REPORT

FOR THE TERMINAL EVALUATION (TE) OF THE

INCREASING CLIMATE CHANGE RESILIENCE OF MALDIVES THROUGH ADAPTATION IN THE TOURISM SECTOR PROJECT

MALDIVES

PROGRAMME PERIOD : 2011 - 2016

ATLAS AWARD ID: 00060884

PROJECT ID: 00076855

PIMS #: 4396

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I. OPENING PAGE

Title of UNDP supported GEF financed project: Increasing Climate Change Resilience of Maldives through Adaptation in the Tourism Sector

UNDP and GEF project ID#s.: 4396 (UNDP PIMS#) and 4431 (GEF PMIS #)

Evaluation time frame and date of evaluation report:
April – June 2016 (timeframe) / June 15 2016 (date of report)

Region and countries included in the project: Asia and Pacific, Maldives

GEF Operational Program/Strategic Program:
Climate Change Adaptation

Implementing Partner: Ministry of Tourism, Arts and Culture of the Maldives

Evaluation team member: Maria Onestini

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DISCLAIMER

This document only represents the analysis of the author and do not necessarily reflect the views and opinions of the Project, the Government of the Maldives, the United Nations Development Programme, GEF, nor any other person or UN Agency.

II. EXECUTIVE SUMMARY

PROJECT SUMMARY TABLE

Project Title:	Increasing Climate Change Resilience of Maldives through Adaptation in the Tourism Sector Project (TAP)			
			at endorsement (in US$)	at completion (in US$)
UNDP Project ID:	4396 (UNDP PIMS#)	GEF financing:	1 650 438	1 590 471
Country:	Maldives			
Region:	Asia and Pacific	Government:	1 630 438	1 312 106
Focal Area:	Climate Change-LDCF	Other (UNDP):	20 000	12 232
FA Objectives, (OP/SP):	Climate Change Adaptation	Total co-financing:	1 650 438	1 324 338
Executing Agency:	Ministry of Tourism[1]	Total Project Cost:	3 300 876	2 914 809
Other Partners involved:	Ministry of Environment and Energy	ProDoc Signature (date project began):		17 August 2011
		(Operational) Closing Date:	Proposed: 30 June 2015	Actual: 30 June 2016

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[1] The name of the Ministry was officially changed to Ministry of Tourism on 17 November 2013. At the time of project design, it was MTAC or Ministry of Tourism, Arts and Culture.

SUMMARY PROJECT DESCRIPTION

The *Increasing Climate Change Resilience of Maldives through Adaptation in the Tourism Sector Project* addressed key infrastructure issues in the country and aimed at formulating essential policies, standards, codes and regulatory guidance that would facilitate necessary investments to increase the resilience of the tourist infrastructure to climate change. The Project is innovative since it is a first of its kind in the Maldives, where climate change adaptation measures are to be integrated into policy and planning instruments of a key sector for the country such as tourism. The project aimed at strengthening the capacity of the Ministry of Tourism and tourism businesses to recognize evident climate risk issues in tourism operations and adopt appropriate adaptation measures to address them. To cover residual catastrophic risk, the project aimed at developing the capacity of the government and of the tourism industry to assess the feasibility of market-based risk financing mechanisms (such as weather index insurance) and ensure that tangible private-sector investments can be leveraged. The Project was funded by GEF/LDCF, co funded by the Government of the Maldives, and implemented through an agreement between UNDP and the Ministry of Tourism.

Its overall goal was to be achieved by increasing the adaptive capacity of the tourism sector in Maldives to respond to the impacts of climate change and promoting investment in appropriate, no-regrets adaptation measures. The goals and objectives of the project were to be achieved through the delivery of the following three Outcomes. Several expected outputs are part of each outcome and it is through the outputs that the effects and results were anticipated to take place. Expected outcomes and their respective projected outputs as anticipated at the design level are indicated below.

- **OUTCOME 1: Strengthened adaptive capacity of the tourism sector to reduce risks to climate-induced economic losses**

  Output 1.1.: Inventory of adaptive and maladaptive practices on island resorts and safari boat operations in Maldives

  Output 1.2: Policy recommendations developed to enable and incentivize private sector investment for climate change adaptation in the tourism industry

  Output 1.3: Addendum to national building codes on the climate-resilient physical planning and construction of infrastructure in tourist resorts is developed and disseminated to all tourism operators

  Output 1.4: Technical guidance provided to all tourism operators on how to climate-proof sensitive resource management systems and infrastructure (freshwater management; solid waste and wastewater management; physical and energy infrastructure)

- **OUTCOME 2: Reduced vulnerability of at least 10 tourism operations and 10 tourism-associated communities to the adverse effects of climate change**

  Output 2.1: National tourism adaptation platform created to establish and support effective public-private investment partnerships for climate change adaptation in the tourism sector

  Output 2.2: Development and implementation of at least 10 new investment projects on climate-proofing water supply/storage/distribution, solid waste management, wastewater management, energy management, and/or new physical infrastructure in island resort and/or safari boat operations

  Output 2.3: Development of at least 10 new investment partnerships between island resorts and tourism-associated communities which result in joint climate risk management activities

  Output 2.4: South-South transfer of tourism adaptation case studies between Maldives and other SIDS

- **OUTCOME 3: Transfer of climate risk financing solutions to public and private sector tourism institutions**

  Output 3.1: Training of tourism operators and government representatives on climate risk financing options and their potential application in the Maldivian context

  Output 3.2: Feasibility study on micro-insurance for tourism-associated communities to buffer climate-related shocks from extreme events.

  Output 3.3: Feasibility study on index-based insurance and risk pooling options to address risk transfer priorities of the Maldivian government.

The Project had an implementation period of five years, with a start date of August 2011 and finalization in June 2016, and a total planned project cost 3 300 876 US Dollars. Overall, it was expected that the Tourism Adaptation Project would result in increasing the adaptive capacity of the tourism sector in Maldives to respond to the impacts of climate change and invest in appropriate adaptation measures.

EVALUATION RATING TABLE

Evaluation Ratings:			
1. Monitoring and Evaluation	rating	2. IA & EA Execution	rating
M&E design at entry	S	Quality of UNDP Implementation - Implementing Agency	S
M&E Plan Implementation	MU	Quality of Execution - Executing Agency	MS
Overall quality of M&E	MS	Overall quality of Implementation / Execution	MS
3. Assessment of Outcomes	rating	4. Sustainability	rating
Relevance	R	Financial resources	ML
Effectiveness	MS	Socio-political	ML
Efficiency	MS	Institutional framework and governance	MU
Overall Project Outcome Rating	MS	Environmental	ML
		Overall likelihood of sustainability	ML

Ratings for relevance, performance criteria and sustainability is found in annexes. Accounts of these ratings are imbedded in this report's narrative in each of the pertaining sections.

SUMMARY OF CONCLUSIONS, LESSONS LEARNED AND RECOMMENDATIONS

Summary conclusions: The *Increasing Climate Change Resilience of Maldives through Adaptation in the Tourism Sector Project* (*TAP*) addressed key infrastructure issues in the country and aimed at formulating essential policies, standards, codes and regulatory guidance that would facilitate necessary investments to increase the resilience of the tourist infrastructure to climate change. The Project was innovative given that it was a first intervention for the country embarking upon dealing with climate change adaptation of its most important productive sector. The general aim of TAP was to integrate climate change adaptation into policy and planning instruments. For this, the project aimed at strengthening the capacity of the Ministry of Tourism and tourism businesses to recognize evident climate risk issues in tourism operations and adopt appropriate adaptation measures to address them. TAP was funded by GEF/LDCF, co funded by the Government of the Maldives and UNDP, and implemented through an agreement between UNDP and the Ministry of Tourism. The Project was highly relevant for the country, and it remained relevant throughout its implementation. Not only because it addressed country developmental goals, but because it addressed issues pertaining to the country's high vulnerability regarding climate risks for its most important economic sector. This relevance notwithstanding, TAP was weighed down by implementation issues. Due to slow delivery in the first years of implementation most outputs were delivered in the very last period of operation.

TAP can be divided into two spheres. First the national level where outputs were generated to increase the country's institutional capacity and private enterprises ability to help build climate change adaptation and resilience. Second, the pilot sites where, through a small grants programme, several interventions took place for building up resiliency and environmental management of communities in various islands. At the national level work, a series of studies were commissioned where different aspects of the tourism industry adaptation to climate change were analysed. A set of dissemination and public information products were also created in order to facilitate investment in climate adaptation in the tourism sector. Furthermore, meteorology – related policy documents were produced and national weather monitoring instruments upgraded. There is no doubt that at the product level a series of robust studies and documents were shaped. However, in part due to the delays in implementation and in part due to the lack of a specific approach to influence policy and engage with the tourism private sector, the effect or impact of these products is still not evident. Regarding the pilot interventions, they were successful as demonstrations of the viability of community – based interventions to increase adaptation and resilience at the local level in the dispersed islands of the Maldives.

The Project concludes with several achievements, mainly at the output and at the local pilots' levels. Although TAP evidently concludes at this point, it would greatly benefit the country, the communities of islands and atolls, as well as the tourism sector to channel post – project activities in order to build upon what has been achieved and to truly generate capacity and seek tangible results from these achievements.

Summary Lessons Learned: Throughout the Project's design and its implementation period diverse stakeholders have learned lessons that can be assimilated in the future for enhanced project planning and implementation as well as improved resilience of key economic sectors facing vulnerabilities to climate change. These are summarized below.

- Working with the private sector in development projects needs a totally different approach than working with the public sector.

- The mere production of studies as outputs does not automatically translate into results.

- Implementation arrangements as well as work planning should factor in local characteristics, in particular taking into account the high likelihood of rotations and turnover in government and assuring that when changes occur there are mechanisms in place to guarantee continuity and transfer of knowledge within institutions.

- The roles of different stakeholders within a project should be clearly defined from the onset, especially the roles of those stakeholders and institutions that should provide strategic direction.

- Design and inception are very key aspects of a project, that can have a crucial impact on implementation and obtaining (or not) achievements and results.

- Although difficult to act upon given the country's high and continued vulnerability to climate change, TAP has helped to begin the debate that resiliency is a dire issue and that it has deep and profound effects on key economic sectors and that there are actions in public – private partnerships that can be taken to improve resiliency

Summary Recommendations: Recommendations within final evaluations are usually proposed for corrective actions for the design, implementation, monitoring and evaluation of forthcoming projects as well as for highlighting and reinforcing project benefits in future programming. However, since TAP has concluded with some pending matters, in this case recommendations are made for immediate tasks and for follow up as well.

Recommendations for TAP follow up

1. Generate a process and implement a platform where all documents, products, and knowledge generated by TAP be in a repository that can continually be accessed after project effective conclusion.
2. Promote a knowledge management process for the outputs of TAP in order for them to be incorporated into policy debates, decision – making processes, and financing mechanisms that deal with climate change adaptation in the Maldives.
3. Establish mechanisms in order for the achievements and outputs of TAP be incorporated into future projects and programmes that deal with climate change in the Maldives.

Recommendations for future programming

4. Design as well as project inception need to be precise and well defined in order to guide implementation processes and obtaining achievements, outcomes and overall results.
5. Design (and its ensuing implementation) need to carefully acknowledge in practical ways who the target stakeholders are and act accordingly.
6. Project reformulations, changes, reforms and other such alterations need to be precise, not ad hoc. If projects are to experience changes, these need to follow a pattern where changes are associated to a full log frame modification.
7. Work planning and reporting should follow established formats and instruments.
8. When high rotation and institutional turnovers are characteristic, projects should have mechanisms in order to have transfer of knowledge and information so that institutional knowledge and capacity transfer is assured.
9. Design and inception should state and follow a 'road map' where not only the achievement of outputs and products are indicated but the timing of such achievements needs to be specified in order to avoid generating most outputs at the end of a project and therefore not impelling outcomes and effects.
10. Knowledge management exercises need to be established, not only relying on technical and academic reports but restructuring such outputs into more user friendly / results – oriented processes.
11. Projects should better draw on the information and tools generated by UNDP, GEF, and other international agencies in climate change adaptation in order to better assimilate these instruments and not start generating instruments anew with each project.
12. Pilot and demonstration interventions should not be stand alone when they are a part of a larger intervention. Knowledge generated by a project needs to be incorporated at some level in demonstration pilots.
13. When working with local civil society groups and local communities a projects need to be aware of skills, knowledge, and institutional capacity these organizations have.
14. When situations indicate that in–country knowledge base and expertise is not sufficient for generating outputs and there is a need for harnessing expertise from outside of the country, efforts should be made to generate local capacity as well as introduce national issues in the products.
15. Efforts should be made and commitments sought in order that the personal capacities that a project generates are absorbed in a permanent matter in public institutions and private enterprises and therefore solidifying institutional capacities.
16. Projects should include all aspects of development at all of its levels of work and stages.
17. Replication, mainstreaming, and generation of capacity should be designed and implemented taking into account local conditions.
18. Sustainability strategies should be drawn as early as possible in a project and not generate them at the very end when a project concludes.
19. Vulnerability to climate change is a very dire issue in the Maldives and continues to be, affecting not only the tourism industry but also the well – being and development of the country, therefore the Project's outlook should be reinforced and replicated as much as possible in future programming

III. ACRONYMS AND ABBREVIATIONS

APR	Annual Project Review
CP	Country Programme
CPAP	Country Programme Action Plan
DNP	Department of National Planning
DIRAM	Detailed Island Risk Assessment in Maldives
DRR	Disaster Risk Reduction
EPA	Environment Protection Agency
GDP	Gross Domestic Product
GEF	Global Environment Facility
GOM	Government of Maldives
LDC	Least Developed Country
LDCF	Least Developed Countries Fund
MDG	Millennium Development Goal
MDP	Maldivian Democratic Party
MEEW	Ministry of Environment, Energy & Water
MFT	Ministry of Finance & Treasury
MHA	Ministry of Home Affairs
MHAHE	Ministry of Home Affairs, Housing & Environment
MHE	Ministry of Housing & Environment (formerly MEEW & MHAHE)
MMS	Maldives Meteorological Services
MOT	Ministry of Tourism
MRC	Marine Research Centre
MTAC	Ministry of Tourism Arts & Culture
NAPA	National Adaptation Programme of Action
NDMC	National Disaster Management Centre
NEAP	National Environment Action Plan
N/A	Not Available
NGO	Non-Governmental Organization
NPC/MFT	National Planning Council/MFT
NPC	National Project Coordinator
NPD	National Project Director
NPM	National Project Manager
NSDS	National Sustainable Development Strategy
PB	Project Board
PIR	Project Implementation Review
PMU	Project Management Unit
SIDS	Small Island Developing State
SLR	Sea level rise
TAP	Tourism Adaptation Project
UNFCCC	United Nations Framework Convention on Climate Change
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme

1. INTRODUCTION

PURPOSE OF THE EVALUATION

The varied purposes of evaluation exercises include monitoring results as well as effects/impacts and promote accountability. This evaluation centres, therefore, upon valuating the outcomes, outputs, products, and processes achieved by the *Increasing Climate Change Resilience of Maldives through Adaptation in the Tourism Sector Project.* The specific objectives of the evaluation were to determine if and how project results were achieved, and to draw useful lessons that can both improve the sustainability of benefits from this project as well as to aid in the overall enhancement of UNDP programming. Lastly, this exercise follows general objectives of these sorts of evaluations which have as a purpose assembling lessons learned and best practices in order to aid projects' processes in the future.

SCOPE AND METHODOLOGY

This final evaluation has primarily focused on assessing the effectiveness, efficiency, sustainability, and relevance of the project in light of the accomplished outcomes, objectives, and effects. It includes the following scope:

- Assess progress towards achieving project objectives and outcomes as specified in the Project Document.
- Assess signs of project success or failure.
- Review the project's strategy in light of its sustainability risks.

The evaluation has centred upon the outcomes, outputs, products and processes achieved or in terms of perspective achievement. The specific objectives of the evaluation were to determine if and how project results were achieved, and to draw useful lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP / GEF future programming. The varied purposes of evaluation exercises include monitoring results as well as effects/impacts and promote accountability. Lastly, it follows general objectives of these sorts of evaluations which have as a purpose assembling lessons learned and best practices in order to aid projects' processes in the future. The time scope of the final evaluation is for the whole project as such, including its planned implementation period together with the extension period granted.

The approach for the evaluation of the *Increasing Climate Change Resilience of Maldives through Adaptation in the Tourism Sector Project* (or TAP – Tourism Adaptation Project) has been determined mainly by the Terms of Reference (ToR) for this assignment and it follows methods and approach as stated in UNDP guidelines and manuals, relevant tools, and other relevant UNDP guidance materials, including the *UNDP Guidance for Conducting Terminal Evaluations of UNDP-supported*, *GEF-financed Projects* and *UNDP's Handbook on Planning, Monitoring and Evaluating for Development Results*. The analysis entails evaluating different stages and aspects of the project including design and formulation, implementation, results, and the involvement of stakeholders in the project's processes and activities. It has been carried out following a

participatory and consultative approach ensuring close engagement with government counterparts, in particular with the UNDP Country Office, project team, the Government of Maldives, and other key stakeholders.

In order to carry out this evaluation exercise several data collection tools for analysing information from the principles of results-based evaluation (including relevance, ownership, efficiency and effectiveness, sustainability) were used. Following UNDP/GEF guidelines, the relevant areas of the project were evaluated according to performance criteria and prospects of sustainability with ratings as summarized in the tables found in Annexes. The tools chosen for the evaluation, with a mixture of primary and secondary data as well as a combination of quantitative and qualitative material, were selected in order to provide a spectrum of information and to validate findings. These methods allowed for in-depth exploration and yield information that facilitated understanding of observed changes in outcomes and outputs (both intended and unintended) and the factors that contributed to the achievements or lack of accomplishments.

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

- *Document analysis*. In depth analysis of documentation was carried out. The documentation analysis examined documents prepared during the preparation and implementation phases of the project. A list of documents consulted is found in annexes.

- *Key informant interviews/Focal group discussions*: Interviews were implemented through a series of open and semi-open questions raised to stakeholders directly and indirectly involved with the Project. Key actors (stakeholders) were defined as UN officials, government actors (in particular Ministry of Tourism and Ministry of Environment and Energy), tourism industry, strategic partners of civil society / NGOs / beneficiary groups, other government actors, and local actors. The interviews were carried in person during the evaluation mission. They were either individual interviews or focus group discussions. Stakeholders to interview were chosen to be the key actors from every single cluster of organizations directly and tangentially involved in the Project (UN, governments –national and subnational as well as local councils--, civil society organizations, and institutions as well as key actors from the small grants programme implemented within the Project). The array of stakeholders, therefore, was a representative sample of actors involved such as the implementing agency, national government representatives, and local government representatives, project management unit, project staff, as well as representatives from organizations that directly and indirectly participated in different capacities in the Project. A list of all of the 44 stakeholders consulted is found in annexes.

A series of site visits were planned, in particular in order to visit areas where community – based small grants have been approved and developed and where interviews, focal groups and direct observation of implemented interventions could take place. The sites were chosen according to several different variables. The main factors being learning possibilities from the chosen sites, diversity between the local projects, as well as logistics and resources available for site visits. The

sites initially chosen were as follows: Coral Garden project, Raa Fainu / FACE (Fainu Association for Community Endeavors); Crab culture, mangrove rehabilitation, Noonu Kendhikulhudhoo/Friends Association for Island Development (FAID); and Grouper culture, pearl culture (Integrated Marine Trophic Aquaculture system)/ N. Kudafari / ANDEV (Association for Noonu Atoll Development). However, after the site visits were planned and organized, a travel advisory alert forced the cancelation of site visits. In order to overcome this issue, a series of interviews were held in Male' with NGOs and small grant recipients, from the originally chosen sites as well as from others. Also a visit to an island near Male' took place (Vabbinfaru). Although this island was not part of the small grant projects, it allowed for first hand observation of some of the impacts of climate change in Maldives, such as coral bleaching and beach erosion associated to sea level rise.

A first tool developed for this process was an evaluation matrix (which can be found in annexes). This matrix guided the data collection process and, as the evaluation proceeded, the matrix was used to collect and display data obtained from different sources that relate to relevant evaluation criteria and questions. This tool was developed not only as a guide for systematizing data collection but also to make the evaluation process transparent. The matrix contains Evaluative Criteria Questions (that is questions and sub questions related to each of the evaluation criteria enclosed in the evaluation); Indicators; Sources; and Methodology. Furthermore, an evaluation questionnaire is found in annexes. This questionnaire operationalizes the evaluation's guiding questions regarding achievements and criteria. It was mainly a guide for interviews with relevant stakeholders at different institutions and for prospective site visits or interviews with small grants recipients.

As it occurs in most of these sort of evaluations, there are a series of limitations. Although the evaluability was very high given access to inputs (from stakeholders through interview processes as well as from documentation this evaluation had access to), some limitations can be identified. The main limitation identified is the inherent constraint of time and resources which presented a limit to the mission, and in particular to site visits. The limitation regarding pilot site visits unfolded during the mission itself given that after sites were selected according to criteria above and travel to the sites were organized as planned, due to weather conditions site visits had to be cancelled (associated to the fact that the mission took place during the Southwest monsoon wet season). A seventeen-day mission took place, including international travel time, mainly maintaining meetings and interviews with relevant stakeholders at the national and local levels, meetings with UN personnel, national government representatives and local councils, as well review of materials with key stakeholders, and the aforementioned field visit. A Mission Agenda is found in annexes.

STRUCTURE OF THE EVALUATION REPORT

The evaluation report is structured beginning with an executive summary, an introduction and evaluation scope section. A second section contains an overall project description within a developmental context, including an account of the problems the project sought to address, as well as its initial objectives. Furthermore, indicators and main stakeholders involved in the

projects are described, as well as what were the expected results. Essentially, this section deals with the design stage and design concept of the project. A third core section of this report deals basically with the evaluation findings, analytically observing the results framework and its reform, as well as linkages with other projects and interventions in the sector. Furthermore, this section also deals with findings relating to the actual implementation of the project, including strategic issues such as adaptive management and partnership agreements, and monitoring. This third section concludes with findings on actual project overall results and findings related to the criteria established for evaluations such as relevance, effectiveness and efficiency, ownership at the national level, mainstreaming and sustainability. A fourth core section of the present report entails overall conclusions as well as forward looking issues and recommendations for future actions and future projects. Lastly, an annex section includes project and evaluation support documentation.

2. PROJECT DESCRIPTION AND DEVELOPMENT CONTEXT

PROJECT START AND DURATION

The Project has had an implementation period of five years, with a start date of August 2011 and finalization in June 2016[2]. It had a total planned project cost 3 300 876 US Dollars, with GEF financing 1 650 438 USD and expected co financing for the same amount (of which 1 620 438 was to be from government and 20 000 from other sources –UNDP--).

PROBLEMS THAT THE PROJECT SOUGHT TO ADDRESS

The problems that the Project sought to address are key converging issues in the Maldives: climate change risks and adaptation combining with the tourism industry, which is the country's main economic sector. The tourism sector, backbone of the Maldives economy, has large direct and indirect contributions to the country's economic factors. The sector accounts for over 60 percent of foreign currency earnings and provides direct employment for over 22,000 people and substantive levels of indirect employment. It represents 30 percent of direct contribution and 40 percent of indirect contributions to the annual Gross Domestic Product (GDP). Furthermore, the sector provides a range of development opportunities in transport, communications, agriculture, fisheries, construction and manufacturing, and maintains vital economic linkages with remote and highly dispersed inhabited islands. This industry also accounts for a high portion of government revenues (directly and indirectly).

The Maldivian archipelago, in turn, is highly vulnerable to climate change – related risks and associated negative impacts. This affects, evidently, the economically important tourism sector. Risks and impacts linked to climate change have a direct bearing in the tourism sector through losses from extreme climate events and general-climate related risks. First of all, climate change-related risks to the tourism sector and its associated value chains materialize directly and indirectly. Directly through physical damages and losses from climate-related hazards, stresses and events. Indirectly through reduced revenues across all levels of tourism-related value chains. Impacts are already evident: on coastal infrastructure, fisheries, water resources, agriculture and human health. Furthermore, there are increased probabilities of increasing unfavourable conditions, hazards and risks for the Maldives, all of them detrimental to the tourism sector and to the communities, enterprises as well as individuals that work directly and tangentially with the sector.

The main climate change – related issues in the Maldives correlate to hazards that have detrimental impacts upon the tourism sector. These are windstorms, heavy rainfall, cycles of extreme temperatures and drought, as well as storms and sea swells. Swells, storms, and heavy rainfall are particularly important issues with high impact, and their increased frequency and severity have harsh effects of erosion, damages, and destruction. Other climate change related

[2] It was originally planned that implementation would run until mid – 2015, yet the Project was granted a one year no – cost extension.

impacts have also been identified, including effects on soil and water quality. The latter is particularly key given groundwater scarcity in the country and stress in water resources linked to over – extraction and extended droughts. The islands and resorts are highly vulnerable due to their characteristics (dispersion, low elevation, size). Furthermore, sea level rise (SLR) is increasing erosion, causing loss and mobility of beaches and therefore threatening the attractiveness of this tourism asset. Climate change is also having an effect on coral reefs which are one of the main resources of Maldivian tourism and in turn also a protection barrier. Given rise in ocean water temperature acidification and coral bleaching of coral reefs occurs. This a crucial issue given, also, that snorkelling and diving in reefs are key tourism activities and that coral reefs are a natural sea-defence and buffer from waves and other oceanic forces.

IMMEDIATE AND DEVELOPMENT OBJECTIVES OF THE PROJECT

The overall goal of the Project was to support Maldives to become climate resilient by integrating adaptation measures in development policies, plans, programs, projects and actions. The immediate objective of TAP was *to increase adaptive capacity of the tourism sector in Maldives to respond to the impacts of climate change and invest in appropriate, no-regrets adaptation measures*. Given the crucial role that the tourism sector plays in the country's economy and its development it is implicit that the Project has a developmental objective. This specifically relates to promoting adaptation of the sector to climate – change and reducing risks and vulnerabilities associated with climate induced variation for a productive sector critical to the development of Maldives.

BASELINE INDICATORS ESTABLISHED

In the Project Document (ProDoc), baseline indicators were established for TAP. Baseline data recognized the issues and contained indicators for most expected objective and outputs. These are shown in the following table.

	Indicator	Baseline
Project Objective **Increase adaptive capacity of the tourism sector in Maldives to respond to the impacts of climate change and invest in appropriate, no-regrets adaptation measures**.	Number of tourism related policies, strategies and action plans which stimulate investment by tourism operators in climate resilient water, waste, energy and infrastructure management Number of tourism operators who invest in concrete initiatives that enhance their climate risk resilience, based on guidance provided by the project. Number of tourism associated communities which reduce their vulnerability to climate hazards, based on investment activities facilitated by the project	Existing tourism policies, laws and regulations do not integrate climate risk information and require/enforce private sector investments in climate change adaptation measures Most tourism operators do not draw on, or comply with, consistent guidance for no-regrets adaptation measures to increase resilience to climate-related risks and extreme events Limited examples of cooperation between tourism resorts and communities on joint risk management efforts.
Outcome 1 Strengthened adaptive capacity of the tourism sector to reduce risks to climate-induced economic losses	Number of island resorts and tourism operators with increased capacity to reduce risks of climate variability Number of new investment projects in the tourism industry that are designed and implemented in accordance with revised tourism policies and planning frameworks	Most tourism operators are concerned about their increased vulnerability to climate change, but do not draw on, or comply with, consistent guidance for effective no-regrets adaptation measures to increase resilience National policies and laws regulating tourism operations do not contain functional references to climate proofing and fail to incentivize private sector investment in climate risk management
Outcome 2 Reduced vulnerability of at least 10 tourism operations and 10 tourism-associated communities to the adverse effects of climate change	Number of island resorts, tourism operators and tourism-associated communities who report reduced vulnerability to climate risks as a result of guidance provided by the project Private sector investment in climate change adaptation measures which reduce economic losses in tourism operations and tourism-associated communities from extreme climate events (US$)	Most tourism operators are concerned about their increased vulnerability to climate change, but do not draw on, or comply with, consistent guidance for effective no regrets adaptation measures by the government to increase resilience Economic losses in tourism-related value chains from climate induced hazards and extreme events are quantified only after catastrophic events.
Outcome 3 Transfer of climate risk financing solutions to public and private sector tourism institutions	Number of staff from government agencies and tourism operators who have increased knowledge of climate risk financing instruments Type and number of climate risk financing products and services (such as index-based insurance) available to public and private sector entities	Government entities and tourism sector operators in Maldives have limited knowledge of climate risk financing products and their potential application in the Maldivian context No climate risk financing products and services are available on the Maldives market

MAIN STAKEHOLDERS

At the design level a series of main stakeholders were identified. These were, at the time of project development, as follows:

- Ministry of Tourism, Arts and Culture (MTAC)
- Ministry of Housing and Environment (MHE)
- Climate Change and Energy Department
- Ministry of Housing and Environment (MHE)
- Environment Protection Agency (EPA)
- National Disaster Management Centre (NDMC)
- Climate Change Council under the President's Office
- National Planning Council, Ministry of Finance & Treasury (NPC/MFT)
- Ministry of Fisheries & Agriculture (MoFA)
- Maldives Association of Tourist Industry (MATI)
- Marine Research Centre (MRC)
- Tourism-dependent communities
- Allied Insurance Company.

EXPECTED RESULTS

Overall, it was expected that the Tourism Adaptation Project would result in increasing the adaptive capacity of the tourism sector in Maldives to respond to climate change impacts and invest in appropriate adaptation measures. Specifically, TAP would aid a move towards explicit results in strengthening the sectors' adaptive capacity to reduce risks to climate-induced economic losses; reduce vulnerability of specific tourism operations and tourism-associated communities to the adverse effects of climate change; as well as the transfer of climate risk financing solutions to public and private sector tourism institutions.

3. FINDINGS

3.1 PROJECT DESIGN / FORMULATION

ANALYSIS OF LFA/RESULTS FRAMEWORK (PROJECT LOGIC /STRATEGY; INDICATORS)

As all projects of this sort, a key aspect of its design is the inception log frame/results framework which includes project strategy and logic as well as baseline and target indicators. The TAP's logic and strategy at the design and formulation level was fitting. The formulation documents identify effectively the major issues, threats, and other matters that hinder the tourism sector in light of climate change issues in Maldives. The threats (climate change induced issues and problems) as well as underlying causes that hinder adaptation (such as tourism-related human activity undermining natural resilience of coral reefs, lack of dedicated policy instruments for the tourism sector to address climate change risks; financial constraints, as well as weak inter-sectoral coordination and gaps in technical capacity) were also properly identified. The Project's logic and strategy therefore was to confront these issues through specific outputs and expected outcomes that would, plausibly, increase adaptation and resilience of the tourism sector in Maldives. Therefore, in terms of overall logic and strategy the design responded to an adequate rationale and it was designed as a strategic intervention.[3]

As to the matter of indicators, some issues were identified by this evaluation. Some of the baseline and performance indicators were not quantified or properly defined, therefore making it difficult to establish measurable progress in attaining results or effects. For instance, baseline and performance indicators, although responding to a proper intervention logic, are not defined adequately and precisely as needed for a project of this sort. Several of the indicators are too general or not sufficiently specific to be satisfactory, and several are not expressed in a measured or measurable manner (for instance, phrases such as "most", "limited examples", or other such purported indicators are not gauges specific or measurable in the degree needed for this sort of interventions). Other issues are expressed in such broad manners that are open to interpretation and not properly functional to gage change or effects (for instance, the definition in specific and measurable terms of what is "no regret adaptation measures" is lacking in the context of the Project). Furthermore, although expected outcomes are expressed as changes, they are not focused in many instances to adaptation per se and there are weak linkages between products and expected outcomes, or how outputs would result as outcomes. Although several of these matters are seen at the indicators level, as will be seen further in this report, they have had also an impact at the results and implementation levels. In summary, although indicators (baseline and expected performance) depict a general representation of the status of variables related to climate change adaptation issues at point of departure and the expected outcomes at project end, several of them lacked precision as well as measurability factors.

[3] A revised log frame was produced at project inception. Although some aspects are better defined with this new log frame, the major issues pointed out here still remained. The revised results framework is also found in annexes.

ASSUMPTIONS AND RISKS

At the design stage a series of assumptions and correlated risks were identified. This risk analysis included classifications (low, medium, etc.) as well as basic strategies for mitigation. Risks were classified according to different categories: political, regulatory, strategic, organizational, operational, and financial. These and their ranking in severity as perceived at the design stage are indicated below.

Type	Description	Severity
Political	Changes in government staffing lead to changing perception of different adaptation priorities	Low
Regulatory	Other sector policies provide incentives which are contradictory to the aim of increasing climate change resilience in the tourism industry	Medium
Regulatory	National policies, laws and regulations are not changed by the government on the basis of other political considerations	Medium
Strategic	Stakeholders are unwilling to engage in regular debate about climate risk issues in the tourism sector	Low
Organizational	Difficulties in the coordination between MTAC, MHE & MATI could result in project delays and ineffective project implementation	Low
Operational	Delay in establishing project management unit with the government delays project implementation	Medium
Financial	Sustainable measures to adapt to projected long term climate change impacts are perceived as unaffordable	Medium

LESSONS FROM OTHER RELEVANT PROJECTS (SAME FOCAL AREA) INCORPORATED INTO PROJECT DESIGN

Although innovative, TAP draws upon a series of lessons from other relevant projects and programmes and incorporates them into the project design.[4] Besides projects, there are also other programmes and relevant interventions from which TAP draws upon. For instance,

[4] The specific projects where linkages have been identified are found in the *Linkages between project and other interventions within the sector* section below.

Maldives has developed a National Adaptation Programme of Action (NAPA) with UNDP support in order to promote and develop national capacities to adapt to climate change. Furthermore, UNDP has implemented a Community Based Disaster Risk Management Programme (CBDRM) in seven atolls, covering a total of 37 inhabited islands in the country with the development of local climate risk management plans, island response plans, and community-based disaster mitigation and adaptation actions.

After the Tsunami of 2004 UNDP has also commissioned several studies for aiding the country in searching for resiliency and risk management. Among them a 'Detailed Island Risk Assessment of the Maldives' (DIRAM) of ten selected islands to understand the extent of climate-related vulnerability and design appropriate adaptation measures as well as to generate a comprehensive cost-benefit analysis of different disaster risk reduction options ('Cost Benefit Study of Disaster Risk Mitigation Measures in Three Islands in the Maldives').

Overall, therefore, the Tourism Adaptation Project had a series of experiences and studies to draw upon for its design and implementation. The aim to build upon these matters is made explicit in the project design.

PLANNED STAKEHOLDER PARTICIPATION

At the design stage the significance of solid participation engagement by different sorts of stakeholders was highlighted (participation from Government representatives, tourism operators, as well as community groups). A set of stakeholders were, therefore, identified at the design and project formulation stages. This identification not only comprised just the identification of the institution(s) or interest group but also what the roles and responsibilities of each identified institution or group was and what their potential involvement in TAP was to be. This reflected the multi stakeholder and multi layered expected stakeholder engagement expected within TAP, whereas not only different government agencies were to participate but also associations representing private enterprises as well as island communities.

The Ministry of Tourism (MoT) was, clearly, identified as the key governmental stakeholder due to their role as responsible agency for the development and implementation of tourism development policies in the country. Its role within TAP was identified as the coordinator of activities of the Project with the partnership of other stakeholders, in particular with the Ministry of Environment and Energy[5]. Thematically, it was indicated that the main partners would take the lead in warranting that climate risks are integrated in different government policies that pertain to the tourism industry and that they would facilitate public-private partnerships to demonstrate tangible climate risk management actions and investments by the tourism industry. Besides the aforementioned institutions, other institutions and stakeholders were included in the stakeholder/participation analysis, including the National Disaster Management Centre (NDMC), the Climate Change Council under the President's Office[6], National Planning Council,

[5] Ministry of Housing and Environment at the time of the project design and inception.

[6] This institution no longer existed at the time of the final evaluation.

Ministry of Finance & Treasury (NPC/MFT); Ministry of Fisheries & Agriculture (MoFA); the Marine Research Centre (MRC), the Allied Insurance Group, and several organizations that represented the private sector and communities (such as Maldives Association of Tourist Industry (MATI); and tourism – dependent communities).

Overall, the stakeholder analysis and prospective roles and participation of relevant stakeholders was, at the design level, quite widespread covering at the time the roles and potential functions of a set of institutions identified as relevant vis-à-vis TAP. Although the stakeholder analysis was quite wide-ranging, it did not include clear participation roles of some actors. While in some cases participation from these overlooked actors was secured in the implementation process at some levels, it would have been more fitting if these institutions and stakeholders would have been included since inception and planning. For instance, although the line ministry of environmental issues at the time was the Ministry of Housing and Environment, their forthcoming involvement was circumscribed to the areas dealing strictly with environmental issues (climate change division and Environmental Protection Agency), yet at the time of stakeholder analysis the section dealing directly with building codes was not included. This, as will be seen in the narrative below, at some level hindered the proper development of outputs in this area as well as achievement of outcomes.

REPLICATION APPROACH

At the design level the replication approach was not thorough. There are brief mentions of replicating the creation of an enabling environment for adaptation investments in the tourism sector to be promoted by the Project to inhabited Maldivian islands[7] as well as to disseminating outcomes and information to other Small Island Development States with tourism-based economies. There is no mention of replication of the small grants scheme that was implemented in TAP and no concrete approach to upscale, replicate or expand outcomes and outputs.

UNDP COMPARATIVE ADVANTAGE

Design of the project contemplated UNDP's comparative advantage, in particular as it relates to GEF – funded projects. The design of TAP acknowledged UNDP's comparative advantage in the areas of capacity building, human resource development, and institutional strengthening. UNDP Maldives has had a key trajectory in the country in developing and managing capacity building programmes and technical assistance projects for climate risk management and adaptation as well as for other more general environmental issues. UNDP's Country Office in Maldives has had a long standing association with several of the key stakeholders of TAP which has allowed the agency to develop strong relationships with diverse institutional actors that participated in the Project. UNDP's capital of information, knowledge management capabilities as well as its regional and global positioning and development of similar projects was also part of the agency's comparative advantage. The experience in human resources development, integrated policy

[7] In Maldives, inhabited islands are those that do not hold tourist resorts. Several of them, however, do depend directly and indirectly from the large tourism industry for their livelihood and some of them have locally – owned / managed small scale tourism enterprises.

support, institutional strengthening, and non-governmental and community participation is further enhanced by UNDP's capacity and ability to draw on experts (regionally and inter – regionally) to propel work in adaptation which is not found in – country. Furthermore, UNDP's capacity to impulse innovation was also an asset and comparative advantage that has had a certain degree of bearing on TAP. However, during implementation, the shortcoming of UNDP's technical support capabilities and procurement systems reached a critical point and resulted in delays in some project activities.

LINKAGES BETWEEN PROJECT AND OTHER INTERVENTIONS WITHIN THE SECTOR

The Project has had since the beginning of its design (as well as during implementation) clear linkages with other interventions in the sector, in particular regarding other projects with UNDP Maldives as an implementing agency. The UNDP Maldives Country Office has had a number of climate change adaptation (as well as other natural resource and ecosystem resiliency) interventions in the country. Those are related to the Project conceptually and have provided contextual information for it. In particular, TAP had solid linkages with projects executed by the Ministry of Environment and Energy[8] and it was an explicit aim to build upon the results, lessons learned, and overall experience derived from the following interventions:

- Integrating Climate Change Risks into Resilient Island Planning in the Maldives
- Atoll Ecosystem-based Conservation of Globally Significant Biological Diversity in the Maldives
- Building Capacity and Mainstreaming Sustainable Land Management (SLM) in the Maldives.

MANAGEMENT ARRANGEMENTS

The management arrangements set out at design and formulation were fairly standard arrangements for GEF – funded UNDP – implemented National Execution (NEX) modality projects. The lead implementing agency was to be the Ministry of Tourism, Arts and Culture (MTAC) [9], not only overseeing matters of implementation but also housing the Project Management Unit. A Project Board (PB) was set up with the aim of it being a strategic decision-making body of TAP that would provide overall guidance and direction as well as be responsible for decision making. The PB was to include representation from the Project Executive, the National Project Director, the National Project Manager, UNDP, representatives of other government partners, representatives from the tourism industry and other stakeholders. A key role for the Project Board was set in the Project Document when it indicates that *"members of the Project Board will play a significant role to ensure that policy recommendations are integrated*

[8] The Ministry of Environment and Energy was (at the time of inception as well as the time of implementation of these projects) the Ministry of Housing and Environment.

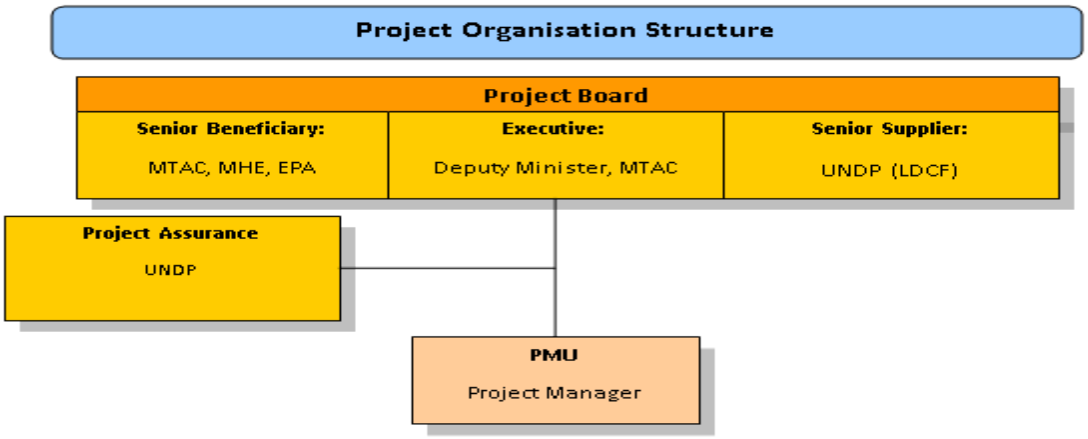
[9] As noted, this was the name of the implementing Maldivian institution at the time of design and early implementation. The ministry changes to Ministry of Tourism in 2013.

within the policies of respective sectors they represent"[10]. Therefore, the PB was supposed to act not only as a decision making overseeing body but also had proactive functions prescribed in order to assure that the products and outputs of the Project were to be properly brought about as policy in their sectors.

Albeit the overall responsibility for implementation fell upon the MoT as implementing agency, the design of the project presents indications for a broader implementation pattern, attuned to a multi stakeholder multi area sort of project that TAP was. It is specifically stated in design and formulation documents that there would be a series of proactive implementing partners *"responsible and accountable for achieving project Objective, Outcomes and Outputs and for the effective and efficient use of donor resources"*[11]. Besides the Ministry of Tourism, the lead agency in environment at the time (MHE) and a leading tourism industry association (MATI) were identified a priori as implementing partners to implement activities and deliver outputs. A national Project Director (NPD) was designated to be responsible for overseeing overall project implementation.

The design also provides guidelines for the functioning of the Project Management Unit (PMU) as well as staffing guidelines. It was indicated that not only the PMU would be physically hosted in MTAC Planning Unit but also that 20 percent of staff time of at least three MTAC personnel will be dedicated to the Project. This was intended to not only provide for contributions for the Project (such as co – financing in kind) but (and perhaps more importantly) to promote ownership and generate institutional and individual capacity to be assimilated into the Ministry and continue after TAP ended.

The management arrangements planned are presented in the graph below. These are the basic arrangements as indicated in the Project Document.

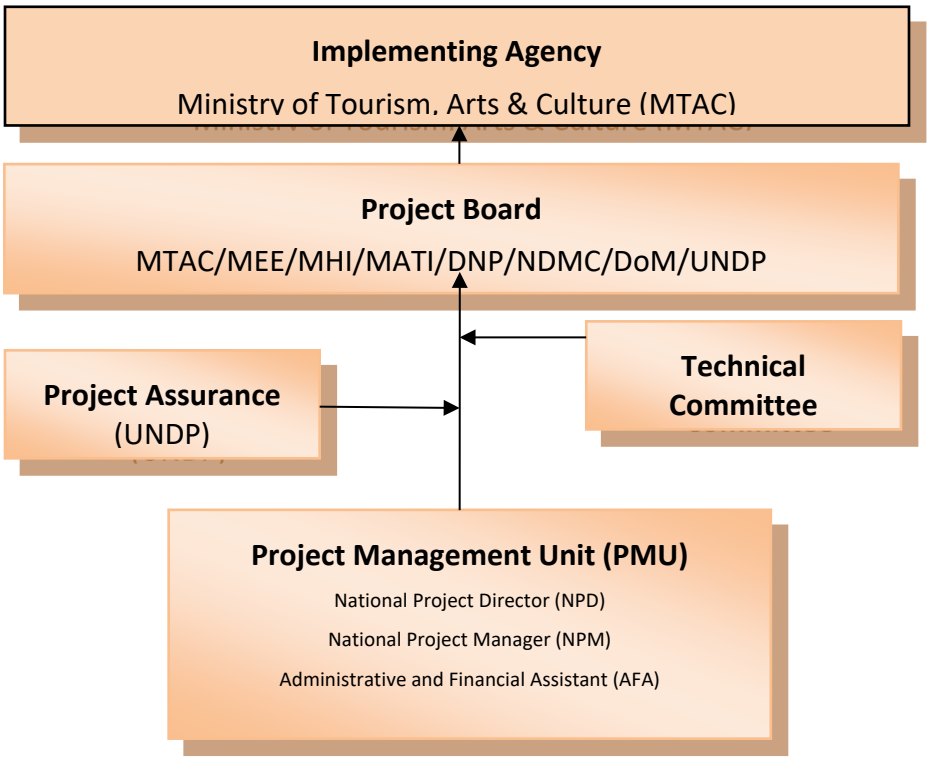


[10] Project Document.

[11] Project Document.

At project inception this management and organisational structure was further refined and the proposed (and resulting management structure) was as follows.

Tourism Adaptation Project (TAP) - Management Structure



3.2 PROJECT IMPLEMENTATION

ADAPTIVE MANAGEMENT (CHANGES TO THE PROJECT DESIGN AND PROJECT OUTPUTS DURING IMPLEMENTATION)

If adaptive management is defined as formal changes to the Project's design (a standard definition for this sort of management), it cannot be said that such a process thoroughly arose throughout project implementation. However, if adaptive management is more broadly understood as changes in project outputs and overall alterations to TAP, it can be stated that this has occurred in a very dynamic manner, particularly in the last year of implementation after the project extension of one year was granted. In the following sections these two aspects of adaptive management will be analysed.

Regarding the first area of defined adaptive management, i.e. changes to design, TAP only minimally changed formal project design. That is, formal changes to the Results Framework (for instance, regarding formal changes to output and results indicators) did not take place. Also, no formal changes were introduced to deal with implementation methods. For instance, although

the Project lagged in the implementation of different outputs, no formal substantial changes were introduced to aid in implementation timing.[12]

However, formal changes in project outputs and overall alterations to TAP were arranged and carried out throughout implementation, and in particular in the extension period. Work plans, again mainly the latter ones, reflect a series of changes basically to adjust to changing policy conditions in Maldives as well as to make-up for the very significant delays that the Project experienced. The latter either by changing or by cancelling altogether some of the expected activities and outputs.[13]

The changes that the Project proposed and implemented reflect some of the issues that the Project had to contend with. The insufficient delivery until the Project ran most of the course of planned completion (i.e. from 2011 to 2015) impelled that work planning saturated the end period of the intervention. Several components took place almost wholly during the extension period (for instance, most of expected outputs in Outcome 2, which were implemented through a small grants arrangement) as did many of the consultancies that would give rise to products, which were activities and outputs developed in the very latter stages of the Project.[14]

In general, therefore, adaptive management (broadly defined) showed flexibility yet reflected several underlying design and implementation deficits. Since adaptive management was not thoroughly programmatic (i.e. no formal changes in framework/indicators, etc., for example, took place) it was mostly ad hoc. The latter implied that there was flexibility to adapt to some failings such as the protracted implementation process for most of the life-span of the Project, yet it was not as programmatic/strategic for the most part as needed for a project of this sort.

PARTNERSHIP ARRANGEMENTS (WITH RELEVANT STAKEHOLDERS INVOLVED IN THE COUNTRY/REGION)

As established in the Project Document and at inception, a wide stakeholder analysis was carried out at the initial stages of the Project. This analysis not only identified stakeholders but their role and potential partnership arrangements were laid out.

Partnership arrangements with relevant stakeholders took place as planned for the main actors: Ministry of Tourism and Ministry of Environment and Energy.[15] Others national governmental

[12] Although the latter was suggested in the Mid Term Review, this did not take place in a formal manner. That is, the MTR suggested that a formal generic timetable should be developed, dividing years of implementation with clear indications of timing for each of the outputs (and foreseeably outcomes) that were supposed to be taking place, with milestones indicating when deliverables would be expected to take place. However, no formal road map of the sort linked to milestones was produced at the output/outcome levels.

[13] As reflected in Annual Work Plans (2012 to 2016).

[14] For instance, some consultancies/product's generation were taking place contemporarily to the terminal evaluation, which took place in the last month of the Project's implementation cycle.

[15] By the end of the Project only MEE was actually an implementing partner since MMS also come under MEE. However, then can also be perceived as two implementing partners as they carried out activities independently.

institutions had less proactive roles, given that their participation mostly entailed taking part in TAP – organized events and/or being part of the Project Board / Steering Committee. Participation was secured by several different actors which were not identified at the design level, but who were key in different areas of the Project, such as non – governmental organizations and communities participating in different capacities in the small grants section of TAP. With most stakeholders, however, some problems were identified, even regarding their participation at their advisory/steering level. There was a high rotation of representatives taking part in TAP events and board/steering committee meetings. This not only hindered building up continuous participation but also made it difficult for the assimilation of capacity generated or information sharing into the institutions represented in these activities.

Other institutions were identified as stakeholders at the design level and, although crucial for several aspects of Project implementation, their expected participation did not develop. That is, did not participate in a significant manner, such as for example representatives of the insurance sector.[16]

The tourism industry was also identified as a crucial partner that would not only take part in the directive (board, committees) aspects of the Project but also execute components of the Project and promote activities to 'weather proof' the industry and build resilience to climate change detrimental effects on the Maldives and therefore on their sector. However, engagement with the tourism industry was at best weak. This conceivably responds to two aspects: the very nature of the larger – scale tourism industry in the Maldives as well as the ways in which UNDP interacts with the private sector in development work. First of all, the very nature of the tourism industry (as well as the institutions which agglutinate the sector in the Maldives) is highly particular given that it is a rather self – regulating industry. Even the distinct concept of Maldives tourism industry of 'one island, one resort' is to some extent indicative of the isolation of actions from mainstreamed partnerships. The participation sought through associations, although key for albeit emblematically asserting that the industry was on – board for TAP, was not as proactive as it should have been for project that deals exclusively with the sector, its adaptation to climate change, and private – public relation regarding these matters. As a reason for this lack of full involvement, industry asserts that they deal with the issues through corporate responsibility channels. Yet, although commendable, this does not fully reflect adaptation as a key factor of tourism operations in the country. Second, although UNDP has presented a shift in its outlook on development work in order to deal with the private sector, it has not changed its characteristic work methods, and therefore not fully incorporating yet changes that can lead to engaging with the private sector differently than it does with government and civil society actors in development work. In the TAP case lies an example that work with the private sector should be different than work with UNDP's usual development counterparts.

[16] Allied Insurance Group for instance was identified as a key stakeholder, but the company did not participate visibly nor did it promote issues pertaining to climate risk insurance in their work, indicative that they did not assimilate issues related to TAP.

FEEDBACK FROM MONITORING AND EVALUATION ACTIVITIES USED FOR ADAPTIVE MANAGEMENT

As will be seen below, in the section specifically dealing with monitoring and evaluation at design and at the implementation level, TAP had some severe insufficiencies in reporting, monitoring and reviewing. Since the implementation of the monitoring/evaluation plan was incomplete, opportunities for feedback of M & E activities to be used for adaptive management were also infrequent. Therefore, there was not a fluid feedback from monitoring and evaluation activities used for adaptive management. As indicated, also in the specific relevant section, although the Project withstood a series of very significant changes (even with activities altered or cancelled at the output level), this was done in an ad – hoc basis and not in a programmatic manner. Reporting and work planning was not as expected or as laid out in project programming, for instance, and although corrections were presented/suggested in several monitoring tools (such as PIRs and mid-term review), this continued to impair the Project until its very end. Although after the extension request was granted (and also to fulfil the requisites for this extension) some improvement in reporting and work planning is in evidence in the last months of implementation, this attempt to improve work planning based on M & E feedback did not have pre-existing information to build upon (such as budgeting, financing / co - financing). Furthermore, there is little evidence that full recommendations from the mid-term review were up taken for enhanced implementation during the final half of the project's term. For instance, although management response acknowledges and agrees with most of the recommendations, there is very little evidence that relevant changes were introduced fully as feedback from the evaluation itself. Work planning continued to be imprecise for the most part, although improving annual work planning was a specific recommendation by the MTE. The mid-term review recommended that financial reporting should be more transparent, yet until the very end of the Project financial reporting and information was uncertain. Other, more thematic issues, were also not properly followed with feedback, such as for example the quality control of the baseline studies or the incorporation of a gender strategy within TAP.[17]

PROJECT FINANCE

The total planned project cost was of 3 300 876 USD, with planned financing by GEF of 1 650 438 USD and a similar amount of planned co-financing from other sources. Of this expected co – financing, 20 000 USD was to be from UNDP and the rest (1 630 438 USD) was to be provided by the Government of Maldives. Actual versus planned financial data for financing and co -financing is provided below in the narrative and in the following table.

Actual co-financing by the Government of Maldives at the time of the final evaluation was reported at 1 312 106 USD, which represents 80 percent of planned co financing by government. Although notwithstanding the matter that co – financing of in-kind contributions are always estimates, the Project has had some additional problems with estimating governmental

[17] The main reason for this was, according to the Project, due to the fact that these recommendations came about late in the Project implementation process and the PMU was focused on delivery of the new activities introduced in June 2015.

contributions of this sort throughout its implementation. As noted in the mid-term review, and something that is corroborated by this terminal evaluation, co-financing estimates have been difficult to ascertain, determine, and report. There has been no overall methodology followed nor template developed and due to this it has been challenging to report. Although this figure is highly plausible (which is commensurate with the 40 percent rate of actual vs. planned co – financing reported at the Project's mid – point and broken down by different items of co – financing), this figure could be higher if other items are tallied and considering that activities are continuing after the final evaluation and project closure.

GEF funding at the time of the evaluation was 96 percent of planned funding (USD 1 590 471). While actual UNDP funding for the Project 61 percent of planned allocations (USD 12 232). Therefore, overall actual funding of TAP was 88 percent of planned allocations (as seen in table below).

Project financing and co – financing table[18]

Co-financing (type/source)	UNDP own financing		Government		GEF		Total	
	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
Grants	20000	12232			1650438	1590471		
Loans/Concessions								
☐ In-kind support			1630438	1312106				
Totals							3300876	2914809

MONITORING AND EVALUATION: DESIGN AT ENTRY AND IMPLEMENTATION

Planned monitoring and evaluation design at entry defines a fairly standard set of tools and methodologies in accordance with established UNDP and GEF procedures for this sort of project. These included Inception Workshop and Report; Project Implementation Reports, Periodic status/ progress reports; Mid-term Evaluation; Final Evaluation; Project Terminal Report; as well as visits to field sites. Although some of these tools are not fully defined, they do follow a prototype applicable to the sort of project being implemented.

Nevertheless, the implementation of this plan had several noteworthy issues that hindered the full range of opportunities that a monitoring and evaluation plan could supposedly offer. Monitoring and evaluation plans are designed to screen implementation actions, fulfilment of expected results, as well as provide a basis for adaptive management when a project is not fulfilling expectations. However, since the TAP M&E plan was not achieved nor implemented as designed, its function was not fully accomplished. Although the Inception Workshop and Report

[18] In US Dollars.

were produced fairly much as planned, reporting after that was not done in a programmatic basis and neither as indicated at design[19]. The mid-term review took place almost two years later than planned. And although at some level this responded to the delays in implementation and lack of achievements at the point where this evaluation was supposed to take place (i.e. mid – 2012 per ProDoc), having had the evaluation finalized by February 2014 hindered the opportunities that a mid-term review offers[20]. The tardiness of the mid-term evaluation left little space for adaptive management based on the review and for incorporating the findings of the mid-term evaluation for enhanced implementation during the final half of the project's term as well as for redirecting whatever needed to be redirected in TAP's latter implementation period. The last PIR was filed in 2015. No other PIR or similar project implementation review took place since that date. Bearing in mind that an excessive amount of products and activities implementation took place after this PIR, yet no project implementation review was generated for the latter period, it is considered that this has been deficient.[21] Furthermore, adequate reporting following standards continued to be deficient throughout the full implementation period.

The Monitoring and Evaluation plan as set at design is ranked as S (satisfactory) given the minor shortcomings identified. Due to the significant shortcomings in the achievement of the monitoring and evaluation plan at implementation it is considered that *MU* (moderately unsatisfactory). A composite ranking that takes into account monitoring and evaluation design at entry together with the M & E plan's implementation, the overall quality of M&E is ranked as *MS* (moderately satisfactory).

UNDP AND IMPLEMENTING PARTNER IMPLEMENTATION / EXECUTION COORDINATION, AND OPERATIONAL ISSUES

The Project Document sets up coordination and operational issues as well as proposed management arrangements. Although not overtly specified, coordination and management implementation system is set following standard processes for NEX/NIM projects. The only major difference identified with this modality relates to the executing agency. Although, the Ministry of Tourism is identified as the executing agency, collaboration with the Ministry of Environment and Energy is defined not only as a partner as it is mostly done in these sorts of Projects, but also as an executor of project activities and outputs. This was a fairly good fit given the comparative advantage of each of these institutions in the fields that relate to the Project (i.e. environment/climate change adaptation for the Ministry of Environment and Energy and tourism for the Ministry of Tourism).

It was also intended that the tourism industry (embodied by MATI in the Project Document and inception materials although expanded in later stages of implementation to other private tourism organizations) would also take an active role in implementation. Nevertheless, this did not occur

[19] Even the Mid Term Evaluation indicates that "Periodic monitoring reports have not been produced until now."

[20] This is further expanded in relevant sections of this report.

[21] Furthermore, and emphasizing this, the Project was communicated (after the final evaluation ended) that a last PIR had to be produced.

at the level intended and tourism representatives mainly participated in events or took part in some consultative roles (Board, Steering Committee, etc.). One of the reasons for the frail results with the sector itself was the deficient engagement and weak appropriation by the tourism industry and tourism industry representative organizations in the Project.

The Project established a Project Management Unit hosted in the offices of the Ministry of Tourism while a representative from this institution acted as Project Director. Most contributions from the MT to TAP has been as in – kind modalities as a result of this type of project support. The PMU had several personnel rotations, including three different project managers, throughout the implementation period. These rotations hindered continuity of the implementation process and to some degree it can be associated to the critical delays that the Project suffered throughout it operation. Although hosting the PMU inferred appropriation by government in particular by the MoT, this did not occur fully. PMU functioned many times in isolation from the relevant areas of the MoT. This, in turn, implied that capacity building (individual and institutional) aimed at by the Project was not fully assimilated into the MoT.

In general, the Project underwent high degree of rotations, not only as mentioned above within the PMU, but also rotations in government (even at the Project Director level), rotations at UNDP, as well as with other key partners. These continuous changes implied a lack of continued 'historical knowledge' of the Project, a need to restart many processes after these changes occurred, as well overall delays.

Although the Project was NEX/NIM, there were several adjustments made regarding financial management. Given that the MoT capacity to process and administer funds from the Project was frail, UNDP assumed some of the processing role when TAP was already being implemented. The complexity of systems for invoicing and procurement also caused some misunderstandings and subsequent delays with other project partners implementation activities. Notwithstanding these issues, coordination between UNDP and the national implementing partner (MoT) was positive throughout the operational process.

As is seen in other parts of this report, the Project operated basically at two levels. First the national level with the MoT, MEE, and other stakeholders, operating at this level executing the production of studies, reports, training and capacity building activities. Then, at another level pilot projects implemented through a small grants scheme.

Within expected Outcome 2 TAP operated small grants for site specific pilot interventions. Although the above issues regarding management and coordination are pertinent for both level of interventions, a different sort of coordination and operational issues arose out of the site level interventions given that they were implemented by non – governmental institutions and communities. Nevertheless, in these cases, the local communities and non – governmental organizations that participated in the small grants sites were heavily burdened by the processing, monitoring, disbursement, and reporting procedures required of them by UNDP. Although project cycle management training as well as monitoring and reporting requirements were put in place partly to ensure funding accountability and also –ultimately-- to enable NGOs' capacity building in project management, these aspects have proved burdensome for several of the small

grant recipients. Taking into account that these are small scale entities, many of them informal organizations, the inception, proposal, monitoring and reporting systems required for these site level grants were too complex for these sorts of community level interventions. A Grant Top Up modality of contributing additional funds for grants that were well executed was first tried by TAP with good success in terms of output and strengthening the small grants. UNDP is now considering replicating the Top Up mechanism in their other grant facilities.

The main overarching decision making processes of the Project were to take place through its Project Board. This board incorporated representatives from government as well other stakeholders (UNDP, tourism industry). Project design was not specific as to the set-up of a technical / steering committee. That is, its set up, functioning, responsibilities and tasks are not well established at the design level given that such a committee is perfunctorily mentioned in the ProDoc without clear directives. Setting up a Technical/Steering Committee was a purposeful option since it gave some guidance to the Project. Although the Project Board did function, it did not meet as often as planned (the ProDoc indicates that it should have met at least twice per year, yet it met only once a year on average) and decision making from this body as well as from other guiding mechanisms was wanting. The Committee filled, to some extent, these gaps. Both instances (board and committee) also endured a high degree of rotation of representatives that were part of it. This implied that decision making processes were slowed, members that participated in the meetings where decisions were to be made or where they were to disperse information to their constituencies rotated and therefore were not able to perform these responsibilities. Furthermore, when members of these decision making bodies left or shifted within their institutions, the information of capacity that they assimilated from TAP was not transferred to the institutions. Therefore, even at the stage of the final evaluation, institutions and individuals that were part of these two mechanisms of TAP were not entirely informed of what TAP did, what it accomplished, nor what it dealt with at some levels. As a context to this matter, it must be pointed out that at the national level Maldives also experienced several key political changes throughout the Project's implementation period, creating also a high degree of policy shifts as well as personnel changes.

Given the above, the quality of UNDP implementation as Implementing Agency of the Project is deemed *S* (satisfactory) given that some shortcomings have been identified. While the ranking for the quality of execution of the Ministry of Tourism as Executing Agency is considered as *MS* (moderately satisfactory) given that several shortcomings have been identified as indicated above. Therefore, the composite ranking for the overall quality of implementation and execution is considered to be *MS* (moderately satisfactory).

3.3 PROJECT RESULTS

OVERALL RESULTS (ATTAINMENT OF OBJECTIVES)

In terms of expected results, the overall objective of TAP was to increase adaptive capacity of the tourism sector in Maldives to respond to the impacts of climate change and invest in appropriate, no-regrets adaptation measures. The expected results are articulated through anticipated outcomes and these, in turn, are operationalized through the generation of outputs (products,

activities, processes, etc.). In the following section an analysis is made of attainment of objectives vis – a – vis these different levels.[22]

Expected Outcome 1: Strengthened adaptive capacity of the tourism sector to reduce risks to climate-induced economic losses
▪ Output 1.1.: Inventory of adaptive and maladaptive practices on island resorts and safari boat operations in Maldives
▪ Output 1.2: Policy recommendations developed to enable and incentivize private sector investment for climate change adaptation in the tourism industry
▪ Output 1.3: Addendum to national building codes on the climate-resilient physical planning and construction of infrastructure in tourist resorts is developed and disseminated to all tourism operators
▪ Output 1.4: Technical guidance provided to all tourism operators on how to climate-proof sensitive resource management systems and infrastructure (freshwater management; solid waste and wastewater management; physical and energy infrastructure)

At the output level, within Outcome 1, several of these outputs have been achieved to a certain degree. Either as stand-alone products or imbedded within studies and publications carried out by the Project. However, the focus of many changed. For instance, although adaptive and maladaptive practices on island resorts and safari boat operations in Maldives are imbedded in some of the products developed for TAP, no inventory as such was developed. Policy recommendations are also imbedded in several of the studies, reports, booklets and direct as well as tangential technical guidance is provided in several of the documents produced (although in this case as in others, the means of verification do not indicate that technical guidance has been provided to "*all tourism operators*" as the expected output indicates). Expected Output 1.3 (*Addendum to national building codes on the climate-resilient physical planning and construction of infrastructure in tourist resorts is developed and disseminated to all tourism operators)* has not been achieved at all, neither at the output nor at the outcome level. Although a report to provide policy recommendations for having building codes incorporate climate – resilient issues was commissioned, it was never approved given that it was not up to par, it did not incorporate issues and background of Maldivian construction normative regarding this matter, and it did not fully address the issue.

[22] For this analysis target indicators used are those from the Project Document and from the log frame reformulation that took place at inception. Other indicators emerge in other documents (such as, for example, in quarterly progress reports). However, they are not utilized in this analysis given that they are not truly performance indicators for the most part, they are simply markers or administrative pointers (for example, payments made or updating project data base are some of these markers).

Indicators/targets at end of project for expected Outcome 1:
By the end of the project, 100% of relevant MTAC staff and at least 60% of all trained tourism operators recognize the economic impacts of climate change on tourism operations and know the cost/benefit aspects of different adaptation investments.
By the end of the project, an Addendum to the Maldives National Building Code and its associated compliance documents is developed, disseminated and adopted by all new tourism development projects.
Monitoring framework enhanced to address gaps in environmental monitoring.
Recognition for climate proofing efforts, such as certification.
Handbook on climate proofing published.

When results are analyzed in comparison to targets or indicators that would supposedly be met at the end of the project, several issues arise. First of all, as indicated in the section on log frame and results indicator, many of these are not measurable nor specific. Therefore, whatever analysis that can be made of achievement or not of results, outputs, or outcomes struggles with this issue. Observing specifically each of these targets, and taking into account the mentioned issues with the indicators, some analysis can take place however. For instance, although it is evident that some MoT staff and some trained tourism operators recognize the economic impacts of climate change on tourism operation, it cannot be ascertained that 100 percent of relevant MoT staff and 60 percent of trained tourism operators do so. Furthermore, even less it can be said that the individuals within these institutions know the cost / benefit aspects of different adaptation investments because of TAP and to the degree indicated (100 percent MoT staff and 60 percent trained tourism operators). That is, although the mean of verifications for this indicator is rather weak, the overarching target cannot be said (or proven) that it has been achieved as a result of TAP and to the extent indicated. As indicated above, the Addendum to the Maldives National Building Code and its associated compliance documents was not properly and completely developed by the Project, and therefore it has not been disseminated and adopted by all new tourism development projects. To some degree frameworks for environmental monitoring have been enhanced (for instance, a meteorology act proposal document was being developed at the same time as the final evaluation, meteorology instruments were being purchased and put in place, also at this time). Although some recognition for climate proofing efforts took place, no full recognition such as certification was put in place. The handbook on climate proofing was not published.[23]

[23] As indicated in other sections of this report, TAP has endured several changes at the output level. Although not programmatic since changes did not follow a results framework restructuring, and at times ad hoc, some products are part of the project document, then are later changed in the inception report, and again changes or cancellation of these products takes place in different work planning documents. Such is the case with the handbook and other outputs that were anticipated at some point along the design and implementation process.

Expected Outcome 2: Reduced vulnerability of at least 10 tourism operations and 10 tourism associated communities to the adverse effects of climate change
▪ Output 2.1: National tourism adaptation platform created to establish and support effective public private investment partnerships for climate change adaptation in the tourism sector
▪ Output 2.2: Development and implementation of at least 10 new investment projects on climate proofing water supply/storage/distribution, solid waste management, wastewater management, energy management, and/or new physical infrastructure in island resort and/or safari boat operations
▪ Output 2.3: Development of at least 10 new investment partnerships between island resorts and tourism associated communities which result in joint climate risk management activities
▪ Output 2.4: South South transfer of tourism adaptation case studies between Maldives and other SIDS

At the output level, within Outcome 2, approximately half of the anticipated outputs have been achieved, to a certain degree. No national tourism adaptation platform has been created to establish and support effective public private investment partnerships for climate change adaptation in the tourism sector (although a study was produced). Nor has there been South South transfer of tourism adaptation case studies[24] between Maldives and other SIDS[25]. This outcome (in particular within anticipated Outputs 2.2 and 2.3) was implemented via pilot interventions and site – specific activities. These were implemented following the small grants modality (which the UNDP Country Office in the Maldives had expertise in implementing since it manages other Small Grants Projects with GEF support). At the time of the terminal evaluation the small grants site specific interventions were concluding. While they have been basically implemented only in the last segment of the Project's operation period, they were arguably the most visible aspect of TAP and several of them had resulted in key local achievements. Although not all of them were focalized in the interface of climate change adaptation – tourism, several of them have demonstrate several locally – based and community driven adaptation, environmental sustainability and / or reduction of environmental vulnerability aspects.

[24] This particular activity was removed due to time constraints as so many consultancies were clustered into the last 12 months of implementation and also due to deficient budgeting where most ongoing activities by December 2015 had gone above budgeted amounts.

[25] Although some specific examples of cases from tourism – dependent small islands development states adapting to climate change are included in some of the documents generated by TAP.

Indicators/targets at end of project for expected Outcome 2:
By the end of the project, at least 10 tourism-associated communities have planned and implemented concrete adaptation projects which reduce the vulnerability of their infrastructure, water, waste, land-use planning or energy management systems to climate-related hazards
By the end of the project, at least 10 tourism operators are adopting project guidance to invest in climate- resilient water, wastewater, solid waste and infrastructure management systems
Adoption of platform to support and establish new partnerships (e.g. exploring local and global compact networks).
Islands selected and projects completed.
Robust and transparent criteria on project selection.

The first two specific target results expected to be achieved at the end of Project were very similar to the expected outcomes as seen in the table immediately above. Although not ten, several communities have planned and implemented concrete environmental sustainability projects, many of them related to reducing their vulnerability to climate adverse effects.[26] However, and related to the lack of focus regarding the site interventions with the tourism sector, there is no verifiable information that at least ten tourism operators are adopting project guidance to invest in weather – proofing their management systems in relation to climate change vulnerability of the sector. As indicated above, although analysis was produced regarding the development of a platform, a platform was not adopted. The last (revised at inception) indicator (*"Islands selected and projects completed")* is understood to be the same as the first target indicator of 10 tourism – associated communities implementing site specific project. The last target indicator (*Robust and transparent criteria on project selection)* is not assessed by this evaluation given that it is not a targeted result but a characteristic of the selection process.

[26] An exhaustive number of finalized projects cannot be determined at this point since site projects were in the process of concluding when the terminal evaluation was underway. However, an overview by this evaluation is that 10 of the 13 approved pilot projects concluded or are near the end of implementation. The three that did not conclude either withdrew from implementation or were not feasible to implement. There is no full valorization as of yet on achievements since, as stated above, the ten pilots that ran the full implementation course were, at the time of the final evaluation, in their concluding stages.

Expected Outcome 3: Transfer of climate risk financing solutions to public and private sector tourism institutions
▪ Output 3.1: Training of tourism operators and government representatives on climate risk financing options and their potential application in the Maldivian context
▪ Output 3.2: Feasibility study on micro-insurance for tourism-associated communities to buffer climate-related shocks from extreme events.
▪ Output 3.3: Feasibility study on index-based insurance and risk pooling options to address risk transfer priorities of the Maldivian government.

At the output level, within anticipated Outcome 3, only Output 3.1 was achieved to some degree. Government representatives and tourism operators participated in workshops dealing with the financing options for weatherproofing tourism operations in the Maldives, based on reports that were produced within this expected outcome. The other two anticipated outputs were cancelled from the latter work plans and other activities planned and executed in lieu of the feasibility studies.

Indicators/targets at end of project for expected Outcome 1:
▪ At project completion, all representatives in relevant MTAC and MHE departments and all representatives of different tourist facility groups (including resorts, safari boats and hotel operators) are aware of climate risk financing and –transfer instruments and their potential in the Maldivian context.
▪ By the end of the project, the Government of Maldives has access to at least one climate risk financing solution.

At the target indicator level, although undoubtedly awareness has been raised, it is far reaching to indicate that all representatives in both ministries (Tourism and Environment) as well as all representatives of different tourist facility groups are aware of climate risk financing and financial transfer mechanisms.[27] The second indicator has been partially met; although it cannot be said that the Government of Maldives has had access to a climate risk financing solution, awareness has been raised in some areas of government of other financing mechanisms for continued work in this area.

As a summary, it can be said that TAP has been a very good project, at the national level, for developing baseline studies and reports that can potentially influence policy in climate change adaptation for the economically important tourism sector in the Maldives. At the results and effects level, the Project has been much less successful. That is, the national and sectoral effects

[27] Here too there are issues with the means of verification, given that from the design stage, they do not tally awareness raising (i.e. effect/outcome) but only process (for instance, how many people attended an event not how their awareness is changed due to the project activities). Therefore, ascertaining that all representatives from ministries and all representatives from tourist facility groups are aware of climate risk financing is a far reaching conclusion that cannot be sustained with the verification means employed.

that were expected to occur as a result of this baseline work did not emerge as expected. As well, at the pilot site level, TAP has implemented a series of community driven interventions that zero in on practical pilots dealing with environmental issues as well as adapting to climate change by reducing vulnerability.

TAP has experienced a series of significant alterations throughout its implementation period. Products and processes were altered or shelved throughout different stages, in particular when revisions were made for the last implementation tranche. Furthermore, the very critical delays that the Project underwent has meant that TAP has achieved the generation of standing products and processes at the very end of the implementation period. As indicated elsewhere in this report, not only several products and processes were concluding at the time of this terminal evaluation, but a few of them were commencing or in process at the same time than the evaluation. Therefore, determining effects of products which were being carried out at the very end of implementation is hardly possible. This matter is not only associated to the delay that caused an accumulation of implementation in the last year of the Project's timeline. This also interrelates to the matter that the Project was not fully designed in a results oriented manner and that there was no explicit strategy, therefore, on how products are translated into results, effects, or outcomes.

When analyzing results achieved, the function and processes of what TAP has produced can be pointed out. Outputs produced which were approved are of a good quality (studies or reports that were not appropriate were not approved). Nevertheless, and also as pointed out by most stakeholders, many of them are too theoretical in nature to be properly assimilated by target individuals and target institutions / enterprises.[28] The production of these studies was not accompanied by processes in which these studies can be translated into user – friendly, knowledge management, and training materials. For instance, the assimilation, use and effect of the studies and reports could have been greater if they would have been converted into training materials (e.g. handbooks) or training videos tailored to target audiences (policy makers, tourism industry, local government).

Studies and reports were nearly all produced by international consultants. This is understandable given that Maldives as a small nation lacks much in – country expertise on specific issues dealing with climate change adaptation for the tourism sector. Nevertheless, many of the outputs that were produced without partnering with local consultants greatly lacked the local knowledge and input to make these products usable further and/or pertinent. The production of the reports by international consultants exclusively also hindered capacity building at the national level.

The pilot projects (small grants) have at their own level been successful in implementing practical and applied interventions to deal with environmental issues and climate change vulnerability. Again, since they were implemented at the end of the Project's implementation, many criteria of evaluation cannot be applied to the analysis. Criteria such as replication, effectiveness, and

[28] At the time of the final evaluation a synthesis report was being produced. Although this product can be seen as an improvement and more user friendly than having a set of extensive individual reports, this is not fully a knowledge management process since the report basically just condenses the individual reports.

sustainability are difficult to determine when the pilots are either concluding or still ongoing. Yet, several of them give indications that albeit being demonstrations they are resulting in some effects in the islands where they took place. The pilots had to contend with several challenges given that for the Project and for UNDP it was difficult to harness suitable proposals as well as interested communities and civil society partners. Conceivably in part due to this, several of the pilots are not strictly concerned with climate change community – based adaptation nor do they deal with tourism. Furthermore, although the pilots and the national – level products and outcomes were to be linked (conceptually as well as practically) this did not occur. The pilots and the national level products although part of one project were delinked in many ways; they were perceived by relevant stakeholders as independent processes, and did not feed policy upstream as intended.

Generally, therefore, two levels of analysis can be made regarding overall results / attainment of objectives. One at the outputs/products/processes level and another at the results/effects/outcome level. While TAP has been successful to a certain degree (and therefore *Moderately Satisfactory (MS*)) at the output level, it has been less successful at the results / effects levels with significant shortcomings in obtaining results at outcome level (and therefore *Moderately Unsatisfactory (MU*)). An overall composite ranking for results is *MS*.

COMMUNICATIONS AND VISIBILITY

A project's external communication not only attends to the visibility of the intervention, it also gives an account of a project's progress and intended impact through communications, outreach and even in some cases through public awareness drives. TAP has had a random communication strategy. First, the issue is never brought up in the Project Document and inception documents, leaving the visibility and communication factors of TAP to be incorporated in an unplanned way. The Project at times had communications personnel, and some distinct project components were communicated in a strategic manner (video on sustainable tourism, etc.). Other components such as the pilot projects were also actively communicated through social media. However, there was no comprehensive communications strategy, the section of the web page within the Ministry of Tourism where TAP is featured[29] is not highly visible or communicational since it basically hosts reports and products. There were also attempts to increase visibility through social media, yet those were abandoned given that it was found that local users were not keen in utilizing these means of communication properly. Visibility of TAP increased in the last few months of implementation; for instance, through the sharing of videos on the small grants. Therefore, some components of TAP are highly visible yet not a well-known nor properly communicated one. Stakeholders, even those closely involved in the Project, many times did not have any knowledge on the outputs, the issues that TAP dealt with, or what its achievements were.

[29] http://www.tourism.gov.mv/projects/tap-project/

RELEVANCE

When analysing relevance for TAP, the scrutiny can be done at two levels. First at the level of needs for the Maldives' main productive sector (tourism industry) to plan and adapt to climate change and second at the level of formal aligning of the Project with development plans and UNDP/GEF corporate mandates. That is, the latter relates as to the extent to which a project and its interventions and activities are suited to local and national development priorities and needs as well as programmatic UN priorities.

Regarding the former, relevance vis – a – vis the country's needs, it can be securely stated that the Project was highly relevant. First of all, given that this project was positioned in a country with a vast vulnerability to climate change adverse effects and also because it dealt with adaptation to these adverse effects by the Maldives' most important economic sector.

Regarding alignment with national plans as well as corporate and programmatic UN priorities, TAP is fully aligned with both sorts of mandates. As indicated in the Project Document, the Project is aligned with the explicit policies as indicated below, current at the time of design and formulation.

POLICY	*MANDATE*
UNDP STRATEGIC PLAN ENVIRONMENT AND SUSTAINABLE DEVELOPMENT PRIMARY OUTCOME	Promote Climate Change Adaptation.
UNDAF OUTCOMES	
• **OUTCOME 8**	Communities have access to safe drinking water and adequate sanitation and sustainably manage the natural environment to enhance their livelihoods
• **OUTCOME 9**	Enhanced capacities at national and local levels to support low carbon life-styles, climate change adaptation, and disaster risk reduction
UNDAF ACTION PLAN OUTPUTS	
• **OUTPUT 8.3**	Communities have access to waste management systems, including healthcare waste.
• **OUTPUT 8.4**	Communities efficiently manage natural resources for eco-system benefits and generate sustainable livelihoods.
• **OUTPUT 9.2**	National institutional capacity for climate change adaptation and DRR established involving all stakeholders.
• **OUTPUT 9.3**	Community preparedness and resilience for disaster and climate change impacts enhanced.
EXPECTED CP OUTCOME(S):	Policies and institutional capacities at national and decentralized levels strengthened to realize low carbon and climate resilient human development
	Sustainable management of environment enhanced at decentralized levels to increase livelihoods resilience in a changing climate
EXPECTED CPAP OUTPUT (S)	Climate risk management options integrated into land-use planning, coastal zone management and marine resources management at national and decentralized levels to achieve MDG 7 and avoid human and material losses from adverse impacts of climate change
	Implementation of viable renewable energy and energy efficient technologies enabled to promote low carbon lifestyle
	Institutional Plans developed to implement environmental management initiatives at decentralized levels that increase ecosystem benefits for sustainable livelihoods
APPLICABLE SOF EXPECTED OUTCOMES (RELATING TO THE LDCF RESULTS-BASED MANAGEMENT FRAMEWORK)	Outcome 1.1: Mainstreamed adaptation in broader development frameworks at country level and in targeted vulnerable areas Outcome 2.2: Strengthened adaptive capacity to reduce risks to climate-induced economic losses
NATIONAL PLANS AND PROGRAMS MALDIVES	
	National Adaptation Programme of Action (NAPA, 2007) MDP Alliance Manifesto (2008) Strategic Action Plan (SAP, 2009) National Sustainable Development Strategy (NSDS, 2009) Third National Environment Action Plan (NEAP3, 2009)

Particularly pertaining is the relevance of the Project with the Maldives NAPA, given that this programme lists precise adaptation needs for the tourism sector. TAP addressed several tourism-related NAPA priority needs. These are:

- Protect beaches and tourist infrastructure;
- Develop climate change adaptation policy and strategy for tourism;
- Strengthen tourism institutions to coordinate climate response in the tourism sector; and
- Incorporate climate change adaptation measures to upcoming resorts.

Also, NAPA for Maldives includes several proposed adaptation measures which are particularly relevant to and addressed by TAP. These were:

- Enhance adaptive capacity to manage climate related risks to fresh water availability by appropriate technologies and improved storage facilities;
- Enhance adaptive capacity to manage climate change related risks to fresh water availability by appropriate wastewater treatment technologies; and
- Increase resilience of coral reefs to reduce the vulnerability of islands, communities, and reef dependent economic activities to predicted climate change.

The Project is still relevant at the time of its terminal evaluation not only due to the increasing impacts that climate change continues to have in the Maldives but also vis-à-vis policy aims. The latter is the case even regarding policy formulated after design and along the implementation period, such as concerning the Maldives Climate Change Policy Framework (2015). Given the absolute relevance of the issue of sectoral climate change adaptation for the country as well as the alignment of the Project with UNDP and national mandates, the rating for TAP for this criteria is *R* (relevant).

EFFECTIVENESS AND EFFICIENCY

Effectiveness and efficiency are two very inter – related concepts in project evaluations. The effectiveness of a project is defined as the degree to which the development intervention's objectives were achieved. The valorisation of effectiveness is used as an aggregate for judgment of the merit or worth of an activity, (i.e. the extent to which an intervention has attained, or is expected to attain, its major relevant objectives proficiently in a sustainable fashion and with a positive institutional development impact). While efficiency is defined as the extent to which results have been delivered with the least costly resources possible. Efficiency is a measure of how economically resources/inputs (funds, expertise, time, etc.) are converted to results.

Regarding effectiveness, the Project has been fairly effective in achieving outputs and less effective in achieving outcomes. At the national level TAP has effectively developed innovative reports and generated materials that can contribute to increasing the adaptive capacity of the tourism sector in Maldives to respond to the impacts of climate change and promoting investment in appropriate adaptation measures. It has also aided in upgrading the knowledge base regarding likelihood of weather events, and in creating cognizance of the serious economic impact that climate change has and can have in the country if weather proofing and vulnerability reduction does not take place. It has however, at the national level also, spread out to other

areas of work (mitigation or reporting for instance instead of adaptation) that do not address the very serious issue of climate change adaptation. At the local site intervention level, the project has been effective in achieving several demonstration pilots that are overall efforts to reduce communities' vulnerabilities to climate change impacts. Here also several site pilots have not zeroed in on the objective in a strict sense, since several of these pilots do not deal with climate adaptation in a strict sense nor with tourism. Yet the approach of vulnerability reduction in the site interventions has been, for the most part effective. Therefore, as a composite TAP's effectiveness is ranked as *Moderately Satisfactory (MS).*

The efficiency analysis of TAP requires that it be divided into two periods of analysis. First from the Project's initial implementation stages to the request for its extension and then a second phase from the request of extension to the conclusion period. The first stage of implementation was moderately unsatisfactory given the very significant shortcomings experienced, basically deficits in producing outputs, products and outcomes. Essentially, this first stage was characterized by a very low level of delivery and even for total lack of mechanisms to implement several of the Project components. For instance, this was the case of the pilot interventions / small grants which were not put in place until the latter part of the implementation process. The second tranche of the Project was relatively more efficient and therefore more satisfactory, yet it had to implement in a short period most of what was not delivered in the first years of operation. This undoubtedly has impacted on the efficiency of outputs and on the attaining or not of outcomes. Therefore, a composite ranking of efficiency for the full scope of implementation is *MS (Moderately Satisfactory).*

COUNTRY OWNERSHIP

Assessing country ownership for TAP at its final stages is rather complex. There are elements that indicate that there is ownership in certain aspects and there are also elements that indicate that ownership did not develop in other aspects. Government's explicit involvement and support of the Project, its close link with national priorities, the involvement of different institutions is indicative of high ownership factors in this scope. On the other hand, the low levels of capacity built or assimilated, the lack of enduring policies or incorporation of project outputs into development plans and policies, and the lack of investments or public – private partnerships as results of the study give indications that at these levels ownership is weak.

MAINSTREAMING

Given that UNDP -- supported GEF -- financed projects are key elements in UNDP country programming, project objectives and outcomes should align with UNDP country programme strategies as well as to GEF-required global environmental benefits. When dealing with mainstreaming, evaluations also explore whether project outcomes are being mainstreamed into national policies.

TAP has successfully mainstreamed several UNDP priorities. These were sustainable human development, improved governance, and the prevention and recovery from natural disasters. The latter evidently being the core of the Project. TAP is aligned with mainstreamed UNDP

policies given that, in particular at the site levels, it has had positive effects on local populations in building resilience to climate change and in improving natural resource management. The Project did not, however, mainstream UNDP's priorities related to women's empowerment. Although with the small grant pilots there are efforts to harness gender – related information, gender issues were not duly taken into account in project design and implementation nor has it contributed to greater consideration of gender aspects.[30] However, the Project has not resulted in fully mainstreaming its outcomes and results into national policies, public – private partnerships, nor robustly increased national capacities to promote the tourist sector's capacities to weather climate change adverse effects.

SUSTAINABILITY

Sustainability of an interventions and its results are examined to determine the likelihood of whether benefits would continue to be accrued after the completion of the project. The sustainability is examined from various perspectives: financial, social, environmental and institutional.

Financial Sustainability: Financial risks to sustainability relate to the likelihood of financial and economic resources not being available once the assistance ends. Regarding financial sustainability prospects it must be pointed out that there are several areas to explore. First, TAP has produced a report titled *TAP Sustainability Strategy*[31] where several external and internal sources for potential resources to sustain the achievements of the Project as well as to impel the adoption of the innovations promoted by the Project are drawn.[32] This potential financial sustainability strategy identifies the possibility of setting up a tourism industry adaptation investment plan, a futures commission, insurance mechanisms, micro insurance for communities. Although these are undoubtedly potential sources, and many if not most are suggested by the outputs of the Project itself, the likelihood of these materializing in the near future is rather weak. The potential financial strategy in this document also identifies a follow up project and major funding from international cooperation agencies, yet the likelihood of this support in the near future is also rather frail. Although Maldives is a leading case of climate vulnerability, several key stakeholders do not foresee that, at least in the very near future, there is likelihood for funding for adaptation to climate change for the tourism industry and tourism – related activities in the country. The strategy summarily identifies a source of financial resources already in place in the Maldives which is the Green Tax. However, it would be valuable to explore the issue in further depth. This tax, which is being levied since November 2015 on tourism by

[30] This matter was brought up by the mid-term review, and there was a specific recommendation indicating that, given that the gender strategy was not developed during the initial phases of the project and its importance had not been raised as an issue, it was recommended that the "issue should be revisited and eventually followed by the development and implementation of a gender-mainstreaming plan." This did not take place after the midterm review.

[31] Albeit in draft form at the time of the terminal evaluation.

[32] The mentioned document makes reference to several resources that are recommended within the different reports generated as part of TAP.

collecting a toll per night on each occupied hotel room in the Maldives, is a noteworthy source of funding which (as its name implies) will be ostensibly allocated for environmental issues. Having the main institutions involved in TAP (MoT and MEE) working with the relevant national financial institutions whose responsibility is to administer the Green Tax funds could potentially imply that there would be adequate financial resources for sustaining and implementing some of the expected project's outcomes. Therefore, the ranking for financial sustainability is *Moderately Likely (ML),* given that, although there are moderate risks, there are also expectations that at least some outcomes will be sustained in time.

Socio-economic risks to sustainability: When analysing socio economic risks to sustainability, an examination is made of the potential social or political risks that may jeopardize sustainability of project outcomes. The level of stakeholder ownership as seen in the narrative is strong in some areas and weak in others, and this poses some socio economic risks to sustainability. Although government does indicate that it is in their interest that the project's benefits continue to flow given the juxtaposition of the Maldives vulnerability to climate change with the importance of the tourism sector for its economy, other risks are still identified. For instance, the lack of full engagement by industry and the very nature of the individualistic self-contained tourism industry in the country poses social risks. Regarding the continuity of pilot site interventions, there is less socio economic risks identified given that communities and local actors are mostly supportive of the effects and changes introduced by TAP. Therefore, the ranking for socio – economic sustainability is *Moderately Likely (ML),* given that, although there are moderate risks, there are also expectations that at least some outcomes at different levels would be sustained.

Institutional Framework and Governance risks to sustainability: At the time of the final evaluation there are no clear institutional and governance changes identified that would indicate the probability of governance sustainability. There are no clear-cut legal frameworks, policies, governance structures and processes in place attributable to TAP. Although some policies are expected to be in place (for instance, the meteorology act) in the medium term, not many other outcomes of an institutional nature can be determined as a result of the Project. Therefore, the ranking for this sort of sustainability is *Moderately Unlikely (MU)* given that there is substantial risk that outcomes will not materialize in a manner attributable to the Project or will not carry on after project closure, although some outputs and activities should carry on.

Environmental risks to sustainability: Environmental risks to sustainability are complexly the underlying reason for TAP and at the same time an ongoing threat. Climate change issues continue to have detrimental effects on the country and on the tourism industry itself. Sea level rise, erosion, and coral bleaching are some of the most evident tourism – related issues associated to climate change vulnerabilities. In fact, even some specific achievements (for example, rehabilitated corals have been in the last few months affected by bleaching due to the high temperatures that the region has suffered in the past year) jeopardize specific sustenance of the Project's outcomes. Therefore, given the moderate risks faced, the ranking for environmental sustainability is *Moderately Likely (ML).*

Taking a composite view of the rankings for financial, socio – economic, institutional as well as environmental sustainability probabilities, the overall likelihood of sustainability is ranked as ML

(Moderately Likely). This is given that although there are generally moderate risks expectations there are expectations that at least some outcomes will be sustained.

4. CONCLUSIONS, LESSONS LEARNED, AND RECOMMENDATIONS

4.1 CONCLUSIONS

The *Increasing Climate Change Resilience of Maldives through Adaptation in the Tourism Sector Project* (*TAP*) addressed key infrastructure issues in the country and aimed at formulating essential policies, standards, codes and regulatory guidance that would facilitate necessary investments to increase the resilience of the tourist infrastructure to climate change. The Project was innovative given that it was a first intervention for the country embarking upon dealing with climate change adaptation of its most important productive sector. The general aim of TAP was to integrate climate change adaptation into policy and planning instruments. For this, the project aimed at strengthening the capacity of the Ministry of Tourism and tourism businesses to recognize evident climate risk issues in tourism operations and adopt appropriate adaptation measures to address them. TAP was funded by GEF/LDCF, co funded by the Government of the Maldives and UNDP, and implemented through an agreement between UNDP and the Ministry of Tourism.

The Project was highly relevant for the country, and it remained relevant throughout its implementation. Not only because it addressed country developmental goals, but because it addressed issues pertaining to the country's high vulnerability regarding climate risks for its most important economic sector. This relevance notwithstanding, TAP was weighed down by implementation issues. The first few years of operation were marked by a slow delivery. This resulted in most outputs being delivered in the very last period of implementation. In part due to this, the Project went through a series of changes, with some products cancelled and deep changes introduced in parts of the intervention.

TAP can be divided into two spheres. First the national level where outputs were generated to increase the country's institutional capacity and private enterprises' ability to help build climate change adaptation and resilience. Second, the pilot sites where, through a small grants programme, several interventions took place for building up resiliency and environmental management of communities in diverse islands. The achievements and challenges of these two areas of work were different. First for the national level work, a series of studies were commissioned where different aspects of the tourism industry adaptation to climate change were analysed. Studies dealing with such subjects as the adaptation capacity and climate change vulnerability impacts in the Maldives tourism sector, economic cost / benefits analysis of climate adaptation for the industry, financial instruments to cover climate hazard risks, policies and their relation to climate change adaptation investments for the tourism industry, solid waste management in view of climate risks for tourism, as well as water services vulnerability to climate change were produced. A set of dissemination and public information products were also created (in subjects such as coral reefs, food security, shoreline beaches, solid waste and water) in order to facilitate investment in climate adaptation in the tourism sector. Furthermore, meteorology – related policy documents were produced and national weather monitoring

instruments upgraded. There is no doubt that at the product level a series of robust studies and documents were produced. However, in part due to the delays in implementation and in part due to the lack of specific approach to influence policy and engage with the tourism private sector, the effect or impact of these products is still not evident. Regarding the pilot interventions, they were successful as demonstrations of the viability of community – based interventions to increase adaptation and resilience at the local level in the dispersed islands of the Maldives.

The Project concludes with several achievements, mainly at the output and at the local pilots' levels. Although TAP evidently concludes at this point, it would greatly benefit the country, the communities of islands and atolls, as well as the tourism sector to channel post – project activities in order to build upon what has been achieved and to truly generate capacity and seek tangible results from these achievements.

4.2 LESSONS LEARNED

Throughout the Project's design and its implementation period diverse stakeholders have learned lessons that can be assimilated in the future for enhanced project planning and implementation as well as improved resilience of key economic sectors facing vulnerabilities to climate change. These lessons are listed below.

- Working with the private sector in development projects needs a totally different approach than working with the public sector, and therefore projects should (from inception onward) be perceptive that a projects' outputs, actions, and processes need to take into account this reality, and design as well as implement accordingly.

- The mere production of studies as outputs does not automatically translate into results. Studies, reports, documents need to be accompanied by clear mechanisms that promote knowledge assimilation, knowledge sharing, and clear cut mechanisms to inform and promote policy processes.

- Implementation arrangements as well as work planning should factor - in local characteristics, in particular taking into account the high likelihood of rotations and turnover in government and assuring that when changes occur there are mechanisms in place to guarantee continuity and transfer of knowledge within institutions.

- The roles of different stakeholders within a project should be clearly defined from the onset, especially the roles of those stakeholders and institutions that should provide strategic direction (such as project director, committee and board members).

- Design and inception are very key aspects of a project, that can have a crucial impact on implementation and obtaining (or not) achievements and results.

- Although difficult to act upon given the country's high and continued vulnerability to climate change, TAP has helped to begin the debate that resiliency is a dire issue and that it has deep and profound effects on key economic sectors, and that there are actions in public – private partnerships that can be taken to improve resiliency.

4.3 Recommendations

Recommendations within final evaluations are usually proposed for corrective actions for the design, implementation, monitoring and evaluation of forthcoming projects as well as for highlighting and reinforcing project benefits in future programming. However, since TAP has concluded with some pending matters, in this case recommendations are made for immediate tasks and for follow up as well.

RECOMMENDATIONS FOR TAP FOLLOW UP

1. Generate a process and implement a platform where all documents, products, and knowledge generated by TAP be in a repository that can continually be accessed after project effective conclusion (such as lodging on a web page or media outlet that does not close down upon project completion, with an improved structure than what has been implemented thus far, and where all stakeholders can have access to the materials). This should be coupled with formats that highlight and showcase the Project's achievements to the widest possible audiences with a clear communication strategy.

2. Promote a knowledge management process for the outputs of TAP in order for them to be incorporated into policy debates, decision – making processes, and financing mechanisms that deal with climate change adaptation in the Maldives.

3. Establish mechanisms in order for the achievements and outputs of TAP be incorporated into future projects and programmes that deal with climate change in the Maldives.

RECOMMENDATIONS FOR FUTURE PROGRAMMING

4. Design as well as project inception need to be precise and better defined in order to guide the implementation process as well as obtaining achievements, outcomes and overall results. Design needs to be realistic, and log frame tools need to be developed in order to guide implementation and tally achievements, not only to determine accomplishments but to correct the course of implementation when needed. Indicators as well as output to outcome processes need to be determined and robust measures for seeking results needs to be imbedded from the design and inception stages.

5. Design (and its ensuing implementation) need to carefully acknowledge in practical ways who the target stakeholders are and act accordingly. Design and implementation needs to be tailored to the target audience, especially when dealing with new sorts of partners such as the private sector.

6. Project reformulations, changes, reforms and other such alterations need to be precise, not ad hoc. If projects are to experience changes, these need to follow a pattern where changes are associated to a full log frame modification. That is, if changes are introduced they should be supported by a full log frame alteration, such as modifications of indicators, results based outlines, etc. Furthermore, implementation should be focused and focalized on the issues that a project is confronting, for instance if a project deals with adaptation to climate change, the outputs should also deal with this and not branch out to other areas of work (for instance, not branch out to mitigation or reporting). UNDP needs to strengthen internal processes for technical support capabilities and procurement systems in order to increase capacity to support projects.

7. Work planning and reporting should follow established formats and instruments, with the necessary tools drawn and produced in order to plan and guide implementation and report successes, failures, achievement of outputs, outcomes and results as well as clear and transparent reporting of financing and co – financing.

8. When high rotation and institutional turnovers are characteristic, projects should have mechanisms in order to have transfer of knowledge and information so that institutional knowledge and capacity transfer is assured.

9. Design and inception should state and follow a 'road map' where not only the achievement of outputs and products are indicated but the timing of such achievements needs to be specified in order to avoid generating most outputs at the end of a project and consequently not impelling the achievement of outcomes and effects. Linked to this a results – based framework needs to be established early on and followed throughout a project. A project needs to establish clear links between studies, products or outputs and the expected outcomes (such as policy generation and adoption, policy commitments, public – private partnerships, investments, etc.).

10. Knowledge management exercises need to be established, not only relying on technical and academic reports but restructuring such outputs into more user friendly / results – oriented processes (such as training materials, handbooks, videos, social media) as needed. This sort of process needs to have a clear strategy for capacity building and feeding policy making and sectoral process.

11. Projects should better draw on the information and tools generated by UNDP, GEF, and other international agencies in climate change adaptation in order to better assimilate these instruments and not start anew in the generation of instruments with each project. Tools in community based adaptation, investments and climate change, gender and climate change (just to mention a few) are available and they should be appropriated, disseminated and used as much as possible for improved effectiveness and efficiency of projects.

12. Pilot and demonstration interventions should not be stand alone when they are a part of a larger intervention. Knowledge generated by a project needs to be incorporated at some level in demonstration pilots. At the same time, demonstration and pilot interventions need to feed upstream broader project outcomes, and outputs as well as be used for informing policy processes. In short, the pilots and the overall project need to be integrated fully in all of their stages.

13. When working with local civil society groups and local communities a project needs to be aware of skills, knowledge, and institutional capacity these organizations have. Application processes for pilot activities and projects should be commensurate with the aptitudes of communities a project or program is attempting to reach. Pilots should also receive technical support in order for local communities to be able to implement demonstration piloting in their sites. Furthermore, reporting and monitoring for these sort of pilots needs to be streamlined in order that these aspects do not overly burden the communities and the implementation process.

14. When situations indicate that in – country knowledge base and expertise is not sufficient for generating outputs and there is a need for harnessing expertise from outside of the country, all efforts should be made to generate local capacity as well as introduce national issues in the products. All key stakeholders should have clear inputs into the calls for expertise in order to have products that, first of all, reflect national issues and, second, are useful for the country. International consultants should be partnered with national consultants in order for the outputs to reflect national issues and to transfer capacity to national experts. Also, mechanisms (training materials, workshops, etc.) should be promoted in order that effective generation of capacity takes place in relation to the production of studies or reports.

15. Efforts should be made and commitments sought in order that the personal capacities that a project generates are absorbed in a permanent matter in public institutions and private enterprises and therefore solidifying institutional capacities.

16. Projects should include all aspects of development (including mainstreaming gender issues, civil society participation, poverty alleviation) at all of its levels of work and at all stages.

17. Replication, mainstreaming, and generation of capacity should be designed and implemented taking into account local conditions, such as for example weaknesses of policy institutions, ways in which a productive sector operates, and even the dispersed geographic nature of the area where a project operates, as relevant.

18. Sustainability strategies should be drawn as early as possible in a project and not generate them at the very end when a project concludes. Sustainability strategies should include the proposal of different factors that can aid in sustaining project achievements (such as financial, social, and institutional sustainability).

19. Vulnerability to climate change is a very dire issue in the Maldives and continues to be, affecting not only the tourism industry but also the well – being and development of the country. The sort of outlook that TAP project has had, attempting to confront such an important matter for the country, should be reinforced and replicated as much as possible in future programming

5. ANNEXES

Terms of Reference

TERMINAL EVALUATION TERMS OF REFERENCE

INTRODUCTION

In accordance with UNDP and GEF M&E policies and procedures, all full and medium-sized UNDP support GEF financed projects are required to undergo a terminal evaluation upon completion of implementation. These terms of reference (TOR) sets out the expectations for a Terminal Evaluation (TE) of the *Increasing Climate Change Resilience of Maldives through Adaptation in the Tourism Sector Project* (PIMS # 4396) The essentials of the project to be evaluated are as follows:

PROJECT SUMMARY TABLE

Project Title:	Increasing Climate Change Resilience of Maldives through Adaptation in the Tourism Sector Project (TAP), Maldives				
GEF Project ID:	4431 (GEF PMIS #)		*at endorsement (Million US$)*	*at completion (Million US$)*	
UNDP Project ID:	4396 (UNDP PIMS#)	GEF financing:	1.65		
Country:	Maldives	IA/EA own:			
Region:	Asia and Pacific	Government:	1.63		
Focal Area:	Climate Change-LDCF	Other:	0.02		
FA Objectives, (OP/SP):	Climate Change Adaptation	Total co-financing:	1.65		
Executing Agency:	Ministry of Tourism, Arts and Culture	Total Project Cost:	3.30		
Other Partners involved:		ProDoc Signature (date project began):		17 August 2011	
		(Operational) Closing Date:		Proposed: 30 June 2016	Actual:

OBJECTIVE AND SCOPE

The project was designed to:

The Increasing Climate Change Resilience of Maldives through Adaptation in the Tourism Sector Project addresses key infrastructure issues, and will formulate necessary policies, standards, codes and regulatory guidance that would facilitate necessary investments to increase the resilience of the tourist infrastructure to climate change in the Maldives. The project is the first of its kind in the Maldives where climate change adaptation measures are to be integrated into policy and planning instruments of a key sector such as tourism.

The project strengthens the capacity of the Ministry of Tourism and tourism businesses to recognize evident climate risk issues in tourism operations and adopt appropriate adaptation measures to address them. To cover residual catastrophic risk, the project will develop the capacity of the government and the tourism industry to assess the feasibility of market-based risk financing mechanisms (such as weather index insurance) and ensure that tangible private-sector investments can be leveraged. The Project is funded by GEF/LDCF and implemented through an agreement between UNDP and the Ministry of Tourism.

This goal is to be achieved by increasing the adaptive capacity of the tourism sector in Maldives to respond to the impacts of climate change and promoting investment in appropriate, no-regrets adaptation measures.

The goals and objectives of the project would be achieved through the delivery of the following three Outcomes.

1. Strengthened adaptive capacity of the tourism sector to reduce risks to climate-induced economic losses.

2. Reduced vulnerability of at least 10 tourism operations and 10 tourism-associated communities to the adverse effects of climate change.

3. Transfer of climate risk financing solutions to public and private sector tourism institutions.

The TE will be conducted according to the guidance, rules and procedures established by UNDP and GEF as reflected in the UNDP Evaluation Guidance for GEF Financed Projects.

The objectives of the evaluation are to assess the achievement of project 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.

EVALUATION APPROACH AND METHOD

An overall approach and method[33] for conducting project terminal evaluations of UNDP supported GEF financed projects has developed over time. The evaluator is expected to frame the evaluation effort using the criteria of **relevance, effectiveness, efficiency, sustainability, and impact,** as defined and explained in the UNDP Guidance for Conducting Terminal Evaluations of UNDP-supported, GEF-financed Projects. A set of questions covering each of these criteria have been drafted and are included with this TOR (Annex C) The evaluator is expected to amend, complete and submit this matrix as part of an evaluation inception report, and shall include it as an annex to the final report.

[33] For additional information on methods, see the Handbook on Planning, Monitoring and Evaluating for Development Results, Chapter 7, pg. 163

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, project team, UNDP GEF Technical Adviser based in the region and key stakeholders. The evaluator is expected to conduct a field mission to Maldives, including the 2 to 3 agreed project sites of the Small Grants programme. Interviews will be held with the following organizations and individuals at a minimum:

1. Ministry of Tourism
2. UNDP Country Office
3. TAP Project Team
4. TAP Grants Evaluation Committee
5. Ministry of Environment and Energy
6. Maldives Meteorological Services (MMS)
7. Ministry of Finance and Treasury
8. Ministry of Housing
9. Ministry of Education
10. National Disaster Management Center
11. Maldives Association of Tourism Industries (MATI)
12. Maldives Association of Travel Agents and Tour Operators (MATATO)
13. Liveaboard Association of Maldives (LAM)
14. Maldives Association of Yacht Agents (MAYA)
15. Civil Society (Eco Care, Save the Beach)
16. Grantees of Small Grants Component
17. Local council(s)

The evaluator will review all relevant sources of information, such as the project document, project reports – including Annual APR/PIR, project budget revisions, midterm review, progress reports, GEF focal area tracking tools, project files, national strategic and legal documents, and any other materials that the evaluator considers useful for this evidence-based assessment. A list of documents that the project team will provide to the evaluator for review is included in Annex B of this Terms of Reference.

EVALUATION CRITERIA & RATINGS

An assessment of project performance will be carried out, based against expectations set out in the Project Logical Framework/Results Framework (Annex A) which provides performance and impact indicators for project implementation along with their corresponding means of verification. The evaluation will at a minimum cover the criteria of: **relevance, effectiveness, efficiency, sustainability and impact.** Ratings must be provided on the following performance criteria. The completed table must be included in the evaluation executive summary. The obligatory rating scales are included in Annex D.

Evaluation Ratings:			
1. Monitoring and Evaluation	***rating***	**2. IA & EA Execution**	***rating***

M&E design at entry		Quality of UNDP Implementation - Implementing Agency	
M&E Plan Implementation		Quality of Execution - Executing Agency	
Overall quality of M&E		Overall quality of Implementation / Execution	
3. Assessment of Outcomes	**rating**	**4. Sustainability**	**rating**
Relevance		Financial resources	
Effectiveness		Socio-political	
Efficiency		Institutional framework and governance	
Overall Project Outcome Rating		Environmental	
		Overall likelihood of sustainability	

PROJECT FINANCE / COFINANCE

The Evaluation will assess the key financial aspects of the project, including the extent of co-financing planned and realized. Project cost and funding data will be required, including annual expenditures. Variances between planned and actual expenditures will need to be assessed and explained. Results from recent financial audits, as available, should be taken into consideration. The evaluator(s) will receive assistance from the Country Office (CO) and Project Team to obtain financial data in order to complete the co-financing table below, which will be included in the terminal evaluation report.

Co-financing (type/source)	UNDP own financing (mill. US$)		Government (mill. US$)		Partner Agency (mill. US$)		Total (mill. US$)	
	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
Grants								
Loans/Concessions								
☐ In-kind support								
☐ Other								
Totals								

MAINSTREAMING

UNDP supported GEF financed projects are key components in UNDP country programming, as well as regional and global programmes. The evaluation will assess the extent to which the project was successfully mainstreamed with other UNDP priorities, including poverty alleviation, improved governance, the prevention and recovery from natural disasters, and gender. The evaluation will examine this project's contribution to the United Nations Development Assistance Framework (UNDAF).

IMPACT

The evaluators will assess the extent to which the project is achieving impacts or progressing towards the achievement of impacts. Key findings that should be brought out in the evaluations include whether the project has demonstrated: a) verifiable improvements in ecological status, b) verifiable reductions in stress on ecological systems, and/or c) demonstrated progress towards these impact achievements.[34]

CONCLUSIONS, RECOMMENDATIONS & LESSONS

The evaluation report must include a chapter providing a set of **conclusions**, **recommendations** and **lessons**. Conclusions should build on findings and be based in evidence. Recommendations should be prioritized, specific, relevant, and targeted, with suggested implementers of the recommendations. Lessons should have wider applicability to other initiatives across the region, the area of intervention, and for the future.

IMPLEMENTATION ARRANGEMENTS

The principal responsibility for managing this evaluation resides with the UNDP CO in Maldives. The UNDP CO will contract the evaluators and ensure the timely provision of per diems and travel arrangements within the country for the evaluation team. The Project Team will be responsible for liaising with the Evaluators team to set up stakeholder interviews, arrange field visits, coordinate with the Government etc.

EVALUATION TIMEFRAME

The total duration of the evaluation will be 30 working days over a period of three months, according to the following plan:

Activity	Timing	Completion Date
Preparation	*5* days	10 April 2016
Evaluation Mission	*15* days	12 May 2016
Draft Evaluation Report	*5* days	29 May 2016
Final Report	*5* days	15 June 2016

EVALUATION DELIVERABLES

The evaluation team is expected to deliver the following:

Deliverable	Content	Timing	Responsibilities

[34] A useful tool for gauging progress to impact is the Review of Outcomes to Impacts (ROtI) method developed by the GEF Evaluation Office: ROTI Handbook 2009

Inception Report (max. 10 pages)	Evaluator provides clarifications on timing and method	At least 2 weeks before the start of the mission	Evaluator submits to UNDP CO
Presentation	Initial Findings	End of evaluation mission	To project management, Tourism Ministry, UNDP CO
Draft Final Report	Full report, (per annexed template) with annexes	Within 2 weeks of the evaluation mission	Sent to CO, reviewed by RTA, PCU, GEF OFPs
Final Report*	Revised report	Within 1 week of receiving UNDP comments on draft	Sent to CO for uploading to UNDP ERC.

*When submitting the final evaluation report, the evaluator is required also to provide an 'audit trail', detailing how all received comments have (and have not) been addressed in the final evaluation report. See Annex H for an audit trail template.

TEAM COMPOSITION

The evaluation team will be composed of 1 international evaluator. The consultants shall have prior experience in evaluating similar projects. The evaluator selected should not have participated in the project preparation and/or implementation and should not have conflict of interest with project related activities.
The consultant must present the following qualifications:
Education:

- Minimum of an advanced degree (Masters level or higher) in climate change adaptation, environment management, tourism development or related field

Experience:

- Minimum *5* years of relevant professional experience with climate change adaptation, tourism development and adaptation, and/ or resilience and vulnerability analysis
- Minimum of 5 years experience with evaluations of similar interventions
- Previous experience with results-based monitoring and evaluation methodologies is desired
- Experience with UNDP and GEF-financed projects is an advantage

EVALUATOR ETHICS

Evaluation consultants will be held to the highest ethical standards and are required to sign a Code of Conduct (Annex E) upon acceptance of the assignment. UNDP evaluations are conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluations'

PAYMENT MODALITIES AND SPECIFICATIONS

%	Milestone
10%	Submission of TE Inception Report
30%	Presentation of findings of evaluation mission
20%	Following submission of the 1st draft terminal evaluation report
40%	Following submission and approval (UNDP-CO and UNDP RTA) of the final terminal evaluation report

APPLICATION PROCESS

Potential consultants will be shortlisted from the UNDP Roster and invited to submit letter of interest along with CV, financial proposal (including daily fee, per diem and travel costs) and confirmation of availability form, The application should contain a current and complete C.V. in English with indication of the e-mail and phone contact.

UNDP applies a fair and transparent selection process that will take into account the competencies/skills of the applicants as well as their financial proposals. Qualified women and members of social minorities are encouraged to apply. The selection of the consultant will be done by a panel consisting of representatives from UNDP Maldives, Ministry of Tourism and the Tourism Adaptation Project.

Itinerary/Mission

Institution / Activity	Date of Meeting
Departure from Buenos Aires Argentina	12th May 2016
Arrival Male' Maldives	14th May 2016
Meeting with TAP Team and Ministry of Tourism Staff	15th May 2016
Ministry of Environment & Energy - Climate Change Dept.	16th May 2016
Maldives Meteorological Service	
Maldives Association of Tourism Industries (MATI)	
Live Aboard Association of Maldives (LAM)	
Maldives Association of Travel Agents and Tour Operators (MATATO)	
Maldives Association of Yatch Agents (MAYA)	
UNDP Country Office	
National Disaster Management Center	17th May 2016
Ministry of Education	18th May 2016
Regional Airports	
Eco Care	
Save The Beach	
Ministry of Housing	19th May 2016
Local Government Authority (LGA)	22nd May 2016
Ministry of Finance & Treasury	23rd May 2016
UNDP Country Office / TAP	
UNDP Country Office	
BEAM	23rd May 2016
Friends Ai	
Gan Development Society (GDS)	
Ministry of Tourism	25th May 2016
TAP	28th Mat 2016 Presentation of Preliminary findings - TAP Terminal Evaluation
UNDP	
Ministry of Tourism	
Banyan Tree Resort	29th May 2016
Departure from Maldives	29th May 2016
Arrival Argentina	30th May 2016

List of persons consulted

Institution		Person	Position
1	Ministry of Environment & Energy - Climate Change Dept.	Hamdhoon Mohamed	Assistant Director / Assistant Director
2	Maldives Meteorological Service	Zahid Hameed	Deputy Director General Climatology
3		Abdulla Muaz	Assistant Engineer
4	Maldives Association of Tourism Industries (MATI)	Asad Ali	Board Member
5	Live Aboard Association of Maldives (LAM)	Ahmed Afrah	
6	Maldives Association of Travel Agents and Tour Operators (MATATO)	Abdulla Suood	Vice President
7		Ibrahim Munaz	Secretary General
8	Maldives Association of Yatch Agents (MAYA)	Mohamed Ali	Secretary General
9	UNDP Country Office	Shoko Noda	Resident Representative
10		Aishath Azza	Assistant Resident Representative – Resilience and Climate Change.
11	National Disaster Management Center	Abdullah Rafeeu	Asst. Project Officer
12	Ministry of Education	Sheryna Abdusamad	Senior Policy Executive

13		Ahmed Naseem	Education Dev, Officer
14	Regional Airports	Moosa Zameer	
15	Eco Care	Maeed Zahir	
16		Hassan Mohamed	
17	Save The Beach	Saaif Mohamed	Volunteer Program Coordinator
18	Ministry of Housing	Amir Musthafa	Engineer
19		Anoosha Hashim	Assistant project officer
20		Mohamed Moosa Didi	Project Engineering
21	Local Government Authority (LGA)	Faarooq Mohamed Hassan	Chief Executive Officer
22		Mohamed Eemaan	Legal Officer
23		Abdulla Azmeen	Media Officer
24		Imad Mohamed	Senior Planning Officer
25	Ministry of Finance & Treasury	Ahmed Saruvash Adam	Economic Consultant
26		Khadheejaa Majidha Hassan	Senior Planning Officer
27		Mohamed Imad	Director General
28		Samaha Ali	Asst. Planning Officer
29		Aishath Saadh	Deputy Director General

30	UNDP Country Office / TAP	Ahmed Siyah	
31	UNDP Country Office / TAP	Mizy Mustapha	
32	UNDP Country Office	Abdulla Adam	
33	BEAM	Shaahina Ali	
34	Friends Ai	Shameem Mohamed	
35	Gan Development Society (GDS)	Munshid Mohamed	
36		Ahmed Akram	
37	Ministry of Tourism	Ahmed Salih	Permanant Secretary
38	TAP	Ahmed Siyah	Project Manager
39	UNDP	Mizy Musthafa	TAP SGP Project Asst.
40	UNDP	Ahmed Shifaz	Prog. Officer RCC
41	UNDP	Aishath Azza	ARR-RCC
42	TAP	Umniyya Izzath	Project Asst.
43	Ministry of Tourism	Ahmed Abeer	Asst. Director
44	Banyan Tree Resorts	Ali Nasheed	Social Responsibility Manager

List of consulted documents

- Annual project implementation reports (PIR)
- Annual Work Plan revisions
- GEF Project Information Form (PIF)
- Guidance for Conducting Terminal Evaluations of UNDP-supported, GEF-financed Projects
- http://www.tourism.gov.mv/projects/tap-project/
- List of Grants
- Ministry of Environment and Energy, Government of Maldives. "Maldives' Intended Nationally Determined Contribution" September 2015.
- Ministry of Environment and Energy, Government of Maldives. "Maldives Climate Change Policy Framework". August 2015.
- Maldives 4th Tourism Master Plan
- Midterm Review (MTR) report
- NAPA
- Project Document (ProDoc)
- Project outputs (videos, IEC materials)
- TAP Activity Reports
- TAP Progress Reports
- UNDP Country Programme Document (CPD)
- UNDP Development Assistance Framework (UNDAF)
- UNDP/MTAC, TAP (2015a): "Addressing Barriers to Effective Climate Change Adaptation in the Water and Wastewater Services in Resorts and Dependent Communities".
- UNDP/MTAC, TAP (2015b): "Assessment of Solid Waste Management Practices and its Vulnerability to Climate Risks in Maldives Tourism Sector"
- UNDP/MTAC, TAP (2015c): "Baseline Analysis of Adaptation Capacity and Climate Change Vulnerability Impacts in the Tourism Sector".
- UNDP/MTAC, TAP (2015d): "Economic Costs and Benefits of Climate Change Impacts and Adaptation to the Maldives Tourism Industry".
- UNDP/MTAC, TAP (2015e): "Gaps and Disincentives That Exist in the Policies, Laws and Regulations which act as Barriers to Investing in Climate Change Adaptation in the Tourism Sector of the Maldives".
- UNDP/MTAC, TAP (2015f): "Introduction of Financial Instruments to Cover and Transfer the Risks of Climate Hazards in the Sector of Tourism for the Maldives".

Evaluation Question Matrix

Evaluative Criteria Questions	Indicators	Sources	Methodology
Relevance: How does the project relate to the main objectives of the GEF focal area, and to the environment and development priorities at the local, regional and national levels?			
▪ Did the project activities address the gaps in the policy, regulatory and capacity framework at the national level for climate adaptation in the tourism sector? ▪ To what extent is the project suited to local and national development priorities and policies?	▪ Degree to which the project supports national environmental objectives. ▪ Addressing gaps and/or inconsistency with the national and local policies and priorities ▪ Addressing gaps in capacity framework.	▪ National policies ▪ Project Document	▪ Document analysis
▪ Were project activities relevant in account of the policy, regulatory and resource framework at the beginning of the project?	▪ Fitting with policy and regulatory framework at the beginning of the project.	▪ National policies ▪ Project Document	▪ Document analysis
▪ Is the project relevant to GEF LDCF Climate Change focal area adaptation? ▪ Is the project relevant to UNDP policy?	▪ Suitability of Project aims vis – a - vis GEF LDCF Climate Change and with UNDP corporate policies.	▪ UNDP policy documents (UNDAF, etc.) ▪ GEF policy documents ▪ Project Document	▪ Document analysis
▪ Does the project provide relevant lessons and experiences for other similar projects in the future? ▪ What is the relevance of these lessons?	▪ Project achievements, issues in implementation	▪ Project documentation ▪ Project Products ▪ Stakeholders	▪ Document analysis ▪ ▪ Stakeholders interviews
Effectiveness: To what extent have the expected outcomes and objectives of the project been achieved?			
▪ How well have gaps in the policy and regulatory framework for climate adaptation in the tourism sector been identified by the project? ▪ Has the project been effective in achieving the expected outcomes and objectives? ▪ To what extent has the project increased institutional capacity (at national and local levels) to help build the climate change adaptation and resilience? ▪ What were the project risks involved and to what extent were they managed? ▪ What changes could have been made (if any) to the design of the project in order to improve the achievement of the project's and future programming expected results?	▪ Addressing gaps and/or inconsistency with the national and local policies and priorities. ▪ Capacity strengthened at the institutional level (local and/or national)	▪ Project Products	▪ Document analysis ▪ ▪ Stakeholders interviews

▪ Was the project effective in acquiring a policy guidance for future development of the tourism sector to ensure that climate adaptation is taken into account?	▪ Indication of policy guidance in project outputs, documents, products. ▪ Changes in policy attributable to project regrading climate change adaptation in the tourism sector	▪ Project outcomes ▪ Norms, policies debated, adopted	▪ Document analysis ▪ ▪ Stakeholders interviews
▪ How well has the project involved and empowered communities to implement climate adaptation initiatives?	▪ Involvement of beneficiaries in project development and implementation ▪ Analysis of participation by stakeholders (communities, civil society, etc.). ▪ Effect of project aspects implemented at sites	▪ Small Grants results	▪ Interviews ▪ ▪ Site visits
▪ How effective has the project been in establishing networks and partnerships for climate adaptation and in the implementation of the project?	▪ New networks for climate change adaptation ▪ Partnerships (between different stakeholders, public/private) for climate change adaptation	▪ Results from stakeholder interviews ▪ Observations in the field of partnerships	▪ Stakeholder interviews ▪ ▪ Site visits
▪ How well did the project management unit leverage its position within the government and UNDP to facilitate implementation of the activities?	▪ Working relationship between PMU, UNDP, and other strategic partners ▪ Board functions	▪ Findings in project documents (PIRs, minutes of meetings) ▪ Indications in interviews	▪ Document analysis ▪ ▪ Stakeholder interviews
▪ Efficiency: Was the project implemented efficiently, in-line with international and national norms and standards?			
▪ Did the project achieve value for investment in implementing activities?	▪ Value for money of outcomes, and outputs	▪ Indicators in interviews ▪ Indications in project documents (PIRs, etc.)	▪ Document analysis ▪ ▪ Interviews
▪ How successful was the project in maximizing the impact of the activities through no cost methodologies and partnerships? ▪ How efficient were partnership arrangements for the project and why? ▪ Did the project efficiently utilize local capacities when available in implementation? ▪ What lessons can be drawn regarding efficiency for other similar projects in the future? ▪ Was project support provided in an efficient way?	▪ Partnerships with concrete activities ▪ Partnerships among the project different stakeholders ▪ Communities and private sector partnerships (specially in sites)	▪ Formal and informal agreements between partners (MOUs, etc.)	▪ Interviews ▪ Site visits
▪ How well did the project disseminate the outputs of the project to stakeholders and investors?	▪ Analyse project's communication strategy (explicit and implicit)	▪ Web pages ▪ Publications ▪ Public dissemination	▪ Interviews ▪ Site Visits

▪ What was the extent of co-financing of the project and what were the explanation for major variances of planned and actual expenditures?	▪ Co -financing to the degree expected or not ▪ Assessment of project budget and if there were major differences between planned and actual cost	▪ Financial records	▪ Document analysis
▪ Assess the effectiveness of the project management unit and the lessons learned or good practices in terms of good project management?	▪ Harness effectiveness by analysing how project's results were met vis-à-vis intended outcomes or objectives ▪ Draw lessons learned/good practices from the implementation and achievement of results	▪ Value for money analysis ▪ Stakeholders discernments and observations of lessons learned (positive and negative)	▪ Stakeholder interviews ▪ ▪ Document analysis
▪ Sustainability: To what extent are there financial, institutional, social-economic, and/or environmental risks to sustaining long-term project results?			
▪ How was sustainability of the project activities ensured? ▪ What risk have affected/influenced the project's sustainability and in what ways? ▪ How were these risks managed? ▪ What lessons can be drawn regarding sustainability of project results? ▪ What changes could have been made (if any) to the design of the project in order to improve the sustainability of the project results?	▪ Policies adopted / enacted ▪ Policies implemented ▪ Budgetary / financial means to implement policies drawn	▪ Policy documents contain sustainability factors (policy adopted, implemented) ▪ Budget arrangements (allocations, etc.) made to sustain project outputs and outcomes	▪ Documentation analysis ▪ Stakeholder interviews
▪ What are the tangible or verifiable signs of sustainability of the project activities?	▪ Policies adopted / enacted ▪ Policies implemented ▪ Budgetary / financial means to implement policies	▪ Policies ▪ Ownership ▪ Financial architecture	▪ Document analysis
▪ What are the way forward for the results achieved by the project?	▪ Sustainability factors analysed, such as the implementation of policy, adoption of adaptation framework, budget allocations, investments.	▪ Policies including results attributable to the project ▪ Financial resources to implement policies and adaptation framework (private and public, budget, investments)	▪ Document analysis
▪ Impact: Are there indications that the project has contributed to, or enabled progress toward, reduced environmental stress and/or improved ecological status?			
▪ What are the tangible or verifiable outcomes of the activities of the project?	▪ Products obtained ▪ Changes in policy attributable to the project ▪ Changes in individual and institutional capacity	▪ Policies including results attributable to the project ▪ Financial resources to implement policies	▪ Interviews ▪ Site visits ▪ Document analysis

	▪ Changes in sites where small grants were granted	and adaptation framework (private and public, budget, investments) ▪ Enhanced capacity to deal with climate change adaptation	
▪ What are the confirmed or expected direct outcomes from the project activities that are planned or confirmed?	▪ Products obtained ▪ Changes in policy attributable to the project ▪ Changes in individual and institutional capacity ▪ Changes in sites where small grants were approved	▪ Policies including results attributable to the project ▪ Financial resources to implement policies and adaptation framework (private and public, budget, investments) ▪ Enhanced capacity to deal with climate change adaptation	▪ Document analysis Interviews

Ratings (relevance, performance criteria and sustainability)

Performance criteria ratings.

Rating	Explanation
R	Relevant
NR	Not relevant

Rating	Explanation
Highly satisfactory (HS)	No shortcomings in the achievement of its objectives in terms of relevance, effectiveness and efficiency
Satisfactory (S)	Minor shortcomings in the achievement of its objectives in terms of relevance, effectiveness and efficiency
Moderately Satisfactory (MS)	Moderate shortcomings in the achievement of its objectives in terms of relevance, effectiveness and efficiency
Moderately Unsatisfactory (MU)	Significant shortcomings in the achievement of its objectives in terms of relevance, effectiveness and efficiency
Unsatisfactory (U)	Major shortcomings in the achievement of its objectives in terms of relevance, effectiveness and efficiency
Highly Unsatisfactory (HU)	Severe shortcomings in the achievement of its objectives in terms of relevance, effectiveness and efficiency

In a similar way, the sustainability of the project's interventions and achievements will be examined using the relevant UNDP/GEF ratings guideline as indicated in the table below.

Rating	Explanation
Likely (L)	Negligible risks to sustainability, with key outcomes expected to continue into the foreseeable future
Moderately Likely (ML)	Moderate risks, but expectations that at least some outcomes will be sustained
Moderately Unlikely (MU)	Substantial risk that key outcomes will not carry on after project closure, although some outputs and activities should carry on
Unlikely (U)	Severe risk that project outcomes as well as key outputs will not be sustained
Highly Unlikely (HU)	Expectation that few if any outputs or activities will continue after project closure

Logical Framework

This project will contribute to achieving the following Country Programme Outcome as defined in CPAP or CPD:

OUTCOME 8: Communities have access to safe drinking water & adequate sanitation and sustainably manage the natural environment to enhance their livelihoods

OUTCOME 9: Enhanced capacities at national and local levels to support low carbon life-styles, climate change adaptation, and disaster risk reduction

Country Programme Outcome Indicators: No. of sectors in which adaptive mechanisms are adopted to minimize losses from climate related impacts; No. of community level partnerships with private sector for sustainable environment management

Primary applicable Key Environment and Sustainable Development Key Result Area: Promote climate change adaptation

Applicable SOF (e.g. GEF) Strategic Objective and Program: Least Developed Countries Fund (LDCF)

Applicable SOF Expected Outcomes (relating to the LDCF Results-Based Management Framework):

Outcome 1.1: Mainstreamed adaptation in broader development frameworks at country level and in targeted vulnerable areas

Outcome 2.2: Strengthened adaptive capacity to reduce risks to climate-induced economic losses

Applicable SOF (e.g .GEF) Outcome Indicators (relating to the LDCF Results-Based Management Framework):

Indicator 1.1.3 % of development frameworks and sectoral strategies that reach adaptation targets

Indicator 1.2.2 Economic losses through effective climate resilient infrastructure ($US)

Indicator 2.2.1 No. of targeted institutions with increased adaptive capacity to reduce risks of and response to climate variability (Number)

	Indicator	**Baseline**	**Targets End of Project**	**Source of verification**	**Risks and Assumptions**
Project Objective[35] **Increase adaptive capacity of the tourism sector in Maldives to respond**	Number of tourism related policies, strategies and action plans which stimulate investment by tourism operators in climate	Existing tourism policies, laws and regulations do not integrate climate risk information and require/enforce private sector investments in	An Addendum to the Maldives National Building Code and its associated compliance documents is developed, disseminated	Policy documents	No contradictory incentives provided/compliance required by different sector policies Government decision-makers continue to recognize the importance

[35] *Objective (Atlas output) monitored quarterly ERBM and annually in APR/PIR*

to the impacts of climate change and invest in appropriate, no-regrets adaptation measures.	resilient water, waste, energy and infrastructure management Number of tourism operators who invest in concrete initiatives that enhance their climate risk resilience, based on guidance provided by the project. Number of tourism associated communities which reduce their vulnerability to climate hazards, based on investment activities facilitated by the project	climate change adaptation measures Most tourism operators do not draw on, or comply with, consistent guidance for no-regrets adaptation measures to increase resilience to climate-related risks and extreme events Limited examples of cooperation between tourism resorts and communities on joint risk management efforts.	and adopted by all tourism resorts. At least 10 tourism resorts invest in new climate risk management initiatives which increase their resilience to climate related risks and reduce economic losses from extreme events At least 10 tourism associated communities reduce the vulnerability of their water, waste, energy and infrastructure management systems, based on partnerships, guidance and private sector investment facilitated by the project.	Field survey with tourism operators Field surveys; Interviews with tourism resorts and associated communities	of climate change adaptation in the tourism sector and are committed to facilitate the necessary policy changes Tourism operators recognize the economic benefits of adaptation measures and are willing to invest in changes to their current resource management practices Tourism operators react to improved enforcement of environmental legislation in the tourism sector Tourism resorts and associated communities are willing to undertake joint planning efforts to increase climate resilience and environmental sustainability of their shared value chain Stable government/ governance structure throughout project lifetime
Outcome 1 Strengthened adaptive capacity of the tourism sector to reduce risks to	Number of island resorts and tourism operators with increased capacity to reduce risks of climate variability	Most tourism operators are concerned about their increased vulnerability to climate change, but do not draw on, or comply with, consistent guidance for	By the end of the project, 100% of relevant MTAC staff and at least 60% of all trained tourism operators recognize the economic impacts of climate change on tourism operations and	Training reports attendance lists Training feedback	Key Government representatives and stakeholders from the Tourism industry recognize the value of project-related training initiatives and are willing to engage in intensified and regular debate about climate

					risks in the tourism sector

climate-induced economic losses	Number of new investment projects in the tourism industry that are designed and implemented in accordance with revised tourism policies and planning frameworks	effective no-regrets adaptation measures to increase resilience National policies and laws regulating tourism operations do not contain functional references to climate proofing and fail to incentivize private sector investment in climate risk management	know the cost/benefit aspects of different adaptation investments By the end of the project, an Addendum to the Maldives National Building Code and its associated compliance documents is developed, disseminated and adopted by all new tourism development projects.	Building code addendum and associated compliance documents Field observations	Senior planners and decision-makers continue to recognize the importance of climate change adaptation and are committed to support necessary policy changes MATI has appropriate leverage to represent the diversity of situations and interests in the tourism industry Uncertainties pertaining to climate change modelling are within the acceptance range of decision-makers Tourism operators are willing to engage in the review, revision and adoption of new building standards Policy recommendations are actively endorsed and signed into law by national decision-making bodies
Output 1.1. Inventory of adaptive and maladaptive practices on island resorts and safari boat operations in Maldives					
Output 1.2. Policy recommendations developed to enable and incentivize private sector investment for climate change adaptation in the tourism industry					
Output 1.3. Addendum to national building codes on the physical planning and construction of infrastructure in tourist resorts is developed and disseminated to all tourism operators					

Output 1.4. Technical guidance provided to all tourism operators on how to climate-proof sensitive resource management systems and infrastructure (freshwater management; solid waste and wastewater management; physical and energy infrastructure)					
Outcome 2	Number of island resorts, tourism operators and	Most tourism operators are concerned about	By the end of the project, at least 10 tourism-associated communities have planned	Interviews with community representatives	Tourism operators find reduced costs associated with the proposed adaptation measures sufficiently
Reduced vulnerability of at least 10 tourism operations and 10 tourism-associated communities to the adverse effects of climate change	tourism-associated communities who report reduced vulnerability to climate risks as a result of guidance provided by the project Private sector investment in climate change adaptation measures which reduce economic losses in tourism operations and tourism-associated communities from extreme climate events (US$)	their increased vulnerability to climate change, but do not draw on, or comply with, consistent guidance for effective no regrets adaptation measures by the government to increase resilience Economic losses in tourism-related value chains from climate induced hazards and extreme events are quantified only after catastrophic events	and implemented concrete adaptation projects which reduce the vulnerability of their infrastructure, water, waste, land-use planning or energy management systems to climate-related hazards By the end of the project, at least 10 tourism operators are adopting project guidance to invest in climate- resilient water, wastewater, solid waste and infrastructure management systems	Qualitative field surveys	attractive to invest in changes to existing setups and practices Tourism operators react to improved enforcement of environmental legislation in the tourism sector. New tourism projects have access to project information Guidelines developed by the project are considered practical, locally appropriate, innovative, sustainable and cost effective Key Government representatives and stakeholders from the Tourism industry recognize the value of project-related training initiatives Communal plans can be systematically connected with new investment projects by tourism resorts
Output 2.1 National tourism adaptation platform created to establish and support effective public-private partnerships for climate change adaptation in the tourism sector					

Output 2.2 Development and implementation of at least 10 new investment projects on climate-proofing water supply/storage/distribution, solid waste management, wastewater management, energy management, and/or new physical infrastructure in island resort and/or safari boat operations					
Output 2.3 Development of at least 10 new investment partnerships between island resorts and tourism-associated communities which result in joint climate risk management activities					
Output 2.4 South-South transfer of tourism adaptation case studies between Maldives and other SIDS					
Outcome 3 Transfer of climate risk financing solutions to public and private sector tourism institutions	Number of staff from government agencies and tourism operators who have increased knowledge of climate risk financing instruments	Government entities and tourism sector operators in Maldives have limited knowledge of climate risk financing products and their potential application in the Maldivian context	At project completion, all representatives in relevant MTAC and MHE departments and all representatives of different tourist facility groups (including resorts, safari boats and hotel operators) re aware of climate risk financing and –transfer instruments and their potential in the Maldivian context	Qualitative surveys Attendance lists Awareness and training materials	Tourism operators are interested in innovative insurance products to address the residual climate risk that cannot be addressed through other investments in risk reduction
	Type and number of climate risk financing products and services (such as index-based insurance) available to public and private sector entities	No climate risk financing products and services are available on the Maldives market	By the end of the project, the Government of Maldives has access to at least one climate risk financing solution	Interview with risk financing service provider Qualitative surveys	Insurance service providers are willing to develop and offer innovative and affordable climate risk financing/transfer products for the Maldives market Sufficient cooperation between relevant government agencies, the tourism industry and representatives of insurance providers in the sharing of relevant information. Insurance and reinsurance service providers interested in engaging with the Maldivian market
Output 3.1 Training of tourism operators and government representatives on climate risk financing options and their potential application in the Maldivian context					
Output 3.2 Feasibility study on micro-insurance for tourism-associated communities to buffer climate-related shocks from extreme events.					
Output 3.3. Feasibility study on index-based insurance and risk pooling options to address risk transfer priorities of the Maldivian government					

Revised Project Results Framework

This project will contribute to achieving the following Country Programme Outcome as defined in CPAP or CPD:

OUTCOME 8: Communities have access to safe drinking water & adequate sanitation and sustainably manage the natural environment to enhance their livelihoods.

OUTCOME 9: Enhanced capacities at national and local levels to support low carbon life-styles, climate change adaptation, and disaster risk reduction.

Country Programme Outcome Indicators: No. of sectors in which adaptive mechanisms are adopted to minimize losses from climate related impacts; No. of community level partnerships with private sector for sustainable environment management.

Primary applicable Key Environment and Sustainable Development Key Result Area: Promote climate change adaptation.

Applicable SOF (e.g. GEF) Strategic Objective and Program: Least Developed Countries Fund (LDCF)

Applicable SOF Expected Outcomes (relating to the LDCF Results-Based Management Framework):
Outcome 1.1: Mainstreamed adaptation in broader development frameworks at country level and in targeted vulnerable areas.
Outcome 2.2: Strengthened adaptive capacity to reduce risks to climate-induced economic losses.

Applicable SOF (e.g .GEF) Outcome Indicators (relating to the LDCF Results-Based Management Framework):
Indicator 1.1.3 % of development frameworks and sectoral strategies that reach adaptation targets
Indicator 1.2.2 Economic losses through effective climate resilient infrastructure ($US).

Indicator 2.2.1 No. of targeted institutions with increased adaptive capacity to reduce risks of and response to climate variability (Number).

	Indicator	Baseline	Targets End of Project	Source of verification	Risks and Assumptions
Project Objective[36] **Increase adaptive capacity of the tourism sector in Maldives to respond to the impacts of climate change and invest in appropriate, no-regrets adaptation measures.**	Number of tourism-related policies, strategies and action plans which stimulate investment by tourism operators in climate resilient water, waste, energy and infrastructure management. Number of tourism operators who invest in concrete initiatives that enhance their climate risk resilience, based on guidance provided by the project. Number of tourism-associated communities which reduce their vulnerability to climate hazards, based on investment activities facilitated by the project.	Existing tourism policies, laws and regulations do not integrate climate risk information and require/enforce private sector investments in climate change adaptation measures. Most tourism operators do not draw on, or comply with, consistent guidance for no-regrets adaptation measures to increase resilience to climate-related risks and extreme events. Limited examples of cooperation between tourism resorts and communities on joint risk management efforts.	An Addendum to the Maldives National Building Code and its associated compliance documents is developed, disseminated and adopted by all tourism resorts. At least 10 tourism resorts invest in new climate risk management initiatives which increase their resilience to climate-related risks and reduce economic losses from extreme events At least 10 tourism-associated communities reduce the vulnerability of their water, waste, energy and infrastructure management systems, based on partnerships, guidance and private sector investment facilitated by the project.	Policy documents. Field survey with tourism operators. Field surveys; Interviews with tourism resorts and associated communities	No contradictory incentives provided/compliance required by different sector policies. Government decision-makers continue to recognize the importance of climate change adaptation in the tourism sector and are committed to facilitate the necessary policy changes. Tourism operators recognize the economic benefits of adaptation measures and are willing to invest in changes to their current resource management practices. Tourism operators react to improved enforcement of environmental legislation in the tourism sector. Tourism resorts and associated communities are willing to undertake joint planning efforts to increase climate resilience and environmental sustainability of their shared value chain Stable government/ governance structure throughout project lifetime.

[36] *Objective (Atlas output) monitored quarterly ERBM and annually in APR/PIR*

	Indicator	Baseline	Targets End of Project	Source of verification	Risks and Assumptions	Key Stakeholders	Lead Agency	Capacity Needs
Outcome 1 Strengthened adaptive capacity of the tourism sector to reduce risks to climate-induced economic losses.	Number of island resorts and tourism operators with increased capacity to reduce risks of climate variability. Number of new investment projects in the tourism industry that are designed and implemented in accordance with revised tourism policies and planning frameworks.	Most tourism operators are concerned about their increased vulnerability to climate change, but do not draw on, or comply with, consistent guidance for effective no-regrets adaptation measures to increase resilience. National policies & laws regulating tourism operations do not contain functional references to climate-proofing and fail to Incentivize private sector investment in climate risk management.	By the end of the project, 100% of relevant MTAC staff and at least 60% of all trained tourism operators recognize the economic impacts of climate change on tourism operations and know the cost/benefit aspects of different adaptation investments. By the end of the project, an Addendum to the Maldives National Building Code and its associated compliance documents is developed, disseminated and adopted by all new tourism development projects.	Training reports attendance lists Training feedback. Building code addendum and associated compliance documents. Field observations.	Key Government representatives and stakeholders from the Tourism industry recognize the value of project-related training initiatives and are willing to engage in intensified and regular debate about climate risks in the tourism sector. Senior planners and decision-makers continue to recognize the importance of climate change adaptation and are committed to support necessary policy changes. MATI has appropriate leverage to represent the diversity of situations and interests in the tourism industry. Uncertainties pertaining to climate change modeling are within the acceptance range of decision-makers. Tourism operators are willing to engage in the review, revision and adoption of new building standards. Policy recommendations are actively endorsed and signed into law by national decision-making bodies.			

	Indicator	Baseline	Targets End of Project	Source of verification	Risks and Assumptions	Key Stakeholders	Lead Agency	Capacity Needs
Output 1.1. Inventory of adaptive and maladaptive practices and technologies (Infrastructure and environment) on island resorts and safari boat operations in Maldives[37].	Regular data collected on environmental management practices and systems.		Monitoring framework enhanced to address gaps in environmental monitoring.			MTAC MEE MHI EPA MATI LAM	MTAC	Monitoring capacity (Consider certification of outsourced inspectors). Establish a centre to collate, research and analyse information and technologies on climate change information (MEE through MTAC). Information developed to cater to various stakeholders, including resort operators and island communities.
Output 1.2. Policy recommendations developed to enable and incentivize private sector investment for climate change adaptation in the tourism industry	Certification and auditing process initiated. Legislations and regulations change / amended.		Recognition for climate proofing efforts, such as certification.			MTAC MEE MHI EPA AGO MATI MATATO LAM DAM MAYA International / Regional Authority	MTAC	Regulations, enforcement issues, lack of climate proof standards, lack of adequate island selection criteria for resort development. Training and awareness programs for political parties, MPs, resort operators, and other stakeholders in the industry.
Output 1.3. Addendum to national building codes on the physical planning and construction of infrastructure in tourist resorts is developed and disseminated to all tourism operators	Addendum formulated, endorsed and distributed.		Existing building regulations and SOPs revised to address tourism developments.			**MTAC** **MEE** **AGO** **MATI** **MACI**	**MEE**	Development of technical capacity at MEE and MHI. Capacity building in monitoring and enforcement of building codes once amendments are incorporated in the building code and into routine audits and inspections. Increase capacity for selection of appropriate islands

[37] Define tourism sector to include resorts, guest houses, hotels, liveaboards and dependent island communities.

								for new resort development. Include economic instruments, CSR, etc. (Refer 1.1).
Output 1.4. Technical guidance provided to all tourism operators on how to climate-proof freshwater, waster water and solidwaste management systems, installations, energy services and infrastructure design and location and coastal protection.	Distribution of handbooks to all tourist operators.		Handbook on climate proofing published.			MTAC MEE MHI EPA MEA AGO STELCO	MEE	Strengthen technical capacity of MTAC, MEE and MHI. Establish a mechanism for sharing of information within zones for mutual benefit (between resort operators and island communities) and develop capacity of the groups. Continuously provide information to the groups established in the zones.

	Indicator	Baseline	Targets End of Project	Source of verification	Risks and Assumptions	Key Stakeholders	Lead Agency	Capacity Needs
Outcome 2 Reduced vulnerability of at least 10 tourism operations and 10 tourism-associated communities to the adverse effects of climate change.	Number of island resorts, tourism operators and tourism-associated communities who report reduced vulnerability to climate risks as a result of guidance provided by the project.	Most tourism operators are concerned about their increased vulnerability to climate change, but do not draw on, or comply with, consistent guidance for effective no-regrets adaptation measures by the government to increase resilience.	By the end of the project, at least 10 tourism-associated communities have planned and implemented concrete adaptation projects which reduce the vulnerability of their infrastructure, water, waste, land-use planning or energy management systems to climate-related hazards.	Interviews with community representatives.	Tourism operators find reduced costs associated with the proposed adaptation measures sufficiently attractive to invest in changes to existing setups and practices. Tourism operators react to improved enforcement of environmental legislation in the tourism sector.			
	Private sector investment in climate change adaptation measures which reduce economic losses in tourism operations and tourism-associated communities from extreme climate events (US$).	Economic losses in tourism-related value chains from climate-induced hazards and extreme events are quantified only after catastrophic events.	By the end of the project, at least 10 tourism operators are adopting project guidance to invest in climate- resilient water, wastewater, solid waste and infrastructure management systems.	Qualitative field surveys.	New tourism projects have access to project information. Guidelines developed by the project are considered practical, locally appropriate, innovative, sustainable and cost effective. Key Government representatives and stakeholders from the Tourism industry recognize the value of project-related training initiatives.			

					Communal plans can be systematically connected with new investment projects by tourism resorts.			
Output 2.1 National tourism adaptation platform created to establish and support effective public-private partnerships for climate change adaptation in the tourism sector	Number of stakeholders involved. Number of active local networks.		Adoption of platform to support and establish new partnerships (e.g. exploring local and global compact networks).			MTAC MEE MHI MATATO MED	MTAC	Build/ strengthen Technical expertise at MTAC/MEE and MHI.
Output 2.2 Development and implementation of at least 10 new investment projects on climate-proofing water supply/storage/distribution, solid waste management, wastewater management, energy management, and/or new physical infrastructure in island resort and/or safari boat operations	Robust and transparent criteria on island selection for tourism development. **<u>Climate-proof water supply/ storage and distribution systems.</u>** Number of islands with elevated water storage facilities. Number of islands with water storage capacity exceeding 7 days. **<u>Climate-proof waste water management.</u>**		Islands selected and projects completed.			MTAC MEE MHI NGOs Utilities MEE MTAC MATI Resorts NGOs Utilities MEE MTAC EPA Resorts Safari boats	MATI MATI EPA	 Increasing elevated water storage facilities. Mobile freshwater production systems. Mobile sanitary waste treatment plants and backup systems.

	Coral bleaching STP systems installed. Wastewater monitoring systems. **<u>Climate-proof solid waste management.</u>** Available recycling facilities. Functioning solid waste facilities in resorts. **<u>Climate-proof renewable energy supply and distribution.</u>** Percentage of renewable energy used in the energy sector. Energy / Load managers. Number of shared energy projects. **<u>Climate-proof new physical infrastructure.</u>**					MEE MTAC MoE Resorts Local Councils MHI Resorts Local Councils MHI MATI Resorts Island Councils	MEE Resorts Resorts	Composting of green waste and returning it to soil. Increasing stability of ground. Resorts initiate assisting dependent communities with their waste management. More utilization of solar & wind energy. R&D in RE solutions. Government quotas & incentives for RE use. Better utilization of generated energy. Reduction in land reclamation projects. Coastal and reef protection projects. Mangrove protection. Better drainage systems.

	Number of coastal protection policies. Number of purpose-built drainage systems. Number of islands with flood-proof housing.							Elevated buildings.
Output 2.3 Development of at least 10 new investment partnerships between island resorts and tourism-associated communities which result in joint climate risk management activities			Robust and transparent criteria on project selection.					
Output 2.4 South-South transfer of tourism adaptation case studies between Maldives and other SIDS								

	Indicator	Baseline	Targets End of Project	Source of verification	Risks and Assumptions	Key Stakeholders	Lead Agency	Capacity Needs
Outcome 3 Transfer of climate risk financing solutions to public and private sector tourism institutions.	Number of staff from government agencies and tourism operators who have increased knowledge of climate risk financing instrument Type and number of climate risk financing products and services (such as index-based insurance) available to public and private sector entities	Government entities and tourism sector operators in Maldives have limited knowledge of climate risk financing products and their potential application in the Maldivian context. No climate risk financing products and services are available on the Maldives market.	At project completion, all representatives in relevant MTAC and MHE departments and all representatives of different tourist facility groups (including resorts, safari boats and hotel operators)re aware of climate risk financing and –transfer instruments and their potential in the Maldivian context. By the end of the project, the Government of Maldives has access to at least one climate risk financing solution.				Qualitative surveys Attendance lists Awareness and training materials Interview with risk financing service provider. Qualitative surveys.	Tourism operators are interested in innovative insurance products to address the residual climate risk that cannot be addressed through other investments in risk reduction. Insurance service providers are willing to develop and offer innovative and affordable climate risk financing/transfer products for the Maldives market. Sufficient cooperation between relevant government agencies, the tourism industry and representatives of insurance providers in the sharing of relevant information. Insurance and reinsurance service providers interested in engaging with the Maldivian market.
Output 3.1 Training of tourism operators and government representatives on climate risk financing options and their potential application in the Maldivian context.						Financial institutions. Financial regulatory authorities. Resorts/Hotels/ Liveaboard developers & operators. MTAC/MATI/LAM MATATO/DAM/ MAYA/MEE/MHI	MTAC	Refer 1.1 and 1.4
Output 3.2 Feasibility study on micro-insurance for tourism-associated communities to buffer climate-related shocks						Financial institutions. Financial regulatory authorities.	MTAC	Refer 1.1 and 1.4

from extreme events.								
Output 3.3. Feasibility study on index-based insurance and risk pooling options to address risk transfer priorities of the Maldivian government.							MTAC	Refer 1.1 and 1.4

Evaluation Questionnaire

1) How relevant is the project?
2) What have been the project's achievements (at the output, outcome, and results levels)?
3) How were these results achieved?
4) What planning instruments were designed, adopted and / or implemented to deal with climate change effects in the Maldives?
5) What effects or impacts (change) have occurred due to the project (policy, investments, etc.0?
6) Were the relevant country representatives, from government and civil society, as well as the private sector involved in the project preparation and execution?
7) How did the partnership and management arrangements between different institutions work and when it did not (institutions such as UNDP, GEF, Ministry of Tourism and other government institutions)? Was it effective? Efficient?
8) Has there been a substantial increase or facilitation of investments in the tourism sector in order to increase resilience to climate change adverse effects?
9) How has the tourism industry been included in the project and its outcomes?
10) What have been the issues or problems encountered in the implementation of the project?
11) What have been the projects weaknesses, if any?
12) What are the probabilities that results would be sustained over the medium/long term?
(1) If something could have been done different, in hindsight what could this have been (lesson learned)?

TAP SMALL GRANTS SUMMARY

▪ Sustainable Water Management and Community Awareness in Maalhos Island, Baa Atoll	▪ The main objective of this project is to implement a sustainable water management facility in the island of Baa Malhos. Rainwater will be harvested and piped to distribution points built through out the island. An RO unit will also be installed at the facility as a back up during rainwater shortages and dry seasons. Awareness about sustainable water management will be an ongoing part of this project.	▪ Baa. Maalhos	▪ Maalhos Awareness and Recreation Society
▪ Boduhuraa Solid Waste Management Project	▪ The main objective of this project is management of solid waste in the island of Boduhuraa. The island is in close proximity to Kuda Huraa resort hence the lack of a waste management not only negatively impacts the community of Boduraa but adjoining resort as well. As part of the project a waste management facility will be built and collections bins will be provided to the households. The collection of waste will be offered at a very low and affordable price to make the facility attractive. With assistance from Four Seasons Kuda Hura resort and Secure bag the waste will be shipped to tilafuhsi. Awareness and research to understand peoples perception to waste will be an on going part of this project.	▪ K. Huraa	▪ Seamarc Pvt.Ltd
▪ Creating a Habitat for Reviving Threatened Seabird Population- A climate adaptation Project	▪ The recent declines of uninhabited islands and remote/unvested areas in the inhabited islands due to tourist resort development and increase in the Maldivian population meant that the habitats of the seabird were destructed. This project aims to create artificial platforms to mimic sandbanks or smaller islands to provide a roosting/nesting site to the threatened seabird population. Secondary school children will be made the managers of these platforms increasing there awareness and issues of environmental destructions more broadly. Awareness on climate change and sound environmental practices will be an ongoing part of this project.	▪ GA. Dhandhoo	▪ Sea Explorers Pvt Ltd

▪ Pilot Alternative Mechanisms to Fossil Fuel Consumption for Sea Transportation	▪ Aim: Piloting climate friendly transportation options . As part of the project The vessel developed under this demonstration project will supplement a diesel engine with a parallel hybrid system that would generate electrical energy from the rotating propeller. It is believed that this vessel will reduce diesel consumption by 50% when compared to conventional models.	▪ Thila fushi	▪ Dive Desk Pvt Ltd
▪ Coral Garden	▪ This project aims to rehabilitate the in-house reefs of the island of R. Fainu by developing a coral garden. The coral garden developed will be marketed to tourists as a snorkeling site. Furthermore, the marine resources of the garden will be exploited and sold as a food source in a sustainable manner. The pioneers of this project will be the local community and they will be made aware on the value of the natural resources that surrounds them and will consequently teach them to appreciate it and adopt appropriate management strategies.	▪ R.Fainu	▪ FACE (Fainu Association for Community Endeavors)
▪ Protecting and conservation of fresh water lens to deal with draughts by adapting hydroponics and water dripping system in farms.	▪ The main objective of this project is to encourage farmers on efficient usage of fresh water in their farms by adapting hydroponics and water dripping system to ensure the sustainability of the island fresh water lens. As part of the project a farm will be set up with hydroponics and water dripping technology which would be used to train the famers in these techniques. Awareness on water management and sustainable use of water will be an ongoing part of the project.	▪ AA. Thodoo	▪ Serene Sky Guest House

▪ Eco-Tour Mangroves	▪ The main objectives of this project is to culture crabs for sale and rehabiltate the in house mangroves of N.Malhendhoo through the process. The rehabilitated mangrove area will also be sold to the tourist attraction. In doing so the project will not only provide sustainable livelihood opportunities through culture of crabs and marketing of the mangroves but increase the awareness and result in sound management of the mangroves of environmental significance which are currently neglected to a large extent.	▪ N.Kendhikulhudhoo	▪ Friends Association for Island Development (FAID)
▪ Coral Garden (Culture and conserve marine resources and improve livelihoods through sustainable eco-tourism)	▪ This project includes grow-out of groupers and culture of pearls in floating cages and nets in an Integrated Marine Trophic Aquaculture system in N.Maafaru home reefs and lagoons, while rehabilitating reefs and marketing the products to resorts and tourists. The project will raise awareness about our marine resources teaching the locals t value them. Furthermore, the venture will provide livelihoods to the local community.	▪ N. Kudafari	▪ ANDEV (Association for Noonu Atoll Development)
▪ Recycling of Engine Oil and Stop Contamination	▪ This project forms the initial phase of a longer project (10 years) during which 2500 barrels of used engine and lubricating oil will be collected from electricity providers and workshops to convert into re-suable lubricant oil. Currently, used oil is disposed of at Tilafushi and is contaminating our oceans groundwater and soil. This project will endeavor to demonstrate a low cost alternative to the damaging practices of used oil disposal which currently exists.	▪ Thilafushi	▪ Maldives Inc
▪ Towards Sustainable Energy for Adaptation to Climate Change in Tourist Resorts of Maldives	▪ The main objective of this project is to study and understand the exposure and vulnerability of the energy sector of resorts to climate change and identify potential adaptation measures that increase resilience of energy generation, distribution and end use of resorts to climate- related risks.	▪ Male Atoll, Alif Ali, Alif Dhaal, Memo	▪ VESHI (Volunteers for Environment, Social Harmony and Improvement)

▪ Waste to Energy by Compact Bio Gas	▪ This project aims to provide a valuable bio gas system to Chaya Lagoon Hakuraa Huraa resort. This will be achieved by using the food waste that is produced in the resort. Currently the food waste is grinded and made into a mulch before disposing to the deep ocean. However, this practice is a bit controversial, opponents sighting negative implications to marine life. The bio gas units installed will utlise the waste to turn it into cooking gas addressing the issue of wet waste disposal as well as providing a cleaner source of energy for cooking.	▪ Chaya Lagoon Hakuraa Huraa Resort	▪ Chaya Lagoon Hakuraa Huraa
▪ Adaptation to Coral Reef Bleaching Events	▪ The main objective of this projective is to assess and identify the coral bleaching risk areas at selected tourist facilities and protected areas (core protected areas) within Baa Atoll biosphere reserve, and use the knowledge through recommendations or improved management of Biosphere Reserve.	▪ Tourist Resorts	▪ Lamer Group Pvt Ltd (LAMER)
▪ Promotion of Compost Production for Solid Waste Management and Climate Change Adaptation in Agriculture Industry of Gan, Laamu Atoll	▪ Production of compost in L. Atoll Gan and training the famers on the same. A composting facility will be built as part of the project along with a marketing strategy for the finished product	▪ L.Gan	▪ Gamu Development Society (GDS)

Evaluation Consultant Agreement Form

Evaluators:

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

Evaluation Consultant Agreement Form[38]

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

Name of Consultant: Maria ONESTINI

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

Signed at *Buenos Aires, Argentina* on *May 12 2016*

Signature: 

[38] www.unevaluation.org/unegcodeofconduct