive management?
  
- Actual stakeholder participation and partnership arrangements
  - o Project management: How did the project develop and leverage necessary and appropriate partnerships with direct and tangential stakeholders?
  - o Country-driven processes: How did subnational and national government stakeholders support the objectives of the project? Did they have an active role in project decision-making that supported efficient and effective project implementation?
  - o Public awareness: How did stakeholder involvement and public awareness contribute to the progress towards achievement of project objectives? Were there any limitations to stakeholder awareness or to

stakeholder participation?

- o Level of Stakeholder Engagement: How did the actual stakeholder interaction compare to the expectations outlined in the project document and Stakeholder Engagement Plan? Discuss any challenges and outcomes related to stakeholder engagement that have evolved since the Interim Evaluation. What systematic and appropriate efforts were made during implementation to include diverse groups of stakeholders?

- o Gender: How did the stakeholder engagement efforts incorporate gender responsiveness?

- Project Finance and Co-finance

- o What were the variances between planned and actual expenditures, and what were the reasons for these differences?

- o How did the realized co-financing compare to what was expected, and what were the reasons for any discrepancies?

- o Were strong financial controls established to allow project management to make informed budget decisions at any time, ensure the timely flow of funds, and facilitate the payment of satisfactory project deliverables?

- o Did the project demonstrate due diligence in the management of funds, including the execution of periodic audits?

- o Analyse observations from financial audits, if any, and a presentation of major findings from audits

- o Were changes made to fund allocations as a result of budget revisions? Assess the appropriateness and relevance of such revisions

- Coherence in climate finance delivery with other multilateral entities

- o Who are the project's partners, and how strategic were they in terms of their capacities and commitment?

- o How coherent and complementary is the project with other local climate change interventions and actors? o To what extent has the project complimented other on-going local level initiatives (by stakeholders, donors, governments) on climate change adaptation efforts?

- o How has the project contributed to achieving stronger and more coherent integration of shift to increased climate resilient sustainable development (GCF RMF/PMF Paradigm Shift objectives)? Please provide concrete examples and make specific suggestions on how to enhance these roles going forward.

- Monitoring & Evaluation: Design at Entry, Implementation, *and* Overall Assessment of M&E

- o M&E Design at Entry: Was the M&E plan well thought out, practical, and thorough? Did it provide enough detail to effectively monitor results and track progress toward achieving the project's objectives? Did the M&E plan include a baseline, SMART indicators, data analysis systems, and scheduled evaluation studies to assess results? Were methodology, logistics, time frames, and roles and responsibilities clearly defined? Was the M&E budget outlined in the project document adequate? Did the M&E plan specify how the project would keep the NDA informed and, where applicable and feasible, involved? o M&E implementation: Was data on specified indicators systematically collected? What was the value and effectiveness of the monitoring reports, and was there evidence discussed with stakeholders and project staff? To what extent was the GCF NDA informed of M&E activities, and how effectively did the Project Team use inclusive, innovative, and participatory monitoring systems? How did the information provided by the M&E system contribute to achieving project results, and was it used to improve and adapt project performance? Did the M&E system include proper training for parties responsible for M&E activities to ensure data collection and usage continue after project closure? How were the involvement and impact on relevant groups (including women, indigenous peoples, children, elderly, disabled individuals, and poor) monitored? Was there adequate monitoring of environmental and social risks, as identified through the UNDP SESP, and in line with the M&E section of the safeguards management plan? What was the extent of the Project Board's involvement in M&E activities?

- Accredited Entity (UNDP) implementation/oversight and Executing Entity execution, overall project oversight/implementation and execution

- o To what extent did UNDP effectively deliver on activities related to project identification, concept development, appraisal, detailed proposal preparation, approval and start-up, oversight, supervision, completion, and evaluation?

- o How effectively did the Executing Entity manage and administer the project's day-to-day activities under

UNDP's overall oversight and supervision?

- Risk Management, including Social and Environmental Standards

- o Are new risks or changes to existing risks reported in the annual APRs? How did these risks impact project implementation? What systems are used to identify, prioritize, monitor, and manage these risks? Were action plans developed and followed? Were any risks overlooked, and what were the consequences?

- o Was the project's risk register properly maintained throughout implementation? Did the Project Team inform the Project Board of new risks, changes to existing risks, and any necessary escalation?

## Project Results and Impacts

- Progress towards objective and expected outcomes

- o To what extent were the expected outputs achieved? What factors influenced the achievement of these outputs, such as project design, linkages with other activities, co-financing materialization, and stakeholder involvement?

- o Were the key expected outputs actually delivered? What factors affected the delivery of these outputs?

- Relevance: to assess the relevance of the project strategies and implementation arrangement, for disaster risk reduction and climate resilience.

- o Were the context, problem, needs and priorities well analysed and reviewed during project initiation?

- o Are the planned project objectives and outcomes relevant and realistic to the situation on the ground? To what extent has the project been appropriately responsive to political, legal, economic, institutional, etc., changes in the country?

- o To what extent do the project interventions meet the needs and priorities of National stakeholders?

- o To what extent was the project in line with the national development priorities, the country programme's outputs and outcomes, the Gender Equality Strategy of UNDP, UNDP Strategic Plan and the SDGs?

- o To what extent does the project contribute to the theory of change for the relevant country programme outcome?

- o To what extent were the activities and outputs aligned with the overall objects and goals of the project?

- o To what extent did current priorities hinder the achievement of outputs of the project?

- o To what extent are the activities of the project valid and aligned with national priorities contributing to the enabling climate resilience and disaster risk reduction?

- o To what extent has the project contributed to GCF Strategy SDG's strategic priorities and UNDP principles, including but not limited to Social and Environmental Standards, Leaving No One Behind (LNOB), Gender Equality & Women's Empowerment, Sustainability and Resilience??

- o Related to activities and capacity level, was the project timeframe reasonable to achieve the outputs and outcomes?

- Coherence

- o Do the project interventions complement other sustainable development initiatives implemented in the country? Also, were there any significant overlaps?

- o Are the procedures and coordination among Development Partners harmonized and aligned?

- Effectiveness

- o To what extent were the actual outcomes/outputs aligned with what was planned? To what extent were the objectives achieved? If the objectives are assessed and not achieved, please explain why.

- o To what extent can the project demonstrate changes against the baseline (as assessed in the approved funding proposal) for the GCF investment criteria, including contributing factors and constraints?

- o How effectively did the project contribute to country programme outcomes and outputs, the SDGs, the UNDP Strategic Plan, GCF strategic priorities, and national development priorities? What factors influenced the achievement or non-achievement of the intended outcomes and outputs?

- o Were there any alternative strategies that could have been more effective in achieving the project's objectives?

- o Which changes could have been made in project's design to improve its effectiveness?
- o Gender: To what extent was a gender responsive and human rights-based approach incorporated in the design and implementation of the intervention.

• Efficiency

- o Have project resources been utilized in the most economical, effective, and equitable manner (considering factors such as value for money, absorption rate, commitments versus disbursements, and co-financing)? Has the UNDP approach resulted in optimum transaction costs and oversight?
- o Were activities cost-efficient? If yes, give some examples. If no, give some insight into why that is the case, including examples.
- o Were outputs achieved on time? If yes, give some evidences of success. If no, give some insight into why that is the case, including examples.
- o Are the project's governance mechanisms operating efficiently?

• Impact of COVID-19

- o How did the COVID-19 pandemic affect the timelines and deadlines of the project? What challenges did the pandemic introduce to resource allocation and availability during the project?

• Sustainability: financial, socio-economic, institutional framework and governance, environmental, and overall likelihood

- o To what extent has the project contributed to promoting National Government ownership and leadership in the implementation of environmental and sustainable development results?
- o To what extent are the benefits of the project likely to continue after its completion and at what level?
- o What were the major factors which influenced the achievement or non-achievement of sustainability?
- o To what extent do project interventions have well-designed and well-planned exit strategies?
- o What could be done to strengthen exit strategies and sustainability?
- o Financial Sustainability: What is the likelihood that financial resources will be available to support the continuation of benefits, such as income-generating activities, after GCF assistance ends? What trends suggest the availability of adequate financial resources to sustain project outcomes?  
What opportunities currently exist that could enhance the financial sustainability of the project? What additional factors or conditions are necessary to create an enabling environment for continued financing post-GCF assistance? Has the project established financial and economic instruments or mechanisms to ensure a continued flow of benefits after GCF funding ends? This includes contributions from the public and private sectors, income-generating activities, and market transformations that align with the project's objectives.

• Socio-Political Sustainability: Are there any social or political risks that could potentially undermine the sustainability of project outcomes?

What is the risk that stakeholder ownership, including that of governments and other key players, will be insufficient to sustain the project outcomes and benefits? Do key stakeholders recognize the ongoing benefits as aligned with their interests? Is there sufficient public and stakeholder awareness and support for the long-term objectives of the project? Are lessons learned from the project being continuously documented by the Project Team?

Are successful aspects of the project being transferred to appropriate parties, potential future beneficiaries, or others who could learn from the project and potentially replicate or scale it in the future?

- o Institutional Framework and Governance Sustainability: Do existing legal frameworks, policies, governance structures, or processes pose any threat to the continuation of project benefits? Has the project put in place frameworks, policies, governance structures, and processes that will ensure accountability, transparency, and the transfer of technical knowledge after the project's closure? How has the project developed institutional capacity, such as systems, structures, and staff expertise, that will be self-sustaining after the project ends? How has the project identified and involved key champions, such as individuals in government or civil society, who can promote the sustainability of project outcomes? Has the project achieved consensus among stakeholders, including government entities, regarding the continuation of project activities after the project's closure?

- o Environmental sustainability: Are there environmental factors that could undermine the future flow of

project environmental benefits?

- o Will certain activities in the project area pose a threat to the sustainability of project outcomes?

**•Innovativeness in results areas**

- o What lessons have been learned from the project that can enrich learning and knowledge generation, particularly in the areas of "thought leadership" and "innovation" in climate change adaptation/mitigation?
- o How did the project contribute to unlocking additional climate finance for climate change adaptation/mitigation in the project and country context? Can you provide concrete examples?
- o What specific suggestions can be made to enhance the project's role in providing "thought leadership," "innovation," and unlocking climate finance in the future?

**•Unexpected Results – Both Positive and Negative**

- o How effectively has the project adapted and evolved in response to continuous lessons learned and changes in the development landscape? Consider factors both within the Accredited Entity/Executing Entity (AE/EE) and those external to the project.
- o What unintended or unexpected positive or negative effects have emerged as a result of the project's interventions?
- o What factors have contributed to the emergence of these unintended outcomes, outputs, activities, or results?
- o Do any of these unintended results represent a significant or major change to the project's original scope or objectives?

**•Country ownership**

- o Is the project aligned with national plans and priorities?
- o How does the project demonstrate country ownership?
- o To what extent does the project use existing country-level systems?
- o Is the project responsive to local challenges and relevant to strategic goals?
- o Were the delivery methods appropriate for building essential capacities and ensuring sustainability?

**•Gender equality and women's empowerment**

- o Does the project look deeper into the differences between men and women, rather than just using data based on sex?
- o Are resources and activities allocated in a way that ensures women benefit equally from the project?
- o How well does the project take into account local gender differences in its planning and activities, and how does this affect women as beneficiaries?
- o Do women beneficiaries know about their rights and the benefits they should receive from the project's activities and interventions?
- o How do the project's results for women compare to those for men? Are there major differences in outcomes?
- o Is the decision-making process within the project open and inclusive for both women and men?
- o How satisfied are female stakeholders or beneficiaries with the project's efforts to promote gender equality?
- o Did the project appropriately address different issues, including gender equality, throughout its implementation?
- o How does the project integrate gender considerations into its governance structures or staffing decisions?

**•Cross-cutting Issues**

- o To what extent did the project support the Leaving No One Behind (LNOB) approach?
- o How has the project affected the local communities, both positively and negatively? This includes aspects such as income generation, job creation, natural resource management, policy improvements, and the long-term sustainability of resources.
- o Do the project objectives align with the priorities outlined in the UNDP Country Programme Document (CPD) and other relevant country programme documents?
- o In what ways have the project outputs and outcomes helped with disaster preparedness, risk mitigation, and efforts to address climate change?

- o What benefits have poor, Indigenous, persons with disabilities, women, and other disadvantaged or marginalized groups received from the project?
- o How have the environmental conservation activities of the project contributed to reducing poverty and ensuring sustainable livelihoods?
- o To what extent did the project implement a human rights-based approach?

#### • Replicating and Scaling Up

- o Evaluate how well the project's exit strategies and approaches for phasing out support have worked, including what helped and what made it difficult. Do we need to make any changes?
- o Which project accomplishments depend on specific local conditions or factors in the environment that support achievement?
- o Will the actions and results of project interventions likely continue, preferably because local partners and stakeholders take ownership?
- o What are the most important factors we need to deal with to improve the chances of sustaining, expanding, or repeating the results or achievements of the project?

#### • Progress to Impact

- o How has the project helped reduce environmental stress, such as lowering greenhouse gas emissions or waste discharge, and on what scale has this reduction occurred? What environmental changes have been observed?
- o In what ways has the project influenced changes in policy, legal, or regulatory frameworks, including enhancing capacities like awareness, knowledge, skills, infrastructure, and monitoring systems?
- o How has the project affected governance structures, including access to and use of information, administrative bodies, trust-building, conflict-resolution processes, and information-sharing systems?
- o What impact has the project had on socio-economic status, such as income, health, and well-being?
- o What mechanisms or causal links have contributed to the project's outputs and outcomes?
- o To what extent are these changes occurring, and how significant are they?
- o Has there been any tangible change in gender equality resulting from the project, such as in access to and control of resources, decision-making power, or division of labor?
- o What were the institutional or policy changes resulting from the project interventions? Did the project change the way the institutions are addressing externalities and cross-sectoral challenges? If not, explain where improvements may be made and identify bottlenecks.
- o Where policies put in practice within responsible parties, academic, firms and local institutions?
- o How many people have been affected? What types/kinds/groups of people have been affected and may be impacted after the project?
- o What were the most significant changes that this project has helped to generate?

## **Main Findings, Conclusions, Recommendations and Lessons Learned**

#### • Main Findings

What are the main findings of the Final Evaluation (FE) report? Are these findings presented as statements of fact based on data analysis?

#### • Conclusions

- o How do the conclusions of the FE report reflect the findings? Are the conclusions comprehensive, balanced, well-substantiated by evidence, and logically connected to the FE findings?
- o How do the conclusions highlight the strengths, weaknesses, and results of the project?
- o Do the conclusions address key evaluation questions and provide insights into solutions for important issues affecting project beneficiaries, UNDP, and the GCF, including those related to gender equality and women's empowerment?

#### • Recommendations

- o What concrete, practical, feasible, and targeted recommendations should be made to the intended users of the evaluation?

o Are the recommendations supported by evidence and linked to the findings and conclusions addressing key evaluation questions?

What is the appropriate number of recommendations that the FE team should make?

**• Lessons Learned**

o What lessons learned should be included in the FE report? How can these lessons be presented in a concise and logically articulated manner?

o Are the lessons learned based on specific evidence from the FE report, and do they cover new knowledge gained from the project, context, outcomes, evaluation o methods, failures, or missed opportunities?

o What insights can be drawn regarding what might have been done better or differently in the project?

Below listed questions will be used in the interviews. Not all questions will be asked to each interviewee. These questions will be used as a reminder about the type of information required to complete the review exercise and a guide to prepare each type of semi-structured interviews. The questionnaire will be shared in advance with interviewees.

Objective	1. Questions
<b>How does the project relate to the main objectives of the UNDP, and to the environment and development priorities at the local, regional and national levels?</b>	2. What are key achievements of the project that you are proud the most? 3. Is the project relevant to Countries specific environmental policies and National Development plan? 4. To what extent the outputs and outcomes are scalable and prepared for scale up to other countries? 5. To what extent the project successfully engages countries and make the benefits scalable to the region?
<b>Explore stakeholders perceptions, questions or opinions on project implementation</b>	6. What is your biggest concern about the project? 7. Any unforeseen results achieved under this project?
<b>Promoting multi-stakeholder partnership and cooperation for efficient and effective implementation</b>	8. Why do you consider established partnerships to be strategic? what made them work or not? 9. How could the quality of this partnership and cooperation be improved? 10. What are the major challenges you encountered? How are these challenges being addressed?
<b>Identify past uses, practices, and how the project has changed them</b>	11. Are you aware of environmental and social project impact (positive or negative) at the country level? What needs our immediate attention going forward? If so, please give details.
<b><i>To assess the relevance, efficiency, effectiveness, impact and coherence of the project</i></b>	
<b>1) Relevance</b>	12. Were the project outcomes congruent with the UN and UNDP focal areas/operational programme strategies, country priorities and Country Programming Framework?  13. Was the project design appropriate for delivering the expected outcomes?
<b>2) Effectiveness</b>	14. To what extent have project objectives been achieved, and were there any unintended results?

	<p>15. To what extent did the project actual outcome commensurate with the expected outcomes?</p> <p>16. To what extent can the attainment of results be attributed to the project-funded component?</p>
<b>3) Efficiency</b>	<p>17. To what extent did UNDP deliver on project identification, concept preparation, appraisal, preparation, approval and start-up, oversight and supervision? How well risks were identified and managed?</p> <p>18. To what extent did the executing agency effectively discharge its role and responsibilities related to the management and administration of the project?</p> <p>19. To what extent has the project been implemented efficiently, cost-effectively, and management been able to adapt to any changing conditions to improve the efficiency of project implementation?</p>
<b>4) Progress to Impact</b>	<p>20. To what extent may the progress towards long-term impact be attributed to the project?</p> <p>21. Was there any evidence of environmental stress reduction and environmental status change, or any change in policy/legal/regulatory framework?</p> <p>22. Are there any barriers or other risks that may prevent future progress towards long-term impact?</p>
<b>5) Sustainability</b>	<p>23. What is the likelihood that the project results will continue to be useful or will remain even after the end of the project?</p> <p>24. What are the key risks which may affect the sustainability of the project benefits?</p>
<b>To assess how cross-cutting issues such as gender equality, anti-corruption and human rights were integrated in the project</b>	<p>25. Have specific contribution and interventions regarding human/labour rights and gender participation been addressed?</p> <p>26. To what extent were gender considerations taken into account in designing and implementing the project? Was the project implemented in a manner that ensures gender equitable participation and benefits?</p> <p>27. Is there any gender-sensitive project impact?</p> <p>28. To what extent were environmental and social concerns taken into consideration in the design and implementation of the project?</p>
<b>Co-financing</b>	<p>29. To what extent did the expected co-financing materialize, and how short fall in co-financing, or materialization of greater than expected co-financing affected project results?</p>



<b>Monitoring and Evaluation</b>	<p>30. Was the M&amp;E plan practical and sufficient?</p> <p>31. Did the M&amp;E system operate as per the M&amp;E plan?</p> <p>32. Was information gathered in a systematic manner, using appropriate methodologies?</p> <p>33. Was the information from the M&amp;E system appropriately used to make timely decisions and foster learning during project implementation?</p>
<b>Stakeholder engagement</b>	<p>34. Were other actors, such as civil society or private sector involved in project design or implementation, and what was the effect on the project results?</p>
<b>Knowledge Management</b>	<p>35. How is the project assessing, documenting and sharing its results, lessons learned and experiences?</p> <p>36. To what extent are communication products and activities likely to support the sustainability and scaling-up of project results?</p>
<b>Exploring about good practice and lessons learned for future projects</b>	<p>37. What lessons have been learned under this project?</p> <p>38. How should these lessons inform the next project if any?</p> <p>39. What would be the recommendation for improved future projects?</p> <p>40. What would be the recommendation to scaling-up SDGs financing?</p>

## Annex 8: Rating Scales

The overall results of the Project will be rated according Rating Scales. The summary of the evaluation of attainment of Objective and Outcomes of the Project will be presented in the table 1 and rate the project's progress towards its objective and components. Ratings will be based on the following scale.

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

## Annex 9: 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 Interim Evaluation.

### Evaluation Consultant Agreement Form

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

of Evaluator: Leandro Carlos Fernandez

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 in Alicante, Spain on October 29, 2024

Signature: 

**Annex 10: FE Report Clearance Form**

**Final Evaluation Report for (Project Title & UNDP PIMS ID) Reviewed and Cleared By:**

**Commissioning Unit (M&E Focal Point)**

Name: \_\_\_\_\_

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

**Regional Technical Advisor, Climate Hub, BPPS**

Name: \_\_\_\_\_

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

**Principal Technical Advisor, Climate Hub, BPPS**

Name: \_\_\_\_\_

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

## Annex 11: Project milestones

Table 2. Project milestones

Original timeline	Milestone	Impact of 1st extensions	Impact of 2nd extensions
08 Jun 2017	FAA Signature		
07 Jul 2017	LPAC Meeting		
11 Jul 2017	FAA Effectiveness/ Project Start		
07 Sep 2017	Actual Date of ProDoc Signature		
19 Sep 2017	Actual Date of First Disbursement		
24 Nov 2017	Inception Workshop		
24 Nov 2017	Inception Report Submitted to GCF		
1 Mar 2018	APR 2017 submitted to GCF		
1 Mar 2019	APR 2018 submitted to GCF		
1 Mar 2020	APR 2019 submitted to GCF		
11 Apr 2020	Interim Evaluation Report submitted to GCF		
11 Jul 2021	Expected Closing Date	9 May 2022	
11 Jul 2022	Expected Completion Date	11 Jul 2023	11 July 2024
11 Oct 2022	Expected Submission Date of Project Completion Report	11 Oct 2023	11 October 2024
11 Jan 2023	Expected Submission Date of Final Independent Evaluation Report	11 Jan 2024	11 January 2025
11 Apr 2023	Operational closure date	11 April 2024	11 April 2025
11 Oct 2023	Financial closure date	11 October 2024	11 October 2025

Table 4. Project Logical/Results Framework

Project Logical/Results Framework					
<p><b>This project will contribute to the following Sustainable Development Goal (s):</b>                      Goal 13. Take urgent action to combat climate change and its impacts</p>					
<p><b>This project will contribute to the following country outcome included in the UNDAF/Country Programme Document:</b> Outcome 2.1: By 2021, Viet Nam has accelerated its transition to low- carbon and green development and enhanced its adaptation and resilience to climate change and natural disasters, with a focus on empowering the poor and vulnerable groups.</p>					
<p><b>This project will be linked to the following output of the UNDP Strategic Plan:</b>                      Output 1.4: Scaled up action on climate change adaptation and mitigation cross sectors which is funded and implemented.</p>					
<p><b>GCF Paradigm shift objectives:</b> Increased climate-resilient sustainable development</p>					
	Objective and Outcome Indicators	Baseline	End of Project Target	TE Rating	Justification for rating
<b>FUND LEVEL IMPACT:</b>					
Increased resilience of infrastructure and the built environment to climate change	Number and value of physical asset made more resilient to climate variability and change, considering human benefits	4,000 houses not meeting safety/ resilience criteria established by government	4,000 houses valued at 8,000,000 USD (\$)	Highly Satisfactory	4966 houses value at 9.932.000m USD (\$)
Reduced emissions from land use, reforestation, reduced deforestation, and through sustainable forest management and conservation and enhancement of forest carbon stocks	Tonnes of carbon dioxide equivalent (tCO2eq) reduced or avoided (including increased removals) as a result of Fund- funded projects/programmes	0	Estimate 565,180 tCO2eq	Highly Satisfactory	1.12 million tons of CO2 equivalent
<b>PROJECT OUTCOMES:</b>					
Improved management of land or forest areas contributing to emissions reductions	Hectares of land or forests under improved and effective management that contributes to CO2 emission reductions	0	4,000ha	Highly Satisfactory	4028 Ha
Increased generation and use of climate information in decision-making	Use of climate information products/services in decision-making in climate-sensitive sectors	Climate products integrating risk information not regularly available	5 (enhancement to policies, tailored climate risk information for various stakeholders)	Highly Satisfactory	<p>The project successfully delivered knowledge and information on Community-Based Disaster Risk Management (CBDRM) to 62,717 individuals across 541 communes in 28 coastal provinces, with women accounting for 48% of the participants. This achievement exceeded the initial targets, reaching 104% of the committed goal. Through the project's capacity-building initiatives, a roster of 53 certified CBDRM experts was developed, of which 53% are women.</p> <p>In addition, the project supported the creation, testing, and transfer of 10 disaster databases and risk data repositories to the Viet Nam Disaster and Dyke Management Authority (VDDMA), enhancing disaster preparedness and risk management capabilities. 24 high-risk communes in 7 coastal areas benefited from the installation of advanced community-based disaster monitoring and early warning systems (EWS) equipped with cutting-edge technologies.</p>

					<p>Furthermore, the project contributed significantly to the development of technical guidelines, e-learning training materials, and a monitoring and evaluation system that have strengthened the overall climate resilience management framework of the Government of Viet Nam. These efforts have enhanced both the legal and operational foundations for climate adaptation across the country.</p> <p>125 Community Based Disaster Risk Management (CBDRM) action plans have been jointly developed by local coastal communities with operation and maintenance plan for climate-resilient housing. These CBDRM action plans, funded by local commune and provincial budgets, have facilitated actions to improve climate resilience in coastal communities. The success of climate resilient housing model and CBDRM action plans have been incorporated to government Decision No. 90/QĐ-TTg of the Prime Minister: Approving the National Target Program for Sustainable Poverty Reduction for the period 2021 – 2025.</p>
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**PROJECT OUTPUTS:**

<b>1. Storm and flood resilient design features added to 4,000 new houses on safe sites, benefiting 20,000 poor and highly disaster-exposed people in 100 communes</b>	<i>Number of households provided with resilient homes (disaggregated by gender)</i>	<i>Number of households provided with resilient homes (disaggregated by gender)</i>	4,000 households	Highly Satisfactory	Successfully completed the construction and handing-over 4,966 climate-resilient houses (24% up of original targets) and benefiting more than 25,000 (in which 63% are women) poor and highly disaster-exposed people
<b>2. Regeneration of 4,000 hectares of coastal mangrove storm surge buffer zones using successful evidence-based approaches</b>	<i>Hectares of land or forests under improved and effective management that contributes disaster risk reduction, as well as to CO2 emission reductions.</i>	0	4,000ha	Highly Satisfactory	4,028 hectares of mangroves were rehabilitated, providing ecosystem services and storm protection, the original target of 4,000
<b>3. Increase access to enhanced climate, loss and damage data for private and public sector application</b>	<i>Number of disaster database established/ supported and number of climate policy/regulatory frameworks supported</i>	<i>Climate products integrating risk information not regularly available</i>	5 (enhancement to policies, tailored climate risk information for various stakeholders)	Highly Satisfactory	Community-Based Disaster Risk Assessment and Management were successfully implemented across all 28 coastal provinces, benefiting around 30 million people.

Table 3. Project finance and co-finance

	UNDP own financing (mill. US\$)		Governments (mill. US\$)		GCF (mill. US\$)		Total (mill. US\$)	
	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
In cash	1.6	1.778	NA	NA	29.523	29.523	31.123	31.301
In kind	NA	NA	10.861	13.485	NA	NA	10.861	13.485
Totals	1.600,00	1.778	10.861	13.485	29.523	29.523	41.984	44.787

Table 4. Project expenditure per year

Expenditure by Year												
GCF	2017			2018			2019			2020		
	Planned	Actual	%	Planned	Actual	%	Planned	Actual	%	Planned	Actual	%
Output 1	300.000,00	182.862,51	61%	2.341.493,00	2.419.025,36	103%	2.837.270,00	2.800.240,64	99%	3.501.378	2.556.568,46	73%
Output 2	75.193,00	33.238,68	44%	2.126.109,00	790.584,24	37%	3.404.641,00	1.521.827,31	45%	2.596.321	1.661.603,63	64%
Output 3	36.500,00	32.973,70	90%	491.136,00	443.798,34	90%	1.395.890,00	1.021.333,23	73%	1.908.261	736.699,29	39%
Project Management	144.363,00	62.222,47	43%	957.567,00	701.163,85	73%	713.283,00	752.953,99	106%	720.606	778.643,50	108%
Total	556.056,00	311.297,36	56%	5.916.305,00	4.354.571,79	74%	8.351.084,00	6.096.355,17	73%	8.726.565,67	5.733.514,88	66%

Expenditure by Year													
GCF	2021			2022			2023			2024			
	Planned	Actual	%	Planned	Actual	%	Planned	Actual	%	Planned	Actual	%	
Output 1	1.808.171,10	1.365.938,93	76%	2.224.086,26	536.339,07	24%	905.535,00	285.724,99	32%	2.091.855,29	1.951.924,21	93%	12.098.624
Output 2	2.407.283,52	1.369.957,49	57%	1.865.964,59	663.818,05	36%	391.115,00	274.192,77	70%	1.280.445,43	975.057,68	76%	7.290.280
Output 3	2.313.982,00	1.357.607,60	59%	1.679.998,69	1.530.485,74	91%	23.091,00	480.015,25	2079%	60.098,00	169.973,22	283%	5.772.886
Project Management	827.236,00	728.408,85	88%	517.921,00	336.184,76	65%	181.025,00	140.011,56	77%	82.193,57	98.146,28	119%	3.597.735
Total	7.356.672,62	4.821.912,87	66%	6.287.970,54	3.066.827,62	49%	1.500.766,00	1.179.944,57	79%	3.514.592,30	3.195.101,39	91%	28.759.526

Table 5. Project expenditure by source

Expenditure by source of fund based on Gov. revised plan															
	GCF			GoV			UNDP TRACK			UNDP In-kind			Total planned	Total actual	%
	Planned	Actual	%	Planned	Actual	%	Planned	Actual	%	Planned	Actual	%			
Output 1	12.371.174	12.098.624	98%	9.879.207	11.801.151	119%							22.250.381	23.899.775	107%
Output 2	7.910.698	7.290.280	92%	1.696.109	999.190,00	%92							9.606.807	8.289.470	86%
Output 3	5.616.128	5.772.886	103%		569.603,00					1.400.000	1.576.829	113%	7.016.128	7.919.318	113%
Project Management	3.625.000	3.597.735	99%	1.741.880			200.000	201.941	101%				5.566.880	3.799.676	68%
Total	29.523.000	28.759.525		13.317.196	13.369.944	100%	200.000	201.941	101%	1.400.000	1.576.829	113%	44.440.196	43.908.239	99%



## **Annex 12: Evaluability Assessment**

The evaluability assessment aims to determine whether the project can be successfully evaluated. It focuses on the project's design, objectives, and the availability of data required to conduct a comprehensive evaluation. This evaluability assessment is a systematic process that helps to identify whether the project is in a condition to be evaluated, and whether an evaluation is justified, feasible and likely to provide useful information. The assessment outlines the key components necessary to determine the feasibility of evaluating the project. It emphasizes the importance of a clear project design, data availability, stakeholder engagement, and evaluation capacity to ensure a comprehensive and effective evaluation process. The analysis of the dimensions of evaluability includes the analysis of three components: a) the planning of the intervention; b) the information and monitoring system, and c) the governance of the evaluation.

### **Project Design**

The project's logical framework outlines clear objectives, outcomes, and indicators that align with the overall goals. The Theory of Change (ToC) is comprehensive, detailing the causal pathways from activities to outcomes and impacts. However, it is crucial to assess the following:

- **Clarity and Coherence:** Ensure that the objectives and outcomes are clearly articulated and logically linked.
- **Measurable Indicators:** Verify that the indicators are specific, measurable, achievable, relevant, and time-bound (SMART).

### **Data Availability**

The evaluation requires extensive data collection and analysis. The availability and quality of data are critical for assessing project outcomes. Key data sources include:

- **Project Documents:** Approved funding proposal, project documents, baseline studies, and progress reports.
- **Monitoring and Evaluation (M&E) Data:** Annual performance reports, safeguards documents, and records of surveys conducted.
- **Stakeholder Inputs:** Consultations with project beneficiaries, local communities, and project management units.

### **Stakeholder Engagement**

Effective stakeholder engagement is essential for a comprehensive evaluation. The evaluation has mechanisms for stakeholder participation, including:

**Participatory Approaches:** Methods for involving stakeholders in data collection, such as focus group discussions (FGDs) and key informant interviews (KIIs).

**Feedback Mechanisms:** Systems for collecting and incorporating stakeholder feedback into the evaluation process.

### **Evaluation Capacity**

The evaluation team must possess the necessary skills and experience to conduct the evaluation. Table 2 provides a checklist which summarizes the evaluability assessment, and highlights areas that may need to be improved and strengthened for an evaluation to move ahead.

Table 6. Evaluability criteria

N°	Evaluation Criteria	Criteria check
1.	Does the subject of the evaluation have a <b>clearly defined theory of change</b> ? Is there common understanding as to what initiatives will be subject to evaluation?	<i>The ToC is not clearly included in FP (only log frame). Project team has developed a ToC and evaluators helped to improve it.</i>
2.	Is there a <b>well-defined results framework for the initiative(s)</b> that are subject to evaluation? Are goals, outcome statements, outputs, inputs and activities clearly defined? Are indicators SMART?2	✓
3.	Is there sufficient <b>data for evaluation</b> ? This may include baseline data, data collected from monitoring against a set of targets, well-documented progress reports, field visit reports, reviews and previous evaluations.	<i>Baseline data, progress reports, reviews and previous evaluations are available.</i>
4.	Is the planned evaluation still <b>relevant</b> , given the evolving context? Are the purpose and scope of the evaluation clearly defined and commonly shared among stakeholders? What evaluation questions are of interest to whom? Are these questions realistic, given the project design and likely data availability and resources available for the evaluation?	✓
5.	Will <b>political, social and economic factors</b> allow for effective implementation and use of the evaluation as envisaged?	✓
6.	Are there <b>sufficient resources</b> (human and financial) allocated to the evaluation?	✓

Several challenges may impact the evaluability of the project, and appropriate mitigation strategies have been applied to address these limitations. One significant issue is data gaps, where incomplete or missing data may hinder a comprehensive evaluation. To mitigate this, the evaluation relied on triangulation, using multiple sources of data—including interviews, secondary reports, and external data sources—to cross-verify the findings and fill in missing information where possible. Another challenge is limited stakeholder participation, which could affect the comprehensiveness of the evaluation. To address this, efforts were made to engage a diverse range of stakeholders through alternative methods such as remote interviews, surveys, and consultations, ensuring broad representation of views despite any logistical constraints. Attribution presents an additional challenge, as it may be difficult to distinguish the project’s specific impacts from other external factors influencing the results. The evaluation team applied a theory of change approach to isolate the project’s contributions and used counterfactual reasoning to assess outcomes relative to other interventions in the sector. Lastly, assessing the long-term benefits of the project is complex, especially given that many impacts may take years to materialize. To mitigate this, the evaluation incorporated a sustainability analysis, examining early indicators of potential long-term outcomes and considering stakeholder perceptions on the likelihood of sustained benefits. By applying these mitigation methods, the evaluation aimed to ensure a thorough and reliable assessment of the project’s performance and impacts, despite the identified limitations.

## Annex 13: Management Arrangement

### **Project Structure:**

**Umbrella Framework:** The project is divided into three main components, each executed through ten sub-component projects, including three at the national level and seven at the provincial level.

### **Components:**

**Component 1:** Focuses on housing construction resilience, managed by the Ministry of Construction (MOC).

**Component 2:** Aims to improve policies for coastal mangrove regeneration, overseen by the Ministry of Agriculture and Rural Development (MARD).

**Component 3:** Enhances climate change and disaster information management for coastal provinces, managed by the Viet Nam Disaster Management Authority (VNDMA).

### **2. Government of Viet Nam Project Management:**

**Ministry of Agriculture and Rural Development (MARD):** Serves as the overall Project Managing Agency for the umbrella project, coordinating across components 2 and 3. The Vice-Minister responsible for disaster management is tasked with leading the project and chairing the Project Steering Committee.

**Ministry of Construction (MOC):** Responsible for central-level activities under Component 1, focusing on housing construction mechanisms to enhance resilience.

**Provincial People's Committees (PPCs):** Manage project activities at the provincial level. Each PPC assigns a Deputy Chair to oversee provincial activities and liaise with the central Project Management Unit (CPMU).

### **3. National Executing Entity:**

**Viet Nam Disaster Management Authority (VNDMA):** Acts as the executing entity for the umbrella project, coordinating the overall implementation and management, particularly for Component 3. VNDMA's Director-General serves as the focal point and co-vice-chair of the Project Steering Committee.

### **4. Responsible Partners:**

**Department for Management of Housing and Real Estate (DMHRE):** Handles central-level activities for Component 1, reporting to MOC and UNDP.

**Viet Nam Administration of Forestry (VNFOREST):** Manages central-level activities for Component 2, accountable to MARD and UNDP.

**Provincial Responsible Partners:** Appointed by PPCs for implementing and managing sub-component activities at the provincial level, with specific funding arrangements based on component requirements.

### **Detailed Project Structure**

#### **Central Project Management Unit (CPMU):**

**Establishment:** Formed by MARD under Decision No. 4856/QD-BNN-TCCB (24 November 2017).

**Management:** Overseen by the Viet Nam Disaster Management Authority (VNDMA).

#### **Responsibilities:**

Coordinate planning and budgeting with Component PMUs and Provincial PMUs.

Supervise project progress, quality, and adherence to goals.

Prepare and submit consolidated annual reports.

Manage procurement, contracts, and financial activities for Component 3.

Monitor safeguard policies and project implementation.

**Staffing:** Includes a National Project Director, Deputy National Project Director, Project Coordinator, Chief Accountant, and various technical and administrative roles. Located in Hanoi, with costs shared between project resources and Government of Viet Nam.

#### **Component 1 Project Management Unit (PMU):**

**Establishment:** Created by MOC under Decision No. 251/QD-QLN (12 December 2017).

**Management:** Operated by the Department for Management of Housing and Real Estate (DMHRE).

#### **Responsibilities:**

Prepare and manage annual work plans and budgets.

Conduct procurement and bidding for Component 1 activities.

Monitor progress and financial management.

**Staffing:** Includes a Head, Deputy Head, Finance Manager, and various experts. Located within MOC.

#### **Component 2 Project Management Unit (PMU):**

**Establishment:** Formed by MARD under Decision No. 453/QD-TCLN-VP (19 December 2017).

**Management:** Overseen by VNFOREST.

#### **Responsibilities:**

Develop and manage work plans and budgets for Component 2.

Conduct procurement and oversee technical reviews.

Monitor progress and safeguard policy implementation.

**Staffing:** Includes a Head, Deputy Head, Chief Accountant, and various technical experts. Located in Hanoi.

**Provincial Project Management Units (PMUs):**

**Establishment:** Set up by each Provincial People's Committee (PPC).

**Responsibilities:**

Manage and coordinate project activities at the provincial level.

Costs are covered by provincial counterpart funding.

**Staffing:** Headed by leaders from the provincial Department of Agriculture and Rural Development (DARD) or other authorized personnel. Additional staff may be recruited as needed.

**Government Aid Coordinating Agencies (GACAs):**

**Role:** Assist with the management of Official Development Assistance (ODA).

**Members:** Include the Ministry of Planning and Investment (MPI), the Office of the Government (OOG), the Ministry of Finance (MOF), and the Ministry of Foreign Affairs (MOFA).

**Responsibilities:** Oversee ODA management, with MPI serving as the focal point. Representatives from MPI and MOF are part of the Project Steering Committee.

**Project Steering Committee (PSC):**

**Composition:** Includes high-level representatives from MARD, UNDP, VNDMA, and various provincial and departmental officials.

**Responsibilities:**

Propose and coordinate project strategies and solutions.

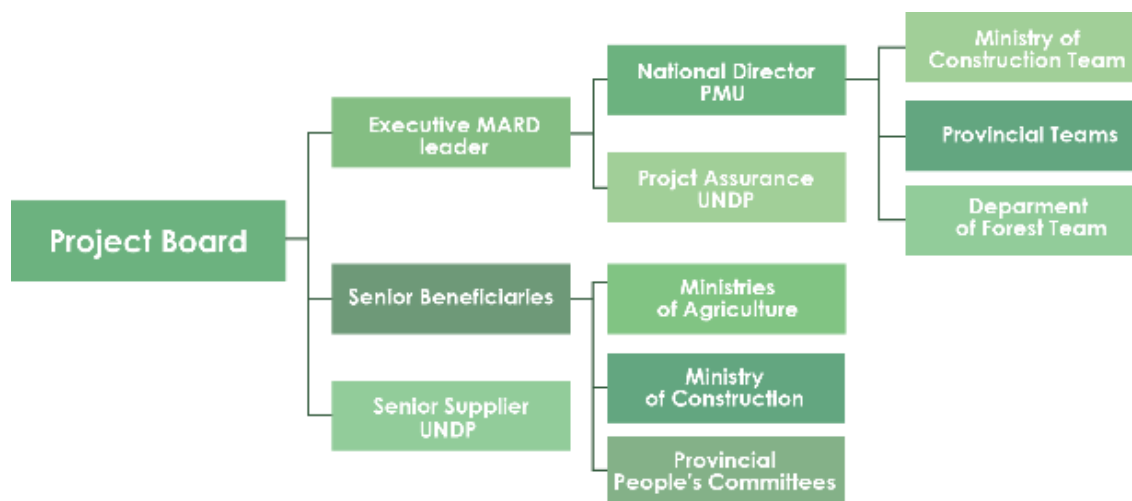
Provide direction and oversight to ensure project goals are met.

Operate on a part-time basis, with VNDMA supporting its functions.

**Meetings:** Held annually or as needed.

**Project Implementation Arrangements**

Figure 2. The project organization structure



**Project Board:** The Project Board (PB), also referred to as the Steering Committee in the Project Implementation Manual (PIM), is the principal body responsible for providing strategic direction and overseeing critical decision-making processes. Comprised of key stakeholders from the government, UNDP, and other relevant partners, the PB ensures the project remains aligned with its objectives and responds effectively to emerging challenges. The board's membership includes representatives from the Ministry of Agriculture and Rural Development (MARD), Ministry of Construction (MOC), Ministry of Finance (MoF), Ministry of Planning and Investment (MPI), Provincial People's Committee Chairs from the seven participating provinces, and UNDP. This diverse composition enables the PB to leverage a wide range of expertise and ensure coordinated, multi-level governance for the project's successful implementation.

The PB is chaired by a vice-minister of MARD, and its role is pivotal in ensuring that the project is on track.

The Executing Entity are responsible for developing Annual Work Plans (AWPs), which are submitted to the PB for review and approval. UNDP serves as the Senior Supplier, ensuring the provision of necessary resources and expertise, while other implementing partners are considered direct beneficiaries. Additionally, the VNDMA has appointed a National Project Director to facilitate coordination. The PB plays a key role in ensuring the quality of project processes and outcomes, ensures resource commitment, and is responsible for resolving internal conflicts or negotiating solutions to any external challenges. The board ensures that the project remains in line with national policies and objectives while achieving its climate resilience goals.

**Executing Entities:** The Ministry of Agriculture and Rural Development acts as the main executing entity, working in collaboration with other government ministries such as the Ministry of Construction and the Ministry of Planning and Investment. These entities are responsible for managing specific aspects of the project, such as coastal protection and mangrove regeneration.

**Central Project Management Unit (CPMU):** The Central Project Management Unit, located within MARD, coordinates project activities across all provinces. It ensures the proper implementation of activities and compliance with the project's results framework, and provides technical oversight for field activities and M&E.

**Component Project Management Units:** refers to teams responsible for overseeing particular project outputs or work streams, ensuring that specific tasks and objectives related to a project component (housing, mangrove restoration, or climate data management) are properly executed.

**Provincial Project Management Units (PPMUs):** In each of the seven project provinces (Nam Dinh, Thanh Hoa, Quang Binh, Thua Thien Hue, Quang Nam, Quang Ngai, and Ca Mau), the Provincial Project Management Units are responsible for implementing activities at the local level. These units work closely with local communities, ensuring that on-the-ground actions such as mangrove regeneration and climate-resilient housing construction are properly executed.

**UNDP Oversight:** UNDP provides technical and financial oversight, ensuring that project activities are in line with GCF guidelines and UNDP's operational standards. UNDP's role includes monitoring, evaluation, and reporting on project progress.

**Stakeholder Engagement:** The project promotes engagement with stakeholders at various levels. Local communities, including vulnerable groups, participate in training sessions, and local people organizations, such as the Fatherland Front and the Women's Union, support local implementation. This inclusive approach ensures that the project addresses local needs and promotes ownership of the outcomes.

**Monitoring and Evaluation (M&E):** A comprehensive M&E framework is established to allow for adaptive management. This framework includes the use of tools like the Kobo Toolbox for real-time monitoring and regular reporting, ensuring transparency and alignment with project goals.