



Combatting Illegal Wildlife Trade, focusing on Ivory, Rhino Horn, Tiger and Pangolins in Thailand

GEF Project ID: 9527

UNDP Project ID: 5619

TERMINAL EVALUATION REPORT

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Acronyms

ASEAN	Association of South East Asian Nations
ASEAN WEN	ASEAN Wildlife Enforcement Network
AWP	Annual Work Plan
CBD	Convention on Biological Diversity
CBO	Community Based Organization
CITES	Convention on International Trade in Endangered Species
CIWT	Combatting Illegal Wildlife Trade
CO	Country Office
CoP	Community of Practice
CSO	Civil Society Organization
DNA	Deoxyribonucleic acid
DNP	Department of National Parks, Wildlife and Plant Conservation
DR	Demand reduction
EOP	End of Project
ERC	Evaluation Resource Center (of UNDP Evaluation Office)
FPIC	Free Prior and Informed Consent
FSP	Full Sized Project
GEF	Global Environment Facility
GEFSEC	Global Environment Facility Secretariat
GTI	Global Tiger Initiative
GWP	Global Wildlife Program (GEF financed, WB led)
ICCWC	International Consortium on Combating Wildlife Crime
INGO	International Non-Governmental Organization
INTERPOL	International Criminal Police Organization
IUCN	International Union for Conservation of Nature
IP	Implementing Partner
IW	(Project) Inception Workshop
IWT	Illegal Wildlife Trade
KAP	Knowledge, Attitudes and Practices
LoA	Letter of Agreement
M&E	Monitoring and Evaluation
MoU	Memorandum of Understanding
MTR	Mid-Term Review
NACC	Office of National Anti-Corruption Commission
NBSAP	National Biodiversity Strategy and Action Plan
NED	Natural Resources and Environmental Crime Suppression Division
NGO	Non-Governmental Organization (used interchangeably with CSO)
NIM	National Implementation Modality
NTRP	National Tiger Recovery Plan
OAG	Office of the Attorney General

PA	Protected Area
PAC	Project Appraisal Committee
PB	Project Board
PD	Project Director
PIF	Project Identification Form (for GEF)
PIMS	Project Information Management System
PIR	GEF Project Implementation Report
PM	Project Manager
PMC	Project Management Cost
PMU	Project Management Unit
POPP	Programme and Operation Policies and Procedures
PPG	Project Preparation Grant (for GEF)
RF	Results Framework
RTA	Regional Technical Advisor (of UNDP)
RTP	Royal Thai Police
SBCC	Social and Behaviour Change Communication
SESP	UNDP Social and Environmental Screening Procedure
SMART	Spatial Monitoring and Reporting Tool (patrolling and reporting system)
SMART	Specific, measurable, attainable, realistic and time-bound
STAP	GEF Scientific Technical Advisory Panel
TE	Terminal Evaluation
TOC	Transnational organized crime
TOR	Terms of Reference
TRACE	Tools and Resources for Applied Conservation and Enforcement –
Wildlife Forensics Network	
TRAFFIC	Wildlife Trade Monitoring Network
Th WEN	Thailand WEN (Wildlife Enforcement Network)
UN	United Nations
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNDP-CO	UNDP Country Office
UNOCD	United Nations Office on Drugs and Crime
US\$	United States Dollar
USAID	US Agency for International Development
USAID-ARREST	Asia's Regional Response to Endangered Species Trafficking, 2010-2016
WARPA	Wild Animal Reservation and Protection Act
WB	World Bank
WCS	Wildlife Conservation Society
WCO	World Customs Organization
WEN	Wildlife Enforcement Network
WIFOS	Wildlife forensic science
WT	Wildlife trade
WWF	World Wide Fund for Nature

Executive Summary

Project Information Table

Table 1: Project Information Table

Project Details		Project Milestones	
Project Title: Combating Illegal Wildlife Trade, focusing on Ivory, Rhino Horn, Tiger and Pangolin in Thailand		PIF Approval Date: 4 June 2015	
UNDP Project ID (PIMS #): 5619		CEO Endorsement Date (FSP) Approval date: 10 Jan 2018	
GEF Project ID: 9527		ProDoc Signature Date: 19 Nov 2018	
UNDP Project ID: 00093576		Date Project Manager hired: 2 September 2022	
Country: Thailand		Inception Workshop Date: 28 Mar. 2019	
Region: Asia Pacific		Mid-Term Review Completion Date: 15Sept 2021	
Focal Area: Biodiversity		Terminal Evaluation Completion date: 30 September 2023	
GEF Operational Programme or Strategic Priorities/Objectives: Biodiversity-BD 2 Program 3		Planned Operational Closure Date: 19 Nov. 2023	
Trust Fund:		GEF TF	
Implementing Partner (GEF Executing Entity): Department of National Parks, Wildlife and Plant Conservation			
Geospatial coordinates of project sites:		link	
Financial Information			
PPG	at approval (US\$)		at PPG completion (US\$)
GEF PPG grants for project preparation	110,000		
Co-financing for project preparation	-		-
Project	at CEO Endorsement (US\$)		at TE (US\$)
[1] UNDP contribution:	50,000		79,710.09
[2] Government:	24,539,379		15,971,191
[3] IUCN:	90,000		78,750
[4] TRAFFIC:	100,000		189,165
[5] TRACE:	30,000		31,300
[6] USAID	3,000,000		3,055,788
[7] Total co-financing	27,809,379		19,405,905
[8] Total GEF funding:	4,018,440		3,764,977
[9] Total project funding [7+8]	31,827,819		23,170,882

Brief Project Description

The Combating Illegal Wildlife Trade, focusing on Ivory, Rhino Horn, Tiger and Pangolin in Thailand is funded by the Global Environment Facility (GEF) and implemented by UNDP, executed by the Department

of National Parks, Wildlife and Plant Conservation through National Implementation Modality (NIM). The project started in November 2018 with the closure date in November 2023.

The objective of the project was to reduce the trafficking of wildlife (focusing on elephant ivory, rhinoceros’ horn, tiger and pangolins) in Thailand through enhanced enforcement capacity and collaboration and targeted behavior change campaigns. This objective was to be achieved by utilizing four strategies or Project Components, including: Component 1: Improved Cooperation, Coordination and Information Exchange; Component 2: Enhanced Enforcement and Prosecution Capacity; Component 3: Reduced demand for illegal wildlife products and targeted awareness actions to support law enforcement; and Component 4: Knowledge Management, Monitoring and Evaluation and Gender Mainstreaming.

Findings and Evaluation Ratings

The findings of the TE are captured below in Table 2 and indicate that the overall performance of the project was found to be **satisfactory**.

Table 2: Summary Ratings Table

EVALUATION RATINGS:			
1. Monitoring and Evaluation	Rating	2. Implementation & Execution	Rating
M&E Design at Entry	MS	Quality of UNDP Implementation	S
M&E Plan Implementation	S	Quality of Execution - Executing Agency	S
Overall Quality of M&E	S	Overall Quality of Implementation/Execution	S
3. Assessment of Outcomes	Rating	4. Sustainability	Rating
Relevance	HS	Financial Resources	MU
Effectiveness	S	Socio-political	L
Efficiency	S	Institutional Framework and Governance	ML
Overall Project Outcome Rating	S	Environmental	ML
		Overall Likelihood of Sustainability	ML
Overall Project Results	Rating		
	S		

Conclusions

The project was well designed and had strong linkages and relevance both nationally and internationally, which will persist after project closure. Had the project not experienced difficulties in the first half of its life span, i.e. staff turn over, institutional changes within the IP, inefficient financial and procurement management systems to begin with, and movement restrictions because of the Covid pandemic; its achievements would have exceeded many of its indicator targets. Not despite its slow start and through active adaptive management in the second half, implementation was accelerated and eleven out of thirteen indicator targets were achieved with the other two being partially achieved.

Recommendations

Recommendations made here are on the basis of the short-comings recorded in the findings as lessons learned and with a view to improving the design and implementation of future donor-funded projects focusing in CIWT, as well as the on-going efforts of the UNDP and the DNP and its partners. As this project is due for closure in a month and a half after submission of this report, none of the recommendations have bearing on current implementation.

RECOMMENDATIONS TABLE		
TE Recommendation	Entity Responsible	Time frame
Recommendation #1: In recognition of the fact that Thailand is primarily a transit country for the IWT, its contribution to combatting the trade should not have a species focus, but rather a broad focus on addressing the transit issues. What this project has achieved in regards to building this capacity through enhanced collaborative structures and mechanisms, increased human capacity through training and exposure, the supply of strategically important equipment and efforts in demand reduction; needs to be replicated and upscaled.	UNDP/GEF	During future project formulation process
Recommendation # 2: The project document should be supported by its Gender Action Plan with gender specific indicators and target, to guide systematic mainstreaming of gender equality throughout project implementation.	UNDP/GEF	During future project formation process
Recommendation #3: Future projects of this nature cannot afford to lose time after initiation and need to be securely positioned within the IP to avoid internal changes that will cause a loss of continuity and institutional memory. The same is true for the project management capacity within the UNDP so that the appropriate PMU is established immediately after the project has started and is maintained throughout the life of the project.	IP/UNDP	Prior to future project commencement
Recommendation #4: Ensure that the most efficient financial and procurement arrangements are identified and secured upfront so as to ensure implementation efficiency and the fulfilment of financial and procurement management requirements imposed by the donor/s.	IP/UNDP	At the beginning of project implementation
Recommendation #5: Obtain commitment from the IP and promote the need for institutional and capacity development investments to be secured through long-term career paths for officials to ensure the sustainability of project interventions, and where this is not possible, ensure robust hand-over procedures are in place to carry over institutional memory and ensure continuity of effort.	IP	During future project implementation
Recommendation #6: Ensure the integration of curriculum, handbooks, learning materials, media and best practice that the project has developed, promoted and/or implemented into existing DNP capacity building mechanisms, either as pre-service and/or in-service training programs, by HR or training divisions.	IP	During future project implementation
Recommendation #7: More effort is needed to secure sufficient financial resources from government in line with recommendations made in the TSA study, i.e. doubling of budgets, through better informed budgeting processes from the bottom – up, and greater support and understanding for the requested budgets from the top – down.	IP	Before project closure (as part of exit plan)
Recommendation #8: More sustained efforts are needed in relation to demand reduction initiatives, i.e. annual monitoring of perceptions, as well as new and innovative campaigns. The design of the Social and Behavioral Change	IP	After project closure

<p>Communication model is based on the thorough analysis and understanding of targeted consumers and their behaviors and is therefore different from broadly designed awareness raising campaigns. The DNP needs to have a clear plan to adopt SBCC into its demand reduction policy and plan and to build the capacity of its staff accordingly. DNP staff from the CITES division have been engaged in the design and implementation of the two campaigns by TRAFFIC, but they should be further trained to conduct these by themselves, by using the Guidance on IWT Demand Reduction for CITES committee which TRAFFIC prepared for the GEF GWP and which incorporates examples from IWT.</p>		
<p>Recommendation #9: The forensic laboratory needs to adopt the quality management system that has been designed to be compliant with the Society for Wildlife Forensic Sciences' Standards and Guidelines (SWFS S&Gs) and ensure that any changes they make to it are compliant with the SWFS S&Gs. This is essential to complete the accreditation process that has been supported by TRACE.</p>	IP	After project closure

1 Introduction

1.1 Evaluation Process

This independent Terminal Evaluation (TE) of the project: Combating Illegal Wildlife Trade, focusing on Ivory, Rhino Horn, Tiger and Pangolin in Thailand is guided by its Terms of Reference (ToR) (see Annex 1). The objectives of the evaluation are to assess the achievement of the project's results, and to draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP programming and the design of projects funded by the Global Environment Facility (GEF). In doing so, the Evaluation Team conducted the TE according to the guidance, rules and procedures established and described in the 'Guidance for Conducting Terminal Evaluations of UNDP-Supported, GEF-Financed Projects'.

1.2 Scope of Evaluation

As guided by the ToR, the TE assessed the achievements of project results against what was expected to be achieved. It also focused on assessing the relevance, effectiveness, efficiency, results, impact, coordination and sustainability of the project efforts; as well as gender equality and women's empowerment through project design and implementation. The evaluation also included analysis of best practices, specific lessons learned, and recommendations on the strategies to be used and how to implement or replicate them for future projects.

In terms of project implementation, the TE included the assessment of the project's monitoring and evaluation, adaptive management, the extent to which M&E findings were used to inform adaptive management, and the project's financial management.

1.3 Evaluation Method

In accordance with the monitoring and evaluation policy of UNDP and the GEF, the review was guided by, and applied, the principles of: Independence, Impartiality, Transparency, Disclosure, Ethics, Competence and Capacity, Credibility, and Utility. A collaborative and inclusive approach was adopted which, while retaining the independence of the Evaluation Team, was in effect a joint effort between the Evaluation Team and the project implementers and stakeholders.

Data and information was sought through:

- Desk review of key documents and websites associated with project implementation. The list of documents provided to the Evaluation Team is included in Annex 2.
- Discussions with UNDP CO senior management and the UNDP/GEF RTA.
- Interviews with the project management team, key government partners and other stakeholders, including project beneficiaries – see section below for list of organisations and individuals with whom the interviews were held, as well as Annex 3 which includes the Interview Schedule.
- Field visits to the project demonstration sites and discussions with local stakeholders.
- Observation of selected project activities and results at the national level, where possible.

The Evaluation Team placed an emphasis on participatory and direct consultations through face-to-face meetings where possible. Otherwise interviews were conducted through an online platform. The TE

team strove to ensure that interviews were conducted with the understanding that individual interviewees shall maintain their confidentiality. As the TE team leader is not a Thai national, the national member of the team provided assistance with translations wherever necessary. The Evaluation Matrix was used as the basis for questioning the interviewees with notes captured by the TE team during the interviews. Given the limited amount of time available for each interview, the incomplete questionnaire was emailed to each of the interviewees immediately after the interview with a request to review and confirm the accuracy of the information captured and to add relevant information where this was still lacking.

TE consultations and interviews included the following stakeholders, as a minimum, with a full list of those interviewed included in Annex 3

STAKEHOLDERS	PROJECT PARTNER	BENEFICIARY
Project Director: Director of CITES Division	√	√
Project Manager	√	
Representatives of DNP Divisions/Units engaged in the project implementation, including DDG	√	√
Director of Wildlife Forensic Centre	√	√
Project Co-manager: Director of Wildlife Check Point Sub-division	√	√
Sub-division, DNP Senior Technical Specialist (former project Co-Manager) and Head of Database Development and Management	√	√
Chiefs and staff of demonstration sites: Wildlife Check Points in Songkla and Nongkhai Trad, and Chiang Rai that have subsequently been established	√	√
Members of Thailand's WEN including NED Police, Attorney General's Office, and Custom Office	√	√
Project partners, including TRAFFIC, TRACE and IUCN	√	
Community-based volunteer networks in pilot sites		√
Project Field Coordinators	√	√
UNDP Country Office in Bangkok in charge of the project	√	

1.4 Data Collection and Analysis

The methods used to collect and analyse data were a combination of the review of all relevant documentation and the structured interviews with the stakeholders listed above and others identified through these two processes. An evaluation matrix clarifying what data and information are required, what data will be collected, and how the data will be collected, is presented in Table 3 below.

Prior to consultations, background project documents were reviewed to ensure an understanding of the project as a whole and of the relationship and role of all stakeholders (implementers, partners, beneficiaries, etc.).

All consultations and interviews – both face-to-face and virtual – were conducted in a systematic and structured way, following the same approach every time. The analyses of the discussions and interviews contributed to evaluating the relevance, design, efficiency, effectiveness and sustainability of the project.

All evidence collected was validated through a triangulation approach: i.e. evidence from one source was validated with that from other sources. If the information is available only from consultations, the Evaluation Team sought to corroborate opinions expressed and information given by posing the same questions to more than one interviewee. Anecdotal evidence was only considered if in the judgment of the Evaluators the information is important, and the source is considered reliable. In such cases, the possible limitations of this information was noted.

The Project Document is the signed contract for delivery of the agreed results, products and services, and it was therefore the core basis for the Terminal Evaluation. The Project Result Framework included in the Project Document was considered as a yardstick for assessing the extent to which the project outcomes have been achieved together with the Project Implementation Reports. Achieved results in relation to Outcomes and Outputs were assessed initially through the self-assessments of the Project Management and these were verified through the methods discussed above.

1.5 Evaluation Criteria and Ratings

GEF project evaluation requires the evaluators to provide ratings for the key components of the project on a six-point rating scale ranging from Highly Satisfactory to Highly Unsatisfactory and the likelihood of the project outcomes being sustainable post GEF funding on a similar rating scale ranging from Highly Likely to Highly Unlikely. Ratings will be supported by evidence.

Rating scales for Outcomes, Effectiveness, Efficiency, M&E, Implementation/Oversight, Execution, and Relevance is based on the 6-point scales as follows:

- 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.

Rating for Sustainability is based on 4 scales, including:

- 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

Table 3: Evaluation Matrix

CRITERIA/ SUB-CRITERIA	EVALUATION QUESTIONS	INDICATORS	DATA SOURCES	DATA COLLECTION METHODS
Relevance: How does the project relate to the main objectives of the GEF Focal area, and to the main environment and development priorities at the local, regional, and national level?				
1. Project design as a tool to address identified threats and barriers	<ul style="list-style-type: none"> Does the project reflect the needs of Thailand at various levels? 	<ul style="list-style-type: none"> Project design in response to identified threats and barriers. 	<ul style="list-style-type: none"> Relevant documents. Project Document and related documentation UNDAF, CCA 	<ul style="list-style-type: none"> Documents review Consultations with UNDP CO
2. Alignment of project with GEF global priorities.	<ul style="list-style-type: none"> Is the project in line with the relevant GEF Operational Programme and strategic priorities? 	<ul style="list-style-type: none"> Match or mismatch between project products and the GEF relevant strategic objectives. 	<ul style="list-style-type: none"> Relevant documentation UNDP/GEF RTA 	<ul style="list-style-type: none"> Documents review Consultations with RTA and others
3. Alignment with UNDP priorities.	<ul style="list-style-type: none"> Was the project linked with and in-line with UNDP priorities and strategies for the country? 	<ul style="list-style-type: none"> Level of coherence between project objective and design with UNDAF, CPD 	<ul style="list-style-type: none"> UNDP strategic priority documents (UNDP Country Programme). 	<ul style="list-style-type: none"> Document review.
4. Alignment with relevant MEAs.	<ul style="list-style-type: none"> Does the project's objective support implementation of the Convention on Biological Diversity and other relevant MEAs? 	<ul style="list-style-type: none"> Linkages between project objective and elements of the CBD, such as key articles and programs of work. 	<ul style="list-style-type: none"> CBD website National Biodiversity Strategy and Action Plan 	<ul style="list-style-type: none"> Document review.
5. Clarity of the project's Theory of Change	<ul style="list-style-type: none"> Is the project's Theory of Change clearly articulated? 	<ul style="list-style-type: none"> Clarity and logical assumptions of the project's Theory of Change 	<ul style="list-style-type: none"> Project Document 	<ul style="list-style-type: none"> Document review
Effectiveness & Results: To what extent have the expected outcomes and objectives of the project been achieved?				
1. Progress toward achievement of the Objective and Outcomes	<ul style="list-style-type: none"> Has the project been effective in achieving the stated outcomes and objectives? What are the remaining gaps in achieving the project outcomes and objective, both immediate and longer term? What are the reasons for success in reaching/ exceeding EOP targets? What are the reasons/ challenges for not meeting the targets? How can achievements be sustained and reinforced? 	<ul style="list-style-type: none"> Achievement of or progress towards objective and outcomes with reference to SMART indicators stated in the project's log frame. Influences on the level of achievement Prospects for sustainability 	<ul style="list-style-type: none"> PIRs Implementing partners and beneficiaries PMU self-assessment 	<ul style="list-style-type: none"> Documents review Consultations with Stakeholders Field visits
Efficiency: Was the project implemented efficiently, in line with international and national norms and standards?				

CRITERIA/ SUB-CRITERIA	EVALUATION QUESTIONS	INDICATORS	DATA SOURCES	DATA COLLECTION METHODS
1. Execution efficiency	<ul style="list-style-type: none"> Have the project log frame and work plans been used as management tools during implementation? Has the project been implemented within deadlines and costs estimates? Was adaptive management used to ensure efficient resource use and timely implementation? Was internal and external communication with project and national stakeholders regular and effective? 	<ul style="list-style-type: none"> Project extensions, cost over-runs. Delivery rate Risk management strategy Examples of Adaptive Management and its benefits Communication efficiency 	<ul style="list-style-type: none"> Relevant documents especially PB Minutes, PIRs, Annual Reports, etc. PMU self-assessment Beneficiaries' consultations 	<ul style="list-style-type: none"> Documents review Consultations with PMU and UNDP CO staff Consultations with Executing partners Consultations with beneficiaries
2. Implementation efficiency	<ul style="list-style-type: none"> Were the project resources focused on the set of activities that were expected to produce significant results? To what extent were partnerships/linkages between concerned institutions/organizations supported? 	<ul style="list-style-type: none"> Focus of project activities, project design Involvement, ownership Partner satisfaction or disappointment with arrangements 	<ul style="list-style-type: none"> ProDoc Annual Work Plans PIRs UNDP CO UNDP/GEF RTA Donor reports and consultations 	<ul style="list-style-type: none"> Documents review Consultations with PMU and UNDP CO Consultations with donor partners and implementation partners
3. Financial management and cost-effectiveness	<ul style="list-style-type: none"> Were financial controls, allowing transparent decision-making and timely flow of funds, well established? Were financial resources utilized efficiently? Could financial resources have been utilized more efficiently? Were funds well-managed? Have there been any well-justified budget revisions, based on evidence from reporting? What co-financing has been mobilised since inception, and what (if any) additional funds have been leveraged? What are the efficient and cost-effective ways of moving forward after the project's mid-term? Are there best practices of implementation or in delivering results? 	<ul style="list-style-type: none"> Efficiency and prudence in budget management. Level of cash and in-kind co-financing relative to expected level. Amount of resources leveraged relative to project budget. Ability of project partners to participate with their own resources. 	<ul style="list-style-type: none"> Quarterly Reports Annual Reports, PSC Meeting minutes PIRs Audit Reports 	<ul style="list-style-type: none"> Documents review Consultations with PMU and UNDP CO
Sustainability: To what extent are there financial, institutional, socio-political, and /or environmental risks to sustaining long-term project results?				
1. Design for	<ul style="list-style-type: none"> Were interventions designed to have 	<ul style="list-style-type: none"> Sustainability Plan/Exit 	<ul style="list-style-type: none"> ProDoc and project design 	<ul style="list-style-type: none"> Review of relevant

CRITERIA/ SUB-CRITERIA	EVALUATION QUESTIONS	INDICATORS	DATA SOURCES	DATA COLLECTION METHODS
Sustainability	<p>sustainable results given the identifiable risks?</p> <ul style="list-style-type: none"> Did the project's communication strategy enhance the chances for sustainability? 	Strategy	<ul style="list-style-type: none"> PIRs Sustainability Plan. 	<p>documentation</p> <ul style="list-style-type: none"> Stakeholder interviews
2. Issues at implementation and corrective measures	<ul style="list-style-type: none"> Did the project adequately address sustainability issues during its implementation? What issues emerged during implementation as a threat to sustainability? What were the corrective measures that were adopted? 	<ul style="list-style-type: none"> Reviews of LogFrame Examples of adaptive management 	<ul style="list-style-type: none"> Various project documentation Project Manager PMU self-assessment? 	<ul style="list-style-type: none"> Documents review Project Manager consultations Interviews with stakeholders at country level
3. Sustainability strategy	<ul style="list-style-type: none"> Have the heirs to the project been identified and are they willing and able to carry the project forward? Are there any environmental risks that can undermine the future flow of project impacts and Global Environmental Benefits? 	<ul style="list-style-type: none"> Institutional, legal and policy frameworks in place supported by adequate resources to sustain project gains. 	<ul style="list-style-type: none"> PMU and PIRs Prospective heirs Sustainability Plan 	<ul style="list-style-type: none"> Consultations with PMU, UNDP and "inheriting" parties, especially DNP
Gender equality/women's empowerment & Coordination: How did the project contribute to gender equality and women's empowerment?				
1. Gender equality	<ul style="list-style-type: none"> How well are gender issues identified and addressed in the project's design and implementation? How was the gender analysis conducted? What were the main gender issues identified and how were they addressed? 	<ul style="list-style-type: none"> Adequate attention and meaningful actions towards gender equity 	<ul style="list-style-type: none"> Various project reports Various project implementers and stakeholders 	<ul style="list-style-type: none"> Documents review Stakeholders PSC members
2. Coordination	<ul style="list-style-type: none"> To what extent the project adopted a coordinated and participatory approach in mainstreaming gender into policies and programs? 	<ul style="list-style-type: none"> Coordinated efforts in mainstreaming gender into relevant policies/programs 		

1.6 Ethics

The evaluation was conducted in accordance with the principles outlined in the United Nations Evaluation Group (UNEG) 'Ethical Guidelines for Evaluations.

1.7 Limitations to the Evaluation

It took some time for the TE team to be procured with the national consultant being on board approximately two months before the international consultant was contracted. This impacted on the time available for the TE and time frames were therefore very tight.

Although the TE team requested access to the UNDP portal in order to be able to access evidence reported on in the PIRs, this access was not forthcoming and limited evaluation, particularly of financial management aspects related to co-financing.

1.8 Structure of the Report

This Terminal Evaluation Report has been structured according to the recommendations provided in the 2020 GEF and UNDP document "Guidance for Conducting Terminal Evaluations of UNDP-Supported, GEF-Financed Projects" and includes a description of the project, the evaluation findings, a conclusion, and recommendations.

2 Project Description

2.1 Project Background

Much of the information for this section has been accessed from the Project Identification Form (PIF), the CEO Endorsement Request, and the project document. While this background information still remains relevant, it must be noted that it is relatively out of date but it is beyond the scope of this Terminal Evaluation to provide such.

This project aimed to combat the illegal trafficking of wildlife in Thailand, particularly the key globally threatened species that have been most affected by such trade – the elephants, rhinoceros, tigers and pangolins. The illegal wildlife trade has reached the stage of an international crisis for biodiversity, attracting attention from world leaders, UN organizations, governments and many NGOs. In response to this crisis, GEF, the World Bank and UNDP established the Global Wildlife Program (GWP) which now includes some twenty national projects in Africa and Asia, of which this project is a part. It therefore forms part of a global suite of connected actions that cumulatively aim to disrupt and rein in the illegal trade chains that span countries and continents and promote the conservation and sustainable use of wildlife resources.

Threats, Root causes and Impacts: Once an emerging threat, wildlife crime has become one of the largest transnational organized criminal activities alongside drug trafficking, arms, and trafficking in human beings. Criminal groups are using the same routes and techniques for wildlife trafficking as for smuggling of other illicit commodities, exploiting gaps in national law enforcement and criminal justice systems. The

billions of dollars generated by this illegal business are often associated with further criminal activities, including financing terrorism, money-laundering and corruption¹.

The illegal wildlife trade has major global impacts²:

- It drives the extinction of species such as elephants, tigers, rhinoceros and pangolins, and causes severe depletion of marine wildlife and disruption of ecological processes;
- It causes socio-economic impoverishment: state revenues loss, reduced livelihood options for rural communities, spread of disease and damage to public health; and
- It fosters corruption and criminality: undermining the rule of law and accountability.

While the value of the global illegal wildlife trade (by its nature) remains unknown, in early 2017 it was estimated at \$5 billion to \$23 billion per annum, indicating that wildlife crime is among the most lucrative types of transnational crime. In East Asia – Pacific, a conservative estimate values the illegal wildlife trade (IWT) at US\$2.5 billion a year, excluding illegal timber and off-shore fishing³.

Thailand plays a significant role in the global illegal wildlife trade, being a major source, transit and destination country for many different types of wildlife and wildlife products. In particular, Thailand is a consumer and trans-shipper of pets and high-value luxury items. The trade is driven by its growing economy with accompanying increased purchasing power, and facilitated by the country's major international transport hubs. There have been significant seizures of illegal wildlife products in Thailand in recent years, including major ivory, rhinoceros horn, tiger and pangolin product seizures, indicating its ongoing role as a hub for trade within SE/E Asia and between Africa and Asia⁴. The increase in online sales of illegal wildlife and the mushrooming of smaller markets in provincial cities in the outskirts of Bangkok pose a challenge to law enforcement efforts. In markets across Southeast Asia, illegal wildlife is often openly sold in otherwise legal market contexts.

Despite significant attempts in recent years to tackle this threat to wildlife populations across all stages in the illegal trade chains, including source areas (e.g. through improved protected area management and enforcement), trade routes (e.g. cross-border checkpoints and inspections) and destination markets (e.g. consumer awareness campaigns), a vast range of wildlife species continue to be illegally exploited and wildlife crime remains a global threat⁵. Poaching of endangered species to feed the illicit global trade of wildlife is rising at an alarming rate. Activity in the illegal ivory trade has more than doubled since 2007 and is over three times larger than it was during the last peak in 1998, with the street value of ivory capable of reaching up to \$2,205 per kilogram in Beijing. Rhino horn can sell for \$66,139 per kilogram – more than the price of gold or platinum – on the Chinese black market⁶. As direct consequence, impacted species populations have suffered significant declines, with associated risks of ecological disruption, spread of disease and invasive alien species. Species whose decline is of particular concern include

¹ <https://www.unodc.org/unodc/en/wildlife-and-forest-crime/overview.html> Accessed 30June2017

² UNODC 2013. Transnational Organized Crime in East Asia and the Pacific. A Threat Assessment. UNODC.

³ UNODC 2013. Ibid. Chapter 7.

⁴ UNODC June 2017. Criminal justice response to wildlife crime in Thailand. A rapid assessment. UNODC; Stoner, S., Krishnasamy, K., Wittmann, T., Delean, S. and Cassey, P. 2016. Reduced to skin and bones re-examined: Full analysis. An analysis of Tiger seizures from 13 range countries from 2000-2015. TRAFFIC Southeast Asia Regional Office, Petaling Jaya, Selangor, Malaysia.

⁵ Alexander, Kathleen A., and Claire E. Sanderson. "Battling the illegal wildlife trade." *Nature Ecology & Evolution* 1 (2017): 0090.

⁶ Lawson K and Vines A. 2014. Global Impacts of the Illegal Wildlife Trade. The Costs of Crime, Insecurity and Institutional Erosion. Chatham House (The Royal Institute of International Affairs), London.

rhinoceros, tiger, African elephant and pangolins, which are therefore priority target species for this project.

The decline of these species presents one of the most immediate threats to biodiversity and the integrity of ecosystems across the globe and is widely accepted to be the result of the illegal, unsustainable trade in species, their parts and derivatives. The illegal wildlife trafficking chains involved are diverse and dynamic, even for individual species. Monitoring and analysis of illegal trade for these key species involving Thailand in recent years is well documented, including reports by TRAFFIC and UNODC⁷, and seizures data from Thailand Wildlife Enforcement Network (TH WEN) between 2010 and 2017.

Thailand has long had a legal domestic market for ivory from Thai domesticated elephants. Until recent years this market had been largely unregulated, and this along with weak legislation, allowed for the laundering of African Elephant ivory through what was thought to be one of the largest unregulated ivory markets in the world. Thailand came under significant international pressure in 2012-13, being identified as one of the eight initial countries of ‘primary concern’ in the poaching of elephants and trafficking of ivory directed to prepare and implement a CITES National Ivory Action Plan (NIAP). Thailand was directed to strengthen regulation and enforcement of its then unregulated domestic ivory market and to close legal loopholes that facilitated the laundering of African Elephant ivory through its domestic market. Thailand prepared a NIAP, and then a subsequent revised NIAP at the request of the CITES Standing Committee. Thailand was subject to enhanced inter-sessional monitoring of its progress by the Standing Committee and threatened with CITES trade suspensions if NIAP implementation was not deemed satisfactory. Thailand included in its NIAP a range of comprehensive measures including legal and penalty frameworks to combat illegal trade in African Elephant ivory and control domestic trade and possession of ivory; implementation of registration systems for ivory traders and their products, possession of ivory and confiscated ivory stockpiles (i.e. registration of every piece of possessed/traded/kept ivory in Thailand and its registration in a government database); law enforcement; public awareness, including among ivory traders, possessors or ivory and foreign tourists; and national multi-agency governance and oversight mechanisms for NIAP implementation and combating Thailand’s role in illegal ivory trade. The implementation of these measures is outlined in detail in Thailand’s progress reports for the CITES Standing Committee⁸. At the 66th meeting of the Standing Committee in January 2016, Thailand’s NIAP was assessed as being ‘substantially achieved’ and Thailand was commended for its efforts.

2.2 Project Start and End Dates

The project start date was 19 November 2018 and it is due for termination on 19 November 2023.

2.3 Socio-Economic Context

The Organization for Economic Cooperation and Development (OECD) reports that Thailand has made impressive progress over the past several decades, both in economic and social terms. Sustained strong growth and a rapidly modernising economy have turned Thailand into an upper middle-income country with a strong urban centre. Economic success has brought impressive social advancement. Poverty has

⁷ UNODC 2013 Ibid; UNODC 2017 Ibid. pp3-6.

⁸ <https://cites.org/sites/default/files/eng/com/sc/66/E-SC66-29-Annex8.pdf>.

plummeted, while education and health services have considerably expanded and improved. These achievements have brought Thailand to a new stage and a new set of challenges.⁹

The level of awareness and understanding of Thai public regarding the socio-economic and environmental impacts of illegal wildlife trade is generally low, as well as the threats of transboundary IWT to national security. Social pressure and sanctions against consumers and traders of illegal wildlife products are not common. Similarly, the significance of the IWT impacts are not yet fully comprehended by high-level decision-makers who perceive other trafficking crimes to be of a greater priority.

Criminals involved in the IWT are becoming more and more sophisticated in their use of technology and smuggling methods. For example, the shift of market space from physical to online platforms, or land transportation of wildlife parts in small parcels via courier services, either knowingly or unwittingly.

The value of some IWT products has increased to the extent that they compete with other valuable contraband thus making the risks for the criminals less of a deterrent. Wildlife crimes are conducted in conjunction with other crimes, e.g. human trafficking, making it more difficult and complex to detect the wildlife crimes.

2.4 Project Objective, Outcomes, Indicators and Targets

According to the ProDoc the Project Objective was to reduce the trafficking of wildlife (focusing on elephant ivory, rhinoceros horn, tiger and pangolins) in Thailand through enhanced enforcement capacity and collaboration and targeted behaviour change campaigns. To achieve this objective, the project was designed to utilize four strategies or Project Components as follows:

- Component 1: Improved Cooperation, Coordination and Information Exchange aimed to strengthen collaboration mechanisms and provide a platform for exchange of information among the responsible agencies for illegal wildlife trade (IWT) law enforcement.
- Component 2: Enhanced Enforcement and Prosecution Capacity aimed to increase the coherence and capacity of law enforcement agencies to address and deter illegal trafficking of wildlife (focusing on elephant ivory, rhinoceros horn, tigers and pangolins) through strengthening the cross-sectoral enforcement and prosecution framework.
- Component 3: Reduced demand for illegal wildlife products and targeted awareness actions to support law enforcement. The project intended to work with partners to learn from existing efforts and achieve cumulative impact through a Steering Group and the Community of Practice on Demand Reduction. The activities will follow a well-defined systematic process for developing, implementing and evaluating Social and Behavior Change Communication (SBCC) initiatives. This component also aimed to increase awareness of prevailing laws and upcoming Wildlife Conservation and Protection Act B.E. 2562 (2019) (WARPA) reforms and publicize convictions to strengthen deterrence of wildlife trafficking.
- Component 4: Knowledge Management, Monitoring and Evaluation and Gender Mainstreaming. This component closely links with and underpins the other three, by supporting the sharing of knowledge, experiences and lessons learned through project implementation with project stakeholders, the wider public in Thailand, and globally through the GEF-financed, World Bank-led Global Wildlife Program, of which this project is a part.

⁹ <https://www.oecd.org/development/mdcr/countries/thailand>

The project objective and its indicators, the outcomes and their indicators and targets are captured in Table 4 below.

Table 4: Project objective, outcomes, indicators and targets as per the Project Document

PROJECT OBJECTIVE/OUTCOMES	INDICATORS
Project Objective: To reduce the trafficking of wildlife (focusing on elephant ivory, rhinoceros horn, tiger and pangolins) in Thailand through enhanced enforcement capacity and collaboration and targeted behaviour change campaigns.	0.1: Number of new partnership mechanisms with funding for sustainable management solutions of natural resources, ecosystem services, chemicals and waste at national and/or sub-national level, disaggregated by partnership type
	0.2: Number of direct project beneficiaries: - Number of government agency staff including enforcement officers who improved their knowledge and skills on IWT due to the project (m/f) - Number of local community members participating in wildlife protection efforts
	0.3: Strengthened institutional capacity to combat IWT as indicated by the ICCWC Indicator Framework (note – baselines to be determined in year 1) - National indicator targets for monitoring drawn from ICCWC Indicator Framework baseline assessment
Component 1: Improved Cooperation, Coordination and Information Exchange	
Outcome 1: Strengthened wildlife crime institutional framework through increased coordination, cooperation and information exchange	1.1: Annual number of joint IWT enforcement operations informed by intelligence and information exchange – 25% increase.
	1.2: Thailand WEN's coordination effectiveness improved as indicated/measured by: a) Agreed strategy and action plan for Thailand WEN; b) Agreed formal mechanism for exchanging information and intelligence in TH WEN; c) Reporting mechanism against strategy / action plans to evaluate performance
	1.3: Increase in government funding towards wildlife law enforcement – 20% increase.
Component 2: Enhanced Enforcement and Prosecution Capacity	
Outcome 2: Effective Detection and Deterrence of Illegal Wildlife Trafficking as a result of Enhanced Capacity in Enforcement and the Criminal Justice System	2.1: Increase in number of successful cases (seizure-arrest-prosecution conviction) involving wildlife criminals dealing in ivory, rhino horn, pangolins and tiger, and their parts and derivatives. (GWP TT) i) annual number of seizures - >25% increase in seizures over baseline ii) annual number of arrests - >10% increase in no. of arrests iii) ratio of seizures: arrests – 2:1 iv) annual number of prosecutions - >25% increase in no. prosecutions v) ratio of arrests: prosecutions – 2:1
	2.2: Increase in DNP's institutional capacity to respond to IWT as indicated by the UNDP Capacity Development Scorecard – 20% increase
	2.3: DNP wildlife forensic science laboratory accredited under ISO17025 Quality Management System for components of its wildlife DNA forensic testing to align with International Standards and ensure legally admissible evidence for prosecutions in Thailand.

Component 3: Reduced demand illegal wildlife products and targeted awareness actions to support law enforcement	
Outcome 3: Social norms and consumer behaviour in key target audiences move towards increased unacceptability of trafficking and purchasing illegal wildlife products	3.1: Increased awareness of key target groups concerning Thai laws and penalties imposed for IWT including the proposed WARPA reforms, as indicated by systematic assessments using a standardized methodology
	3.2: Change in social norms concerning the acceptability of trafficking, buying, possessing and using illegal wildlife products and derivatives as indicated by systematic assessments using a standardized methodology
	3.3 Change in purchasing behaviour of key target groups regarding illegal wildlife products and derivatives as indicated by systematic assessments using a standardized methodology
Component 4: Knowledge Management, M&E and Gender Mainstreaming	
Outcome 4: Implementation, up-scaling and replication of project approaches at national and international levels are supported by effective knowledge management and gender mainstreaming	4.1: number of project lessons documented and disseminated to other national and international projects – at least 10.

2.5 Theory of Change

The logic captured in the Results Framework as discussed in Section 2.4 above, was also captured in a Theory of Change diagram that was included in the Project Document and which has been inserted into this report as Figure 1. The assumptions relevant to this illustration are listed below.

- A1 - There exists willingness to cooperate between the relevant law enforcement agencies.
- A2 - More effective enforcement including more prosecutions and stronger penalties for convicted suspects will result in deterrence and consequently reduce the incidence of IWT.
- A3 - Increased social pressure and awareness of the existence of law and law enforcement will result in reduced consumer demand for certain illegally trafficked wildlife products and consequently reduce sales by illegal traders and their profits.
- A4 - Sharing of knowledge gained through the project via the GWP will increase capacity for counter wildlife trafficking interventions elsewhere and reduced IWT.
- A5 - Demand from the unsustainable legal and illegal wildlife trade is a key driver for poaching activities.
- A6 - Poaching is in reality a major negative factor impacting populations of globally threatened species that are being trafficked in Thailand.

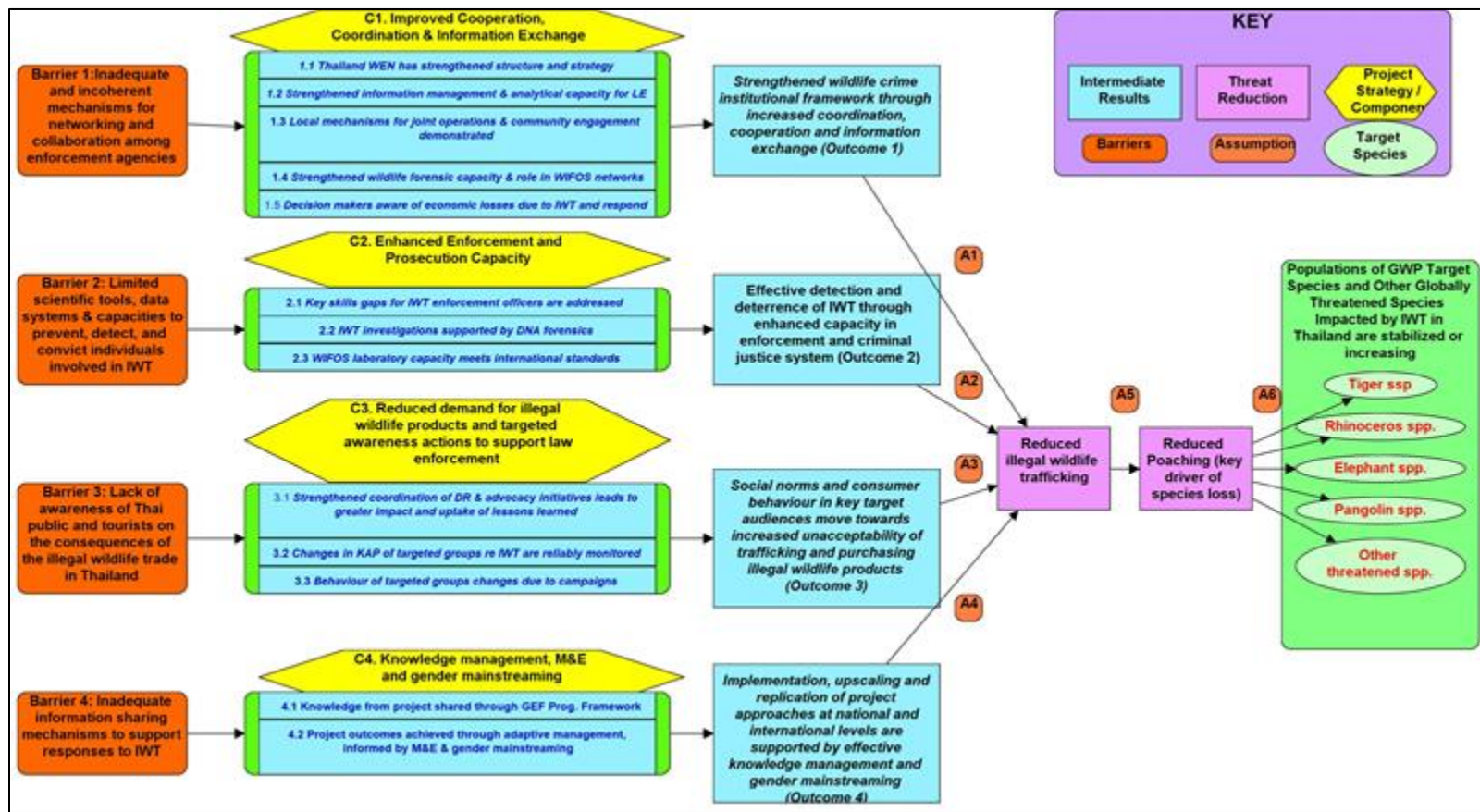


Figure 1: Project theory of change

2.6 Financial Resources

The financial resources requested by and available for implementation of this project are captured in Table 5 below. Note that indications of the actual disbursements are provided in Table 7 in Section 1.2.3.

Table 5: Project financial resources

SOURCE	AMOUNT AT ENDORSEMENT STAGE
GRANT FUNDING	
GEF Trust Fund	USD 4,018,440
CO-FINANCING	
UNDP	USD 50,000
Government - DNP	USD 14,539,379
Government – NED/RTP	USD 10,000,000
IUCN	USD 90,000
TRAFFIC	USD 100,000
TRACE	USD 30,000
USAID Wildlife Asia	USD 3,000,000
Total co-financing	USD 27,809,379
Grand-Total Project Financing	USD 31,827,819

2.7 Project Stakeholders and Partners

A brief indication of the project stakeholders and partners is captured in Section 1.3 above and a more detailed description accessed from the Midterm Review Report is included as Annex 4.

2.8 Project Demonstration Sites

The localities of the project demonstration sites are illustrated in Figure 2 and include the Chiangrai Wildlife Check Point (northern border with Myanmar and Laos), the Nongkhai Wildlife Check Point (Northeastern border with Laos), the Trad Wildlife Check point (Eastern border with Cambodia), and the Songkla Wildlife Check Point (Southern border with Malaysia). The project was designed to include two of these, i.e. Nongkhai Wildlife Check Point and the Songkla Wildlife Check Point, but was able to extend activities to include the additional two sites.



Figure 2: Project demonstration sites

3 Findings

3.1 Project Design

The overall finding regarding Project Design is that it is rated as being Satisfactory.

Findings in regard to project design are presented here in response to key questions from the Evaluation Matrix.

Does the project reflect the needs of Thailand at various levels? Yes, that project was well designed to address the threats of Thailand being a source, transit and destination country for the IWT and experiencing some domestic demand for wildlife products; as well as the barriers of limited human and institutional capacity and the lack of co-ordination from the national to the local level. In addition to the two components designed to address these threats and barriers, it also included a component designed to address demand reduction (source – Prodoc). However, the project title specifically identifies African elephant ivory, rhino horn, pangolin and tiger as the species that will be focused on in implementation of the project. Given that Thailand is largely a transit country for the IWT, there is little that can be done to influence the species that are traded, and therefore, project design should rather have addressed the IWT in Thailand more broadly as the mention of these species generates an expectation that actions specific to each would be implemented.

Is the project in line with the relevant GEF Operational Programme and strategic priorities? The project fits well within the GEF Global Wildlife Programme (GWP) (see Table 1 of the Prodoc) and will provide valuable feedback through lessons learned and best practice developed that will help to strengthen other projects within the GWP.

Was the project linked with and in-line with UNDP priorities and strategies for the country? Yes (see UNSDCF 2022-26 Outcome 3 “People living in Thailand, especially those at risk of being left furthest behind, are able to participate in and benefit from development, free from all forms of discrimination.” UN Focus Area “: Good governance, rule of law and social contract enhanced for SDG acceleration.”, where it is stated that “The UN will also support the Government to address trafficking in humans, drugs and wildlife”. The UNDP CPD 2017 – 2021 for Thailand does not include any reference to the need to combat the IWT although there is recognition of other biodiversity and environmental management issues relevant to the country possibly supported by other projects. The finding is therefore that there is a link in principle as it is designed to deliver biodiversity outcomes.

Does the project’s objective support implementation of the Convention on Biological Diversity and other relevant MEAs? The project’s objective supports the CBD Global targets for 2030 as follows:

- Target 4. Threatened species are recovering, genetic diversity is being maintained and human-wildlife conflict is being managed.
- Target 5. Use, harvesting and trade of wild species is sustainable, safe and legal.
- Target 20. Capacity-building and development, technology transfer, and technical and scientific cooperation for implementation is strengthened.
- Target 21. Data, information and knowledge for decision-making is available
- Target 22. Ensure participation, justice, and rights for indigenous peoples and local communities, women, youth persons with disabilities and environmental defenders.
- Target 23. Implementation follows a gender-responsive approach.

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

An overall finding on the logic of the Results Framework and its indicators is that it is Satisfactory as it addresses the primary threats and barriers to improved IWT combating in Thailand, as borne out in the Project Results and Impacts discussed in Section 3.3 below. Table 4 in Section 2.4 above provides information on the indicators in the Results Framework and the extent to which their targets have been achieved with only two of the 13 targets; i.e. 1.3: Increase in government funding towards wildlife law enforcement and 2.3: accreditation of the Wildlife Forensic Laboratory; being partially achieved. However, there are a number of specific findings that indicate where improvements could have been made and these are as follows:

- Project title: It was not necessary to specifically indicate the four target species in the title as the work of the project, through all its components, addressed IWT in Thailand in general. Few to no activities were specifically planned to address issues related to these four species and the disaggregation of statistics for these four species in the PIRs is incidental to the work of the project as a whole. Being primarily a transit country, Thailand is not in a position to focus on specific wildlife species, but is better placed in making it increasingly difficult for the practice of IWT to take place in and through the country, irrespective of the wildlife species involved.
- Outcome Indicator 2.1.: The use of IWT crime statistics as an outcome indicator: It is inherently difficult to use crime statistics as a measure of improved/increased law enforcement effort as the increased number of seizures and arrests could indicate that the incidence of IWT crime has also increased. Ultimately the best indicator would be that populations of the target species are increasing in the source countries, although this would also be open to criticism as the efforts of one country may not be sufficient to address a global phenomenon such as this. Caution therefore needs to be exercised in the evaluation of positive trends and alternative indicators should rather be used such as the increase in joint enforcement operations and the ratio of arrests to prosecutions, as have been included in the Results Framework.
- Component 4: Knowledge Management, M&E and Gender Mainstreaming: includes one Outcome and Outcome Indicator related to knowledge sharing and excludes Outcomes for M&E and Gender Mainstreaming. This is a lost opportunity where the project design could have included important aspects that would have translated into clearly defined activities related to these two aspects in the AWP. This is especially relevant within the context of the limitations of using crime statistics to measure the effectiveness of project interventions as discussed above.

3.1.2 Assumptions and Risks

Assumptions are clearly articulated in the Results Framework included in the CEO Endorsement Request and listed in Section 2.5 above and our findings are that these are all relevant and have been taken into consideration in the project design.

A total of 12 risks were identified with seven of these related to the UNDP Social and Environmental Screening Procedure. Eleven out of the 12 were rated as being moderate prior to mitigation, with one being rated as low. All 12 are relevant to the project design although the ratings of some could have been more severe, i.e. those addressing the lack of sufficient financial resources to sustain the project gains and the prevalence of mal-governance and corruption. Had the ratings of these risks been greater or more severe, they would have had a greater influence on project design and potentially increased the likelihood of project initiatives aimed at ensuring sustainability. For further detail please see Table 12 in the Project Document - Description of project risks, impact and probability and mitigation measures.

It must be noted that in the 2nd half of the project life span two additional and updated risk assessments were carried out in July 2022 and July 2023. These assessments were comprehensive and included information that went beyond the scope of the above template including aspects in addition to the risk itself such as the cause, impact, treatment, responsibilities and time frames. It is likely that these assessments contributed to the accelerated delivery evident in the 2nd half of the project. Planned stakeholder participation

Much of the project implementation involved stakeholder participation with relevant Outcomes included in Components 1 and 3 of the Log Frame. A stakeholder analysis was included in the PIF and the CEO Endorsement Request and which would have influenced the project design. The project was designed through a consultative process and has sufficiently taken into account the views of key stakeholders with their respective mandates being relevant to their roles.

3.1.3 Linkages between project and other interventions within the sector

At a national level the strong focus of the project on the strengthening of collaborative structures implies that effective linkages were both strengthened and expanded resulting in strong linkages between the project and other interventions within the sector. The findings already discussed in Section 3.1 related to linkages at the international level and shows that these linkages are both strong and relevant, particularly the fact that the project is nested with the scope of the GEF's Global Wildlife Programme.

3.1.4 Gender responsiveness of project design

The PIF addressed this aspect adequately, but project design was found to be lacking in this regard despite Component 4 specifically including reference to Gender Mainstreaming. Gender-related outcomes are found to be incidental and not as a direct result of pro-active project design and the development of a Gender Strategy in Q1 of 2023 was far too late in implementation to have had an impact on project design. Otherwise Output 4.1 indicates: M&E system incorporating gender mainstreaming developed and implementation for adaptive project management. Indicator for Outcome 4 generally says: Number of project lessons documented and disseminated to other national and international projects. Gender Plans that were developed from 2021 and 2022, specifying how to reflect gender concerns and/or address gender equality in selected outputs and outcomes of the project, which is laudable. The PIR however, reported only the numbers of women and men participating in or benefiting from the project activities, with no elaboration on the section gender mainstreaming/equality and how other gender mainstreaming actions were implemented and what changes in attitudes/behaviours occurred. So the weakness is less in the design and implementation, but rather the monitoring and reporting of gender responsive actions.

The lack of gender related indicators in the log-frame could be the reason why gender mainstreaming was overlooked, especially when it is apparent that mainstreaming gender perspectives into the workplan was lacking. However, some partners, such as TRAFFIC who understands about gender responsive implementation, indicated that they considered this in all activities, such as in selecting wording or photos for the campaign, they made sure that these did not reflect gender prejudices or putting women into inferior status. Unfortunately this was the exception and not the rule as was required.

3.1.5 Social and Environmental Safeguards

Each of the seven risks identified through the implementation of the SESP were adequately addressed through the formulation of appropriate mitigation measures that were carried through to project design, particularly in relation to Component 2: Enhanced Enforcement and Prosecution Capacity.

3.2 Project Implementation

3.2.1 Adaptive Management

Project implementation in the first half of the projects life span was slow as a result of staff turn-over within the UNDP CO, shifting of project leadership roles within the Implementing Partner, the Department of National Parks, Wildlife and Plant Conservation (DNP), and difficulties experienced with finding the most efficient financial and procurement management system. These challenges were addressed through adaptive management decisions to procure the services of a project manager with proven expertise and a good knowledge of the DNP, securing project leadership within the Implementing Partner in the CITES Division, and the IP approaching the UNDP as the agency through which procurement and financial management will be carried out. In addition to these changes that were essential to lift the rate of implementation, the extent to which the project responded to recommendations for the Midterm Review (MTR) is captured in Table 6 together with the TE findings.

From this analysis it can be seen that the project fully accepted the majority of the MTR recommendations with only two that were partially accepted and one that was rejected. Two recommendations were not responded to by management.

Table 6: Midterm Review recommendations, management responses and Terminal Evaluation findings

MIDTERM REVIEW RECOMMENDATIONS	MIDTERM REVIEW MANAGEMENT RESPONSES	TERMINAL EVALUATION FINDINGS
Evaluation Recommendation 1: Revise the project’s monitoring framework.		
1.1 Results framework. The project results framework, as is, lacks project baseline data for a subset of project indicators. Also, part of the indicators does not fulfil the SMART criteria in their current form, and they could be made more SMART compliant. The revision of the results framework is important to ensure a valid end of project evaluation. (Within three months of MTR)		
Objective indicator 0.1: Thailand WEN functioning, but lacks operational task forces, engagement of all key national stakeholders, and sustainable financing; Forest Protection Operation Centre formed April 2017; there seems to be a mismatch between the indicator itself and then the identified midterm and end of project targets, where the midterm and end of project targets do not mirror each other (nor the baseline) making it difficult to monitor. Also, it should be noted that the baseline, midterm, and end of the project all have 3 listed as their base figure which seems to indicate that there will be no change during the project duration. Thus, there would be a cause to revisit the indicator as part of a results framework revision	Partially accept: PMU will revise the project result framework as indicated for Project objective baseline a) Since we have foreseen that the number of the joint operation partnership for Thailand WEN at the national and provincial level may not necessary to equal. It should depend on the type of operation and the number of the institution be involved in each joint operation partnership (need at least 2 institutions to be involved) however we also fully accept to break down baseline a) indicators into a sub-set of options 1) establish Thailand WEN 2) operational task forces 3) Forest protection operations centre to address the issue of sustainable financing.	Management response fully implemented but the 2 nd and 3 rd indicators were not as in the response, but more meaningful, i.e. 2 nd – provincial WENs established and 3 rd – MoUs with community networks. The 1 st target was achieved and the 2 nd and 3 rd were exceeded.
Objective indicator 0.3: It is not possible to make judgement as to the “SMARTness” of the indicator the baseline, midterm and end. Because of the project targets should have been determined during year 1 these have not been included in the project results framework by the time of the project midterm. This even though the project has identified the two relevant indicators as follows 1) Wildlife crime is thoroughly investigated using an intelligence-led approach and 2) Specialized investigation techniques are used to combat wildlife crimes as required. But although identified, the indicator for the midterm and end of project targets have not been specified to the knowledge of the MTR team. Even in case that the already identified ICCWC scores for the indicators are used for the baseline, the targets for midterm and end of project are still to be identified. This issue should be addressed during the proposed revision of the results framework.	Fully accept: PMU will address the two relevant ICCWC indicators as follows 1) Wildlife crime is thoroughly investigated using an intelligence-led approach and 2) Specialized investigation techniques are used to combat wildlife crimes as required and identified indicators for the midterm, and completion target into the result framework.	Management response fully implemented with all eight ICCWC Outcomes being included in the Results Framework as Indicators with relevant targets.
Component 1 indicator 1.1: By and large meets the SMART criteria and the end of project target of Baseline + 25% seems	Fully accept PMU will revise the midterm and the completion target from percentage (%) to the actual	Management response fully implemented with percentages

MIDTERM REVIEW RECOMMENDATIONS	MIDTERM REVIEW MANAGEMENT RESPONSES	TERMINAL EVALUATION FINDINGS
<p>valid (i.e. 20), but with the midterm target being baseline + 10% project targets presents a calculation issue which makes the targets less useful as one cannot have 17.6 joint IWT enforcement operations per year. In this regard, it would be better to provide actual numbers as indicator targets. There is however an underlying issue which is whether this indicator is trying to capture joint IWT enforcement operations which are a direct result of the project engagement and Thailand WEN task forces or whether it will gauge increased cooperation in general. As baseline data has been provided it should be the latter in which the Thailand WEN taskforces would provide important input.</p>	<p>numbers of the Annual number of joint IWT Thailand WEN enforcement operations informed by intelligence and information exchange.</p>	<p>changed to whole numbers.</p>
<p>Component 1 indicator 1.2 c): The indicator is a statement rather than and actual indicator such as for instance reporting mechanism against strategy/action plans established and used for performance evaluation by (somebody)</p>	<p>Fully accept PMU will revise the text of this indicator as per suggested reporting mechanism against strategy/action plans established and used for performance evaluation by (somebody)</p>	<p>Management response fully implemented with measurable indicators introduced.</p>
<p>Component 2 Indicator 2.1: As the timespan between seizure to arrest and prosecution (and conviction) can be prolonged one should not look at the data on an annual basis but rather on a case-by-case basis. The midterm and end of project targets presents a calculation issue, which makes the targets less meaningful. For the sub-targets i), ii) and iv) they all state that there should be an increase of >10% and >25% at midterm and end of project respectively. Particularly the data for iv) illustrates this, as it is not possible to increase the value of zero with 10 or 25%, and 25% of 1 (the baseline of i)) for instance would be 0.25. As for Component 1 indicator 1.1 it would be beneficial to provide actual (whole) numbers as indicator targets.</p>	<p>Fully accept PMU will revise the midterm and the completion indicators target of sub-targets i), ii) and iv) from percentage (%) to actual (whole) numbers as indicator targets.</p>	<p>Management response partially implemented although the description of the indicator still refers to annual statistics, but this has not been carried through to the measure of achievement which appears to be over the life of the project. This should have been clarified to ensure clarity of the measure used.</p>
<p>Outcome indicators (3.1, 3.2, 3.3): The project baselines, midterm targets and end of project targets have not been established as they should have been (as per the ProDoc) during the first year of the project. And even though suggestions to use data from work done by, among other, UWA in 2018 as the baseline for the three indicators, midterm assessments using UWA methodologies and target groups have, at the time of the MTR, not been performed. While the use of baseline data not</p>	<p>Fully accept: PMU will address the outcome project baselines, midterm targets, and end of project targets baseline in consultation with Responsible party (TRAFFIC) UNDP and DNP to ensure that the effects of the SBCC campaigns need to measure throughout the project (2023) including the SBCC a strategy is developed in the near future and is aimed at DNP instead of being tied to the project.</p>	<p>Management response partially implemented as there should have been more campaigns with relevant M&E in place to ensure robust measures of impact.</p>

MIDTERM REVIEW RECOMMENDATIONS	MIDTERM REVIEW MANAGEMENT RESPONSES	TERMINAL EVALUATION FINDINGS
developed by the project is to be encouraged (to avoid overlap and provide for cost-savings), care has to be taken in ensuring that the surveys to be used are in line with the project's established indicators and can in actual fact provide the needed data which fulfil the intend of the indicators.		
Component 3 indicator 3.1 To address the indicator 3.1 which is related to key target groups responses to Thai laws and penalties imposed for IWT. For this indicator it might be more relevant to use identified trends from the online monitoring undertaking under activity 1.2.4 "In collaboration with DNP and UWA, support an assessment of market availability (physical and online) for five selected CITES-listed species traded in Thailand and system for monitoring of market response before and after the revised WARPA legislation"	Fully accept PMU will address the indicator 3.1 to be more relevant to Identified cases for further investigations and law enforcement actions of DNP through the WARPA framework by assessing through a systematic online wildlife trade monitoring using a standardized methodology.	Management response partially implemented although the response is not clear. Indicators used are confusing as it refers to the number of cases referred to the DNP, but then also includes statistics on a number of variables over the life of the project without reference to trends.
Component 3 indicator 3.2 and 3.3: The project indicators under the outcome clearly points towards that the effects of the SBCC campaigns need to measure throughout the project (2023) The MTR team therefore suggests that such a strategy is developed in the near future and is aimed at DNP instead of being tied to the project per se. A DNP focused strategy could provide DNP for a long-term vision (and directions for implementing this vision) for how it in the coming years could pinpoints its efforts towards high-impact target groups to ensure maximum change in a cost-effective manner.	Fully accept: PMU will address the indicator 3.2 and 3.3 in consultation with Responsible party (TRAFFIC) UNDP and DNP to ensure that the effects of the SBCC campaigns need to measure throughout the project (2023) including the SBCC strategy that will be developed in the next few months of 2021 and is aimed at DNP instead of being tied to the project.	Management response fully implemented with Demand Reduction Guidelines being developed to guide regular monitoring by the DNP beyond the life of the project.
Gender Mainstreaming: Project is still to develop its gender mainstreaming strategy under its activity 4.2.5. This even though Gender was to be factored into project implementation through a gender mainstreaming strategy and monitored as part of the M&E framework. A gender mainstreaming strategy could provide more detailed directions for the project including how to include gender equality into the hiring processes, the project management processes, training and workshop setups (such as potential all women's trainings) particularly in connection with the project's engagement with local communities in the project's two demonstration sites in Pengjan Village, Rattana-wapi District, Nongkhai Province and Sadao Checkpoint,	No response	Management response should have been to "fully accept" this finding and commit to the development and mainstreaming of the required strategies. Evidence provided shows that the required strategy was developed in June 2023, too late for any meaningful mainstreaming to take place. However, a Gender Action Plan dated 2021 and 2022 indicates that some work was

MIDTERM REVIEW RECOMMENDATIONS	MIDTERM REVIEW MANAGEMENT RESPONSES	TERMINAL EVALUATION FINDINGS
Sadao District, Songkhla Province		done in this regard in the 2 nd half of the project.
1.2 Risk table including the SESP. The project should review and reassess its risk table, including the SESP, and re-evaluate the risk levels in accordance. For one, risks related to the COVID-19 pandemic needs to feature stronger within said risk monitoring set-up. (Within three months of MTR)	No response	Management response should have been to “fully accept” this finding and commit to the revision of the risk table and the SESP. It is evident that this was done, but not within the recommended time frames (see the discussion under Section 3.1.2.
1.3 GEF Core Indicators. As the project is to migrate into the GEF Core Indicator system, it needs to evaluate which indicators is relevant for the project and ensure that these are included into the UNDP and GEF reporting systems. (Within three months of MTR)	Reject: There is only one GEF Core Indicators that applies namely Core Indicator 11 Number of direct beneficiaries disaggregated by gender as co-benefit of GEF investment.	Management response inappropriate as it should have fully accepted the recommendation and acknowledged that Core Indicator 11 is relevant.
Evaluation Recommendation 2: Establish stronger ownership and leadership		
For the reasons discussed in this MTR report, where there were delays in a subset of its activities and deliverables, there is a need to expedite and consolidate the project implementation. To ensure this, strong coordination and a stronger focus by senior management is needed. This, particularly to ensure the coordination between different departments within DNP but also in the coordination with the project’s Responsible Parties. Also, for the project to be ultimately successful it needs to establish itself as a key-stone project with high visibility not least within government. This requires strong ownership and leadership within DNP, so as to champion the IWT enforcement (and the project) more broadly	Fully accept: PMU will develop the project road map and milestones to expedite and consolidate the project implementation in close consultation with senior management of DNP , Responsible Parties and UNDP	Management response fully implemented as is evident through the strengthening of the TH WEN and its sub-committees and task forces, as well as the Provincial WENs and the community networks with their MoUs.
Evaluation Recommendation 3: Prepare an adaptive management plan to ensure that project targets and deliverables are met.	Fully accept: PMU will develop a proper exit strategy and sustainability plan to ensure that all project outcomes and outputs are sustainable over time after project closure.	Management response inappropriate as there appears to have been an error. However, it is evident through the full achievement of 11/13 EOP indicator targets and the partial

MIDTERM REVIEW RECOMMENDATIONS	MIDTERM REVIEW MANAGEMENT RESPONSES	TERMINAL EVALUATION FINDINGS
		achievement of 2/13 EOP indicator targets, that the project succeeded in applying a high degree of adaptive management required to accelerate delivery post midterm.
Evaluation Recommendation 4: Align and determine “task managers” for the project outputs for the project duration		
<p>The Responsible Parties agreement with UNDP are for 36 months there is a question as to whether all on-going and future planned activities are having assigned “task managers” Thus, in order to “bring the project home” it will be important for the project to have a clear vision for who will be in charge of what, for the remaining part of the project. This could include no-cost extensions of the current Responsible Parties agreement, and it could include DNP taking over certain parts (or all) of the outstanding activities</p>	<p>Fully accept PMU will develop a proper exit strategy and sustainability plan to ensure that all project outcomes and outputs are sustainable over time after project closure.</p>	<p>Management response fully implemented as the exit strategy/sustainability plan is being developed for endorsement by key project partners, although it was not available for the TE team to review. However, the TE team notes that other relevant strategies have already been compiled, such as the TH WEN strategy, which will contribute to fulfilment of this requirement.</p>
Evaluation Recommendation 5: Engage in realistic budget discussions		
<p>To ensure long-term sustainability of the project, established structures for long-term financing needs to be secured and active discussions and agreements for this need to be reached. As part of this, alternative financing models and budget, reallocations should be reviewed. Part of these discussions could/should include the findings of project’s TSA work as well as other work the project is still to initiate.</p>	<p>Partially accept: PMU will develop a proper exit strategy and sustainability plan to ensure that all project outcomes and outputs are sustainable over time after project closure. In order to accomplish this task PMU agree to conduct a deep discussion with DNP and all institutional agencies for the outstanding of the exiting financing to IWT situation at this stage using the findings from MTR as the evidence. However, we believe that this would take a long period of series of discussions before reaching an agreement on the realistic budget. Using the findings from the TSA study on the impact of IWT on the national economy will be an appropriate key message to bring those IWT agencies concerned with the sustainable financing issue which will be explained in recommendation 6.</p>	<p>Management response appropriate given that the MTR recommendation is suggesting the project address a budgeting structure that are entrenched into the civil service and it is not likely that a project of this scale can influence such a structure. However, the AWP’s and PIR’s provide evidence that the project did work hard at influencing the decision-making processes and the decision-makers at all levels, as to the need for increased financial support for CIWT in Thailand.</p>

MIDTERM REVIEW RECOMMENDATIONS	MIDTERM REVIEW MANAGEMENT RESPONSES	TERMINAL EVALUATION FINDINGS
Evaluation Recommendation 6: Prepare documentation supporting decision-makers		
<p>To facilitate the discussions and subsequent agreement on the financing of the long-term operations of the project established structures, the project should as a priority 1) build upon the economic assessment of the losses attributable to IWT affecting the national economy, and discuss realistic suggestions for how IWT enforcement can be sustainably financed through government channels and cost-recovery; and 2) prepare “Operational Requirements” documents for the project established structures (i.e. Thailand WEN including its sub-groups, taskforces, and the Provincial WENs etc. as well as the established coordination modalities DRSG and TAC).</p>	<p>Fully accept: PMU will undertake series of consultations with several government agencies using the result of TSA finding to prepare the operational requirements on sustainable financing and cost recovery for better combating IWT as the documentation supporting policy to endorse this long term financing plan.</p>	<p>Management response partially implemented in the sense that budget commitments reflected in the 2023 PIR are substantially less than the increases indicated in the TSA study and although there have clearly been many consultations with relevant government agencies, it is not clear to what extent budget requirements have been addressed.</p>
Evaluation Recommendation 7: Expedite the development and implementation of the project’s capacity building efforts.		
<p>The project should consider options for how training could become more accessible and systematic for instance, in making training materials and videos etc. available online (potential via a secure system). The project should also tap into already established training (and materials) including those within the GWP “ecosystem”, as well as those within the overall UNDP system</p>	<p>Fully accept: PMU will facilitate the DNP capacity building unit to develop IWT capacity building training course to make it more accessible and systematic including online through an already established training (and materials) and those with the GWP and other IWT partners.</p>	<p>Management response fully implemented as evident in the increased results from the capacity score cards between the 2017 and 2022 assessments reported in the 2023 PIR.</p>
Evaluation Recommendation 8: Ensure accreditation of WIFOS.		
<p>While an ISO 17025 accreditation, due to its prolonged accreditation process and cost, might not be a realistic avenue for the project, it should as a minimum pursue the SWFS auditing/assessments which is to be renewed every second year. Further, an “Operational Requirements” document should be developed outlining the operational setup of WIFOS and the associated cost etc. for running said operational of the laboratory long-term.</p>	<p>Fully accept: PMU and UNDP will coordinate with TRACE to develop an action plan for the DNP-WIFOS and the milestones to pursue ISO 17025 accreditation. Further using the SWSF auditing assessment process including developing the operational requirement associated cost for the WIFOS-DNP laboratory in the long-term.</p>	<p>Management response fully implemented as the laboratory now has a quality management system (QMS) that is designed to be compliant with the Society for Wildlife Forensic Sciences’ Standards and Guidelines (SWFS S&Gs), although the QMS is very new and the laboratory needs to adopt the QMS for all aspects of laboratory work and to ensure that any changes they make to it are compliant with the SWFS S&Gs.</p>

MIDTERM REVIEW RECOMMENDATIONS	MIDTERM REVIEW MANAGEMENT RESPONSES	TERMINAL EVALUATION FINDINGS
Evaluation Recommendation 9: Enhance IWT enforcement in the project's border provinces		
<p>While the project's focus on the provincial efforts for an effective engagement at the border crossings and the surrounding areas, including active involvement of local communities, the project should also look into how the project's local activities could support (or benefit from) the on-going SDG localization efforts. The project should thus, together with UNDP look at, whether and/or how the two project provinces could become targets for expanded interventions now or in the future.</p>	<p>Fully accept: PMU-DNP needs to expedite the official approval of both the Provincial WEN committee from the provincial governors and identify the potential type of joint partnership activities among the law enforcement agencies and local communities which already have been planned so far using the SDG localization effort to monitor the impact and the overall achievement.</p>	<p>Management response fully implemented as this is an area where implementation has exceeded targets in that four, and not two, demonstration sites have been successfully established within the context of the Provincial WENs. The project engages local people (e.g., environmental volunteers, local governments -TAO, local schools and students) in monitoring suspected IWT in their respective areas. So local communities are contributing to the progress of SDG 12 (Responsible Consumption and Production) and SDG 15 (Life on Land) in their localities. The MoUs with communities also indicate that:</p> <ol style="list-style-type: none"> 1. TAOs should attend domestic and transboundary meetings on illegal wildlife trade; and 2. TAO and local communities will assist the check points to develop mapping of 'risk' areas.
Evaluation Recommendation 10: Develop a fit for purpose communication strategy		
<p>Linked with other recommendations, the project needs to develop a communication strategy, which can help DNP in bringing the message on the importance of IWT enforcement to light. This strategy should provide guidance on how to "sell" the need for increased efforts to support the long-term IWT work in Thailand. The strategy should also outline how the project will make the best use of the available platforms such as Exposure and Panorama, as well as how to promote the project and</p>	<p>Fully accept: PMU in consultation with UNDP will consider hiring the communication specialist consultant to develop a communication strategy for the project.</p>	<p>Management response fully implemented.</p>

MIDTERM REVIEW RECOMMENDATIONS	MIDTERM REVIEW MANAGEMENT RESPONSES	TERMINAL EVALUATION FINDINGS
Thailand's IWT enforcement work internationally.		

3.2.2 Actual stakeholder participation and partnership arrangements

It is clear that this is a strong point of project implementation in that stakeholder participation at all levels has seen to the successful establishment of relevant partnerships through the structures and mechanisms of the TH WEN and its sub-committees and task forces, the Provincial WENs and four community networks with MoUs. The finalisation of the TH WEN Strategy is also evidence of this achievement as well as an indication that there is a likelihood of the project gains in this regards being sustained.

3.2.3 Project Finance and Co-finance

According to information provided by the Project Manager the overall disbursement rate as of 16 August 2023 was 78.16% (see Figure 3), but with allowance made for Obligations that are being released upon delivery of good, services and consultancy services, the rate of disbursement will increase to 91.25%. With the remaining few activities still to be implemented before project closure, this rate will move even closer to 100%.

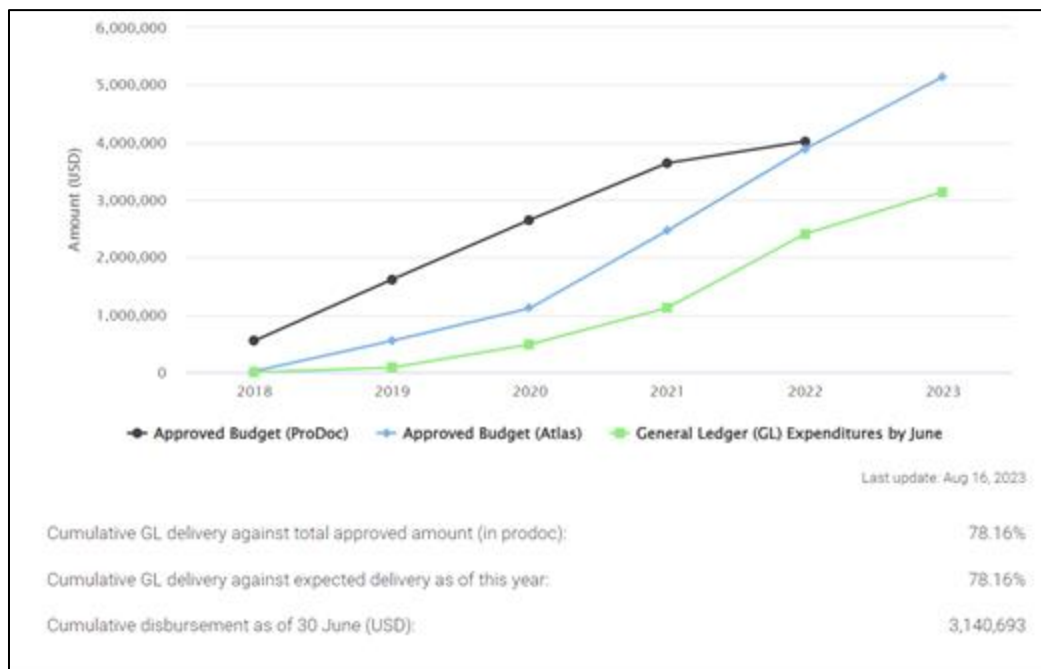


Figure 3: Cumulative disbursements across project life span

The financial data provided in Table 7 below reflects that which was provided to the TE team for evaluation of financial performance, in addition to that provided by the PM. From this the variances were calculated both as an actual value as well as a percentage. From this it can be seen that expenditure of the grant funding was at 94% at time of writing, and co-financing commitments were at an average of just over 100%. Of the latter the UNDP, TRAFFIC, TRACE and USAID Wildlife Asia all exceeded their commitments by an average of 139%; while the government (DNP and NED/RTP) and the IUCN did not manage to meet their commitments by an average of 71%.

A number of spot check reports were provided for evaluation and which show that the standard of financial management by all project partners was found to be acceptable with no findings of significance.

Table 7: Summary of disbursement status as of 15 August 2023

SOURCE	AMOUNT AT ENDORSEMENT STAGE	AMOUNT AT TE STAGE	VARIANCE	
			AMOUNT	PERCENTAGE
GRANT FUNDING				
GEF Trust Fund	4,018,440	3,764,977.34	253,462.66	94%
CO-FINANCING				
UNDP	50,000	79,710.09	(29,710.09)	159%
Government - DNP	14,539,379	10,665,231.50	3,874,147.50	73%
Government – NED/RTP	10,000,000	5,305,960.00	4,694,040.00	53%
IUCN	90,000	78,750.00	11,250.00	88%
TRAFFIC	100,000	189,165.00	(89,165.00)	189%
TRACE	30,000	31,300.00	(1,300.00)	104%
USAID Wildlife Asia	3,000,000	3,055,788.38	(55,788.38)	102%
Total co-financing	27,809,379	19,405,904.97	8,403,474.03	70%
Grand-Total Project Financing	31,827,819	23,170,882.31	8,656,936.69	73%

3.2.4 Monitoring & Evaluation

The M&E plan was not entirely well conceived, practical and sufficient at the point of CEO Endorsement as was shown by the MTR. It did include baseline data and SMART indicators, although the MTR highlighted where this was lacking and management responded well to make the necessary amendments. Baseline conditions, methodology, logistics, budgets, time frames, and roles and responsibilities were well-articulated as per Table 12 of the Project Document.

As there were no budget over-runs in the project, it must be assumed that the M&E budget was sufficient and data on specified indicators, relevant GEF Tracking Tools/Core Indicators were gathered in a systematic manner. It is clear from the annual PIRs submitted that the project was compliant with reporting on progress but the limited number of financial reports provided to the TE team make it difficult to make a judgement re compliance in this regard.

It is clear from the discussion provided in Section 3.2.1 that information provided by the M&E system was used to improve and adapt project performance and that it included proper training for parties responsible for M&E activities to ensure that data will continue to be collected and used after project closure.

The M&E system, as indicated by the outcome indicators in the Project Document, the Results Framework, Annual Work Plans and the PIRs, was not designed to assess the perspectives of women and men involved and affected by the project, or relevant groups' (including women, indigenous peoples, children, elderly, disabled, and poor). Data disaggregation provided incidental measures of outcome indicators in this regard. It also fell short in terms of adequate monitoring of environmental and social risks as identified through the UNDP SESP.

However, it is clear from the extent to which the effectiveness of project implementation improved after midterm, that the project was very responsive to the MTR findings and recommendations and effectively applied adaptive management with the Project Board playing a key role in reviewing and approving strategic changes to AWP.

The findings of the TE team in regard to M&E are captured in the M&E ratings table in Table 8 below.

Table 8: M&E ratings table

MONITORING & EVALUATION (M&E)	RATING
M&E design at entry	MS
M&E Plan Implementation	S
Overall Quality of M&E	S

3.2.5 UNDP implementation/oversight and Implementing Partner execution

Within the context of staff turnover at all levels within the project management hierarchy in the UNDP, compounded by the restrictions brought to bear by the Covid pandemic, all indications are that the UNDP’s support of the IP and the PMU, was adequate and timely. Reflected in this was their ability to be responsive to significant project implementation challenges and to take adaptive management decisions that have led to accelerated delivery of project outputs leading to impactful outcomes. Cross checking of reported achievements has confirmed that annual reports have been realistic and therefore contributed to the effective management of the project.

One aspect related to the above that must be highlighted is the appointment of a PM after the project midterm who had the proven track record to ensure accelerated delivery while being able to further strengthen the collaborative structures necessary to integrate and institutionalise the project and CIWT into project partner and stakeholder agencies and organisations.

As an IP, the DNP has performed equally well by capitalising on the project offerings to strengthen and establish collaborative networks while also working to develop the institutional and human resource capacity within the relevant agencies. The IPs adaptive management skills came to the fore in their final placement of project implementation responsibility with their CITES Division, the movement of financial and procurement management to the UNDP and the appointment of a co-manager from the DNP to work with the PM.

The findings of the TE team in regards to implementation oversight and execution are captured in the ratings table in Table 9 below.

Table 9: Implementation oversight and execution ratings table

UNDP IMPLEMENTATION/OVERSIGHT & IMPLEMENTING PARTNER EXECUTION	RATING
Quality of UNDP Implementation/Oversight	S
Quality of Implementing Partner Execution	S
Overall quality of Implementation/Oversight and Execution	S

3.2.6 Risk Management

The PIF submitted with the CEO Endorsement Letter included a Risk Assessment which identified a total of twelve risks. Seven of these emanated from the SESP and all eleven included appropriate mitigation measures that were carried through to project design. All but one of these risks, rated as low, were rated as moderate; although the risk related to mal-governance and corruption could have been rated as a higher risk. In addition to this the TE team was provided with evidence that two additional risk assessments were carried out in June 2022 and again in June 2023. Both of these were detailed to the

extent that they included mitigation or management measures, time frames and responsibilities. Ratings were not included and it must be assumed that the risks were seen as being equally significant.

3.2.7 Social Environment Standards (SES)

Seven risk were identified through the SESP in the original project design as captured in the GEF-6 Request for Project Endorsement/Approval and one was added in the 2022 PIR in response to the Covid pandemic. In addition to these the 2022 risk assessment identified 27 risks with two of these originally identified in the SESP being included, while the 2023 risk assessment identified 22 risks and included all of those originally identified in the SESP. From this is can be seen that the project was risk sensitive and responsive. The assessment of management responses to SES risks are captured in Table 10 below.

Table 10: Assessment of SES Risk Management

RISK	MANAGEMENT MEASURE	ASSESSMENT OF IMPLEMENTATION
Risk 1: Potential security risk to volunteers that assist wildlife law enforcement agencies through roles such as informants (SESP P1-1, P1-8)	The project will make use of professional law enforcement experts (eg from UNODC) for training the relevant law enforcement agency staff involved in working with community volunteer networks. The trainers will fully explain the risks involved, and counter-measures that may be taken to reduce such risks. Law enforcement agency staff will train volunteer participants from the community before any kind of active service. Participation of community members will be completely voluntary and with full awareness of the risks involved. The project will require project staff to undergo the UN DSS training on security in the field, and will adopt appropriate government operating procedures that exist already for work in south Thailand.	Training of provincial WEN and community volunteers did take place. From field visit to Nongkhai, it was evident that the community volunteers worked closely with the Check Point as informants of suspected cases. For their security purpose, the Check Point did not reveal the source of the information. DNP has a hotline for people to report suspected cases. Participation of the community is completely voluntary. There is no evidence if the project staff has undergone the UN DSS training on security in the field or not.
Risk 2: Human rights may be impacted if Thai law enforcement agencies do not apply the law correctly (SESP P1-1, P1-8, P3-5.2)	The project capacity-building component (Component 2) will be specifically designed to enhance the capacity and understanding of Thai law enforcement agencies to ensure that the law is applied correctly and that human rights are respected during its application.	There is no evidence to show if training for law enforcement agencies on human rights approach did take place but there was also no evidence of the violation of human rights caused by the project staff, although this would need to be verified.
Risk 3: Disruption of illegal wildlife trade trafficking chains may impact local vendors of traditional medicine and bushmeat products. Some vendors are women.	It is likely that such commercial impacts will be transient and the vendors concerned will shift their product range to include other legal produce. Field visits during project preparation also clearly indicated that the local authorities agencies take a sensitive and rather flexible approach to enforcement so as not to cause undue hardship to local vendors (both men and women)	Interview with the 4 check point chiefs reflected that they conducted training for local community members and school children to sensitize them on the needs to stop illegal wildlife trade and asked for their assistance to help conveying messages to their families, friends, etc. This effort focuses on the voluntary demand reduction side of the IWT issues in addition to hard law enforcement measures.
Risk 4: The significant upcoming changes to the WARPA legislation will introduce controls on the possession and trade in numerous non-native CITES-listed species whose	The project will support awareness raising of new laws and the registration process including online registration to make registration easier. Discussions with DNP indicate the Thai government will have a 90 day registration process supported by a major awareness raising effort on the new requirements, similar to that conducted for ivory registration recently. In addition, the project will provide capacity building	No information obtained regarding the WARPA legislation. But if the 90 day registration process is adopted with a major awareness raising effort on the new requirements, this should be easily followed by local traders as the practices are quite similar to the ivory registration which is well grounded already in Thailand.

RISK	MANAGEMENT MEASURE	ASSESSMENT OF IMPLEMENTATION
enforcement may impact the livelihoods of market vendors and exotic pet retailers	to DNP and other key agencies involved in enforcing WARPA legislation. This should help to ensure that enforcement is conducted in a professional and fair manner, reducing potential for error and misconduct. Traders involved in the keeping or possession of species that become restricted or subject to CITES controls under the law will need to register or surrender their specimens. They are likely to shift their trade towards legally permissible species and/or species that do not fall under CITES controls although the transition period may pose financial challenges.	
Risk 5: Project activities may pose a risk to globally threatened species.	The project will support DNP in its efforts towards providing the necessary trained veterinary supervision and facilities for the care of confiscated wildlife, and to push for regulatory and procedural reforms that shorten the period that such confiscated animals have to be held as evidence for prosecutions (e.g. by allowing the use of registered official photographs as evidence).	No evidence has been provided to confirm if the project has been able to manage this risk or if the risk has manifested in problems for confiscated threatened species.
Risk 6: The project's demand reduction and enforcement focus may potentially impinge on cultural traditions associated with the legal domestic ivory trade for Thai elephant ivory.	Recent studies indicate a drastic reduction in sale of ivory in Thailand. The project has been carefully designed to ensure that national and cultural sensitivities for Thai domesticated elephant ivory are respected. Demand reduction efforts will clearly focus on the poaching of African elephants and the laundering of ivory through the regulated domestic market for Thai domesticated elephant ivory. Culturally-sensitive campaigns will be developed. Law enforcement efforts, ivory sampling for forensic DNA testing, and demand reduction will all focus on eliminating African ivory from the Thai domestic ivory market and ensuring that the Thai ivory market is effectively regulated in line with CITES Resolution Conf. 10.10 (CoP17).	The SBCC campaign conducted by TRAFFIC was designed based on a thorough analysis of targeted consumer behavior. The wording and design of the campaigns were not directly presented as opposition to traditional beliefs but rather offering alternative options based on the old value but on the new way of practices towards responsible consumption behavior. For example, the theme of the first campaign is " Mercy is Power " highlighting that success (power) comes from hard working not amulets (from Ivory). The second campaign is " Kind Dining " (based on the original concept of "fine dining") aiming to reduce demand in wildlife consumption among tourist groups, by engaging social influencers as presenters of the ideas.
Risk 7: (Additional) The project may potentially reproduce discriminations against women based on gender	The project's gender mainstreaming plan systematically specifies measures required across each project output to ensure that the interests of women are fully taken into account during project implementation. In addition, the project results framework includes targets for project beneficiaries that specify at least 40% female agency staff, and 50% female community volunteers.	Two gender action plans were developed (for 2021 and 2022) to guide gender mainstreaming efforts in project implementation. A gender strategy paper was developed in 2023 as part of the sustainability efforts in mainstreaming gender into the TH-WEN strategy. Gender equality principle is adopted/ followed by TRAFFIC in its design and implementation of every activity. For example, consumer survey and analysis focused on both women and men, and the findings are gender disaggregated. Wording in the SBCC campaigns are gender-sensitive and carefully crafted.
Risk 8: The Zoonotic (COVID-19) and non- zoonotic viral diseases impacts project implementation	The project will support and develop the various virtual platforms which need to mobilize and agreed to use among the local government and implementing partners. M&E's way to measure the indicator need to be revised based on the different platforms changed.	Some of the planned training courses were conducted virtually with lower level of effectiveness and interest of participants, particularly community members who are not used to learning/meeting via virtual platforms.

3.3 Project Results and Impacts

Findings in regards to project results and impacts are presented here in response to key questions from the Evaluation Matrix.

3.3.1 Effectiveness and Results

This section serves to answer the question “To what extent have the expected outcomes and objectives of the project been achieved?”

Has the project been effective in achieving the stated outcomes and objectives?

Satisfactory – the PIR for 2023 shows that out of 13 EOP indicator targets, the project has achieved 11 of them and 2 are partially achieved; i.e. 1.3: Increase in government funding towards wildlife law enforcement and 2.3: accreditation of the Wildlife Forensic Laboratory.

What are the remaining gaps in achieving the project outcomes and objective, both immediate and longer term?

While the project design could be considered relatively comprehensive and therefore without gaps; failure to address budget shortfalls/inadequate government financial support (see the recommendations of the TSA Study), and the retention of institutional memory in the officials that received training and capacity building; may be seen as gaps and risks to project sustainability. This was also identified as a risk in the 2023 Risk Assessment. Additional work is also required to elevate the significance and severity of wildlife crime so that it will enjoy the same level of priority as human and drug trafficking for example. While a high level of project ownership has been achieved, this needs to be elevated to the highest possible levels to ensure that political will is obtained and sustained. Many stakeholders who were interviewed expressed this sentiment.

What are the reasons for success in reaching/ exceeding EOP targets?

The targets that were reached and/or exceeded were as a result of the role the project played in facilitating greater networking and collaboration at both the national and provincial levels and the drawing in of key role-players. The fact that an additional two demonstration sites were established with four MoUs signed by the Provincial Governors, illustrates this. The project also succeeded in drawing in a number of key partners who contributed co-funding and supported implementation, such as TRACE, TRAFFIC and WWF. Through this process many officials from numerous government agencies involved with CIWT were trained and exposed to capacity building exercises and agency capacity was also bolstered through the purchase of equipment.

What are the reasons/ challenges for not meeting the targets?

In addition to the difficulties imposed by the Covid pandemic the project was slow to start as it was moved from one division with the DNP to another and back again, i.e. from the CITES office to the Wildlife Conservation Office and back to the CITES office. There were also difficulties experienced with the financial and procurement management as the policies of the UNDP were applied and then those of the DNP and vice versa until an efficient system could be agreed on. Staff turnover at every level and within all the concerned agencies, including the UNDP meant that it was difficult to generate and maintain implementation momentum.

How can achievements be sustained and reinforced?

- a) the findings of the TSA study on the significant impact of the IWT needs to be more clearly communicated to high level decision-makers to ensure that the same priority is given to combatting IWT crimes as is to drug and human trafficking;
- b) together with this needs to come at least a doubling of the financial resources provided by government to its relevant agencies so that they have the financial capacity to sustain the project gains (see the TSA Study);
- c) the frequency of staff turnover needs to be substantially reduced in order to ensure that officials engaged with all aspects of combatting IWT are provided with a career path that allows application of skills gained from the project and a meaningful investment of human capacity development into the future; and
- d) the collaborative structures supported and established through this project need to be further institutionalised so as to survive beyond the life of specific champions.

3.3.2 Relevance

The discussion under Section 3.1 on the Project Design is relevant here as well and it shows that there is a high level of relevance for the project, at both the national and the international levels.

3.3.3 Efficiency

3.3.3.1 Execution efficiency

To some extent this aspect has already been addressed in the discussion under Section 3.2.5. However, additional findings are provided here according to the questions asked in the Evaluation Matrix.

Have the project log frame and work plans been used as management tools during implementation?

Satisfactory – there is continuity between the Project Document and its Project Results framework across to the AWP and the PIRs. However, the focus on the four target species was lost with only statistics being disaggregated into the four with no specific planning and implementation to address the issues pertaining to each. Achievements related to these species are therefore incidental and achievements may have been more impressive if this species focus was excluded from the project.

Has the project been implemented within deadlines and costs estimates?

Satisfactory – the project is within budget and time frames despite a slow start and difficulties with staff turnover. Accelerated delivery in the second half of the project managed to achieve much and had this level of implementation being present from the start; the project would have been significantly more effective.

Was adaptive management used to ensure efficient resource use and timely implementation?

Highly satisfactory – the changes that were made in terms of the recruitment of officials with relevant expertise given the responsibility for driving the project, as well as those related to the financial and procurement management illustrate good adaptive management. The assignment of a co-manager from the DNP to work with the PM was a good adaptive strategy to ensure the alignment of project interventions with government systems.

Was internal and external communication with project and national stakeholders regular and effective?

Highly satisfactory – this comes through as one of the projects greatest achievements and this through the collaborative processes that it initiated and facilitated, as well as the demand reduction work which required the use of innovative communication campaigns. Stakeholder interviews confirmed this as

regular communications between them and the project ensured that management issues were constructively addressed.

3.3.3.2 Implementation Efficiency

Were the project resources focused on the set of activities that were expected to produce significant results?

Satisfactory – there is no evidence that project implementation went outside of the original design and it is clear from the AWP and PIRs that project resources were focussed on the activities that would achieve the set targets. From a project design perspective though, the only aspect that was lacking was a clear link between the project title and the scope of work that was planned and implemented, i.e. the focus on the four target species was lacking. The fault here is more likely in the design than in the implementation and subsequent efforts with regards to combating the IWT in Thailand. The project partners would need to reflect on why this has been the case and if it is necessary to retain the species focus, or to rather work to combat the IWT in general.

To what extent were partnerships/linkages between concerned institutions/organizations supported?

Highly satisfactory – all indications are that this is a strength of the project in that while the TH WEN did exist, the project inputs helped to strengthen it substantially with additional and relevant agencies joining the structure as well as the establishment of a number of sub-committees and task forces. Additional WEN structures were established at the provincial level.

3.3.3.3 Financial Management and Cost-effectiveness

This aspect has been discussed under Section 3.2.3 but the information provided here adds to the findings already presented.

Were financial controls, allowing transparent decision-making and timely flow of funds, well established?

Satisfactory - AWP included budgets for all activities so that decision making included both implementation aspects as well as financial aspects which were placed before the Project Board for review and approval. External audits of both project partners and IP revealed not major issues impacting on financial management decision-making transparency and/or the timely flow of funds; although there was a disbursement lag in the first half of the project.

Were financial resources utilized efficiently?

Satisfactory – despite the lag in disbursements in the first half of the project, accelerated implementation in the second half ensured that the disbursement rate also increased to the point that almost 100% of the grant has been disbursed. Given the achievements of the project, despite its challenges, it is clear that both the grant and the co-funding were applied efficiently.

Could financial resources have been utilized more efficiently?

Moderately satisfactory – financial resources have been invested in the building of human capacity and the skills base of relevant officials who may lack a clear career path and may be transferred to positions that are not related to IWT work in the short-term. Staff turnover, without rigorous handover, may negate positive gains and therefore impacts on cost effectiveness.

Have there been any well-justified budget revisions, based on evidence from reporting?

It is not apparent from reporting that budgets were specifically revised although the AWP's show revisions of activities with associated budgets.

What co-financing has been mobilised since inception, and what (if any) additional funds have been leveraged?

It is not possible to report on this aspect of the project's finances as no co-financing data and information were provided to the TE team.

Was the project responsive to the MTE recommendations?

This aspect has been well addressed under section 3.2.1 where it can be seen that the project's responsiveness to the MTR recommendations was satisfactory.

Are there best practices of implementation or in delivering results?

Yes, the project has succeeded in producing several best practices that have been well documented and have already, or will be shared nationally within the TH WEN and Provincial WENs; and internationally within the network of the GEF GWP. The following are a list of those best practices in brief:

- Demand Reduction Guideline.
- Collaboration structures and mechanisms at national and provincial levels through the TH WEN and Provincial WENs, including transboundary linkages.
- Increase in severity of penalties for IWT criminals.
- A "Chain of Custody" handbook to instruct forensic laboratory workers in how to maintain the integrity of the chain of custody and how to identify species from evidence and the upgrading of the forensic lab.
- Wildlife Crime Intelligence Platform – the Intelligence-led model of cross-agencies' joint operation.
- Upgrading Wildlife Check Points.
- Small Grant mechanism in enhancing community's surveillance in CIWT.
- Data Visualization - Advocacy tool in mobilizing Sustainable Finance.
- Transboundary engagement in combatting Illegal Wildlife Trade.
- ICCWC indicator Assessment process.

3.3.4 Overall Project Outcome

On the basis of the discussions and findings reflected in Section 3.3.1 to 3.3.3 the overall project outcome has been rated as satisfactory with specific and overall ratings shown in Table 11 below.

Table 11: Assessment of Outcomes rating table

ASSESSMENT OF OUTCOMES	RATING
Relevance	HS
Effectiveness	S
Efficiency	S
Overall Project Outcome Rating	S

3.3.5 Sustainability

The following are a series of questions from the Evaluation Matrix that were designed to assess this aspect and answer the question "To what extent are there financial, institutional, socio-political, and /or environmental risks to sustaining long-term project results?"

3.3.5.1 Design for Sustainability

Were interventions designed to have sustainable results given the identifiable risks?

Moderately Likely – while interventions were designed to have sustainable results, it was beyond the project’s scope of influence to ensure that investments into human and institutional capacity development would be sustained through staff retention and long-term career paths. Given the civil service policy to move officials relatively frequently, it is possible that gains made in regards to capacity development may be lost, unless there is meaningful hand-over with any staff movements and consistent implementation of a capacity building strategy/policy. This will also impact on the effectiveness of the collaboration structures and mechanisms that have been established in that their institutionalization depends significantly on the retention of staff well versed in the objectives and functioning of these structures. Further to this the target for increased budgets has not been in line with the TSA Study recommendations and more effort could have been put in to elevate the profile of IWT with high ranking decision-makers and this will need to be done by the project partners after project closure in order to secure a greater measure of sustainability.

Did the project’s communication strategy enhance the chances for sustainability?

The AWP and PIRs indicate a substantial effort in regards to communication across all stakeholders and through a variety of media and the communication strategy completed in February 2023 advocates for a similar approach to be continued.

3.3.5.2 Issues at implementation and corrective measures

Did the project adequately address sustainability issues during its implementation?

Moderately Likely - with many of the project interventions being aimed at enhancing collaboration and co-operation between relevant government agencies, as evident through the TH WEN and Provincial WENs and related substructures, it is possible that project partners will continue to sustain and use these structures and mechanisms to ensure greater efficiency and effectiveness in CIWT. Unfortunately insufficient budget allocations and the potential loss of institutional memory due to staff turn-over impacts on this positive aspect and therefore the sustainability rating of Moderately Likely is relevant.

What issues emerged during implementation as a threat to sustainability?

The threats to sustainability have been addressed under 4.3.5.1 above and primarily address the need for institutional stability and increased budget allocations. It could be argued that the targets set for increased budget allocations were too ambitious, but the TSA study¹⁰ recommended a doubling of budget allocations. Therefore, in hind-sight, targets were not high enough and achievements in this regard have been inadequate to provide confidence in sustainability at a level that will adequately address the threats of IWT.

What were the corrective measures that were adopted?

Corrective measures were focused on the successful completion of all project components and their outcomes as evident in the Project Risk Analysis for 2022 and 2023.

¹⁰ Bann, C. & Nabangchang-Srisawalak, O. (2021). Combating Illegal Wildlife Trade, with a focus on Ivory, Rhino Horn, Tiger and Pangolin in Thailand: Targeted Scenario Analysis (TSA) on illegal wildlife trade in Thailand. Report compiled for GEF Project ID: 9527, UNDP Project ID: 5619.

3.3.5.3 Sustainability strategy

A seven page Exit Strategy was provided to the TE team for review on 26 September 2023. The document includes a brief description of the project, a section on the lessons learned which essentially covers the key outputs, and some good recommendations as to how the project gains can be taken forward.

Although this document is to be presented to the relevant project leadership structures¹¹, it is not clear as to whether this is a work in progress or not, but at this point it is inadequate as an Exit Strategy for the following reasons:

- the recommendations do not include indications of who should be responsible for their implementation, what resources will be required and what time frames are to be applied; and
- given the 18 month budget process of the civil service, the strategy should have been compiled to allow time to accommodate this and prevent a possible and/or partial implementation vacuum after project closure.

Have the heirs to the project been identified and are they willing and able to carry the project forward?

Yes the heirs to the project have been identified and are fully engaged through the TH WEN and Provincial WENs, as well as the sub-committees and task forces under these structures. The TE team were informed that Thailand will be working with IUCN on a new project on IWT, which illustrates a commitment to focus on the IWT and to encourage the learnings from this project to be shared adequately and to contribute to sustaining the gains.

Are there any environmental risks that can undermine the future flow of project impacts and Global Environmental Benefits?

No, there are no environmental risks but there are risks to future CIWT projects and work as follows:

- The significance of the social, economic and biodiversity threats of the IWT are not yet fully comprehended by high level decision-makers who perceive other trafficking crimes to be of a greater priority, i.e. drug and human trafficking. Consequently inadequate budget allocations are granted to relevant agencies.
- The lack of long-term career paths for civil servants and rapid staff turnover means that there is a lack of continuity and retention of critical skills and expertise needed to ensure that enforcement and related agencies have the capacity to increase their impact of the IWT.
- Criminals involved in the IWT are becoming more and more sophisticated in their use of technology, e.g. the internet, and agencies responsible for CIWT have to develop approaches that are in step with or ahead of the criminals.
- The value of some IWT products has increased to the extent that it competes with other valuable contraband thus making the risks for the criminals less of a deterrent.

¹¹ The Project Director (DNP Director of CITES Division) via the CITES Office meeting; The National Committee of Thailand Wildlife Enforcement Network (National TH WEN) chaired by the Permanent Secretary of MONRE and comprising representatives of DNP relevant offices, Environment Crime Police, Customs Department, Attorney General, Post offices, Anti-Money Laundering, Fisheries Department, Forest Department, and other relevant agencies; and The IWT GEF 6 project Board chaired by the DNP Director General, of which members are from 20+ relevant agencies appointed from the beginning of the project.

3.3.5.4 Sustainability Rating

On the basis of the findings discussed under Section 3.3.5 the sustainability rating for the project is found to be moderately likely as captured per sustainability criteria in Table 12 below.

Table 12: Sustainability rating table

SUSTAINABILITY CRITERIA	RATING
Financial resources	MU
Socio-political	L
Institutional framework and governance	ML
Environmental	ML
Overall Likelihood of Sustainability	ML

3.3.6 Country Ownership

It is evident that through this project the TH WEN has been strengthened through the inclusion of other relevant government agencies into the structure and commitment from MONRE to guide and direct it into the future through its Permanent Secretary as the Chair. The establishment of Law Enforcement Operations and Communications Technical Working Groups, Operational Task Forces of Wild Hawk and Operation Tiger, and a Demand Reduction Steering Group under the TH WEN are all indicative of this achievement. In addition to this is the establishment of Provincial WENs at four demonstration sites which have been endorsed by the relevant Governors and which have MoUs with Community Networks and local governments to facilitate improved IWT combating and enforcement. All of the latter speaks to strong country ownership.

3.3.7 Gender equality and women's empowerment

Although Component 4 of the project included 'Gender Mainstreaming' together with M&E and Knowledge Management, it was not carried through into the rest of the project design within that Component. Together with this limitation, the Project's Gender Strategy was only completed in June 2023 and therefore had very little time to influence project planning and activities towards advancing gender equality and women's empowerment. In addition to this, the AWP's for 2022 and 2023 paid scant attention to this aspect with reference only to the Gender Equality Strategy. However, the context that was clearly brought forward through the stakeholder interviews was that gender discrimination is not prevalent in Thailand. This was borne out in the gender disaggregation of the stakeholders interviewed in that the interviewee composition was 16 male and 10 female with many of the latter being senior officials.

Gender related outcomes from project interventions as reported in the 2023 PIR do paint a positive picture as follows:

- Project objective indicator 0.2: Number of direct project beneficiaries:
 - Total 1,080 Government officials (433 female = 40.09%); and
 - Total 730 Community beneficiaries (379 female = 54%).

Note that these figures exceed the EOP targets of 800 government officials (40% female) and 100 community beneficiaries (50% female).

From the above it can be seen that the project was Moderately Satisfactory in terms of achieving gender equality and women's empowerment outcomes, all-be-it incidentally to project design and planning shortfalls. It can therefore not be said that any achievements in this regards have helped to advance

project outcomes; although given the context described above, these incidental gains may be long-term in nature.

The one risk that was identified in relation to gender equality and women's empowerment was that increased enforcement efforts in the front lines of CIWT could result in discrimination on the basis of women being perceived as inappropriate for dangerous work. If the equal opportunities policy, that is purported to characterise the Thai civil service, is maintained; then this risk may be mitigated in the long-term, with more systematic and strategic enablers within the organisational structure and culture (currently women account for only 23.9 % of high-ranking civil servants).

In light of the above findings and using the Gender Results Effectiveness Scale (GRES), the project is found to have been 'Gender Targeted' on the basis of the incidental outcomes. Additionally there is evidence that some gender mainstreaming action planning was carried out after mid-term, although these were not linked to the M&E system and it is not clear if the gender targets achieved were intentional as per the action plans, or happened incidentally. Given the equal opportunities context discussed above and the latter consideration, this finding may be considered acceptable.

3.3.8 Progress to Impact

According to the 2020 Guidelines for Conducting Terminal Evaluations of UNDP-Supported, GEF-Financed Projects, there are four aspects that need to be evaluated in regards to 'Progress to Impact', namely:

- Environmental stress reduction;
- Environmental status change;
- Contributions to changes in policy/legal/regulatory frameworks, including observed changes in capacities; and
- Contributions to changes in socio-economic status.

Of these aspects the 2nd is marginally relevant as there is a remote chance that should CIWT in Thailand become increasingly successful, it could have a positive impact on the populations of threatened species in the source countries. However, it cannot be said for this project; firstly because the project design to not measure this and there is no evidence, and secondly because the prevalence of the IWT goes way beyond the borders of Thailand and it is only through massive transboundary collaboration that such an impact could be achieved.

Otherwise, the 3rd aspect is definitely relevant to the impact of this project in that interviewees pointed out that the project has impacted in the judiciary's perception of the significance of IWT as borne out in the increase in the penalties, both fines and jail terms, associated with successful prosecutions. Also the increase in the scores derived from the Capacity Development Score Card between 2017 and 2022, i.e. an increase of just more than 20% as reported in the 2023 PIR.

4 Conclusion

On the basis of the findings reported on and discussed in Section 3 the project is judged to have a **Satisfactory** rating in terms of the overall project result and a **Moderately Likely** rating in terms of the overall likelihood of sustainability. A summary of the ratings applied to the findings is provided in Table 13 below.

Table 13: Summary of the evaluation ratings according to the TE findings

EVALUATION RATINGS:			
1. Monitoring and Evaluation	Rating	2. Implementation & Execution	Rating
M&E Design at Entry	MS	Quality of UNDP Implementation	S
M&E Plan Implementation	S	Quality of Execution - Executing Agency	S
Overall Quality of M&E	S	Overall Quality of Implementation/Execution	S
3. Assessment of Outcomes	Rating	4. Sustainability	Rating
Relevance	HS	Financial Resources	MU
Effectiveness	S	Socio-political	L
Efficiency	S	Institutional Framework and Governance	ML
Overall Project Outcome Rating	S	Environmental	ML
		Overall Likelihood of Sustainability	ML
Overall Project Results	Rating		
	S		

5 Recommendations

Recommendations made here and included in Table 14 below are on the basis of the short-comings recorded in the findings as lessons learned and with a view to improving the design and implementation of future donor-funded projects focusing in CIWT, as well as the on-going efforts of the UNDP and the DNP and its partners. As this project is due for closure in a month and a half after submission of this report, none of the recommendations have bearing on current implementation and they are not categorised as per the recommended format in the GEF UNDP TE guidelines.

Table 14: Recommendations Table

RECOMMENDATIONS TABLE		
TE Recommendation	Entity Responsible	Time frame
Recommendation #1: In recognition of the fact that Thailand is primarily a transit country for the IWT, its contribution to combatting the trade should not have a species focus, but rather a broad focus on addressing the transit issues. What this project has achieved in regards to building this capacity through enhanced collaborative structures and mechanisms, increased human capacity through training and exposure, the supply of strategically important equipment and efforts in demand reduction; needs to be replicated and upscaled.	UNDP/GEF	During future project formulation process
Recommendation# 2: The project document should be supported by its Gender Action Plan with gender specific indicators and target, to guide systematic mainstreaming of gender equality throughout project implementation.	UNDP/GEF	During future project formation process
Recommendation #3: Future projects of this nature cannot afford to lose time after initiation and need to be securely positioned within the IP to avoid internal changes that will cause a loss of continuity and institutional memory. The same is true for the project management capacity within the UNDP so that the appropriate PMU is established immediately after the project has started and is maintained throughout the life of the project.	IP/UNDP	Prior to future project commencement
Recommendation #4: Ensure that the most efficient financial and procurement arrangements are identified and secured upfront so as to ensure implementation efficiency and the fulfilment of financial and procurement management requirements imposed by the donor/s.	IP/UNDP	At the beginning of project implementation
Recommendation #5: Obtain commitment from the IP and promote the need for institutional and capacity development investments to be secured through long-term career paths for officials to ensure the sustainability of project interventions, and where this is not possible, ensure robust hand-over procedures are in place to carry over institutional memory and ensure continuity of effort.	IP	During future project implementation
Recommendation #6: Ensure the integration of curriculum, handbooks, learning materials, media and best practice that the project has developed, promoted and/or implemented into existing DNP capacity building mechanisms, either as pre-service and/or in-service training programs, by HR or training divisions.	IP	During future project implementation
Recommendation #7: More effort is needed to secure sufficient financial resources from government in line with recommendations made in the TSA study, i.e. doubling of budgets, through better informed budgeting processes from the bottom – up, and greater support and understanding	IP	Before project closure (as part of exit plan)

for the requested budgets from the top – down.		
<p>Recommendation #8: More sustained efforts are needed in relation to demand reduction initiatives, i.e. annual monitoring of perceptions, as well as new and innovative campaigns. The design of the Social and Behavioral Change Communication model is based on the thorough analysis and understanding of targeted consumers and their behaviors and is therefore different from broadly designed awareness raising campaigns. The DNP needs to have a clear plan to adopt SBCC into its demand reduction policy and plan and to build the capacity of its staff accordingly. DNP staff from the CITES division have been engaged in the design and implementation of the two campaigns by TRAFFIC, but they should be further trained to conduct these by themselves, by using the Guidance on IWT Demand Reduction for CITES committee which TRAFFIC prepared for the GEF GWP and which incorporates examples from IWT.</p>	IP	After project closure
<p>Recommendation #9: The forensic laboratory needs to adopt the quality management system that has been designed to be compliant with the Society for Wildlife Forensic Sciences’ Standards and Guidelines (SWFS S&Gs) and ensure that any changes they make to it are compliant with the SWFS S&Gs. This is essential to complete the accreditation process that has been supported by TRACE.</p>	IP	After project closure

Annex 1: Terminal Evaluation Terms of Reference

Combatting Illegal Wildlife Trade, focusing on Ivory, Rhino Horn, Tiger and Pangolins in Thailand Project (Project ID no. 00093576)

BACKGROUND

1. Introduction

In accordance with UNDP and GEF M&E policies and procedures, all full- and medium-sized UNDP-supported GEF-financed projects are required to undergo a Terminal Evaluation (TE) at the end of the project. This Terms of Reference (ToR) sets out the expectations for the TE of the full-sized project titled “Combatting Illegal Wildlife Trade, focusing on Ivory, Rhino Horn, Tiger and Pangolins in Thailand” (PIMS #5619) implemented through the Department of National Parks, Wildlife and Plant Conservation. project started on November 19th, 2018, and is in its final year of implementation. The TE process must follow the guidance outlined in the document ‘Guidance For Conducting Terminal Evaluations of UNDP-Supported, GEF-Financed Projects’ ([here](#)).

2. Project Description

UNDP Thailand Country Office is looking for a national consultant who will work together with an international consultant in conducting the Terminal Evaluation (thereafter referred to as the “Evaluation Team”).

This is the Terms of Reference for the UNDP-GEF Terminal Evaluation (TE) of the full-sized project titled “Combatting Illegal Wildlife Trade, focusing on Ivory, Rhino Horn, Tiger and Pangolins in Thailand” (PIMS# 5619) implemented through the Department of National Parks, Wildlife and Plant Conservation, which is to be undertaken in 2023. The project started on November 19th, 2018, and is in its final year of implementation.

The Project Objective is to reduce the trafficking of wildlife (focusing on elephant ivory, rhinoceros horn, tiger and pangolins) in Thailand through enhanced enforcement capacity and collaboration and targeted behavior change campaigns. To achieve this objective, the project will utilize four strategies or Project Components as follows:

Component 1: Improved Cooperation, Coordination and Information Exchange. This will strengthen the collaboration mechanism and provide a platform for exchange of information among the responsible agencies for illegal wildlife trade (IWT) law enforcement.

Component 2: Enhanced Enforcement and Prosecution Capacity. This will increase the coherence and capacity of law enforcement agencies to address and deter illegal trafficking of wildlife (focusing on elephant ivory, rhinoceros horn, tigers and pangolins) through strengthening the cross-sectoral enforcement and prosecution framework.

Component 3: Reduced demand for illegal wildlife products and targeted awareness actions to support law enforcement. The project will work with partners to learn from existing efforts and achieve cumulative impact through a Steering Group and the Community of Practice on Demand Reduction.

Since 2020, the prolonged strict COVID-19 crisis response has significantly impacted the project implementation. Activities at the project locations have been postponed and implementing partner was in difficulty to proceed a procurement, training, workshop, networking of activities.

3. TE Purpose

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

The evaluation must provide evidence-based information that is credible, reliable and useful. The evaluator is expected to follow a participatory and consultative approach ensuring close engagement with government counterparts, in particular the GEF operational focal point, UNDP Country Office, GEF project team, UNDP GEF Technical Advisor, key stakeholders and partners.

Evaluation Terminal will conduct an evaluation for program implementation from November 2018 till April 2023. The evaluation will mainly focus on assessing the relevance, effectiveness, efficiency, results, impact, coordination and sustainability of GEF project efforts and will be applied to all two components of the project. The following are guiding questions within the framework of the evaluation criteria (to be reviewed/elaborated in the evaluation inception report).

Relevance

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

Effectiveness & Results

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

Efficiency

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

Coordination

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

Sustainability

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

- Is the capacity in place at the regional, national and local levels adequate to ensure sustainability of the results achieved to date?
- Is there potential to scale up or replicate project activities?
- Did the project's Exit Strategy actively promote replication?
- Which areas/arrangements under the project show the strongest potential for lasting long-term results?
- What are the key challenges and obstacles to the sustainability of results of the project initiatives that must be directly and quickly addressed?

Gender equality and women's empowerment

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

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

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

DUTIES AND RESPONSIBILITIES

4. TE Approach & Methodology

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

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

The TE team is expected to follow is expected to follow a collaborative and participatory approach¹ ensuring close engagement with the Project Team, government counterparts (the GEF Operational Focal Point), the UNDP Country Office(s), the Nature, Climate and Energy (NCE) Regional Technical Advisor, direct beneficiaries, and other key stakeholders.

Engagement of stakeholders is vital to a successful TE. Stakeholder involvement should include interviews with stakeholders who have project responsibilities, including but not limited to Department of National Parks, Wildlife and Plant Conservation (DNP), Ministry of Natural Resources and Environment (MoNRE); executing agencies, senior officials and task team/ component leaders, key experts and

consultants in the subject area, Project Board, project stakeholders, academia, local government and CSOs, etc. Additionally, the TE team is expected to conduct field missions to the project's demonstration sites in Nong Khai, Songkla, Chiang Rai and Trad Provinces. Compulsory visits are the original demonstration sites in Nong Khai and Songkla.

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

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

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

If the COVID-19 pandemic travel restrictions are activated, then the TE mission for the national consultant may not be possible due to the Covid-19 situation in the country. For this, the TE might be conducted using questionnaires, and virtual interviews, but the TE consultant should be able to revise the approach in consultation with the evaluation manager and the key stakeholders. These changes in approach should be agreed and reflected clearly in the TE Inception Report. If all or part of the TE is to be carried out virtually then consideration should be taken for stakeholder availability, ability or willingness to be interviewed remotely. In addition, their accessibility to the internet/computer may be an issue as many government and national counterparts may be working from home. These limitations must be reflected in the final TE report.

Interviews will be held with the following organizations i.e. Department of National Parks, Wildlife and Plant Conservation (DNP), TRAFFIC, WCS, Thailand WEN (Wildlife Enforcement Network) at the minimum.

5. Detailed Scope of the TE

The TE will assess project performance against expectations set out in the project's Logical Framework/Results Framework (see TOR Annex A). The TE will assess results according to the criteria outlined in the [Guidance for TEs of UNDP-supported GEF-financed Projects](#)

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

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

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

Findings

i. Project Design/Formulation

- National priorities and country-driven-ness.
- Theory of Change
- Gender equality and women's empowerment

- Social and Environmental Safeguards
 - Analysis of Results Framework: project logic and strategy, indicators
 - Assumptions and Risks
 - Lessons from other relevant projects (e.g., same focal area) incorporated into project design.
 - Planned stakeholder participation.
 - Linkages between project and other interventions within the sector
 - Management arrangements
- ii. Project Implementation
- Adaptive management (changes to the project design and project outputs during implementation)
 - Actual stakeholder participation and partnership arrangements
 - Project Finance and Co-finance
 - Monitoring & Evaluation: design at entry (*), implementation (*), and overall assessment of M&E (*)
 - Implementing Agency (UNDP) (*) and Executing Agency (*), overall project oversight/implementation and execution (*)
 - Risk Management, including Social and Environmental Standards
- iii. Project Results
- Assess the achievement of outcomes against indicators by reporting on the level of progress for each objective and outcome indicator at the time of the TE and noting final achievements.
 - Relevance (*), Effectiveness (*), Efficiency (*) and overall project outcome (*)
 - Sustainability: financial (*), socio-political (*), institutional framework and governance (*), environmental (*), overall likelihood of sustainability (*)
 - Country ownership
 - Gender equality and women's empowerment
 - Cross-cutting issues (poverty alleviation, improved governance, climate change mitigation and adaptation, disaster prevention and recovery, human rights, capacity development, South-South cooperation, knowledge management, volunteerism, etc., as relevant)
 - GEF Additionality
 - Catalytic Role / Replication Effect
 - Progress to impact
- iv. Main Findings, Conclusions, Recommendations and Lessons Learned
- The TE team will include a summary of the main findings of the TE report. Findings should be presented as statements of fact that are based on analysis of the data.
 - The section on conclusions will be written in light of the findings. Conclusions should be comprehensive and balanced statements that are well substantiated by evidence and logically connected to the TE findings. They should highlight the strengths, weaknesses and results of the project, respond to key evaluation questions and provide insights into the identification of and/or solutions to important problems or issues pertinent to project beneficiaries, UNDP and the GEF, including issues in relation to gender equality and women's empowerment.
 - Recommendations should provide concrete, practical, feasible and targeted recommendations directed to the intended users of the evaluation about what actions to take and decisions to make.

The recommendations should be specifically supported by the evidence and linked to the findings and conclusions around key questions addressed by the evaluation.

- The TE report should also include lessons that can be taken from the evaluation, including best and worst practices in addressing issues relating to relevance, performance and success that can provide knowledge gained from the particular circumstance (programmatic and evaluation methods used, partnerships, financial leveraging, etc.) that are applicable to other GEF and UNDP interventions. When possible, the TE team should include examples of good practices in project design and implementation.
- It is important for the conclusions, recommendations and lessons learned of the TE report to include results related to gender equality and empowerment of women.

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

6. Expected Outputs and Deliverables

The national consultant will provide inputs and support the International Consultant/Team lead throughout the TE process. The National Consultant will perform the following tasks:

- Provide inputs to the TE Inception Report;
- Join TE mission and meetings;
- Perform translation/ interpretation where necessary in support of the TE;
- Contribute to the design of the evaluation methodology;
- Draft specific parts of the evaluation report to be agreed upon with the international TE team leader
- and make inputs to other sections of the report in coordination with the TE team leader;
- ▪ Assist TE Team Leader in finalizing the evaluation report , including incorporating suggestions, addressing comments received on drafts related to his/her assigned sections.

The TE national consultant shall work with TE team leader and submit:

- TE Inception Report: Approximate due date: **16 June 2023**
- Presentation: TE team presents initial findings to project management and the Commissioning Unit at the end of the TE mission. Approximate due date: **5 July 2023**
- Draft TE Report: TE team submits full draft report with annexes *within 2 weeks* of the end of the TE mission. Approximate due date: **20 July 2023**
- Final TE Report* and Audit Trail: Approximate due date: **25 July 2023**.

*The final TE report must be in English. If applicable, the Commissioning Unit may choose to arrange for a translation of the report into a language more widely shared by national stakeholders. All final TE reports will be quality assessed by the UNDP Independent Evaluation Office (IEO). Details of the IEO's quality assessment of decentralized evaluations can be found in Section 6 of the UNDP Evaluation Guidelines.¹²

7. TE Arrangements

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

¹² Access: <http://web.undp.org/evaluation/guideline/section-6.shtml>

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

8. Duration of the Work

The total duration of the TE will be approximately *30 working days* over a time period of 8 weeks starting from 3 June 2023 and shall not exceed three months from when the TE team is hired. The tentative TE timeframe is as follows:

Detail of work	Working days	Due Date (2023)
· Application closes		12-May
· Selection of TE Team		19-May
· Prep the TE team (handover of project documents)		13-Jun
· Document review and preparing TE Inception Report	3	
· Finalization and Validation of TE Inception Report- latest start of TE mission		16-Jun
· TE mission: stakeholder meetings, interviews, field visits	12	25-Jun
· Mission wrap-up meeting & presentation of initial findings- earliest end of TE mission	3	5-July
· Preparation of draft TE report	7	15-July
· Circulation of draft TE report for comments		16-July
· Incorporation of comments on draft TE report into Audit Trail & finalization of TE report	2	20-July
· Preparation & Issue of Management Response	2	22-July
· Expected date of full TE completion		25 July
Total working days	30	

The expected date start date of contract is *9 June 2023*.

9. Duty Station

Home-Based with field mission to the project sites in Thailand

Travel:

- Domestic travel will be required to *Thailand* during the TE mission;
- The BSAFE course must be successfully completed prior to commencement of travel;
- Individual Consultants are responsible for ensuring they have vaccinations/inoculations when travelling to certain countries, as designated by the UN Medical Director.

- Consultants are required to comply with the UN security directives set forth under: <https://dss.un.org/dssweb/>
- All related travel expenses will be covered and will be reimbursed as per UNOPS rules and regulations upon submission of TA and TE claim forms and supporting documents.

REQUIRED SKILLS AND EXPERIENCE

10. TE Team Composition and Required Qualifications

A team of two independent evaluators will conduct the TE:

One team leader (International consultant with experience and exposure to projects and evaluations in other regions) and **one National Terminal Evaluation (TE) Consultant**. The team leader will be responsible for the overall design and writing of the TE report. The National Terminal Evaluation will assess emerging trends with respect to regulatory frameworks, budget allocations, capacity building, work with the Project Team in developing the TE itinerary, etc.)

An independent evaluator with experience and exposure to projects and evaluations in the country will conduct the TE. The TE consultant will be responsible for the overall design and writing of the TE report. In addition, he/she will assess emerging trends with respect to regulatory frameworks, budget allocations, capacity building, develop communication with stakeholders who will be interviewed, and work with the Project Team in developing the TE workplan.

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

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

Education

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

Experience

- Relevant experience with results-based management evaluation methodologies;
- Experience applying SMART indicators and reconstructing or validating baseline scenarios;
- Competence in adaptive management, as applied to biodiversity, and land degradation;
- Experience in evaluating projects; experience working in Asia or Thailand is a plus;
- Experience in evaluation at least *3-5 years*;
- Demonstrated understanding of issues related to gender and biodiversity, and land degradation; experience in gender responsive evaluation and analysis;
- Fluent communication skills;
- Demonstrable analytical skills;
- Experience with UNDP evaluation; experience with GEF Evaluations Programme will be considered an asset.
- Project evaluation/review experience in illegal wildlife trade will be considered an asset;

Language

Fluency in written and spoken both English and Thai.

Technical Criteria for Evaluation

Evaluation criteria		Maximum points
No. 1	Master's degree in environmental and natural resources management, sustainable development, and community-based development or other closely related fields <ul style="list-style-type: none"> • Master's Degree in a relevant field, environmental and natural resources management, sustainable development, and community-based development- 10 Points • Bachelor's Degree in a relevant field, environmental and natural resources management, sustainable development, and community-based development-6 Points 	10 Points
No. 2	Relevant experience with results-based management evaluation methodologies and experience in evaluation at least 3-5 years <ul style="list-style-type: none"> • More than 5 years – 25 Points • Less than 5 years – 13 Points 	25 Points
No. 3	Competence in adaptive management and experience in gender responsive evaluation and analysis. <ul style="list-style-type: none"> • More than 3 projects - 25 Points • 0-3 Projects -13 Points 	25 Points
No. 4	Experience working with UNDP and/or on GEF projects an advantage. <ul style="list-style-type: none"> • More than 3 projects – 10 Points • 0-3 Projects -6 Points 	10 Points
No. 5	Technical proposal methodology: Systematically appropriated Methodology <ul style="list-style-type: none"> • Totally align with GEF TE Guideline -15 Points • Less align with GEF TE Guideline -10 Points 	15 Points
No. 6	Technical proposal Evaluation Plan: Realistic and comprehensive work plan <ul style="list-style-type: none"> • Design realistic and comprehensive work plan align with the ToR -15 Points • less align with ToR -7 Points 	15 Points
Total points:		100 Points

* Please submit technical proposal to claim marks for no.5 and 6

Evaluation Methodology

Technical Evaluation

Candidates will be evaluated based on cumulative analysis. The award of the contract shall be made to the candidate whose offer has been evaluated and determined as:

- (A) responsive/compliant/acceptable; and
- (B) Having received the highest score out of a set of weighted technical criteria (70%) and financial criteria (30%).

Only candidates obtaining a minimum of 70% in the technical evaluation would be considered for the Financial Evaluation.

Financial Evaluation (30%)

Financial proposals from all technically qualified candidates will be scored out 30 marks based on the formula provided below. The maximum marks (30) will be assigned to the lowest financial proposal.

All other proposals will receive points according to the following formula:

- $p = y (\mu/z)$.

Where:

- p = points for the financial proposal being evaluated;
- y = maximum number of points for the financial proposal;
- μ = price of the lowest priced proposal;
- z = price of the proposal being evaluated.

11. Evaluator Ethics

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

12. Payment Schedule

- 20% payment upon satisfactory delivery of the final TE Inception Report and approval by the Commissioning Unit
- 40% payment upon satisfactory delivery of the draft TE report to the Commissioning Unit
- 40% payment upon satisfactory delivery of the final TE report and approval by the Commissioning Unit and RTA (via signatures on the TE Report Clearance Form) and delivery of completed TE Audit Trail

Criteria for issuing the final payment of 40%

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

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

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

APPLICATION PROCESS

13. Scope of Price Proposal and Schedule of Payments

Financial Proposal:

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

14. Annexes to the TE ToR ([link](#))

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

Annex 2: Indicative List of Documents for Desk Review

(To be provided by the project)

1. Project Identification Form (PIF)
2. UNDP Initiation Plan
3. Final UNDP-GEF Project Document with all annexes
4. CEO Endorsement Request
5. UNDP Social and Environmental Screening Procedure (SESP) and associated management plans (if any)
6. Inception Workshop Report
7. Mid-Term Review report and management response to MTR recommendations
8. All Project Implementation Reports (PIRs)
9. Progress reports (quarterly, semi-annual or annual, with associated workplans and financial reports)
10. Oversight mission reports
11. Minutes of Project Board Meetings and of other meetings (i.e. Project Appraisal Committee meetings)
12. GEF Tracking Tools (from CEO Endorsement, midterm and terminal stages)
13. Financial data, including actual expenditures by project outcome, including management costs, and including documentation of any significant budget revisions *
14. Co-financing data with expected and actual contributions broken down by type of co- financing, source, and whether the contribution is considered as investment mobilized or recurring expenditures *
15. Audit reports
16. Electronic copies of project outputs (booklets, manuals, technical reports, articles, etc.)
17. Sample of project communications materials
18. Summary list of formal meetings, workshops, etc. held, with date, location, topic, and number of participants *
19. List of contracts and procurement items over ~US\$5,000 (i.e. organizations or companies contracted for project outputs, etc., except in cases of confidential information)*
20. List of related projects/initiatives contributing to project objectives approved/started after GEF project approval (i.e. any leveraged or “catalytic” results)*
21. Data on relevant project website activity – e.g. number of unique visitors per month, number of page views, etc. over relevant time period, if available*
22. UNDP Country Programme Document (CPD)

* not provided to the TE team

Annex 3: Stakeholder Interview Schedule and Questionnaire

Date& Time	Name	Title/ Org	Issues of Discussion
4 Sept 11.00 hrs	Mr. Narong-rit Sookprakarn	Director of Wildlife Check Point Sub-division	Provincial WEN, Wildlife Check Points and MOU with Community Network
4 Sept 14.00 hrs. Via Zoom	1. Mr. Prasit Phuttabucha	Chief of Songkla Wildlife Check Point	CIWT Demonstration Site Thailand – Lao PDR border
	2. Mr. Jakkapong Nunsong	Chief of Chiangrai and Trad Wildlife Check Point	CIWT Demonstration Site Thailand – Malaysia border
	3. Mr. Komkrit Pinsai	Chief of Nongkhai Wildlife Check Point	CIWT Demonstration Site Thailand – Cambodia Border
	4. Ms. Banjalauck Chunjaroen		CIWT Demonstration Site Thailand – Myanmar Border
5 Sept 11.00 hrs.	Mr. Polawee Buchakiat	Chief of Database and information/ Wildlife Crime Intelligence Platform (WCU)	Strategic direction of the WCU Cross-agencies operation
5 Sept 14.00 hrs.	Mr. Nawee Changpirom	Chief of Operation Task Force – Wild Hawk & Tiger Operation	Success of the joint operation Challenges on the enforcement
6 Sept 11.00 hrs.	Ms. Kanita Ouitavorn	Chief of Wildlife Forensic Office	Crime evidence Forensics and the prosecution Challenges
6 Sept 14.00 hrs	Ms. Klairoon Poonphol	Former Co- Manager CIWT specialist	CITES and commitment ASEAN and regional issues Demand Reduction Steering Group
6 Sept 15.30 hrs	Partner agencies on Demand Reduction	WWF, Wild Aid, US-Wildlife Asia, Love Wildlife, IUCN	Demand Reduction efforts
7 Sept 11.00 hrs.	Pol. Colonel Tanatchon Kengkasikit	Natural Resources and Environment Office, Royal Thai Police	TH WEN Joint Operation Task Forces Success stories in wildlife seizure to Prosecution
7 Sept 14.00 hrs	Mr. Suriyon Prapasawat	Attorney General	Investigation and prosecution process
7 Sept 15.00	Mr. Siwachart Chattrattri	Custom Office	Present statistics and trend Challenges
TBC	Dr. Rungnapar Pattanaviboon	DDG DNP	Overall policy, strategic priority of CIWT and sustainability after the project ends
TBC	Dr. Prasert Sornsatapornkul	Project Director, Director of CITES Division	Overall management of the project, success stories, lessons learned

INTERVIEW QUESTIONS

CRITERIA/ SUB-CRITERIA	EVALUATION QUESTIONS
Relevance: How does the project relate to the main objectives of the GEF Focal area, and to the main environment and development priorities at the local, regional, and national level?	
1. Project design as a tool to address identified threats and barriers	Does the project reflect the needs of Thailand at various levels?
2. Alignment of project with GEF global priorities.	Is the project in line with the relevant GEF Operational Programme and strategic priorities?
3. Alignment with UNDP priorities.	Was the project linked with and in-line with UNDP priorities and strategies for the country?
4. Alignment with relevant MEAs.	Does the project's objective support implementation of the Convention on Biological Diversity and other relevant MEAs?
5. Clarity of the project's Theory of Change	Is the project's Theory of Change clearly articulated?
Effectiveness & Results: To what extent have the expected outcomes and objectives of the project been achieved?	
1. Progress toward achievement of the Objective and Outcomes	<p>Has the project been effective in achieving the stated outcomes and objectives?</p> <p>What are the remaining gaps in achieving the project outcomes and objective, both immediate and longer term?</p> <p>What are the reasons for success in reaching/ exceeding EOP targets?</p> <p>What are the reasons/ challenges for not meeting the targets?</p> <p>How can achievements be sustained and reinforced?</p>
Efficiency: Was the project implemented efficiently, in line with international and national norms and standards?	
1. Execution efficiency	<p>Have the project log frame and work plans been used as management tools during implementation?</p> <p>Has the project been implemented within deadlines and costs estimates?</p> <p>Was adaptive management used to ensure efficient resource use and timely implementation?</p> <p>Was internal and external communication with project and national stakeholders regular and effective?</p>
2. Implementation efficiency	<p>Were the project resources focused on the set of activities that were expected to produce significant results?</p> <p>To what extent were partnerships/linkages between concerned institutions/organizations supported?</p>
3. Financial management and cost-effectiveness	<p>Were financial controls, allowing transparent decision-making and timely flow of funds, well established?</p> <p>Were financial resources utilized efficiently?</p> <p>Could financial resources have been utilized more efficiently?</p> <p>Were funds well-managed?</p> <p>Have there been any well-justified budget revisions, based on evidence from reporting?</p> <p>What co-financing has been mobilised since inception, and what</p>

CRITERIA/ SUB-CRITERIA	EVALUATION QUESTIONS
	(if any) additional funds have been leveraged? What are the efficient and cost-effective ways of moving forward after the project's mid-term? Are there best practices of implementation or in delivering results?
Sustainability: To what extent are there financial, institutional, socio-political, and /or environmental risks to sustaining long-term project results?	
1. Design for Sustainability	Were interventions designed to have sustainable results given the identifiable risks? Did the project's communication strategy enhance the chances for sustainability?
2. Issues at implementation and corrective measures	Did the project adequately address sustainability issues during its implementation? What issues emerged during implementation as a threat to sustainability? What were the corrective measures that were adopted?
3. Sustainability strategy	Have the heirs to the project been identified and are they willing and able to carry the project forward? Are there any environmental risks that can undermine the future flow of project impacts and Global Environmental Benefits?
Gender equality/women's empowerment & Coordination: How did the project contribute to gender equality and women's empowerment?	
1. Gender equality	How well are gender issues identified and addressed in the project's design and implementation?
2. Coordination	To what extent the project adopted a coordinated and participatory approach in mainstreaming gender into policies and programs?

Annex 4: Stakeholder Analysis as per the updated analysis of June 2022

Stakeholder	Mandate	Role in Project
National level		
Ministry of Natural Resources and Environment (MNRE) (website: webeng.mnre.go.th)	<p>The Ministry was founded in 2002. It has a wide variety of responsibilities. These include the protection of the natural resources of the country. It is also responsible for the protection and restoration of the environment.</p> <p>Its vision is to return the natural environment to the Thai people and to work towards the incorporation of natural resources and the environment in the Government's national agenda as these provide the basis for social and economic development.</p> <p>The MNRE vision supports proactive integration of the administrative management of natural resources, environmental protection, and biological diversity, based on the principles of public participation and good governance.</p> <p>Departments related to illegal wildlife trade, under this Ministry, are:</p> <ul style="list-style-type: none"> - Department of National Parks, Wildlife and Plant Conservation (DNP); - Royal Forest Department (RFD); - Department of Marine and Coastal Resources; - Department of Environmental Quality Promotion; - Office of the Natural Resources and Environmental Policy and Planning; - The CITES Committee of Thailand (The Minister is chairman) 	DNP will lead implementing during the project implementation, and will be responsible in delivering project results.
Ministry of Agriculture and Cooperatives (MOAC) (website: eng.moac.go.th)	<p>The ministry is responsible for the administration of agricultural policies, conservation of marine and fisheries resources, water resources, irrigation, promotion and development of farmers and cooperative systems, including agricultural (plants and animals) manufacturing and products. Departments related to illegal wildlife trade, under this Ministry, are:</p> <ul style="list-style-type: none"> - Department of Agriculture (DOA); - Department of Fisheries (DOF); - Department of Livestock Development (DOLD) 	MOAC will have direct responsibility for project implementation via DOA and DOF and help support Component 1 via DOLD (Animals Quarantine).
Ministry of Finance (MOF) (website: www2.mof.go.th)	<p>The Ministry of Finance has many responsibilities over public finance, taxation, the treasury, government properties, operations of government monopolies, and revenue-generating enterprises. The ministry is also vested with the power to provide loan guarantees for the governmental agencies, financial institutions, and state enterprises. The Department related to IWT under this Ministry is The Royal Thai Customs Department.</p>	Output 1.5 concerning economic valuation of IWT losses, and development of recommendations for cost-recovery and sustainable financing mechanisms for IWT enforcement will require MoF involvement. The Customs Department is a major frontline agency in IWT enforcement, working closely with DNP and others through Thailand WEN, which will be directly

Stakeholder	Mandate	Role in Project
		involved in project implementation and a member of the Project Technical Consortium.
Ministry of Foreign Affairs (MoFA) (Website: http://www.mfa.go.th/main/en/home)	The MoFA is the lead organization driving Thailand's foreign policy. Its mission includes representing the Royal Thai Government in international conferences, bilateral and multilateral fora, and participating in the shaping of international principles and norms; providing advice and recommendations to the government and other agencies on policies and strategies related to foreign affairs and international law; promoting the transfer of knowledge, know-how, and best practices from overseas as well as international norms for Thailand's economic and social development; promoting international confidence in, and positive image of, Thailand; and promoting and implementing Thailand's development cooperation at bilateral and multilateral levels.	Given the transboundary nature of the illegal wildlife trade, the MoFA is an important player in the international cooperation required to strengthen operational partnerships and for Thailand to work with neighbouring countries in disrupting IWT trade chains.
The Courts of Justice (COJ) (website: www.coj.go.th)	COJ is responsible for the national judiciary among other functions. The function of the court is to adjudicate the criminal and civil cases. The Courts of justice are classified into 3 levels: 1. Courts of First Instance have authorities to try and adjudicate criminal and civil cases. Those courts are Civil Courts, Criminal Courts, Provincial Courts and Municipal Courts. 2. Courts of Appeal handle an appeal against a judgment or order of Civil Courts and Criminal Courts 3. Supreme Court is the court of final appeal in all civil and criminal cases in the whole Kingdom.	The Courts of Justice will be involved through Thailand WEN, and through appropriate awareness development activities.
Office of the Attorney General (OAG) (website: www.ago.go.th)	The Office of the Attorney General is an independent agency. As Thailand is a single state, the Office of the Attorney General is responsible for the national prosecution service on criminal cases throughout the country.	The Office of the Attorney General should be invited advise Thailand WEN and staff will participate in training activities in Component 2.
Department of National Parks, Wildlife and Plant Conservation (DNP) (website: www.dnp.go.th)	The department is responsible for managing protected forest and wild animal species both in situ and ex situ, in parallel with the rehabilitation of degraded forests with the community participation. The department enforces the laws related to protected area and wildlife conservation issues i. e. National Parks Act, Wild Animal Reservation and Protection Act. DNP is one of the Management Authorities of the CITES Convention for terrestrial animals. The other two are Department of Fisheries which is responsible for CITES listed aquatic species and Department of Agriculture for plant species. As the national CITES focal point, DNP has to coordinate with many other agencies such as customs, quarantine, police and other related agencies. The DNP has established 53 wildlife checkpoints of which 40 are operational. All are co-located with Customhouses,	DNP has played a leading role in coordinating with other stakeholders during the project preparation. DNP will lead implementing during the project implementation (as the Implementing Partner), and will be responsible for delivering project results.

Stakeholder	Mandate	Role in Project
	<p>Animal Quarantine offices, Plant Quarantine offices, Aquatic Animal Checkpoints at border entry and exit areas.</p> <p>According to DNP Annual Report of 30/9/2014, the total DNP staff was 21,270, which includes 3,666 government officers, 3,346 permanent and 14,258 temporary employees. Of these, c.500 work on CITES implementation.</p> <p>DNP is responsible for combatting all wildlife crimes throughout the country. This project will support IWT enforcement operations and awareness raising activities around the country.</p>	
Department of Fisheries (DOF) (website: www4.fisheries.go.th/index.php/dof/main)	<p>The department is implementing various acts i.e. Wild Animal Reservation and Protection Act (only aquatic species), Fisheries Act, etc. DoF is also the Management Authority for aquatic species listed in CITES Convention. It issues CITES permits and controlled the export and import via Aquatic Animal Checkpoints at the border entry and exit areas.</p>	<p>DOF staff will participate in this project, especially at the demonstration sites in Output 1.3.</p>
Dept. of Agriculture (DOA) Website: eng.moac.go.th	<p>The department is the Management Authority for plant (including timber) species listed in CITES via the Plant Act, Plant Quarantine Act. Import and export of plant species under CITES Convention are controlled by Plant Quarantine offices at the border areas.</p>	<p>DOA staff will participate in this project, especially at the demonstration sites in Output 1.3.</p>
Royal Thai Customs (The Customs Department) (website: www.customs.go.th)	<p>The Customs Department is in charge of prevention and suppression of customs offences, particularly the smuggling activities under the Customs Act. It plays a very important role in the detection and enforcement of the trade in wildlife through the country's airports and seaports. According to the Customs Act, CITES specimens are declared as Restricted Goods of which import and export first required permits from the related agencies.</p>	<p>The Customs Department is a key member of Thailand Wen and will play a key role in the project activities, especially at the demonstration sites in Output 1.3.</p>
Royal Thai Police (RTP) (website: www.rtp.go.th)	<p>The RTP has primary responsibility for law enforcement in the country, including environmental and transborder crime. In October 2015, following a proposal submitted by RTP, ASEAN Security Ministers signed a declaration reinforcing commitment to combat cross-border crime including wildlife and forest crime. The Natural Resources and Environmental Crimes Suppression Division (NED) of the RTP (www.nepolice.go.th) is the unit responsible for investigating environmental crimes in Thailand. It forms part of the Central Investigations Bureau and focuses on 4 main crime categories: wildlife crime, forest encroachment, illegal logging, pollution and illegal waste. The Division is based in Bangkok but there are also NED teams set up in provinces to investigate environmental crimes and they can ask local police units for assistance. The NED therefore is an important support agency that helps enforce the WARPA and CITES Convention in the country. It has 500 fulltime staff.</p>	<p>The NED is a key member of Thailand WEN and will play a leading role in many project activities, especially in Component 1, including at the demonstration sites in Output 1.3.</p>
The Natural Resources and Environmental Protection Volunteer	<p>The Natural Resources and Environmental Protection Volunteer Network was established under MNRE's regulation on Village Natural Resources and Environmental Protection Volunteers (NEV) B.E.2558 (2015). The network has been established in all 878 districts throughout Thailand. The</p>	<p>NEV-NET will be involved in local demonstration activities in Output 1.4, providing a link between law enforcement agencies</p>

Stakeholder	Mandate	Role in Project
Network (NEV-NET) (website: www.deqp.go.th)	members of the network are people who volunteer to protect their villages' natural resources and environment. The main objective of the network is to participate in conservation and protection issues. Local stakeholder involvement will mainly focus on developing a more coordinated approach towards IWT law enforcement,	and the engagement of local communities in efforts to control IWT. It can also assist in local implementation of awareness activities under Component 3.
Thailand Wildlife Enforcement Network (Thailand WEN) (website: www.dnp.go.th/thailand-wen/)	Thailand WEN is a national task force established by the DNP to address illegal wildlife trafficking issues and to enhance cooperation and coordination among wildlife law enforcement officers and officials. It is an integrated network composed of i.e. CITES authorities, customs, police, quarantine, airport/seaport authorities and other relevant agencies.	Thailand WEN will play a leading role in this project (through DNP as Implementing Partner), with Output 1.1 aiming to significantly strengthen its operations, and the entire scope of the project contributing towards its role.
The Airports of Thailand Public Company Limited (AOT) (website: airportthai.co.th)	AOT is a leader of Thailand's airport business operator. Its main business lines are managing, operating and developing airports. Presently, AOT has 6 international airports under responsibility i.e. Don Mueang, Phuket, Chiang Mai, Hat Yai, Chiang Rai and Suvarnabhumi, all of which accommodate both domestic and international flights. Suvarnabhumi Airport serves as the main airport replacing Don Muang International Airport.	The AOT is an important support agency of Thailand WEN and will also play a key role in the project activities, especially passenger check and inspection at cargo sites Component 1.
The Port Authority of Thailand (PAT) (website: www.port.co.th)	The PAT is responsible for the management of port facilities. The two largest international ports are Bangkok Port and Laem Chabang Port in eastern Gulf of Thailand. The others are Chiang Saen Port, Chiang Khong Port in Chiang Rai Province, at Golden Triangle Site, and Ranong Port in the south, next to Myanmar.	The PAT is an important support agency of Thailand WEN and will also play a key role in the project activities (Component 1).
The Anti-Money Laundering Office (AMLO) (http://www.amlo.go.th/)	The AMLO is the agency responsible for enforcement of the anti-money laundering and the counter-terrorism financing law. It was founded in 1999 upon the adoption of the <i>Anti-Money Laundering Act, B.E. 2542 (1999)</i> (AMLA). AMLO is an independent governmental agency. It has the status of a department functioning independently and neutrally under the supervision of the minister of justice, but is not part of the justice ministry. Anti-money laundering legislation has been used in six cases concerning rosewood in NE Thailand involving a Thai-Lao syndicate. The AMLO was awarded the Asia Environmental Enforcement Award (by UNEP and Freeland) in 2015 for recovery of the proceeds of crime from a wildlife trafficking syndicate.	The AMLO is a key partner to be involved in combatting IWT through Thailand WEN and will be invited to participate in the project Technical Advisory consortium, Component 1 and Component 2 training activities.
Office of the National Anti-Corruption Commission (NACC) (https://www.nacc.go.th/main.php?f)	The National Counter Corruption Commission was established in 1999, and in 2008, its name was changed to the National Anti-Corruption Commission (NACC). Between 2012 and 2017 the NACC investigated five cases of corruption linked to suspected environmental crimes (four on timber and one on tigers), none of which resulted in a conviction. It also proposes preventive measures to prevent forest crime	The NACC is a key partner to be involved in combatting IWT through Thailand WEN and will be invited to participate in the project Technical Advisory consortium, Component 1

Stakeholder	Mandate	Role in Project
ilename=index_e n	to Cabinet, including one on Siamese Rosewood (approved in 2014) and on forest encroachment (approved in 2017). In January 2016, the MNRE signed an MoU with the NACC and Department of Special Investigations. The application of anti-corruption laws in dealing with IWT issues is recognized as an important aspect of the overall national approach, with UNODC (2017) recommending that NACC lead development of an anti-corruption strategy to prevent and suppress environment crime; undertake an independent audit of all seized wildlife and timber products; and for DNP to ensure maximum transparency in management of permits and licenses for zoos and breeding facilities.	and Component 2 training activities.
Department of Livestock Development (DLD) http://en.dld.go.th/index.php/en/home-top	The department is responsible for animal health, animal production and livestock extension, food safety of animal-derived products, veterinary public health, animal welfare, the environmental impact of livestock farms, and international animal health matters including disease control and eradication, quarantine, disease reporting, import-export controls, health certification, and monitoring of animal farms and slaughterhouses.	Given the zoonotic crisis in Thailand and the region, The DLD has invited involved in the Thailand WEN technical sub-committee to share and develop the action plan on the One-health strategy under the IWT perspective.
Department of Marine and Coastal Resources (DMCR) https://www.dmcr.go.th/home	The department is working on Marine and Coastal SMART PATOAL in collaboration with DNP. The department enforces the laws related to protected areas and wildlife conservation issues i. e. National Parks Act, Wild Animal Reservation and Protection Act.	Given DNP will be scaling up the law enforcement work toward the Wildlife checkpoint authority in several aspects of IWT maritime issues. The DMCR has invited involved in the Thailand WEN technical sub-committee.
The Zoological Park Organization https://www.zoothailand.org/en/	The Zoological Park Organization is responsible for the education; preservation and reproduction of wild animals and the management of the zoo to be a place for relaxation of the general public. Apart from that, it is the organization that is responsible for the coordination and operation of the zoo	Given the revision of the Wild Animal Protection and Reservation Act (WAPRA 2019), The Zoological Park Organization has been invited involved in the Thailand WEN technical sub-committee.
The Faculty of Forestry, Kasetsart University, Thailand https://www.ku.ac.th/en/faculty-of-forestry/	The Faculty endeavors to contribute to the body of knowledge about tropical forestry and Wild animals through advanced research and study. The faculty provides training, informational resources, and academic services to society in areas of forest management, forest biology, forest engineering, silviculture, forest products, and conservation.	The Faculty has been invited to support DNP on the Wildlife identification training course including the zoonotic research on some risk species of wild animals such as the Wild-bat and Pangolin. The Faculty also joined the Thailand WEN technical sub-committee
Local and International NGOs		

Stakeholder	Mandate	Role in Project
Local NGOs and academic institutions	There are many local NGOs working in the field of nature conservation, however few if any have experience and focus on IWT issues. A number of NGOs as well as academic institutions have expertise on Thai species, including Bangkok Zoo, Bird Conservation Society of Thailand, Siam Society (which publishes a Natural History Bulletin), etc.	Relevant local NGOs will be invited to participate in the project Technical Advisory Consortium and may be requested to support specific activities (eg on training, awareness raising, technical inputs on species identification, etc).
Wildlife Conservation Society (WCS) Thailand Program (website: www.wcsthailand.org)	WCS work in Thailand originated since 1980 with wildlife studies in Huai Kha Khaeng Wildlife Sanctuary. During 1997-2004, WCS continued to support Indochinese tiger conservation project. From 2004, WCS works with DNP in conserving wildlife and wild places in Huai Kha Khaeng-Thung Yai Naresuan Wildlife Sanctuaries which is a World Heritage Site. WCS introduced Smart Patrol System and Tiger Population Monitoring Programs in the Western Forest Complex. At present, WCS is implementing a two-year project with DNP namely "Strengthening of Law Enforcement on Combatting Wildlife Trafficking, using software i2." The project runs from 1 October 2016 to 30 September 2018 with budget of 11,608,140 Thai Baht (app.US\$ 331,661). The demonstration sites are Mae Sod Wildlife Checkpoint in the northern Tak Province next to Myanmar and Mukdahan Wildlife Checkpoint in the north eastern Mukdahan Province next to Lao PDR. (www.dnp.go.th). WCS will be engaged as Responsible Party for implementation of the GEF-5 tiger project, conducting training activities, etc. WCS is a member of the GWP Steering Committee.	WCS will be invited to participate in the project Technical Advisory Consortium and may be requested to support demonstration site activities in Output 1.4, given the relevance of this to their current work at checkpoints with DNP.
World Wide Fund for Nature (WWF) Thailand (website: http://www.wwf.or.th/en/)	WWF implements several wildlife conservation projects in Thailand i.e. WWF's Role in changing the face of the Thai Ivory Trade; Wildlife Trade Campaign; Human-Elephant Conflict Mitigation-at Kuiburi National Park; Tiger and Prey Recovery Program. WWF also implement the Illegal Wildlife Trade Project in the Golden Tri-angle of Myanmar-Thailand-Laos. WWF is a member of the GWP Steering Committee.	WWF will be invited to participate in the project Technical Advisory Consortium.
Freeland Foundation (website: www.freeland.org)	Freeland combats the illegal wildlife trade and habitat destruction. This includes poaching and logging in protected areas, smuggling, sale and consumption of wildlife. During 2005-2011, Freeland Foundation, together with TRAFFIC Southeast Asia, implemented a USAID-funded support program to the ASEAN Wildlife Enforcement Network (ASEAN WEN) to combat illegal wildlife trade. The project provided training and workshops for officers of task forces from ASEAN member countries. Public awareness on wildlife conservation was also promoted around ASEAN countries. This continued as the USAID-funded ARREST Program, implemented by FF and a consortium of partners (not including TRAFFIC) from 2011-2016. Freeland developed the WildScan species identification application for frontline staff.	Freeland will be invited to participate in the project Technical Advisory Consortium.

Stakeholder	Mandate	Role in Project
<p>TRAFFIC (website: www.traffic.org)</p>	<p>TRAFFIC was established in 1976 by WWF and IUCN. TRAFFIC works to ensure that trade in wild plants and animals is not a threat to the conservation of nature. The TRAFFIC Southeast Asia regional office is located in Malaysia. From 2005-2011, TRAFFIC together with Freeland Foundation implemented a USAID-funded support program to the ASEAN Wildlife Enforcement Network (ASEAN WEN) to combat illegal wildlife trade. TRAFFIC provided technical support to ASEAN WEN officers with training on CITES regulation, species identification and the engagement of the judiciary and prosecutors. TRAFFIC is a member of the GWP Steering Committee.</p>	<p>TRAFFIC will be invited to participate in the project Technical Advisory Consortium, and through a subcontract with IUCN, would lead on market assessment of illegal wildlife trade in Component 1, and Component 3 on Demand Reduction and Advocacy. Outputs 1.2, 3.1, 3.2, 3.3 and 3.4.</p>
<p>TRACE (website: www.tracenetwork.org)</p>	<p>TRACE is an international NGO that aims to promote the use of forensic science in biodiversity conservation and investigation of wildlife crime. The need for wildlife forensic capacity in ASEAN region was identified in the first ASEAN WEN Strategic Plan of Actions (2007-2012). In 2009, TRACE Wildlife Forensic Network took the lead in the wildlife forensic project, partnering with TRAFFIC, for ASEAN WEN. The project was supported by the UK Darwin Initiative, with the initial focus of the work being shared between Malaysia and Thailand. In Thailand, DNP took the leading role of support for the project with the intention to develop wildlife forensic work in country. There is a strong existing partnership between TRACE and DNP's WIFOS laboratory.</p>	<p>TRACE will be invited to participate in the project Technical Advisory Consortium, and through a subcontract with IUCN, would lead on providing technical assistance for project outputs involving wildlife forensic science (1.4, 2.2, 2.3).</p>
<p>World Conservation Union (IUCN)</p>	<p>Thailand began its relationship with IUCN (International Union for Conservation of Nature) in 1948 as one of 14 countries that established the Union. Over the next 20 years, IUCN supported the Royal Thai Government to develop a network of protected areas, and to formulate management regimes for these areas. IUCN's Asia Regional Office has been based in Bangkok since the early 1990s, and a dedicated Thailand Programme was established in 2001. IUCN Thailand's projects directly address the environmental stresses the country faces today, including Mangroves for the Future, support for Thailand's Dong Phrayayen-Khao Yai World Heritage Site which faces pressures including encroachment and illegal logging of Siamese Rosewood, and climate change resilience.</p> <p>As a founding partner of TRAFFIC (with WWF), IUCN plays a major role in providing technical advice to governments in developing policy, strategy and capacity for combatting illegal wildlife trade. IUCN has significant networks of international experts that are able to provide technical knowledge such as the Species Survival Commission. IUCN is a GWP Steering Committee member.</p>	<p>IUCN will assist the GEF Implementing Agency (UNDP) and the Implementing Partner (DNP) as a Responsible Party to the project for the delivery of a number of Outputs, of which 1.2, 3.1, 3.2, 3.3 and 3.4 will be subcontracted to TRAFFIC and Outputs 1.4, 2.2 and 2.3 to TRACE.</p> <p>IUCN will co-chair the project Technical Advisory Consortium and support CSO engagement in the project.</p>
<p>USAID Wildlife Asia (UWA)</p>	<p>USAID Wildlife Asia was established in September 2016 as a USAID Activity in collaboration with the Association of Southeast Asian Nations (ASEAN). It addresses wildlife trafficking by working to reduce demand of wildlife products</p>	<p>UWA's work is closely aligned with the aims of this project and it will therefore be invited to participate in</p>

Stakeholder	Mandate	Role in Project
	and to improve regional action to end wildlife crime in Southeast Asia and China. It builds on established relationships in a cross-sectoral, cross-agency approach to end wildlife crime throughout Cambodia, China, Laos, Thailand and Vietnam. The activity is implemented RTI (formerly IRG) in partnership with a consortium of organizations and companies recognized for leadership in counter-wildlife trafficking and social behaviour change communications including FHI 360, International Fund for Animal Welfare, Freeland and Integra. UWA has a USD \$23 million budget for the period 2016 to 2021.	the project Technical Advisory Consortium, the proposed Steering Group on Demand Reduction, and contribute towards the implementation of certain project outputs.
International level		
ASEAN Working Group on CITES and Wildlife Enforcement (formerly ASEAN WEN)	ASEAN WEN was established in 2006 and covered all 10 ASEAN countries including Thailand. It aimed to provide an inter-governmental law enforcement network to combat wildlife crimes, sharing of IWT information and best practices. ASEAN WEN has been renamed the ASEAN Working Group on CITES and Wildlife Enforcement as of early 2017.	The regional cooperation, capacity development and information sharing envisaged under this project through Thailand WEN will fall largely under the umbrella of this body, including transboundary collaboration on IWT law enforcement under Component 1.
International Consortium on Combatting Wildlife Crime (ICCWC) Website: https://cites.org/eng/prog/iccwc.php	<p>ICCWC is the collaborative effort of five inter-governmental organizations working to bring coordinated support to the national wildlife law enforcement agencies and to the sub-regional and regional networks that, on a daily basis, act in defense of natural resources. The ICCWC partners are the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES) Secretariat, INTERPOL, the United Nations Office on Drugs and Crime (UNODC), the World Bank and the World Customs Organization. This powerful alliance was formally established in November 2010.</p> <p>INTERPOL represents the main platform for policing authorities to work across borders to catch wildlife trade criminals through its Wildlife Crime Working Group. They lead operations to address wildlife crime, develop best practice guidelines and link national environmental agencies.</p> <p>The UNODC is implementing a four-year global programme for Combatting Wildlife and Forest Crime. This programme aims to link existing regional efforts into a global system, enhancing capacity building and law enforcement networks at regional and sub-regional levels. UNODC works with the wildlife law enforcement community to ensure that wildlife crime is treated as serious transnational organized crime. The UNODC Regional Office for Southeast Asia and the Pacific also has a sub-programme on transnational organized crime and illicit trafficking. UNODC published a rapid assessment of the criminal justice response to wildlife crime in Thailand in June</p>	Engagement with ICCWC is expected to be primarily through UNODC and INTERPOL's offices in Bangkok. Both UNODC and INTERPOL provide capacity development to Thai Government agencies on law enforcement including on IWT issues, and are expected to participate in training and related activities in Component 2 in particular. WCO may help support the project in Component 1 via the Royal Thai Customs Department.

Stakeholder	Mandate	Role in Project
	2017. The WCO established its Environment Programme in 2012, which includes IWT.	
World Bank (WB)	The WB is Chair of the GWP Steering Committee and leads the coordination of this GEF-supported global program, under which this project sits.	The WB will be involved in global knowledge sharing activities arising from this project through the GWP (Output 4.1)

Annex 5: Documents Reviewed by the TE Team

- Project Documents
 - IWT-Cover Letter
 - IWT-Gender Mainstreaming_AnnexM
 - IWT-Illegal Wildlife products - baseline_AnnexP
 - PIM 5619_IWT_Duly Signed ProDoc_with Cover Letter and Annexes
 - PIM 5619_IWT_LOA_Duly Signed
 - Prodoc Full PIMS5619_Thailand IWT_Prodoc_FINAL (1)
 - RevisedSocialandEnvironmentalScreening_IWT
- Project Presentation
 - IWT Project Presentation- One-on-One with DRR -ITL 4-08-23
- Project Board
 - Minutes of PB 2-2022 UNDP
 - Proposed revision of AWP Q4-2022
 - Requesting UNDP
 - Revised AWP 2022 Sept - Dec for DNP
 - AWP 2023 for Project Board EN
 - Briefing Note for DNP DDG
 - Bullet points for RR
 - Presentation_PB_1.2566
 - รายงานการประชุม บอร์ด 1-2566 on 3 Feb 2023
 - Minutes IWT PB 2-2565 on 21 Oct 2022
 - Minutes IWT PB 1-2566 on 3 Feb 2023
- Annual Work Plans
 - AWP 2022 - Revised Annual Work Plan Q4 2022
 - AWP 2023 - Revised 5-04-23
 - AWP 2023 and Budget Overview
 - AWP 2023 after Project Board EN
 - Revised_AWP 2023 for PIMS
 - สรุปปรับงบประมาณ ของ แผนงานปี 2566 ที่ประชุม 5-04-23
- Midterm Review
 - IWT Mid-term Review Report final
 - Mgt Response to MTR 08-22-22
 - MTR Analyze project Objective_updated Jun 2022
 - MTR Analyze project output 1_as of June 2022
 - MTR Analyze project output 2_updated_19 July 2022
 - MTR Analyze project output 4_updated 19 July 2022
- Project Implementation Rreport - Annual Report
 - 2020-GEF-PIR-PIMS5619-GEFID9527
 - 2021-GEF-PIR-PIMS5619-GEFID9527
 - 2022-GEF-PIR-PIMS5619-GEFID9527
 - 2023 Project's Indicators updated
 - Pro Doc Results Framework
- Combined Delivery reports – CDRs
 - CDR 2018-2019 Endorsment letter (DNP)
 - CDR_2018_Cover_Letter_20Nov2019

- CDR 2019 report to DNP_280420
- CDR_by_Activity_2019_31122019
- CDR_by_Activity_Jan-Dec_2019_28042020
- Cover_Letter_CDR_2019_IWT_April2020
- Q4-2020_Signed_CDR_from_DNP
- Signed_from_DNP_CDR_Q2-2020
- Signed_from_DNP_CDR_Q3-2020
- CDR_IWT_Q4_2021_for_RM+DNP_Signed
- IWT_2021_CDR_Q3
- IWT_CDR_Jan-Dec_2021
- IWT_CDR_Nov_2021
- CDR_Q4_2022_IWT_Project
- CDR_IWT_Q1-2022_UNDP_Signed
- CDR_IWT_Q2-2022_UNDP_Signed
- UNDP_Signed_CDR_Q3_2022
- คำอธิบาย รายงานค่าใช้จ่ายโดยรวม ระบบ IPSAS COMBINED DELIVERY REPORT ของ UNDP_Englishalphabet version
- ICCWC Indicator Framework
 - ICCWC Framework and indicators – Rationale
 - ICCWC Thailand Baseline report – 2019
 - ICCWC Thailand Final Report 2023
- Risk Review
 - ProjectRisk review_July2022_Beh input
 - PW updated Project Risks - July 2023
- Bilateral meeting Lao PDR and Malaysia
 - Minutes Bilateral Meeting Thai-Lao PDR ทริภาคี ไทย - ลาว 20230327
 - Zero Draft MOU Thai- Lao PDR
 - Concluding points for transboundary collaboration
 - รายงานการประชุมทริภาคีไทย-มาเลเซีย
- Communications and Gender Strategy
 - CIWT Communications Strategy
 - CIWT Gender Strategy
 - IWT Gender Action plan 2022 (1)
- Data visualization link
 - Data Visualization Link for TSA study
 - FINAL report_TSA-IWT Thailand- Sept 29
- GWP Publications
 - Lesson-Learning at the Global Wildlife Program (GWP) Annexes 30052023
 - Lesson-Learning at the Global Wildlife Program (GWP) National Project-Level 30052023-tt (1)
- ICCWC workshop Report
 - ICCWC Thailand Final Report 2023_final
- Result Framework
 - IWT Result Framework
 - Project's Beneficiaries – Eng
 - Result Framework for IP – TH
- Singapore trip agenda and report
 - IWT Study Trip at Singapore_agenda

- IWT Study Trip at Singapore_participants list
- Photos Singapore Trip
- สรุปการศึกษาดูงานด้านการต่อต้านการค้าสัตว์ป่าผิดกฎหมาย ณ ประเทศไทย
- Small Grant work plan and visibility – report
 - Small Grants for Demonstration site workplan
 - Small Grants Progress report as of June 2023
- TH WEN Strategy - brainstorm and timeline
 - Visual Note Taking - Brainstorming for TH WEN strategic framework
 - Frame for Discussion
 - Consultation DNP GEF 6 Office
 - Thailand-WEN Strategy-Methodology and Relevance
- Wildlife Forensics Lesson and photos
 - TRACE-GEF Q2 2023 Progress report of DNP Wildlife Forensics Office
 - Appendix I Forensic Training report
 - Appendix II Sequence analysis Training
 - Wildlife Forensic Standardized Lab and SOP
- Wildlife Heros
 - IWT Cross Border Innovation Challenge
 - IWT Project Overview for Wildlife Heroes
 - IWT Wildlife Heroes Poster
 - Link to UNDP FACEBOOK on Wildlife Heroes
- Wildlife Intelligence Design
 - Approved DNP Space for Renovation อนุมัติให้ใช้พื้นที่ชั้น 12
 - Architectural Design - Wildlife Crime Intelligence Room
 - Concept of Wildlife Crime Intelligence Platform
- Wildlife suppression stat 2018-2023
 - List of On-line Page Names_รายชื่อเพจ
 - Wild Hawk Suppression Cases 2017-2023 สรุปผลการดำเนินการทีมเหยี่ยวดวง ENG
- Finances
 - 004249_DNP_Spot check final report (2)
 - DNP_Micro Assessment Report_Sep22
 - Final Spot Check Report-IUCN_Jun21
 - Final_micro-assessment report_TRACE
 - Final_micro-assessment report_TRAFFIC
 - IUCN-Micro Assessment Report (1)
 - TRAFFIC - Internal control audit - Final report
 - 012059_TRACE_Spot Check Report
- Additional documents accessed for review
 - 2023 Project's Indicators updated_IWT
 - 220608_UNDP Country programme Document_ENG_digital version_V23_0
 - Annex K. Stakeholder Engagement Plan updated_Jun 2022
 - CPD-Thailand 2017-2021
 - Final_IWT_MTR_Management_Response_04_Oct_2021_clean_version_Signed
 - GEF 6 Exit Strategy
 - Gender IWT Action Plan 2021
 - GWPBrochureMay2018WEB
 - ICCWC Indicator Framework

- Memorandum of understanding on cooperation in wildlife conservation and protection
EXAMPLE
- PIMS 5619_GEF6 CEO ER _ Thailand IWT 9Nov2017(1)
- SWFS-Standards-and-Guidelines_Version-3_19-11-18
- Targeted Scenario Analysis on IWT in Thailand - Sept 2021
- TRACE_UNDP_AWP_revised_2023_v2
- UNSDCooperation Framework 2022 - 26_ENG_Final
- WIFOS friendly audit report

Annex 6: UNEG Code of Conduct for Evaluators

Annex 6: UNEG Code of Conduct for Evaluators

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

Evaluators/Consultants:

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

Evaluation Consultant Agreement Form

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

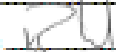

Name of Evaluator: Kevan Zunckel

Name of Evaluator: Walaitat Worakul

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: Hilton, South Africa (Place) on: 29 September 2023 (Date)

Signature:  

Signed at: Bangkok, Thailand (Place) on: 29 September 2023 (Date)

Annex 7: Terminal Evaluation Rating Scales & Evaluation Ratings Table

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

Evaluation Ratings Table	
Monitoring & Evaluation (M&E)	Rating ¹³
M&E design at entry	MS
M&E Plan Implementation	S
Overall Quality of M&E	S
Implementation & Execution	Rating
Quality of UNDP Implementation/Oversight	S
Quality of Implementing Partner Execution	S
Overall quality of Implementation/Execution	S
Assessment of Outcomes	Rating
Relevance	HS
Effectiveness	S
Efficiency	S
Overall Project Outcome Rating	S
Sustainability	Rating

¹³ Outcomes, Effectiveness, Efficiency, M&E, I&E Execution, Relevance are rated on a 6-point rating scale: 6 = Highly Satisfactory (HS), 5 = Satisfactory (S), 4 = Moderately Satisfactory (MS), 3 = Moderately Unsatisfactory (MU), 2 = Unsatisfactory (U), 1 = Highly Unsatisfactory (HU). Sustainability is rated on a 4-point scale: 4 = Likely (L), 3 = Moderately Likely (ML), 2 = Moderately Unlikely (MU), 1 = Unlikely (U)

Financial resources	MU
Socio-political/economic	L
Institutional framework and governance	ML
Environmental	ML
Overall Likelihood of Sustainability	ML