FP170

Enhancing Climate Resilience in Thailand through Effective Water Management and Sustainable Agriculture

Thailand

October, 2025

Interim Evaluation Report

This report presents the Interim Evaluation of the Green Climate Fund (GCF)-funded project "Enhancing Climate Resilience in Thailand through Effective Water Management and Sustainable Agriculture". The evaluation was independently commissioned by the Accredited Entity (AE), UNDP, and submitted to GCF. GCF assumes no responsibility for the accuracy of the

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Enhancing Climate Resilience in Thailand through Effective Water Management and Sustainable Agriculture

Interim Evaluation of GCF FP170

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About the Evaluation Team

The evaluation was conducted by an independent team comprising Sara Trab Nielsen (Team Lead) and Suthep Janamporn (Senior Evaluator). Together, they brought extensive expertise in climate finance, adaptation, and Thai institutional contexts, ensuring, global knowledge of Green Climate Fund Principles, analytical depth and local relevance in the assessment.

Both consultants were directly contracted by the Accredited Entity (UNDP) in accordance with standard procurement procedures. To safeguard impartiality and independence, the evaluation team operated under a clear separation from project implementation teams, had no decision-making authority over project activities, and followed the UNEG Code of Conduct. During field visits and stakeholder engagements, the evaluators disclosed their independent evaluation role to ensure transparency.

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Acronyms

Acronym	Full Term
AE	Accredited Entity
APMF	Adaptation Performance Measurement Framework
APR	Annual Performance Report
APCC	Action Plan on Climate Change
AWD	Alternate Wetting and Drying
BAAC	Bank for Agriculture and Agricultural Cooperatives
BCG	Bio-Circular-Green Economy Model
CPD	Community Development Department
CRVA	Climate Risk Vulnerability Assessment
CTA	Chief Technical Advisor
DAE	Department of Agricultural Extension
DCCE	Department of Climate Change and Environment
DDPM	Department of Disaster Prevention and Mitigation
DOA	Department of Agriculture
DOAE	Department of Agricultural Extension
DOF	Department of Fisheries
ESIA	Environmental and Social Impact Assessment
ESMF	Environmental and Social Management Framework
ESMP	Environmental and Social Management Plan
EbA	Ecosystem-based Adaptation
FAA	Funded Activity Agreement
FAO	Food and Agriculture Organization
FFS	Farmer Field School
FP	Funding Proposal
GAP	Gender Action Plan
GCF	Green Climate Fund
GEF	Global Environment Facility
GESI	Gender Equality and Social Inclusion
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
GRM	Grievance Redress Mechanism
GmbH	Gesellschaft mit beschränkter Haftung (German company designation)
HAII	Hydro and Agro Informatics Institute
ICT	Information and Communications Technology
IE	Implementing Entity
IEO	Independent Evaluation Office
IOT	Internet of Things
IRBM	Integrated River Basin Management
IRDM	Integrated River Delta Management
IWRM	Integrated Water Resources Management
JICA	Japan International Cooperation Agency
KMUTNB	King Mongkut's University of Technology North Bangkok
LAOs	Local Administrative Organizations
LDD	Land Development Department
MOAC	Ministry of Agriculture and Cooperatives
NAP	National Adaptation Plan
NDA	National Designated Authority
NDC	National Determined Contribution

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Acronym	Full Term
NIM	National Implementing Modality
OAE	Office of Agricultural Economics
OECD-DAC	Organization for Economic Development and Cooperation - Development Assistance Committee
ONEP	Office of Natural Resources and Environmental Policy and Planning
ONWR	Office of National Water Resources
PMU	Project Management Unit
PNRE	Provincial Office of Natural Resources and Environment
RF	Results Framework
RID	Royal Irrigation Department
SDG	Sustainable Development Goal
SEP	Stakeholder Engagement Plan
SES	Social and Environmental Standards
SOP	Standard Operation Procedures
TAG	Technical Advisory Group
TEI	Thailand Environment Institute
TMD	Thai Meteorological Department
ToC	Theory of Change
ToR	Terms of Reference
UN	United Nations
UNDP	United Nations Development Programme
UNDRIP	United Nations Declaration on the Rights of Indigenous Peoples
UNEG	United Nations Evaluation Group
UNFCCC	United Nations Framework Convention on Climate Change
USD	United States Dollars
WUGs	Water User Groups

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Project Summary Table

<table>
<tr><td colspan="3">Project title: Enhancing Climate Resilience in Thailand through Effective Water Management and Sustainable Agriculture</td></tr>
<tr><td>Country(ies): Thailand</td><td>Implementing Partner (GCF Executing Entity): Royal Irrigation Department, under the Ministry of Agriculture and Cooperatives (MOAC)</td><td>Execution Modality: National Implementation (NIM)</td></tr>
<tr><td colspan="3">Contributing Outcome (UNDAF/CPD, RPD, GPD):

Given the effects of climate change and the impact on livelihoods of the ongoing depletion and mismanagement of natural resources, a climate-resilient, low-carbon and green-growth economy can significantly contribute to improving the lives of vulnerable and the poor. To promote sustainable use of natural resources and the livelihoods of affected populations, particularly women, UNDP will assist the Government through this project to upgrade critical water management infrastructures in the Yom and Nan River basins. This will in turn directly contribute to the 2022-2026 CPD Outcome 1: Thailand’s transformation into an inclusive economy based on green, resilient, low-carbon, sustainable development is accelerated.</td></tr>
<tr><td colspan="2">UNDP Social and Environmental Screening Category: Moderate</td><td>UNDP Gender Marker: 2</td></tr>
<tr><td colspan="2">Atlas Award ID: 00098359</td><td>Atlas Project/Output ID: 00101717</td></tr>
<tr><td colspan="2">UNDP- PIMS ID number: 5923</td><td>GCF Project ID number: FP170</td></tr>
<tr><td colspan="3">LPAC meeting date: 10 October 2022</td></tr>
<tr><td colspan="2">Start date (FAA Effective Date):
10 January 2022</td><td>Planned end date (Project Completion Date):
10 January 2027</td></tr>
<tr><td colspan="2">Expected date of posting of GCF Interim Evaluation Report to ERC:

10 October 2025</td><td>Expected date of posting t GCF Final Evaluation Report to ERC: 10 July 2027

Expected date of Project Completion Report to GCF:

10 April 2027 (within 3 months after Completion Date)</td></tr>
<tr><td colspan="3">Brief project description:

Thailand is one of the 16 countries identified globally as being in the ‘extreme risk’ category of those most vulnerable to future climate change impacts over the next 30 years. Severe drought and flood events are likely to be experienced increasingly in the near and longer-term future, as a result of the combined effects of a more vigorous hydrological cycle and enhanced surface drying. Thailand’s agricultural sector in particular will be impacted by changing precipitation patterns with increasingly common extreme rain events and floods, as well as more extensive drought periods, which particularly affect poor households. With climate extremes expected to increase, climate-informed water management and climate-resilient water infrastructure will be critical in order to prepare for and respond to floods and droughts, which are the key priorities in Thailand’s National Adaptation Plan 2018. Given the cost of upgrading existing water infrastructure across the country, the Royal Irrigation Department (RID) is seeking to complement its grey infrastructure with ecosystems-based adaptation measures (EbA), an integrated solution which brings together water management and agriculture.</td></tr>
</table>

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Specifically, the project seeks to a) support climate informed water management, planning and investment, and b) support vulnerable farmers in reducing volatility to changing climatic conditions, enhancing climate-informed and integrated planning as well as reduce disruption to smallholder farmers. The objective will be achieved through three complementary outputs: • Output 1: Enhance climate and risk informed planning in the water and agricultural sectors through improved climate information and cross sectoral coordination. • Output 2: Improve water management through strengthened infrastructure complemented by EbA measures, for greater resilience to climate change impacts. • Output 3: Reduce volatility of agriculture livelihoods in drought and flood prone areas through strengthened extension support and local planning, investment in on-farm adaptation measures and greater access to finance and markets.	
FINANCING PLAN	
GCF grant	USD 17,533,500
UNDP TRAC resources	N/A
Confirmed cash co-financing to be administered by UNDP	N/A
(1) Total Budget administered by UNDP	**USD 17,533,500**
CONFIRMED CO-FINANCING COMMITTED TO THE FUNDED ACTIVITY (AS DEFINED IN THE FAA)	
The Royal Thai Government through The Royal Irrigation Department (RID)	USD 16,263,940 (in-kind)
Krungsri Bank	USD 113,883 (in-kind)
(2) Total confirmed co-financing that is not cash co-financing administered by UNDP	**USD 16,377,823**
(3) Grand-Total Project Financing (1)+(2)	**USD 33,911,323**

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Executive Summary

1. The five-year project Enhancing Climate Resilience in Thailand, funded by the Green Climate Fund and run by the Royal Irrigation Department, began in January 2022. It focuses on Phitsanulok, Sukhothai, and Uttaradit in the Yom–Nan Basin—climate-vulnerable areas. The project tackles climate risks like floods, droughts, and unpredictable rainfall threatening food security and livelihoods. It combines infrastructure upgrades, ecosystem-based adaptation, and climate-smart farming. The total budget is USD 33.9 million, comprising a GCF grant of USD 17.53 million and co-financing of USD 16.38 million from RID and Krungsri Bank (in-kind). Its three outputs are:

    - Output 1 – Enhancing climate- and risk-informed planning through improved information and inter-agency coordination.
    - Output 2 – Improving water management infrastructure complemented by ecosystem-based adaptation measures.
    - Output 3 – Reducing volatility of agricultural livelihoods through extension support, on-farm adaptation, and access to finance and markets.

2. The mid-2025 interim evaluation of FP170 assessed project progress, relevance, effectiveness, efficiency, sustainability, gender and social inclusion, and alignment with Green Climate Fund criteria. It used mixed methods—desk review, interviews, focus groups, and field observations—triangulated across various stakeholders, with 107 participants (41% women). Data from ecosystem-based adaptation sites in Bueng Jon, Bueng Kluay, and Khlong Mem informed the findings, which were validated with key partners, ensuring accuracy and stakeholder buy-in.

3. The interim evaluation indicates that the project continues to demonstrate strong strategic relevance. It remains closely aligned with Thailand's National Adaptation Plan, the Climate Change Master Plan, and the 13th National Economic and Social Development Plan, as well as with the United Nations Development Programme's Strategic Plan, Climate Promise, and the United Nations Sustainable Development Cooperation Framework. Its contribution spans multiple Sustainable Development Goals, notably food security, water security, and climate action. Overall, the project's Theory of Change remains broadly appropriate and coherent, with intervention pathways that continue to reflect national priorities and a sound logic from outputs to intended outcomes.

4. The project also demonstrates continued alignment with the GCF's investment framework and strategic objectives across multiple criteria. Its impact potential lies in its integrated approach to increasing climate resilience for over 278,000 beneficiaries in one of Thailand's most vulnerable regions, combining hard infrastructure, nature-based solutions, and decision-support tools. It contributes to the GCF's paradigm shift criterion by pioneering integrated water management approaches within RID—bringing together grey, green, and digital systems for the first time—and piloting behavior change and climate-informed planning at the community level.

5. Progress has varied across outputs. Of the 12 indicators in the Results Framework, Two indicators are rated as "Satisfactory (S)," with one already achieved and the other experiencing minor delays yet remaining on track to meet its target. Six indicators are rated as "moderately satisfactory" (MS), meaning they are delayed but still expected to reach their targets. Three indicators are rated as "moderately unsatisfactory" (MU), with current progress unlikely to meet midterm milestones. One indicator is rated as "Unsatisfactory (U)" as current progress is not on track to meet the target.

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6. Progress across all three outputs shows early contribution to the project's goal of enhancing climate resilience in the Yom–Nan Basin, but uneven implementation progress and limited systemic uptake pose risks to long-term results. Under Output 1, key foundations for climate-informed planning have been established, including the IRDM decision-support tool and draft SOPs to promote inter-agency coordination. These directly contribute to improved risk-informed governance and lay the groundwork for reducing future climate-related losses (fund-level impact A1.1). However, finalization and adoption are still pending due to unresolved discussions on institutional roles and technical standards. Under Output 2, physical asset resilience (fund-level impact A3.1) is progressing well, with floodgate construction ahead of schedule after safeguards clearance. Work on ecosystem-based adaptation (EbA)—aimed at enhancing ecosystem protection and function (fund-level impact A4.1)—has moved more slowly at Bueng Jon, Bueng Kluay, and Khlong Mem due to procurement delays and technical design revisions. Under Output 3, the adoption of climate-resilient livelihoods (fund-level impact A1.2) remains limited: land constraints and differing farmer preferences have restricted the uptake of on-farm ponds, while connections to finance and markets are still underdeveloped. Farmer Field Schools and community nurseries have started but are not yet scaled. Across all outputs, stronger adaptive management, integration of infrastructure and livelihoods, and increased focus on behavioral and institutional change are needed to fully achieve results, including year-round water access despite climate shocks (fund-level impact A2.3), and to ensure impact verification.

7. As of June 2025, the project has spent USD 7.06 million, representing 40 percent of the total approved Green Climate Fund grant and 65 percent of the revised workplan budget for 2023–2025. While this reflects a slower financial trajectory than originally anticipated, annual budget execution has been strong since full implementation began, with 98 percent and 93 percent of allocated funds spent in 2023 and 2024, respectively. Financial reporting has been timely. However, operational challenges—especially related to procurement, sequencing of activities, and partner-level financial controls—have contributed to delayed disbursement and uneven execution across outputs. Despite these issues, the project has managed available resources with a relatively disciplined approach, adjusting work plans to align with budget availability and implementation capacity.

8. Several factors have limited implementation efficiency. Procurement and contracting processes have taken longer than expected, especially for infrastructure and ecosystem-based interventions, causing delays in delivery and disbursement. Some challenges also arise from the complexity of working with multiple partners who have different mandates, institutional procedures, and reporting requirements. In particular, implementation has been impacted by uncertainties around supervisory roles and communication channels, especially when implementing partners are contractually responsible to UNDP but work closely with RID on technical delivery. These structural issues have sometimes hindered coordination and decision-making.

9. Gender equality and social inclusion (GESI) have been integrated into project design and partially into implementation, aligning with UNDP's Gender Equality Strategy and human rights-based approach. The project has developed a Gender Action Plan, considers gender-disaggregated indicators in the results framework, and has taken steps to ensure women's participation in consultations, site selection, and training activities. However, inclusion efforts have focused primarily on women, with more limited outreach to other vulnerable groups and youth, and few mechanisms in place to track intersectional outcomes. It is notable, however, that women in the communities demonstrate a high level of interest and involvement, and have shown significant value and promise as agents of change in improved farming practices taught through the project.

10. Monitoring, evaluation, and safeguards have been implemented in accordance with the requirements of the United Nations Development Programme and the Green Climate Fund, though with significant limitations. Safeguard tools, including Environmental and Social Impact Assessments and Environmental and Social Management Plans, were prepared for all relevant infrastructure sites and approved before construction started. However, the process revealed a steep learning curve for national partners in

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applying safeguard systems under the United Nations Development Programme and Green Climate Fund frameworks, especially when these exceeded national standards. This caused delays in starting civil works and required capacity-building support from implementing partners. Regarding monitoring and evaluation, the project has provided regular reports and supported site-level tracking, but has faced challenges with sequencing, indicator accuracy, and measuring outcomes. Several indicators were hard to assess at midterm due to delayed activities, unclear baselines, or vague descriptions.

11. Sustainability and country ownership remain crucial for the project's long-term success. The Royal Irrigation Department has shown strong leadership and provided significant in-kind support, reflecting national commitment. The timing of domestic budget allocations for some components—shaped by Thailand's annual public budget cycle—underscores the importance of aligning sustainability and exit planning with national financial schedules, as delays in funding could impact implementation and support continuity after the project ends. Additionally, while EbA is gaining traction, it is not yet fully integrated into institutional mandates, and broader involvement from other ministries will be necessary to ensure cross-sectoral ownership beyond the project's duration. Promising efforts for replication and sustainability are emerging. However, these initiatives need further consolidation and resources. Closer collaboration with the National Designated Authority and other relevant institutions would help embed these lessons into Thailand's broader climate finance strategy and facilitate scaling successful approaches.

12. The evaluation ratings below reflect a mixed performance picture, with several dimensions assessed as "moderately satisfactory," highlighting the need for targeted improvements rather than fundamental redesign

Criterion	Rating
Project strategy	N/A
Progress Towards Results (Overall)	Moderately Satisfactory (MS)
Output 1: Sub-basin Planning and Forecasting	Moderately Satisfactory (MS)
Output 2: Infrastructure and EbA	Satisfactory (S)
Output 3: Livelihoods and Climate-Resilient Agriculture	Moderately Unsatisfactory (MU)
Project Implementation and Adaptive Management	Moderately Satisfactory (MS)
Sustainability	Moderately Likely (ML)

13. The evaluation puts forward eight strategic recommendations to support effective delivery during the remainder of the project and enhance the sustainability, inclusiveness, and institutional relevance of its outcomes. These are grouped across five thematic areas and prioritized based on urgency and importance: adaptive management, governance and coordination, monitoring and transparency, operational efficiency (including gender), and sustainability.

14. High-priority actions include realigning livelihood interventions under Output 3 with farmer needs and field conditions, and formally requesting a 12-month no-cost extension to December 2027. These steps are critical to address implementation delays, improve uptake of climate adaptation measures, and ensure sufficient time for consolidating results and sustainability planning. For Output 1, completing and institutionalizing planning tools—especially the IRDM model and Standard Operating Procedures—and strengthening RID's role in climate-informed governance will be essential. Inclusion and equity should be enhanced by embedding gender and social inclusion expertise within the PMU and ensuring more consistent tracking of GESI outcomes (high priority). Medium-priority recommendations aim to improve governance arrangements and accelerate delivery through streamlined procurement and coordination. Strengthening financial tracking of co-financing contributions and improving the use of M&E data for adaptive management are also key to improving accountability and learning. To ensure sustainability, the

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project should initiate a cross-agency handover and transition planning process—clearly mapping institutional roles, securing public financing for operations and maintenance, and embedding project gains into national systems.

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1. Project Overview

1.1 Context

1. Thailand is one of the 16 countries globally identified as being at "extreme risk" due to climate change over the next 30 years. The country faces increasingly frequent and intense droughts and floods driven by shifting precipitation patterns and rising temperatures. These climate extremes threaten the country's agricultural productivity and water management infrastructure, particularly in the Yom and Nan River Basins, which are vital to the Chao Phraya River system and national food security.

2. The project titled "Enhancing Climate Resilience in Thailand through Effective Water Management and Sustainable Agriculture" (GCF ID: FP170) is a five-year initiative funded by the Green Climate Fund (GCF) and implemented by UNDP in partnership with the Royal Irrigation Department (RID). It officially commenced in January 2022 and targets three provinces in the North – Phitsanulok, Sukhothai, and Uttaradit – all, which are deemed highly vulnerable to climate-related hydrological shocks. These provinces serve as critical upstream regions for the Chao Phraya Basin. They are prioritized in Thailand's National Adaptation Plan (NAP).

Figure 1. Map of project location



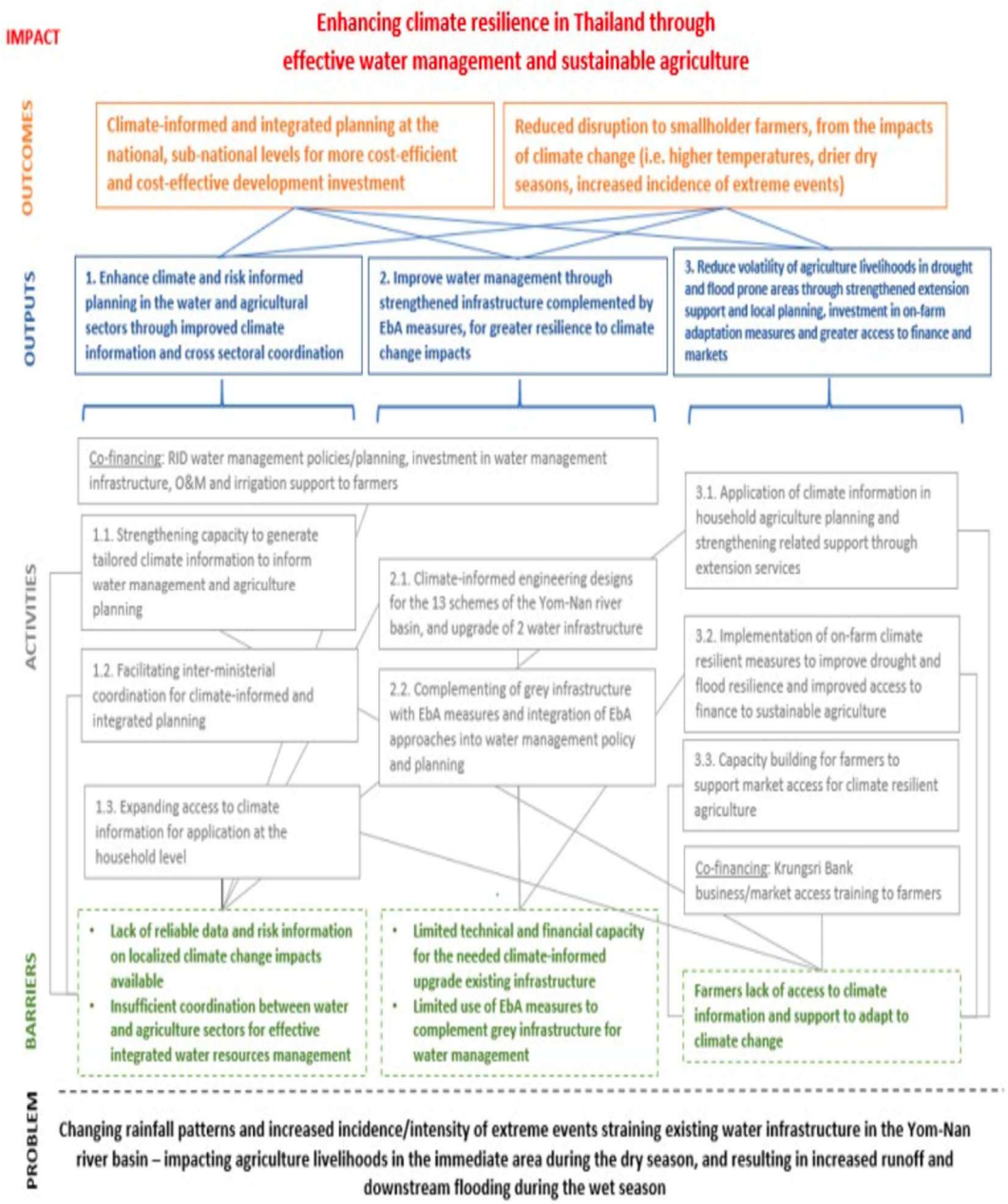
1.2 Theory of Change

3. The project's Theory of Change (ToC) links Thailand's increasing flood- and drought-related losses to four underlying barriers: (1) limited localized climate information and data use; (2) weak coordination between water and agriculture sectors; (3) low adoption of ecosystem-based adaptation (EbA); and (4) limited capacity and finance for climate-resilient farming. By addressing these barriers through three complementary outputs—improved climate information (Output 1), strengthened grey-green infrastructure (Output 2), and more resilient agricultural livelihoods (Output 3)—the project seeks to enhance adaptive capacity and reduce climate risk in the Yom-Nan Basin.

4. The ToC supports GCF investment criteria by pursuing a paradigm shift from reactive to risk-informed water management that integrates climate data and EbA solutions. It fosters sustainable development through co-benefits such as food and water security, ecosystem services, and livelihood resilience, while demonstrating country ownership through alignment with national strategies (e.g., Thailand 4.0, NDCs, and the 20-Year Agricultural Development Plan) and domestic co-financing from RID and private partners. Full details of outputs, outcomes, and indicators are provided in Annex B (Results Framework).

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Figure 2. FP170 project's theory of change (source: Funding Proposal)



1.3 Project Objective

5. The project aims to strengthen Thailand's resilience to climate-induced floods and droughts by integrating climate-informed planning, modernized infrastructure, and sustainable agriculture.

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Specifically, it seeks to (a) improve climate- and risk-informed planning in the water and agriculture sectors; (b) enhance water management through grey and EbA measures; and (c) reduce livelihood vulnerability by supporting farm-level adaptation and market access. Full details of outputs, outcomes, and indicators are provided in Annex B (Results Framework).

1.4 Institutional Context

6. The project is implemented under the **National Implementation Modality (NIM)**, with the **United Nations Development Programme (UNDP)** as **Accredited Entity (AE)**. UNDP provides oversight, fiduciary assurance, and quality control, ensuring compliance with GCF and UNDP standards on risk management, safeguards, and financial accountability. It also performs the Project Assurance role, independently reviewing progress, risks, and quality of delivery.

7. The **Royal Irrigation Department (RID)** under the **Ministry of Agriculture and Cooperatives (MOAC)** serves as **Executing Entity (EE)**. As Thailand's lead agency for irrigation and water management, RID oversees daily project operations—including planning, procurement, coordination, and reporting—and contributes over USD 16 million in in-kind co-financing.

8. The RID works in partnership with two Responsible Parties (RPs):

- **King Mongkut's University of Technology North Bangkok (KMUTNB)** – leads Output 1, developing climate information systems and planning tools, drawing on its expertise in hydrological modelling, early warning systems, and digital water management.

- **Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)** – co-leads Output 2, focusing on design and integration of Ecosystem-based Adaptation (EbA) measures combined with grey infrastructure, building on its global and national experience in EbA and adaptation planning.

9. The project management is supported by a Project Management Unit (PMU), embedded within RID, comprising a Project Manager, Coordinator, Admin and Finance Officers, among others. This unit handles execution logistics and coordination across partners and provinces.

10. A multi-stakeholder **Project Board (Steering Committee)** provides strategic direction and oversight. Chaired by the Permanent Secretary of MOAC and co-chaired by the Director-General of RID, it includes representatives from ONEP, ONWR, DOAE, DOA, CPD, OAE, LDD, DDPM, TMD, and provincial authorities, with the UNDP Resident Representative as a non-voting member.

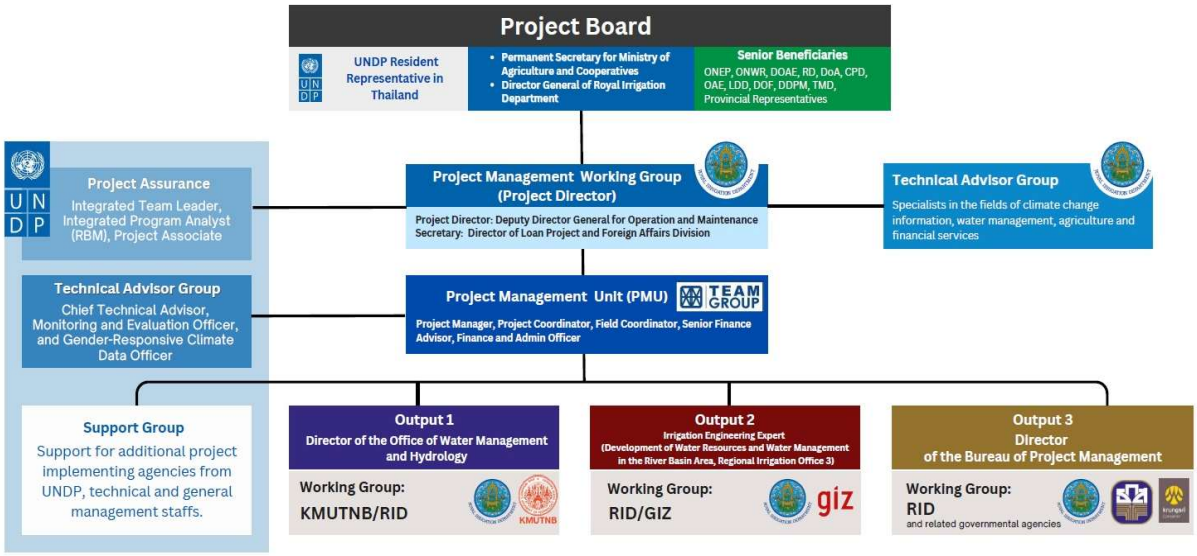
11. In addition, Working Groups were established at the output level to coordinate the activities of the various Responsible Parties and government agencies:

- Output 1: KMUTNB and RID
- Output 2: RID and GIZ
- Output 3: RID in coordination with DOA, CPD, DOAE, DOF, LDD, and Local Administrative Organizations (LAOs)

12. A Technical Advisory Group (TAG) comprising subject matter experts from government, finance, academia, and civil society has also been established. This TAG is a non-governance advisory mechanism formed to strengthen the project's technical quality and contextual relevance. It provides specialized advice in areas critical to project success, such as climate science, water management, and agriculture.

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Figure 3. Institutional Schematic of the Project Implementation



Source: Received from UNDP Project Team, June 2025

1.5 Project Financing

13. The project is financed by a USD 17.53 million GCF grant, complemented by USD 16.26 million in in-kind contributions from the Royal Thai Government (RID) and USD 113,883 from Krungsri Bank. By Q1 2025, about 66% of the GCF grant had been disbursed and 57% spent, reflecting delays between disbursement and expenditure—mainly under Output 3, due to procurement and coordination issues. While spending under Output 1 (capacity building and policy) and Activity 2.1 (infrastructure) is near target, Output 3 activities on farm-level adaptation and private sector engagement remain behind schedule. These trends were considered in assessing project efficiency, progress, and completion prospects. (see 3.3.1 Financial management).

2. Evaluation Purpose, Methods, and Limitations

2.1 Evaluation Design and Analytical Framework

14. The purpose of the interim evaluation (IE) was to assess progress toward achieving the project's intended outputs and outcomes, identify implementation bottlenecks, and provide forward-looking recommendations to improve project performance and sustainability during the remaining implementation period. The evaluation covered all activities implemented from FAA effectiveness date (January 2022) through June 2025; though implementation did not commence until 2023. In line with GCF and UNDP evaluation guidelines, the scope included assessment of all three outputs across national, provincial, and community levels. The evaluation also examined institutional coordination, monitoring

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systems, and gender mainstreaming approaches, while excluding broader assessments of climate policy frameworks or water infrastructure outside the project's direct purview.

15. The evaluation applied a qualitative methods design that integrated both quantitative and qualitative evidence to address each evaluation question in the Evaluation Matrix (Annex C). The analytical framework, developed during the inception phase, was structured around a matrix aligning OECD-DAC criteria with the GCF investment framework, ensuring coverage of core evaluation dimensions—relevance, coherence, effectiveness, efficiency, and sustainability—alongside GCF-specific priorities such as paradigm-shift potential, country ownership, gender responsiveness, and sustainable development potential.

16. **Evidence was drawn from an extensive desk review of the Funding Proposal, Project Document, Logical Framework, annual performance reports (APRs), technical and financial reports, training records, and Project Board minutes.** Quantitative analysis focused on data from the Royal Irrigation Department (RID) and partner quarterly reports, financial statements, and indicator tracking tables. Descriptive statistics and trend analysis were used to assess progress toward output and outcome targets, efficiency ratios, and expenditure patterns, with results cross-checked against baseline and mid-year data for consistency.

17. Qualitative analysis drew on over 80 semi-structured interviews and focus group discussions conducted with stakeholders at national, provincial, and community levels, supplemented by field observations and mission notes. Interview data were thematically coded according to evaluation criteria and grouped into analytical categories such as institutional effectiveness, adaptive management, and gender responsiveness. To enhance validity and inclusiveness, stakeholder-specific interview guides (Annex I) were applied for national agencies, subnational actors, community members, and implementing partners. The integration of document analysis, stakeholder consultation, and triangulation across data sources ensured that findings were credible, balanced, and reflective of diverse perspectives across implementation levels.

18. Potential biases in data collection included institutional bias from reliance on implementing agency reports, selection bias from over-representation of government and partner perspectives, and response bias where interviewees tended to provide optimistic views on progress. Gender and participation bias also emerged, as women's representation in consultations—particularly among water user groups—remained lower than men's. Temporal and recall bias affected some stakeholders who reflected on early implementation phases, while analytical bias risked uneven emphasis across outputs with varying data availability. These risks were mitigated through purposive and gender-balanced sampling, triangulation of interview, documentary, and quantitative evidence, validation of findings across stakeholder levels, and application of UNDP's evaluation quality assurance procedures to ensure credibility and analytical balance. All findings were validated through debriefings of findings with the PMU, UNDP team and technical partners, while maintaining evaluator independence from project management and implementation.

19. Quality assurance followed UNDP and GCF evaluation standards. Internal consistency and evidence trails were checked by the Lead Evaluator; methodological coherence was peer-reviewed within the evaluation team; and the draft report underwent UNDP's regional QA review. Factual verification with AE/EE and partners was completed prior to finalization. All supporting evidence, interview summaries, and analysis matrices are archived in the secure Evaluation Documentation Folder on OneDrive to ensure transparency and auditability.

20. Stakeholder selection for interviews, consultations, and field visits followed a purposive sampling approach targeting those directly involved in or affected by project implementation. The sample represented the full range of project actors across institutional levels, technical components, and geographic areas, including all executing and responsible partners (RID, UNDP, GIZ, KMUTNB), coordination and oversight bodies (ONWR, MoAC), and local stakeholders such as provincial authorities, agricultural extension officers, farmer and water user groups, and civil society representatives. Primary data collection took place from

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2–11 June 2025, during which the evaluation team conducted over 30 key informant interviews and group consultations with representatives from RID, UNDP, GIZ, KMUTNB, Naresuan University, TMD, HAII, ONWR, and MoAC, complemented by three field visits to EbA pilot sites in Bueng Jon, Bueng Kluay, and Khlong Mem, and follow-up consultations at Output 3 sites. In total, 117 informants participated (44 females and 73 males), ensuring balanced gender representation and diversity of perspectives. Although no statistical sampling was applied, the approach provided comprehensive coverage of key stakeholders and robust triangulation across institutional, technical, and community levels to assess progress, operational challenges, and the relevance of interventions (see Annex D: Final Mission Schedule). See List of key informants disaggregated by stakeholder and gender in table 1.

Table 1. List of key informants disaggregated by stakeholder and gender

Type of stakeholder	Number of key informants	Gender	
		Female	Male
Accredited Entity (AE) – UNDP Team	10	6	4
Executing Entity (EE) – RID Central and Regional Office	24	4	20
Responsible Parties – GIZ, KMUTNB, NU, IoT consultant team, and Krung Sri Bank	20	11	19
Water User Groups and Community members	44	17	27
Relevant government agencies – ONWR, DCCE,	3	1	2
Project Management Unit (PMU) Team	6	5	1
Total	**117**	**44**	**73**

21. Triangulation of evidence **was achieved by systematically cross-referencing findings from multiple data sources—document reviews, interviews, site observations, and technical data—against each evaluation question.** The team used the evaluation matrix to ensure that each question was addressed through at least two independent sources, while also identifying data gaps or inconsistencies. During synthesis, quantitative data from project reports (e.g., APR indicators, training records) were compared against qualitative insights from stakeholders, allowing the team to validate reported achievements and interrogate attribution, assumptions, and unintended effects. Discrepancies in accounts were further explored through follow-up interviews and cross-agency triangulation (e.g., comparing RID, UNDP, and beneficiary perspectives).

22. **In line with GCF and UNDP evaluation standards, the mid-term evaluation systematically integrated gender, women's empowerment, and social inclusion across its methodology.** Data collection tools—including interviews, focus group discussions, and stakeholder workshops—were designed to capture differentiated perspectives from women, men, and marginalized groups in farming communities, ensuring that barriers to participation and benefits were explicitly assessed. The evaluation also reviewed the application of UNDP's Gender Marker (rated 2 means "Gender equality is not the main objective of the expected output, but the output promotes gender equality in a significant and consistent way") and alignment with the Social and Environmental Screening Procedure, confirming that gender equality and social inclusion were embedded in both design and implementation.

23. Disability inclusion was considered in the evaluation design, including during the development of stakeholder consultation protocols and sampling strategy. However, no persons with disabilities were identified among the project's reported direct beneficiaries, nor were any disability-targeted activities or indicators included in the project design or monitoring framework. As the intervention focused primarily on institutional partners and general community-based farmer groups (not health or social service providers), there was no evidence that disability inclusion was a relevant implementation dimension. Nevertheless, the evaluation remained attentive to equity considerations and barriers to participation across all consulted groups.

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24. **The evaluation emphasized inclusive participation and stakeholder validation.** Particular effort was made to include women, youth, and water user representatives in village-level discussions. This included co-design of stakeholder interview protocols with UNDP and RID during inception, integration of stakeholder perspectives during fieldwork, and validation of emerging conclusions through structured debriefs with implementing partners. The participatory nature of consultations helped surface implementation bottlenecks not visible in formal reporting, and enhanced the credibility and utility of final recommendations. Village-level consultations were designed to include smallholder farmers, including women farmers, who validated proposed EbA sites and on-farm adaptation measures. These inclusive practices helped ensure that evaluation findings reflected diverse stakeholder experiences, particularly of groups most affected by climate risks. Field-level inquiries assessed how project outputs—such as IoT-enabled decision support and farm-level adaptation measures—enhanced access to resources and decision-making opportunities for women farmers and vulnerable households. This approach, consistent with UN human rights-based principles, strengthened the evaluation's ability to capture both intended and unintended impacts on gender equality and social inclusion.

25. **Ensuing the participatory approach, emerging findings were presented and validated in a concluding debrief with the PMU and key implementing partners to ensure accuracy, completeness, and alignment with stakeholder perspectives.** All conclusions were structured around an evaluation matrix that linked specific methods to each evaluation question, ensuring analytical rigor and transparency across the assessment.

2.2 Evaluation Limitations

26. **The evaluation faced several constraints that shaped the scope, sequencing, and depth of analysis**. First, the complexity of the project, spanning multiple outputs, implementation partners, governance levels, and thematic areas (infrastructure, EbA, digital tools, and livelihoods), presented challenges for comprehensive analysis within a compressed timeline. The project's multi-layered structure, combined with varied implementation progress across outputs, required the team to balance breadth and depth of inquiry during the data collection phase.

27. **To manage this complexity within time constraints, the evaluation adopted a phased delivery approach**. The evaluation was requested within a highly compressed timeline which required the team to stay structured, work efficiently, and be flexible in terms of submissions. A detailed presentation of preliminary findings was delivered shortly after the field mission to inform the Project Board and facilitate early learning. This was followed by the submission of a standalone recommendations note, which aimed to guide adaptive management without waiting for the full report. While this approach allowed the team to meet immediate decision-making needs, it also meant that findings and recommendations were developed in parallel with ongoing analysis and refinement of the full evidence base.

2.3 Evaluation Dissemination

28. **The IE report will be posted in the Evaluation Resource Centre and disseminated amongst key stakeholders.** The report will also be translated into Thai and shared among the project stakeholders (RID, KMUTNB, GIZ, PMU). The findings on issues and what needs to be improved for each output will be shared and consulted with the working groups of each output to mutually agree on how recommendations are addressed and followed up upon.

- **The IE report will be posted in the Evaluation Resource Centre and disseminated amongst key stakeholders.** The report will also be translated into Thai and shared among the project stakeholders (RID, KMUTNB, GIZ, PMU). The findings on issues and what needs to be improved for each output will be shared and consulted with the working groups of each output to mutually agree on how recommendations are addressed and followed up upon.

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- In addition to translating and disseminating the entire IE report, UNDP has developed and shared an evaluation brief and PPT (in English and Thai). The Thai PPT was presented and shared with the project team and the Project Board in November 2025. The evaluation brief will be shared in December 2025. Detailed actions to address the IE findings and recommendations have been discussed and will be continue to be reviewed and followed up in the monthly meetings. These dissemination approaches will enhance learning among the targeted audiences.

3 Evaluation Key Findings

3.1 Strategic Relevance

Key findings for Relevance

Finding SR1. The project remains well aligned with Thailand's national priorities, including the 13th National Economic and Social Development Plan, National Water Resources Master Plan, Climate Change Master plan, and NDC/NAP adaptation priorities – especially in water-agriculture nexus and ecosystem-based adaptation.

Finding SR2. The Theory of Change remains logically sound and aligned with current climate vulnerabilities and structural barriers (e.g., fragmented planning, low adaptive capacity), but its assumptions around farmer adoption and private sector engagement have proven overly optimistic (links to Recommendations 1 and 4).

Finding SR3. Despite contextual shifts since design (2015–2017), only minor adjustments were made during inception. While changes such as demographic updates, safeguards, and site expansion were approved, more fundamental revisions to targets or delivery approaches were not pursued—due in part to procedural constraints and risk aversion (links to Recommendations 1, 2, and 4).

Finding SR4. The project's alignment with GCF's Updated Strategic Plan 2024–2027 remains strong in theory, particularly in terms of supporting adaptation impact, innovation, and public co-financing. However, shortfalls in private sector engagement and inter-ministerial ownership limit its full contribution to paradigm shift and country ownership (links to Recommendations 1, 3, and 8).

Finding SR5. The project aligns closely with UNDP's Strategic Plan, Climate Promise, and Adaptation Policy Framework by promoting integrated climate adaptation, ecosystem-based solutions, and institutional capacity strengthening. Its contribution to Outcome 1.2 (resilience integration), 4.1 (ecosystem-based management), and 5.1 (institutional climate risk management) is well documented, but stronger PMU-GESI expertise is needed to support Outcome 5.1 more fully (links to Recommendation 6).

3.1.1 Alignment to the country priorities and Local Needs

Questions from Evaluation Matrix

- To what extent is the project responding to the national priorities?
- To what extent has institutional capacity (e.g., RID, ONWR, TMD) improved to support climate-informed water and agriculture planning, and how does this align with national strategies such as the National Water Resource Master Plan?
- How has national capacity for EbA evolved during implementation, and how does this support Thailand's adaptation objectives? (Advancing EbA Capacity and Relevance to National Objectives)
- To what extent is the project responding to local needs?

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The project is well aligned with Thailand's long-term development and sectoral strategies. Under the 13th National Economic and Social Development Plan (2023–2027), it contributes directly to Strategy 4 on enhancing environmental resilience—particularly Actions 4.1 on adaptive water management and 4.3 on climate-adaptive agriculture using innovation. It also supports Strategy 2, Action 2.4, by promoting bio-circular-green (BCG) agriculture through digital tools. Within the water sector, the project aligns closely with the National Water Resource Master Plan, contributing to Work Plans 3.4.2 (reservoir and water management) and 3.4.4 (forecasting and disaster warnings). It operationalizes basin-level planning through digital budgeting tools and climate-informed irrigation. Further alignment is seen with RID's institutional roadmap, "Intelligent Irrigation 2036," and the 20-Year Water Management Master Plan (2018–2037), particularly in the Yom-Nan Basin, where RID has prioritized infrastructure development. These strategies are complemented by the Climate Change Master Plan (2015–2050), to which the project contributes by integrating climate data, building local capacity, and promoting ecosystem resilience across the water-agriculture interface. It also supports the Environmental Quality Management Plan (2023–2027), especially its emphasis on ecosystem-based and technology-enabled approaches to environmental risk management.

29. T**he project also supports Thailand's climate commitments by addressing key sectors outlined in the NAP and NDC, focusing on water resources and agriculture.** It incorporates climate risk data into irrigation and farming, enhances seasonal forecasting and early warnings, and pilots tools aligned with the National Framework for Climate Services. The regional focus on Phitsanulok and Nan areas, prone to flooding, aligns with NAP priorities, while community engagement and knowledge sharing advance NAP's participatory approach. Additionally, it supports water and agriculture sectors through digital platforms and irrigation improvements, aligned with Thailand's NDC 2.0.

30. **In particular, the project contributes to Thailand's emerging focus on ecosystem-based adaptation (EbA), which is expected to feature more prominently in the NDC 3.0.** It demonstrates early application of EbA principles—such as soil conservation and watershed restoration—through pilot site implementation and training activities. While these efforts have introduced RID personnel to core EbA concepts, institutional uptake remains limited. Many regional RID staff continue to view EbA as a form of conventional retention infrastructure, indicating the need for continued clarification of its ecological functions and co-benefits. As part of GIZ's work package, a national policy dialogue is planned to support broader institutional uptake. For this to be effective, it will be important to apply a structured M&E framework to capture and communicate lessons from pilot sites. Advancing EbA beyond RID will also require targeted engagement of other relevant agencies involved in natural resource management and adaptation. A more in-depth stakeholder analysis, conducted with RID, could help identify and mobilize these actors more strategically.

31. **The project is generally well aligned with the climate risks and livelihood challenges faced by local communities in the Yom–Nan Basin, particularly smallholder farmers who are vulnerable to drought, erratic rainfall, and soil degradation.** Consultations conducted during the field mission with water user groups and local officials emphasized three pressing concerns: (1) unreliable irrigation schedules, (2) declining soil productivity, and (3) flooding impacts from upstream water retention strategies. These concerns closely align with the project's stated objectives of improving water distribution, introducing climate-resilient agricultural practices, and integrating ecosystem-based solutions into flood and drought management. These challenges were also broadly identified during the project design process, which cites demand for integrated solutions that combine infrastructure upgrades with sustainable land management and participatory planning. As such, the overarching challenges of local communities that the project aims to mitigate remain relevant. That said, as earlier mentioned, evidence from the field suggests a partial mismatch between farmers' preferences and certain solutions offered by the project — most notably farm ponds. Other measures, such as trainings and technologies for climate-smart agricultural practices, have been well-received and remain relevant to farmers' needs.

32. **There is evidence that some project components are being taken up in ways that reflect local needs**. For example, farmers trained in soil improvement and water-saving techniques have reportedly begun experimenting with these modified planting techniques, resulting in reduced chemical use. In one case,

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women farmers in a flood-prone subdistrict were reported to have taken the lead in applying composting and mulching practices introduced through the training programme, and in sharing those practices with others in their networks.

33. **Meanwhile, the project's goal to expand access to credit and financial services remains important but may need adjustments to fit farmers' needs**. The original plan acknowledged that many farmers in the Yom–Nan Basin, especially smallholders, carry high levels of debt, which makes it difficult for them to invest in even simple adaptation technologies, such as solar pumps or water-saving gear, without outside help. During the mission, this problem was observed at multiple sites, where farmers expressed interest in individual irrigation solutions but identified financial barriers as a significant obstacle. Therefore, there is a need for financing. However, given the already high debt levels among many farmers, creating a financing approach that does not significantly increase their debt load is crucial. The project aims to address this through activities that promote climate-relevant credit schemes and strengthen farmers' capacity to access them, including through financial literacy training.

3.1.2 Alignment to UNDP's priorities

Question from the Evaluation Matrix

- To what extent is the project aligned to the UNDP's Strategic Plan, The UNDP Climate Promise, and the UNDP Climate Change Adaptation Framework?

34. **The project's objective, to enhance climate resilience in Thailand's water and agricultural sectors through IWRM and EbA, is well aligned with UNDP's Strategic Plan outcomes.**[1] Particularly Outcome 1.2 on integrating risk reduction and resilience into development planning and Outcome 4.1 on implementing integrated approaches to natural resource management and ecosystem-based adaptation. The project also contributes to Outcome 5.1 by strengthening institutional capacities within government systems to manage climate risks in inclusive and accountable ways. It supports the Strategic Plan's call to "scale integrated approaches to climate adaptation and sustainable management of natural resources, especially water," while promoting systems-level shifts toward climate-resilient planning at both national and sub-national levels. This alignment also supports the overarching six signature solutions, primarily resilience, environment, and governance, which guide UNDP's strategic thematic direction.

35. **The project further supports Thailand's UNDP Country Programme Document (CPD) 2022–2026,**[2] **notably Output 1, which aims to promote nature-based solutions for climate action and resilience, as well as inclusive water and natural resource governance.** It also aligns with the UN Sustainable Development Cooperation Framework (UNSDCF) 2022–2026, especially Outcome 3.2, which focuses on improved resilience of ecosystems and vulnerable populations through sustainable natural resource management, and Outcome 1.2 on strengthening institutions and promoting inclusive development. By integrating climate adaptation into subnational water governance and planning systems, the project supports UNDP and UN Thailand's commitments under both frameworks.

36. **The project also aligns with UNDP's Climate Promise and Adaptation Policy Framework**[3] **by advancing institutional change, ecosystem-based adaptation, and improved use of climate information.** It reflects the Climate Promise's goals by supporting whole-of-government approaches to NDC implementation, integrating climate risk into sectoral planning, and mobilizing adaptation finance through the GCF. Although designed before the launch of Climate Promise 2.0, the project contributes directly to its

[1] UNDP 2022. Integrated Results and Resources Framework: Stretgic Plan 2022 – 2025. https://www.undp.org/sites/g/files/zskgke326/files/2025-04/annex1_irrf_2024_draft_cleaned_2025-04-04-1.pdf

[2] UNDP 2022. Country Programme Document 2022 – 2026. https://www.undp.org/thailand/publications/country-programme-document-2022-2026

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implementation in Thailand, particularly in the agriculture–water nexus. It also supports three of the four strategic pathways outlined in UNDP's Adaptation Policy Framework—namely, institutional strengthening (via RID and sub-basin planning), nature-based solutions (through EbA pilots), and climate information systems (through KMUTNB-led modeling and assessments). While not explicitly designed around locally led adaptation, the project's community-based training and piloting efforts partially support this fourth pathway.

3.1.3 Alignment to GCF's priorities

Question from the Evaluation Matrix:

- To what extent is the project aligned to the GCF Strategic Plan (2020–2023, and 2024–2027)? To what extent is the project aligned with the GCF's investment framework criteria: Paradigm shift, country ownership, need of the client, sustainable development potential and impact potential?

37. **The Thailand GCF Water Project remains strongly aligned with the GCF's investment criteria, particularly in terms of addressing urgent adaptation needs, supporting national ownership, and promoting climate-resilient development in a highly vulnerable region.** The project combines infrastructure, ecosystem-based adaptation, and digital tools to enhance resilience in drought- and flood-prone farming communities. It demonstrates credible impact potential and clear alignment with GCF strategic priorities, though some assumptions around cross-sector coordination and long-term institutional uptake have proven optimistic. While signs of paradigm shift are emerging at the community level, their consolidation will depend on stronger multi-sector engagement and sustained budgetary support. Despite delays and some shortfalls in co-financing, the project's relevance, adaptation logic, and alignment with GCF objectives remain intact at midterm.

Table 2. Alignment with GCF Investment Criteria

Criterion	Assessment
Impact Potential	Strong potential for adaptation impact in a highly climate-vulnerable region. Targets 62,000 direct and 471,561 indirect beneficiaries. Verification is constrained by M&E limitations and infrastructure delays.
Paradigm Shift potential	Integrated, climate-informed planning and early behavioral change observed. Enabling conditions in place, but limited cross-sector coordination constrains broader transformational impact.
Sustainable Development Potential	Strong co-benefits for SDGs 2, 5, 6, and 13. High inclusion of women and vulnerable groups in training and local adaptation actions. Equity outcomes are strong, though not framed as transformational.
Needs of the Recipient	Well aligned with the adaptation needs of water-scarce, agriculture-dependent communities in northeast Thailand. Local vulnerabilities have remained constant since project design.
Country ownership	Strong leadership from RID and policy alignment. However, missed co-financing milestones and limited engagement from non-water ministries raise concerns about long-term institutional uptake.

38. **The project is also well aligned with the strategic objectives set out in GCF's Updated Strategic Plan 2024–2027 (USP-2).** It supports ambitious climate action (Objective 1) by integrating climate risk data and ecosystem-based adaptation into water and agricultural planning at scale. Through piloting digital forecasting platforms and linking EbA with national planning systems, the project contributes to climate innovation (Objective 2). While the project does not mobilize private finance at scale, it does leverage significant public co-financing (Objective 3), with contributions from the Royal Irrigation Department and national budget allocations for infrastructure. Lastly, the project's cross-sectoral approach to water,

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agriculture, and ecosystems contributes to mainstreaming resilience across rural development systems (Objective 4), particularly in flood- and drought-prone areas. At the time of the interim evaluation, these alignments remain intact, though further improvements in private sector engagement and institutional uptake will be critical to sustaining these contributions.

3.1.4 Quality of Project Design and Appropriateness of the Theory of Change

Questions from Evaluation Matrix

- What are the main strengths and weaknesses of the project design?
- Did all the assumptions made at project design hold true?
- Did the project design integrate lessons from previous projects?
- Was stakeholder engagement with those most affected by the problem carried out during project design? Did the project include consideration for gender and social inclusion?
- Was the Theory of Change appropriate and relevant for the project context?
- Do assumptions hold true? Do inputs and activities lead to clear outcomes?
- Is the Project Theory of Change and intervention logic still appropriate, coherent, and realistic based on the achievement of outputs and outcomes?
- Are causal pathways effectively supported by a full set of contributing conditions?
- Is it reflecting UNDP's commitment to increasing equality in line with the UN's commitment to human rights?

39. **The project was designed between 2015 and 2017, but implementation did not begin until 2023 due to lengthy approval processes, including a 15-month delay caused by key ministries, such as the Ministry of Agriculture and Cooperatives and the Ministry of Foreign Affairs, followed by the Cabinet's approval process.** This six-year gap introduced significant contextual shifts, requiring the quality of the project's design to be assessed not only in terms of its original coherence but also in how well its underlying assumptions and intervention logic have held up over time.

40. **The project articulated and responded to the major climate risks in the Yom-Nan river basin—namely, increased flooding, drought, and volatility in smallholder agriculture.** The integrated approach across infrastructure, information systems, and livelihoods was appropriate and remains broadly relevant to current climate trends. This was reflected in a well-structured Theory of Change (ToC) articulated in the Funding Proposal, which presents a clear and coherent results logic rooted in a strong climate rationale. The ToC links climate risks to interrelated structural barriers—including limited localized climate data, weak institutional coordination, and underutilization of ecosystem-based adaptation—and sets out plausible pathways to address them.

41. **At the Interim Evaluation stage, despite the contextual changes, the logic behind the project's ToC remains strategically sound and relevant because it still reflects the problem context and the logic needed to address climate risks in the Yom-Nan basin.** While some operational assumptions embedded in specific activities have necessitated adjustment, the overarching structure, from barriers to impacts, continues to provide a valid framework for guiding the intervention. To maintain its utility, the ToC would benefit from more active use as a living document, with refinement of intermediate assumptions and feedback loops during implementation. The core structure and causal pathways of the ToC remain appropriate. Despite contextual shifts since the time of project design, the fundamental climate risks, farmer vulnerabilities, and systemic constraints (e.g., planning gaps, infrastructure limitations, access to finance and markets) remain largely unchanged.

42. Accurately reflects the barriers that remain present in the field (e.g., fragmented data, limited institutional coordination, weak EbA uptake, and lack of adaptive capacity among farmers).

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43. Maps logically from barriers to activities to outputs and outcomes, with clear thematic links across the planning, infrastructure, and livelihoods' pillars.

44. Remains relevant in terms of impact logic: improving planning and investments which reduce disruption to smallholders and strengthen climate resilience.

45. **The causal pathways articulated in the ToC are conceptually sound but are not yet fully supported by the full set of enabling conditions required for transformative change**. Institutional structures have been established to link RID, KMUTNB, UNDP, GIZ, and local academic partners, and cross-sector collaboration has contributed to knowledge exchange and technical innovation. However, several critical assumptions underlying the ToC, such as timely procurement, strong coordination, and institutional adoption of new practices, have not been consistently upheld in practice. In particular, the effectiveness of climate information tools depends on their integration into existing extension systems and local planning mechanisms, which are currently underdeveloped. Similarly, the pathway from participatory planning to farm-level behavior change has been constrained by delays in investment and training delivery. While the foundational elements of the intervention logic remain valid, their operationalization has revealed gaps in sequencing, institutional readiness, and service delivery systems that need to be addressed to sustain progress toward achieving outcomes and impact.

46. **While several design assumptions remain valid, others have necessitated reconsideration during implementation:** The project's foundational logic—that integrated water infrastructure, climate-informed planning, and on-farm adaptation could reduce vulnerability in flood- and drought-prone areas—remains relevant. As such, several design features have held up well:

    - The emphasis on combining grey and green infrastructure (e.g., floodgates and EbA) remains highly appropriate.
    - The integration of IOT for smart water management, while ambitious, is increasingly aligned with Thailand's digital agriculture agenda, and is also well accepted by the local communities where it is being tested.
    - The project's phased structure allowed for adaptive management without requiring a complete redesign (see Section 3.3. Efficiency of Implementation).
    - The Theory of Change also aligns with GCF investment criteria by promoting a paradigm shift in water management, offering sustainable development co-benefits, and reinforcing country ownership alignment with national strategies (e.g. NDCs, Thailand 4.0, and RID's long-term plans).

47. **The assumption that farmers would adopt on-farm water pond infrastructure—which is also reflected in output 3.1 indicator—proved to be only partially accurate**. A needs assessment conducted during implementation revealed that many farmers were reluctant to relinquish land area for ponds, particularly in densely cultivated areas, due in part to land-use constraints—notably 80-90 percent of farmers lease their land under agreements that often prohibit land modification or reduction of cultivatable area. This suggests that local preferences and land-use constraints may not have been thoroughly assessed or integrated in the design phase, or that changes in farmers' needs and demands changed from design to implementation. Furthermore, one of the project's key design assumptions, that a significant number of private sector actors would engage in supporting climate-resilient agriculture, has proven unrealistic. The target of securing partnerships with 210 listed companies contributing to climate resilient agriculture through contracts to purchase sustainably produced products or investment to support climate resilient agriculture was not grounded in a deep market analysis; a later market landscape assessment revealed that only 82 such companies exist on the Thai stock exchange. This gap suggests that the assumptions underlying private sector engagement were not sufficiently evidence-based at the time of design.

48. **Gender equality and social inclusion (GESI) were well integrated at the design stage, reflecting UNDP's commitment to advancing equality and human rights.** The project included a Gender Action Plan from

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inception, gender-disaggregated indicators, and targeted support to smallholder farmers, poor households, and climate-sensitive communities. Participation processes engaged youth, water user associations, and local authorities to promote inclusive planning, and the design acknowledged the poverty–environment nexus by linking adaptation to sustainable livelihoods and financial access. While the design did not explicitly reference persons with disabilities or ethnic minorities, it adopted a rights-based approach consistent with UNDP and UN principles. The Theory of Change reinforces these commitments by embedding inclusive resilience, food security, and poverty reduction as core outcomes. It maps structural barriers—such as limited access to information, institutional gaps, and weak adaptive capacity—against interventions designed to benefit the most vulnerable. Although not framed in explicit human rights language, the ToC reflects the ambition to leave no one behind and expand equitable access to climate-resilient resources, decision-making, and institutional support. (see section 3.4 Integration of Gender Equality and Social Inclusion (GESI)).

49. **The project's institutional arrangements and country ownership were well-articulated at the design stage, with roles for RID, UNDP, KMUTNB, and GIZ defined in the ProDoc and Funding Proposal.** These were further formalized through Letters of Agreement (LoAs) and a Responsible Party Agreement, clarifying partner responsibilities and deliverables. However, the LoAs established direct contractual relationships with UNDP and did not fully reflect RID's intended coordination role, leading to initial misunderstandings regarding lines of supervision and accountability (see section 3.2.2 Progress towards Project Outputs). Government ownership was strong during project formulation, with RID designated as the national executing entity and providing substantial co-financing, particularly for infrastructure. This demonstrated alignment with national priorities and a high degree of commitment. Nonetheless, implementation has revealed some gaps in realizing the full co-financing commitments, raising questions about longer-term financial sustainability and the degree of cross-ministerial engagement (see section 3.3.1 Financial management).

50. **Lessons from similar or ongoing initiatives were not fully leveraged.** The project design reflects a strong effort to integrate technical lessons from established partners; however, overall lessons from previous irrigation, Adaptation, or EbA projects were not integrated. The project design draws on global best practices, particularly GIZ's EbA framework and the adaptation mainstreaming cycle, and references ongoing efforts to institutionalize EbA planning through ONWR and national guidelines. However, the design could have gone further in systematically examining lessons from Thailand's broader adaptation experiences, even where these focused on different ecosystems or intervention types. While ecosystem-based adaptation is inherently context-specific, transferable insights from prior projects — including those focused on stakeholder engagement, capacity development, or enabling policy environments — could have informed a more grounded and locally tailored design.

51. **The project includes a results framework that provides a basic structure for results-based management and reporting; however, with multiple features that complicate results monitoring**. The results framework outlines outputs and indicators aligned with GCF's core adaptation metrics and includes gender-disaggregated targets. However, implementation has revealed that several indicators were designed with overly ambitious or insufficiently grounded targets, and others rely on qualitative scales lacking clear measurement criteria (see section 3.5.4 Monitoring & Reporting). Although a baseline assessment was conducted in 2023, no corresponding adjustments were made to the results framework.

3.1.5 Adaptiveness at Inception and changes since Project Design

Question from Evaluation Matrix

- Did the project appropriately address any weaknesses in project design, fill information gaps or consider any changes in the context or needs identified during the inception/ mobilization stage of the project?
- Are all the elements planned at project design initiated or still planned to be initiated? What if any amendments have been conducted so far?

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- Did the revision process follow UNDP/GCF policies for revisions?

52. **The project showed moderate adaptiveness at the inception stage, taking some steps to respond to emerging information, but ultimately maintaining the original design, despite contextual shifts and feasibility concerns.** Both the baseline assessment and inception consultations surfaced key changes that could have warranted design revisions. These included demographic and targeting updates that made the original target of 62,000 direct beneficiaries unrealistic due to demographic changes and updated population data (Outcome indicator A 1.2). Furthermore, at inception, farmers already showed reluctance toward on-farm ponds due land constraints and changing farmer preferences (Output indicator A 3.1), and a need for more precise data collection tools for Output 3 indicators emerged, such as gender-disaggregated household surveys and clearer sampling methods.

53. **Stakeholders at the inception workshop affirmed the overall relevance of the project but flagged several design issues—including technical ambiguity in Output 1 and overly ambitious targets under Output 3.** While the inception report suggested improvements to farm support models, training content, and planning detail, these were treated as implementation guidance rather than triggers for formal design revision. RID and the project team were motivated to deliver on original commitments and reportedly hesitant to adjust targets before activities had begun. These issues were also acknowledged during the first Project Board meeting in 2023, where partners recognized delays and bottlenecks in implementation**.** Still, despite having actionable evidence, the project design and implementation approach were not adjusted accordingly, reportedly due to procedural constraints and the complexity of triggering GCF-related changes.

54. **Since inception, the project has introduced a limited number of operational adjustments, all of which followed UNDP and GCF procedures and were approved by the Project Board.** These included: (i) revising floodgate construction sites and conducting new site-specific ESIAs and ESMPs, with GCF approval in 2022 and final safeguard clearance in 2025; (ii) adjusting the implementation timeline from 2022–2026 to 2023–2026, endorsed in October 2023 and reported in the 2024 APR; and (iii) expanding from 22 to 24 sub-districts to align with updated data, approved in December 2024. These changes were communicated through official channels but did not trigger a formal project amendment.

3.1.6 Complementarity/Coherence in climate finance delivery

Key findings for Complementarity/Coherence

Finding C1. The project lacks structured coordination with other adaptation projects in Thailand, including GCF Readiness and GEF initiatives. Engagement with the NDA (DCCE) has been limited since approval, weakening alignment with national climate finance planning (links to Recommendation 8).

Finding C2. While the project aligns conceptually with the NAP and SDG/NDC frameworks, it does not systematically coordinate with other externally supported initiatives or track overlapping efforts, reducing complementarity and opportunities for scale-up (links to Recommendations 3 and 8).

Finding C3. SOPs and planning tools for inter-agency coordination were envisioned at design, but remain in draft form and are not yet institutionalized. Their delayed finalization limits the project's contribution to systemic climate planning (links to Recommendations 3 and 7).

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Finding C4. No mapping or coordination mechanism exists at the subnational level to align project delivery with other local programs. This weakens operational coherence and risks duplicating or misaligning interventions, especially under Outputs 2 and 3 (links to Recommendation 7).

Questions from Evaluation Matrix:

- To what extent the project is taking account of ongoing and planned initiatives that address similar needs of the same target groups?
- To what extent the project is fulfilling its commitments made at project design to collaborate and ensure its complementariness with other initiatives?
- To what extent is this GCF-project coherent with other multilateral entities in terms of climate finance delivery?

55. **The project has partially taken account of ongoing and planned initiatives that address similar needs among smallholder farmers, water managers, and subnational institutions**. While the Project Board provides a central oversight mechanism, no structured process has been established to identify or coordinate with other relevant programs operating in the same thematic or geographic areas. Consultations indicate that while initial coordination mechanisms such as Standard Operating Procedures (SOPs) have been developed among core agencies, there remains scope to strengthen systematic collaboration with other local agencies and departments. In particular, the absence of a consolidated mapping of complementary efforts at the sub-basin or provincial level highlights the need for more structured coordination moving forward. A review of RID progress reports further confirms this: while there are occasional mentions of cooperation with agencies such as ONWR, PNRE, and BAAC, these relate to internal coordination within the GCF project itself, rather than engagement with the broader landscape of climate, agriculture, or water-sector programming.

56. **One of the project's notable contributions to improving coordination and coherence is the development and institutionalization of Standard Operating Procedures (SOPs) and the creation of shared decision-support tools for climate-informed water and agricultural planning.** These activities were explicitly foreseen at project design as mechanisms to foster inter-ministerial collaboration and have been largely delivered as intended. According to the 2024 APR, the SOPs remain in draft form and are still undergoing refinement, with finalization expected in 2025. While the technical tools they are meant to accompany, such as KMUTNB's IRDM model, have been developed and partially deployed, the absence of finalized SOPs has delayed the institutionalization of routine inter-agency coordination processes. Their successful completion and uptake will be a key factor in determining the project's longer-term contribution to systemic climate resilience planning.

57. **In terms of coherence with broader multilateral and bilateral climate finance efforts, the project operates largely in parallel to other externally supported adaptation and resilience initiatives, with limited formal coordination.** According to the baseline report and RID progress documentation, there is no evidence that the project has actively engaged with or established structured linkages to complementary initiatives funded by other multilateral entities, such as the Adaptation Fund, JICA, the World Bank, or FAO, at the project level. While several of these actors have supported related programming in water resource management, climate modeling, or farmer resilience in recent years, their relevance to the current implementation context has not been systematically assessed or monitored within the project itself. However, DCCE has recently begun efforts to map and coordinate climate-related initiatives at the national level, with support from the UN system.

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58. **That said, the project is substantively coherent with multilateral adaptation efforts at the national planning level.** It complements FAO and UNDP-supported national adaptation planning, particularly within the agriculture and water sectors, and aligns closely with Thailand's National Adaptation Plan (NAP) and the Agricultural Strategic Plan on Climate Change (ASPCC). Key components such as climate risk assessments, integrated planning processes, and agro-climatic forecasting tools contribute directly to these strategies. Furthermore, the project is well-integrated with Thailand's SDG and NDC reporting mechanisms, reinforcing its alignment with nationally determined priorities under multilateral frameworks.

59. **Within Thailand's broader climate finance landscape, the project is missing operational coherence with other GCF- and GEF-funded initiatives**. According to interviews with Government, including the NDA, the project aligns conceptually with the NAP. However, integration with the finalized NAP has been limited, as some project components were designed prior to the NAP's finalization. With that said, since the project remains relevant with the NAP as stated earlier, there may be scope for using the NAP to ensure scaling. Coordination with the NDA during implementation, however, has been minimal, with DCCE reporting limited involvement in project oversight beyond the initial approval phase. There is no systematic mechanism in place for project data, lessons, or progress reports to be shared with the NDA in a way that supports real-time alignment or informs broader national climate finance planning. This limits the NDA's ability to utilize project insights to inform Thailand's climate finance strategy or to guide incoming proposals that build on FP170 investments in support of the NAP. Notably, this could also be connected to the fact that Thailand may not have an overall M&E framework to monitor climate initiatives.

60. **DCCE views the project as a strong foundational effort that could inform future proposals under the GCF Readiness programme, Adaptation Fund, or GEF.** This would require more structured reporting systems and a clearer delineation of the NDA's role in implementation oversight. Without such mechanisms, there is a risk that Thailand's expanding climate finance portfolio remains fragmented, reducing opportunities for scale-up or policy integration. Ensuring that FP170 results are consistently communicated and synthesized at the national level—especially as the NAP Action Plan is finalized—will be essential to positioning the project as a building block within a more coherent and strategic national adaptation finance ecosystem.

3.2 Effectiveness

Key findings for Effectiveness

Finding E1. Progress toward project outputs is uneven across the three components. Output 2 (infrastructure) has achieved substantial delivery—particularly floodgate construction—following safeguard clearance, demonstrating strong contribution potential to flood-risk reduction. However, Output 3 (livelihoods and climate-resilient agriculture) has experienced significant delays due to procurement processes, design misalignment, and limited farmer uptake, constraining progress toward farm-level resilience outcomes (links to Recommendations 1 and 2).

Finding E2. Foundational elements for climate- and risk-informed planning under Output 1 have been technically completed—including sub-basin modelling and decision-support tools—yet institutional integration remains pending. Formal approval processes, SOP finalization, and limited local-level uptake are slowing outcome materialization. Without stronger ownership from relevant line agencies, these tools risk underutilization (links to Recommendations 3 and 6)

Finding E3. Ecosystem-based adaptation (EbA) pilots are progressing more slowly than expected due to design adjustments, technical consultations, and seasonal constraints. While these interventions remain highly relevant, delays are compressing the time available to demonstrate ecological and livelihood benefits, underscoring the need for accelerated implementation and clearer handover pathways (links to Recommendations 2 and 8)

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Finding E4. Early signs of behavior change and adoption of climate-smart practices have emerged through Farmer Field Schools and community nurseries—particularly among women farmers—yet scaling remains limited due to sequencing challenges and insufficient integration between infrastructure, ecosystem, and livelihood components (links to Recommendations 1 and 6).
Finding E5. Outcome-level verification is constrained by monitoring limitations, unclear indicator definitions, and delayed baselines. While output delivery is occurring, attribution to resilience outcomes remains insufficiently evidenced. The current monitoring system restricts adaptive management and learning opportunities, particularly under Output 3 (links to Recommendation 4).

Finding E6. Institutional capacity to apply safeguards has improved following the development and approval of ESMPs and ESIAs, but steep learning curves contributed to delays in initiating civil works. Continued support for safeguards integration is needed to maintain compliance and avoid future bottlenecks (links to Recommendations 3 and 7).

3.2.1 Availability of Activity-level Outputs

Question from Evaluation Matrix:

- Is the project successfully delivering the planned outputs and achieving targets and milestones as per the FP or any formal revisions?

61. **While Output 1 has made substantial progress in strengthening climate information systems and supporting inter-agency collaboration, several elements remain only partially implemented, and coordination across agencies continues to be limited. At the same time, implementation has been uneven, and sustainability concerns remain.** (**Error! Reference source not found.**). Key achievements include the development of the IRDM model and hydro-meteorological networks by KMUTNB, and the drafting of the Standard Operating Procedures (SOPs) among RID, KMUTNB, TMD, and ONWR; which are still under review. Technical workshops in Q1 2025 showcased updates to the Green Water Unity platform and gathered structured user feedback, resulting in improvements in usability, localization, and accessibility. Due to delays in other project activities, the sequencing of tasks was adjusted to accelerate those under Output 1 (see **Error! Reference source not found.**). However, progress for Output 1 is now largely stalled, mainly due to ongoing disagreements regarding standards, which have consequently slowed its advancement. This issue is impacting the progress of Output 3, as it relies on data integration from Output 1, and has resulted in broader delays in the overall project implementation. A contributing factor has been the lack of a clearly defined scope of work, including unclear roles and technical specifications for RID. This has weakened the project's ability to manage contractual performance and enforce quality standards, particularly in relation to data systems.

62. **Activities in output 2 exhibit mixed performance, with grey infrastructure (e.g., floodgates) progressing ahead of schedule, while EbA components are experiencing delays. However, some elements remain partially implemented and coordination challenges persist.** Despite initial delays caused by the pending approval of the ESIA/ESMP, the construction of Water floodgates is now ahead of schedule; i.e., civil works for floodgates in the Yom-Nan basin have progressed beyond planned targets for early 2025. Once the revised ESIA/ESMP were approved, the contracting and construction proceeded quickly and caught up ahead of schedule. From observations during the field interview, the Floodgate at Khlong Mueang Change is nearly complete and is expected to be finished by August 2025. However, finalization of the detailed designs for EbA measures at Bueng Kluay, Bueng Jon, and Khlong Mem is delayed. Hence, Activity 2.2, which focuses on the EbA implementation, continues to face setbacks due to slow procurement, misaligned coordination, and pending uncertainty around potential EbA-related safeguards processes.

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Revised timelines suggest that full completion may still be possible by 2026, assuming no further delays; however, to enable proper monitoring of EbA impacts during the dry season, at least six additional months (Q4 2026–Q1 2027) will be required. This period would also allow for the documentation of lessons learned, formulation of policy recommendations, and the handover and capacity development processes necessary to sustain the EbA measures.

63. **Activities in output 3 Farmer Field Schools and community nurseries have been launched to strengthen adaptive practices, yet uptake of on-farm pond infrastructure is limited and private sector engagement remains below target**. As of March 2025, implementation lags 26 percent behind the target. Key setbacks include slow procurement, limited responses to ToRs, and slow movement on the implementation of farm ponds and nurseries. Although Naresuan University has supported community engagement and data collection, alternative farming practices promoted through Farmer Field Schools are not yet integrated into formal training. Furthermore, the project aims to support the construction of 100 farm ponds and establish 22 community nurseries, each corresponding to one of the originally targeted 22 sub-districts. While the farm pond target faces feasibility constraints, the nurseries have only experienced delays related to site identification and approval for construction and installation. However, targets face constraints:

- For farm ponds, field consultations and implementation reports reveal that farmer interest has been mixed. Many farmers view ponds as labor- and cost-intensive, particularly when no additional support (e.g., lining, pumps) is provided. As a result, demand has fallen below expectations, and the project risks under-delivery against this output target. If unaddressed, this shortfall may reduce the project's contribution to intended outcome-level shifts in water access reliability and smallholder adaptive capacity. Evidence from consultations also suggests that farmers show a stronger preference for solar-powered irrigation systems, which offer more flexible, climate-responsive access to water and could generate similar or greater adaptation benefits. The project has acknowledged this challenge and is evaluating alternative on-farm adaptation measures to preserve the outcome-level intention of improving water resilience. While a formal change request would be required to adjust the target, corrective actions are already underway to ensure that overall adaptation outcomes remain on track and aligned with the project's objective .
- For community nurseries, the target was originally set at 22, mirroring the 22 sub-districts outlined in the Funding Proposal. However, the geographic scope was subsequently expanded to 24 sub-districts to broaden reach and improve beneficiary numbers. This expansion has created a mismatch between operational coverage and the budgeted number of nurseries. If not formally addressed, this may constrain delivery of ecosystem-based adaptation benefits, including vegetation establishment, erosion control, and community-level capacity for ecosystem stewardship—thereby limiting contribution to Output 2 on ecosystem resilience. Without clarification on whether all 24 sub-districts will be supported, there is a risk of uneven ecosystem service provision and reduced aggregation of impact across the wider catchment. Formal adjustment of targets, resource allocation, or prioritization criteria would help ensure that expected benefits are maintained at scale and that the expanded geographic reach does not dilute outcome-level results..

64. **Meanwhile, under Output 3 private sector integration also remains limited—Krungsri Bank has conducted training in just 13 of 22 subdistricts**. BAAC plans to provide parallel financing in the form of a USD 16 million credit facility to support farmers practicing climate-resilient agriculture. According to preliminary discussions, the loans will be offered under the Bio-Circular-Green (BCG) Economy Model framework. Farmers who complete project-sponsored training and receive official certification will be eligible to apply for these loans. However, as of the latest update, formal confirmation and operationalization of the BAAC credit product are still pending. Discussions between BAAC, UNDP, and RID are ongoing to finalize the loan terms and implementation mechanisms. This delay is currently impacting related project indicators. The initial goal of engaging 210 listed companies has been expanded to include SMEs and cooperatives; however, a monitoring framework for this adjustment is still lacking. These gaps

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underscore the need for accelerated coordination and clearer strategies to achieve the Output 3 objectives.

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Table 3. Progress Towards Results Matrix (Achievement of indicators against End-of-project Targets)

Project Strategy	Indicator[3]	Baseline Level[4]	Level in 1st APR (self-reported)	Midterm Target[5]	End-of-project Target	Midterm Level & Assessment[6]	Achievement Rating[7]	Analysis: status of indicator; justification for rating (triangulated with evidence and data); how realistic it is for target to be achieved
Fund Level Impact: **A1.0 Increased resilience and enhanced livelihoods of the most vulnerable people, communities and regions**	A 1.1 Change in expected losses of lives and economic assets (US$) due to the impact of extreme climate-related disasters in the geographic area of the GCF intervention	USD 4 million in losses	No Change from baseline	USD 0.03 million reduction in losses	USD 2 million reduction in losses		MS	**This indicator is currently delayed but remains on track to be achieved.** The midterm target is USD 0.03 million. Based on estimates from Naresuan University, UNDP and RID have calculated that a 10% reduction in disaster-related damages may amount to approximately USD 0.05 million (around THB 16.97 million) in avoided losses. This estimate is drawn from data collected from 307 households in Ban Paang Village, Kraiklang Sub-district, Sukhothai Province. Previously, communities in the area constructed temporary weirs to retain water for the dry season. However, these structures sometimes led to unintended flooding in nearby areas during the rainy season. Replacing the weirs with engineered floodgates has helped improve water management and reduce flooding in surrounding villages. However, measuring this indicator remains challenging without a clearly defined approach for assessing both the baseline and post-intervention losses. The calculations by Naresuan University provide useful insight, but further clarity on measurement methods would help strengthen the reliability of reported results.
	A1.2 Number of males and females benefiting from the adoption of diversified, climate resilient livelihood options (including fisheries, agriculture, tourism, etc.)	0	No Change from baseline	15,500 people (male = 7,750 / female = 7,750)	62,000 people (male = 29,896 / female = 32,104)		MS	**This indicator is currently delayed but remains on track to be achieved.** As of the midterm review, the number of beneficiaries in the target areas reached is 8,711 people—representing only 56% of the actual midterm target. This figure is calculated based on 2,810 participants who have received training, as recorded in the project's participant database. The estimated number of direct beneficiaries is derived by multiplying the number of trained participants by 3.1, which reflects the average household size according to the project's feasibility study.

[3] Populate with data from the Logframe and scorecards.
[4] Populate with data from the Project Document.
[5] If available.
[6] Colour code this column only.
[7] Use the 6 point Progress Towards Results Rating Scale: HS, S, MS, MU, U, HU.

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Project Strategy	Indicator[3]	Baseline Level[4]	Level in 1st APR (self-reported)	Midterm Target[5]	End-of-project Target	Midterm Level & Assessment[6]	Achievement Rating[7]	Analysis: status of indicator; justification for rating (triangulated with evidence and data); how realistic it is for target to be achieved
A2.0 Increased resilience of health and well-being, and food and water security	A2.3 Number of males and females with year-round access to reliable and safe water supply despite climate shocks and stresses.	0	No Change from baseline	15,500 people (male = 7,750 / female = 7,750)	62,000 people (male = 29,896 / female = 32,104)		MS	**This indicator is currently delayed but remains <u>on track</u> to be achieved.** As of the midterm review, the number of beneficiaries reached is 3,800 people—representing only 24.5% of the actual midterm target. This figure is based on the estimated population residing in the 25,000-rai area benefiting from the completed upgrade of Klong Takae (a co-financed floodgate). The two GCF-supported floodgates are expected to be completed by mid-August 2025, while the upgrade at Wangkhon is scheduled for completion by the end of 2025, which means the target is soon to be reached.
A3.0 Increased resilience of infrastructure and the built environment to climate change	A3.1 Number of physical assets made more resilient to climate variability and change, considering human benefits	0 Existing infrastructure (canal head regulars along Khlong Muang Chang and Khlong Ta Kay) has not been upgraded to respond to climate impacts	No Change from baseline	0 USD 0	2 USD 5 million		MS	**No target indicator must be reported by midterm**. **This indicator remains <u>on track</u> to be achieved.** The GCF has funded approximately USD 3.5 million for the construction of two floodgates, which are scheduled for completion by mid-August 2025.

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Project Strategy	Indicator[3]	Baseline Level[4]	Level in 1st APR (self-reported)	Midterm Target[5]	End-of-project Target	Midterm Level & Assessment[6]	Achievement Rating[7]	Analysis: status of indicator; justification for rating (triangulated with evidence and data); how realistic it is for target to be achieved
A4.0 Improved resilience of ecosystems and ecosystem services	A4.1 Coverage/scale of ecosystems protected and strengthened in response to climate variability and change	0	No Change from baseline	120 km^2 (75,000 rai)	200 km^2 (125,000 rai)		MU	**This indicator is currently delayed and not on target to be achieved.** The midterm target is 120 km^2 (equivalent to 75,500 rai), but as of now, only 25,000 rai have been reached - representing only 33 % of the actual midterm target. This figure is based on the area benefiting from the Klong Takae floodgate (a co-financed structure) located in Kokrat and Wangwon sub-districts. Meanwhile, the two floodgates funded by the GCF are still under construction with expected completion by mid-August 2025. The target is mainly delayed because of the slow progress in implementing Ecosystem-based Adaptation (EbA) measures under Activity 2.2, which focus on enhancing existing waterways and flood control infrastructure—such as upgrading floodgates and regulators—while restoring natural ecosystems through floodplain rehydration, riverbank vegetation, and wetland enhancement to strengthen climate resilience. EbA measures are still in the design phase.
Project Outcomes: A7.0 Strengthened adaptive capacity and reduced exposure to climate risks	A7.1 Use by vulnerable households, communities, businesses and public-sector services of Fund-supported tools instruments, strategies and activities to respond to climate change and variability	Household Level = 1 0 credit available to farmers practicing climate resilient farming (co-designed by project)	No Change from baseline	Household Level = 2 0	Household Level = 4 USD16 million		MS	**This indicator is currently delayed, and achievement is complicated to assess.** Although the midterm target requires households to reach Level 2—which means they are aware of the impacts of climate change on agriculture and know how and where to access related technical support—it is not yet possible to conclusively state that Level 2 has been achieved without a more clearly defined set of criteria. There is some evidence to support a justification for scoring at Level 2. For example, during the FFS activities, farmers in each sub-district identified how climate change has affected them—physically, mentally, economically, and socially. They also demonstrated awareness of where to access technical support, including assistance from agricultural extension officers, Naresuan University, and experts involved in Output 3 training sessions. However, this indicator presents challenges, as there is no clear definition of what is required to progress from Level 1 to Level 2 nor are there real parameters on how each level is assessed. For example, how does the

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Project Strategy	Indicator[3]	Baseline Level[4]	Level in 1st APR (self-reported)	Midterm Target[5]	End-of-project Target	Midterm Level & Assessment[6]	Achievement Rating[7]	Analysis: status of indicator; justification for rating (triangulated with evidence and data); how realistic it is for target to be achieved
								project really assess if households are knowledgeable about climate resilient practices (Level 4).*
Project Outcome: Output 1 Enhance climate and risk informed planning in the water and agricultural sectors through improved climate information and cross sectoral coordination	1.1. Level of integration of climate related information into water and agriculture planning	Level = 1	Level = 1	Level = 2	Level = 4		MS	**This indicator is currently delayed and is difficult to assess**. The midterm target requires reaching Level 2, which means that climate information is integrated into planning processes for water or agricultural management. The available evidence provides a reasonable basis for justifying a raised level in integration. For instance, the Department of Water Resources incorporates data from the Thai Meteorological Department, Hydro-Informatics Institute (HII) and the Green Water Unity application in planning for the Yom and Nan River basins. Similarly, the Department of Agricultural Extension uses water forecasting data to inform agricultural promotion projects that are aligned with expected water availability. However, this indicator remains challenging to assess, as there is no clearly defined benchmark for transitioning from Level 1 to Level 2. For example, is the above enough to reach level 2?**
	1.2. Number of people trained on integrating climate information into planning	0 staff from TMD, RID and other stakeholders	68 of which 14 are women	15 (30% women)	30 (30% women)		S	**This indicator is currently achieved.** During the midterm evaluation, it was found that a total of 138 individuals (including 35 women) had received training—exceeding the midterm target of 15 participants by 92%. The number of trainees significantly surpassed the target, primarily because the midterm target was set relatively low compared to actual implementation capacity. Also, this target was reached given the change in sequencing of activities which moved some training up. This information is based on progress reports from 2023 and 2024.
Output 2 Improve water management through strengthened infrastructure complemented by EbA measures, for greater	2.1 Climate risk informed upgrades and enhancements to the Yom and Nan River basin area, updating the canal and regulator network to effectively manage water for both flood and drought	0 Existing infrastructure (canal head regulators/flood gates along Khlong Muang	0	3 flood gates covering water distribution area of 120 km^2	5 upgrades/modifications, complemented by EbA, covering water distribution area of 200km^2		S	**This indicator is currently delayed but remains <u>on track</u> to be achieved.** The midterm target for this indicator—three floodgates covering a water distribution area of 120 km^2—will be met once the construction of two additional floodgates is completed by mid-August 2025. At present, one co-financed floodgate (Klong Takae) has been completed. In addition, the upgrade of the Wangkhon floodgate is scheduled for completion by the end of 2025.

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Project Strategy	Indicator[3]	Baseline Level[4]	Level in 1st APR (self-reported)	Midterm Target[5]	End-of-project Target	Midterm Level & Assessment[6]	Achievement Rating[7]	Analysis: status of indicator; justification for rating (triangulated with evidence and data); how realistic it is for target to be achieved
resilience to climate change impacts	periods for efficient use.	Chang and Khlong Ta Kay Reg) have not been upgraded and designs are not informed by climate information; infrastructure not complemented by EbA measures						Given the project's ability to catch up and how close to finalization the water gates are, the rating is set at S.
Output 3 Reduce volatility of agriculture livelihoods in drought and flood prone areas through strengthened extension support and local planning, investment in on-farm adaptation measures and greater access to finance and markets	3.1. Level of action and application of climate information towards climate resilient practices by beneficiary households	0 farm ponds	0	0	100		MU	**No target indicator must be reported by midterm.** As of Q1/2025, only 22 farm ponds have been requested by farmers, out of a total of 100 planned ponds under Indicator 10. This reflects progress in identifying community demand but remains well below the project target. Also, given the low demand shown by farmers for farm ponds, it is unlikely the target will be achieved.
		0 community nurseries in subdistricts	0	0	22		MU	**No target indicator must be reported by midterm.** As of Q1 /2025, the activity is delayed. According to the update, 6 out of the 22 nursery sites are not located on public land, creating complications for implementation. This issue is currently being addressed by merging locations or revising siting arrangements. Furthermore, given the addition of 2 sub-districts, it is questionable if the final target should be raised to 24.
		0 Online market platform	0	0	1		MU	**No target indicator must be reported in the midterm.** As of Q1/2025, the progress report clearly states that zero online market platforms have been established, although the project planned to deliver one platform

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Project Strategy	Indicator[3]	Baseline Level[4]	Level in 1st APR (self-reported)	Midterm Target[5]	End-of-project Target	Midterm Level & Assessment[6]	Achievement Rating[7]	Analysis: status of indicator; justification for rating (triangulated with evidence and data); how realistic it is for target to be achieved
		to increase visibility and marketability of farmers' products						under Output 3. While the project design notes the intent to utilize or build upon existing well-known online platforms as a more cost-effective approach. The actual feasibility, planning, and operational details appear underdeveloped. There is limited evidence of how such a platform would be integrated, used by farmers, or sustained over time. This gap raises concerns about strategic clarity and sustainability of the platform component.
	3.2. Number of households with access to finance for climate resilient farming investment	0 agriculture households practicing climate resilient agriculture (e.g. on farm EbA measures, water saving technologies/IoT) with access to finance (measured as household or head of household, may also include small enterprise)	0	10,000	20,000		MU	**This indicator is currently delayed.** During the midterm evaluation, it was found that 12,856 agricultural households were practicing crop calendar shifting as a form of climate-resilient agriculture. This exceeds the midterm target by 13%. These practices are implemented under the Bang Rakam model, which is located within the Yom-Nan project area. Supporting evidence includes an Excel spreadsheet documenting the number of agricultural households in the Bang Rakam area engaged in climate-resilient agricultural practices. However, the financing that supports these activities comes from the Thai government budget, not from the project's climate finance mechanisms. Importantly, the indicator in question relates specifically to access to finance for climate resilience, which is intended to be linked to the BAAC co-financing. As the BAAC facility has not yet been fully confirmed or operationalized, this connection remains unverified. There are also no clear definitions of what exactly would help increase household's access to finance as making funding available may not be enough – Farmers also have to be able to apply for it. Therefore, while the current data and reporting show positive trends, it is important to critically assess whether these figures can be formally attributed to the project's intended financial access indicator.
	3.3. Number of listed companies	0	0	70	210		U	**This indicator is currently not on target to be achieved.** As of Q1/2025, no listed companies have

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Project Strategy	Indicator[3]	Baseline Level[4]	Level in 1st APR (self-reported)	Midterm Target[5]	End-of-project Target	Midterm Level & Assessment[6]	Achievement Rating[7]	Analysis: status of indicator; justification for rating (triangulated with evidence and data); how realistic it is for target to be achieved
	contributing to climate resilient agriculture through contracts to purchase sustainably produced products or investment to support climate resilient agriculture (in-kind/cash contributions)							been recorded as contributing to climate-resilient agriculture through either purchase agreements for sustainably produced products or direct investments (cash or in-kind). The original target for the midterm was 70 companies, with an end-of-project target of 210. According to the RID Project Progress Report, UNDP, which is responsible for this indicator, has recently revised its approach. Rather than focusing solely on *listed companies*, the strategy now includes a broader range of stakeholders such as SMEs, cooperatives, community-based organizations, and financial institutions. UNDP conducted meetings with 2 companies including PepsiCo. and Tolaram.

***** Level of adoption is based on a scale where 1 = limited to no practice of climate-informed agriculture; Level 2 = households aware of climate impacts on agriculture and know how/where to get related technical support; Level 3 = households engaged with support activities and applying climate information and practices partially; Level 4 = households knowledgeable about climate-resilient practices and fully applying practices

** Level of integration is based on a scale where 1 = limited to no integration; Level 2 = climate information included in planning processes for water or agriculture planning; Level 3 = climate information included in planning processes for both sectors; Level 4 = evidence of collaborative and climate informed planning between water and agriculture sectors

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3.2.2 Progress towards Project Outputs

Questions from Evaluation Matrix:

- How much progress has been made and are the outputs contributing to the achievement of project outcomes?
- To what extent have local extension services strengthened their ability to support farmers in adopting climate-resilient practices, including the use of new tools and information?
- How effectively are farmers receiving, interpreting, and applying climate information to guide agricultural planning and practices?
- What is the extent and quality of infrastructure upgrades implemented under Output 2, and how do these contribute to climate resilience in drought- and flood-prone areas?
- How have EbA measures been planned and integrated with grey infrastructure to enhance ecosystem resilience and water management?
- What specific climate-resilient agricultural solutions have been introduced, and what is their effectiveness in reducing vulnerability and stabilizing livelihoods?

66. **Despite implementation delays, the outputs are beginning to contribute to the overarching project outcomes of enhancing climate resilience in water and agriculture.**

Output 1: Enhancing climate and risk-informed planning in the water and agricultural sectors through improved climate information and cross-sectoral coordination.

67. **Some Institutional coordination mechanisms have been established to enhance cross-sectoral contributions from project outcomes. At the same time, implementation has been uneven and sustainability concerns remain.** For example, the multi-agency governance structures, such as the Project Board (serving as the Project Steering Committee) chaired by the Permanent Secretary of the Ministry of Agriculture and Cooperatives (MoAC), have helped enhance cross-agency coordination. However, without the full application of the SOP, which is still pending approval, comprehensive cross-sectoral coordination remains somewhat limited. Similarly, interviews and observations from the mission revealed little coordination with relevant cross-sectoral agencies, such as the Agency on Water Resources, as well as comprehensive planning with the Environmental Ministry Department and the Departments of Agricultural Extension, Land Development, and the Office of the Agricultural Secretary. While these agencies have participated in some technical consultations, they have not been introduced to the climate tools or are as deeply engaged in planning a sustainability strategy for the implementation, yet.

68. **The development and deployment of climate forecasting tools, particularly those led by KMUTNB, have supported planning processes, primarily within the RID.** Tools such as the Green Water Unity platform and associated models have been introduced to RID, local government agencies, and farmers to inform seasonal and 14-day water allocation planning. However, these tools have not yet been effectively applied at the local level due to limitations such as uncalibrated installed equipment and data inaccuracies arising from issues with equipment installation in unsuitable locations, as well as inadequate environmental management around the installation sites, including tree obstructions that affect sensors. This resulted in noticeable discrepancies in the data collected.

69. **The practical application of climate-informed crop forecasting and irrigation planning tools at the farm level remains limited due to missing calibrations, which lower their integration in planning at the local**

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level. The project has made substantial progress in developing technically robust climate information systems, including localized rainfall, runoff, and crop forecasting models, which are integrated into the KMUTNB-developed Green Water Unity platform. These tools represent important innovations in climate-informed water and agricultural planning. However, interviews indicate that their accessibility and usability at the farm level remain limited. While the forecasting systems are calibrated for local agro-climatic conditions and are being used to inform water releases and seasonal cropping recommendations at RID level as mentioned above, smallholder farmers continue to face barriers in accessing and interpreting the information independently. Technical limitations mean that rainfall forecasting models use past data and are checked for accuracy; however, they are often missing details in certain areas due to limited local information. This means their performance varies, making them less effective for precise farmer-level planning in the field.

70. **Finally, field observations suggest that local intermediaries have limited institutional capacity to translate climate data into actionable advice for farmers.** The effectiveness of climate information use at the farm level is constrained by gaps in the ability of extension services to interpret and communicate climate forecasts. Although tools such as 14-day rainfall forecasts and seasonal inflow predictions have been developed, extension officers have not yet been systematically trained in how to use these outputs for advising on irrigation schedules or crop selection. Several field-level stakeholders interviewed in Output 3 and Output 1 noted a lack of confidence in interpreting model outputs or answering farmers' questions about forecast reliability. However, extension officers and field agents often struggle to apply these tools effectively without substantial external support. Although KMUTNB conducted training sessions for extension officers, other agencies, and farmers, these primarily focused on introducing the user interface and basic functions of the forecasting tools, rather than training participants on how to interpret and apply the data for field-level decision-making. This may be partly due to the tools' incomplete development or limited usability at the time.

Output 2: Improving water management through strengthened infrastructure complemented by EbA measures for greater resilience to climate change impacts.

71. **Physical infrastructure upgrades under Activity 2.1, which are well underway, offer a foundation for improved flood and drought management, which increases resilience**. These structures, as part of the larger RID water management system and 11 other upgrades, aim to regulate water supply during both dry seasons and extreme rainfall events, enhancing adaptive capacity in high-risk areas and improving water management. Interview data confirms that these sites were prioritized based on historical vulnerability to floods and extended dry spells. Furthermore, they will significantly help raise the resilience in the area; in particular when combined with early warning systems and flood measurement equipment installed under output 1.

72. **The selection and design of EbA measures directly support the achievement of Output 2 by strengthening climate-resilient water management through the integration of green and grey infrastructure.** GIZ applied best-practice methodologies to identify and prioritize EbA sites through a structured, participatory process that incorporated technical, ecological, and community-based inputs. During consultations, Water User Groups (WUGs) and government agencies raised critical design considerations. Community members cautioned against constructing new infrastructure that could displace farmland or natural areas, instead recommending the enhancement of existing ecosystems—for example, through floodplain restoration, riverbank vegetation, and the reintroduction of native species. RID requested further hydrological modeling to quantify the expected impacts, such as reductions in peak flood levels resulting from proposed interventions. This process is currently underway, with modeling planned to commence once the survey results are finalized, and the outputs are expected to be available for consultation with RID by early August 2025, thereby reinforcing the technical rigor.

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73. **The final EbA sites, Bueng Kluay, Bueng Jon, and Khlong Mem, were selected through a multi-stage process involving Alluvium and TEI, in coordination with WUGs and RID**. Technical assessments considered ecosystem services, land use, hydrological risks, and community needs, and site selection was formally validated through a stakeholder workshop in early 2025 with endorsement from five subdistricts. The selected sites are located near key grey infrastructure (e.g., regulators, floodgates), allowing for integrated implementation. Once operational, these interventions are expected to enhance water retention, mitigate flood risks, and increase the climate resilience of water management systems in the target areas.

74. **However, despite the strong design foundation, progress on EbA implementation is behind schedule, limiting the full realization of the intended outcome under Output 2.** While site prioritization and stakeholder consultations were completed, the process was delayed by procurement challenges and protracted negotiations between RID and implementing partners regarding the scope and ambition of EbA designs. While RID's expectations initially exceeded what was delivered, prompting a period of revision and alignment, GIZ and Alluvium-TEI emphasized that the final EbA designs did not significantly diverge from the original conceptual proposals. The more critical factor behind the delay was the late onboarding of Alluvium-TEI, which pushed back to the start of implementation. Although agreement on the designs has now been reached and the process is moving forward, actual implementation remains pending. GIZ and RID have both expressed concern about the tight timeframe remaining to implement, monitor, and evaluate EbA interventions before project closure in 2026; which can significantly impact the achievement of Output 2 overall. Although concerns remain about the tight timeframe to implement, monitor, and evaluate EbA interventions before project closure in 2026, a recent work plan has synchronized the remaining activities between GIZ, RID, and UNDP. Under this arrangement, GIZ and assigned RID engineers will jointly finalize EbA designs to meet RID standards and requirements, and progress will be closely monitored through regular three-output meetings. These measures are intended to ensure that the combined benefits—such as improved water retention, flood mitigation, and resilience to climate impacts—can still be realized within the remaining project period.

75. **Furthermore, progress in building institutional confidence to implement EbA has also been uneven, which may limit achievement of the output if this persists**. RID staff noted that at the conceptual design stage it was difficult to demonstrate clearly how proposed EbA interventions—such as wetland rehabilitation or monkey cheek floodplains—would complement grey infrastructure both spatially and functionally, as the designs were developed prior to the completion of detailed survey results. This information is expected to be clarified and incorporated during the detailed design phase. Some stakeholders viewed the early designs as lacking the level of technical detail or engineering justification typically required for project approval, suggesting that EbA has not yet been fully internalized as a credible or equivalent design option. As such, while the project has initiated relevant capacity-building efforts, deeper institutional change will require a more sustained focus on translating EbA concepts into RID's operational language and planning norms. Overall, national capacity for EbA has begun to evolve. Still, meaningful uptake will depend on continued efforts to build institutional understanding, ownership, and confidence in the value of EbA alongside conventional approaches.

Output 3: Reducing the volatility of agriculture livelihoods in drought and flood-prone areas through strengthened extension support and local planning investment in on-farm adaptation measures and greater access to finance and markets.

76. **Progress toward Output 3 has been significantly constrained by delays in procurement, coordination, and the development of technical packages, resulting in a slow rollout of activities intended to strengthen agricultural resilience.** As of Q1/2025, RID reported that implementation was approximately 26 percent behind schedule. Key interventions, including extension services, on-farm investments, and credit mechanisms, remain largely unrealized. The development of ToRs faced repeated revisions to align with RID engineering standards and GCF safeguard requirements, and procurement processes were

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further delayed due to a limited pool of qualified bidders. These delays have prevented the timely delivery of livelihood-support measures, which are central to achieving Output 3. While several initiatives under Output 3 have laid useful groundwork for enhancing agricultural resilience, they remain fragmented and insufficiently institutionalized. Four main issues limit the effectiveness and scalability of support to farmers:

- **Capacity-building for local extension services has begun but is not yet consistent or practically embedded.** Introductory workshops led by KMUTNB and Naresuan University presented tools such as rainfall forecasting, inflow models, and IRDM. However, extension agents report difficulty applying these tools in real-world settings, particularly in translating forecasts into actionable advice on crop selection, irrigation timing, or risk management. Systematic, field-level training in climate-resilient agricultural practices has yet to be implemented, and the technical support currently available does not meet the needs of local extension personnel.
- **Implementation of farm-level adaptation measures is also delayed, despite early-stage participatory planning. Activities such as AWD, farm ponds, and community nurseries have not advanced beyond conceptual planning.** While community consultations in sites like Bueng Jon and Bueng Kluay confirmed strong farmers' interest in techniques that conserve water and diversify production systems, implementation is not well advanced. Although farmers have expressed strong interest in climate-resilient practices, the absence of tangible investments and ongoing technical support has prevented this interest from translating into widespread or sustained changes in farming behavior.
- **Participatory activities have offered a platform for dialogue between farmers, extension agents, and local authorities.** These include agricultural surveys and workshops conducted by Naresuan University, as well as participatory planning linked to the selection of EbA sites. Although these efforts align with Farmer Field School principles and have generated enthusiasm for practices such as integrated aquaculture, organic farming, and mixed cropping, they are not yet part of a structured training or extension model. Without demonstration plots, follow-up support, or incentive mechanisms, behavior change remains localized and informal.
- **Digital tools piloted under Output 3—such as IoT-enabled sensors, drones, and the Green Water Unity mobile app—have been deployed at 50 demonstration plots and are functioning as intended.** Farmers in these areas have responded positively to the app, particularly for monitoring rainfall and scheduling irrigation. However, access to and use of these tools vary across demographics. Older or less digitally connected farmers tend to rely on intermediaries to interpret information, and current project efforts have not yet expanded beyond pilot locations. Broader engagement will require targeted training and institutional mechanisms to embed these tools into regular advisory services.

3.2.3 Likelihood of Impact

Questions from the Evaluation Matrix

- What is the likelihood of emerging positive impacts becoming reality?
- To what extent the project is playing a catalytic role or is promoting longer-term scaling up and/or replication as part of its Theory of Change?

77. **Assessing impact at the midterm stage remains limited, as project implementation is still underway and many activities have yet to generate measurable outcomes**. While key outputs are progressing, it is premature to draw complete conclusions about the overall impact. However, there are already some early indications of the project's trajectory towards impact, such as the operationalization of SOPs for climate data use across agencies, uptake of the Green Water Unity platform and IRDM model, training of over 2,800 farmers in climate-smart practices reaching an estimated 8,700 beneficiaries, and progress on

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floodgate construction expected to improve water management across 120 km². These early results suggest that the project is beginning to lay the foundation for broader climate resilience impacts,

78. **Strengthened adaptive capacity and risk-informed agricultural planning are underway.** As of Q1/2025, the project has made progress in building household-level adaptive capacity, with a focus on expanding access to climate information, technical training, and financial tools. According to project records, a total of 62,000 farmers is targeted, but the actual number of households practicing climate-resilient agriculture and accessing finance remains much lower, as indicated above, and its attribution to the project is difficult to assess.

79. **The reduction to the exposure of climate change events through integrated water infrastructure remains relevant in terms of impact**. These interventions aim to strengthen water availability and reduce climate-induced flood and drought risks across an estimated 200 km² area in the Yom-Nan basin. While implementation delays—particularly with the EbA component—pose risks to full realization, the integrated infrastructure and nature-based strategy remain aligned with the project's climate risk reduction goals. However, several challenges remain. Stakeholders have expressed concern that there is still no clear set of indicators to measure the success of EbA in the EbA M&E Framework. It is unclear whether success should be reflected through improved ecosystem health, enhanced community adaptive capacity, or reduced impacts from floods and droughts. Moreover, measuring tangible outcomes in the short term is difficult, and the time required to observe meaningful results is a limitation, as EbA interventions often take several seasons to show impact. These factors may pose risks to the project's intended long-term impact if not monitored and adjusted sufficiently.

3.2.4 Likelihood of Fund-level impacts

Question from the Evaluation Matrix:

- Is the project progressing toward achievement of Fund-level (GCF) intended impacts?

80. **The project shows uneven progress toward the GCF's intended fund-level impacts, with early groundwork laid but limited evidence of systemic or sustained outcomes to date**. In relation to the resilience of livelihoods and communities, Output 3 activities—particularly those aimed at improving agricultural resilience through extension support, on-farm adaptation, and livelihood diversification—have faced delays. While awareness-raising and participatory planning have generated interest among farmers, these efforts have not yet translated into widespread adoption of climate-resilient practices. This is largely due to delays in delivering physical investments, such as the construction of farm ponds, establishment of community nurseries, and procurement of small-scale equipment for on-farm adaptation. These delays have constrained farmers' ability to move from planning and awareness-raising into the practical adoption of climate-resilient practices. As of Q1/2025, most livelihood-strengthening interventions remain in early planning or pilot stages, and the intended shift toward more diversified, adaptive rural livelihoods has yet to occur at scale.

81. **More tangible progress is visible in the design of climate-resilient infrastructure systems.** The integration of green and grey infrastructure is central to the project's contribution to climate-resilient water management. The selection of EbA sites has been technically sound and participatory, and concept designs are well aligned with adjacent grey infrastructure, enabling synergistic flood mitigation and water retention functions. However, as mentioned, implementation is behind schedule due to delays in regulatory approval and procurement. Without synchronized execution of both EbA and grey components, the full functionality and resilience benefits of the integrated system have not been fully realized. Although the infrastructure elements of the project have strong potential, the effectiveness of their contribution to

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fund-level impacts will depend on the speed of delivery and the quality of implementation in the remaining project period. In this context, 'quality of implementation' refers not only to the technical soundness of construction but also to the extent of institutional ownership by RID, effective coordination among GIZ, RID, and UNDP, and the degree to which the interventions can be sustained and maintained beyond the life of the project. These factors will be critical in ensuring that the integrated green-grey infrastructure delivers lasting resilience benefits.

82. **The project has also begun to address the resilience of ecosystems, particularly through participatory planning processes that have identified multifunctional landscapes with ecological and livelihood value**. Consultations revealed a strong community interest in restoring degraded ecosystems, enhancing biodiversity, and linking ecological health to productive uses such as aquaculture and eco-tourism. These activities offer promising pathways to strengthen ecosystem services as natural buffers to climate shocks. However, while concrete restoration actions have not yet been implemented, these interventions are being integrated into the monitoring and evaluation (M&E) framework currently under development by GIZ. This will ensure that once ecological activities commence, their outcomes—such as biodiversity gains and strengthened ecosystem services—can be systematically tracked and assessed.

3.2.5 Unintended or Unexpected Effects

Question from Evaluation Matrix

- Can any unintended or unexpected positive or negative effects be observed as a consequence of the project interventions?

83. **No clearly documented unintended positive or negative outcomes have been identified in the project's reporting or stakeholder feedback to date.** Most observed effects align closely with the project's original objectives, and no significant externalities or off-track results have been flagged. However, several developments suggest emergent dynamics that, while not wholly unexpected, were not explicitly anticipated or planned for in the project design. For instance, community engagement in EbA consultations has revealed a broader interest in ecological restoration for biodiversity, recreation, and cultural value uses that extend beyond the intended objectives of flood mitigation and agricultural resilience. This interest has been formally recorded and documented by GIZ in the 3rd Foundation Training Report, the Ecological Survey and Ecosystem Service Assessment Report, as well as in an article published on the GIZ website.8 These co-benefits reflect strong local ownership, but they are not yet captured in the project's monitoring framework or delivery model. Similarly, strong community motivation to adopt climate-resilient practices—such as organic farming, aquaculture, or diversified cropping—has outpaced the delivery of physical investments and technical support, creating a risk that early enthusiasm may diminish if follow-through remains delayed.

84. **One unplanned consequence has emerged more clearly in relation to the project's digital innovation efforts.** The visibility and early promotion of tools such as IoT sensors, forecasting models, and the Green Water Unity platform unintentionally created expectations among farmers for real-time climate services and direct access to devices. These expectations exceeded what the project was resourced or structured to deliver at this stage. Field interviews and RID reports note that this has led to some frustration among communities, particularly in areas not selected as demonstration sites. Extension officers have taken on the additional role of managing these expectations, clarifying the scope of available services and fielding requests for access to technologies—a responsibility not foreseen in the original project design. While

[8] https://asean-agrifood.org/the-resilient-women-of-bueng-jon-preserving-water-resources-for-the-community-and-the-future/

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these effects are manageable, they underscore the need for more intentional communication strategies and realistic rollout planning when piloting innovation at the community level.

3.2.6 Innovativeness

Question from Evaluation Matrix

- To what extent are project results likely to lead to a paradigm shift toward climate-resilient development pathways?

85. **What makes this GCF project innovative is not any single component, but rather its systematic integration of three interconnected infrastructure domains: (1) grey, (2) green, and (3) digital, supported by (4) capacity building and (5) behavioral change**. This integrated model sets a new precedent for climate adaptation in Thailand's public sector, particularly within the historically engineering-centric Royal Irrigation Department (RID). This is Thailand's first RID-led initiative that combines grey, green, and digital systems within a unified planning and implementation model. Prior approaches were siloed; engineered works were dominant, nature-based solutions were informal, and digital forecasting was not operationalized. This project marks a shift toward more integrated, adaptive, and participatory water governance, aligned with both Thailand's NDCs and the goals of Thailand 4.0.

86. **The project's digital agriculture innovations, including IoT-enabled monitoring and precision agriculture, hold transformative potential but are not yet scalable due to several key barriers**. What makes these innovations particularly transformative is not only their ability to bridge climate forecasts with farm-level decision-making, but also the use of localized climate data generated from IoT sensors installed in farmers' fields. The project-supported IoT agricultural monitoring system provides real-time farm-level data, integrated with climate forecasts, via cloud services and mobile applications. Even if implemented only at the pilot level, these tools mark a shift in agricultural practice, which can be scaled. Such innovations are promising, but realizing their full potential will require additional resources, institutional support, and capacity development, needs that extend beyond the current scope of the project. This is particularly relevant given the growing interest in these tools among farmers.

87. **The original vision to integrate localized climate modeling and decision-support systems into national planning frameworks remains a significant innovation in Thailand's public-sector adaptation governance**. The project introduced real-time, localized forecasting tools for RID operations, marking a shift in water-agriculture planning. Models for rainfall, runoff, and crops are integrated into IRDM and the Green Water Unity Platform; however, further technical refinement is needed to enhance reliability. Stakeholders noted that this level of climate-informed planning had not previously existed within RID. First-time integration of real-time localized climate models into routine decision-making within RID's planning and operations. Previously, RID planning primarily relied on historical averages, fixed seasonal plans, and grey infrastructure responses. As confirmed in interviews and the RID Q1/2025 Progress Report, using forecast-based tools for dynamic irrigation planning will be a significant shift.

88. **Finally, the project's cross-sectoral and multi-actor structure fosters a culture of innovation within public institutions, despite operational challenges**. The collaborative structure involving RID, UNDP, GIZ, KMUTNB, and academic partners has enabled knowledge exchange and institutional learning, contributing to a paradigm shift within the bureaucratic system. The project formally integrates RID (grey infrastructure), KMUTNB (digital forecasting and analytics), UNDP (policy oversight), GIZ (EbA and planning frameworks), and Naresuan University (local agricultural adaptation) under a single programmatic framework. This has enabled cross-sectoral knowledge exchange, particularly between engineers, ecologists, and data scientists; an arrangement not typically found in prior government-led adaptation efforts. Sustained technical engagement between government and academic partners has led to new planning practices, analytical frameworks, and participatory mechanisms across Outputs 1, 2, and 3.

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Despite coordination challenges, the structure has supported capacity building and introduced climate-resilient planning concepts not previously mainstreamed in RID or MoAC practices.

3.3 Efficiency and Adaptive Management

Key Findings for Efficiency and Adaptive Management

Finding EF1. The project's expenditure is behind schedule, with only 40% of the total GCF budget disbursed by mid-2025, despite entering the final 18 months of implementation. While budget execution improved in 2023–2025, absorption remains constrained by delays in procurement and sequencing across Outputs 2 and 3 (links to Recommendations 2, 7).

Finding EF2. Financial reporting has been regular and compliant, but audits of implementing partners (KMUTNB, GIZ) identified gaps in internal controls, documentation, and procurement transparency. These financial management challenges have contributed to disbursement delays and implementation bottlenecks (links to Recommendations 4, 5).

Finding EF3. The project exceeded its overall co-financing target (123% of planned), driven by substantial contributions from RID for Output 2.1. However, this concentration in infrastructure raises concerns about sustainability and budget coverage across other outputs, particularly Output 3 (links to Recommendations 4, 5, and 8).

Finding EF4. The sequencing of activities has been reactive, with original dependencies underestimated and delays in safeguards, staffing, and procurement cascading into later stages. Compressed timelines forced parallel implementation, which overburdened partners and reduced efficiency (links to Recommendations 2, 7).

Finding EF5. Some adaptive measures have been applied in response to implementation delays—including revised procurement, TORs, and site selection—but key opportunities for early adjustments (e.g., to Output 3 delivery model) were missed due to procedural rigidity and reluctance to trigger revisions (links to Recommendations 1, 2, 4, 7).

Finding EF6. Estimated cost savings from infrastructure procurement (~USD 1.1 million) provide an opportunity for internal budget reallocation to underfunded activities, such as Output 3 and sustainability planning. However, reallocation decisions remain pending and should be prioritized (links to Recommendations 1, 2, 8).

3.3.1 Financial management

Questions from Evaluation Matrix:

- Is the rate of disbursement consistent with the work plan the length of implementation to date and the outputs delivered?
- Does the project comply with financial reporting and/or auditing requirements/ schedule, including quality and timeliness of reports?
- Were there any financial management issues affecting the timely delivery of the project or the quality of its performance?

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- To what extent has the project mobilized and utilized planned co-financing from public, private and in-kind sources, and how effectively has this co-financing contributed to the delivery of project outcomes and alignment with GCF objectives?

89. **The Project was approved with a GCF grant of USD 17.53 million for a five-year implementation period, originally expected to begin in early 2022 and run through the end of 2026.** Due to delays during the inception phase and ESIA clearance, full implementation did not begin until 2023, effectively shifting the start of substantive delivery by one year. The revised work plan (2023–2025) reflects this shift, with a revised total allocation of USD 15.97 million over the three years (Table 4).

90. **The approximately USD 1.56 million difference from the original GCF-approved budget reflects cost savings, primarily from procurement processes related to grey infrastructure.** According to the project team, discussions are ongoing regarding how best to reallocate these funds within the remaining implementation period. Clarifying the use of this balance will be important to ensure full delivery and strategic use of resources, particularly in the context of sustainability planning and any potential no-cost extension.

Table 4. Rate of Spent by Output as of June 2025

Component/ Output	Total budget at approval	Budget at design for 2023-25	Revised budget in work program (2023-25)	Actual cost/ Expenditure (as of June 2025)	Rate of spent against total budget	Rate of spent against budget at design for 2023-25	Rate of spent against revised budget 2023-25
Output 1	1,683,112	1,586,519	1,482,554	1,226,599	73%	77%	83%
Output 2	9,640,410	8,962,668	5,982,620	3,724,774	39 %	42%	62%
Output 3	5,616,873	4,950,920	3,173,206	1,959,304	35%	40%	62%
Project Management	593,105	470,636	297,436	146,027	25%	31%	49%
Total	**17,533,500**	**15,970,743**	**10,935,817**	**7,056,705**	**40%**	**44%**	**65%**

91. **As of June 2025, the project had spent USD 7.06 million, which equates to 65 percent of the revised work program budget and 40 percent of the original GCF-approved budget (Table 4).** This rate of expenditure places the project behind its expected financial trajectory, given that it is well into its third year of delivery with only 18 months remaining. While such underperformance is not uncommon among GCF projects with significant infrastructure and institutional reform components, it underscores the need for accelerated disbursement and improved sequencing in the remaining period. The project team plans to accelerate spending as water gates are soon complete.

Table 5. Rate of Spent by Output and Year as of June 2025

Component/Output	2023			2024			2025		
	Allocated*	Actual	%	Allocated*	Actual	%	Allocated*	Actual**	%
Output 1	759,502	743,758	98	419,377	372,232	88	303,676	87,949	29
Output 2	356,590	353,969	99	539,202	513,081	95	5,086,828	2,859,239	56
Output 3	146,329	149,043	102	890,751	866,181	97	2,136,126	970,170	45
Project Management	110,721	13,310	48	130,210	73,989	56	139,756	46,749	33
Total	**1,289,891**	**1,260,081**	**98**	**1,979,541**	**1,825,483**	**93**	**7,666,386**	**3,964,106**	**52**

*Per Work program

**Financial data is only up until Q2 of 2025

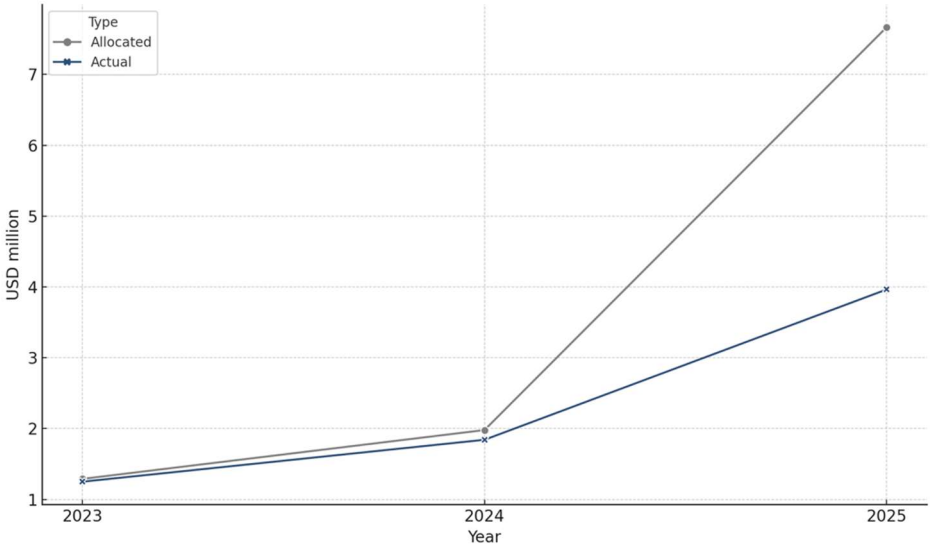
92. **As shown in Figure 4 and Table 5, the project has done reasonably well in aligning annual allocations with actual spending:**

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- In 2023, actual expenditure reached 98 percent of the yearly work plan budget.
- In 2024, the rate was 93 percent, again suggesting strong budget execution.
- In 2025, at mid-term the project spending has reached 52 percent for Q1 and Q2, as such the project appears to be on track to meet its annual financial targets once full-year data is available.

93. **This trend reflects a disciplined approach to financial planning.** The project has adapted its shifted workplan (beginning full implementation in 2023 instead of 2022) and has managed to allocate and disburse funds in a way that matches revised annual targets, at least through mid-2025

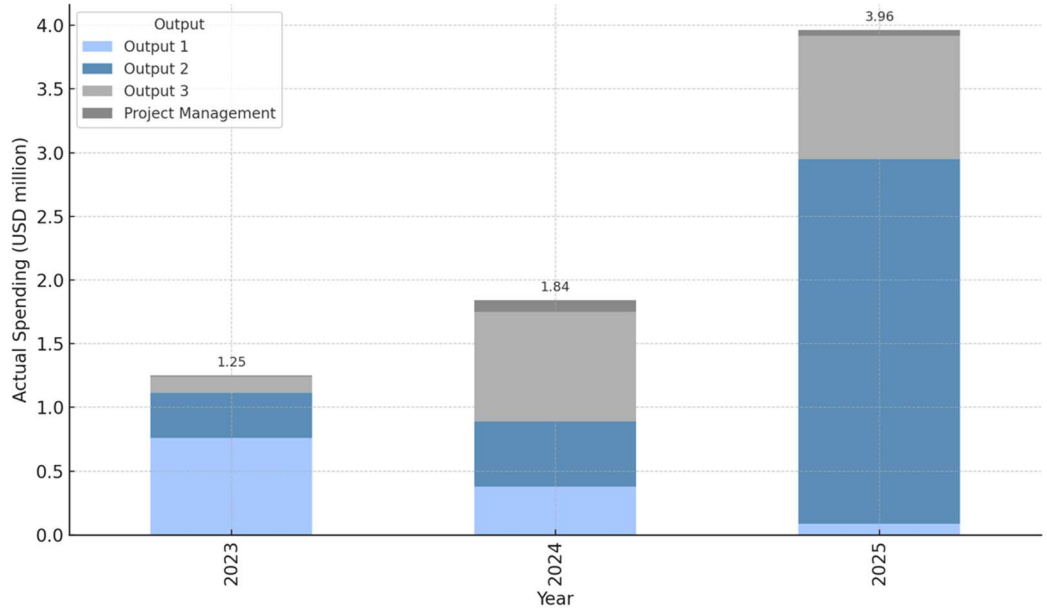
Figure 4. Overall actual spending versus allocated in work program



94. **Disbursement is broadly aligned with implementation progress, though several activities remain behind schedule**. The increase in expenditure under Output 2 in 2025 reflects the onset of large-scale infrastructure works, while accelerated delivery in Output 1 also contributed to the rise in disbursement. However, numerous activities across outputs are delayed, as noted in APRs and mission documentation — most notably the EbA interventions under Activity 2.2, which represent a significant portion of the remaining budget. While overall financial execution is not inconsistent with delivery, the observed delays in key components highlight absorptive and sequencing challenges that could constrain performance in the final phase unless addressed (Figure 5).

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Figure 5. Actual spending by output and year*



* Data for 2025 is as of Q2

3.3.2 Financial Reporting and Management Issues

95. **The project has complied with all applicable financial reporting and auditing requirements, both at the level of the Accredited Entity (UNDP) and among its Responsible Parties.** However, while reporting timelines have generally been met, the quality of financial documentation and internal controls varies between partners and poses some risks to financial readiness and transparency. As the Accredited Entity, UNDP does not produce a stand-alone external audit report for the project, in line with its institutional arrangements with the GCF. Instead, financial accountability is ensured through the annual corporate-level audits conducted by the UN Board of Auditors, which review UNDP's global financial statements and internal control systems. This approach is standard for UNDP-implemented GCF projects and is aligned with the FAA.

96. **At the implementing partner level, both KMUTNB and GIZ have submitted required annual audits conducted by independent auditors**. These audits confirmed that expenditures were consistent with approved workplans and budgets and that no material financial irregularities were identified. However, both audits identified control and compliance issues:

- KMUTNB did not issue formal service contracts for its support staff, nor maintain complete employee files. It lacked a centralized asset register and had no accounting software, relying instead on Excel-based records and over-the-counter cash deposits to pay vendors and staff.
- GIZ recorded USD 24,495 in expenditures late, due to delays in documentation from third-party collaborators. In another case, a contract for CRVA work was awarded through a single-bid process, raising concerns about transparency. While this was within procedural limits, the audit noted it could 'undermine perceived fairness.'

97. **In terms of reporting quality and timeliness, the project has submitted APRs consistently each year, including financial summaries and variance explanations**. Financial reporting to the Project Board has also been regular, with quarterly and annual updates presented and discussed. However, some delays in activity-level financial reporting have been noted—particularly where technical clearance or procurement

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delays stalled associated disbursements. In these cases, partner-level reporting sometimes lagged behind expenditure or relied on incomplete documentation, especially in the case of KMUTNB.

98. **While no fiduciary risks or financial irregularities have been recorded, the project has faced several operational financial management challenges that have slowed implementation and reduced disbursement efficiency.** These challenges primarily reflect procurement bottlenecks, unclear supervisory relationships, and weak internal financial controls among implementing partners, especially in the early implementation phase. Specific examples of these issues and their consequences for activity-level disbursement are detailed in the following paragraph.

99. **Financial disbursement has been closely tied to activity execution, creating delays when technical, procurement, or coordination issues slow down the delivery process**. This has been most visible in Outputs 1 and 3, where activities are interdependent and require adaptive sequencing. For example, under Output 1, KMUTNB's payments were delayed due to the unresolved technical disagreements with RID regarding the practicality of early digital tools, modeling approaches, and equipment specifications. Because deliverables were not accepted, UNDP withheld disbursements pending resolution. These withheld payments, in turn, delayed downstream expenditures, including training activities and system deployment, which depended on earlier milestones being financially cleared, and which were also deferred by design until equipment calibration and model development were completed. In Output 3, prolonged procurement procedures directly delayed financial flows for core activities including on-farm activities, training contracts. As of Q4 2024, several procurements remained pending or under revision, preventing the release of earmarked funds.

100. **In addition to financial management, the evaluation found that the project has made reasonably effective use of its human resources.** The PMU, though lean in staffing, has demonstrated flexibility by taking on multiple roles beyond their initial TORs, such as supporting procurement processes, technical coordination, and field troubleshooting. RID staff and local partners have provided in-kind technical support and continuity, particularly in infrastructure oversight and agricultural extension. UNDP has contributed oversight and fiduciary functions, although coordination gaps and turnover in Chief Technical Advisors. Overall, while the project team has been stretched, human resources were generally deployed cost-effectively, with adaptive reallocation of roles helping to sustain delivery despite delays in some outputs.

3.3.3 Achievement of Co-financing

101. **As of mid-2025 (end of Q2), the project has mobilized USD 19.1 million in co-financing, exceeding the originally planned amount of USD 15.6 million, resulting in a realization rate of 123 percent (Table 6).** However, this strong overall figure masks some important nuances in terms of who contributed, how contributions were utilized, and whether they align with the full scope of project outcomes. The vast majority of mobilized co-financing has come from the RID, which contributed over USD 19.1 million surpassing its planned commitment of USD 16.3 million (Table 7). Contrary to common assumptions that such contributions would be in-kind (e.g., staff time, equipment use), this contribution is largely monetary, drawn from RID's regular public investment budget. It has been applied primarily to floodgate construction and irrigation infrastructure upgrades under Activity 2.1. This investment has played a significant role in maintaining progress on infrastructure delivery and demonstrates a strong level of national financial ownership.

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Table 6. Cofinancing achievement by Year and Output

Component/output	2023			2024			2025		
	Planned	Actual	%	Planned	Actual	%	Planned	Actual	%
Output 1	303,030	0	0	308,485	0	0	308,485	0	0
Output 2	2,121,212	1,822	0	3,787,879	8,532,219	225	4,696,970	9,567,590	204
Output 3	75,114	0	0	71,320	16,773	24	87,638	10,487	12
PMU	383,449	617,104	161	322,841	309,906	96	237,574	130,753	55
Total	**2,882,805**	**618,926**	**21**	**4,490,525**	**8,858,898**	**197**	**5,330,667**	**9,708,830**	**182**
Total Planned	15,586,433								
Total Actual	19,186,654								
Rate of spent Co-finance	**123%**								

102. **However, the concentration of RID's contribution in a single output raises concerns about the adequacy of co-finance coverage for the project as a whole.** Going forward, RID confirms that it plans to continue financing other planned activities, including digital governance systems under output 1 and EbA under Activity 2.2. However, these contributions are subject to the national budget approval cycle, which has caused delays in availability. For example, RID has proposed a budget of USD 1,474,459 for Output I and USD 247,576 for Output 3 under the Budget Appropriation Act B.E. 2569 (2025), which is expected to be finalized by the end of 2025. Until these allocations are approved and disbursed, affected components may face interim financing constraints unless UNDP or other partners identify bridge funding.

103. **In the financial and private sector, Krungsri Bank is the only official co-financing partner. It has committed USD 113,883, of which USD 27,260 (24 percent) has been disbursed as of 2025.** This contribution supports financial literacy, farmer training, and business development activities under Output 3. While modest in size, these activities are well aligned with the project's objectives to strengthen adaptive capacity and promote market-based resilience among smallholder farmers. While referenced in project design, BAAC is not a formal co-financer. Rather, it was expected to serve as a strategic delivery partner, facilitating access to rural credit and financial services. However, engagement with BAAC has faced repeated delays. As noted in APRs and mission reports, efforts to align activities with BAAC loan mechanisms have stalled due to insufficient internal coordination, lack of concrete partnership proposals, and uncertainty over resource contributions. These issues have contributed to slower progress under Output 3, particularly in linking agricultural adaptation with credit access.

Table 7. Co-financing by Delivery Partner

Component/ output	RID			Krungsri Bank		
	Planned	Actual	%	Planned	Actual	%
Output 1	1,531,515	0	0	0	0	0
Output 2	13,484,848	18,101,631	134	0	0	0
Output 3	247,576	0	0	113,883	27,260	24
PMU	1,000,000	1,057,764	105	0	0	0
Total	16,263,939	19,159,395	118	113,883	27,260	24

3.3.4 Efficiency of Implementation

Questions from Evaluation Matrix

- To what extent are the outputs being achieved in a cost-effective manner? (cost savings – what and how much and why?).
- How is the project enhancing its cost- and time-effectiveness (Adaptive management)?
- What has been the project's ability to adapt and evolve to meet the outcomes, based on continuous lessons learned and the changing development landscape/external context?

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- Were the planned activities delivered according to expected timeframes?
- Are the timing and sequence of activities i) aligned to the planned workplan?; ii) contributing to or hindering efficiency?
- Quality of Project Management and Supervision: Have the AE and EE, respectively, placed sufficient focus on:
    - Achieving project outcomes?
    - Supervision and coordination?
    - Adaptive Management
- Quality of project implementation and execution: Have the IA management team and EA project team respectively provided quality and timely project management and backstopping?

104. **The most significant example of cost-effectiveness to date has emerged under Activity 2.1 (floodgate infrastructure).** According to RID and PMU updates, actual local construction costs have been lower than the standard national unit rates used in the Funding Proposal, resulting in estimated savings of approximately USD 1.1 million. This margin now serves as a potential buffer to reallocate funds to underfinanced outputs. While this reallocation is not yet finalized, it reflects cost-aware financial management and flexibility in adjusting to emergent needs.

105. **However, progress in cost-effective delivery across the full project scope has been uneven.** Outputs 1 and 3 remain behind schedule, and their low absorption rates mean fixed costs (e.g., PMU, coordination) account for a higher share of disbursement than planned. This temporarily lowers overall cost-effectiveness. Furthermore, delays in procurement—particularly for Output 3's training activities and associated services to support financial access—mean that value for money has not yet been realized in these areas. In response, the project team has adopted several adaptive management measures, including:

- Having ongoing discussions with RID and KMUTNB to clarify technical deliverables and expectations under existing LoAs;
- Adjusting terms of reference and contractor expectations for EbA designs after initial drafts were judged too conceptual by RID;
- Postponing or reprioritizing procurement in line with clearer readiness signals;
- Initiating discussions for intra-project budget reallocations to preserve coherence and delivery across outputs

106. **Additionally, PMU has shown increased responsiveness to field-level realities, such as recognizing that many farmers prefer solar-powered pumps connected to the groundwater well system over on farm-ponds.** These examples illustrate that the project is evolving based on lessons from implementation. However, the small pumps initially offered were considered insufficient by farmers, and the project was unable to offer larger or alternative models at the time due to budget constraints. Following recent savings from infrastructure procurement, this option is now being reconsidered.

107. **While the Funding Proposal explicitly states that most project benefits are public goods and not expected to generate direct financial returns, the economic analysis done during the design stage showed a positive net present value and an internal rate of return above 20 percent, assuming 20 years of benefit realization**.[9] This suggests the project, if fully implemented, is economically viable in macro

[9] The Economic Analysis is Annex 3 in the Funding Proposal

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terms, even if short-term financial flows are absent. However, it also illustrates the importance of continuing the path to implement EbA according to the plan to ensure this benefit realization.

108. **Most planned activities were not delivered according to their original timeframes, due to a combination of factors including the absence of a transition period between GCF approval and the start of implementation, and the time required for government clearance and team mobilization.** As noted, although the project was approved in 2021, and the FAA signed in 2022, implementation could only begin after Cabinet approval was granted in 2023, as required by national procedures. Because the FAA marked the official project start date, there was no formal allowance for these preparatory steps. Mobilization of the PMU and technical teams from RID, GIZ, and KMUTNB proceeded through late 2023. This phased start affected the early rollout of procurement planning, coordination of safeguards, and activity sequencing. Progress reports also note that in the early implementation phase, limited clarity around roles and workstreams created coordination challenges across outputs – though these have improved over time.

109. **The timing and sequence of activities diverged from the original work plan, particularly due to the underestimation of dependencies between components**. Infrastructure activities under Activity 2.1 were delayed due to pending environmental and social safeguard approval processes. At the same time, EbA implementation under Activity 2.2 was delayed due to the late onboarding of consultants and the need to finalize CRVA findings first. Overall, the broader Output 2 implementation is only 9.56 percent complete versus the planned 81.11 percent of cumulative target progress expected by Q1/2025 as per the original work plan and implementation calendar agreed upon in the Funding Proposal and the ProDoc. These delays reveal that the original sequencing did not fully account for the time required for safeguards, stakeholder consultations, and technical scoping. Although work plans were revised over time, the adjustments were largely reactive, and early misalignments, such as attempting to begin infrastructure construction design before safeguards were approved, slowed delivery.

110. **Adjustments made in response to delays were necessary but did not always improve efficiency.** To make up for lost time, activities under Outputs 1, 2, and 3 were launched in parallel from 2023 onward, rather than in a phased sequence as originally intended. This compressed implementation period put pressure on procurement, supervision, and coordination with partners. Output 1 activities were accelerated in 2023–2024 once KMUTNB was fully mobilized, allowing tool development and training to proceed ahead of schedule. However, institutional uptake has been slower, and the overlapping schedules created additional demands on supervision and inter-agency coordination. While some timeline adjustments were necessary given the shortened implementation window, they did not lead to improved efficiency and, in some cases, increased the risk of bottlenecks and incomplete delivery. For example, delays in safeguard approvals held up infrastructure under Activity 2.1 (construction of water gates), while Output 3 activities missed seasonal planting windows due to late contracting and equipment procurement.

3.3.5 Quality of Project Management and Supervision

111. **The project's overall management set-up is technically sound, and at the time of the interim evaluation, it has achieved a more coordinated rhythm across key partners.** The PMU, RID, UNDP, GIZ, and KMUTNB each contribute actively within their respective roles, and regular coordination meetings have been established to move activities forward and resolve issues for each output. This has helped enhance coordination among the partners while also improving reporting, information flow, and collective planning. Overall:

- **UNDP has fulfilled its strategic oversight and fiduciary functions**. However, coordination and implementation support have varied over time, particularly during transitions between Chief Technical Advisors (CTAs). Unlike some other GCF projects where CTAs are embedded in the PMU, in this case, the CTA has been based within the UNDP Country Office. To some extent, this limits the project's ability to move forward and resolve issues effectively. The appointment of the current CTA

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has helped significantly accelerate implementation and strengthen internal coordination. While the UNDP Country Office provides good overall oversight and guidance and has done well liaising between project partners to resolve issues, it does not operate alone. Technical support and GCF policy guidance are also delivered through UNDP's wider structure, including the Regional Technical Advisors (RTAs), Regional Programme Associates (RPAs), and HQ focal points. At the time of the evaluation, some of these regional roles were undergoing transition, which may have temporarily affected access to timely guidance related to the GCF. To strengthen operational decision-making, especially during Project Board meetings, it may be beneficial to clarify internal roles across the UNDP support structure and designate a CO-based GCF focal point to ensure consistent access to implementation guidance.

- **RID has shown commitment but faced institutional and procedural constraints**. Staff turnover, limited authority over partners, and challenges navigating international procurement and safeguard systems reduced their ability to coordinate across outputs. While RID effectively delivered civil works, it had less influence over technical coherence across the project's knowledge and planning components.
- **The PMU plays a key coordination role and provides valuable information to support project activities, although it has not been formally empowered to drive implementation in a strategic or decision-making capacity.** Staffed by a private consulting firm under RID's administrative oversight, the PMU ensures alignment with national systems and facilitates day-to-day operational coordination. Since becoming fully operational, it has supported RID and the broader project team by organizing project board meetings, reviewing reports, assisting with procurement documentation, compiling project information, and facilitating communication among partners. While its formal role is primarily day-to-day management, the PMU consistently identifies critical issues, advises the Project Director and working groups, and helps guide the sequencing and technical integration of project components, even though supervising implementing partners or resolving obstacles is beyond its formal mandate. Although it is not engaged in reviewing APRs before submission, the PMU has actively promoted coherence across Outputs 1, 2, and 3, thereby contributing to the alignment of project activities with outcome-level results and demonstrating a strong commitment to implementing the project in accordance with the guidelines of the GCF funding.
- **GIZ and KMUTNB have delivered technically strong outputs, but coordination and sequencing with other components have often been misaligned.** Stakeholder workshops helped validate deliverables, but the absence of a common integration framework or harmonized reporting standards limited the usability of these products by RID and delayed their uptake in planning.

112. **Communication between implementing partners and project teams is generally functional but relies heavily on informal channels, risking inconsistency in message alignment.** While coordination meetings and email exchanges help maintain communication between UNDP, RID, KMUTNB, and GIZ, the absence of a centralized communication protocol has occasionally led to fragmented messaging and delivery delays. Project teams noted that deliverables (e.g., designs, model outputs) were often shared through informal or bilateral channels, which created confusion around timelines and responsibilities. The lack of a shared project communication platform or centralized knowledge hub has hindered integration across outputs and partners.

113. **Despite the presence of a multi-tiered governance structure, including the Project Board, RID, PMU, the TAG, and multiple implementing partners, roles and responsibilities across these bodies remain insufficiently defined at times.** The PMU has been tasked with coordination, yet lacks formal authority to oversee partner activities or resolve implementation bottlenecks, often acting more as a reporting unit than a strategic driver. Within RID, responsibility for various components is fragmented, and lines of accountability between central and regional offices are unclear. This has contributed to some of the delays in procurement and information flow. At the strategic level, the TAG, despite bringing together valuable technical expertise, operates without formally agreed ToRs, and its advice is not always taken up or clearly responded to in decision processes.

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3.3.6 Stakeholder Engagement, Partnerships and Grievance Mechanism

Key Findings for Stakeholder Engagement, Partnerships and Grievance Mechanism

Finding SE1. The project has established multi-level stakeholder engagement platforms and achieved strong participation during planning phases; however, engagement has been uneven across stakeholder types, with limited systematic inclusion of subnational agencies, civil society, and private sector actors (links to Recommendations 3 and 7).

Finding SE2. Community consultations have helped ensure local relevance of EbA interventions, with tangible influence on site selection and design. Yet, feedback loops from consultation to implementation have been inconsistent, leading to unmet expectations and signs of engagement fatigue at some sites (links to Recommendations 3 and 7).

Finding SE3. Core institutional partnerships (RID, UNDP, GIZ, KMUTNB) have functioned well technically, but the indirect contracting structure has constrained RID's coordination role and weakened integration of workstreams across outputs (links to Recommendation 6).

Finding SE4. Academic partnerships have introduced valuable digital and analytical tools, but limited co-development with farmers and extension services has reduced their practical uptake. Tools were not consistently tailored to end-user needs or institutionalized through local service systems (links to Recommendation 3).

Finding SE5. Private sector engagement and financial institution involvement have been minimal, despite being critical components of Output 3. Planned collaboration with BAAC has not materialized, and mechanisms for ongoing private sector involvement are lacking (links to Recommendation 4).

Finding SE6. A formal Grievance Redress Mechanism has been established in line with UNDP and GCF standards, but awareness among local stakeholders remains low, and the mechanism has not yet been fully tested or systematically monitored (links to Recommendation 7).

Finding SE7. Coordination with subnational institutions has been regular in consultations and training, but formal roles, reporting lines, and joint planning mechanisms remain weak. This affects sustainability and local institutional ownership (links to Recommendations 3 and 6)

Questions from Evaluation Matrix:

- How are stakeholders engaged in the project?
- Are the stakeholder communication and consultation mechanisms effective and inclusive of differentiated groups?
- Is the project dedicating sufficient efforts to maximize collaboration and coherence between various stakeholders?
- To what extent were effective partnerships arrangements established for implementation of the project with relevant stakeholders involved in the country/region?
- Is there a Grievance Mechanism in place and how are stakeholders made aware of it?

114. **The project has established structured platforms for stakeholder engagement, achieving comprehensive levels of participation in technical consultations and local planning processes.** According to the Stakeholder Engagement Plan (SEP) outlined in the project's original design (Funding Proposal),

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stakeholder engagement was intended to occur through multi-tiered, participatory mechanisms. These included: (1) national-level policy actors engaged through the Project Board and Working Groups; (2) technical institutions and consultants contributing to thematic planning and capacity-building (e.g., KMUTNB, GIZ, Naresuan University); (3) local stakeholders and water user groups participating in consultations, community meetings, and participatory site planning; and (4) private sector and financial partners engaged through targeted outreach under Output 3. The SEP emphasizes early and continuous engagement, feedback loops, and gender-sensitive inclusion—particularly for vulnerable rural groups. For example, under Activity 2.2, RID, GIZ, and UNDP carried out regular consultations for site selection at Bueng Jon, Klong Mem and Bueng Kluay, involving over 70 water user representatives from five subdistricts. Community feedback directly influenced design features such as aquaculture and floodplain restoration, while local concerns like farmland loss and invasive species were integrated into concept plans. At the national level, RID, UNDP, GIZ, and KMUTNB have collaborated on joint planning, contributing to enhanced institutional coordination. However, stakeholder engagement has been uneven. Subnational agencies (e.g., Provincial Agricultural Offices and LAOs) have not been consistently included in decision-making. For example, Provincial Agricultural Offices were mainly engaged in one-off provincial workshops and trainings, while LAOs participated during site visits at Bueng Jon, Klong Mem, and Bueng Kluay but were not systematically integrated into planning forums. Similarly, participation from civil society and local NGOs has remained limited to ad hoc consultations, and private sector actors have so far been engaged primarily through market linkage workshops under Output 3, without an established mechanism for continuous involvement.

115. **Community consultation mechanisms have contributed to local ownership and validated the project's relevance, particularly in water-scarce and flood-prone areas.** During the selection of EbA sites under Activity 2.2, the consultation meeting held in January 2025 to endorse the three selected EbA sites was attended by 20 water users, including three female representatives (approximately 15%) from water user groups and sub-district administrative offices. It should be noted that female participation typically remains below 40%, depending on the context and nature of each EbA site. Local stakeholders were actively encouraged to share their adaptation needs, including constraints related to irrigation, cropping calendars, and alternative farming practices. Tools such as Green Water Unity were introduced to support localized decision-making. Furthermore, beyond formal training settings, water user representatives have played a vital role in on-site consultations at EbA locations. Their involvement has been instrumental in facilitating communication with local villagers and supporting development partners in building trust and conveying technical information to farmers. This ongoing engagement has strengthened the project's ability to integrate local perspectives into design and implementation processes.

116. **However, feedback loops from planning to implementation have been inconsistent.** While the early stages of consultation were participatory, some technical decisions—such as construction timelines and equipment specifications—did not fully reflect local constraints or capacities. Community members expressed interest in integrated farming and climate-adaptive cropping during Output 3 consultations; however, these inputs were not systematically integrated into training or follow-up activities, resulting in unmet expectations and communication gaps, particularly regarding support timelines.

117. **While the project's SEP identifies civil society organizations (CSOs), NGOs, and local organizations as key actors, their structured involvement has been minimal**. Engagement efforts have largely concentrated on government agencies (e.g., RID), Academia (KMUTNB and Naresuan), and international partners (e.g., GIZ), with community participation primarily limited to water user groups.

118. **Furthermore, as implementation delays increased, local stakeholders also began reporting signs of engagement fatigue.** Despite participating in early planning and site assessments, many felt that there was a lack of follow-up communication or visible action – particularly for EbA under Activity 2.2. Farmers interviewed at pilot sites expressed uncertainty about the timeline for receiving support and whether their inputs had been addressed. Additionally, local-level feedback on barriers to digital tool use—such as English-only interfaces or complicated login processes—has not consistently led to responsive project

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adjustments. It is important to note that these perceptions reflect stakeholder views, and do not necessarily indicate gaps attributable to specific implementing partners. In parallel, GIZ has reported targeted measures to mitigate engagement fatigue and strengthen participation—including translation of technical materials into Thai, use of real-time interpretation during workshops, and facilitated focus group discussions to capture stakeholder feedback and promote inclusivity.

119. **The project has achieved significant collaboration milestones, particularly during the early design phases, when RID, UNDP, GIZ, and academic partners, including KMUTNB in joint planning and consultations.** These efforts contributed to the development of coherent site selection processes and the integration of technical, ecological, and local knowledge into design features. However, the collaboration has been less effective in extending beyond these core actors. Subnational agencies—including the Agricultural Extension Offices, Provincial Offices of Natural Resources and Environment, Local Offices of the National Water Resources, and representatives of river basin committees—have been regularly engaged in trainings, field visits, and stakeholder consultation meetings, both formal and informal. Water user representatives, nominated by the RID regional office following the Training Needs Analysis meeting at the start of the project, also include members from Sub-district Administrative Organizations and other local authorities who actively participated in workshops and consultation sessions. However, despite this regular involvement, these subnational actors have not yet been systematically integrated into project planning and decision-making processes. Similarly, while the SEP outlined a vision for engaging a wide array of actors, including civil society, financial institutions, and private sector partners, implementation has fallen short of these ambitions. The participation of CSOs and NGOs has been limited and largely informal, despite their potential to support outreach, training, and community mobilization efforts.

120. **Private sector engagement remains particularly weak despite being a target under the project's Theory of Change.** Output 3 aimed to engage 210 private sector partners, including agribusinesses and cooperatives, in promoting climate-resilient practices and value chain innovation. As of Q1/2025, RID reported that collaboration with private actors is still "under development," with no formal mechanisms for partnership or co-financing in place. Coordination with actors such as the BAAC has not been confirmed, which limits the project's potential to scale up or sustain market-based adaptation solutions. Moreover, although Output 3 activities generated valuable farm-level data, these insights were not consistently translated into responsive support packages or adapted training materials. These gaps highlight the need for greater effort to align roles, timelines, and feedback mechanisms across all stakeholder groups, particularly at the operational and local implementation levels—to ensure that collaboration is not only initiated but sustained.

Effectiveness of Partnerships

121. **The project's core institutional partnerships, between RID (Executing entity), UNDP (Accredited Entity), KMUTNB, GIZ, as well as partnerships build during implementation with Naresuan University, established a technically sound foundation with clear complementarities across climate modeling, ecosystem-based adaptation, engineering, and policy coordination.** These functional divisions enabled interdisciplinary collaboration during the project design and early planning stages, facilitating the integration of ecological and hydrological perspectives into adaptation planning. However, the indirect contracting structure has introduced notable coordination challenges. Under the current model, UNDP directly contracts KMUTNB and GIZ—a structure originally designed to streamline procurement, ensure fiduciary compliance with GCF standards, and reduce procurement risks for RID. While this arrangement helped expedite partner mobilization, it has also created operational bottlenecks by delaying RID's access to partner outputs and limiting its ability to synchronize activities across components., which limits RID's authority over the coordination of technical planning and oversight of deliverables. Although this approach was designed to streamline procurement, it has created operational bottlenecks—delaying RID's access to partner outputs and limiting its ability to synchronize activities across components. These structural

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limitations have also reduced RID's role in guiding implementation, weakening coherence between technical workstreams.

122. **The collaboration with academic institutions has contributed to innovation, but it has also revealed limitations in translating tools into practical, field-level applications**. KMUTNB's IRDM forecasting platform and Naresuan University's agricultural assessments introduced valuable analytical tools to support climate-informed planning. Yet, feedback from implementation suggests that these tools remained underutilized due to limited tailoring to end-user needs and the absence of structured co-development processes with farmers or extension services. The partnership model enabled upstream technical input but lacked mechanisms for iterative adaptation, local validation, and integration with on-the-ground service delivery. As a result, promising tools were not consistently integrated into local planning or agricultural decision-making, thereby reducing their potential impact.

123. **Coordination with subnational institutions has been shaped by both structural design features and varying levels of institutional capacity.** While RID's central office has provided strong strategic oversight and planning leadership, provincial and district-level counterparts continue to navigate challenges related to mandate clarity, resource availability, and targeted training—particularly in relation to operationalizing digital tools and supporting climate-informed agriculture. In the EbA design process, both national and regional RID staff were engaged from the initial assessment and site selection stages. The assignment of specific regional RID engineers became more prominent during the conceptual design phase, and they have since provided ongoing technical input and validation. According to GIZ, this sequencing did not delay technical validation or field-level planning, as other regional RID representatives had already participated in consultation meetings and contributed local insights. While meaningful progress has been made, the absence of clearly defined roles, structured reporting lines, and mechanisms for joint planning between national and subnational institutions continues to present coordination challenges. Addressing these systemic factors will be important for sustaining local partnerships and ensuring the long-term institutionalization of adaptation practices beyond the life of the project.

Grievance Mechanism

124. **A Grievance Redress Mechanism (GRM) has been formally established. The GRM adheres to the GCF and UNDP safeguard standards, which are integrated into the ESMF**. The ESMF embedded in the Funding Proposal and ESMP documentation outlines a multi-tiered GRM, allowing stakeholders to raise concerns at the community, district, and central levels. The mechanism includes provisions for anonymous complaints, time-bound resolution, and documentation.

125. **Project partners have initiated efforts to disseminate information about the GRM, but consultations indicate that awareness of the GRM among local stakeholders remains limited.** Although information about the GRM was shared not only during ESMP workshops and training sessions—including a February 2025 training for provincial RID staff, contractors, and consultants—but also through communication materials such as an infographic created by RID and UNDP and posted on the project's Facebook page on 10 March 2025, as well as disseminated via local LINE groups, consultations indicate that awareness of the GRM among community stakeholders remains limited. During field visits, evaluators noted that GRM signage was posted at some floodgate construction sites; however, such materials were not consistently visible across all project locations, and it is questionable whether such big signage should even be posted in the EbA sites once implementation begins. Indeed, many farmers and community members in project areas expressed unfamiliarity with how to express complaints or who to contact if issues arise, for example, regarding concerns about land use changes, construction impacts, participation in planned activities, or in the event of labor issues, sexual harassment, abuse of power, etc. UNDP and RID staff also noted the need for improved communication materials and localized engagement to enhance community understanding of their rights and access to redress.

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126. **There is currently no formally reported evidence of grievance cases being filed or addressed from within the project sites, which may reflect either low stakeholder awareness, barriers to accessing the mechanism or simply that there are no grievances to report**. While no complaints or grievances are recorded in the Q1/2025 project reports, consultations revealed that one unofficial grievance has been raised by an individual residing outside the designated project area. Although the complainant is not located within the physical implementation zone, the grievance concerns the project's perceived indirect impacts. The grievance was not reported through formal channels but raised through Facebook. Both UNDP and project partners have formally acknowledged this case, and it is being addressed in accordance with the project's GRM procedures. A consultative process with the individual has commenced to clarify the concerns and determine appropriate responses. The case is being officially documented and logged within the project's safeguard system and is included in the risk and issue register for ongoing monitoring.

3.3.7 Monitoring & Reporting

Key Findings for Monitoring and Reporting

Finding ME1. The Results Framework is aligned with GCF adaptation indicators and includes gender-disaggregated targets. However, several indicators lack methodological clarity and verifiable definitions, particularly ordinal "level" indicators and behavioral adoption metrics. This weakens specificity, measurability, and consistency across partners, limiting the project's ability to track outcome-level change (links to Recommendation 5).

Finding ME2. The project relies heavily on proxy indicators (e.g., floodgates, ponds) without sufficient usage-based or behavioral metrics to verify resilience outcomes. Complementary data (e.g., farmer training records, practice adoption) exists but is not systematically integrated into results tracking, reducing attribution to intended impacts (links to Recommendation 5).

Finding ME3. Regular reporting is in place across partners and APRs are submitted on time, but the M&E system functions more as a compliance tool than a learning mechanism. The PMU has limited involvement in APR quality assurance, data harmonization is inconsistent, and feedback loops from reporting to implementation remain weak (links to Recommendation 6).

Finding ME4. Environmental and social safeguards were well integrated into planning and approvals, with all ESMPs and ESIAs completed in line with UNDP/GCF standards. However, field-level monitoring and reporting on safeguard implementation is limited, reducing visibility into how mitigation measures are applied during construction and site-level delivery (links to Recommendation 7).

Questions from Evaluation Matrix:

- Is the monitoring plan well-conceived, and sufficient to monitor results and track progress toward achieving project outputs and direct outcomes?
- Is the monitoring plan operational and effective to track results and progress towards objectives?
- Does the project comply with the progress documentation and monitoring reporting requirements/ schedule, including quality and timeliness of reports?
- What (if any) corrective actions were taken in response to monitoring reports (such as APRs)?
- To what extent has the monitoring system (M&E) contributed to learning, decision-making, and adaptive course corrections during implementation?

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127. **The project's Results Framework (RF) was developed at the Funding Proposal stage and has remained structurally consistent through implementation.** It incorporates fund-level impacts, project-level outcomes, and output-level indicators, with baselines, targets (mid-term and final), and defined means of verification. The RF is well aligned with the GCF's Adaptation Performance Measurement Framework (APMF) (Table 8). It directly corresponds to core fund-level results such as Increased resilience and enhanced livelihoods of the most vulnerable people, communities, and regions (Fund-level Impact 2), and increased resilience of health and well-being, and food and water security (Fund-level Impact 3). These are reflected in project-level outcomes that target improvements in water resource management, agricultural productivity, and institutional capacity for climate-informed planning. The RF includes one outcome and 6 output indicators, from a total of 12 indicators covering both technical and institutional change dimensions. It also includes a set of gender-disaggregated indicators, though the quality and clarity of these were limited at the design stage.

Table 8. Alignment of FP170 indicators with GCF APMF

GCF APMF Expected Result	FP170 Corresponding Indicator	Alignment Type
A1.0 Increased resilience and enhanced livelihoods of the most vulnerable people, communities, and regions	Project-level outcome indicators on household resilience, livelihoods, and reduced exposure to climate risks	Direct
A1.1 Change in expected losses of lives and economic assets (US$)	Output 3.1.a: Reduction in expected economic losses due to climate-induced events	Direct
A1.2 Number of males and females benefiting from climate-resilient livelihood options	Output 3.2.a: Number of farmers adopting diversified, climate-resilient practices (disaggregated by gender)	Direct
A2.2 Number of food-secure households in at-risk areas	Output 3.2.b: Increase in average agricultural yields in target areas	Indirect
A2.3 Number of males and females with access to safe water supply despite climate shocks	Output 2.2.a: Number of households with improved year-round water access	Direct
A3.0 Increased resilience of infrastructure and the built environment to climate change	Output 2.2.a: Number of physical asstes made more resilient to climate variability and change, considering human benefits.	Direct
A4.0 Improved resilience of ecosystems and ecosystem services	Output 2.1.b: Area (km^2) of ecosystem-based adaptation measures implemented	Direct
A4.1 Coverage/scale of ecosystems protected and strengthened	Output 2.1.c: Coverage of rehabilitated and protected forest or watershed zones	Direct
A5.1 Institutional and regulatory systems that improve incentives for climate resilience	Output 1.2.a: Policy updates incorporating EbA and climate risk into water/agriculture planning	Indirect
A6.2 Use of climate information in decision-making	Output 1.1.b: Extent of use of enhanced IRDM tool by national/provincial planners	Indirect
A7.1 Use of Fund-supported tools and strategies for climate response	Output 3.1.b: Number of community members using risk reduction/adaptation support tools	Direct
A8.1 Number of people made aware of climate threats and responses	Activity 3.1.2 (qualitative): Awareness campaigns for local communities	Indirect

128. **Despite this alignment, practical design weaknesses in indicator formulation and operationalization have emerged during implementation, which present challenges for tracking results.** Several indicators are missing definitional clarity or the methodological guidance necessary to enable accurate data collection and interpretation. For example, the project relies on several ordinal "level" indicators to track changes in planning integration and behavioral adoption of climate-resilient practices. This approach is

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theoretically valid for measuring qualitative, systemic change, such as shifts in institutional coordination or household practices. However, in practice, the level definitions are not grounded in clear, assessable criteria, and no standard tools or baselines were developed to support consistent scoring. That is:

- **Under Output 1, Indicator 1.1** -'Level of integration of climate information into water and agriculture sector planning and decision-making'—defines Level 2 as *'climate information included in water or agriculture planning processes'* and Level 4 as *'evidence of collaborative and climate-informed planning between water and agriculture sectors.'* Yet the definition lacks clarity on:
    - Which policies or planning documents are considered
    - What kind of evidence constitutes 'integration' and
    - Whether the project actively targeted specific planning processes against which such integration could be assessed.
- **Under Output 3, Indicator 3.1**, **–** Number of households adopting climate-resilient agricultural practices (graded from 'no practice' to 'fully applying climate-resilient practices')**,** several issues remain:
    - There is no structured household baseline that maps where farmers started;
    - There are no agreed-upon criteria for what constitutes 'partial' versus 'full' application; and
    - There is no clear documentation of how the current Level 1 score was determined.

129. **The result is that while the logic of progression is reasonable, the scoring of level cannot be reliably applied or externally validated.** Basically, how does one attribute progress across the defined levels in e.g. output 1, indicator 1.1? Furthermore, there can be an inconsistency in how different partners interpret the levels. This limits the indicators' Specificity, Measurability, and Verifiability, even if they align with higher-level change pathways.

130. **Another challenge is the use of proxy indicators.** While the project's Theory of Change logically links tangible outputs such as infrastructure upgrades, training, and EbA measures to resilience outcomes, the Results Framework relies heavily on proxy indicators without accompanying outcome verifiers. These proxies—e.g., the number of farm ponds or floodgates—track delivery effort but do not test whether the underlying assumptions of the ToC hold in practice. Without intermediate indicators or usage-based metrics, the project cannot demonstrate whether these proxies are translating into actual adaptation benefits at the household or system level.

131. **Several activities not explicitly included as targets in the Results Framework could have served as more concrete and verifiable benchmarks** for assessing progress toward the project's existing indicators. Rather than suggesting new indicators, these activities could have been integrated as intermediate targets or milestones within the current framework to strengthen the link between delivery and results. For example:

- The number of Farmer Field Schools (FFS) established, or farmers trained through FFS could have served as a proxy or sub-target for Indicator 3.1, providing a verifiable input toward behavioral adoption of climate-resilient practices.
- The number of farmers trained in the Farmer Agricultural Application (FAA) could have supported tracking of Indicator 1.2, which focuses on the application of climate information tools. This would ground uptake claims in actual delivery data.
- The number of district action plans or standard operating procedures (SOPs) integrating climate risk data could have been used to validate progress under Indicator 1.1, which currently uses a vague ordinal scale to assess "level of planning integration."

132. **In addition to the definitional and measurement issues with several indicators, the project faces challenges with the realism and interpretability of its indicator targets, particularly those set at outcome level.** The baseline study conducted in 2023 did not result in any revisions to the RF's original targets, which remain unchanged from the Funding Proposal and ProDoc.

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- Under indicator A1.2, the original target of reaching 62,000 direct beneficiaries was based on preliminary census and demographic estimates available at the time of the Funding Proposal. However, during implementation, updated population data—used in project census and household mapping efforts—revealed that the combined population of the originally targeted sub-districts no longer supported this figure. This was one of the drivers behind the expansion from 22 to 24 districts, allowing the project to maintain a reasonable denominator for reaching its quantitative targets. This contextual change in the number of available beneficiaries highlights the importance of revalidating population-based targets during inception and adjusting indicators or geographic scope accordingly to maintain both credibility and feasibility.

- Under Indicator A4.1, Area of ecosystems improved or protected (200 km² target), which aims to quantify the spatial scale of EbA and watershed protection achieved through the project. The target of 200 km² was set during the design phase, but presents several evaluability and feasibility challenges:
    - At the time of target-setting, the specific types, locations, and configurations of EbA interventions had not yet been defined. The target was thus based on high-level landscape assumptions about potential areas of influence in the Yom–Nan Basin, rather than on concrete site assessments. In practice, EbA interventions are highly contextual and require localized ecological, hydrological, and social diagnostics; all of which were only completed during implementation (2024–2025).
    - Once GIZ and RID carried out technical scoping and participatory site selection, the actual area of feasible EbA measures turned out to be far smaller than initially assumed. Pilot sites selected for demonstration range from a few hectares to small catchment zones, with only indirect or diffuse ecosystem spillovers that are difficult to quantify spatially.
    - Additionally, the definition of what qualifies as an "improved or protected ecosystem" remains unclear in project documentation and APRs. There is no guidance on whether buffer zones, partially restored areas, or adjacent lands with increased infiltration should be included, further complicating measurements and reporting.

  This reflects a broader design issue, which calls for setting rigid, area-based targets for ecosystem resilience before the measures have been scoped or costed, is inherently problematic. EbA outcomes are often process-driven, with impacts that are qualitative, diffuse, and long-term. Without adaptive target-setting mechanisms or complementary qualitative indicators, the project is likely to fall short of this target, even if meaningful ecosystem benefits are delivered.

- **Indicator A1.1 – Reduction in expected economic losses (USD 4M to USD 2M):** The baseline figure of USD 4 million in projected losses appears to be derived from ex-ante economic modeling conducted during the project design phase. However, no clear methodology has been disclosed to derive this figure or for measuring subsequent loss reductions.
- **Indicator 3.2 – Households with access to finance (target: 10,000 to 20,000):** This indicator is difficult to track precisely because "access" is not defined—does it mean awareness, eligibility, application, or actual disbursement? Project reporting notes efforts to train farmers and engage with BAAC, but there is no mechanism to directly track how many of those households then gained access to climate-resilient finance products. Additionally, without clear disaggregation or cross-referencing with BAAC data, the 20,000 household target risks becoming a notional benchmark rather than a verifiable outcome.
- **Indicator 3.3 – Number of listed companies supporting climate-resilient agriculture (target: 210):** This indicator relies heavily on downstream private sector behavior that the project cannot directly influence. While efforts have been made to connect farmers to market platforms, there is no clear method to define or verify when a listed company's engagement constitutes "support." The indicator combines two distinct modes of engagement—purchase contracts and investments—making tracking and attribution even more challenging. As of 2024, reporting focuses on platform development but offers no evidence of company-level behavior change

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Project reporting

133. **The project's monitoring plan is operational in the sense that regular reporting is taking place through APRs, partner progress reports, and technical documentation aligned with the Results Framework.** Progress reporting from key implementing partners (RID, KMUTNB, GIZ) is systematic and generally on a quarterly basis, though with some variations in timing and content detail. The quality of partner reports is strong in descriptive content but uneven in how results are mapped to the RF. For example, GIZ's reports include updates on technical delivery and some narrative reflections on uptake and relevance, but links to indicators and achievement progress are inconsistently made. RID and KMUTNB's reports are more process- and activity-oriented, with RID's reports showing significant effort to track infrastructure milestones, procurement progress, and safeguard approvals. However, outcome-level reflection is more limited.

134. **The project complies with GCF and UNDP reporting protocols by producing APRs that align with the structure and expectations laid out in the FAA and UNDP**. APRs have been delivered each year and follow the GCF's standard template, reporting against outcome, output, and activity levels. These include quantitative and narrative sections, gender considerations, and risk logs. Based on available reports and interviews, the APRs have been submitted in a timely manner and reflect an honest appraisal of progress and risks, though limitations remain in outcome-level reporting due to indicator design challenges. Furthermore, the project team could have done more to reflect challenges and needs for adjustments. For example, challenges in reaching targets, given the contextual changes, although noted during the baseline assessment and in the 2023 and 2024 Project Board meetings, were not raised in the APRs.

135. **While reporting compliance is relatively strong on paper, interviews during the field mission indicated weaknesses in how reporting is used for strategic oversight and learning.** For example, PMU is not systematically engaged in reviewing or quality-assuring APRs before submission, despite its central coordination role. There is limited evidence of systematic feedback loops, for example, how APR findings are used to adapt the work plan or address emerging risks. While work plans are updated annually, there is no standing mechanism for formal review and follow-up of M&E data among all partners. Furthermore, stakeholders interviewed highlighted that:

- The project M&E function is often treated as a compliance requirement rather than a tool for adaptive management.
- There is a lack of harmonized data collection tools across partners, which affects consistency in reporting. That is, although UNDP keeps a results tracking sheet, similar is not designed and kept at PMU or RID levels.

3.3.8 Risk and Mitigation

136. **The project design (ProDoc and Funding Proposal) identified a comprehensive set of risks covering technical, institutional, financial, environmental, and social dimensions. Key risks included:**

- **Climate variability and technical risks** – increasing droughts and floods could undermine infrastructure effectiveness. *Mitigation*: design of upgraded regulators, floodgates, and canals informed by climate modelling, plus complementary ecosystem-based adaptation (EbA) measures. *Implementation quality*: Climate Information Models and hydro-meteorological networks have been developed, though alignment with RID standards has caused delays.
- **Institutional and coordination risks** – limited inter-agency collaboration and knowledge of GCF processes. *Mitigation*: establishment of SOPs for inter-ministerial coordination and Project Board oversight. *Implementation quality*: SOP development is underway, but interviews reveal coordination remains uneven and PMU capacity has been stretched.

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- **Financial and procurement risks** – delays in contracting, underestimation of EbA costs, and complex ESIA/ESMP requirements. *Mitigation*: UNDP fiduciary oversight and reallocation of funds across activities. *Implementation quality*: Progress reports confirm delays in Output 2 (EbA and infrastructure), requiring budget adjustments and capacity-building workshops on safeguards.
- **Social and environmental risks (SES)** – possible land-use conflicts (e.g., reluctance of farmers to give land for ponds), biodiversity impacts, and gender inequities. *Mitigation*: adoption of UNDP's Social and Environmental Safeguards (SES), an Environmental and Social Management Plan (ESMP), and a Gender Action Plan (GAP). *Implementation quality*: Evidence shows safeguards delayed infrastructure approvals (e.g., floodgates), but ESMP training and stakeholder consultations are strengthening compliance. Gender participation in EbA training reached 43–60%, reflecting meaningful but still uneven progress.
- **Sustainability risks** – operation and maintenance (O&M) of new systems, and mainstreaming EbA in national planning. *Mitigation*: O&M plans, district adaptation plans, and integration with ONWR's 20-year Water Master Plan. *Implementation quality*: Early indications suggest that O&M and policy uptake are progressing, although sustaining funding post-project remains a risk.

137. **Risk monitoring was integrated into the project's APRs through the GCF-mandated format.** The 2023 and 2024 APRs both include a dedicated section on risk tracking, summarizing evolving institutional, technical, financial, and environmental risks. Several of the key risks identified at design stage—such as delays in procurement, safeguard approvals, and stakeholder coordination—remained active and were rated as Moderate to High throughout implementation. For example, the risk of delays due to ESIA/ESMP requirements was tracked consistently and cited as a contributing factor in Output 2 delays. Institutional coordination challenges were also flagged, particularly around PMU empowerment and inter-agency alignment, and were noted as constraints to Output 1 and Output 3 progress**.**

3.3.9 Implementation of Social & Environmental Safeguards

Question from Evaluation Matrix

- To what extent have the project design, implementation and monitoring considered potential environmental and social risks and impacts associated with project and programme activities ?

138. **Environmental and social safeguards were well integrated into project implementation, especially for infrastructure-related activities under Activity 2.1.** The project applied UNDP's Social and Environmental Standards (SES) from the outset, including the preparation of Environmental and Social Impact Assessments (ESIAs) and Environmental and Social Management Plans (ESMPs) for relevant sites. Safeguard planning was taken seriously, and all necessary documentation was developed in coordination with UNDP. Although the approval process took longer than initially expected, these instruments were finalized and endorsed before construction began, in line with compliance procedures. Some safeguards had to be revised or resubmitted following changes in infrastructure site locations, which contributed to delays. Overall, the project has ensured that safeguard requirements were met before initiating any physical work.

139. **Applying UNDP and GCF safeguard systems required adjustments by RID, particularly vis-a-vis Thai national standards.** While RID has long-standing experience with environmental review under Thai law, the UNDP requirements introduced a wider set of procedures, including risk screening, stakeholder engagement protocols, and formalized grievance mechanisms. This represented a learning curve for RID, as additional documentation, review stages, and monitoring mechanisms were needed. During consultations, RID staff noted that while these safeguards initially felt burdensome, they ultimately appreciated their value in improving risk management and transparency. The project also applied broader social safeguard measures, including training for implementing partners and contractors on sexual harassment prevention, as well as the development of grievance redress procedures. The process also

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strengthened institutional understanding of international standards and helped build internal capacity to manage safeguards in future climate finance projects.

140. **Safeguard compliance has been tracked at the procedural level, but there is limited evidence of field-level monitoring or follow-up during implementation**. The APR and RID progress reports confirm that ESMPs were completed and treated as a prerequisite for infrastructure works under Activity 2.1. Section 2.6 of the APR tracks compliance with FAA conditions, including the requirement to finalize and implement safeguards prior to construction, and reports no instances of non-compliance. Section 4 also acknowledges that safeguards were integrated into the planning process and contributed to delays in the rollout of activities. However, neither the APR nor quarterly progress reports provide details on how safeguard measures have been monitored in the field, such as whether mitigation actions outlined in the ESMPs were followed, whether site-level monitoring was conducted, or whether community consultations and feedback mechanisms were maintained during implementation. The lack of reporting on safeguard implementation reduces visibility into how risks are being managed in practice, despite compliance procedures having been followed on paper.

3.3.10 Communications and Public Awareness

Questions from Evaluation Matrix

- Do the project effectively communicate lessons and experience with project partners and interested groups?
- Have the project implemented appropriate outreach and public awareness campaigns?

141. **While project partners regularly participate in workshops and coordination meetings, a formalized approach to capturing and sharing lessons learned has not yet been fully developed.** Although valuable insights have emerged, particularly around technical implementation, stakeholder engagement, and adaptive planning, these experiences are not yet consistently synthesized or disseminated across partners or to broader audiences. Project documentation and interviews suggest that learning remains somewhat decentralized, with reflections often confined to specific areas of activity or institutions. Establishing a more coordinated learning mechanism could enhance the project's contribution to institutional knowledge and support the transfer of successful practices to other agencies and future climate adaptation initiatives.

142. **The project has carried out a wide range of communication and outreach activities at both national and community levels, led by the RID, to raise awareness of climate risks, adaptation strategies, and project interventions.** As of Q1/2025, over 20 initiatives have been conducted, including school outreach, radio segments, media interviews, and regional events, supported by a communications consulting firm and media partnerships with outlets such as Khaosod and Matichon Online. Tools such as the Green Water Unity platform, mobile apps, and LINE-based messaging have helped disseminate real-time climate information to target audiences, including farmers, technical agencies, and financial institutions. While these efforts have increased understanding of topics such as flood mitigation and wetland rehabilitation, follow-up communication has often been inconsistent, with many local stakeholders expressing uncertainty about timelines and their roles. Despite the diversity of outreach activities, the absence of a formal communication strategy has limited the project's ability to ensure coherent messaging, timely updates, and audience-specific tailoring across its different communication channels.

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3.4 Integration of Gender Equality and Social Inclusion (GESI)

Key findings for Integration of Gender Equality and Social Inclusion (GESI)

Finding GESI 1. Women's participation at the community level (e.g., consultations, training cohorts, and validation of EbA sites) is visible and meaningful, reflecting high interest and potential as agents of change. However, this participation has not consistently translated into formal decision-making influence—particularly within provincial and oversight platforms—due to structural barriers such as caregiving responsibilities, limited land tenure rights, and unequal access to leadership opportunities (links to Recommendation 6)

Finding GESI2. The project's monitoring framework includes gender-disaggregated indicators and participation targets, but currently emphasizes activity-level outputs (e.g., attendance) rather than outcome-level shifts in empowerment, access, or resilience. Limited tracking of intersectional vulnerabilities (e.g., youth, persons with disabilities) constrains the project's ability to demonstrate equitable benefit distribution or transformative change (links to Recommendations 4 and 6)

Finding GESI3. GESI considerations have been partially integrated into staffing and delivery through implementing partners (e.g., female facilitators, gender-responsive training), but central governance spaces remain male-dominated. The current absence of embedded gender and social inclusion expertise in the PMU limits systematic follow-up, tailored support for diverse user needs, and consistent application across sites (links to Recommendation 6).

Questions from Evaluation Matrix:

- To what extent has the project applied the UN Human rights-based approach, the UN Declaration on the rights of Indigenous People and UNDP's Gender Policy and Strategy?
- To what extent have the project design, implementation and monitoring considered gender inequalities and differentiation?
- How has the project accounted for local gender dynamics in promoting inclusive participation and decision-making in climate resilience planning and implementation?
- Have vulnerable groups—including women, youth, persons with disabilities, and ethnic minorities—been meaningfully engaged in project planning and activities?
- To what extent has the project embedded GESI considerations into staffing, governance, and intervention design, and how are these efforts perceived by beneficiaries?

143. **This finding also echoes the GESI analysis in following paragraphs, which emphasized the importance of inclusive participation and equitable access to project benefits.** The operational challenges noted in Section 3.7.1 Country Ownership that sustaining progress will depend not only on coordination and delivery but also on ensuring that women, vulnerable groups, and marginalized communities remain central to implementation. Strengthening this link between operational performance and GESI outcomes is therefore key to the project's overall impact.

144. **The project has integrated GESI into its design, aligning with UNDP's Gender Equality Strategy and broader UN human rights-based approaches**. Dedicated tools—including a GAP, gender-disaggregated indicators, and inclusion benchmarks—demonstrate commitments to non-discrimination, participation, and accountability. The GAP is also supported by gender-responsive elements in the ESMF, which emphasize the inclusion of women, persons with disabilities, youth, and ethnic minorities as cross-cutting priorities. While the project does not explicitly reference UNDRIP, its implementation has respected the rights of Indigenous Peoples from the outset. In the Thai context, no Indigenous Peoples (or officially

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recognized ethnic minorities) reside in the intervention areas; however, their rights have consistently been taken into account in line with the LNOB principle. Activities such as the development of the ESIA, ESMP, and EbA designs have continued to reference these rights. In addition, project consultations and household surveys have included youth, persons with disabilities, and other vulnerable groups, ensuring their voices informed site selection and design features. Nevertheless, the extent to which these groups will directly benefit remains less visible in monitoring frameworks, indicating a need for more systematic tracking of outcomes beyond gender.

145. **However, this level of participation has not always resulted in formal influence over decision-making, especially in the early stages of technical and infrastructure planning**. While women have been visibly active in community-level planning and consultations, and in some cases represented in water user groups and training cohorts, participation in higher-level governance bodies, such as provincial coordination mechanisms or project oversight structures, seems less consistent. At several sites, women played significant roles in shaping site-level adaptation priorities; however, structural barriers, including caregiving responsibilities, limited land tenure rights, and unequal access to leadership opportunities, continue to affect the depth and consistency of their involvement in formal decision-making processes.

146. **GESI considerations have been partially integrated into staffing and governance structures, mainly through the efforts of implementing partners**. GIZ and KMUTNB have incorporated gender capacity into their training programs and field teams, including the deployment of female facilitators trained in gender-responsive planning. RID and GIZ also reported gender-balanced participation in technical workshops and capacity-building activities. At the same time, central project governance bodies, such as the Project Board and RID's team, remain male-dominated, reflecting structural appointment processes that are outside the project's control, as representatives are nominated based on official positions—sometimes at ministerial level—rather than on gender. It is important to note, however, that the UNDP Resident Representative, a woman, serves as co-chair of the Project Board and exercises decision-making authority on behalf of the project. This ensures that women are represented at the highest level of project governance, even though broader institutional reforms, such as government-led institutional mapping or changes to appointment processes, lie beyond the project's scope and responsibility.

147. **While GESI efforts have mainly focused on women's participation, the inclusion of other vulnerable groups (such as youth and persons with disabilities) has been more limited.** Community engagement activities under Outputs 2 and 3 often involve older women and men, especially in village-level consultations and training sessions. According to RID and the ESIA, there are no officially recognized ethnic minorities residing in the project area; therefore, outreach to these groups has not been applicable in this context. Likewise, while farming presents significant physical challenges that limit the direct participation of persons with disabilities in agricultural roles, broader inclusion measures—such as ensuring accessible consultations and community-level participation—have not yet been systematically documented. Youth engagement has also been underrepresented in both planning and implementation, despite the long-term goals of climate resilience**.**

148. **The project's monitoring framework includes gender-disaggregated indicators and participation targets, but analysis of gender-specific outcomes remains limited in scope**. While data on attendance and participation are routinely collected, project reports do not consistently analyze whether this participation has resulted in equitable access to benefits or improved resilience outcomes. For example, in selected training cohorts, women made up around 60 percent of participants in foundational sessions and 43 percent in some advanced sessions under Activity 2.2, though these percentages vary across activities and locations. The lack of outcome-level GESI indicators restricts the ability to evaluate shifts in decision-making power, control over resources, or the success of inclusion strategies for intersecting vulnerabilities. Additionally, monitoring and reporting tend to emphasize outputs rather than tracking long-term empowerment or structural change. As a result, the project lacks strong evidence to determine if its GESI efforts are leading to transformative impacts or addressing persistent inequalities.

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149. **Beneficiaries generally expressed appreciation for the opportunity to participate in trainings and consultations, particularly where facilitators took care to address local gender dynamics**. At the same time, many women noted that follow-up support was not always tailored to their specific roles, constraints, or information needs. For instance, while platforms like Green Water Unity were introduced to support climate-informed planning, women without smartphones or adequate digital literacy—especially older or lower-income farmers—often depended on others to interpret forecast data. This reliance limited their direct participation in critical decisions such as irrigation scheduling or planting adjustments. To address accessibility barriers, group-based dissemination methods and localized broadcasts were piloted in some areas, but these practices have not yet been applied consistently across sites. RID and implementing partners have indicated that, once the formal clearance process is completed, climate information will be disseminated in a more systematic and timely manner, which should enhance accessibility for women and other vulnerable groups. Nevertheless, current gaps in accessibility and usability highlight the need to strengthen feedback mechanisms and ensure that digital tools and communication strategies are better aligned with the realities of diverse user groups, particularly those facing gendered or intersectional barriers.

3.5 Sustainability, Exit Strategy, and Scalability

Key findings for Sustainability, Exit Strategy, and Scalability

Finding SS1. Climate-informed planning systems (e.g., IRDM platform, Green Water Unity) demonstrate strong sustainability potential due to institutional alignment and high-level political support. However, draft SOPs formalizing inter-agency coordination have not yet been approved—representing a critical milestone for long-term institutional uptake (links to Recommendations 3 and 8).

Finding SS2. Sustainability of ecosystem-based adaptation (EbA) infrastructure remains at risk due to the absence of finalized operation and maintenance (O&M) frameworks and clear role assignments for upkeep. Until O&M guidelines are completed and translated into agreements, ecosystem service continuity and biophysical integrity remain uncertain (links to Recommendation 8).

Finding SS3. Despite visible uptake of some behavior-change practices and conceptual readiness for scale, the project has not articulated a formal scale-up strategy, nor developed toolkits, operational guidelines, or training modules to enable systematic replication across provinces or agencies (links to Recommendations 1 and 8).

Finding SS4. Limited involvement of local administrative organizations (LAOs), agricultural extension services, and related subnational actors constrains institutional readiness for replication and post-project ownership. Sectoral silos and uneven engagement hinder the emergence of local champions and institutional anchoring (links to Recommendations 3 and 6).

Finding SS5. Handover plans and operational budgets for key assets—particularly forecasting tools, hybrid infrastructure, Farmer Field Schools, and community nurseries—remain insufficiently defined. Without a formalized exit strategy, long-term continuity hinges on future public budget allocations and institutional mandates (links to Recommendations 2 and 8).

3.5.1 Country Ownership

Questions from Evaluation Matrix

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- Is the level of involvement of government/public sector officials sufficient to ensure ownership over project outputs and outcomes and representation of all gender and marginalized groups?

150. **The project is well aligned with Thailand's National Adaptation Plan (NAP) in terms of its thematic focus and planning tools, which enhances its institutional relevance at the policy level.** Tools such as the IRDM forecasting platform, Green Water Unity, and the draft SOPs are designed to support climate-informed decision-making across both national and subnational systems, offering potential for institutional replication. However, key agencies responsible for NAP implementation—such as the DCCE and the MoAC—have not been substantively engaged in project implementation. Strengthening their involvement will be essential to ensure that project outcomes are integrated into national adaptation planning and budgeting frameworks.

151. **RID has shown substantial ownership over infrastructure and water resource planning activities under Activity 2.1, where implementation aligns closely with its traditional mandate.** Institutional ownership appears highest for infrastructure components within RID's mandate, whereas ownership over Activity 2.2 and Output 3 is comparatively lower, since EbA and livelihood improvement activities lie beyond RID's direct authority. Challenges around technical capacity, environmental safeguard processes (e.g., ESIA/ESMP delays), and internal perceptions that EbA and livelihood interventions fall outside RID's core remit have contributed to siloed implementation. These internal boundaries have reduced integration across outputs and limited RID's ability to fully coordinate or champion the more innovative aspects of the project.

152. **Engagement with provincial and local government officials has been uneven.** While regional RID engineers played a role in facilitating community consultations for EbA site selection, the involvement of local agricultural extension officers and LAOs in Output 3 has been more limited during the decision-making stage of EbA site selection. However, they were engaged and consulted in the initial identification process, where they suggested potential EbA sites that later informed the final selection. This indicates that while their role was not fully integrated into subsequent planning and delivery, their early inputs provided an important foundation for EbA site prioritization. Their partial integration into planning and delivery has constrained the uptake of climate-resilient farming practices and reduced the likelihood of localized institutional ownership. Without clearer mandates and coordination mechanisms at the subnational level, the project's potential to embed climate adaptation within local governance systems remains underrealized.

153. **As explained in** Integration of Gender Equality and Social Inclusion (GESI) **(Section 3.6), the project has made a visible effort to promote gender inclusion, particularly through training and consultation activities supported by public institutions.** However, the role of government agencies in embedding gender and broader social inclusion into institutional systems remains limited. This refers specifically to the lack of structural integration into agency mandates, budgeting processes, and staffing arrangements. While agencies have supported outreach and exceeded participation benchmarks through project-driven activities, they have not yet formalized gender-responsive planning within their institutional frameworks. As a result, inclusion to date has been largely project-driven rather than institutionally owned. However, this lies outside the project's scope and control to manage. A more detailed analysis of gender equality and social inclusion is provided in the dedicated GESI section 3.6 of this report.

3.5.2 Replication and Scalability

Questions from Evaluation Matrix

- Have any of the approaches, technologies, or activities from the project been replicated or are there any plans to replicate these outside the project scope?

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- What is the likelihood that activities, approaches, techniques will be replicated outside the project scope?
- What plans exists to scale the existing activities?
- Are there scope to scale activities, techniques and approaches?

154. **The project has laid a conceptual foundation for replication by embedding climate adaptation tools and approaches into existing institutional mandates and planning processes.** Its integration with national adaptation priorities, participatory methodologies, and hybrid infrastructure concepts aligns with Thailand's broader development agenda. This alignment increases the relevance of project approaches beyond the immediate intervention sites and provides a framework upon which further replication could be built. Moreover, high-level political visibility, through ministerial leadership on the Project Board, has raised the profile of project innovations, which may create entry points for broader policy uptake.

155. **Despite the project's alignment with national adaptation priorities, replication beyond the original target areas has been uneven.** However, given the project is only at mid-term, upscaling assessments can be too early to make. Though some evidence must be noted. On behavioral change, there is emerging evidence of replication at the community level—for example, women trained under the project have shared adaptation practices with broader community circles when responding to flood events. However, the project has yet to articulate a formal scale-up strategy or develop toolkits, training modules, or operational guidelines that could systematically transfer participatory design, community-level adaptation, and hybrid infrastructure planning approaches to new provinces or administrative units. At the same time, several subnational actors, including local agricultural extension services and LAOs, have had only limited involvement in project delivery, which constrains their readiness to adopt or champion replication. Sectoral silos and uneven engagement of key institutions continue to constrain the potential for broader uptake unless deliberate coordination and capacity-building efforts are undertaken.

156. **Nonetheless, there is considerable scope for scale if key enabling conditions are addressed**. Several project innovations respond to needs expressed across Thailand's water and agricultural systems, and alignment with national planning processes provides an institutional entry point. To realize this potential, replication would require dedicated planning, including technical adaptation to diverse agroecological zones, tailored capacity-building, and integration into budgetary frameworks. Mobilizing champions within key agencies, developing operational guidelines, and documenting lessons in a user-friendly format could help translate the project's conceptual models into widely applicable practice.

3.5.3 Sustainability and Exit Strategy

Questions from Evaluation Matrix:

- What key factors contribute to or threaten the endurance of benefits?
- Has the project designed and implemented an appropriate exit strategy and measures to mitigate risks to sustainability (Sustainable development potential)?
- What mechanisms are in place to sustain interventions such as Farmer Field Schools, IoT platforms, community nurseries, and market systems beyond the life of the project?
- Have financial mechanisms or resource mobilization strategies been developed to ensure continuity of local adaptation measures supported by the project?
- To what extent have community institutions (e.g., LAOs, WUGs, extension networks) been engaged in a way that supports long-term ownership and continuation of project outcomes?

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157. **The project's climate-informed planning systems demonstrate potential for sustainability, thanks to institutional alignment, high-level political support, and early integration into government operations.** Forecasting tools, such as KMUTNB's IRDM platform and the Green Water Unity system, are already informing RID's planning for water release and crop scheduling. Draft SOPs developed to support these tools aim to formalize interagency coordination involving TMD, HAII and ONWR, though they have not yet been finalized or approved. Once endorsed, these SOPs could serve as a critical institutional mechanism for sustaining cross-sectoral planning beyond the project period. RID and PMU stakeholders have expressed a strong commitment to expanding these systems to additional river basins, and MoAC's assumption of the Project Board chair role has improved alignment with national budget priorities. These conditions represent enabling factors for longer-term institutional uptake; however, formal endorsement and operationalization of SOPs remain key milestones yet to be achieved.

158. **The absence of a finalized O&M framework currently poses a risk to the sustainability of EbA infrastructure.** Although technical designs for three sites have been completed, formal agreements to define responsibilities for vegetation maintenance, community involvement, or RID staffing for ongoing care have not yet been established. Development of an O&M guideline is included in GIZ's work plan, with delivery expected in October 2025, but had not yet started at the time of the interim evaluation mission. Until these guidelines are finalized and translated into clear agreements, uncertainty remains around the continuity of ecosystem services and the prevention of biophysical risks—such as invasive species, soil degradation, or structural damage—that could erode the value of hybrid infrastructure if not addressed through consistent upkeep and adaptive management**.**

159. **Academic partnerships have contributed to knowledge transfer and tool development, particularly at the central level.** However, local-level uptake remains uneven. Provincial RID teams and extension officers still require tailored support to fully operationalize the tools in field conditions. Without continued investment in training, monitoring, and field-based technical backstopping, there is a risk that gains in institutional capacity will remain centralized and fail to drive change at the local implementation level.

160. **The project's long-term sustainability is partially dependent on future public investment.** While some tools and planning processes have been integrated into government structures, other components, particularly on-farm infrastructure including all EbA interventions, will require ongoing financial support to scale and sustain. RID and MoAC have expressed willingness to explore national budget allocations, but as of mid-2025, there is no confirmed line item for post-project maintenance or expansion. No structured private sector co-financing arrangements have been secured to date, despite intentions under Output 3. Without confirmed diversified funding sources or a formal transition plan, several benefits—especially at the community level—remain vulnerable to discontinuation once project funding ends. However, potential finance mechanisms outside MoAC are being explored, including the Environmental Fund managed by ONEP/MONRE for EbA implementation and the Thailand Taxonomy in Agriculture initiated by the Bank of Thailand, which could provide pathways for financing EbA. Leveraging such mechanisms will be critical to sustaining and scaling project outcomes beyond the GCF funding period.

161. **Despite strong political alignment to date, several political risks could undermine the long-term sustainability of project results if not proactively addressed.** The most significant of these is bureaucratic fragmentation and the lack of formalized coordination mechanisms, such as the pending SOPs, which remain a high-risk factor for sustaining inter-agency planning. Shifting policy priorities or turnover in senior leadership also pose moderate risks, particularly given the project's current reliance on high-level champions. Subnational engagement gaps pose a moderate risk to locally sustained outcomes, particularly when LAOs or provincial bodies lack formal mandates or resources. The politicization of resource allocation remains a lower risk at this stage, though it may grow in sensitivity during electoral cycles or periods of climate stress. Mitigation will require formal institutional anchoring, operational clarity, and financial planning beyond the project's duration.

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4. Lessons Learned, Conclusions, and Recommendations

4.1 Lessons Learned

162. This Interim Evaluation has revealed several cross-cutting lessons with relevance not only for the remainder of the current project cycle but also for the design and implementation of future climate adaptation initiatives in Thailand and similar contexts. These lessons, presented in Table 9, stem from observed challenges and successes across the project's governance, design, implementation, and results monitoring processes. The lessons learned highlight areas where the project's unique multi-actor structure, adaptive management ambitions, and integration of EbA have generated both innovation and complexity. They also highlight issues related to institutional uptake, local engagement, financial management, and the use of safeguards, suggesting structural adjustments that could enhance long-term effectiveness and sustainability.

163. Following the lessons, a set of overarching conclusions is presented. These conclusions are derived from the evaluation findings and are aligned with the lessons to ensure internal coherence. They provide a high-level synthesis of what the project has achieved so far, the key gaps that remain, and the structural conditions necessary to sustain progress through the remainder of the implementation and beyond.

Table 9. Key Lessons Learned

1	**Complex, multi-partner governance requires stronger alignment mechanisms:** The project's structure, involving multiple technical agencies and implementing partners, introduced valuable expertise and facilitated cross-sectoral collaboration. However, the lack of clearly defined supervisory relationships—especially between RID and UNDP-contracted entities like GIZ and KMUTNB—created operational confusion and hindered decision-making. Future projects with similar multi-actor arrangements must establish joint planning protocols and transparent accountability frameworks from the outset to mitigate coordination bottlenecks.
2	**Strong national ownership must be matched by local engagement:** National-level commitment to the project was evident through strong alignment with RID's mandates and planning processes. However, implementation showed gaps in local participation, especially at sub-district levels and among target farmer groups. Local authorities were not always fully informed or empowered to support delivery, and some communities were slow to adopt or engage with project activities. Strengthening participatory planning and localized capacity-building will be essential to ensure effective uptake and long-term impact.
3	Rigid output targets can undermine adaptive management: While the project's output-oriented results framework provided clarity for implementation, it also constrained flexibility. Several activities had to adhere to predetermined outputs—such as the number of sub-districts or EbA sites—even when feasibility studies and stakeholder consultations suggested a different path. For example, in some locations, local conditions did not support the planned type or scale of intervention, but adjustments were limited by fixed logframe targets (See also section 3.5.6 on Monitoring & Reporting). This rigidity limited the ability to make meaningful adjustments. Future projects would benefit from more adaptive designs, with room to revise activities and indicators based on evolving evidence and context.
4	**Digital tools and forecasting systems require institutional integration:** The project introduced valuable digital innovations, including forecasting models and early warning systems. However, their integration into RID's planning and operational workflows remains weak. This is partly due to gaps in user training, data ownership arrangements, and lack of structured institutional mandates for maintaining the systems. For such tools to deliver long-term value, they must be embedded in

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	operational frameworks, supported by dedicated staff, and reflected in annual budgets and job descriptions.
5	**Co-financing contributions can mask uneven delivery across activities:** While overall co-financing levels exceeded targets, most contributions were concentrated in a few areas—particularly RID-led infrastructure works. Other components, such as livelihood support or training, remained underfunded. This imbalance has implications for equitable delivery and risks weakening the integrated nature of the project. Future tracking should disaggregate co-financing by source and activity, and ensure that financial partnerships are aligned with strategic priorities across all outputs.
6	**Social and environmental safeguards need continued capacity support:** The project adhered to UNDP and GCF safeguard procedures, but required multiple rounds of revision due to changes in site selection. RID and other partners showed a willingness to comply, but required significant technical support to align with international standards—particularly on gender-based violence prevention and stakeholder grievance mechanisms. Early engagement, tailored training, and integration of safeguards into routine project planning will be critical for smoother implementation in future projects.
7	**Results monitoring needs greater integration with adaptive learning:** Monitoring under the project has been primarily output-focused, with weak linkage to adaptive learning and decision-making. The PMU and implementing partners collect data, but it is not systematically analyzed or used to inform course corrections. Additionally, roles and responsibilities for M&E are not clearly embedded within the institutional framework. Strengthening the integration of M&E into implementation processes—through planning cycles, budget reviews, and joint supervision—would enhance accountability and project responsiveness.
8	**Gender and LNOB integration require stronger link to results and governance**: While inclusive participation has been promoted in field activities and training, gender and LNOB outcomes remain weakly reflected in project monitoring and decision-making. Structural barriers outside the project's control—such as male-dominated governance bodies and limited tracking of marginalized groups—have limited the visibility of differentiated impacts. Strengthening GESI and LNOB integration in both M&E and governance processes would support more equitable results.

4.2 Conclusions

164. **The Thailand GCF Water Project remains highly relevant to the country's adaptation priorities and institutional mandates, particularly those of the RID.** Its integrated design, combining grey infrastructure, EbA, digital forecasting solutions, and building resilient livelihoods, offers a holistic approach to climate resilience. However, by mid-term, the project has not yet delivered outcome-level results at the scale or speed expected. Key activities remain behind schedule, and the rate of spend, at only 40 percent against the overall approved budget by early 2025(Table 4), reflects the ongoing delivery bottlenecks.

165. **When assessed against the GCF investment criteria, the project demonstrates strong alignment with national priorities and a clear potential to contribute to long-term climate resilience.** The infrastructure and forecasting components under Outputs 1 and 2 have high institutional relevance and offer a foundation for sustained impact, particularly if integration with national planning systems is strengthened. The project introduces innovative elements, such as digital early warning tools, participatory sub-basin planning, and EbA pilots, that are novel within the Thai water sector. However, innovation has been constrained by limited institutional uptake and delays in implementation.

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166. **Similarly, while the project design includes a comprehensive GAP and safeguards, the operationalization of gender commitments has been uneven**. Implementing partners such as GIZ and KMUTNB have integrated gender into training activities, field teams, and stakeholder consultations—for example, through the engagement of women water users in participatory planning, as documented in stakeholder reports. The EbA M&E framework also includes gender-differentiated indicators, providing a structure for tracking outcomes once implementation scales up. However, project-wide gender monitoring remains limited, and there is no consistent evidence of gender-differentiated outcomes or systematic integration of women in decision-making across all outputs. Strengthening gender capacity at the field level and ensuring that gender-responsive practices are consistently applied will be essential to realizing the GCF's ambitions for inclusive and transformative impact in the remaining implementation period.

167. **While gender and social inclusion were partially integrated in project design, the evaluation did not identify any specific activities, indicators, or beneficiary groups related to disability inclusion**. No persons with disabilities were recorded among project participants, nor were disability-focused considerations raised by implementing partners or stakeholders during consultations. The absence of disability-specific analysis therefore reflects project design and implementation scope rather than a gap in evaluation coverage.

168. **Progress is uneven across outputs.** Output 2 stands out with tangible achievements: nearly all planned water gate construction has been completed or is currently underway, and conceptual designs for pilot EbA interventions have been finalized. EbA detailed construction designs are still in preparation. Overall, because of the complexity around understanding EbA, and how it connects to grey infrastructure is a new area, combined with delayed procurement of international experts, it has been one of the major bottlenecks to achieving progress. In contrast, Output 1's planning frameworks and forecasting tools, though technically delivered, await institutional integration and more formal uptake. Output 3, focused on livelihoods and climate-resilient agriculture, has faced delays and some re-alignment needs with local preferences. This weakens the project's ability to deliver measurable benefits for vulnerable communities and reduces coherence across components.

169. **While the project has demonstrated adaptive efforts, such as revising procurement arrangements, adjusting LoAs, and expanding technical partnerships, coordination challenges continue to constrain overall efficiency.** A key issue is the lack of clarity in supervisory relationships, particularly the tension between RID's leadership role and the contractual accountability of partners, such as GIZ and KMUTNB, to UNDP. This ambiguity has delayed decision-making and approvals across several outputs. Although the PMU is strategically positioned to coordinate implementation, it has not been fully empowered to play a proactive role in guiding partners or resolving bottlenecks. The rigid results framework and fixed output targets have further limited the project's ability to adapt to emerging conditions and stakeholder input. In parallel, co-financing has been heavily concentrated in infrastructure, leaving other components, such as livelihoods and capacity building, underfunded. These constraints collectively reduce the project's ability to recover lost time or reorient activities toward more feasible and context-responsive approaches.

170. **Sustainability prospects remain moderate. Institutional interest in tools and infrastructure developed under the project is high, particularly within RID and academic partners.** Yet handover arrangements, operational budgeting, and formal ownership agreements remain underdeveloped. Without structured transition planning, there is a risk that several innovations, particularly EbA and digital forecasting tools, will not be maintained or scaled post-project. The remaining implementation period must be used not only to accelerate delivery but also to secure the institutional foundations for long-term impact.

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a. Table 10 below offers the overall project ratings.

Table 10. Project Ratings Table

Criterion	Rating	Justification
Project strategy	N/A	
Progress Towards Results (Overall)	Moderately Satisfactory (MS)	Progress varies considerably across outputs. Output 2 has achieved substantial infrastructure delivery, but with EbA implementation lagging, and Output 1 has progressed in planning and tool development. However, overall output-level benefits remain largely unrealized, especially under Output 3, where delays in procurement, design misalignment, and farmer interest in project offerings have undermined the project's ability to demonstrate resilience gains at scale. Out of 12 indicators, Six (6) are on track to be achieved.
Output 1: Sub-basin Planning and Forecasting	Moderately Satisfactory (MS)	Key deliverables, including sub-basin planning frameworks and forecasting tools, have been technically completed. However, institutional integration remains pending. While early warning components show promise, local-level uptake has been uneven and formal approval processes are still in progress.
Output 2: Infrastructure and EbA	Satisfactory (S)	Infrastructure delivery is well advanced and EbA site designs are validated. However, implementation was delayed due to site validation processes and seasonal constraints. Continued support for integration and institutional handover is needed.
Output 3: Livelihoods and Climate-Resilient Agriculture	Moderately Unsatisfactory (MU)	Output 3 has lagged in both design and implementation. Farmer targeting was delayed, interventions did not align with needs, and roll-out of credit and livelihood support was limited. Corrective action is urgently needed.
Project Implementation and Adaptive Management	Moderately Satisfactory (MS)	Adaptive mechanisms such as LoAs and revised procurement approaches have demonstrated some flexibility in response to implementation delays. However, persistent ambiguity in supervisory relationships, particularly between RID and UNDP-contracted partners, has hindered effective coordination and slowed decision-making. Despite the adaptive efforts, delivery bottlenecks in procurement and partner approvals remain unresolved. The rate of spend reflects these operational challenges at only 40 percent spent against the total approved grant. However, annual spending have been aligned with the estimates in the updated annual work plans.
Sustainability	Moderately Likely (ML)	Components such as infrastructure and forecasting tools are institutionally relevant, but handover plans and operational budgets are lacking. A formalized exit strategy is needed to sustain benefits.

4.3 Recommendations

A. Strategy and Adaptive Management

171. **Recommendation 1. Align livelihood interventions with local preferences and climate adaptation needs:** Output 3 of the project, which was designed to strengthen agricultural resilience through on-farm adaptation investments, extension services, and access to finance, has faced significant delays and limited uptake due to a mismatch between planned interventions and actual farmer demand. The original design emphasized activities such as small farm ponds, provision of farm equipment, and credit facilitation; however, since the design stage, these have proven to be misaligned with local preferences.

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172. **To meet these preferences, there is a need to rethink the design and delivery of Output 3 to better reflect field-level preferences, maximize uptake, and ensure that climate adaptation benefits are realized at the household level.** This should be achieved through adaptive management within the existing project outcome and output structure, utilizing the flexibility allowed under the FAA and GCF guidance for non-material changes.[10]

173. **The realignment of Output 3 delivery, particularly the substitution of farm ponds, the procurement of higher-value items such as solar-powered pumps, and potential re-scoping of digital platforms, may require adjustments to existing budget allocations within Output 3 or reallocation from underutilized components (e.g., cost savings from Activity 2.1).** These changes should be reflected in revised procurement plans and work plans, and may require Project Board approval. It should not cause any increase in the overall project budget, and changes should remain within the flexibility permitted under the FAA and UNDP financial rules. The following activities could be considered:

Activity	Description	Timeframe	Responsible Party(ies)
1.1	Where feasible and appropriate, explore substituting farm ponds with alternative water access technologies (e.g., solar-powered pumps), based on site-specific needs, including technical feasibility during critical periods (e.g., rainy season), safeguard screening, and stakeholder consultations	Q3 2025 – Q2 2026	PMU (RID), UNDP, Provincial RID Offices
1.2	Where feasible, consider developing standardized resilience support packages tailored to the needs of small-scale farmers—particularly those not receiving larger infrastructure inputs. Packages could include low-tech adaptation inputs (e.g., AWD kits, composting tools, climate-resilient seeds) that remain aligned with Activity 3.2 and Indicator A1.2. This would support equitable distribution and adaptive management while using the remaining budget efficiently."	Q3 2025 – Q1 2026	PMU (RID), local extension providers
1.3	Secure formal confirmation of BAAC's engagement and use of its BCG loan product for adaptation-related investments. Clarify whether BAAC's independent training curriculum aligns with the technical content developed under Output 3. If critical gaps are identified and not resolved, the project should transparently document this in the APR and assess whether to scale down or re-scope the credit access component, unless an alternative financing partner is identified. Financial literacy activities led by other actors (e.g., Krungsri Bank) should also be mapped and assessed for complementarity	Q3 2025 – Q2 2026	UNDP, RID, BAAC, PMU
1.4	Present proposed delivery adjustments for approval by Project Board, and document them in the next APR (Section 2.6). Ensure they are reflected in revised Annual Work Plans.	Q4 2025	UNDP, PMU, Project Board

174. **Recommendation 2: Secure a 'no-cost extension' to support the delays, help realize outcomes, and strengthen sustainability**: UNDP, RID, and the PMU should formally initiate the process of requesting a 12-month no-cost extension to extend the project to December 2027. While termed "no-cost," such extensions still entail real administrative and operational costs (e.g., continued staffing of PMU, financial management, technical oversight, and final reporting). These should be transparently accounted for within

[10] As per GCF Board Decision B.22/14 and the "Policy on Restructuring and Cancellation of Funded Activities," adaptive changes that do not alter project outcomes, fund-level impacts, safeguards classification, or overall budget can be classified as non-material. Such changes may be approved by the Accredited Entity and recorded through Annual Performance Reports (APRs), without requiring formal GCF Board-level amendment.

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the existing budget envelope. The extension should be positioned as a strategic investment in safeguarding outcomes, completing delayed activities—especially under Output 3—and consolidating sustainability efforts. It should be submitted no later than Q4 2025 to align with 2026 planning. It should indicate how internal reallocations (e.g., from Activity 2.1 savings or unspent lines under Output 1 or 3) will be used to finance ongoing management costs during the extension year. The activities could include:

Activity	Description	Timeframe	Responsible Party(ies)
2.1	Convene internal discussions among UNDP, RID, and DCCE (as NDA), led by the Project Director, to confirm the intent to request a no-cost extension and prepare a unified justification for submission to the GCF Secretariat. These discussions should clarify implications for workplans and delivery schedules, and define the appropriate mechanism for NDA engagement in this process. While formal amendments to partner agreements (e.g., RPA with GIZ) may not be required, any impacts on timelines or deliverables should be clearly reflected in updated implementation planning	Q3 2025	UNDP, RID, DCCE
2.2	Develop an extension request package, including revised implementation schedule, justification narrative (focusing on delays and value-for-money), updated co-financing and disbursement forecasts, and sustainability plan.	Q4 2025	UNDP (as AE), with inputs from PMU, RID, GIZ, KMUTNB
2.3	Update workplans, training calendars, and procurement sequencing to reflect extended implementation window, with Output 3 activities front-loaded into 2026.	Q1 2026	PMU, RID, GIZ, KMUTNB with UNDP guidance
2.4	Review budget execution to date and identify savings or under-utilized budget lines (e.g., Activity 2.1 infrastructure cost savings, delayed Output 3 activities) that can be reallocated to cover PMU staffing, coordination, reporting, and technical support during 2027. Document this in the revised workplan and GCF extension request.	Q4 2025 – Q1 2026	PMU, UNDP (with inputs from RID, GIZ, KMUTNB)

B. Governance and Coordination

175. **Recommendation 3: Strengthen supervision and coordination to improve accountability, integration, and adaptive response:** The project's delivery structure, where UNDP directly contracts key implementing partners (GIZ, KMUTNB) while RID serves as the executing entity, was originally designed as an adaptive management response to speed up implementation following lengthy startup delays. This arrangement allowed UNDP to move forward with technically critical components while national systems were still being mobilized. However, while effective in the short term, this structure has over time resulted in blurred supervisory lines, fragmented coordination, and low government ownership. In particular, some technical

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deliverables have been submitted bilaterally to UNDP without timely sharing with the RID PMU, which delays integration and decision-making.

176. **UNDP, RID, and the PMU should formally revise coordination protocols and supervisory mechanisms to reflect the realities of multi-partner implementation, while preserving the contractual arrangements established in the Letters of Agreement**. This includes adding amendments to LoAs to define technical validation roles, deliverables access protocols, and performance monitoring responsibilities. A central repository for all technical outputs should be created and maintained by the PMU to ensure visibility and accountability across all partners. The activities could include:

Activity	Description	Timeframe	Responsible Party(ies)
3.1	Establish a structured validation process for technical deliverables under the leadership of UNDP and the Project Board. This should include clear roles for the PMU and RID in reviewing and providing feedback on outputs from Responsible Parties (e.g., GIZ, KMUTNB), standardized procedures for documentation and response to comments, and transparent sharing of deliverables. While formal LoA amendments may no longer be practical, this process can be codified through management letters or operational guidance notes to rebuild mutual accountability and improve partner coordination.	Q4 2025	UNDP (lead), with inputs from PMU, RID, GIZ, KMUTNB
3.2	Maximize the use of the existing PMU-managed shared drive by standardizing procedures for uploading draft and final outputs, assigning clear roles for review and comment (e.g., RID, PMU, UNDP), and documenting validation steps (e.g., timestamps, response to feedback). This will improve transparency, enable timely oversight, and reduce risks of miscommunication without creating redundant systems.	Q4 2025 – Q1 2026	PMU, KMUTNB, GIZ, UNDP

C. Monitoring, Reporting and Transparency

177. **Recommendation 4. Improve monitoring systems to support reporting, adaptive management, and results learning.** The project's Results Framework (RF), while aligned with GCF's Adaptation Performance Measurement Framework (APMF), presents some design and operational limitations that constrain its usefulness for adaptive management, credible progress tracking, and outcome-level reporting suffers from several operational limitations which goes back to its initial design phase:

- Several outcome-level indicators rely on qualitative "level" scoring, but lack clear definitions, verification methods, or attribution logic.
- Key concepts such as "climate-resilient agriculture" or "integrated planning" are embedded in indicators, but not operationally defined or measured in a verifiable way. For example, while Indicator 3.2 and 3.3 reference climate-resilient agriculture, they do not define what qualifies as a "climate-resilient practice" or how different types of agricultural adaptation measures are assessed. There is no verification protocol or typology of what counts—e.g., are farm ponds, agroforestry, or solar irrigation all included? Similarly, while Indicators 1.1, 1.2, and 1.3 reference integrated planning but do not operationally define what constitutes "integration"
- Targets, e.g., 62,000 beneficiaries (GCF core indicator A1.2), 200 km² of EbA (GCF core indicator A4.2), and 210 private firms (Project indicator 3.4), are not feasible under current conditions, yet remain officially unchanged.
- The monitoring system remains output-heavy, with weak tracking of how activities translate into resilience impacts.

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- APRs rely heavily on proxy outputs (e.g., number of ponds, number of trainings) rather than outcome evidence, making it difficult to assess adaptive capacity gains.

178. **UNDP, RID, and the PMU should strengthen the monitoring system to ensure it supports credible results reporting, adaptive decision-making, and real-time learning.** This should be done without triggering a formal GCF amendment by focusing on improvements in interpretation, documentation, and use of the existing the results framework. This can include revising indicator definitions and collection methods, adjusting the interpretation of unfeasible targets, and ensuring that monitoring data informs work plans and partner reporting.11 Recommended activities include:

Activity	Description	Timeframe	Responsible Party(ies)
4.1	Develop an Indicator Reference Sheet that goes beyond the simple explanation in the results framework. This should clearly defines key terms, level-based scoring criteria, and attribution logic for qualitative indicators.	Q4 2025	PMU, UNDP, RID, GIZ
4.2	Rethink unfeasible targets and document adjusted assumptions in the APR and internal planning tools. Targets should reflect what is realistically achievable within the remaining project timeframe and delivery model. For example, the 210 private sector entities target may be narrowed to those directly involved in Output 3 delivery (e.g., agri-input providers, financial service partners, or value chain actors), rather than broad-based engagement. Clarified assumptions should be reflected in the Indicator Reference Sheet.	Q4 2025	PMU, UNDP, with Project Board endorsement
4.3	Strengthen the use of existing internal review meetings (monthly or quarterly) to support adaptive management. This can include adding a dedicated agenda item on adaptive changes, linking adjustments to indicators or bottlenecks, and maintaining a summary of key decisions to inform Annual Work Plan updates and GCF APR reporting. No new review structure is needed, but improved framing and documentation of adaptiveness will enhance the project's ability to demonstrate learning and responsiveness.	Q1 2026 onward	PMU, UNDP, RID

179. **Recommendation 5: Strengthen co-financing transparency and financial reporting for improved accountability and compliance.** While the contributing entity reports the project's co-financing commitments, there is no systematic tracking of actual materialization; i.e., whether and when pledged resources (cash or in-kind) have been delivered. APRs typically reflect the original commitments made at project approval rather than updated figures showing realized disbursements or in-kind support to date. This creates several implementation and compliance challenges:

- PMU and the Project Board lack visibility into whether co-financing is being realized on schedule.

[11] As outlined in the GCF's "Policy on Restructuring and Cancellation of Funded Activities" (Decision B.22/14), modifications that do not alter the project's approved outcomes, budget, or safeguards classification are considered **non-material changes**. Improvements to indicator definitions, measurement approaches, and internal monitoring practices can be implemented by the Accredited Entity and documented in the Annual Performance Report (APR) without requiring prior GCF approval.

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- Potential shortfalls or delays (e.g., BAAC credit mechanism, RID in-kind delivery) are not flagged for action.
- There is no central system for consolidating verified co-financing figures across partners and years.
- It limits transparency to the GCF and weakens the project's ability to demonstrate effective leveraging of GCF funding.

180. **Given the importance of co-financing in GCF's value-for-money and partnership assessment, the absence of regular tracking and analysis represents a material gap in project-level accountability**. The UNDP, RID, and the PMU should establish a lightweight yet regular system to track and update the realization of co-financing across all contributing entities. This should include annual and quarterly updates of actual contributions (cash or in-kind), disaggregated by partner and delivery type. The system should feed into the APRs and internal management reports, and help flag delays or risks to the Project Board for timely resolution.

Activity	Description	Timeframe	Responsible Party(ies)
5.1	Develop a co-financing realization tracking tool (e.g., Excel) disaggregated by partner, contribution type (cash/in-kind), and reporting year; or make adjustments to current tracking to include clear co-financing realization and confirmation. Include columns for planned vs. committed vs. actual contribution and explanatory notes.	Q4 2025	PMU, UNDP, RID, GIZ, KMUTNB
5.2	Request frequent updates from each co-financing partner on contribution realization. Cross-reference with delivery progress or budget updates where feasible and compile results for use in reporting.	Starting Q4 2025	PMU, with inputs from implementing partners
5.3	Use the compiled co-financing data to update the APR financial narrative and inform the Project Board of shortfalls, delays, or materialization risks. Support discussion of possible mitigation measures if gaps emerge (e.g., substitution, timeline adjustment).	Q1 2026 onward	UNDP, PMU, Project Board

D. Operations and Efficiency

181. **Recommendation 6. Enhance the strategic role of the PMU in planning, coordination, and adaptive implementation.** Despite being formally designated as the central coordinating body within the project structure, the PMU has seemingly played a limited operational role across planning, supervision, and implementation monitoring. Instead, the project has relied heavily on UNDP and directly contracted implementing partners (GIZ, KMUTNB), who often submit deliverables and make adjustments without PMU review or strategic input. The PMU is a key asset in driving adaptive, coordinated implementation — but only if it is strategically empowered and structurally included in planning and oversight processes.

182. **UNDP and RID should take steps to strengthen the role of the PMU in project planning, coordination, and monitoring, including ensuring enhanced involvement in annual work planning and mid-year reviews, review and clearance of technical deliverables, routine progress monitoring, and adaptive decision-making.** The PMU should also be supported to convene quarterly technical reviews across Outputs, and to synthesize implementation challenges and emerging risks for the Project Board. This could reinforce national ownership and improve cross-partner coordination.

183. **In addition, the PMU should be equipped with gender and social inclusion expertise** to track progress against the GAP and ensure broader GESI commitments are operationalized during implementation. This includes, where relevant, responding to the needs of women, youth groups, and other vulnerable

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stakeholders engaged in the project. Integrating such capacity at the PMU level would help ensure that social inclusion is not only embedded in planning but also systematically monitored and supported during delivery. Key recommended activities are:

Activity	Description	Timeframe	Responsible Party(ies)
6.1	Ensure deeper integration of the PMU in annual and mid-year planning processes, including review of Annual Work Plan drafts, partner inputs, and budgeting assumptions before sharing with project board. This will ensure the PMU has visibility into delivery pacing and can align technical and operational plans across outputs.	Q4 2025	UNDP, PMU, RID
6.2	Enhance guidance to the PMU in consolidating implementation progress and bottlenecks across outputs during regular internal reviews with UNDP and RID, and ensure these insights are systematically tracked and used to inform Project Board decision-making and APR reporting. This will strengthen the project's ability to document and respond to delivery challenges in a timely and strategic manner.	Q1 2026 onward	PMU, UNDP, RID
6.3	Integrate PMU-generated insights and monitoring data into APR helping to institutionalize PMU-led reflection and improve project-level learning and accountability. In particular, all PMU should assist with the APRs and help validate information prior to sharing with GCF.	Q1 2026 onward	PMU, UNDP
6.4	Integrate gender and social inclusion expertise into the PMU team structure, either through part-time recruitment, capacity development of existing staff, or embedding the function within another relevant role. This would enable the PMU to track progress against the GAP, support inclusive planning, and respond to the needs of women, youth, persons with disability, and other marginalized groups during implementation.	Q3-Q4 2025	PMU, RID, UNDP

184. **Recommendation 7. Accelerate implementation through improved procurement and delivery coordination.** As of mid-2025, significant delivery delays are affecting both Output 2 (ecosystem-based adaptation and water infrastructure) and Output 3 (climate-resilient agriculture and livelihoods). These delays are not technical, but operational, driven by procurement issues, slow internal validation processes, and misalignment between delivery timelines and field implementation windows.

- Under Output 1, sub-basin water management plans remain under review, and formal approvals are pending from RID. In several locations, RID has indicated that the implementation of on-farm adaptation measures (under Output 3) will not proceed until these plans are finalized, creating a bottleneck that directly links planning delays to livelihood support delays.
- Under Output 2, planning issues and delay in procurement and delayed progress on activity 2.2 have postponed implementation in multiple sites;
- Under Output 3, delivery of equipment and services to farmers has been slowed by disaggregated tenders, mismatched delivery schedules, and seasonal misalignment.

In all three outputs:

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- Procurement processes involve too many small tenders, requiring multiple contracts with different vendors, which increases administrative burden and raises the risk of incomplete or staggered delivery;
- While the UNDP maintains an Excel tracking sheet for progress, there is no unified tracking system or dashboard to monitor delivery progress, flag risks, or facilitate real-time resolution where PMU can react

185. UNDP, RID, and the PMU should implement a cross-output operational improvement plan to address the main delivery bottlenecks in Outputs 1, 2, and 3. Recommended activities could include:

Activity	Description	Timeframe	Responsible Party(ies)
7.1	Document lessons learned from prior procurement delays under Outputs 2 and 3, including where bundling or advance planning could have reduced fragmentation or mismatches in delivery timing. While most remaining activities now follow distinct procurement tracks, these lessons can inform any upcoming procurements (e.g., EbA M&E) and be applied in future project design or extensions to enhance procurement efficiency.	Q4 2025	PMU, UNDP, GIZ, RID
7.2	Clarify and document a streamlined technical validation process for deliverables submitted by GIZ and KMUTNB. This should include agreed review timelines (e.g., 7–10 working days), named focal points, and explicit roles for UNDP, PMU, and RID—recognizing that UNDP, as the contracting entity, leads quality assurance. Engagement with RID should occur throughout design phases—not only at the end—to support alignment with national expectations and avoid rework. These roles and expectations can be defined in updated guidance notes or meeting protocols, and operationalized through the relevant Output Working Groups.	Q4 2025 – Q1 2026	RID, PMU, UNDP
7.3	Build on existing PMU progress updates by introducing a simple delivery dashboard, project-wide shared excel sheet or similar that visually tracks key milestones (e.g., procurement, approvals, deliverables) and highlights areas of delay. This tool can support internal monitoring, facilitate escalation to the Project Board, and improve transparency across implementing partners. The format should be light and integrated into existing coordination practices.	Q1 2026 onward	PMU, UNDP

E. Sustainability of Activities

186. **Recommendation 8. Enhance and reaffirm institutional and country ownership and sustainability of project investments through formal handover and transition planning.** There is no official exit strategy in place, and as the project nears its final implementation phase, several key assets and innovations (including forecasting tools, restored ecosystems, capacity-building systems, and agricultural technologies) risk being underutilized, orphaned, or unsustained after closure unless a structured handover process is initiated. Beyond technical transfer, there is a lack of clarity and coordination on institutional ownership, with several activities falling outside RID's formal mandate. For example, EbA sites often fall under the jurisdiction of local authorities and in many cases other departments than RID, while agricultural training systems may be better housed with DAE or other specialized agencies.

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187. **In parallel, there is no evidence that relevant agencies have included sustainability costs (e.g., O&M, staffing, system upkeep) in upcoming budget plans**. Unless responsibilities and resourcing are clarified and integrated soon, the opportunity to secure post-project support through public budgets may be missed.

188. **UNDP, RID, and the PMU must initiate a cross-agency sustainability and transition planning process to clarify institutional ownership, align responsibilities with agency mandates, and help facilitate the inclusion of sustainability-related costs (e.g., O&M, system maintenance, staffing) into future public budgets**. This process should involve relevant national and subnational agencies, such as the DAE, as well as local authorities where appropriate. It should culminate in a documented sustainability plan endorsed by the Project Board by Q3 2026. These arrangements should also be reflected in the Final APR and Terminal Evaluation to ensure continued use and institutionalization of project investments. Recommended activities include:

Activity	Description	Timeframe	Responsible Party(ies)
8.1	Conduct a comprehensive sustainability mapping of all project-supported assets and systems (e.g., IRDM tools, EbA infrastructure, digital platforms, training curricula), including current institutional alignment and anticipated post-project needs.	Q4 2025	PMU, UNDP, RID, KMUTNB, GIZ
8.2	Convene a structured coordination process with relevant central and local agencies to confirm ownership responsibilities for project-supported activities where these align with institutional mandates. This process should focus on clarifying expectations, identifying gaps, and exploring options for post-project budget integration or support.	Q1 2026	PMU, RID, UNDP, Project Board
8.3	Integrate the agreed sustainability arrangements—including agency roles, budgetary needs, and capacity support—into the 2026 Annual Work Plan and submit to the Project Board for endorsement. This ensures that sustainability planning is institutionalized and reflected in project governance before closure.	Q2 2026	PMU, UNDP, RID, Project Board
8.4	Prepare a formal sustainability and transition plan, summarizing institutional homes, financing arrangements, and any outstanding risks or gaps. This plan should be annexed to the Final APR and serve as an input to the Terminal Evaluation.	Q3–Q4 2026	UNDP, PMU, Project Board

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Annexes

Annex A: Interim Evaluation Terms of References

Interim Evaluation Terms of Reference for UNDP-supported GCF-financed projects

Standard Template 1: Formatted for attachment to UNDP Procurement Website

Type of Contract: Individual Contract
Post Level: International Consultant and National Consultant
Duty Station: Home based with travel to project site in Phitsanulok, Sukothai and Uttraradit provinces, Thailand
Languages Required: English (International Consultant), English and Thai (National Consultant)
Starting Date: 1st April 2025
Duration of Contract: 30 working days *(1st April through 31st August 2025*)

1. INTRODUCTION

This is the Terms of Reference (ToR) for the Interim Evaluation (IE) of the UNDP-supported GCF-financed project titled *Enhancing Climate Resilience in Thailand through Effective Water Management and Sustainable Agriculture* (PIMS ID:5923 / GCF ID: FP 170) implemented through the Royal Irrigation Department (RID), under the Ministry of Agriculture and Cooperative (Implementing Partner), with the King Mongkut's University of Technology North Bangkok (KMUTNB) and Deutsche Gesellschaft fuer Internationale Zusammearbeit (GIZ) Gmbh (Responsible Parties), which is to be undertaken in 2025. The project started on 10th January 2022 and is in its 3rd year of implementation. This ToR sets out the expectations for this Interim Evaluation.

2. PROJECT BACKGROUND INFORMATION

Thailand is one of 16 countries identified globally as being in the 'extreme risk' category of those most vulnerable to future climate change impacts over the next 30 years. Extreme, severe drought and intense rainfall events resulting in significant flooding have already been experienced and will increase in the near and longer-term future, as a result of the combined effects of a more vigorous hydrological cycle and enhanced surface drying. The agricultural sector in Thailand, particularly vulnerable to changing rainfall patterns, is anticipated to face more frequent extreme rainfall and severe floods, along with prolonged droughts.

Given the predicted increase in extreme weather events, effective water management becomes crucial. This is especially important for Thailand's readiness to respond to floods and droughts, which have become more severe due to climate change. Recognizing the significance of climate change adaptation in Thailand, the National Committee on Climate Change Policy approved plans on November 19, 2018. The Royal Irrigation Department is enhancing existing water management structures across the country, upgrading gray infrastructure to incorporate Ecosystem-Based Adaptation (EbA), an integrated approach that combines water management and agricultural practices to address climate change challenges comprehensively.

The project aims to support climate-resilient water management, planning, and investment, considering climate conditions. Additionally, it seeks to support vulnerable farmer groups in reducing the volatility of their livelihoods due to changing weather patterns. This involves enhancing planning capabilities, adapting to climate conditions, and mitigating the impact on small-scale farmers. The project strives to achieve its objectives through three main outputs.

Output 1: Enhance climate and risk informed planning in the water and agricultural sectors through improved climate information and cross sectoral coordination.

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Output 2: Improve water management through strengthened infrastructure complemented by EbA measures, for greater resilience to climate change impacts.

Output 3: Reduce volatility of agriculture livelihoods in drought and flood prone areas through strengthened extension support and local planning investment in on-farm adaptation measures and greater access to finance and markets.

The project aims to enhance resilience to climate change in the river basins of Thailand through efficient water management and sustainable agriculture. It aligns with the country's 20-year agricultural development plan (2023-2038) and establishes the foundation for long-term development, leading to a systematic growth strategy and addressing climate challenges. The project also integrates the use of the Internet of Things (IoT) platform, which communicates through internet-enabled devices. This aligns with the Ministry of Agriculture and Cooperatives' Digital Agriculture Strategy (2017-2021). The specific objectives include improving the water management capabilities of the Royal Irrigation Department and local communities in the vulnerable area between the Yom and Nan rivers. The project aims to address the primary issues related to flooding and drought resulting from climate change. The targeted communities cover three provinces in the northern region of Thailand: Phitsanulok, Sukhothai, and Uttaradit.

The project operates to support water management processes, taking into account climate conditions. It involves planning, budgeting, and supporting vulnerable farmers affected by climate change to reduce the severity of the impacts. The project aims to achieve its objectives through three main components:

(1) Improving Crop Planning: Enhancing crop planning by considering climate conditions and risks, focusing on improving coordination and communication efficiency between relevant agencies,

(2) Efficient Water Resource Management: Improving the efficiency of water resource management to increase resilience against the impacts of climate change. This involves enhancing the sustainability of water management infrastructure using Ecosystem-based Adaptation (EbA) measures, and

(3) Stabilizing Agricultural Livelihoods: Reducing fluctuations and enhancing the stability of farmers' livelihoods in areas prone to drought and flooding. This includes supporting a wide range of local plans, investing in on-farm adaptation measures, and improving access to funds and markets.

The project is set to span five years (2022-2026) and officially commenced on January 10, 2022, under the Funding Activity Agreement (FAA) between the United Nations Development Programme (UNDP) and the Green Climate Fund (GCF). The total project value is $33,911,323, with $17,533,500 from the GCF and co-financing support from the Thai government, with an in-kind contribution, facilitated through the Royal Irrigation Department, which acts as the Implementing Agency. This support is provided in the form of resources and funding allocated as part of the regular operations of the agency. The in-kind contributions and resources allocated by the Royal Irrigation Department on an annual basis, not seeking additional allocations, amount to a total of $16,263,940 USD.

Additionally, Bank of Ayudhya Public Company Limited, as a member of the MUFG global finance group, contributes $113,883 USD to the project. The combined value of co-financing and in-kind contributions from the Thai government and Bangkok Bank over the five-year project duration is $16,377,823 USD.

3. OBJECTIVES OF THE INTERIM EVALUATION

The Interim Evaluation(IE) will assess implementation of the project and progress towards the achievement of the project objectives and outcomes as specified in the UNDP Project Document and GCF Funded Activity Agreement (FAA), and assess early signs of project success or failure with the goal of identifying the necessary changes to be made in order to set the project on-track to achieve its intended results. The Interim Evaluation will also review the project's strategy and its risks to sustainability.

The IE will take into consideration assessment of the project in line with the following evaluation criteria from the 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). Additional evaluation criteria can be assessed, as applicable. The IE must assess the following:

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- **Implementation and adaptive management** – seeks to identify challenges and propose additional measures to support more efficient and effective implementation. The following aspects of project implementation and adaptive management will be assessed: management arrangements, work planning, finance and co-finance, project-level monitoring and evaluation systems, stakeholder engagement, reporting, and communications.
- **Risks to sustainability** – seeks to assess the likelihood of continued benefits after the project ends. The assessment of sustainability at the Interim Evaluation stage considers the risks that are likely to affect the continuation of project outcomes. The IE should validate the risks identified in the Project Document, Annual Project Reports, and the- Risk Management Module and whether the risk ratings applied are appropriate and up to date.
- **Relevance, effectiveness and efficiency** - seeks to assess the appropriateness in terms of selection, implementation and achievement of FAA and project document results framework activities and expected results (outputs, outcomes and impacts).
- **Coherence in climate finance delivery with other multilateral entities** - looks at how GCF financing is additional and able to amplify other investments or de-risk and crowd-in further climate investment.
- **Gender equity** - ensures integration of understanding on how the impacts of climate change are differentiated by gender, the ways that behavioural changes and gender can play in delivering paradigm shift, and the role that women play in responding to climate change challenges both as agents but also for accountability and participation in decision-making, as well as encourages engagement with stakeholders at all level to drive changes and support gender equity across all interventions.
- **Country ownership of projects and programmes** - examines the extent of the emphasis on sustainability post project through country ownership; on ensuring the responsiveness of the GCF investment to country needs and priorities including through the roles that countries play in projects and programmes.
- **Innovativeness in results areas** - focuses on identification of innovations (proof of concept, multiplication effects, new models of finance, technologies, etc.) and the extent to which the project interventions may lead to a paradigm shift towards - climate-resilient development pathways.
- **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 incorporate d in independent evaluations).
- **Unexpected results, both positive and negative** - identifies the challenges and the learning, both positive and negative, that can be used by all parties (governments, stakeholders, civil society, AE, GCF, and others) to inform further implementation and future investment decision-making.

4. INTERIM EVALUATION APPROACH & METHODOLOGY

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

The IE team will review all relevant sources of information including documents prepared during the preparation phase (i.e. baseline Funding proposal submitted to the GCF, FAA, the Project Document, project reports including Annual Performance Reports, Quarterly Progress Reports, UNDP Environmental & Social Safeguard Policy, project budget revisions, records of surveys conducted, national strategic and legal documents, stakeholder maps, and any other materials that the team considers useful for this evidence-based assessment).

The IE team is expected to follow a collaborative and participatory approach[12] ensuring close engagement with the Project Team, Implementing Partner, Responsible party, NDA focal point, government counterparts, the UNDP Country Office, Regional Technical Advisers, and other principal stakeholders and beneficiaries.

Engagement of stakeholders is vital to a successful IE. Stakeholder involvement should include (where possible) surveys/questionnaires, focus groups, interviews with stakeholders who have project responsibilities, including

[12] For ideas on innovative and participatory Monitoring and Evaluation strategies and techniques, see UNDP Discussion Paper: Innovations in Monitoring & Evaluating Results, 05 Nov 2013.

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but not limited to executing agencies, senior officials and task team/component leaders, key experts and consultants in the subject area, Project Steering Committee, project stakeholders, local government, CSOs, project beneficiaries, etc. Additionally, the Interim Evaluation team is expected to conduct field missions to project sites in *(Phitsanulok, Sukothai and Uttraradit provinces* of *Thailand*, to be decided in consultation with the project team. Data collection (government data/records, field observation visits, CDM verifications, public expenditure reporting, GIS data, etc.) will be used to validate evidence of results and assessments (including but not limited to: assessment of Theory of Change, activities delivery, and results/changes occurred). In addition, multiple data collection techniques, including but not limited to, primary and secondary data collection, interview, group discussion, etc., shall be adopted following the suitability for each key stakeholder.

The specific design and methodology for the IE should emerge from consultations between the IE team and the above-mentioned parties regarding what is appropriate and feasible for meeting the IE purpose and objectives and answering the evaluation questions, given limitations of budget, time and data. The IE team must, however, use vulnerable groups, disability-inclusive, human-rights, Leaving No One Behind(LNOB), and 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 IE report.

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

The final Interim Evaluation report must describe the full evaluation approach taken and the rationale for the approach making explicit the underlying assumptions, challenges, strengths and weaknesses about the methods and approach of the assessment. The final report must also describe any limitations encountered by the Interim Evaluation team during the evaluation process, including limitations of the methodology, data collection methods, and any potential influence of limitation on how findings may be interpreted, and conclusions drawn. Limitations may include, among others: language barriers, inaccessible project sites, issues with access to data or verification of data sources, issues with availability of interviewees, methodological limitations to collecting more extensive or more representative qualitative or quantitative evaluation data, deviations from planned data collection and analysis set out in the ToR and Inception Report, etc. Efforts made to mitigate the limitations should also be included in the Interim Evaluation report. The final IE report will discuss how collected data was triangulated. Further., the final report will also include details on how UNDP will use and disseminate the evaluation findings.

5. DETAILED SCOPE OF THE INTERIM EVALUATION

The Interim Evaluation team will assess the following categories of project progress. The following questions are intended to guide the Interim Evaluation team to deliver credible and trusted evaluations that provide assessment of progress and results achieved in relationship to the GCF investment, can identify learning and areas where restructuring or changes through adaptive management in project implementation are needed, and can make evidence-based clear and focused recommendations that may be required for enhancing project implementation to deliver expected results and to what extent these can be verified and attributed to GCF investment.

i. Project Strategy

Project design:

- Review the problem addressed by the project and the underlying assumptions. Review the effect of any incorrect assumptions or changes to the context to achieving the project results as outlined in the Project Document.
- Review the relevance of the project strategy and assess whether it provides the most effective route towards expected/intended results. Were lessons from other relevant projects properly incorporated into the project design?

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- Review how the project addresses country priorities. Review country ownership. Was the project concept in line with the national sector development priorities and plans of the country (or of participating countries in the case of multi-country projects)?
- Review decision-making processes: 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?
- Review the extent to which relevant gender issues were raised in the project design. See Annex 9 of *Guidance For Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects* for further guidelines.
- If there are major areas of concern, recommend areas for improvement.

Results Framework/Logframe and Theory of Change:

- Undertake a critical analysis of the project's logframe indicators and targets, assess how "SMART" the midterm and end-of-project targets are (Specific, Measurable, Attainable, Relevant, Time-bound), and suggest specific amendments/revisions to the targets and indicators as necessary.
- Undertake an examination of the means of verification and completeness of the assumptions
- Are the project's objectives and outcomes or components clear, practical, and feasible within its time frame?
- Examine if progress so far has led to, or could in the future catalyse beneficial development effects (i.e. income generation, gender equality and women's empowerment, improved governance, etc.) that should be included in the project results framework and monitored on an annual basis.
- Ensure broader development and gender aspects of the project are being monitored effectively. Develop and recommend SMART 'development' indicators, including sex-disaggregated indicators and indicators that capture development benefits.
- Ensure that the indicators (gender-disaggregated) are SMART, aligned with GCF/Results Management Framework (RMF)/Performance Measurement Frameworks (PMFs) and the guidance in the GCF programming manual.
- Evaluate the Theory of Change (ToC) proposed by the project during the inception and design phases in comparison to the approach, relevance, actions, interventions, practicality, and current context. Foresee the way forward and propose necessary adjustments.

ii. Relevance, Effectiveness and Efficiency

- Were the context, problem, needs and priorities well analysed and reviewed during project initiation? Review the project's alignment with UNDP priorities, the GCF result areas, and GCF Investment Criteria.
- Are the planned project objectives and outcomes relevant and realistic to the situation on the ground?
- Do outputs link to intended outcomes which link to broader paradigm shift objectives of the project?
- Are the outputs being achieved in a timely manner? Is this achievement supportive of the ToC and pathways identified?
- How is the project Theory of Change (ToC) used in helping the project achieve results/ How is the ToC applied through the project?
- Is the project Theory of Change (ToC) and intervention logic coherent and realistic? Does the ToC and intervention logic hold or does it need to be adjusted? Reconstruct the ToC, if appropriate, aligning it with the GCF ToC format.
- 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?
- What and how much progress has been made towards achieving the overall outputs and outcomes of the project (including contributing factors and constraints)?
- To what extent is the project able to demonstrate changes against the baseline (assessment in approved Funding Proposal) for the GCF investment criteria (including contributing factors and constraints)?
- How realistic are the risks and assumptions of the project?
- How did the project deal with issues and risks in implementation?

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- To what extent did the project's M&E data and mechanism(s) contribute to achieving project results?
- Are the project's governance mechanisms functioning efficiently?
- To what extent did the design of the project help or hinder achieving its own goals?
- Were there clear baselines indicators and/or benchmark for performance measurements? How were these used in project management? To what extent and how the project apply adaptive management?
- What, if any, alternative strategies would have been more effective in achieving the project objectives?

iii. Progress Towards Results

Progress Towards Outcomes and Outputs Analysis:

- By reviewing the aspects of the project that have already been successful, identify ways in which the project can further expand these benefits.
- Assess the logframe indicators against progress made towards the end-of-project targets using the Progress Towards Results Matrix and colour code progress in a "traffic light system" based on the level of progress achieved; assign a rating on progress for each indicator; make recommendations from the areas marked as "Not on target to be achieved" (red).

Table 1 Progress Towards Results Matrix (Achievement of indicators against End-of-project Targets)

Project Strategy	Indicator[13]	Baseline Level[14]	Level in 1st APR (self-reported)	Midterm Target[15]	End-of-project Target	Midterm Level & Assessment[16]	Achieve-ment Rating[17]	Analysis: status of indicator; justification for rating (triangulated with evidence and data); how realistic it is for target to be achieved
Fund Level Impact: **A1.0 Increased resilience and enhanced livelihoods of the most vulnerable people, communities and regions**	A 1.1 Change in expected losses of lives and economic assets (US$) due to the impact of extreme climate-related disasters in the geographic area of the GCF intervention	USD 4 million in losses	No Change from baseline	USD 0.03 million reduction in losses	USD 2 million reduction in losses			

[13] Populate with data from the Logframe and scorecards
[14] Populate with data from the Project Document
[15] If available
[16] Colour code this column only
[17] Use the 6 point Progress Towards Results Rating Scale: HS, S, MS, MU, U, HU

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Project Strategy	Indicator[13]	Baseline Level[14]	Level in 1st APR (self-reported)	Midterm Target[15]	End-of-project Target	Midterm Level & Assessment[16]	Achieve-ment Rating[17]	Analysis: status of indicator; justification for rating (triangulated with evidence and data); how realistic it is for target to be achieved
	A1.2 Number of males and females benefiting from the adoption of diversified, climate resilient livelihood options (including fisheries, agriculture, tourism, etc.)	0	No Change from baseline	15,500 people	No Change from baseline			
A2.0 Increased resilience of health and well-being, and food and water security	A2.3 Number of males and females with year round access to reliable and safe water supply despite climate shocks and stresses.	0	No Change from baseline	15,500 people (male = 7,750 / female = 7,750)	62,000 people (male = 29,896 / female = 32,104)			
A3.0 Increased resilience of infrastructure and the built environment to climate change	A3.1 Number of physical assets made more resilient to climate variability and change, considering human benefits	0 Existing infrastructure (canal head regulars along Khlong Muang Chang and Khlong Ta Kay) has not been upgraded to respond to climate impacts	No Change from baseline	0 USD 0	2 USD 5 million			

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Project Strategy	Indicator[13]	Baseline Level[14]	Level in 1st APR (self-reported)	Midterm Target[15]	End-of-project Target	Midterm Level & Assessment[16]	Achieve-ment Rating[17]	Analysis: status of indicator; justification for rating (triangulated with evidence and data); how realistic it is for target to be achieved
A4.0 Improved resilience of ecosystems and ecosystem services	A4.1 Coverage/scale of ecosystems protected and strengthened in response to climate variability and change	0	No Change from baseline	120 km^2	200 km^2			
Project Outcomes: A7.0 Strengthened adaptive capacity and reduced exposure to climate risks	A7.1 Use by vulnerable households, communities, businesses and public-sector services of Fund-supported tools instruments, strategies and activities to respond to climate change and variability	Household Level = 1 0 credit available to farmers practicing climate resilient farming (co-designed by project)	No Change from baseline	HouseholdLevel = 2 0	Household Level = 4 USD16 million			
Project Outcome: Output 1 Enhance climate and risk informed planning in the water	1.1. Level of integration of climate related information into water and agriculture planning	Level = 1	Level = 1	Level = 2	Level = 4			

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Project Strategy	Indicator[13]	Baseline Level[14]	Level in 1st APR (self-reported)	Midterm Target[15]	End-of-project Target	Midterm Level & Assessment[16]	Achieve-ment Rating[17]	Analysis: status of indicator; justification for rating (triangulated with evidence and data); how realistic it is for target to be achieved
and agricultural sectors through improved climate information and cross sectoral coordination	1.2. Number of people trained on integrating climate information into planning	0 staff from TMD, RID and other stakeholders	68 of which 14 are women	15 (30% women)	30 (30% women)			
Output 2 Improve water management through strengthened infrastructure complemented by EbA measures, for greater resilience to climate change impacts	2.1 Climate risk informed upgrades and enhancements to the Yom and Nan river basin area, updating the canal and regulator network to effectively manage water for both flood and drought periods for efficient use.	0 Existing infrastructure (canal head regulators /flood gates along Khlong Muang Chang and Khlong Ta Kay Reg) have not been upgraded and designs are not informed by climate information; infrastructure not complemented by EbA measures	*0*	3 flood gates covering water distribution area of 120km^2	5 upgrades/modifications, complemented by EbA, covering water distribution area of 200km^2			
Output 3 Reduce volatility of	3.1. Level of action and application of	0 farm ponds	0	0	100			

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Project Strategy	Indicator[13]	Baseline Level[14]	Level in 1st APR (self-reported)	Midterm Target[15]	End-of-project Target	Midterm Level & Assessment[16]	Achieve-ment Rating[17]	Analysis: status of indicator; justification for rating (triangulated with evidence and data); how realistic it is for target to be achieved
agriculture livelihoods in drought and flood prone areas through strengthened extension support and local planning, investment in on-farm adaptation measures and greater access to finance and markets	climate information towards climate resilient practices by beneficiary households	0 community nurseries in subdistricts	0	0	22			
		0 Online market platform to increase visibility and marketability of farmers' products	0	0	1			

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Project Strategy	Indicator[13]	Baseline Level[14]	Level in 1st APR (self-reported)	Midterm Target[15]	End-of-project Target	Midterm Level & Assessment[16]	Achieve-ment Rating[17]	Analysis: status of indicator; justification for rating (triangulated with evidence and data); how realistic it is for target to be achieved
	3.2. Number of households with access to finance for climate resilient farming investment	0 agriculture households practicing climate resilient agriculture (e.g. on farm EbA measures, water saving technologies/IoT) with access to finance (measured as household or head of household, may also include small enterprise)	0	10,000	20,000			

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Project Strategy	Indicator[13]	Baseline Level[14]	Level in 1st APR (self-reported)	Midterm Target[15]	End-of-project Target	Midterm Level & Assessment[16]	Achieve-ment Rating[17]	Analysis: status of indicator; justification for rating (triangulated with evidence and data); how realistic it is for target to be achieved
	3.3. Number of listed companies contributing to climate resilient agriculture through contracts to purchase sustainably produced products or investment to support climate resilient agriculture (in-kind/cash contributions)	0	0	70	210			

Indicator Assessment Key

Green= Achieved	Yellow= On target to be achieved	Red= Not on target to be achieved

In addition to the progress towards outcomes and outputs analysis:

- Assess whether the total number of beneficiaries and indirect beneficiaries of the project has been properly calculated.
- Identify remaining barriers to achieving the project objective in the remainder of the project.
- By reviewing the aspects of the project that have already been successful, identify ways in which the project can further expand these benefits.

iv. Project Implementation and Adaptive Management

Management Arrangements:

- Review overall effectiveness of project management as outlined in the FAA/Funding proposal. Have changes been made and have these been approved by GCF? Are responsibilities and reporting lines clear? Is decision-making transparent and undertaken in a timely manner? Recommend areas for improvement.
- Review the quality of execution of the Executing Agency/Implementing Partner(s) and recommend areas for improvement.
- Review the quality of support provided by UNDP and recommend areas for improvement.

Work Planning:

- Review any delays in project start-up and implementation, identify the causes and examine if they have been resolved.

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- Are work-planning processes results-based? If not, suggest ways to re-orientate work planning to focus on results?
- Examine the use of the project's results framework/ logframe as a management tool and review any changes made to it since project start.

Financing and Co-financing:

- Consider the financial management of the project, with specific reference to the cost-effectiveness of interventions.
- Review the changes to fund allocations as a result of budget revisions and assess the appropriateness and relevance of such revisions.
- Have project resources been utilized in the most economical, effective and equitable ways possible (considering value for money; absorption rate; commitments versus disbursements and projected commitments; co-financing; etc.)?
- Does the project have the appropriate financial controls, including reporting and planning, that allow management to make informed decisions regarding the budget and allow for timely flow of funds?
- Assess factors that contributed to low/high expenditure rate and impact on the project.
- Informed by the co-financing monitoring table to be filled out, provide commentary on co-financing: Is co-financing being used strategically to help the objectives of the project? Comment on the use of different financial streams (parallel, leveraged, mobilized finance), as applicable in the context of the project – see GCF policy on co-finance18. Discuss whether co-finance related conditions and covenants, as listed in the FAA, have been fulfilled, as applicable.
- Conduct an analysis of materialized co-financing and implications for project scope and results. If co-finance is not materialising as planned (timing and/or amount), assess mitigation measures, and discuss the impact of that on the project and results on the ground.

Coherence in climate finance delivery with other multilateral entities

- Who are the partners of the project and how strategic are they in terms of capacities and commitment?
- Is there coherence and complementarity by the project with other actors for local other climate change interventions?
- To what extent has the project complimented other on-going local level initiatives (by stakeholders, donors, governments) on climate change adaptation or mitigation efforts?
- How has the project contributed to achieving stronger and more coherent integration of 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.

Project-level Monitoring and Evaluation Systems:

- Review the monitoring tools currently being used: Do they provide the necessary information? Do they involve key partners? Do they use existing information? Are they efficient? Are they cost-effective? Are additional tools required? How could they be made more participatory and inclusive?
- Discuss any quality assuring mechanisms being used (e.g. ISO standard, government accreditations, international certificates, etc.)
- Is project reporting and information generated by the project linked to national SDGs, NDC and other national reporting systems?
- Examine the financial management of the project monitoring and evaluation budget. Are sufficient resources being allocated to monitoring and evaluation? Are these resources being allocated effectively?

Stakeholder Engagement:

- Project management: Has the project developed and leveraged the necessary and appropriate partnerships with direct and tangential stakeholders?

[18] https://www.greenclimate.fund/sites/default/files/document/policy-cofinancing.pdf

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- Participation and country-driven processes: Do local and national government stakeholders support the objectives of the project? Do they continue to have an active role in project decision-making that supports efficient and effective project implementation?
- Participation and public awareness: To what extent has stakeholder involvement and public awareness contributed to the progress towards achievement of project objectives?
- Is a grievance mechanism in place? If so, assess its effectiveness

Social and Environmental Standards (Safeguards)

- Validate the risks identified in the project's most current SESP/ESIA, and those risks' ratings; are any revisions needed?
- Summarize and assess the revisions made since Board Approval (if any) to:
  - The project's overall safeguards risk categorization.
  - The identified types of risks[19] (in the SESP).
  - The individual risk ratings (in the SESP) .
- Describe and assess progress made in the implementation of the project's social and environmental management measures as outlined in the SESP submitted at the Funding Proposal stage (and prepared during implementation, if any), including any revisions to those measures. Such management measures might include Environmental and Social Management Plans (ESMPs) or other management plans, though can also include aspects of a project's design; refer to Question 6 in the SESP template for a summary of the identified management measures.

A given project should be assessed against the version of UNDP's safeguards policy that was in effect at the time of the project's approval.

Reporting:

- Assess how adaptive management changes have been reported by the project management and shared with the Project Board.
- Assess how well the Project Team and partners undertake and fulfil GCF reporting requirements (i.e. how have they addressed poorly-rated APRs, if applicable?)
- Assess how lessons derived from the adaptive management process have been documented, shared with key partners and internalized by partners.
- Assess the efficiency, timeliness, and adequacy of reporting requirements

Communications:

- Review internal project communication with stakeholders: Is communication regular and effective? Are there key stakeholders left out of communication? Are there feedback mechanisms when communication is received? Does this communication with stakeholders contribute to their awareness of project outcomes and activities and investment in the sustainability of project results?a
- Review external project communication: Are proper means of communication established or being established to express the project progress and intended impact to the public (is there a web presence, for example? Or did the project implement appropriate outreach and public awareness campaigns?)
- For reporting purposes, write one half-page paragraph that summarizes the project's progress towards results in terms of contribution to sustainable development benefits, as well as global environmental benefits.

v. Sustainability

- Validate whether the risks identified in the FAA and Funding proposal, APRs and the Risk Management Module are the most important and whether the risk ratings applied are appropriate and up to date. If not, explain why.

[19] Risks are to be labeled with both the UNDP SES Principles and Standards, and the GEF's "types of risks and potential impacts": Climate Change and Disaster; Disadvantaged or Vulnerable Individuals or Groups; Disability Inclusion; Adverse Gender-Related impact, including Gender-based Violence and Sexual Exploitation; Biodiversity Conservation and the Sustainable Management of Living Natural Resources; Restrictions on Land Use and Involuntary Resettlement; Indigenous Peoples; Cultural Heritage; Resource Efficiency and Pollution Prevention; Labor and Working Conditions; Community Health, Safety and Security.

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- In addition, assess the following risks to sustainability:

Financial risks to sustainability:

- What is the likelihood of financial and economic resources not being available once the GCF assistance ends (consider potential resources can be from multiple sources, such as the public and private sectors, income generating activities, and other funding that will be adequate financial resources for sustaining project's outcomes)?

Socio-economic risks to sustainability:

- Are there any social or political risks that may jeopardize sustainability of project outcomes? What is the risk that the level of stakeholder ownership (including ownership by governments and other key stakeholders) will be insufficient to allow for the project outcomes/benefits to be sustained? Do the various key stakeholders see that it is in their interest that the project benefits continue to flow? Is there sufficient public / stakeholder awareness in support of the long term objectives of the project? Are lessons learned being documented by the Project Team on a continual basis and shared/ transferred to appropriate parties who could learn from the project and potentially replicate and/or scale it in the future?

Institutional Framework and Governance risks to sustainability:

- Do the legal frameworks, policies, governance structures and processes pose risks that may jeopardize sustenance of project benefits? While assessing this parameter, also consider if the required systems/ mechanisms for accountability, transparency, and technical knowledge transfer are in place.

Environmental risks to sustainability:

- Are there any environmental risks that may jeopardize sustenance of project outcomes?

vi. Country Ownership

- To what extent is the project aligned with national development plans, national plans of action on climate change, or sub-national policy as well as projects and priorities of the national partners?
- How well is country ownership reflected in the project governance, coordination and consultation mechanisms or other consultations?
- To what extent are country level systems for project management or M&E utilized in the project?
- Is the project, as implemented, responsive to local challenges and relevant/appropriate/strategic in relation to SDG indicators, National indicators, GCF RMF/PMF indicators, AE indicators, or other goals?
- Were the modes of deliveries of the outputs appropriate to build essential/necessary capacities, promote national ownership and ensure sustainability of the result achieved?

vii. Gender equity

- Does the project only rely on sex-disaggregated data per population statistics?
- Are financial resources/project activities explicitly allocated to enable women to benefit from project interventions?
- Does the project account in activities and planning for local gender dynamics and how project interventions affect women as beneficiaries?
- Do women as beneficiaries know their rights and/or benefits from project activities/interventions?
- To what extent are the project interventions relevant and beneficial to women as beneficiaries, and to what extent do the beneficiaries, particularly women, feel confident in utilizing the knowledge gained from the project interventions?
- How does the project increase women's access to climate information services, water management and sustainable agriculture practices?
- How do the results for women compare to those for men?
- To what extent and how is the decision-making process transparent and inclusive of both women and men at different level?
- To what extent are female stakeholders or beneficiaries satisfied with the project gender equality results?

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- Did the project sufficiently address cross cutting issues including gender?
- How does the project incorporate gender in its governance or staffing?
- How does the project directly or indirectly foster changes to support gender equity? (agency, structure, relational dynamics)
- How does the project engage stakeholders at all levels to support gender equity?

viii. Innovativeness in results areas

- What are the lessons learned to enrich learning and knowledge generation in terms of how the project played in the provision of "thought leadership," "innovation," or "unlocked additional climate finance" for climate change adaptation/mitigation in the project and country context? Please provide concrete examples and make specific suggestions on how to enhance these roles going forward.

ix. Unexpected results, both positive and negative

- What has been the project's ability to adapt and evolve based on continuous lessons learned and the changing development landscape? Please account for factors both within the AE/EE and external.
-
- Can any unintended or unexpected positive or negative effects be observed as a consequence of the project's interventions? What factors have contributed to the unintended outcomes, outputs, activities, results? Do any of the unintended results constitute a major change?[20]

x. Replication and Scalability

- Assess the effectiveness of exit strategies and approaches to phase out assistance provided by the project including contributing factors and constraints? Is there a need for recalibration?
- What factors of the project achievements are contingent on specific local context or enabling environment factors?
- Are the actions and results from project interventions likely to be sustained, ideally through ownership by the local partners and stakeholders?
- What are the key factors that will require attention in order to improve prospects of sustainability, scalability or replication of project outcomes/outputs/results?

[20] See Section '9.4 Major Changes and Restructuring' in the GCF Programming Manual

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Conclusions, Recommendations and Lessons Learned

The Interim Evaluation team will include a section of the report setting out the evaluation's evidence-based conclusions, in light of the findings. Explain whether the project will be able to achieve planned development objective and outcomes by the end of implementation.

Recommendations should be succinct suggestions for critical intervention that are specific, measurable, achievable, and relevant. A recommendation table should be put in the report's executive summary.

The Interim Evaluation team should make no more than 10 recommendations total.

The Interim Evaluation will also include a separate section with a concise and logically articulated set of lessons learned (new knowledge gained from the project, context, outcomes, even evaluation methods; failrues/locst opportunities to date, what might have been done better or differently, etc.). Lessons should be based on specific evidence presented in the report and can be used to inform design, adapt and change plans and actions, as appropriate, and plan for scaling up.

The Interim Evaluation report's findings, conclusions, recommendations and lessons learned need to consider gender equality and women's empowerment and other cross-cutting issues.

Ratings

The Interim Evaluation team will include its ratings of the project's results and brief descriptions of the associated achievements in an *Interim Evaluation Ratings & Achievement Summary Table* in the Executive Summary of the Interim Evaluation report. See Annex E for ratings scales. No rating on Project Strategy and no overall project rating is required.

Table 2 Interim Evaluation Ratings & Achievement Summary Table for *Enhancing Climate Resilience in Thailand through Effective Water Management and Sustainable Agriculture*

Measure	Interim Evaluation Rating[21]	Achievement Description
Project Strategy	N/A	
Progress Towards Results	Objective Achievement Rating: (rate 6 pt. scale)	
	Outcome 1: Enhance climate and risk informed planning in the water and agricultural sectors through improved climate information and cross sectoral coordination.	- Local climate and water monitoring equipment installed - Tailored climate information products to inform water management and agricultural planning, and one-to-two week, monthly, seasonal, annual and long-term climate forecast models - Weekly and a week-ahead recommended release from Sirikit Dam for RID staffs in water allocation pre-planning - Mobile Application via iOS or android available for farmers to access water forecast information data in weekly updated

21 Ratings for Objective/Outcome Achievement and Project Implementation & Adaptive Management: 6 = Highly Satisfactory (HS): exceeds expectations and/or no shortcomings; 5 = Satisfactory (S): meets expectations and/or no or minor shortcomings; 4 = Moderately Satisfactory (MS): more or less meets expectations and/or some shortcomings; 3 = Moderately Unsatisfactory (MU): somewhat below expectations and/or significant shortcomings; 2 = Unsatisfactory (U): substantially below expectations and/or major shortcomings; 1 = Highly Unsatisfactory (HU): severe shortcomings, Unable to Assess (U/A): available information does not allow an assessment

Ratings for Sustainability: 4 = Likely (L): negligible risks to sustainability; 3 = Moderately Likely (ML): moderate risks to sustainability; 2 = Moderately Unlikely (MU): significant risks to sustainability; 1 = Unlikely (U): severe risks to sustainability; Unable to Assess (U/A): Unable to assess the expected incidence and magnitude of risks to sustainability

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Measure	Interim Evaluation Rating[21]	Achievement Description
	Achievement Rating: (rate 6 pt. scale)	- Integration of climate information in planning processes for water and agriculture planning
	Outcome 2: Improve water management through strengthened infrastructure complemented by EbA measures, for greater resilience to climate change impacts Achievement Rating: (rate 6 pt. scale)	- Klong Muang Chang improvement including appurtenance (two flood gates) - Klong Ta Kae Improvement (one floodgate) - Vulnerability and risk assessment, modelling, cause-impact chains and economic evaluation (for EbA) - Prioritization of EbA solutions; finalization of design for three selected EbA measures - Basic/foundation training on climate-sensitive IWRM and EbA
	Outcome 3: Reduce volatility of agriculture livelihoods in drought and flood prone areas through strengthened extension support and local planning, investment in on-farm adaptation measures and greater access to finance and markets Achievement Rating: (rate 6 pt. scale)	- Farmer Field Schools established - Climate-informed decision-making for agriculture practices -Trainings of practices of informed adaptation measures - On-farm climate resilient measures to improve drought and flood resilience/on-farm adaptation measures i.e. soil and water conservation management, - Trainings of practices of informed adaptation measures and adaptation of shifting the crop choice and crop calendar, agriculture practices and agriculture crops or technologies which are less water-intensive - Implementation of precision agriculture with IoT
	Etc.	
Project Implementation & Adaptive Management	(rate 6 pt. scale)	
Sustainability	(rate 4 pt. scale)	

6. TIMEFRAME

The total duration of the Interim Evaluation will be approximately *(30)* working days over a time period of *22* of weeks *(1st April 2025 through 31st August 2025*). The tentative Interim Evaluation timeframe is as follows:

ACTIVITY	NUMBER OF WORKING DAYS	COMPLETION DATE
I. Desk review and Inception Report		
Document review and preparation of Interim Evaluation (IE) Inception Report; Submission of IE Inception Report (Inception Report due no later than 2 weeks before the evaluation mission)	*3 days*	*4th April 2025*
II. Mission and Data Collection		
IE mission: stakeholder meetings, interviews, field visits	*10 days*	*13th – 23rd May 2025*
Presentation of initial findings- last day of the Interim Evaluation mission	*1 day*	*23rd May 2025*
III. Report Writing		
Preparation and submission of Draft IE Report #1	*8 days*	*13th Jun 2025*

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ACTIVITY	NUMBER OF WORKING DAYS	COMPLETION DATE
Incorporation of comments on Draft IE Report #1; Preparation and submission of Draft IE Report #2 *(Draft #2 will be shared with the GCF Secretariat for a 4-week review period.*	*5 days*	*9th Jul 2025*
Incorporation of comments from Draft IE Report #2 and Finalization of IE report + completed audit trail from feedback on draft report	*3 days*	*25thAug 2025*

7. INTERIM EVALUATION DELIVERABLES

#	Deliverable	Description	Timing & Due Date	Responsibilities
1	**Interim Evaluation (IE) Inception Report**	Proposed evaluation methodology, work plan and structure of the Interim Evaluation report, and options for site visits	No later than 2 weeks before the evaluation mission *4th April 2025*	Interim Evaluation team submits to the Commissioning Unit and project management
2	**Presentation**	Initial Findings	End of evaluation mission *23rd May 2025*	Interim Evaluation Team presents to project management and the Commissioning Unit
3	**Draft IE Report #1**	Full report (using guidelines on content outlined in Annex B) with annexes	Within 3 weeks of the evaluation mission *13th Jun 2025*	Interim Evaluation Team sends draft to the Commissioning Unit, reviewed by Regional Technical Advisor (RTA), Project Coordinating Unit, NDA focal point
4	**Draft IE Report #2**	Full report (using guidelines on content outlined in Annex B) with annexes	*9th Jul 2025*	Interim Evaluation Team sends draft to the Commissioning Unit, reviewed by RTA, Project Coordinating Unit, NDA focal point
5	**Final Interim Evaluation Report* + Audit Trail**	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 *25th Aug 2025*	Interim Evaluation Team sends final report to Commissioning Unit
6	**Concluding Stakeholder Workshop** (optional; strongly encouraged)	Meeting to present and discuss key findings and recommendations of the evaluation report, and key actions in response to the report.	Within 1-2 weeks of completion of final Interim Evaluation report *29thAug 2025*	Led by Interim Evaluation team or Project Team and Commissioning Unit
7	**Final Interim Evaluation Report in Thai**	Translation of final interim evaluation report	*29th August 2025*	Interim Evaluation team

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

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8. INTERIM EVALUATION ARRANGEMENTS

The principal responsibility for managing this IE resides with the Monitoring & Evaluation Focal Point of the Commissioning Unit. The Commissioning Unit for this project's IE is UNDP Thailand Country Office During this assignment, the Interim Evaluation team will report to the Result-based Management, Monitoring and Evaluation Analyst of UNDP Thailand Country office in the Commissioning Unit who will provide guidance and ensure satisfactory completion of deliverables.

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

9. TEAM COMPOSITION

A team of two independent evaluators will conduct the IE – one international team leader (with experience and exposure to projects and evaluations in other regions globally) and one national team expert from Thailand. Recruitment will be done individually.

The consultants cannot have participated in the project preparation, formulation, and/or implementation (including the writing of the Project Document) and should not have a conflict of interest with project's related activities.

The selection of consultants will be aimed at maximizing the overall "team" qualities in the following areas:

Criteria	Weight	Max. Point
Technical	70	
Educational Qualification		15
Year of Experience		15
Understanding about M&E of similar project and substantive experience to evaluating similar project		25
Experience evaluating GCF funded projects		10
Experience working with UN agencies and other donor funded projects		5
Sub-total A. (Technical)		**70**
Financial	30	30
Sub-Total B. (Financial)		**30**
Total (A+B)		**100**

International Lead Consultant

Education

- A Master's degree or equivalent in in fields related to Social science, Agriculture, Natural Resource Management, and Climate Change Adaptation, or other closely related field.

Work Experience

- Recent experience with result-based management evaluation methodologies;
- Experience applying SMART indicators and reconstructing or validating baseline scenarios;
- Competence in adaptive management, as applied to water management, climate change and climate resilient agriculture, water management; Ecosystem-based Adaptation;
- Experience working in Asia, especially Southeast Asia;
- Work experience in relevant technical areas for at least 10 years;

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- Demonstrated understanding of issues related to gender and climate change & climate resilient agriculture; experience in gender-sensitive evaluation and analysis;
- Excellent communication skills; a *sample of the evaluation report is required.*
- Demonstrable analytical skills; *which shall be showcased through previous Project evaluation report submitted to United Nations agencies or in the form of a writing sample that demonstrates the analytical ability of the Consultant*
- Experience with GCF-financed projects and/or project evaluation/review experiences within United Nations system will be considered an asset;

Language

- Fluency in written and spoken English

National Consultant (Open for Thai Nationality only)

Education

- A Master's degree or equivalent in in fields related to Social science, Agriculture, Natural Resource Management, and Climate Change Adaptation, or other closely related field.

Work Experience

- Recent experience with result-based management evaluation methodologies;
- Experience applying SMART indicators and reconstructing or validating baseline scenarios;
- Competence in adaptive management, as applied to water management, climate change and climate resilient agriculture, water management; Ecosystem-based Adaptation;
- Experience working in Asia, especially Southeast Asia;
- Work experience in relevant technical areas for at least 10 years;
- Demonstrated understanding of issues related to gender and climate change & climate resilient agriculture; experience in gender-sensitive evaluation and analysis;
- Excellent communication skills; a *sample of the evaluation report is required.*
- Demonstrable analytical skills; *which shall be showcased through previous Project evaluation report submitted to United Nations agencies or in the form of a writing sample that demonstrates the analytical ability of the Consultant*
- Experience with GCF-financed projects and/or project evaluation/review experiences within United Nations system will be considered an asset;

Language

- Fluency in written and spoken English and Thai.

10. EVALUATOR ETHICS

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

11. PAYMENT MODALITIES AND SPECIFICATIONS

20% upon satisfactory delivery and approval of the final Interim Evaluation Inception Report
50% upon satisfactory delivery of the of the first draft Interim Evaluation report

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30% upon satisfactory delivery and approval of the final Interim Evaluation report by the Commissioning Unit, UNDP Nature, Climate and Energy (NCE) Regional Technical Advisor and UNDP NCE Principal Technical Advisor +submission of completed Audit Trail

Criteria for issuing the final payment of 30%[22]:

i) The final IE report includes all requirements outlined in the IE TOR and is in accordance with the IE guidance.
ii) The final IE report is clearly written, logically organized, and is specific for this project (i.e. text has not been cut & pasted from other IE reports).
iii) The Audit Trail includes responses to and justification for each comment listed.
iv) RTA approvals are via signatures on the TE Report Clearance Form)

12. APPLICATION PROCESS[23]

Recommended Presentation of Proposal:

a) **Letter of Confirmation of Interest and Availability** using the template[24] provided by UNDP;
b) **CV** and a **Personal History Form** (P11 form[25]);
c) **Brief description of approach to work/technical proposal** of why the individual considers him/herself as the most suitable for the assignment, and a proposed methodology on how they will approach and complete the assignment; (max 1 page)
d) **Financial Proposal** that indicates the all-inclusive fixed total contract price and all other travel related costs (such as flight ticket, per diem, etc), supported by a breakdown of costs, as per template attached to the Letter of Confirmation of Interest template. If an applicant is employed by an organization/company/institution, and he/she expects his/her employer to charge a management fee in the process of releasing him/her to UNDP under Reimbursable Loan Agreement (RLA), the applicant must indicate at this point, and ensure that all such costs are duly incorporated in the financial proposal submitted to UNDP.
e) Previous Project evaluation report (if any)

Criteria for Evaluation of Proposal: Only those applications which are responsive and compliant will be evaluated. Offers will be evaluated according to the Combined Scoring method – where the educational background and experience on similar assignments will be weighted at 70% and the price proposal will weigh as 30% of the total scoring. The applicant receiving the Highest Combined Score that has also accepted UNDP's General Terms and Conditions will be awarded the contract.

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[22] The Commissioning Unit is obligated to issue payments to the IE team as soon as the terms under the ToR are fulfilled. If there is an ongoing discussion regarding the quality and completeness of the final deliverables that cannot be resolved between the Commissioning Unit and the IE team, the Regional M&E Advisor and Vertical Fund Directorate will be consulted. If needed, the Commissioning Unit's senior management, Procurement Services Unit and Legal Support Office will be notified as well so that a decision can be made about whether or not to withhold payment of any amounts that may be due to the evaluator(s), suspend or terminate the contract and/or remove the individual contractor from any applicable rosters. See the UNDP Individual Contract Policy for further details: https://popp.undp.org/_layouts/15/WopiFrame.aspx?sourcedoc=/UNDP_POPP_DOCUMENT_LIBRARY/Public/PSU_Individual%20Contract_Individual%20Contract%20Policy.docx&action=default

[23] Engagement of the consultants should be done in line with guidelines for hiring consultants in the POPP: https://info.undp.org/global/popp/Pages/default.aspx

[24] https://intranet.undp.org/unit/bom/pso/Support%20documents%20on%20IC%20Guidelines/Template%20for%20Confirmation%20of%20Interest%20and%20Submission%20of%20Financial%20Proposal.docx

[25] http://www.undp.org/content/dam/undp/library/corporate/Careers/P11_Personal_history_form.doc

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ToR ANNEX A: List of Documents to be reviewed by the Interim Evaluation Team

1. Funding Proposal
2. Funded Activity Agreement (FAA)
3. UNDP Project Document
4. UNDP Environmental and Social Screening results
5. Baseline studies
6. Project Inception Report
7. All Annual Performance Reports (APRs)
8. Progress reports and work plans of the various implementation task teams
9. Audit reports
10. Mission reports
11. All monitoring reports prepared by the project
12. Financial and Administration guidelines used by Project Team
13. Social and Environmental Screening Procedure, Environmental and Social Impact Assessment and Environmental and Social Management Plan

The following documents will also be available:

14. Project operational guidelines, manuals and systems
15. UNDP country/countries programme document(s)
16. Minutes of the Project Board Meetings and other meetings (i.e. Project Appraisal Committee meetings)
17. Project site location maps

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ToR ANNEX B: Guidelines on Contents for the Interim Evaluation Report[26]

i. Basic Report Information *(for opening page or title page)*
- Title of UNDP-supported GCF-financed project
- UNDP PIMS# and GCF project ID#
- Interim Evaluation time frame and date of report

ii.
- Region and countries included in the project
- Executing Agency/Implementing Partner and other project partners
- Interim Evaluation team members

Acknowledgements

iii. Table of Contents

iv. Acronyms and Abbreviations

v. Project Information Table

1. Executive Summary *(2-3 pages)*
- Project Description (brief)
- Project Progress Summary
- Interim Evaluation Ratings & Achievement Summary Table
- Concise summary of conclusions
- Recommendations Summary Table

2. Introduction *(2-3 pages)*
- Purpose of the Interim Evaluation and objectives
- Scope & Methodology: principles of design and execution of the Interim Evaluation, Interim Evaluation approach and data collection methods, limitations
- Structure of the Interim Evaluation report

3. Project Description and Background Context (3-5 pages)
- Development context: environmental, socio-economic, institutional, and policy factors relevant to the project objective and scope
- Problems that the project sought to address: threats and barriers targeted
- Project Description and Strategy: objective, outcomes and expected results, description of field sites (if any)
- Project Implementation Arrangements: short description of the Project Board, key implementing partner arrangements, etc.
- Project timing and milestones
- Main stakeholders: summary list

[26] The Report length should not exceed *40* pages in total (not including annexes).

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Outputs	Activity	Stakeholders
Output 1: Enhance climate and risk informed planning in the water and agricultural sectors through improved climate information and cross sectoral coordination	Activity 1.1. Strengthening capacity to generate tailored climate information to inform water management and agriculture planning	• Provincial Agriculture and Cooperatives Office • Provincial Chamber of Commerce
	Activity 1.2. Facilitating inter-ministerial coordination for climate- informed and integrated planning	• Marine Department • Department of Ground Water Resources • Ministry of Agriculture and Cooperatives (MOAC): Office of the permanent secretary for ministry of agriculture and cooperatives • Land Development Department (LDD) • Department of Fisheries (DOF) • Department of Agricultural Extension (DOAE) • Department of Agriculture (DOA) • Rice Department • Office of Agricultural Economics (OAE) • Department of Livestock Development (DLD) • Provincial Agriculture and Cooperatives Office • Provincial Chamber of Commerce
	Activity 1.3. Expanding access to climate information for application at the household level	• Provincial Chamber of Commerce • Provincial Agriculture and Cooperatives Office
Output 2: Improve water Management through strengthened infrastructure complemented by EbA measures, for greater resilience to climate change impacts	Activity 2.1. Climate-informed engineering designs for the 13 schemes of the Yom-Nan river basin and upgrade of 2 water infrastructure	• Marine Department • Department of Fisheries (DOF) • Department of Ground Water Resources • River basin committee • A network of local NGOs • Local Government Agencies

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		• Provincial Agriculture Council • Provincial Water Subcommittee • Water User Group and Community Leadership • Students and academic institutions in the project area nearby
	Activity 2.2. Complementing of grey infrastructure with EbA of EbA approaches into water management policy and planning	• Marine Department • Department of Fisheries (DOF) • Department of Ground Water Resources • River basin committee • A network of local NGOs • Local Government Agencies • Provincial Agriculture Council • Provincial Water Subcommittee • Water User Group and Community Leadership • Students and academic institutions in the project area nearby
Output 3: Reduce volatility of agriculture livelihoods in drought and flood prone areas through strengthened extension support and local planning, investment in on-farm adaptation measures and greater access to finance and markets	Activity 3.1. Application of climate information in household agriculture planning and strengthening of related support through extension services	• District land office • District Fisheries Office • The academic institution located nearby the project area • Provincial Agricultural Extension Office District Agricultural Extension Office • Listed and unlisted companies contributing to climate resilient agriculture
	Activity 3.2. Implementation of on-farm climate resilient measures to improve drought and improved access to finance for sustainable agriculture	• District land office • Department of Ground Water Resources • District Fisheries Offices • Provincial Agricultural Extension Office

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		• District Agricultural Extension Office • The academic institution located nearby the project area • Listed and unlisted companies contributing to climate resilient agriculture
	Activity 3.3. Capacity building for farmers to support market access for climate resilient agriculture products	• Office of Provincial Commercial Affairs • Provincial Chamber of Commerce • The academic institution located nearby the project area • Listed and unlisted companies contributing to climate resilient agriculture

4. Findings *(12-14 pages)*

4.1 Project Strategy
- Project Design
- Results Framework/Logframe

4.2 Relevance

4.3 Effectiveness and Efficiency

4.4 Progress Towards Results
- Progress towards outcomes analysis
- Remaining barriers to achieving the project objective
- Comprehensive assessment of impact of COVID-19 on project implementation

4.5 Project Implementation and Adaptive Management
- Management Arrangements
- Work planning
- Financing
- Coherence in climate finance delivery with other multilateral entities
- Project-level monitoring and evaluation systems
- Stakeholder engagement
- Social and Environmental Standards (Safeguards)
- Reporting
- Communications

4.6 Sustainability
- Financial risks to sustainability
- Socio-economic to sustainability
- Institutional framework and governance risks to sustainability
- Environmental risks to sustainability

4.7 Country Ownership

4.8 Innovativeness in results areas

4.9 Unexpected results, both positive and negative

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4.10 Replication and Scalability

4.11 Gender Equity

5. Conclusions and Recommendations *(4-6 pages)*

5.1 Conclusions

- Comprehensive and balanced statements (that are evidence-based and connected to the Interim Evaluation's findings) which highlight the strengths, weaknesses and results of the project

5.2 Lessons Learned

- Concise and logically articulated set of lessons learned based on specific evidence presented in the report, to be used to inform design, adapt and change plans and actions, as appropriate, and plan for scaling up.

5.3 Recommendations

- Corrective actions for the design, implementation, monitoring and evaluation of the project
- Actions to follow up or reinforce initial benefits from the project
- Proposals for future directions underlining main objectives

6. Annexes

- Interim Evaluation ToR (excluding ToR annexes)
- Interim Evaluation evaluative matrix (evaluation criteria with key questions, indicators, sources of data, and methodology)
- Questionnaire or Interview Guide used for data collection
- Mission itinerary
- List of persons interviewed
- List of documents reviewed
- Co-financing table (if not previously included in the body of the report)
- Signed UNEG Code of Conduct form
- Signed Interim Evaluation final report clearance form
- *Annexed in a separate file:* Audit trail from received comments on draft Interim Evaluation report

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ToR ANNEX C: Interim Evaluation Evaluative Matrix Template

(Questions to be filled out by the Commissioning Unit)

This Interim Evaluation Evaluative Matrix must be fully completed/amended by the Interim Evaluation team and included in the Inception Report and as an Annex to the final Interim Evaluation report.

Evaluative Questions	Indicators	Sources	Methodology
Project Strategy: To what extent is the project strategy relevant to country priorities, country ownership, and the best route towards expected results?			
(include evaluative question(s))	(i.e. relationships established, level of coherence between project design and implementation approach, specific activities conducted, quality of risk mitigation strategies, etc.)	(i.e. project documents, national policies or strategies, websites, project staff, project partners, data collected throughout the evaluation mission, etc.)	(i.e. document analysis, data analysis, interviews with project staff, interviews with stakeholders, etc.)
What is the improvement in institutions' capacity being in line with national plans (e.g. National Water Resource Master Plan) to provide a reliable climate-water forecasting for government agencies and agricultural households, and improve cross-sectoral collaboration to enhance climate-informed planning in the water and agriculture sectors (e.g. Royal Irrigation Department, Office of National Water Resources, Thai Meteorological Department, Department of Agricultural Extension and Land Development Department (LDD)?			
What is the improvement of national capacity on ecosystem-based adaptation?			
What is the improvement of local capacity (such as extension services) in improving climate informed agricultural decision makings and support climate resilient practices adoption among farmers?			
Progress Towards Results: To what extent have the expected outcomes and objectives of the project been achieved thus far?			
How well can farmers receive, interpret and use the climate information to make agricultural decisions and adaptation?			
How much the project has strengthened infrastructure for greater resilience to climate change impacts?			

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How the planning of EbA designed to complement the water infrastructure?			
In what ways has the project effectively provided climate-resilient solutions for farmers?			
Project Implementation and Adaptive Management: Has the project been implemented efficiently, cost-effectively, and been able to adapt to any changing conditions thus far? To what extent are project-level monitoring and evaluation systems, reporting, and project communications supporting the project's implementation?			
To what level the project monitoring and evaluation systems, reporting supporting the project activities direction?			
How does the project identify challenges and propose additional measures to support more efficient and effective implementation?			
Sustainability: To what extent are there financial, institutional, socio-economic, and/or environmental risks to sustaining long-term project results?			
What is the improvement of national capacity for climate information processing unit to continue providing climate information for water management and agricultural decisions?			
What strategies and measures have been implemented to ensure the long-term sustainability of initiatives like Farmer Field Schools (FFS), community nurseries, IoT systems, and the online marketing platform?			
To what extent have financial sustainability considerations been integrated into the planning of local adaptation measures?			
How are farmers actively involved in the Farmer Field Schools (FFS) in adapting climate-resilient practices, and what role do extension officers play in supporting this process?			
Integrating gender equality and social inclusion (GESI): How can the project further broaden its contribution to enhancing equality and inclusion, as well as fostering changes? To what extend have local communities, women, youth, people with disabilities and other disadvantaged groups benefited from the project? To what extent have gender equality and empowerment of women been addressed in the design, implementation and monitoring of the project?			
How has the project addressed local gender dynamics in the design and implementation of activities, particularly in empowering women and other marginalized groups to participate in decision-making and adopt climate-resilient practices?			

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LNOB: Were persons with disabilities, ethnic minorities, women and youth consulted and meaningful involved in programme planning and implementation? Were proportion of the beneficiaries of a programme were persons with disability, ethnic minorities, women and youth?			
Did the project sufficiently address cross cutting issues including gender?			

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ToR ANNEX D: UNEG Code of Conduct for Evaluators/Interim Evaluation Consultants[27]

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 limitations, 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.

Interim Evaluation Consultant Agreement Form

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

Name of Consultant: _____

Name of Consultancy Organization (where relevant): _____

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

Signed at _____ *(Place)* on _____ *(Date)*

Signature: _____

[27] http://www.unevaluation.org/document/detail/100

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ToR ANNEX E: Interim Evaluation Ratings

Ratings for Progress Towards Results: (one rating for each outcome and for the objective)		
6	Highly Satisfactory (HS)	The objective/outcome is expected to achieve or exceed all its end-of-project targets, without major shortcomings. The progress towards the objective/outcome can be presented as "good practice".
5	Satisfactory (S)	The objective/outcome is expected to achieve most of its end-of-project targets, with only minor shortcomings.
4	Moderately Satisfactory (MS)	The objective/outcome is expected to achieve most of its end-of-project targets but with significant shortcomings.
3	Moderately Unsatisfactory (HU)	The objective/outcome is expected to achieve its end-of-project targets with major shortcomings.
2	Unsatisfactory (U)	The objective/outcome is expected not to achieve most of its end-of-project targets.
1	Highly Unsatisfactory (HU)	The objective/outcome has failed to achieve its midterm targets, and is not expected to achieve any of its end-of-project targets.
Ratings for Project Implementation & Adaptive Management: (one overall rating)		
6	Highly Satisfactory (HS)	Implementation of all seven components – management arrangements, work planning, finance and co-finance, project-level monitoring and evaluation systems, stakeholder engagement, reporting, and communications – is leading to efficient and effective project implementation and adaptive management. The project can be presented as "good practice".
5	Satisfactory (S)	Implementation of most of the seven components is leading to efficient and effective project implementation and adaptive management except for only few that are subject to remedial action.
4	Moderately Satisfactory (MS)	Implementation of some of the seven components is leading to efficient and effective project implementation and adaptive management, with some components requiring remedial action.
3	Moderately Unsatisfactory (MU)	Implementation of some of the seven components is not leading to efficient and effective project implementation and adaptive, with most components requiring remedial action.
2	Unsatisfactory (U)	Implementation of most of the seven components is not leading to efficient and effective project implementation and adaptive management.
1	Highly Unsatisfactory (HU)	Implementation of none of the seven components is leading to efficient and effective project implementation and adaptive management.
Ratings for Sustainability: (one overall rating)		
4	Likely (L)	Negligible risks to sustainability, with key outcomes on track to be achieved by the project's closure and expected to continue into the foreseeable future
3	Moderately Likely (ML)	Moderate risks, but expectations that at least some outcomes will be sustained due to the progress towards results on outcomes at the Midterm Review
2	Moderately Unlikely (MU)	Significant risk that key outcomes will not carry on after project closure, although some outputs and activities should carry on
1	Unlikely (U)	Severe risks that project outcomes as well as key outputs will not be sustained

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Interim Evaluation Report Reviewed and Cleared By:

Commissioning Unit (Result-based Management, Monitoring and Evaluation Analyst of UNDP Thailand Country Office)

Name: _____

Signature: _____ Date: _____

Regional Technical Advisor, Climate Hub, BPPS

Name: _____

Signature: _____ Date: _____

Principal Technical Advisor, Climate Hub, BPPS

Name: _____

Signature: _____ Date: _____

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ToR ANNEX G: Audit Trail Template

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

To the comments received on (*date*) from the Interim Evaluation of Enhancing Climate Resilience in Thailand through Effective Water Management and Sustainable Agriculture UNDP Project ID-*PIMS 5923)*

The following comments were provided in track changes to the draft Interim Evaluation report; they are referenced by institution ("Author" column) and track change comment number ("#" column):

Author	#	Para No./ comment location	Comment/Feedback on the draft report	Interim Evaluation team response and actions taken

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Annex B. Results Framework

The RF below was developed as part of the inception report for the Project delivered in 2022. Based on a comparison of the Results Framework from the Project Inception Report with the latest available Annual Performance Reports (APRs) and the Interim Evaluation Terms of Reference (ToR), the results framework has remained largely consistent, with no major revisions to its structure, indicators, or targets. There is no indication that any indicator, target, or outcome has been added or dropped from the original framework. The baseline study conducted in 2023 also concluded that the baseline indicators remain unchanged; therefore no changes were made prior to project commencement.

Monitoring	Indicators	Baseline	Targets		Description of indicators and targets
			Mid-term	Final	
Fund Level Impact **A1.0** **Increased resilience and enhanced livelihoods of the most vulnerable people, communities and regions**	***Indicator A 1.1*** Change in expected losses of lives and economic assets (US$) due to the impact of extreme climate related disasters in the geographic area of the GCF intervention	USD 4 million in losses	USD 0.03 million reduction in losses	USD 2 million reduction in losses	Change in expected losses of lives and economic assets (US$) due to the impact of extreme climate-related disasters in the geographic area of the GCF intervention
	Indicator A 1.2 Number of males and females benefiting from the adoption of diversified, climate resilient livelihood options (including fisheries, agriculture, tourism, etc.)	0	Male = 7,750 Female = 7,750	Male =29,896 Female = 32,104	Number of males and females benefiting from the adoption of diversified, climate resilient livelihood options (including fisheries, agriculture, tourism, etc.)
A2.0	***Indicator A 2.3*** Number of males and females with year round access to reliable	0	Male = 7,750 Female = 7,750	Male =29,896 Female = 32,104	Number of males and females with yearround access to reliable and safe water supply despite climate shocks and stresses*

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Monitoring	Indicators	Baseline	Targets		Description of indicators and targets
			Mid-term	Final	
Increased resilience of health and well-being, and food and water security	and safe water supply despite climate shocks and stresses				*Beneficiaries are expected to benefit from above indicators. Water supply in this case refers to water for agriculture purposes. Precision agriculture supported by the project will define minimum amounts to support productivity
A3.0 **Increased resilience of infrastructure and the built environment to climate change**	***Indicator A3.1*** Number of physical assests made more resilient to climate variablility and change, considering human benefits	0 Existing infrastructure (canal head regulars along Khlong Muang Chang and Khlong Ta Kay) has not been upgraded to respond to climate impacts.	0 USD 0	2 USD 5 million	Number of physical assests made more resilient to climate variablility and change, considering human benefits
A4.0 **Improved resilience of ecosystems and ecosystem services**	***Indicator A4.1*** Coverage/scale of ecosystems protected and strengthened in response to climate variability and change	0	120 km^2	200 km^2	Coverage/scale of ecosystems protected and strengthened in response to climate variability and change

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Monitoring	Indicators	Baseline	Targets		Description of indicators and targets
			Mid-term	Final	
Project Outcomes: A7.0 Strengthened adaptive capacity and reduced exposure to climate risks	***Indicator A7.1*** *Use by vulnerable households, communities, businesses and public-sector services of Fund-supported tools instruments, strategies and activities to respond to climate change and variability*	Household Level = 1 USD 0 Credit available to farmers practicing to farmers practicing climate resilient farming (co-designed by project)	Household Level = 2 USD 0 Credit available to farmers practicing climate resilient farming (co-designed by project)	Household Level = 4 USD16 million	*Use by vulnerable households, communities, businesses and public-sector services of Fund-supported tools instruments, strategies and activities to respond to climate change and variability*
Project Results (Outputs) 1	***Indicator 1.1***	Level =1	Level = 2	Level = 4	Enhance climate and risk informed planning in the water and agricultural sectors through improved

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Monitoring	Indicators	Baseline	Targets		Description of indicators and targets
			Mid-term	Final	
Enhance climate and risk informed planning in the water and agricultural sectors through improved climate information and cross sectoral coordination	Level[28] of integration of climate related information into water and agriculture planning				climate information and cross sectoral coordination
	Indicator 1.2 Number of people trained on integrating climate information into planning	*0 staff from TMD, RID and other stakeholders*	*15 (30% women)*	*30 (30% women)*	
Project Results (Outputs) 2 **Improve water management through strengthened infrastructure complemented by EbA measures, for greater resilience to climate change impacts.**	***Indicator 2.1*** Climate risk informed upgrades and enhancements to the Yom and Nan river basin area, updating the canal and regulator network to effectively manage water for both flood and drought periods for efficient use.	0	3 flood gates covering water distribution area of 120km^2	5 upgrades/modifications, complemented by EbA, covering water distribution area of 200km^2	Climate risk informed upgrades and enhancements to the Yom and Nan river basin area, updating the canal and regulator network to effectively manage water for both flood and drought periods for efficient use
Project Results (Outputs) 3 **Reduce volatility of agriculture livelihoods in drought and flood prone**	***Indicator 3.1*** Level of action and application of climate information towards climate resilient practices by beneficiary households	*0 farm ponds*	*0 farm ponds*	*100 farm ponds*	Level of action and application of climate information towards climate resilient practices by beneficiary households

[28] Level of integration is based on a scale where 1 = limited to no integration; Level 2 = climate information included in planning processes for water or agriculture planning; Level 3 = climate information included in planning processes for both sectors; Level 4 = evidence of collaborative and climate informed planning between water and agriculture sectors

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Monitoring	Indicators	Baseline	Targets		Description of indicators and targets
			Mid-term	Final	
areas through strengthened extension support and local planning, invetsment in on-farm adaptation measure			*0 community nurseries in subdistricts* *0* *Online market platform to increase visibility and marketability of farmers' products*	*22 community nurseries in subdistricts* *1* *Online market platform to increase visibility and marketability of farmers' products*	
	Indicator 3.2 Number of households with access to finance for climate resilient farming investment	0 agriculture households practicing climate resilient agriculture (e.g. on farm EbA measures, water saving technologies/IoT with access to finance (measured as household or head of household, may also include small enterprise)	10,000	20,000	
	Indicator 3.3 Number of listed companies contributing to climate resilient agriculture through contracts to purchase sustainably produced products or investment to support climate resilient	0	70	210	

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Monitoring	Indicators	Baseline	Targets		Description of indicators and targets
			Mid-term	Final	
	agriculture (in-kind/cash contributions)				

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Annex C. Evaluation Matrix

Below represents the evaluation matrix that will be used for the interim evaluation. The matrix is based on OECD/DAC Criteria and integrates the requirements for GCF and UNDP. Questions highlighted in green indicates where questions or specific requests from the ToRs will be answered. Questions that cover GCF Investment Criteria are indicated through **Underlining.**

A. Project Strategy *(Focus on quality of the project design and Theory of Change Analysis)*
TOR Review Requirements:

- Review the problem addressed by the project and the underlying assumptions. Review the effect of any incorrect assumptions or changes to the context to achieving the project results as outlined in the Project Document.
- Review the relevance of the project strategy and assess whether it provides the most effective route towards expected/intended results. Were lessons from other relevant projects properly incorporated into the project design?
- Review decision-making processes: 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?
- Review the extent to which relevant gender issues were raised in the project design. See Annex 9 of Guidance For Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects for further guidelines.
- If there are major areas of concern, recommend areas for improvement.
- Evaluate the Theory of Change (ToC) proposed by the project during the inception and design phases in comparison to the approach, relevance, actions, interventions, practicality, and current context. Foresee the way forward and propose necessary adjustments

Evaluation questions	Indicators	Information source	Data collection method
A.1. Quality of the project design: **What are the main strengths and weaknesses of the project design? Did all assumptions made at project design hold true? Did the project design integrate lessons from previous projects? Was stakeholder engagement with those most affected by the problem carried out during project design? Did the project include consideration for gender and social inclusion?**	• Extent to which the proposed approach clearly answered to climate risks and local needs. • Presence of lessons learned from other projects. • Presence of an exit strategy or elements of one. • Quality of stakeholder engagement at project design.	• Funding proposal • UNDP ProDoc • Annexes • UNDP Staff • PMU	• Desk review • Interviews

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	• Quality of gender and social inclusiveness at project design. • Clarity and precision of institutional and implementation arrangements. • Level of country ownership at project design.		
***A.2. Appropriateness of Theory of Change (Paradigm shift potential):* Was the Theory of Change appropriate and relevant for the project context? Do assumptions hold true? Do inputs and activities draw a clear path to outcomes?**	• Quality of the situation analysis and underlying assumptions. • Consideration for paradigm shift potential and clear adaptation pathways. • Clarity, practicality and feasibility of the project objectives, outcomes and outputs	• Funding proposal • UNDP ProDoc • Annexes • UNDP Staff • PMU	• Desk Review • Interviews
A.3. *Appropriateness of the proposed approach*: Are all the elements planned at project design initiated or still planned to be initiated? What if any amendments have been conducted so far? Did the revision process follow UNDP/GCF policies for revisions?	• Number and extent of activities/results revisions/amendment	• Formal notifications of project activities/budget revisions • UNDP/GCF policies for revisions	• Desk review • Interviews
***A.4. Project Inception (adaptiveness)*: Did the project appropriately address any weaknesses in project design, fill information gaps or consider any changes in the context or needs identified during the inception/ mobilization stage of the project?**	• Nature and extent of weaknesses, change or needs identified during the inception/ mobilization, with regards to: ○ Institutional, socio-economic, environmental or political context ○ Nature and quality of engagement with stakeholders ○ Capacity of partners	• Local implementing partners • Government stakeholders • PMU, task UNDP task manager, and/or CTA • Workshop/planning meeting minutes and action items, including NPSC	• Desk review • Interviews • Field visit

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	○ Development of partnership arrangements ○ Staffing and financing arrangements • Number, quality and timeliness of adjustments made. • Extent of beneficiary needs integrated into project design (appropriateness of strategies chosen, site selection, degree of vulnerability of targeted HHs, etc.).		

B. Strategic Relevance: ***To what extent is the project strategy relevant to country priorities and the best route towards expected results?*** *(Focus on alignment with needs, context, and priorities as well as coherence within the country)*

- Were the context, problem, needs and priorities well analysed and reviewed during project initiation? Review the project's alignment with UNDP priorities, the GCF result areas, and GCF Investment Criteria.
- Are the planned project objectives and outcomes relevant and realistic to the situation on the ground.
- Review how the project addresses country priorities. Was the project concept in line with the national sector development priorities and plans of the country (or of participating countries in the case of multi-country projects)?[29]
- To what extent is the project aligned with national development plans, national plans of action on climate change, or sub-national policy as well as projects and priorities of the national partners?[30]
- Who are the partners of the project and how strategic are they in terms of capacities and commitment?[31]
- Is there coherence and complementarity by the project with other actors for local other climate change interventions? [32]
- To what extent has the project complemented other on-going local level initiatives (by stakeholders, donors, governments) on climate change adaptation or mitigation efforts? [33]

[29] This criteria was listed under project strategy, but have been moved to relevance to assess if the Project strategy is relevant to the country and context.
[30] This criteria was moved from country ownership because t better assesses relevance. While the two are linked, country ownership will more deeply focus on the level of country ownership amongst active country stakeholders, assessed under Sustainabiity.
[31] This criteria was listed under project implementation and adaptive management in the ToRs, but is more suitable under coherence, which is covered in Relevance.
[32] This criteria was listed under project implementation and adaptive management in the ToRs, but is more suitable under coherence, which is covered in Relevance.
[33] This criteria was listed under project implementation and adaptive management in the ToRs, but is more suitable under coherence, which is covered in Relevance.

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• How has the project contributed to achieving stronger and more coherent integration of 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. [34]			
Evaluation questions	**Indicators**	**Information source**	**Data collection method**
B.1. *Alignment to UNDP's priorities*: To what extent is the project aligned to the UNDP's Strategic Plan, The UNDP Climate Promise, and the UNDP Climate Change Adaptation Framework?	• Level of alignment between the project and UNDP strategic priorities	• FP and project planning documents • UNDP Strategic Plan 2018-2021, UNDP Strategic Plan 2022-2025, UNDP Climate Promise, UNDP Adaptation Framework.	• Desk review • Interviews
B.2. *Alignment to GCF's priorities*: To what extent is the project aligned to the GCF Strategic Plan (2020-2023, and 2024-2027)? To what extent is the project aligned with the GCF's investment framework criteria: Paradigm shift, country ownership, need of the client, sustainable development potential and impact potential?	• Level of alignment between the project and GCF strategic priorities	• FP and project planning documents • GCF Strategic Plan (2020-2023 & 2027-2027). • GCF investment framework • UNDP staff	• Desk review • Interviews
B.3. *Alignment to global priorities*: To what extent is the project contributing to the SDGs and the Agenda 2030?	• Level of alignment between the project and the SDGs and the Agenda 2030	• FP and project planning documents • SDGs and the Agenda 2030 • UNDP staff	• Desk review • Interviews
***B.4. Alignment to the country priorities:* To what extent is the project responding to the national priorities? To what extent has institutional capacity (e.g., RID, ONWR, TMD) improved to**	• Level of alignment between the project and national or sub-national development plans, poverty	• FP and project planning documents	• Desk review • Interviews

[34] This criteria was listed under project implementation and adaptive management in the ToRs, but is more suitable under coherence, which is covered in Relevance.

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support climate-informed water and agriculture planning, and how does this align with national strategies such as the National Water Resource Master Plan? How has national capacity for ecosystem-based adaptation evolved during implementation, and how does this support Thailand's adaptation objectives?	reduction strategies, Nationally Adaptation Plans of Action (NAPA) or National Adaptation Plans (NAP) or National Determined Contributions (NDCs) or national climate change policies or regional agreements. • Improved institutional capacity (at e.g., RID, ONWR, TMD) to act on the strategies.	• National and sub-national development plans, poverty reduction strategies, climate change strategies, other environmental agreements • Government partners, regional authorities • UNDP staff • PMU	
B.5. *Alignment to the country needs (needs of the recipient)*: To what extent is the project responding to local needs?	• Level of alignment with needs expressed by local communities and groups (farmers and water user groups)	• Government partners, regional authorities • UNDP staff • PMU • Beneficiary Communities	• Desk review • Interviews
B.6.*Complementarity/Coherence in climate finance delivery*: To what extent the project is taking account of ongoing and planned initiatives that address similar needs of the same target groups ? To what extent the project is fulfilling its commitments made at project design to collaborate and ensure its complementariness with other initiatives ? To what extent is this GCF-project coherent with other multilateral entities in terms of climate finance delivery ?	• Proof of establishment of mechanism to coordinate the project with other completed, ongoing, and upcoming activities. • Level of complementarity between the project and other existing initiatives. • Number and type of co-financing partners and amount of co-financing provided. • Level of complementarity between the project and other multilateral entities' program of work/projects	• UNDP staff • PMU • Other implementing agency in the country • Government partners, regional authorities	• Desk review • Interviews

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C. Effectiveness: *To what extent have the expected outcomes and objectives of the project been achieved thus far?* *(Focus on achievement of outputs, outcomes, progress towards results, likelihood of impact, and unexpected results)* • What and how much progress has been made towards achieving the overall outputs and outcomes of the project (including contributing factors and constraints)? • To what extent is the project able to demonstrate changes against the baseline (assessment in approved Funding Proposal) for the GCF investment criteria (including contributing factors and constraints)? • Do outputs link to intended outcomes which link to broader paradigm shift objectives of the project? • Are the outputs being achieved in a timely manner? Is this achievement supportive of the ToC and pathways identified? • How is the project Theory of Change (ToC) used in helping the project achieve results/ How is the ToC applied through the project? • Is the project Theory of Change (ToC) and intervention logic coherent and realistic? Does the ToC and intervention logic hold or does it need to be adjusted? Reconstruct the ToC, if appropriate, aligning it with the GCF ToC format. • 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? • How realistic are the risks and assumptions of the project? • How did the project deal with issues and risks in implementation? • What, if any, alternative strategies would have been more effective in achieving the project objectives? • Can any unintended or unexpected positive or negative effects be observed as a consequence of the project's interventions? • What factors have contributed to the unintended outcomes, outputs, activities, results? • Do any of the unintended results constitute a major chang • For reporting purposes, write one half-page paragraph that summarizes the project's progress towards results in terms of contribution to sustainable development benefits, as well as global environmental benefits.			
C.1. *Availability of outputs*: Is the project successfully delivering the planned outputs and achieving targets and milestones as per the FP or any formal revisions?	• Quality and quantity of outputs delivered against the log frame's midterm and/or final targets. • Ownership and usefulness of outputs delivered. • Perceived level of success of on the ground intervention so far and potential gaps.	• Project Log frame • Project planning documents (annual work plans) • Progress reports and monitoring reports • UNDP staff • RID • Local stakeholders • Direct observation	• Desk review • Interviews • Field visit

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	• Type and extent of assets strengthened or better managed to withstand climate change:
	  ○ Lives and economic assets
	  ○ Number of ha (and type) of EbA implemented
	  ○ Ha of degraded lands rehabilitated
	  ○ Number and area of woodlots established
	• Level of integration of climate related information in water and agriculture planning
	• Number of people trained
	• Access to credit for farmers		

C.2. Progress towards Project outcomes: How much progress has been made and are the outputs contributing to the achievement of project outcomes? To what extent have local extension services strengthened their ability to support farmers in adopting climate-resilient practices, including the use of new tools and information? How effectively are farmers receiving, interpreting, and applying climate information to guide agricultural planning and practices? What is the extent and quality of infrastructure upgrades implemented under Output 2, and how do these contribute to climate resilience in drought- and flood-prone areas? How have EbA measures been planned and integrated with grey infrastructure to enhance ecosystem resilience and water management. What specific climate-resilient agricultural solutions have been introduced, and what is their effectiveness in reducing vulnerability and stabilizing livelihoods?	• Evidence of contribution of the project activities and outputs to direct outcomes • Number and extent of achievement of milestones towards meeting direct outcome indicators	• Monitoring and reporting documents (annual work plans, monitoring and progress reports) • PMU, UNDP task manager, and/or CTA • Local stakeholders • Government stakeholders, technical staff • Direct observation • PSC and PSC Minutes • Environmental and Social impact assessment (original and updated versions)	• Desk review • Interviews • Field visit

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C.3. *Likelihood of Impact*: What is the likelihood of emerging positive impacts becoming reality? To what extent the project is playing a catalytic role or is promoting longer-term scaling up and/or replication as part of its Theory of Change?	• Evidence and extent of barriers or enabling conditions toward achievement of impact indicators. • Evidence of potential scaling up and/or replication of the project intervention		• Desk review • Interviews • Field visit
C.4. *Likelihood of Fund-level impacts (where appropriate and feasible):* Is the project progressing toward achievement of Fund-level (GCF) intended impacts?	• Achievement of results towards GCF investment criteria: Impact potential, Paradigm shift potential, Sustainable development potential, Needs of the recipient, Country Ownership, Efficiency and effectiveness • Extent of achievement of milestones towards meeting Fund-level impact indicators: o Number of males and females benefitting from the adoption of diversified, climate- resilient livelihood options (including fisheries, agriculture, tourism, etc.) o Coverage/scale of ecosystems protected and strengthened in response to climate variability and change		• Desk review • Interviews • Field visit
C.5. Can any unintended or unexpected positive or negative effects be observed as a consequence of the project interventions? What are the contributing factors ?	• Evidence of unintended (negative or positive) consequences or co-benefits • Identified adverse impacts in the social and environmental assessments and program document	• Monitoring and reporting documents (annual work plans, monitoring and progress reports) • PMU, UNDP task manager, and/or CTA	• Desk review • Interviews • Field visit

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	• Nature and likelihood of adverse environmental, social, and economic effects from the project activities	• Local stakeholders • Government stakeholders, technical staff • Direct observation • PSC and PSC Minutes Environmental and Social impact assessment (original and updated versions)	
C.6. *Innovativeness*: To what extent the project results are likely to lead to paradigm shift towards climate-resilient development pathways?	• Emerging evidence of paradigm shift towards climate-resilient development pathways	• PMU, UNDP task manager, and/or CTA • Local stakeholders • Government stakeholders, technical staff • Direct observation	• Interviews • Field visit
C.7. *Theory of change:* Is the Project Theory of Change and intervention logic still appropriate, coherent, and realistic based on achievement of outputs and outcomes? Are causal pathways effectively supported by a full set of contributing conditions? Is it reflecting UNDP's commitment to increasing equality in line with the UN's commitment to human rights?	• Evidence of clear linkage between the problem statement, inputs, outputs, outcomes and impact • Readability and significance of causal pathways suggested or described • Number of influencing drivers/assumptions suggested or described	• Project theory of change • UN's commitment to human rights • Monitoring and reporting documents (quarterly and annual work plans) • RID, UNDP manager, and/or CTA	• Desk review
D. Efficiency and Adaptive Management: Has the project been implemented efficiently, cost-effectively, and been able to adapt to any changing conditions thus far? To what extent are project-level monitoring and evaluation systems, reporting, and project communications supporting the project's implementation? *(Focus on financing and co-financing, work planning, M&E, reporting, and adaptive management, Social and Environmental Safeguards, Stakeholder Engagement, management arrangements, and communications.*			

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• What has been the project's ability to adapt and evolve based on continuous lessons learned and the changing development landscape? Please account for factors both within the AE/EE and external.[35] • Review overall effectiveness of project management as outlined in the FAA/Funding proposal. Have changes been made and have these been approved by GCF? Are responsibilities and reporting lines clear? Is decision-making transparent and undertaken in a timely manner? Recommend areas for improvement. • Review the quality of execution of the Executing Agency/Implementing Partner(s) and recommend areas for improvement. • Review the quality of support provided by UNDP and recommend areas for improvement. • Review any delays in project start-up and implementation, identify the causes and examine if they have been resolved. • Are work-planning processes results-based? If not, suggest ways to re-orientate work planning to focus on results. • Examine the use of the project's results framework/ logframe as a management tool and review any changes made to it since project start. *(note: reviewed under M&E section above)*			
Financial management • Consider the financial management of the project, with specific reference to the cost-effectiveness of interventions. • Review the changes to fund allocations as a result of budget revisions and assess the appropriateness and relevance of such revisions. • Have project resources been utilized in the most economical, effective and equitable ways possible (considering value for money; absorption rate; commitments versus disbursements and projected commitments; co-financing; etc.)? • Does the project have the appropriate financial controls, including reporting and planning, that allow management to make informed decisions regarding the budget and allow for timely flow of funds? • Assess factors that contributed to low/high expenditure rate and impact on the project. • Informed by the co-financing monitoring table to be filled out, provide commentary on co-financing: Is co-financing being used strategically to help the objectives of the project? Comment on the use of different financial streams (parallel, leveraged, mobilized finance), as applicable in the context of the project – see GCF policy on co-finance7. Discuss whether co-finance related conditions and covenants, as listed in the FAA, have been fulfilled, as applicable. • Conduct an analysis of materialized co-financing and implications for project scope and results. If co- finance is not materialising as planned (timing and/or amount), assess mitigation measures, and discuss the impact of that on the project and results on the ground.			
D.1. *Rate of spent*: Is the rate of disbursement consistent with the work plan, the length of implementation to date and the outputs delivered?	• Budget execution per year, component, and output, against total and planned budget	• Monitoring and reporting documents (quarterly financial	• Interviews • Desk review

[35] This criteria was listed under unecpected results, but is more relevant in terms of how the project have adapted to changing contexts, hence related to efficiency.

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		reports, annual reports) • UNDP Task manager, PMU Financial Officer and CTA • GCF/UNDP reporting requirements	
D.2. *Financial reporting:* Does the project comply with financial reporting and/or auditing requirements/ schedule, including quality and timeliness of reports?	• Proportion and types of financial reporting and/or auditing materials submitted a) correctly and b) on time • Quality of financial reporting/auditing materials	• Financial reporting/ auditing documents (quarterly financial reports, annual audits reports) • UNDP task manager, Financial Officer and CTA • GCF/UNDP reporting requirements	• Interviews • Desk review
D.3. *Financial management issues*: Was there any financial management issue affecting the timely delivery of the project or the quality of its performance ?	• Budget effective execution against planned budget • Budget effective execution against planned results	• Monitoring and reporting documents (quarterly financial reports, annual reports) • UNDP Task manager, PMU Financial Officer and CTA	• Interviews • Desk review
D.4. Co-financing: To what extent has the project mobilized and utilized planned co-financing from public, private and in-kind sources, and how effectively has this co-financing contributed to the delivery of project outcomes and alignment with GCF objectives?	• % of committed vs. disbursed co-financing (by source/type) • Timing and delivery of co-finance relative to GCF funding • Contribution of co-financing to specific outputs (e.g., infrastructure, financial literacy)	• Monitoring and reporting documents (quarterly financial reports, annual reports)	• Interviews • Desk review

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	• Role of co-financing in leveraging additional finance or creating replicable models	• Financial reporting/ auditing documents (quarterly financial reports, annual audits reports) • UNDP task manager, Financial Officer and CTA.	
Work Planning • Review any delays in project start-up and implementation, identify the causes and examine if they have been resolved. • Are work-planning processes results-based? If not, suggest ways to re-orientate work planning to focus on results? • Examine the use of the project's results framework/ logframe as a management tool and review any changes made to it since project start.			
D.5. *Cost-effectiveness*: To what extent are the outputs being achieved in a cost-effective manner?	• Level of alignment between planned and incurred implementation costs and nature of divergences • Evidence of use of financially sound practices/adaptative management for project execution and implementation	• Financial reporting/ auditing documents (quarterly, annual reports) • UNDP task manager and CTA	• Desk review • Interviews
***D.6. Timeliness:* Were the planned activities delivered according to expected timeframes ? What is the likelihood of any non/late delivery of the project's workplan?**	• Timeliness of output delivery against the work plan • Evidence of the reasons for delays in progress, audit, and monitoring reports.	• Monitoring and reporting documents (annual work plans, monitoring and progress reports) • PMU, UNDP task manager, and/or CTA • Local stakeholders	• Desk review • Interviews • Field visit

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		• Government stakeholders, technical staff • Direct observation • PSC minutes	
D.7. *Sequencing*: Are the timing and sequence of activities i) aligned to the planned workplan ?; ii) contributing to or hindering efficiency?	• Timing and sequence of outputs against work plan • Observed delays against workplan	• Project planning and reporting documents • Financial reporting/ auditing documents (quarterly, annual reports) for this project and for other similar projects • UNDP task manager and CTA	• Desk review • Interviews
D.8. How is the project enhancing its cost- and time-effectiveness (Adaptive management)?	• Number and nature of measures implemented to enhance cost- and time- effectiveness • Likelihood and effect of factors likely to enhance or hinder efficiency • Evidence of efforts being made by the project teams to make use of/build upon past, ongoing and upcoming initiatives • Number and nature of measures implemented to avoid project extensions	• Project planning and reporting documents • UNDP task manager and CTA	• Desk review • Interviews
D.9. What has been the project's ability to adapt and evolve to meet the outcomes, based on continuous lessons learned and the changing development landscape/external context?	• Evidence and number of lessons learned integrated in project design to adapt to the changing environment and lessons learned.	• Monitoring and reporting documents (annual work plans,	• Desk review • Interviews • Field visit

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	• Evidence of adaptative management both for the AE and the EE based on lessons learned.	monitoring and progress reports) • PMU, UNDP task manager, and/or CTA • PSC minutes • Government stakeholders, technical staff	
Stakeholder Engagement • Project management: Has the project developed and leveraged the necessary and appropriate partnerships with direct and tangential stakeholders? • Participation and country-driven processes: Do local and national government stakeholders support the objectives of the project? Do they continue to have an active role in project decision-making that supports efficient and effective project implementation? • Participation and public awareness: To what extent has stakeholder involvement and public awareness contributed to the progress towards achievement of project objectives? • Is a grievance mechanism in place? If so, assess its effectiveness			
***D.10. Stakeholder participation and cooperation*: How are stakeholders engaged in the projects?** **a. Are the stakeholder communication and consultation mechanisms effective and inclusive of differentiated groups?** **b. Is the project dedicating sufficient efforts to maximize collaboration and coherence between various stakeholders ?** **Is there a Grievance Mechanism in place and how are stakeholders made aware of it?**	• Number and type of stakeholder engagement activities at each stage of the project • Evidence of participation from a representative range of stakeholder groups, including differentiated groups • Proportion of male/female implementing partners, and participants of workshops, trainings or knowledge exchange • Evidence that issues and feedback provided by stakeholders, including through a grievance mechanism,	• Meeting Minutes (PSC) • Local implementing partners • Community members, groups • Government stakeholders, technical staff • Other local stakeholder groups (non-government) • PMU, UNDP task manager, and/or CTA	• Desk review • Interviews • Field Visit

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	were taken into consideration in project implementation		
***D.11. Stakeholder participation and cooperation*: To what extent were effective partnerships arrangements established for implementation of the project with relevant stakeholders involved in the country/region?**	• Number and types of partnerships developed between project and local bodies/organizations • Extent and quality of interaction/ exchange between project implementers and local partners	• Meeting Minutes (PSC) • Government partners and technical staff • Local implementing partners • Communities/ potential beneficiaries • PMU, UNDP task manager, and/or CTA • Meeting Minutes (PSC)	• Desk review • Interviews • Field Visit

Quality and Effectiveness of Monitoring and Reporting including Social and Environmental Safeguards

- Review the monitoring tools currently being used: Do they provide the necessary information? Do they involve key partners? Do they use existing information? Are they efficient? Are they cost-effective?
- Are additional tools required? How could they be made more participatory and inclusive?
- Discuss any quality assuring mechanisms being used (e.g. ISO standard, government accreditations, international certificates, etc.)
- Is project reporting and information generated by the project linked to national SDGs, NDC and other national reporting systems?

- Assess how adaptive management changes have been reported by the project management and shared with the Project Board. Assess how well the Project Team and partners undertake and fulfil GCF reporting requirements (i.e. how have they addressed poorly-rated APRs, if applicable?)
- Assess how lessons derived from the adaptive management process have been documented, shared with key partners and internalized by partners.
- Assess the efficiency, timeliness, and adequacy of reporting requirements
- Validate the risks identified in the project's most current SESP/ESIA, and those risks' ratings; are any revisions needed?
- Summarize and assess the revisions made since Board Approval (if any) to:
    - The project's overall safeguards risk categorization.
    - The identified types of risks8 (in the SESP).
    - The individual risk ratings (in the SESP) .
- Describe and assess progress made in the implementation of the project's social and environmental management measures as outlined in the SESP submitted at the Funding Proposal stage (and prepared during implementation, if any), including any revisions to those measures. Such

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management measures might include Environmental and Social Management Plans (ESMPs) or other management plans, though can also include aspects of a project's design; refer to Question 6 in the SESP template for a summary of the identified management measures.			
D.12. Monitoring design and implementation: **Is the monitoring plan well-conceived, and sufficient to monitor results and track progress toward achieving project outputs and direct outcomes?**	• Use of SMART indicators including at a level disaggregated by gender, marginalisation or vulnerability, including those living with disabilities • Relevance and appropriateness of the project indicators • Quality of methods for tracking progress: o Baseline assessment; o Performance measurement framework/ logframe; o Methodology; o Roles and responsibilities; o Budget o Timeframe / work plan • Existence, quality and use of an ecological, social and economic monitoring of EbA interventions	• Planning documents • Baseline assessment report • Monitoring and reporting documents • PMU, UNDP task manager and CTA	• Desk review • Interviews
D.13. Monitoring design and implementation: **Is the monitoring plan operational and effective to track results and progress towards objectives?**	• Proportion of executed monitoring budget against planned monitoring budget • Degree of alignment with timeline and work plan, and (if any) evidence of external factors affecting them • Evidence of collection of monitoring data • Coherence between types of reported results (activities, outputs)	• Planning documents • Planning meeting minutes/review procedures • Monitoring and reporting documents (quarterly financial reports, annual reports) • PMU, UNDP task manager, and/or CTA • Direct observation	• Interviews • Desk review • Field Visit

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	and actual activities and outputs on the ground • Difference between types of progress and activities reported by local stakeholders and the indicators used to assess results	• Technical staff	
D.14. Project reporting: **Does the project comply with the progress documentation and monitoring reporting requirements/ schedule, including quality and timeliness of reports?**	• Types, number and quality of reporting materials submitted a) correctly and b) on time Numbers of project meetings addressing M&E issues	• Monitoring and reporting documents • UNDP task manager and CTA • GCF/UNDP reporting requirements	• Interviews • Desk review
D.15. Project reporting: What (if any) corrective actions were taken in response to monitoring reports (such as APRs)? To what extent has the monitoring system (M&E) contributed to learning, decision-making, and adaptive course corrections during implementation?	• Evidence of management response/changes in project strategy/approach as a direct result of information in PIRs	• APRs • Workshops/Meeting minutes from technical group, steering committee, staff, stakeholders, including PSC • PMU, UNDP task manager, CTA	• Interviews • Desk review
D.16. Environmental and Social Safeguards: **To what extent have the project design, implementation and monitoring considered potential environmental and social risks and impacts associated with project and programme activities ?**	• Evidence of Environmental and Social (E&S) management tools • Level of consideration among project stakeholders about E&S issues	• Funding proposal • Gender assessment and action plan • Planning documents • Environmental and social screening tools • Risk assessment and management tools • Monitoring and reporting documents	• Desk review • Interviews

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Management Arrangements			
D.17. Quality of Project Management and Supervision: **Have the AE and EE, respectively, placed sufficient focus on:** **a. Achieving project outcomes?** b. **Supervision and coordination?** c. **Adaptive Management**	• Relevance of the planned/effective implementation structure • Use of RBM tools, evidence of regular reporting by EA • Perceptions of quality/performance of supervision of IA, EA, PMU, PSC • Difference in actual and planned timetable for project execution of activities	• Local implementing partners • Government stakeholders • Project team members • PMU, UNDP task manager, and CTA • Reporting documents • PSC and minutes • Funding proposal	• Desk review • Interviews • Field Visit
D.18. Quality of project implementation and execution: **Have the IA management team and EA project team respectively provided quality and timely project management and backstopping?**	• Perceived leadership of IA and EA towards achieving project outcomes • Perceived effectiveness of IA and EA in managing team structures and maintaining productive partner relationships, communication, and collaboration • Extent of use of risk management tools by IA and EA, respectively • Perceived effectiveness of problem-solving methods • Perceived timeliness and quality of IA management response to EA project team members' inquiries, needs • PSC and other stakeholder perceptions of quality of PMU and oversight by IA • EA and other stakeholder perceptions of technical inputs and feedback from IA and CTA	• Local implementing partners • Government stakeholders • Project team members • PMU, UNDP task manager, and CTA • Reporting documents • PSC and minutes	• Desk Review • Interviews • Field Visit

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	• Evidence of re-adjustment of project strategy in response to internal reviews or management findings • Evidence of adequate capacity of the PMU to perform activities related to the project (adequate staffing, numbers, technical expertise, roles and responsibilities)		
Communications • Review internal project communication with stakeholders: Is communication regular and effective? Are there key stakeholders left out of communication? Are there feedback mechanisms when communication is received? Does this communication with stakeholders contribute to their awareness of project outcomes and activities and investment in the sustainability of project results? • Review external project communication: Are proper means of communication established or being established to express the project progress and intended impact to the public (is there a web presence, for example? Or did the project implement appropriate outreach and public awareness campaigns?) • Is there sufficient public / stakeholder awareness in support of the long-term objectives of the project? • Are lessons learned being documented by the Project Team on a continual basis and shared/transferred to appropriate parties who could learn from the project and potentially replicate and/or scale it in the future?[36]			
***D.19. Communication and public awareness*: Do the project effectively communicate lessons and experience with project partners and interested groups?**	• Number and quality of knowledge sharing mechanisms with project partners and interested groups • Perceived climate change awareness by partners and interested groups about project lessons, including by gender and marginalized groups • Evidence of existence and use of feedback channels by partners and interested groups	• Government partners • Local implementing partners • Project monitoring and reporting information (workshop summaries, attendance lists, action items etc.) • PMU and PSC	• Desk review • Interviews • Field visit

[36] This criterion was moved from Socio-economic risks to sustainability in the ToRs, to communication as it is more relevant to the criteria of communication and sustainability of results.

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***D.20. Communication and public awareness*: Have the project implemented appropriate outreach and public awareness campaigns?**	• Number and quality of public awareness activities undertaken • Number and type of public reached • Changes in public awareness because of outreach/ communication by project • Use of existing communication channels and networks • Establishment of feedback channels	• Local implementing partners • Community members, groups • Government stakeholders, technical staff • Other local stakeholder groups (non-government) • PMU, UNDP task manager, and/or CTA • Workshop/planning meeting minutes and action items, including PSC	• Desk review • Interviews • Field visit
E. Sustainability: to what extent are there financial, institutional, socio-economic, and/or environmental risks to sustaining long-term project results? *(Focus on continuity of benefits and risk mitigation from financial, socio-economic, institutional and environmental risks, including level of country ownership, replication and scalability)* • Assess the effectiveness of exit strategies and approaches to phase out assistance provided by the project including contributing factors and constraints? Is there a need for recalibration? • Validate whether the risks identified in the FAA and Funding proposal, APRs and the Risk Management Module are the most important and whether the risk ratings applied are appropriate and up to date. If not, explain why. • What is the likelihood of financial and economic resources not being available once the GCF assistance ends (consider potential resources can be from multiple sources, such as the public and private sectors, income generating activities, and other funding that will be adequate financial resources for sustaining project's outcomes)? • Are there any social or political risks that may jeopardize sustainability of project outcomes? What is the risk that the level of stakeholder ownership (including ownership by governments and other key stakeholders) will be insufficient to allow for the project outcomes/benefits to be sustained? • Do the legal frameworks, policies, governance structures and processes pose risks that may jeopardize sustenance of project benefits? While assessing this parameter, also consider if the required systems/mechanisms for accountability, transparency, and technical knowledge transfer are in place.			

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• Are there any environmental risks that may jeopardize sustenance of project outcomes? • Do the various key stakeholders see that it is in their interest that the project benefits continue to flow? • What are the key factors that will require attention in order to improve prospects of sustainability, scalability or replication of project outcomes/outputs/results?			
E.1. Has the project designed and implemented an appropriate exit strategy and measures to mitigate risks to sustainability (Sustainable development potential)? What mechanisms are in place to sustain interventions such as Farmer Field Schools, IoT platforms, community nurseries, and market systems beyond the life of the project? Have financial mechanisms or resource mobilization strategies been developed to ensure continuity of local adaptation measures supported by the project? To what extent have community institutions (e.g., LAOs, WUGs, extension networks) been engaged in a way that supports long-term ownership and continuation of project outcomes?	• Existence and quality of a plan to manage financial, socio-economic, institutional, governance and environmental risks • Existence and quality of exit strategy • Level of ownership, interest and commitment among government and other stakeholders to take the project achievements forwards • Dependence of project results on issues relating to i) institutional frameworks and governance; ii) future funding	• Project planning documents • PMU, UNDP task manager, and/or CTA • Project monitoring and reporting docs/data (quarterly and annual reports) • Government stakeholders, technical staff	• Interviews • Desk review • Field visit
E.2. What are the key conditions or factors that are likely to undermine or contribute to the endurance of benefits at the outcome level (Sustainable development potential)?	• Number and type of organizational arrangements that support or hinder the continuation of project activities or results (private or public sector) • Types and intensity of bio-physical conditions affecting the sustainability of direct outcomes • Type of political and social conditions affecting the sustainability of direct outcomes • Level of declared willingness among stakeholders to take the project achievements forward	• Project planning documents • PMU, UNDP task manager, and/or CTA • Local stakeholders (workshop participants, community members, etc.) • Project monitoring and reporting docs/data (quarterly and annual reports)	• Interviews • Desk review • Field visit

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	• Level of dependence of achievements on future funding for their sustainability and likely availability of such resources • Existence and amount of funding opportunities to pursue/ support project results in the long term	• Government stakeholders, technical staff	
Country Ownership • How well is country ownership reflected in the project governance, coordination and consultation mechanisms or other consultations? • To what extent are country level systems for project management or M&E utilized in the project? • Is the project, as implemented, responsive to local challenges and relevant/appropriate/strategic in relation to SDG indicators, National indicators, GCF RMF/PMF indicators, AE indicators, or other goals? • Were the modes of deliveries of the outputs appropriate to build essential/necessary capacities, promote national ownership and ensure sustainability of the result achieved? • Are the actions and results from project interventions likely to be sustained, ideally through ownership by the local partners and stakeholders?			
***E.3. Country ownership and driven-ness*: Is the level of involvement of government/ public sector officials sufficient to ensure ownership over project outputs and outcomes and representation of all gender and marginalized groups?**	• Number and types of representatives from government and public sector agencies present at workshops and involved in implementation (including PSC) • Number and types of regulations, policies, or other government initiatives (existing, newly enacted, or changed) that support project outputs and outcomes • Declared willingness, and or initiatives from national stakeholders to take forward and capitalize on project results while considering the	• Government partners • Local implementing partners • Project monitoring and reporting information (workshop summaries, attendance lists, action items etc.) • PMU and PSC • UNDP Task Manager	• Desk review • Interviews • Field visit

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	needs and interests of gender and marginalized groups. • Perceived level of climate change adaptation and EbA mainstreaming into policy and potential gaps.		
Replication and Scalability • What factors of the project achievements are contingent on specific local context or enabling environment factors?			
E.4. Have any of the approaches, technologies, or activities from the project been replicated or are there any plans to replicate these outside the project scope? What is the likelihood that activities, approaches, techniques will be replicated outside the project scope?	• Number of activities, technologies or approaches that have been replicated or are planned to be replicated.	• Government partners • Local implementing partners • PMU and PSC • UNDP Task Manager	• Desk review • Interviews • Field visit
E.5 What plans exists to scale the existing activities? Are there scope to scale activities, techniques and approaches?	• Number of activities, technologies or approaches that have been scaled or are planned to be replicated.	• Government partners • Local implementing partners • PMU and PSC • UNDP Task Manager and CTA	• Desk review • Interviews • Field visit
H. Gender Equity and Social Inclusion (GESI): To what extent has the project effectively promoted gender equality and social inclusion (GESI) by addressing the needs of women, youth, persons with disabilities, ethnic minorities, and other marginalized groups across its design, implementation, participation, and benefits?[37] • Does the project only rely on sex-disaggregated data per population statistics? Interim Evaluation ToR FP170 Enhancing Climate Resilience in Thailand • Are financial resources/project activities explicitly allocated to enable women to benefit from project interventions?			

[37] The ToRs included multiple overarching questions for this criterion, these are all responded to in the sub criteria, and the evaluator have generated a summary overarching question for conclusion: How can the project further broaden its contribution to enhancing equality and inclusion, as well as fostering changes? To what extend have local communities, women, youth, people with disabilities and other disadvantaged groups benefited from the project? To what extent have gender equality and empowerment of women been addressed in the design, implementation and monitoring of the project? Were persons with disabilities, ethnic minorities, women and youth consulted and meaningful involved in programme planning and implementation? Were proportion of the beneficiaries of a programme were personswith disability, ethnic minorities, women and youth?

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• Does the project account in activities and planning for local gender dynamics and how project interventions affect women as beneficiaries? • Do women as beneficiaries know their rights and/or benefits from project activities/interventions? • To what extent are the project interventions relevant and beneficial to women as beneficiaries, and to what extent do the beneficiaries, particularly women, feel confident in utilizing the knowledge gained from the project interventions? How does the project increase women's access to climate information services, water management and sustainable agriculture practices? • How do the results for women compare to those for men? • To what extent and how is the decision-making process transparent and inclusive of both women and men at different level? • To what extent are female stakeholders or beneficiaries satisfied with the project gender equality results? • Did the project sufficiently address cross cutting issues including gender? • How does the project incorporate gender in its governance or staffing? • How does the project directly or indirectly foster changes to support gender equity? (agency, structure, relational dynamics) • How does the project engage stakeholders at all levels to support gender equity?			
***H.1. Responsiveness to human rights and gender equity*: To what extent has the project applied the UN Human rights-based approach, the UN Declaration on the rights of Indigenous People and UNDP's Gender Policy and Strategy?**	• Level of alignment between project design and implementation and the UN HRBA, the UN DRIP and UNDP Gender Policy.	• Planning documents • Monitoring and reporting documents	• Desk review
H.2. Responsiveness to human rights and gender equity (Sustainable Development Potential): To what extent have the project design, implementation and monitoring considered gender inequalities and differentiation? How has the project accounted for local gender dynamics in promoting inclusive participation and decision-making in climate resilience planning and implementation? Have vulnerable groups—including women, youth, persons with disabilities, and ethnic minorities—been meaningfully engaged in project planning and activities? To what extent has the project embedded GESI considerations into staffing, governance, and intervention design, and how are these efforts perceived by beneficiaries?	• Number and quality of measures in project design, implementation, and monitoring, respectively, that address: ○ Possible gender inequalities in access to and control over natural resources. ○ Specific inequalities in access to and control over natural resources. ○ The role of women in mitigating or adapting to environmental changes, and engaging in	• Planning documents • Monitoring and reporting documents • PMU, UNDP task manager and/or CTA • Local communities • Local implementing partners	• Desk review • Interviews • Field Visit

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	environmental protection and rehabilitation • Level of perceived consideration of gender inequalities in the project design, implementation, and monitoring • Number of the policies, plans frameworks and processes supported by the project that incorporate gender dimensions		

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Annex D. Final Mission Schedule

During the field mission and data collection, the evaluation team consulted a wide range of stakeholders at national, provincial, and community levels. At the national level, interviews were held with UNDP staff, regional technical advisors, RID, DCE, ONWR. Provincial consultations included the RID Output 2 and Output 3 working group and Yom-Nan Operation and Maintenance Project staff, as well as provincial irrigation officials. Field visits covered GCF-supported floodgate sites in Phitsanulok and Sukhothai, where community leaders, sub-district administrative organizations, water user groups, and farmer beneficiaries were engaged. Additional discussions were conducted with technical partners (KMUTNB, GIZ, Naresuan University), financial institutions (Krungsri Bank), and local extension officers. This inclusive engagement ensured that the data collection captured perspectives from policy, technical, and community dimensions, providing a comprehensive basis for the evaluation findings.

Date	Activity
Tuesday 3 June 2025 9.00 – 10.00	***UNDP 14th Floor United Nations Building*** ***Ayutthaya meeting room*** **Interview:** • Khan Ram-indra, Integrated Team Leader • Sukanya Thongthumrong, Integrated Programme Analyst
10.00 – 11.00	• Niamh Collier, Resident Representative, CO/TH
11.00 – 12.00	• Irina Goryunova, Deputy Resident Representative
12.00 – 13.30	**Lunch**
13.30 - 15.00	***Sukhothai meeting room*** **Interview:** • Chongguang Yu, Regional Technical Advisor Climate Change Adaptation • Monica Borrero, Regional Technical Advisor Climate Change Adaptation
15.00 – 16.30	• GCF Water Project Team o Phat Pumchawsaun, Chief Technical Advisor o Siwat Chairattana, Gender Responsive Data Officer o Vorapilailuck Thitivesa, Project Associate o Ganrawi Winitdhama, Monitoring and Evaluation Officer
Thursday 5 June 9.00 - 10.30	***Yom-Nan Project Meeting Room, PHS*** RID Output 2 working group to present and answer questions about Activity 2.1 progress and deliverables (Flood Gate 13 Scheme) – 14 participants from RID • Mr. Somjitpong Amnartsan, Director of Regional Irrigation Office 3 • Mr. Noppakool Pimdee, Director of Yom-Nan Operation and Maintenance Project and 12 RID staff
10.30 - 10.45	Break
10.45 – 12.00	***Yom-Nan Project Meeting Room, PHS*** FGD Interview secretary and working group Output 2 (4 Key informants from Yom- Nan Project) • Mr. Noppakool Pimdee, Director of Yom-Nan Operation and Maintenance Project and 4 other RID staff • 2 RID staff (Construction Supervisors for the floodgates in Muang Chang Canal 1 and 2) • 2 RID staff (Chairs of the Construction Inspection Committee for the floodgates in Muang Chang Canal 1 and 2)

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Date	Activity
12.00 – 13.00	Lunch
13.00 - 16.30	Flood gates in Phitsanulok and Sukhothai • Site visit two GCF funded floodgates in Muang Chang Canal 1 and 2 and a co-financed Klong Takhe flood gate • FGD: Meeting and interview farmer beneficiaries of each flood gate (community leaders, water users) **1st Klong Muang Chang flood gate** • Mr. Banleng Nuring, Chief Executive of the Dong Duai Subdistrict Administrative Organization, Kongkrailat District, Sukhothai Province and 9 community members **2nd Klong Muang Chang flood gate** • Mr. Thonglor Makmun, Chairman of the House of Representatives of Krai Klang Sub-district Administrative Organization • Mr. Dokrak Somsa, Chief of Division of Public Works, Krai Klang Sub-district Administrative Organization, and 3 community members **Takae Flood Gate (Co-finanace)** • Mr. Weerapong Dimit, Water User Group Representative, Head of Ban Wang Nam Bo Village and 2 community members
Friday 6 June 9.00 – 10.30	**Yom-Nan Project Meeting Room** • GIZ, Alluvium and RID present and answer questions about Activity 2.2 progress and deliverables
10.30 – 10.45	Break
10.45 – 11.15	FGD: Interview RID staff participated in EbA Foundation and Advance training workshops - Online Interview (3 key informants) RID • Mr. Pronmongkol Chidchob, Senior Expert on Irrigation Engineering, Regional Irrigation Office 2 Royal Irrigation Department • Mr. Pongpich yodying - Head of Regional Irrigation System Design Office 3 • Ms. Nantawan Yodying, Director of Environmental Analysis Section, ONWR
11.15 - 12.00	FGD: Interview GIZ • Mr. Julian Tost, Project Director • Dr. Kanokwan Saswattecha, Project Manager • Ms. Rawiwan Boonchai, Community Development Advisor • Mr. Phongnarin Sukcham, Community Development Advisor • Mr. Simon Tilleard, Project Manager, Alluvium (Online) • Dr. Harry Virahsawmy, Alluvium (Online)
12.00 – 13.00	Lunch
13.00 - 16.30	***Selected EbA site in Phitsanulok and Sukhothai*** Visit EbA site and FGD interview community leaders at EbA site 1 Bueng Jon

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Date	Activity
	• Mr. Weerapong Dimit, Water User Group Representative, Head of Ban Wang Nam Bo Village and 2 community members Visit EbA site and interview community leaders at EbA site 2 Klong Mem • Mr. Somkhuan Rungrueang, Water User Group Representative, Former Headman of Tha Chang Sub-district Visit EbA site and interview community leaders at EbA site 3 Bueng Kluay • Mr. Somsak Bong Khao Yoi, Water User Group Representative, Former Sub-district Headman of Tha Nang Ngam Sub-district, Chairman of the Bang Kaew Drainage Gate Irrigation Water Management Group
Saturday 7 June	Weekend
Sunday 8 June	Weekend
Monday 9 June 9.00 – 10.15	***Yom-Nan Project Meeting Room*** FGD Interview with Output 3 consultant team from Naresuan university (5 participants) • Assoc. Prof. Dr. Det Wattanachaiyingcharoen, Team Leader, Naresuan University • Ms. Boonsupang Suwanatanes, Marketing Expert, Naresuan University • Asst. Prof. Nattakritta Sanongboon, Economic and Social Expert, Naresuan University • Ms. Kamonporn Boontharn, Project Coordinator, Naresuan University • Ms. Patinya Thongsanit, Bang Rakam District Agricultural Officer
10.15 – 10.30	Break
10.30 – 12.00	***Yom-Nan Project Meeting Room*** FGD Output 3 working group and IoT company to present and answer questions about IoT (4 participants) • Ms. Kawinthida Pintong, Synergy Technology Co., Ltd. • Mr. Teerapat Deethongthong, Synergy Technology Co., Ltd. • Mr. Anon Thongtem, Synergy Technology Co., Ltd. • Mr. Niti Mekmok, Synergy Technology Co., Ltd.
12.00 – 13.00	Lunch
13.00 - 16.30	***Gateway and a farm with IoT sensors installed*** IoT farm site visit and interview farmers • Mr. Somporn Khongmuang, Water User group in Operation and Maintenance Branch 3, Yom Nan Project and one female community member
Tuesday 10 June 9.00 - 12.00	***Yom-Nan Project Meeting Room*** RID Output 1 working group and KMUTNB to present and answer questions about output 1 progress and deliverables (1.1, 1.2, 1.3) (8 participants include 2 participants from KMUNTB and 6 participants from RID output 1 working group)
10.30 – 10.45	Break
10.45 - 11.30	FGD Interview RID Yom-Nan project staff who would be using climate information website & application in water management (4 participants)

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Date	Activity
	• Mr. Chawalit Surarat, Director of Water Management and Maintenance Division, Regional Irrigation Office 3 • Mr. Somkid Saphaokham, Director of Lower Northern Regional Hydrological Center • Mr. Thepnimit Singhapun, Chief of Water Management Branch, Regional Irrigation Office 3 • Mr. Kajornsak Nantawong, Head of the Third Operation and Maintenance Section, Yom-Nan Operation and Maintenance Project
11.30 – 12.00	Interview KMUTNB • Assist. Prof. Dr.Panuwat Pinthong
12.00 – 13.00	Lunch
13.00 - 16.30	***Climate information equipment stations*** Visit a flow Radar station and interview community leader • Mr. Prasit Sangsit, the head of Moo 10 house, Ban Tan Nang Ngam. Visit an automatic Ultrasonic Water Level in Crop Plot and Soil Moisture station • Mr. Suladej Namthip, Member of the Council of Chum Saeng Songkram Sub-district Administrative Organization Visit an automatic Ultrasonic Water Level in Lake • Mr. Weerapong Dimit, Water User Group Representative, Head of Ban Wang Nam Bo Village
Wednesday 11 June 9.00 - 12.00	***1st Sub-district: Duai sub-district*** • FGD Interview 10 farmers focus group and an extension officer
13.00 - 16.30	***2nd Sub-district: Tabag-ngam sub-district*** • FGD Interview 11 farmers focus group and an extension officer
Thursday 12 June 09.00 - 10.15	***IoT meeting room, RID Samsen*** **Interview:** **FGD Output 1 Working group** • Dr. Thanet Somboon, Director of Bureau of Water Management and Hydrology – Output 1 Chair • Ms. Supinda Wattanakarn, Director of the Hydrology Division, Royal Irrigation Department- Output 1 secretary
10.15 - 10.30	**Break**
10.30 - 12.00	**Output 3 Working group** • Mr. Surapong Phuongkot, Director of Socio Economics and Project Evaluation Division – Output 3 secretary
12.00 – 13.00	**Lunch**
13.00 – 14.30	**Project Director secretary and Project Board secretary** • Dr. Chakaphon Singto, Head of Project Information and Planning Management Branch, Bureau of Project Management – Project Director Secretary
14.30 – 14.40	**Break**
14.40 – 15.30	**Technical Advisor Group** • Dr. Kasem Pinthong, Technical Advisor Group Expert
15.30 – 17.30	**FGD Project Management Unit (PMU)**

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Date	Activity
	• Mr. Lerpong Umsuriya Deputy Project Manager • Dr. Piyanuch Nontikansak Technical Expert • Ms. Weeraya Saraphun Field Coordinator • Ms. Loetlak Khongkadae Project coordinator • Ms. Rattana Limsuthapoch Water Resources Engineer • Ms. Suticha Wongjinda Senior Financial Advisor
16 June 2025 15.00 – 15.30	**Krung Sri Bank - Online Interview** • Environmental, Social, and Governance (ESG) Development for Sustainability Division team (3 participants)
19 June 2025 15.00 – 15.45	**Office of National Water Resource (ONWR) - Online Interview** • Mr. Pornchai Kansit, Expert on Strategy, Policy and Master Plan Division
25 June 2025 15.00 – 15.40	**Department of Climate Change and Environment (DCCE)** • Mr.Pavich Kesavawong, Deputy Director General

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Annex E. List of Documents Reviewed

A. Project Design and Approval Documents

- GCF Funding Proposal (FP170)
- UNDP Project Document (ProDoc)
- Funding Activity Agreement (FAA)
- Baseline Assessment
- Environmental and Social Impact Assessments (ESIA)
- Environmental and Social Management Plans (ESMPs)
- Gender Action Plan
- Stakeholder Engagement Plan
- GCF No-Objection Letter (Thailand NDA)
- Project Inception Report

B. Monitoring and Progress Reports

- Annual Performance Reports (APRs) –2022, 2023, 2024
- RID Progress Reports –2022, 2023, 2024
- KMUTNB Progress Reports –2022, 2023, 2024
- GIZ Progress Reports –2022, 2023, 2024

C. Technical Outputs and Deliverables

- KMUTNB Technical Outputs – Forecasting systems, Early warning tools
- GIZ Technical Outputs – IRBM planning, EbA planning/design, Sub-basin reports
- Naresuan University Outputs – Adaptation training modules
- Concept Design Report for EbA Sites 2, 10, and 11 (Alluvium, 2025)

E. Financial and Co-Financing Documents

- Financial Progress by output as delivered by UNDP (June 2025)
- KMUTNB Financial and Audit Reports
- GIZ Financial and Audit Reports

F. Communication and Engagement Materials

- Development of Communication Strategy (KMUTNB, 2024)
- GRM

G. Governance and Management Documents

- Project Board Meeting Minutes and Presentations
- UNDP Letters of Agreement (LoAs) with GIZ and KMUTNB
- Structure of Project Board (TORs)

H. Relevant GCF and UNDP Reference Documents

- GCF Adaptation Performance Measurement Framework (APMF)
- IEO Induction package for Evaluators
- UNDP Evaluation Guidelines
- UNEG Standards 2005
- UNDP Integrated Results and Resources Framework: Strategic Plan 2022 – 2025.
- UNDP Country Programme Document 2022 – 2026.

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Annex F. List of all project stakeholders

Stakeholder	Level of Influence	Level of Interest	Role in the Project	Consulted during IE? (Y/N)
IMPLEMENTING PARTNER				
UNDP	High	High	Accredited Entity; provides oversight, ensures fiduciary standards, and supports implementation with technical guidance and compliance with GCF policies.	X
Royal Irrigation Department (RID)	High	High	Executing Entity (per GCF); leads infrastructure implementation, coordinates national partners, and supports project oversight and reporting. Provides in-kind co-financing (USD 16.26M) for infrastructure and O&M.	X
Project Management Unit (PMU)	High	High	Oversees day-to-day operations, coordinates activities across outputs, manages field-level implementation, and liaises with local stakeholders.	X
TECHNICAL PARTNER				
GIZ	Medium	High	Technical partner; supports design and implementation of Ecosystem-based Adaptation (EbA) measures, vulnerability assessments, and capacity building. | Responsible for Output 2: Ecosystem-based Adaptation (EbA)	X
King Mongkut's University of Technology North Bangkok (KMUTNB)	Medium	High	Designated technical partner; responsible for development of climate information systems, apps, and inter-agency data integration. | Responsible for Output 1: Climate information systems	X
GOVERNMENT STAKEHOLDER				
Department of Climate Change and Environment (DCCE)	High	High	GCF National Designated Authority (NDA). provides strategic oversight, policy alignment, and liaises with the GCF Secretariat.	X
Office of National Water Ressources (ONWR)	High	High	Coordinates river basin management and integrates project activities with broader water governance structures; supports stakeholder engagement.	X
Thai Meteorological Department (TMD)	Medium	High	Government technical agency; provides meteorological data and supports training and SOP development for climate-informed planning.	

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Land Development Department (LDD)	Medium	High	Supports implementation of sustainable land management and soil conservation practices relevant to Output 3.	
Department of Agricultural Extension (DOAE)	Medium	High	Facilitates agricultural extension services, farmer training, and supports household-level planning for climate-resilient practices.	
Department of Agriculture (DOA)	Medium	High	Provides technical support on crop selection and climate-resilient agricultural practices.	
Rice Department	Medium	High	Offers guidance on climate-resilient rice varieties and supports outreach to rice farmers in the project areas.	
Department of Livestock Development (DLD)	Medium	High	Supports resilient livestock farming practices and integrates climate considerations into livestock extension services.	
Ministry of Commerce (MOC)	Medium	Medium	Supports market access and value chain development for climate-resilient agricultural products.	
Ministry of Public Health (MOPH)	Low	Medium	Supports integration of climate resilience into public health strategies at the community level.	
Department of Disaster Prevention and Mitigation (DDPM)	Low	Medium	Engage in climate risk management and early warning systems at the local level.	
REGIONAL/LOCAL STAKEHOLDERS				
Local Administrative Organizations (LAOs)	Medium	High	Mobilize and engage communities in stakeholder consultations for flood gates.	X
District and Sub-district extension offices	High	High	Responsible for implementation of activities at sub-district level.	X
Water User Groups (WUGs)	Medium	High	Participate in local planning, contribute to infrastructure oversight and maintenance, and act as key community-level stakeholders.	X
Farmers/Communities	Medium	High	Primary beneficiaries; adopt climate-resilient practices, receive training and resources, and co-develop adaptation strategies.	X
OTHER				

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Alluvium Consulting	Medium	High	Sub-consultant under GIZ for Activity 2.2; supports technical work on EbA site analysis and policy recommendations.	
Krungsri Bank	Medium	High	Provides financial literacy training and in-kind support for Output 3 activities related to agricultural finance and market access. Co-financing partner (USD 113,883 in-kind).	X
Bank for Agriculture and Agricultural Cooperatives (BAAC)	High	High	Parallel co-financing partner offering USD 16 million in credit for climate-resilient agriculture investments.	X

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Annex G: UNEG Code of Conduct

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 limitations, 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.

Interim Evaluation Consultant Agreement Form

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

Name of Consultant: Sara Trab Nielsen and Suthep Janamporn
_____

Name of Consultancy Organization (where relevant): _n/a_____

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

Signed at __*Krusaa, Denmark*___ *(Place)* on _____*August 26th., 2025*_____ *(Date)*



Signature: _____

Signed at __*Bangkok, Thailand* ___ *(Place)* on _____ *August 26th., 2025* _____ *(Date)*



Signature: _____

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Annex H: Interim Evaluation Report Clearance Form

Interim Evaluation Report Reviewed and Cleared By:

Commissioning Unit (Result-based Management, Monitoring and Evaluation Analyst of UNDP Thailand Country Office)

Name: Peeranut Supinanon

Signature: DocuSigned by: Peeranut Supinanon 18C818646FB2420... Date: 09-Dec-2025

Regional Technical Advisor, Climate Hub, BPPS

Name: Monica Borrero

Signature: DocuSigned by: Monica Borrero V. 64B65C9E624B480... Date: 10-Dec-2025

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Annex I: Interview Protocols

1. UNDP (Accredited Entity)

Project Strategy & Oversight

- How has UNDP ensured the strategic alignment of the project with GCF investment criteria and Thailand's national adaptation priorities?
- In your view, is the Theory of Change still valid and relevant to the evolving project context?
- How has UNDP's project assurance role been operationalized in practice?

Implementation & Adaptive Management

- Have there been revisions to project design or implementation due to changing conditions? What processes were followed?
- How has UNDP supported adaptive management and learning during implementation?

Partnership & Capacity

- How effective is coordination between UNDP, RID, and Responsible Parties?
- Have there been any capacity constraints at the PMU or implementing agency level? How were these addressed?

Monitoring, Evaluation, and Safeguards

- How robust are current M&E and reporting systems? Are safeguards adequately monitored?
- How does UNDP ensure responsiveness to environmental, social, and gender risks?

Sustainability & Exit Strategy

- What steps is UNDP taking to support sustainability and scale-up of successful interventions?

2. Royal Irrigation Department (RID – Executing Entity) and PMU

Project Execution

- What are the key results from the project activities? What delays have there been and what are the causes of those delays?
- How will project outputs strengthening national water planning systems? How will it benefit vulnerable populations?
- What do you do to ensure timely implementation? What changes and adaptation have you made when the project have run behind? How have you tried to solve this?

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Capacity and understanding

- How effective do you think the training, which has been done for this project, has been? What has worked well? And not so well? Was it relevant to what was needed?
- Have your own understanding of EbA or any other project activities been enhanced through the trainng or just project engagement?

Governance and Partnership

- Can you explain to me the governance and reporting procedures of the project? Does this governance model work?
- How effective is coordination between UNDP, RID, and the Responsible Parties? Have any challenges or issues come up?
- Have there been any capacity constraints for the PMU or the partners? How were these addressed?
- How does RID coordinate among Partners?
- How are day-to-day operations managed?
- Do you think that there are adequate human and financial resources within the PMU to meet implementation needs?

Financing

- Has there been any financial management issues?
- What has been the progress on RID's co-financing commitments?
- Have any cost-effectiveness measures been implemented?

Monitoring, Evaluation, and Safeguards

- How are you included in monitoring and reporting for the project? When, and how often, do you report to UNDP? How do you find the reporting procedures? Are they easy to understand?
- Do you see any issues with the results framework?
- How does the PMU ensure timely and quality reporting (APR, financial)?
- How is information from the field used to adapt work plans?
- Are infrastructure upgrades being implemented in line with environmental and social safeguard standards? Was this process easy to understand and go through?

Stakeholder Engagement

- How are communities, local authorities, and civil society included in planning and feedback loops?
- How accessible and trusted is the Grievance Redress Mechanism among local stakeholders? Is it being used?

Gender & Inclusion

- What have your done to help ensure gender mainstreaming and participation of marginalized groups?

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Communications

- What does your communications plan look like? How does it help raise awareness of the project?
- Where have you communicated the project activities and raised awareness so far?
- Do you have any awareness raising campaigns planned? If any, what are they about?

Sustainability

- How do you plan to integrate project outputs into broader water governance and planning systems?
- What are RID's plans for any potential replication of the climate-resilient infrastructure implemented beyond the project? Do you think there is potential for upscaling?
- How is RID building long-term institutional capacity for EbA and IRBM?
- How will the management of the project implementation activities be ensured after the project ends? Are there any plans for this?

Lessons Learned :

- What are the key things that you have learned from this project that you would apply in your next project? Or what would you do differently from this project?
- What would you recommend needs to be changed?

3. DCCE (NDA Office)

Execution

- What is your overall knowledge and insights on the project and its activities?

Country Ownership & Alignment

- How does DCCE ensure alignment of the project with national adaptation plans and Thailand's NDCs?
- What is DCCE's role in strategic oversight and coordination with the GCF?
- How does the project align with other climate finance projects? (GEF, GCF, CIF, AF etc.)

Policy Integration & Influence

- Has the project influenced national-level climate policies or planning instruments in any way?

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- Based on your knowledge are there any examples of policy uptake or institutional learning emerging from the project?

Future Vision

- From your perspective, how can GCF investments best support climate resilience in Thailand?

4. ONWR

Water Governance Integration

- How is ONWR involved in the project today?
- How is the project aligned with ONWR's Integrated River Basin Management (IRBM) plans?
- What mechanisms are in place to sustain coordination between basin-level planning and project activities?

Data and Decision-making

- How is ONWR utilizing climate information tools developed?
- How will project outputs strengthening national water planning systems?

5. Technical Partners (GIZ, KMUTNB)

Achievement of Results

- What specific outputs have been completed under your responsibility?
- How do you assess the quality, relevance, and uptake of your deliverables?
- Are the output indicators on track to be achieved? Why or why not?

Adaptation to Changing Contexts

- Have you observed changes in institutional, policy, or climate conditions since the project started?
- How have you adapted your technical approaches or deliverables in response to changes?

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Capacity Building

- What forms of training or capacity support have you provided and to who?
- What are the main capacity gaps that still need to be addressed for sustainability?
- Based on your experience facilitating the training, have you observed any noticeable differences between women and men in terms of participation, confidence, or ability to apply what they learned?
- Have you identified any specific capacity gaps between female and male participants that the project should be aware of or respond to?

Collaboration and Challenges

- How effective is collaboration and coordination between your team and the other partners? What about with local communities?
- What have been the major technical or institutional challenges encountered?
- How do you think coordination or delivery of the project could be improved going forward?

Monitoring and Reporting

- How are you included in monitoring and reporting for the project? When, and how often, do you report to UNDP? How do you find the reporting procedures? Are they easy to understand?
- Do you see any issues with the results framework?
- How is information from the field used to change the activities and adapt if needed?
- Are infrastructure upgrades being implemented in line with environmental and social safeguard standards? Was this process easy to understand and go through?

Stakeholder Engagement

- How are communities, local authorities, and civil society included in planning and feedback loops?
- How accessible and trusted do you think the Grievance Redress Mechanism among local stakeholders? Do you know if it has been used?

Gender & Inclusion

- What have your done to help ensure gender mainstreaming and participation of marginalized groups?

Technical Delivery and Innovation

- What are the key innovations introduced in your technical area?
- How were these innovations tailored to the local context?
- To what extent are these innovations being used or institutionalized by national or local partners?

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7. District and Sub-District Government

Community Mobilization

- How have have you supported community awareness and participation?
- What role do you play in facilitating training and on-farm adaptation?

Sustainability & Ownership

- How are local development plans integrating lessons or outputs from the GCF project?
- Are there efforts to institutionalize adaptation planning at the local level?

8. Beneficiaries (Water User Groups & Farmers)

Awareness & Participation

- How did you first hear about this project, and how were you involved?
- Have you participated in any training or planning activities? What was most useful?

Impacts

- How do you think the implementation of the activities will affect you?
- Do you know how you will be able to access credit offers through the project?
- Do you know how to access improved weather/climate information because of the project? Have you been informed of this technology?

Satisfaction & Gaps

- What worked well, and what could be improved?
- Do you feel represented in decision-making or planning processes?

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Gender Perspective (for women's groups)

- How has the project affected women's participation or leadership in farming and water management?
- Do you feel like men and women have had the same opportunities through the project activities? What were those oportunities that you benefitted from? If not, can you tell us what made it easier or harder for some people?
- Do you feel that you are equally heard in project activities during discussions on the activities? Do you speak up, ask questions, and provide your opinion and thoughts? What are these, to give an example?
- Since participating in the activities, how has your role in farming or water management changed, if at all?
- Has your participation helped you feel more confident in making decisions, regarding in farming and/or in water management? Can you share an example?
- What do you think could be better to improve or do differently to better support women during activities like those you were part of?

9. Co-financing Partners (Banks: Krungsri, BAAC)

Engagement & Contribution

- What motivated your participation as a co-financing partner?
- What specific activities or services have you supported?

Financial Access & Literacy

- How effective have financial literacy programs been?
- Have farmers accessed credit for climate-resilient agriculture? What are the main barriers?
- From your experience as a facilitator working closely with farmers, do women face any challenges in accesseing credit compared to men? What are these challenges?

Sustainability & Scale

- Do you see potential to scale this financial model beyond the project?
- What incentives or policy changes could help expand access to climate finance?

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