

COMPONENT 2

INTEGRATION OF NATURAL CAPITAL ACCOUNTS  
INTO LOCAL DEVELOPMENT PLANNING  
AND OPERATIONS



THE INTEGRATION OF NATURAL CAPITAL ACCOUNTING IN PUBLIC AND PRIVATE  
SECTOR POLICY AND DECISION-MAKING FOR SUSTAINABLE LANDSCAPES

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## COMPONENT 2

# INTEGRATION OF NATURAL CAPITAL ACCOUNTING INTO LOCAL DEVELOPMENT PLANNING AND OPERATIONS

### OUTPUT 2.3.4

DEVELOP, TEST AND IMPLEMENT  
SUSTAINABLE FINANCING  
MECHANISMS FOR THE GREEN FINS  
PROGRAM IN KRABI PROVINCE

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## Executive Summary

Marine tourism is a major economic driver in Thailand but poses increasing risks to coral reefs and coastal ecosystems. The Green Fins program, an international initiative led by The Reef-World Foundation in partnership with UNEP, promotes environmentally responsible diving and snorkeling practices to mitigate these impacts. In Thailand, Green Fins has been implemented since 2004 under the Department of Marine and Coastal Resources (DMCR); however, its operation has relied heavily on government budgets, grants, and voluntary donations, resulting in irregular implementation and limited program continuity.

Two training sessions for promoting the Green Fins program were conducted, which were Reef Watch monitoring training and Green Fins assessor training for 8 assessors. The Reef Watch training aimed to promote environmentally responsible diving and snorkeling practices in line with the Green Fins Code of Conduct and to strengthen coral reef monitoring and conservation awareness for diving and snorkel operation, which the participants were 18 dive and snorkel operators. The Green Fins assessor training aimed to build capacity for conducting field assessments of dive and snorkel operators through integrated theoretical instruction and practical, hands-on evaluation, with both sessions supported by Department of Marine and Coastal Resources (DMCR) staff.

This report analyzes the cost structure of Green Fins Thailand and proposes sustainable financing mechanisms to support its long-term operation, under consultation with the Department of Marine and Coastal Resources (DMCR) and the Reef-World Foundation, the lead organization for Green Fins internationally, with Krabi province as a pilot area. The study estimates costs associated with assessor training, certification assessments, and administrative coordination, and develops a location-based assessment fee structure for dive operators. Proposed assessment fees range from approximately 8,075 to 9,450 baht per operator, depending on geographic location. Survey results indicate strong recognition of the environmental benefits of Green Fins, though willingness to pay remains below full cost recovery levels.

The report recommends a hybrid financing model combining assessment fees with partial government subsidies, the establishment of an independent administrative unit to ensure financial transparency, and clearer integration of Reef-World Foundation contributions. Framed as a Payment for Ecosystem Services mechanism, the Green Fins model has strong potential for scaling across Thailand and regional replication to support sustainable marine tourism and coral reef conservation.



# 1. Introduction

## 1.1 Marine Tourism

### Overview of the Global Marine Tourism Industry

Marine and coastal tourism play a vital role in the global economy, serving as major sources of income and employment within the global ocean economy in 2024, which contributed approximately USD 1.5 trillion and supports 52 million jobs worldwide (World Travel & Tourism Council [WTTC], 2024). Employment in this sector is heavily concentrated in Asia and the Pacific, where large coastal population centers dominate, particularly in developing countries. Asia contributes over two-thirds of global ocean economy employment, with marine and coastal tourism representing the largest share of ocean-related jobs. Between 1995 and 2020, marine and coastal tourism accounted for an average of 60 percent of all full-time equivalent jobs in the ocean economy (Jolliffe & Jolly, 2025).

Moreover, coral reef tourism is a significant portion of the marine tourism sector, which attracts over 350 million visitors annually and generates an estimated USD 36 billion each year. More than 70 countries and territories benefit economically from coral reefs through tourism-related activities (High Level Panel for a Sustainable Ocean Economy, 2022). For instance, the Professional Association of Diving Instructors (PADI)—a leading global body for dive training—issues over 1 million certifications each year and has certified more than 30 million divers to date. PADI operates in 186 countries and territories, supported by a global network of over 6,600 dive centers and resorts, and more than 128,000 professional members (Professional Association of Diving Instructors, n.d.). This widespread activity highlights the strong connection between marine tourism growth and the increasing number of individuals seeking underwater experiences, further emphasizing the need to preserve marine ecosystems for continued economic and recreational value.

The sustainability of this industry has been under increasing threat. The continued degradation and depletion of coastal and marine ecosystems, through pollution, overuse, and climate change, is putting both the viability of tourism and the livelihoods of coastal communities at serious risk.

### Marine Tourism in Thailand

The service sector is a key contributor to Thailand's economy, accounting for approximately 18 percent of its national GDP, excluding the additional value generated directly from tourism-related activities (Mahawanakul & Chenphuengpaw, 2023). Among various tourism activities, marine tourism stands out as a major economic driver, bolstered by Thailand's geography and abundant coastal and marine resources.

Thailand is globally recognized as a prime destination for marine tourism due to its clear blue waters, rich marine biodiversity, including whale sharks, leopard sharks, and manta rays (Professional Association of Diving Instructors [PADI], n.d.), along with scenic coastal zones such as Phuket, Krabi, Koh Tao, Koh Samui, and Pattaya. These areas offer a wide range of water-based activities, including snorkeling, scuba diving, and freediving, that attract millions of tourists annually. In 2023, Thailand's diving tourism market was valued at approximately 1.33 billion baht (USD 38 million). This market is divided into three main segments: diving equipment retailers (50

percent), diving schools (25 percent), and diving tour operators (25 percent). The market is expected to grow by 5–8 percent in 2024 (Jang, 2024). Popular scuba training and diving destinations include Koh Tao, Koh Samui, Phuket, Krabi, and Pattaya, which are renowned not only for their underwater attractions but also as major hubs for diving education. In total, Thailand hosts around 170 PADI-certified dive operators, including some that also offer snorkeling activities, 81 operators located in the Gulf of Thailand and 89 operators in the Andaman Sea (appendix 1). Thailand has thus emerged as one of the leading countries in Asia for producing certified divers.

Among marine activities, snorkeling remains the most popular and accessible option for tourists in Thailand, with an estimated over 500 operators offering services nationwide. Snorkeling trips are typically organized as affordable day tours, covering multiple beaches or coral reef sites, and require no prior training or specialized skills, making them especially appealing to casual visitors. In contrast, scuba diving and freediving are more specialized activities that demand formal training, certification, and higher financial investment. Operators offering these services must be accredited by internationally recognized institutions such as PADI, SSI, or NAUI, with PADI being the most dominant certification body in Thailand. As of 2025, approximately 170 PADI-certified scuba diving operators are operating across the country (PADI, n.d.).

Despite the economic benefits, marine tourism poses significant environmental challenges. The rising number of tourists and operators has led to increased coral reef degradation, marine litter, and strain on waste management systems, especially in high-traffic tourist areas. These impacts highlight the urgent need for more sustainable tourism practices and policies that align economic growth with marine conservation objectives.

## **1.2 Green Fins International**

Green Fins is an international initiative led by The Reef-World Foundation in partnership with the United Nations Environment Programme (UNEP). This initiative seeks to protect coral reefs by promoting sustainable diving and snorkeling practices through the adoption of environmentally responsible guidelines. As a proven conservation management approach, Green Fins effectively reduces the negative environmental impacts of marine tourism by raising awareness within the industry and encouraging behavioral change. The program supports marine tourism operators in reducing pressure on coral reefs by offering practical, low-cost alternatives to harmful practices such as anchoring, fish feeding, and the use of harmful chemicals. It also provides strategic training, technical support, and resources to help operators adopt best practices.

Since its launch in 2004, Green Fins has been implemented in 15 countries, with more than 1,480 marine tourism operators engaged to be guided by the Green Fins Code of Conduct (Figure 1) (Marine and Coastal Resources Research and Development Institute [MCRDI], n.d.).

Figure 1 The Green Fins code of conduct



**GREEN FINS** | **THE GREEN FINS CODE OF CONDUCT**

**To protect our fragile marine ecosystems, Green Fins members and marine tourism operators who care about the environment should:**

- 1** Adopt the Green Fins mission statement: "To protect and conserve coral reefs by establishing and implementing environmentally friendly guidelines to promote a sustainable diving and snorkelling tourism industry."
- 2** Display the Green Fins Code of Conduct, Icons and signed certificate for your guests and staff to see
- 3** Follow the Green Fins Icons and act as responsible role models for guests
- 4** Take part in regular beach and/or underwater cleanups
- 5** Help to develop and implement or support mooring buoy programmes and actively use moorings, drift or hand place anchors for boats
- 6** Prohibit the sale or display of corals, shells and other marine life
- 7** Take part in regular marine life monitoring and report the data to an active database
- 8** Provide adequate trash facilities on board your vessel and dispose of all waste responsibly
- 9** Prevent any toxic chemicals (e.g. oil, cleaning products, sunscreen etc.) from entering the ocean
- 10** Abide by all local, regional, national and international environmental laws, regulations and customs
- 11** Explain the Green Fins icons to your guests in pre-dive briefings
- 12** Provide training, briefings, talks or information to help employees and guests understand good environmental practices for marine tourism activities (e.g. snorkelling, diving, boating, marine life interactions etc.)
- 13** Provide environmental materials (e.g. ID books, educational posters etc.) for your staff and guests to read
- 14** Inform guests about local Marine Protected Areas and their associated environmental rules and regulations
- 15** Promote a strict 'no touch' policy for all reef diving and snorkelling



**UNEP** environment programme | **THE REEF-WORLD FOUNDATION**

[www.greenfins.net](http://www.greenfins.net) |   @GreenFins   @Green\_Fins


Source: From *The Green Fins code of conduct*, by Green Fins, n.d. (greenfins.net).

### 1.3 Green Fins membership

There are two types of Green Fins membership available to dive operators (as shown in Table 1)

- (1) **Certified Membership (in-person assessment)**, which involves an in-person assessment conducted by trained Green Fins assessors. The Assessors carry out on-site visits and provide hands-on evaluations to help operators align with environmental practices. Green Fins Certified Members are ranked as Gold, Silver, or Bronze based on their performance in this assessment. This membership is valid for 12 months and does not require a mandatory fee; however, dive operators can make a voluntary donation.
- (2) **Digital Membership (self-assessment)** operates on a self-assessment basis. The cost is USD 140 for the first year, and USD 60 annually for the following years. Membership fees support the maintenance and development of the Green Fins Hub platform and contribute to the global expansion of the Green Fins initiative. While this digital model does not replace the traditional Certified Membership, it serves as an alternative in regions where in-person assessments by local Green Fins teams are not yet feasible.

**Table 1 Types of Green Fins Membership**

Types of Green Fins Membership	Payment	Duration
1. Certified Membership (in-person assessment) 	Donation	12 months
2. Digital Membership (self-assessment) 	USD 140 (year 1) USD 60 (following years)	12 months

Source: Adapted from Certified membership, by Green Fins, n.d. (greenfins.net).

### 1.4 Objective of this report

The Green Fins certification assessment currently operates without charging a fee, except for the online self-assessment, which requires paid membership. The costs associated with certified assessments are primarily funded through government budget allocations, grants and voluntary donations. This heavy reliance on grants has led to irregular implementation, despite growing demand from dive operators.

The continued reliance on government subsidies and donations has made the Green Fins program vulnerable to funding gaps, despite increasing demand from dive operators. This report focuses on analyzing the operational costs of the program to support the development of a sustainable financing model that can ensure the long-term continuity and impact of Green Fins in promoting environmentally responsible marine tourism.

## 1.5 Green Fins Thailand

Thailand has been implementing the Green Fins initiative since 2004 under the leadership of the Department of Marine and Coastal Resources (DMCR). The initial objectives were to agree on the project implementation plan, finalize the environmental guidelines for participating dive operators, and identify areas requiring capacity building (MCRDI, n.d.).

As of the latest update, Thailand has a total of 16 trained Green Fins assessors responsible for certifying dive operators. Currently, 17 active diving operators are participating in Green Fins—4 of which are certified members, and 13 are digital members. However, there are also 115 inactive members, referring to operators who were previously active on the Green Fins platform but are no longer engaged - some of these businesses were affected or have closed due to the pandemic and other disruptions, management changes, and many did not take the digital membership route when assessors were not available.

## 2. Challenge for Thailand

Since the Green Fins program in Thailand is led by the Department of Marine and Coastal Resources (DMCR), its implementation and operations have been heavily dependent on government funding and support. As a result, limited engagement in the program has largely been caused by budgetary and personnel constraints, particularly the shortage of qualified Green Fins assessors, due to the demanding requirements of diving ability and English communication skills, both of which are essential for carrying out assessments and supporting the program effectively. These challenges have been compounded by the inconsistent continuity of the Green Fins activities in Thailand in recent years. As a result, public engagement and visibility remain limited, further restricting its adoption and impact in the marine tourism sector. Despite the presence of over 170 dive operators licensed under PADI and an estimated 500 snorkel operators across the country, which presents significant potential for Green Fins expansion, current participation remains low.

For these reasons, Green Fins must seek an operational financial solution that will provide an income stream matching the cost of Green Fins' operation to ensure programme sustainability. A successful financial solution will ensure the continuity of Green Fins and its vital role in marine resource conservation, not only for Thailand but for all the Green Fins member countries around the world as well, and for Reef-World to sustain international governance and coordination of the Green Fins standards.

## 3. Cost Structure of Green Fins

In 2025, there are only 17 active dive operators participating in the Green Fins Thailand, compared to 115 inactive operators in the past. This declining trend is due to the lack of the number of assessors to conduct the certification, as it involves an in-person assessment conducted by trained Green Fins assessors to rank as Gold, Silver, or Bronze Certified Members based on their performance in this assessment. The responsibility of Green Fins assessors is to conduct Green Fins activities as normal, identify and train new Green Fins assessors in a country, lead and provide support to the Green Fins National team, and ensure the quality of the Green Fins brand is maintained (The Reef-World Foundation,). The UK charity The Reef-World Foundation is coordinating

the global programme and supporting Green Fins assessors, providing quality control and governance of assessments and assessor training. Green Fins assessors in Thailand are categorized into two groups:

- 1) Government Officers** – Primarily from the Department of Marine and Coastal Resources (DMCR) and the Department of National Parks, Wildlife and Plant Conservation (DNP).
- 2) Volunteers** – Individuals not affiliated with government agencies, though most work closely with government teams.

The cost associated with training assessors is one of the key components of the overall Green Fins program budget. This includes expenses for three main activities:

- 1) **Cost of Green Fins and Reef Watch monitoring training for dive and snorkel operators**
- 2) **Cost of Green Fins Assessors Training, and**
- 3) **Cost of Green Fins Certificate Assessment Trips.**

The costing and cost recovery mechanisms are vital to the successful implementation and long-term continuity of Green Fins operations. Strengthening these components is essential not only to improve assessment coverage but also to support the broader goals of promoting environmentally responsible marine tourism and enhancing awareness among both operators and tourists.

### **3.1 Cost of Green Fins**

In the past, the Green Fins training program has largely relied on funding from the Department of Marine and Coastal Resources (DMCR), Thailand. Each training usually spans 6 to 7 days and requires a substantial budget to cover expenses such as Reef-World training costs, training room rental, diving equipment, and qualified diving personnel. As a result, the implementation of the training has been inconsistent; the last training sessions in Thailand were conducted in 2017 and 2019. This unfortunate discontinuity led to limited public recognition of Green Fins. The overall training courses consist of three components:

#### **1) Cost of Green Fins and Reef Watch Monitoring Training for Dive and Snorkel Operators**

This session is recommended to introduce participants, dive and snorkel operators, to environmentally friendly diving and snorkeling practices aligned with the Green Fins Code of Conduct, along with reef monitoring techniques using the Reef Watch method. The objective of this training is to promote coral reef and marine conservation awareness among marine tour operators, as it directly engages the primary users of the certification while building broader awareness and commitment to sustainable marine tourism. Participants receive a training certificate from DMCR, serving as a steppingstone towards becoming Green Fins members (see Figure 2). The cost of this one-day event, as shown in Table 2, is partially based on expenses from training previously conducted by the Thailand Development Research Institute (TDRI).

**Figure 2 Green Fins and Reef Watch monitoring training for dive and snorkel operators**



Source: Photograph by the authors, 2025.

**Table 2 Reef Watch monitoring training for dive and snorkel operators Budget Estimation on Phi Phi Island, Krabi, Thailand**

Budget Estimation	Price (THB)	Volume/Unit	People	Amount (THB)
<b>Training room rental</b>				
Training room	1,030	1 days	34	35,020
<b>Accommodation and meals</b>				
Accommodation	2,000	2 rooms X 1 nights	4	4,000
<b>Transportation</b>				
Airfare*				
- Trainer	7,000	Roundtrip	2	14,000
- Organizer team	6,000	Roundtrip	2	12,000
Boat ticket*	700	Roundtrip	34	47,600
Long tail boat rental (Reef watch)*	1,600	1 day X 3 boats		4,800
<b>Communication material and others</b>				
Underwater reef watch slate	250	50 books		12,500
<b>Total</b>				<b>129,920</b>

*Note.* Data collected and analyzed by the authors, 2025. The estimation based on 30 dive/snorkel operators, with 4 trainers/organizers. Cost reflects TDRI's project trainings, which had more staff than a typical Green Fins training.

\*Airfare, boat ticket, and long tail boat rental are dependent on the location that requires.

## 2) Cost of Green Fins Assessor Training

This session is designed to train assessors (see Figure 3) who will conduct field assessments of dive and snorkel operators. The training consists of both theoretical and practical components. The theoretical component covers the Green Fins Code of Conduct and the roles and responsibilities of Green Fins assessors. The practical component provides hands-on experience in evaluating dive operators' compliance with environmental standards.

**Figure 3** Green Fins assessor training



Source: Photograph by the authors, 2025.

Based on the trainings organized by the Department of Marine and Coastal Resources (DMCR) in collaboration with Thailand Development Research Institute (TDRI) held between 25th–30th May 2025, Table 3 shows a total budget for the Green Fins Assessor training sessions of 343,080 THB (USD 10,567). This budget covered expenses such as training room rental, accommodation, transportation, communication materials, and other logistical costs for participants, staff, guest speakers, and the organizing team. Please note that the actual cost may vary depending on training locations.

The number of participants shown is an estimate total of 14 participants. However, a typical Green Fins assessor training for 8 assessors would typically require 4 trainers, 2 organizers. The stated cost does not include contributions from Reef-World Foundation staff.

**Table 3 Assessor Training Program Budget Estimation on Phi Phi Island, Krabi, Thailand**

Budget Estimation	Price (THB)	Volume/Unit	People	Amount (THB)
<b>Training room rental</b>				
Training room	1,030	4 days	14	57,680
<b>Accommodation and meals</b>				
Accommodation	1,100	8 rooms X 6 nights	14	52,800
Food (full board 3 meals)	750	5 days	14	52,500
<b>Transportation</b>				
Airfare*				
- Trainer	7,000	Roundtrip	4	28,000
- Organizer team	6,000	Roundtrip	2	12,000
- Assessors	6,000	Roundtrip	8	48,000
- The Reef-World Foundation staff	N. A*	N. A*	N. A*	N. A*
Boat ticket*	700	Roundtrip	14	19,600
Diving boat rental*	20,000	2 days		40,000
<b>Communication material and others</b>				
Communication material	10,000			10,000
Printing cost	2,500			2,500
Diving equipment rental	20,000			20,000
<b>Total</b>				<b>343,080</b>

*Note.* Data collected and analyzed by the authors, 2025. The Reef-World Foundation fee is pending further clarification of RWF’s specific time inputs and task scope related to the Green Fins Hub (as referenced in Topic 4.3).

\*Airfare, boat ticket, and long tail boat rental are dependent on the location that requires.

### 3) Cost of Green Fins Assessment Trips

The Green Fins Assessment Trip are activities conducted by Green Fins assessors to evaluate how dive operators comply with the Green Fins Code of Conduct. Assessments are carried out either upon the operator’s request or in accordance with their membership type.

In the past, the travel and accommodation costs for Green Fins assessors for an annual assessment were fully supported by the Department of Marine and Coastal Resources (DMCR), as all assessors were government officials under which the Green Fins program. Partial financial support was also occasionally contributed by dive operators in the form of voluntary donations. However, this heavy reliance on government funding has posed

sustainability challenges for the Green Fins program. In some years, budget cuts have led to inconsistency in Green Fins assessment activities, preventing dive operators from receiving or renewing their Green Fins certification.

The budget estimation for conducting Green Fins assessments is based on assumptions used by TDRI, aiming to enhance cost effectiveness of the assessments.

**Assumptions:**

- 1) The number of Green Fins assessors is 16 people
- 2) Each Green Fins assessor is expected to remain active for 10 years after completing their assessor training
- 3) Each assessment takes 1.5 days.
- 4) Each diving operator assessment requires minimum 2 assessors
- 5) Each assessor works for 7 days, covering 5 diving operators per year
- 6) One administrative officer is required to support assessment coordination. The workload of the administrator is 40 man-days per year.
- 7) The budget estimation does not include contributions from Reef-World Foundation staff

To ensure fairness and sustainability, it is also recommended that a daily honorarium of 3,500 baht be provided to each assessor, including government officials, in recognition of the specialized skills required -- such as diving ability, environmental knowledge, and proficiency with the Green Fins platform. Additionally, field assessments are conducted across various regions, each with different logistics and costs. These factors are integrated into budget planning and scheduling to ensure effective implementation, However, the budget figures do not yet include contributions from Reef-World Foundation staff, as reflected in Tables 3 and 4. The field assessments can be categorized into 2 location-based options, according to geographical factors:

**Option 1: Gulf of Thailand (Eastern Region)** (Table 4): Includes Chonburi, Rayong, Chanthaburi, Trat, Prachuap Khiri Khan, and Chumphon provinces.

**Option 2: Southern Region (Gulf of Thailand and Andaman Sea)** (Table 5): Includes Phuket, Surat Thani (Koh Tao, Koh Samui, and Koh Phangan), Phang Nga, Krabi, Ranong, and Satun provinces.

**Table 4 Cost of Green Fins Certificate Assessment Trip in Gulf of Thailand (Eastern Region)**

Type of cost	Option 1			No. of worked day	No. of assessors	Total average cost
	Location: Chonburi, Rayong, Chanthaburi, Trat, Prachuap Khiri Khan, Chumphon					
	Min	Max	Average cost			
<b>1. Transportation (round trip)</b>						
- Car / Train	1,600	3,000	2,300	7	2	5,800
- Ferry	400	800	600	7	2	
<b>2. Accommodation (per day)</b>						
- Hotel	800	1,400	1,100	7	2	15,400
<b>3. Food (per day)</b>						
- 3 meals	600	900	750	7	2	10,500
<b>4. Honorarium fee (per day)</b>						
- Green Fins Assessor fee	1,500	1,500	1,500	7	2	21,000
- The Reef-World Foundation staff fee*	N. A*	N. A*	N. A*	N. A*	N. A*	N. A*
<b>Total cost for Green Fins Certificate Assessment Trip</b>						<b>52,700</b>

*Note.* Data collected and analyzed by the authors, 2025. The Reef-World Foundation fee is pending further clarification of RWF's specific time inputs and task scope related to the Green Fins Hub (as referenced in Topic 4.3)

**Table 5 Cost of Green Fins Certificate Assessment Trip in Southern Region (Gulf of Thailand and Andaman Sea)**

Type of cost	Option 2			No. of worked day	No. of assessors	Total average cost
	Location: Koh Tao, Koh Samui, Koh Phangan, Phuket, Phang Nga, Krabi, Ranong, Satun					
	Min	Max	Average cost			
<b>1. Transportation (round trip)</b>						
- Airplane	4,500	4,500	4,500	7	2	13,000
- Bus+Ferry	2,000	2,000	2,000	7	2	
- Train+Bus (optional)	2,300	2,300	2,300	7	2	
<b>2. Accommodation (per day)</b>						
- Hotel	1,000	1,600	1,300	7	2	18,200
<b>3. Food (per day)</b>						
- 3 meals	600	900	750	7	2	10,500
<b>4. Honorarium fee (per day)</b>						
- Green Fins Assessor fee	1,500	1,500	1,500	7	2	10,500
- The Reef-World Foundation staff fee*	N. A*	N. A*	N. A*	N. A*	N. A*	N. A*
<b>Total cost for Green Fins Certificate Assessment Trip</b>						<b>62,700</b>

*Note.* Data collected and analyzed by the authors, 2025. The Reef-World Foundation fee is pending further clarification of RWF's specific time inputs and task scope related to the Green Fins Hub (as referenced in Topic 4.3).

## 4. Implementation Mechanism of a Green Fins Certified Member Fee

Currently, Green Fins has not established a standard financing mechanism for fee collection from certified Green Fins members. This poses a challenge to the program's long-term financial sustainability. In response, the Thailand Development Research Institute (TDRI) has conducted a comprehensive review of the program's cost structure, as shown in section 3 above and assessed the potential fee levels that could be introduced. This analysis aims to develop a financing model that supports the continued implementation of Green Fins while reducing dependence on government funding.

### 4.1 Role of the Department of Marine and Coastal Resources (DMCR) in Supporting Green Fins Thailand

According to discussions with the Department of Marine and Coastal Resources (DMCR), the lead agency for Green Fins in Thailand, DMCR has expressed its vision in supporting and promoting the Green Fins program through the following commitments:

**(1) Technical and Personnel Support:** Technical and Personnel Support: DMCR will provide technical materials, assessors, trainers, and speakers to the training sessions.

**(2) Administrative Support:** DMCR will fund and assign administrative personnel to coordinate with the Green Fins program.

### 4.2 Establishment of an Administrative Unit for Financial Transparency

Since the Green Fins program is currently operated under the Department of Marine and Coastal Resources (DMCR), establishing an assessment fee mechanism is not supported under existing government regulations. Consequently, there is a need to explore an alternative solution where the routine operation of the program is managed under an independent organization whose mandate enables them to collect service fees to be used to support training and certification activities. An option being considered is to transfer the responsibility for Green Fins fee collection to the Association of Thailand Underwater Sports (ATUS), the national diving association of Thailand and a full voting member of the internationally recognized World Underwater Federation (CMAS) (Association of Thailand Underwater Sports, n.d.). DMCR has suggested that 10 percent of the total revenue from Green Fins assessments is allocated to ATUS to help finance their administrative unit. This would allow greater flexibility to collect fees. Such a transition would not only strengthen the program's operational capacity and financial sustainability but also create opportunities to expand its scope to include snorkel operators in the future. With improved institutional arrangements, the Green Fins team would benefit from a clearer vision, streamlined workflows, and a more strategic direction for long-term implementation.

**Figure 4 Association of Thailand Underwater Sports (ATUS)**



Source: Association of Thailand Underwater Sports (n.d.)

### **4.3 The Reef-World Foundation (RWF) Contribution**

It is recommended that future budget models explicitly include contributions from RWF, covering both staff time and overhead costs for critical functions. As the UNEP-authorized international coordinator, RWF plays a central role in maintaining global standards by issuing Assessor Cards and reviewing individual qualifications. Their contributions are essential in several key areas, including assessor training, candidate evaluation, development of training materials, and quality control in assessment reviews.

Furthermore, the budget should account for costs related to the Green Fins Hub and other IT-related resources. Notably, the process of inputting data into the Green Fins Hub can take up to two weeks. The exact days, hours, and specific tasks undertaken by RWF are not yet fully determined. Without this information, accurate cost allocation and overhead calculations per operator cannot be present at this stage. These details will be reviewed and incorporated into future budget planning.

### **4.4 Implementation Mechanism of a Green Fins Certified Member Fee for Dive Operators**

The operational costs of Green Fins activities, such as assessor training, assessments, and the deployment of personnel, including administrative officers, have been estimated in section 3 above based on assumptions on the working days and the projected number of dive and snorkel operators. These figures are based on the data currently gathered and the expected number of participants. However, it is important to recognize that these numbers may vary in the future due to shifting tourism trends and demand. TDRI proposes a Green Fins assessment fee that is calculated based on the cost components shown in section 3.

Based on the cost structures and assumptions in section 3, the Green Fins cost 5 major components:

**1) Costs of a Certified Assessment Trip in Each Area (Option 1 and Option 2):** For Option 1, the assessment areas include Chonburi, Rayong, Chanthaburi, Trat, Prachuap Khiri Khan, and Chumphon. The cost per dive operator is calculated at **6,587** baht, based on the total cost of a trip for two assessors (52,700 baht), divided by eight pairs of assessors, representing the minimum number of Green Fins assessors required to conduct assessments per operator.

For Option 2, the assessment areas include Koh Tao, Koh Samui, Koh Phangan, Phuket, Phang Nga, Krabi, Ranong, and Satun. The cost per dive operator is calculated at **7,837** baht, based on the total cost of a trip for two assessors (62,700 baht), divided by eight pairs of assessors, representing the minimum number of Green Fins assessors required to conduct assessments per operator.

**2) Green Fins Assessor Training:** The cost of Green Fins assessor training is calculated at **429** baht per dive and snorkel operator, based on the total training cost of **343,080** baht. This calculation assumes that the training remains valid for 10 years, during which each assessor can assess 5 dive operators per year. Given that each assessment takes approximately 1.5 days, and each assessor is available to conduct assessments for 7 days per year, this results in the estimated per-operator training cost.

**3) Administrative Officer (Registration and Coordination):** The administrative cost for managing the registration and coordination of dive operators and Green Fins assessors is estimated at **400** baht per dive operator, based on the assumed service fee for administrative support.

**4) RWF contribution** is pending further clarification of RWF’s specific time inputs and task scope related to the Green Fins Hub

**5) Administrative Unit (ATUS):** The administrative cost for the Administrative Unit (ATUS) is estimated at 10 percent of total revenue, equivalent to 658.75 baht per dive and snorkel operator. This amount is calculated based on the total cost of the assessment trip multiplied by 10 percent. Therefore, the calculations for Option 1 and Option 2 differ accordingly.

Table 6 and Table 7 will represent the calculation for Green Fins Assessment Fee based on areas in option 1 and option 2

The Green Fins Assessment Fee structure for option 1 is **8,075** baht per dive operator and The Green Fins Assessment Fee structure for option 2 is **9,450** baht per dive operator

**Table 6 Green Fins Assessment Fee Structure for an option 1 area**

<b>Green Fins Assessment Fee Structure (THB per dive operator)</b>	
Green Fins Certificate Assessment Trip Cost in option 1 area	6,587.50
Green Fins Assessor Training	429
Administrative Officer	400
RWF Contribution	N.A.
ATUS Administrative Unit	658.75
<b>Green Fins Assessment Fee</b>	<b>8,075</b>

*Note.* Data collected and analyzed by the authors (2025)

**Table 7 Green Fins Certified Member Fee Structure for an option 2 area**

Green Fins Assessment Fee Structure (THB per dive operator)	
Green Fins Certificate Assessment Trip Average Cost in option 2 area	7,837.50
Green Fins Assessor Training	429
Administrative Officer	400
RWF Contribution	N.A.
ATUS Administrative Unit	783.75
<b>Green Fins Assessment Fee</b>	<b>9,450</b>

*Note.* Data collected and analyzed by the authors (2025)

### Survey Results of Benefits of Green Fins Certification

As part of the Green Fins and Reef Watch Monitoring Training for Dive and Snorkel Operators held organized by the Department of Marine and Coastal Resources (DMRC) in collaboration with the Thailand Development Research Institute (TDRI) on 27 May 2025 in Krabi province, TDRI conducted a questionnaire to better understand how dive and snorkel operators perceive the Green Fins program.

**Figure 5 Dive and snorkel operators reflect on Benefits of Green Fins Certification**



Source: Photograph by the authors (2025)

The results indicated that the type of diving course offered in Krabi province is snorkeling and free dive and dive ranked by dive and snorkel operators. All respondents agreed that Government should support Green Fins certificate. 72 percent of the respondents (13 out of 18 operators) expressed willingness to support a fee collection model to sustain the program. However, only 67 percent indicated willingness to pay a fee of 2,000 baht, while 11 percent were willing to pay 4,000 baht. Furthermore, all respondents (100 percent) agreed that obtaining Green Fins certification can promote more sustainable marine tourism. In addition, 67 percent (12 out of 18 operators) believed that Green Fins certification raises environmental awareness among both staff and tourists.

The most frequently cited challenges included low environmental awareness among dive and snorkel operators, such as improper boat anchoring without buoys and tourists violating established rules. Other constraints mentioned were a shortage of maintenance personnel and uncontrollable environmental factors, including coral bleaching. These two factors are the main concerns among the diving operators and will hinder conservation efforts in marine tourism destinations.

#### **4.5 Results of Green Fins Program Implementation**

The implementation of Green Fins in Thailand has led to the resumption of Green Fins assessments, with the Department of Marine and Coastal Resources (DMCR) and Green Fins Thailand holding discussions that indicate the Association of Thailand Underwater Sports (ATUS) as a potential implementing agency. This process will utilize the calculated cost figures for Green Fins certificate. The Reef-World Foundation will then disseminate this information within its network to support discussions on future strategies for ensuring the financial sustainability of the Green Fins administrative program.

### **5. Recommendation for implementation Green Fins Assessment Fee**

According to the fee calculation based on location, the estimated rates remain relatively high compared with the willingness to pay expressed by dive operators in Krabi. Therefore, it is recommended that a partial subsidy be provided by a relevant government agency, such as the Department of Marine and Coastal Resources (DMCR), to cover part of the expenses, such as training costs, to reduce the overall fee derived from the cost structure.

#### **5.1 Recommendation for Building a Broader Ecosystem for Environmentally Responsible Marine Tourism**

Promoting more environmentally responsible practices in marine tourism is essential to advancing sustainable tourism. Green Fins assessment fees serve as a formal Payment for Ecosystem Services (PES) mechanism, where dive and snorkel operators pay an annual fee in exchange for benefits such as improved marine resources health, environmental training, and eco-label branding that appeals to environmentally conscious tourists.

To scale up the initiative, it is necessary to design a broader system of accountability that engages all key stakeholders who benefit from marine ecosystem services, such as coral reefs, beaches, and marine-derived goods. These stakeholders include not only dive and snorkel operators, but also hotels, restaurants, local vendors, and other service providers who benefit from marine ecosystem and who also contribute to marine degradation through pollution, coral damage, or wastewater runoff.

The Green Fins Code of Conduct already emphasizes the prevention of harmful chemicals, including oil, cleaning agents, and sunscreen. Building on this, Reef-World, as the organization governing the Green Fins initiative globally, could extend its certification system beyond diving operators to tourism-related sectors. For example, it could certify non-toxic products or designate hotels and restaurants as 'Green Fins-Friendly' if they meet specific sustainability criteria related to wastewater management, plastic reduction, and chemical usage.

Such an expansion could form the basis of a broader application of the PES principle that is applied either voluntarily or semi-mandatory but keep the costing and pricing affordable to encourage widespread participation. By doing so, vendors and businesses would not only improve their market appeal as eco-tourism partners but also contribute financially and operationally to marine resource conservation.

Ultimately, embedding PES principles across the entire marine tourism value chain will help foster a shared sense of responsibility, ensuring that all who benefit from marine ecosystems also contribute to their protection.

## **5.2 Potential for Regional Replication and Scaling**

Thailand can serve as a regional hub and pilot site to demonstrate the effectiveness of the Green Fins fee collection model. By showcasing measurable outcomes, Thailand could build credibility and momentum for wider adoption. Furthermore, Thailand could co-lead a regional task force among countries that have adopted Green Fins to facilitate knowledge exchange, policy alignment, and capacity-building.

While the fee model and certification standards can be regionally standardized, their implementation should remain flexible allowing for adaptation to local governance structures, cultural contexts, and stakeholder readiness. To enhance impact and visibility, the Green Fins certification could be expanded to include regional branding, such as a “Regional Marine Eco-Tourism Certified” label. This would foster competitive advantage for compliant businesses while attracting eco-conscious travelers and promoting responsible tourism practices across the region.

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## Appendix 1

### PADI Operator in Thailand

Table A8 PADI Operator in Thailand

No.	Name	Province	Island	Scuba Diving	Snorkelling	Address
<b>Gulf of Thailand</b>						
1	Bangkok Freedivers	Bangkok	None	PADI Scuba Diving	PADI Snorkelling	The Racquet Club, 1 RQ1, 301 Sukhumvit 49/9 Alley, Khlong Tan Nuea,, Bangkok, No State 10110, Thailand
2	Bangkok SCUBA Academy	Bangkok	None	PADI Scuba Diving	None	231,233 Chamniansuk 3, Petchkasem Road, Wattapra Bangkokyai, Bangkok, 10600, Thailand
3	Buddy Check Diving Center	Bangkok	None	PADI Scuba Diving	None	115 Rompo Mansion Rimthangrodfatsal, Pongsak Bhumichitra, Bangkok, No State 10110, Thailand
4	Check-in Diving Club	Bangkok	None	PADI Scuba Diving	None	110/1 5 Sukumvit 23 Khlong Toei - Nuea, Bangkok, Watthana, No State 10110, Thailand
5	Dive Indeed Co. Ltd	Bangkok	None	PADI Scuba Diving	None	9 Nanglinchi Road,, Thung Maha Mek, Sathon, Bangkok, 10120, Thailand
6	Dive Info	Bangkok	None	PADI Scuba Diving	PADI Snorkelling	1097 Sukhumvit Road, Between Sukhumvit 55 & 57, Wattana, Bangkok, 10110, Thailand
7	Dive Me Crazy	Bangkok	None	PADI Scuba Diving	None	39/938 Nichada Thani, Samakkhi Rd, Pakkred Nonthaburi, Bangkok, 11120, Thailand

**Table A9 PADI Operator in Thailand (Continued)**

No.	Name	Province	Island	Scuba Diving	Snorkelling	Address
<b>Gulf of Thailand</b>						
8	Dive Potato Co Ltd	Bangkok	None	PADI Scuba Diving	None	141 Prasertmanukit Road, Jorakaebua, Ladprao, Bangkok, 10230, Thailand
9	Dive.VENTURES	Bangkok	None	PADI Scuba Diving	None	2nd Fl, Gateway Ekamai Mall, 982/22 Sukhumvit Road Klongtoei, Bangkok, 10110, Thailand
10	In2Dive	Bangkok	None	PADI Scuba Diving	PADI Snorkelling	25 Soi Lasalle 23 Bangna-Trad Rd, Bangna, Bangkok, No State 10260, Thailand
11	Pattana Scuba Club	Bangkok	None	PADI Scuba Diving	None	88/47 Private Nirvana Ramindra58, Kannayaw, Bangkok, No State 10230, Thailand
12	Scuba Jamboree	Bangkok	None	PADI Scuba Diving	None	Racquet Club 49, 8 Room 102, Soi Sukhumvit 49/9, Sukhumvit Road Khongton-Nua Wa, Bangkok, 10110, Thailand
13	Scuba Mhee Freediving	Bangkok	None	PADI Scuba Diving	PADI Snorkelling	46 Sukumvit 101 Phrakanong, Bangjark, Bangkok, No State 10260, Thailand
14	Scuba Project	Bangkok	None	PADI Scuba Diving	None	9 Soi 8 Kasemsomran 1, Sukhumvit 71, North Klongton, Vadhana, Bangkok, 10110, Thailand

**Table A10 PADI Operator in Thailand (Continued)**

No.	Name	Province	Island	Scuba Diving	Snorkelling	Address
<b>Gulf of Thailand</b>						
15	Scuba Republic	Bangkok	None	PADI Scuba Diving	PADI Snorkelling	52 Moo 8, Bangna-Trad Rd Km 7, Bangkaew, Bangplee Samutprakarn, Bangkok, 10540, Thailand
16	Sea Mastermind	Bangkok	None	PADI Scuba Diving	None	21/119 RCA, Rama 9 Road, Huai Khwang, Bangkok, No State 10310, Thailand
17	Wahoo Diving Adventures	Bangkok	None	PADI Scuba Diving	PADI Snorkelling	195 Vibavadi Rd Samsen Nai, Payathai, Bangkok, No State 10400, Thailand
18	AC Diving	Chonburi	None	PADI Scuba Diving	None	1/36 Moo 2 Bansuan Muang, Pattaya, No State 20000, Thailand
19	Adventure Divers	Chonburi	None	PADI Scuba Diving	None	391/77-78 Moo 10 Thappraya Rd, Nongprue, Banglamung Chonburi, Pattaya, No State 20150, Thailand
20	Copperband Scuba Academy	Chonburi	None	PADI Scuba Diving	PADI Snorkelling	503/4 Central Pattaya Road, Nongprue, Banglamung, Chonburi, Pattaya, No State 20150, Thailand
21	No Limit Divers	Chonburi	None	PADI Scuba Diving	PADI Snorkelling	75/179 M 12 Jomtien Beach Road, Nongprue, Banglamung, Pattaya, 20260, Thailand
22	Pattaya Dive Centre	Chonburi	None	PADI Scuba Diving	PADI Snorkelling	219/3 Moo 10 Tipp Plaza,, Pattaya Beach Road, Bunjalung, Pattaya, No State 20150, Thailand

**Table A11 PADI Operator in Thailand (Continued)**

No.	Name	Province	Island	Scuba Diving	Snorkelling	Address
<b>Gulf of Thailand</b>						
23	Pattaya Scuba Adventures	Chonburi	None	PADI Scuba Diving	PADI Snorkelling	194/29 1/51 Moo 2, Pattaya Sai Song 15, Pattaya, Chonburi, No State 20150, Thailand
24	Real Divers	Chonburi	None	PADI Scuba Diving	PADI Snorkelling	334/117 Moo 12 Nong Prue, Jomtien, Pattaya, No State 20260, Thailand
25	Seafari Diving Center	Chonburi	None	PADI Scuba Diving	PADI Snorkelling	262, AOP 1/8 Mike Shopping Mall, Pataiya 2nd Road, Nong Pure, Bang Lamung, Chonburi, 20150, Thailand
26	The Orient Blue Co.,Ltd.	Chonburi	None	PADI Scuba Diving	PADI Snorkelling	389/119 Corrib Village, Phratamnak-Hill, Soi 5, Moo 12, Nongprue, Banglamung, Chonburi, No State 20150, Thailand
27	Sensui Dive Resort	Chumphon	None	PADI Scuba Diving	PADI Snorkelling	220 M. 10 Thayang, Koh Tao, Chumphon, No State 86120, Thailand
28	Hua Hin Divers	Prachuap Khiri Khan	None	PADI Scuba Diving	None	11/100 Petchkasem Road, Huan Hin, No State 77110, Thailand
29	Rayong Dive Center	Rayong	None	PADI Scuba Diving	PADI Snorkelling	241 Moo 1, T. Chakpong, Klaeng, Rayong, No State 21190, Thailand
30	Dive Now	Samut Prakan	None	PADI Scuba Diving	None	219 M7 Soi Santikham 6, Sukhumvit 109 Rd., Samrong-nua, Muang Samut Prakarn, Samut Prakarn, 10270, Thailand
31	100 Degrees East Diving	Surat Thani	Koh Samui	PADI Scuba Diving	PADI Snorkelling	23/25 Moo 4, T Bophut, Koh Samui, No State 84320, Thailand

**Table A12 PADI Operator in Thailand (Continued)**

No.	Name	Province	Island	Scuba Diving	Snorkelling	Address
<b>Gulf of Thailand</b>						
32	Aphrodive Koh Tao	Surat Thani	Koh Tao	PADI Scuba Diving	PADI Snorkelling	3/43, Moo 1,, Koh Tao, No State 84360, Thailand
33	Asia Blue Scuba	Surat Thani	Koh Phangan	PADI Scuba Diving	PADI Snorkelling	99/68-69 Ao Ban Tai, Koh Phangan, No State 84280, Thailand
34	Asia Divers	Surat Thani	Koh Tao	PADI Scuba Diving	None	Baan Mae Haad, Surat Thani, Koh Tao, 84360, Thailand
35	Assava Dive Resort	Surat Thani	Koh Tao	PADI Scuba Diving	PADI Snorkelling	22/44 Moo 3, Chalok Baan Kao, Koh Tao, No State 84360, Thailand
36	Ban's Diving Resort	Surat Thani	Koh Tao	PADI Scuba Diving	PADI Snorkelling	Sairee Beach, Koh Tao, No State 84360, Thailand
37	Big Bubble	Surat Thani	Koh Tao	PADI Scuba Diving	None	Koh Tao, Surat Thani, Koh Tao, No State 84360, Thailand
38	Black Crab Diving	Surat Thani	Koh Tao	PADI Scuba Diving	None	Blue Wind Resort, 14/2 Moo 1 Haad Sairee, Koh Tao, No State 84280, Thailand
39	Black Turtle Dive	Surat Thani	Koh Tao	PADI Scuba Diving	PADI Snorkelling	9/95 Moo 2, Surat Thani, Koh Tao, No State 84360, Thailand
40	Buddha View Dive Centre	Surat Thani	Koh Tao	PADI Scuba Diving	None	53 Moo 3, Koh Tao, Koh Tao, No State 84360, Thailand
41	Chaloklum Diving	Surat Thani	Koh Phangan	PADI Scuba Diving	None	106/48 Moo 7, Chaloklum Village Suratthani, Koh Phangan, 84280, Thailand
42	Coral Grand Divers	Surat Thani	Koh Tao	PADI Scuba Diving	PADI Snorkelling	15/4 Moo 1, Sairee Beach, Surat Thani, Koh Tao, No State 84360, Thailand

**Table A13 PADI Operator in Thailand (Continued)**

No.	Name	Province	Island	Scuba Diving	Snorkelling	Address
<b>Gulf of Thailand</b>						
43	CV Divers	Surat Thani	Koh Tao	PADI Scuba Diving	PADI Snorkelling	Coral View Resort, Sai Daeng Bay, Moo 3, Koh Tao, No State 84360, Thailand
44	Davy Jones Locker	Surat Thani	Koh Tao	PADI Scuba Diving	None	5/52 Moo 2 Koh Tao, koh Phangan, Koh Tao, No State 84360, Thailand
45	Deep Dive Center	Surat Thani	Koh Tao	PADI Scuba Diving	PADI Snorkelling	1 / 51 Moo2, Koh Tao, Koh Tao island Ko Phangan District, Surat Thani, No State 84360, Thailand
46	Dive Point Samui	Surat Thani	Koh Samui	PADI Scuba Diving	PADI Snorkelling	Island View Bungalows, 24/9 Moo 5 Choeng Mon Beach Suratthani, Koh Samui, No State 84320, Thailand
47	Duck n Dive Koh Tao	Surat Thani	Koh Tao	PADI Scuba Diving	PADI Snorkelling	19/1 Moo 1, Koh Tao, No State 84280, Thailand
48	Fifty Six	Surat Thani	Koh Tao	PADI Scuba Diving	None	10/4 Moo1, Sairee Beach, Surat Thani, Koh Tao, No State 84280, Thailand
49	France Plongee	Surat Thani	Koh Phangan	PADI Scuba Diving	PADI Snorkelling	84/47 Moo 8, Haad Salad, Koh Phangan, No State 84280, Thailand
50	H2O Original Thailand	Surat Thani	Koh Phangan	PADI Scuba Diving	PADI Snorkelling	7/30 Moo 5, Thong Nai Pan Noi,, Koh Phangan, No State 84280, Thailand
51	Haad Yao Divers	Surat Thani	Koh Phangan	PADI Scuba Diving	PADI Snorkelling	84/31 Moo 8, Suratthani, Koh Phangan, 84280, Thailand
52	Isla Tortuga Divers	Surat Thani	Koh Tao	PADI Scuba Diving	None	7/31 Moo 2, Koh Tao, No State 84360, Thailand

**Table A14 PADI Operator in Thailand (Continued)**

No.	Name	Province	Island	Scuba Diving	Snorkelling	Address
<b>Gulf of Thailand</b>						
53	Kaizen Freediving	Surat Thani	Koh Tao	PADI Scuba Diving	None	7/2 Moo 2, Koh Tao, Suratthani, No State 84360, Thailand
54	Koh Tao Diving School	Surat Thani	Koh Tao	PADI Scuba Diving	PADI Snorkelling	19/2 Moo 3 Chalok Baan Kao, Koh Tao, No State 84360, Thailand
55	Master Divers	Surat Thani	Koh Tao	PADI Scuba Diving	PADI Snorkelling	25/8 Moo 2, Mae Haad, Surat Thani, Koh Tao, No State 84360, Thailand
56	Nava Scuba Diving	Surat Thani	Koh Tao	PADI Scuba Diving	None	18/25 Moo 3, Chalok, Suratthani, Koh Tao, No State 84360, Thailand
57	Ocean Sound Dive + Yoga	Surat Thani	Koh Tao	PADI Scuba Diving	None	22/22 Moo 3, Chalok Baan Kao, Surat Thani, Koh Tao, No State 84360, Thailand
58	Pimp My Dive	Surat Thani	Koh Tao	PADI Scuba Diving	None	5/2 Moo 2 Mae Haad, Koh Tao, 84360, Thailand
59	Plongée Koh Phangan Diving	Surat Thani	Koh Phangan	PADI Scuba Diving	None	38/7 Moo 4 Tambon Koh Phangan, Amphur Koh Phangan, Surat Thani, No State 84280, Thailand
60	Reef Dive Centre	Surat Thani	Koh Tao	PADI Scuba Diving	PADI Snorkelling	19/9 Moo 3, Haad Tien (Shark Bay) Surat Thani, Koh Tao, No State 84360, Thailand
61	Sail Rock Divers	Surat Thani	Koh Phangan	PADI Scuba Diving	PADI Snorkelling	15 Moo 7, Chaloklum, Koh Phangan, No State 84280, Thailand
62	Sairee Cottage Diving	Surat Thani	Koh Tao	PADI Scuba Diving	None	10 /1 Moo 1 Sairee Beach, Surat Thani, Koh Tao, No State 84360, Thailand
63	Samui Discovery Divers, Co Ltd	Surat Thani	Koh Samui	PADI Scuba Diving	PADI Snorkelling	14/3 Moo 2 Tambon Bophut, Chaweng Beach Suratthani, Koh Samui, No State 84320, Thailand

**Table A15 PADI Operator in Thailand (Continued)**

No.	Name	Province	Island	Scuba Diving	Snorkelling	Address
<b>Gulf of Thailand</b>						
64	Scuba Birds Co, Ltd	Surat Thani	Koh Tao	PADI Scuba Diving	PADI Snorkelling	24/21 Moo 2, Mae Haad, Koh Tao, No State 84360, Thailand
65	Scuba Shack Co Ltd	Surat Thani	Koh Tao	PADI Scuba Diving	PADI Snorkelling	15/1 Moo 1, Sairee Beach, Surat Thani, Koh Tao, No State 84360, Thailand
66	Siam Scuba Dive Center	Surat Thani	Koh Tao	PADI Scuba Diving	PADI Snorkelling	9/9 Moo 1, Sairee Beach, Koh Tao, Koh Tao, No State 84280, Thailand
67	Silent Divers	Surat Thani	Koh Samui	PADI Scuba Diving	PADI Snorkelling	39/8, Bophut, Surat Thani, Koh Samui, No State 84320, Thailand
68	Simple Life Divers	Surat Thani	Koh Tao	PADI Scuba Diving	PADI Snorkelling	14/11 Moo 1 Koh Tao, Koh Phangan, Koh Tao, No State 84280, Thailand
69	The Dearly Dive	Surat Thani	Koh Tao	PADI Scuba Diving	None	14/55 Moo 3, Chalok Baan Kao, Koh Tao, No State 84360, Thailand
70	The Dive Academy	Surat Thani	Koh Samui	PADI Scuba Diving	None	157/15, Moo 1. Bophut, Surat Thani, No State 84320, Thailand
71	The Dive Inn	Surat Thani	Koh Phangan	PADI Scuba Diving	PADI Snorkelling	37/1 Moo 7 Chaloklum, Koh Phangan, No State 84280, Thailand
72	The Tarna Dive Resort	Surat Thani	Koh Tao	PADI Scuba Diving	None	33 Moo 1, Haad Sairee, Koh Tao, No State 84360, Thailand
73	Turtle Divers Koh Tao	Surat Thani	Koh Phangan	PADI Scuba Diving	PADI Snorkelling	25/20 Moo 2, Koh Tao, Koh Phangan, No State 84360, Thailand

**Table A16 PADI Operator in Thailand (Continued)**

No.	Name	Province	Island	Scuba Diving	Snorkelling	Address
<b>Gulf of Thailand</b>						
74	BB DIVERS	Trat	Koh Chang	PADI Scuba Diving	PADI Snorkelling	Bang Bao 16/2, Koh Chang, No State 23170, Thailand
75	BB Divers Koh Kood	Trat	Koh Kood	PADI Scuba Diving	PADI Snorkelling	141 Moo 2, Klong Chao, Koh Kood, Koh Kood, No State 2300, Thailand
76	Koh Chang Divers	Trat	Koh Chang	PADI Scuba Diving	PADI Snorkelling	18/8/ 1-2 Bang Bao Plaza, Bang Bao,, Koh Chang, No State 23170, Thailand
77	Koh Kood Divers	Trat	Koh Kood	PADI Scuba Diving	PADI Snorkelling	101 Moo 5 Tambon, Koh Kood, No State 23000, Thailand
78	Koh Mak Divers	Trat	Koh Mak	PADI Scuba Diving	PADI Snorkelling	59/6 Wong Siri Road, Koh Mak, 23120, Thailand
79	Local Divers	Trat	Koh Chang	PADI Scuba Diving	PADI Snorkelling	2 Moo 1, Bang Bao, Koh Chang, No State 23170, Thailand
80	Paradise Divers Koh Kood	Trat	Koh Kood	PADI Scuba Diving	None	42/5 Moo 2 Koh Kood, Ban Klong Chao, Ko Kut, Koh Kood, No State 23000, Thailand
81	The Scuba Squad	Trat	Koh Chang	PADI Scuba Diving	PADI Snorkelling	17/9, 17/10, 17/11 Bang Bao Village, Ko Chang District, Trat Province, No State 23170, Thailand

**Table A17 PADI Operator in Thailand (Continued)**

No.	Name	Province	Island	Scuba Diving	Snorkelling	Address
<b>Andaman Sea</b>						
1	A-One-Diving	Ranong	None	PADI Scuba Diving	None	256 Ruangrat Road, Kaoniwate, Moung, Ranong, No State 85000, Thailand
2	Castaway Divers Co. Ltd	Satun	Koh Lipe	PADI Scuba Diving	None	Castaway Resort, Sunrise Beach, Koh Lipe,, Koh Lipe, No State 91110, Thailand
3	Davy Jones Locker Koh Lipe	Satun	Koh Lipe	PADI Scuba Diving	None	323 Moo 7, Pattaya Beach, Koh Lipe,, Koh Lipe, No State 9100, Thailand
4	Ko Lipe Diving School	Satun	Koh Lipe	PADI Scuba Diving	PADI Snorkelling	348 Moo7 Baan Koh Lipe / Walking Street, Muang Satun, Koh Lipe, No State 91110, Thailand
5	Ocean Pro Diving	Satun	Koh Lipe	PADI Scuba Diving	None	307/12 Moo 8, Ko Sarai, Muang Satun, No State 91000, Thailand
6	Satun Dive Resort	Satun	Koh Lipe	PADI Scuba Diving	PADI Snorkelling	407 Moo 7, Sunrise Beach Koh Lipe, Koh Lipe, No State 91000, Thailand
7	Andaman Dive Adventure	Krabi	Koh Lanta	PADI Scuba Diving	PADI Snorkelling	Moo 3, 6-3-7, Saladan, Koh Lanta, Koh Lanta, No State 81150, Thailand
8	Aqua Vision Dive Co. Ltd	Krabi	None	PADI Scuba Diving	PADI Snorkelling	Aqua Vision 5 Star IDC Dive Center, 76/13, Ao Nang, Krabi 81180
9	Blacktip Scuba	Krabi	Koh Phi Phi	PADI Scuba Diving	PADI Snorkelling	177 Moo 7, Phi Phi Island, No State 81000, Thailand

**Table A18 PADI Operator in Thailand (Continued)**

No.	Name	Province	Island	Scuba Diving	Snorkelling	Address
<b>Andaman Sea</b>						
10	Blue View Divers	Krabi	Koh Phi Phi	PADI Scuba Diving	PADI Snorkelling	View Point Resort, 107 Moo 7, Koh Phi Phi, Phi Phi Island, No State 81210, Thailand
11	Dive Tribe Phi Phi	Krabi	None	PADI Scuba Diving	PADI Snorkelling	125/2 Moo 7, T. Aonang, Muang, Krabi, Krabi, No State 81210, Thailand
12	Fast Manta Diving Krabi	Krabi	None	PADI Scuba Diving	None	273 Moo 2, Tambor Ao Nang, Amphoe Mueang, Krabi, No State 81000, Thailand
13	Flip Flop Divers	Krabi	Koh Lanta	PADI Scuba Diving	PADI Snorkelling	362 Moo 2 Saladan, Koh Lanta, No State 81150, Thailand
14	Hidden Depths Diving	Krabi	Koh Lanta	PADI Scuba Diving	PADI Snorkelling	123 Moo 1, Saladan, Koh Lanta, No State 81150, Thailand
15	Ko Lanta Diving Center	Krabi	Koh Lanta	PADI Scuba Diving	PADI Snorkelling	180 Moo 1, Ban Saladan, Koh Lanta, Krabi, No State 81150, Thailand
16	Kon-Tiki Krabi	Krabi	None	PADI Scuba Diving	None	873 Moo 2, Tambon AoNang, Amphur Muang, Krabi, No State 81180, Thailand
17	Krabi Scuba Club	Krabi	None	PADI Scuba Diving	None	119 Moo 2 Ao Nang, Krabi, No State 81180, Thailand
18	Lanta Diver	Krabi	Koh Lanta	PADI Scuba Diving	PADI Snorkelling	259/2 Moo 3 Saladan, Koh Lanta, Krabi, No State 81150, Thailand
19	Lanta Fun Divers	Krabi	Koh Lanta	PADI Scuba Diving	None	22/3 Moo 1, Saladan, Koh Lanta, Koh Lanta, No State 81150, Thailand

**Table A19 PADI Operator in Thailand (Continued)**

No.	Name	Province	Island	Scuba Diving	Snorkelling	Address
<b>Andaman Sea</b>						
20	Lay Trang Diving	Krabi	None	PADI Scuba Diving	None	3/2 Nangnoi Rd, Muang Trang, Trang, No State 92000, Thailand
21	Leisure Dive Center Co. Ltd	Krabi	Koh Phi Phi	PADI Scuba Diving	PADI Snorkelling	45/8 moo 8 Laemtong beach, Koh Phi Phi,, Phi Phi Island, No State 81000, Thailand
22	Local Diving Krabi	Krabi	None	PADI Scuba Diving	PADI Snorkelling	79/22 Moo 5, T. Aonang Amphoe Muang, Krabi, No State 81000, Thailand
23	Nice Dive	Krabi	Koh Lanta	PADI Scuba Diving	None	37 Moo 1, Sub-district Saladam, District Koh Lanta, Krabi, 81150, Thailand
24	Outrigger Phi Phi Island Resort	Krabi	Koh Phi Phi	PADI Scuba Diving	None	11 Moo 8 Laem Tong, Phi Phi, Ao Nang, Krabi, Phi Phi Island, No State 81000, Thailand
25	Phi Phi Barakuda	Krabi	Koh Phi Phi	PADI Scuba Diving	PADI Snorkelling	Ton Sai Bay, Phi Phi Island, Krabi, No State 81000, Thailand
26	Phoenix Koh Lanta	Krabi	Koh Lanta	PADI Scuba Diving	None	154/1 Moo 1, Tambon Saladan, Koh Lanta Yai,, Koh Lanta, No State 81150, Thailand
27	PKT Diving Co. Ltd	Krabi	Koh Phi Phi	PADI Scuba Diving	PADI Snorkelling	125/179 Moo7, Phi Phi Island, No State 81210, Thailand
28	Railay Dive Center Co Ltd	Krabi	None	PADI Scuba Diving	PADI Snorkelling	354/6 Moo2 T. Aonang, Muang,, Krabi, No State 81100, Thailand

**Table A20 PADI Operator in Thailand (Continued)**

No.	Name	Province	Island	Scuba Diving	Snorkelling	Address
<b>Andaman Sea</b>						
29	SAii Phi Phi Island Village	Krabi	None	PADI Scuba Diving	None	49 Moo 8, Aonang, Muang, Krabi, No State 81210, Thailand
30	Sawasdee Divers	Krabi	None	PADI Scuba Diving	None	259 Moo 4 T. Aonang, Krabi, No State 81180, Thailand
31	Sea Gypsy Divers	Krabi	None	PADI Scuba Diving	PADI Snorkelling	191 M2, T Ao Nang, Krabi, No State 81180, Thailand
32	The Adventure Club	Krabi	Koh Phi Phi	PADI Scuba Diving	PADI Snorkelling	125/19, Moo 7, Ampur Ao Nang, Muang, Phi Phi Island, No State 81000, Thailand
33	The Dive Ao Nang Co Ltd	Krabi	None	PADI Scuba Diving	None	249/2 Moo 2, Muang,, Krabi, 81000, Thailand
34	Varana Diving School	Krabi	None	PADI Scuba Diving	PADI Snorkelling	258 Moo 3, Tombon Nongtalay, Muang, Krabi, No State 81180, Thailand
35	Elixir Divers	Phang Nga	Koh Yao Yai	PADI Scuba Diving	PADI Snorkelling	2/3 Moo. 3,, Phrunai,, Koh Yao Yai, No State 83000, Thailand
36	Go2Similan Diving & Snorkeling Center	Phang Nga	None	PADI Scuba Diving	PADI Snorkelling	13/35 Moo 6, Bang Niang, Khao Lak, Takua Pa, Phang Nga, No State 82190, Thailand
37	Khao Lak Explorer Dive Center and Resort	Phang Nga	None	PADI Scuba Diving	None	31/13 Moo 6, Khukhak, Takua Pa, Phang-nga, Khao Lak, No State 82220, Thailand

**Table A21 PADI Operator in Thailand (Continued)**

No.	Name	Province	Island	Scuba Diving	Snorkelling	Address
<b>Andaman Sea</b>						
38	Sea Dragon Dive Center	Phang Nga	None	PADI Scuba Diving	PADI Snorkelling	5/51 T. Khuk Khak, Mu 7, Takua Pa, Phang Nga, Khao Lak, No State 82190, Thailand
39	Similan Seven Sea Club	Phang Nga	None	PADI Scuba Diving	PADI Snorkelling	26/41 Moo. 5 T.Khukkhak A. Takuapa, Phang Nga, Khao Lak, No State 82190, Thailand
40	Wetzone Divers	Phang Nga	None	PADI Scuba Diving	PADI Snorkelling	67/3 Moo 5, Khao Lak, No State 82190, Thailand
41	All 4 Diving Academy Chalong	Phuket	Phuket	PADI Scuba Diving	PADI Snorkelling	88/32 Patak Road, Moo 10, Chalong, Phuket, No State 83130, Thailand
42	All Blue Diving	Phuket	Phuket	PADI Scuba Diving	PADI Snorkelling	82/43 Moo 4, Patak Road, Rawai, Phuket Muang, No State 83130, Thailand
43	Aloha Diving™	Phuket	Phuket	PADI Scuba Diving	PADI Snorkelling	87/18 Moo 2, T.Rawai A.Muang, Phuket, No State 83130, Thailand
44	Andy's Scuba Diving	Phuket	Phuket	PADI Scuba Diving	PADI Snorkelling	25/17 Soi Sowsod, Rawai, Phuket, 83130, Thailand
45	Aqua Mermaid	Phuket	Phuket	PADI Scuba Diving	None	46/20 Moo 9, T Chalong, A Muang, Phuket, No State 83130, Thailand
46	Aqua One Dive	Phuket	Phuket	PADI Scuba Diving	PADI Snorkelling	100/20 Moo 5, T.Sakhu, A.Thalang, Nai Yang Beach Walking Street, Phuket, No State 83110, Thailand

**Table A22 PADI Operator in Thailand (Continued)**

No.	Name	Province	Island	Scuba Diving	Snorkelling	Address
<b>Andaman Sea</b>						
47	Asian Divers	Phuket	Phuket	PADI Scuba Diving	None	43/60 Moo 5, Visit Road, Tambol Rawai, Chalong, Phuket, No State 83100, Thailand
48	Aussie Divers Phuket	Phuket	Phuket	PADI Scuba Diving	PADI Snorkelling	43/17 Moo 5 Wiset Road, Chalong, Phuket, No State 83130, Thailand
49	Ban Raya Scuba Diving Co Ltd	Phuket	Phuket	PADI Scuba Diving	None	23/569 Phanason Thepanusorn Soi 12, Moo 2, Wichit Muang, Phuket, No State 83000, Thailand
50	Blue Divecenter	Phuket	Phuket	PADI Scuba Diving	PADI Snorkelling	82/30 Soi 2, Bann Nuntawan 2, Land and Houses Park Chalong, Phuket, No State 83100, Thailand
51	Blue Marine Services	Phuket	Phuket	PADI Scuba Diving	None	104 Koktanot Road, Karon, Muang, Phuket, No State 83100, Thailand
52	Blue Planet Scuba Diving Co. Ltd.	Phuket	Phuket	PADI Scuba Diving	None	95/49 Soi 2 Baan Chanakan Boraee, Moo 6 Wichit, Phuket, No State 83000, Thailand
53	Cool Diving	Phuket	Phuket	PADI Scuba Diving	None	48/1 M 9, Chalong Pier, Muang, Phuket, No State 83130, Thailand
54	D.K.B Scuba	Phuket	Phuket	PADI Scuba Diving	PADI Snorkelling	9/58 Moo 9 Chao-fa East Road, T.Chalong A Muang, Phuket, 83000, Thailand

**Table A23 PADI Operator in Thailand (Continued)**

No.	Name	Province	Island	Scuba Diving	Snorkelling	Address
<b>Andaman Sea</b>						
55	Darling Divers	Phuket	Phuket	PADI Scuba Diving	PADI Snorkelling	45/8 Jaofa 39 Street, Chalong Muang, Phuket, No State 83130, Thailand
56	Dive Asia	Phuket	Phuket	PADI Scuba Diving	PADI Snorkelling	23/6 Karon Road, Karon Beach, Phuket, No State 83100, Thailand
57	Dive Cove Phuket	Phuket	Phuket	PADI Scuba Diving	PADI Snorkelling	79/113 Sai Yuan, Rawai, Phuket, No State 83130, Thailand
58	Diversaint	Phuket	Phuket	PADI Scuba Diving	None	6/74 Moo 8, T. Vichit, A. Muang, Phuket, No State 83000, Thailand
59	Dives Guru	Phuket	Phuket	PADI Scuba Diving	PADI Snorkelling	4/2 Srisoonthorn Road, Cheong Thale, Thalang, Phuket, No State 83110, Thailand
60	Divespace	Phuket	Phuket	PADI Scuba Diving	None	88/32. Moo 10, Chalong Muang, Phuket, No State 83130, Thailand
61	H2O Sportz Co, Ltd.	Phuket	Phuket	PADI Scuba Diving	None	121 Moo 4, T. Srisoonthorn Road, A. Thalang, Phuket, No State 83110, Thailand
62	Hug Ocean Diving Center	Phuket	Phuket	PADI Scuba Diving	None	24 Soi Kepsu, Rawai, Muang, Phuket, No State 83100, Thailand
63	I Love Diving	Phuket	Phuket	PADI Scuba Diving	None	46/19Moo 1, Chaopa East Road, Tambon Chalong, Muang District, Phuket, No State 83130, Thailand
64	Indepth Dive Centre	Phuket	Phuket	PADI Scuba Diving	PADI Snorkelling	43/39 Moo 5, Tambon Rawai, Muang, Phuket, No State 83130, Thailand

**Table A24 PADI Operator in Thailand (Continued)**

No.	Name	Province	Island	Scuba Diving	Snorkelling	Address
<b>Andaman Sea</b>						
65	Infinity Divers	Phuket	Phuket	PADI Scuba Diving	PADI Snorkelling	7/20 Phang Muang Sai Kor Road, Patong, Kathu District, Phuket, No State 83150, Thailand
66	Love Diving Phuket	Phuket	Phuket	PADI Scuba Diving	PADI Snorkelling	31 Bangla Road, Patong Beach,, Phuket, No State 83150, Thailand
67	Neptune Scuba Diving	Phuket	Phuket	PADI Scuba Diving	None	48/26 Moo. 9 Chalong., Muang. Sunrise Rd.Chalong, Phuket, No State 83100, Thailand
68	Nicole Dive Centre	Phuket	Phuket	PADI Scuba Diving	PADI Snorkelling	80/15, soi. Dr Wattana, Thaweewong Rd, Patong, Phuket, 83150, Thailand
69	No Gravity Dive Center	Phuket	Phuket	PADI Scuba Diving	PADI Snorkelling	75/117 Chalong Center Project, Moo 100 Chaofa West Rd, Phuket, No State 83130, Thailand
70	Nudidive Thailand	Phuket	Phuket	PADI Scuba Diving	None	80 Phisit Korani Road, Patong, Phuket, 83150, Thailand
71	Panda Diving Phuket	Phuket	Phuket	PADI Scuba Diving	None	5/7B Wiset Road, Rawai, Muang, Phuket, No State 83130, Thailand
72	Peps Dive Thailand	Phuket	Phuket	PADI Scuba Diving	None	82/2, 82/4, Moo 4 Patak Rd, Rawai Sub-district, Muang, Phuket, No State 83100, Thailand

**Table A25 PADI Operator in Thailand (Continued)**

No.	Name	Province	Island	Scuba Diving	Snorkelling	Address
<b>Andaman Sea</b>						
73	Phuket William Diving Co, Ltd	Phuket	Phuket	PADI Scuba Diving	None	189/19 Rat-U-Thit 200 Pee Rd., Patong, Kathu, Phuket, No State 83150, Thailand
74	Pray Dive	Phuket	Phuket	PADI Scuba Diving	PADI Snorkelling	238 Karon Road, Karon, Phuket, No State 83100, Thailand
75	Racha Dive Center	Phuket	Phuket	PADI Scuba Diving	None	42/12-13 Visat Rawai Road, Muang, Phuket, 83130, Thailand
76	Raya Divers Co, Ltd.	Phuket	Phuket	PADI Scuba Diving	PADI Snorkelling	1/2-1/3 Moo 5., T.Rawai A.Muang, Phuket, No State 83130, Thailand
77	Rumblefish Adventure	Phuket	Phuket	PADI Scuba Diving	PADI Snorkelling	98/79 Kata Road (Inside Beach Center), Kata Beach, Tambon Karon, Amphur Muang,, Phuket, No State 83100, Thailand
78	Scuba Mew Phuket	Phuket	Phuket	PADI Scuba Diving	PADI Snorkelling	1/66 Chaofah Tawanlok Road, Chalong, Muang, Phuket, No State 83130, Thailand
79	Sea Fun Divers Co Ltd	Phuket	Phuket	PADI Scuba Diving	PADI Snorkelling	c/o Le Meridien Phuket, Karon Noi Beach, Phuket, No State 83100, Thailand
80	Seafarer Divers Co. Ltd	Phuket	Phuket	PADI Scuba Diving	None	1/10-11, Moo 5, Soi Ao Chalong Pier, Hayek Chalong, Tambon Rawai,A Muang, Phuket, No State 83130, Thailand

**Table A26 PADI Operator in Thailand (Continued)**

No.	Name	Province	Island	Scuba Diving	Snorkelling	Address
<b>Andaman Sea</b>						
81	Sharkey Scuba Ltd. Part.	Phuket	Phuket	PADI Scuba Diving	None	363/10 Patak Road, Karon, Muang, Phuket, 83100, Thailand
82	Shin Chan Diving Studio	Phuket	Phuket	PADI Scuba Diving	None	90/4 Moo 10 Chalong, Phuket, No State 83130, Thailand
83	South Siam Divers	Phuket	Phuket	PADI Scuba Diving	None	459/1 The Best Villa, Patak Road, Moo 3. Karon, Muang, Phuket, No State 83100, Thailand
84	Super Divers Phuket	Phuket	Phuket	PADI Scuba Diving	PADI Snorkelling	5/13 Had Patong Road, Patong Beach, Kathu, Phuket, No State 83150, Thailand
85	Tommy's Dive Center Phuket	Phuket	Phuket	PADI Scuba Diving	None	90/15 Moo 1, Vised Road, Rawai, Muang, Phuket, No State 83130, Thailand
86	West Coast Divers	Phuket	Phuket	PADI Scuba Diving	None	162/60 Moo 10 Kiri Buddha Pool Villa, Chalong Bay, Muang, Phuket, No State 83130, Thailand
87	Whale Scuba Dive Center	Phuket	Phuket	PADI Scuba Diving	None	79/113 Village No 7, Rawai, Muang, Phuket, 83130, Thailand
88	Wintana Co. Ltd	Phuket	Phuket	PADI Scuba Diving	None	45/8 Moo 9, Chalong, Phuket, No State 83130, Thailand
89	The Junk	Various	Various: Similan, Phi Phi, Richelieu Rock, Bon	Diving (?)	None	None (sailing)

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