

**Cambodia Climate Change Alliance
Review of Pilot Projects**

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Acronyms and Abbreviations

CARP	Coastal Adaptation and Resilience Planning Component
CCA	Climate Change Adaptation
CCCA	Cambodia Climate Change Alliance
CCCSP	Cambodia Climate Change Strategic Plan
CCD	Climate Change Department (MoE)
CCTT	Climate Change Technical Team
CCU	Coastal Coordination Unit (MoE)
CDP	Commune Development Plan
CEDAC	<i>Center d'Etude et de Développement Agricole Cambodgien</i> (Cambodia Centre for Study and Development in Agriculture)
CFMC	Community Forest Management Committee
CIP	Commune Investment Plan
CPA	Community Protected Area
CSUK	Chea Sim University of Kamchymear
DANIDA	Danish International Development Agency
EU	European Union
FiA	Fisheries Administration (MAFF)
FWUC	Farmer Water User Community
GEF	Global Environment Facility
GIG	Grant Implementation Guideline (CCCA)
ICZM	Integrated coastal zone management
LDCF	Least Developed Country Fund (GEF)
LGCC	Local Governments and Climate Change
MAFF	Ministry of Agriculture, Forestry and Fishery
MoE	Ministry of Environment
MoP	Ministry of Planning
MoWA	Ministry of Women Affairs
MoWRAM	Ministry of Water Resources and Meteorology
MTR	Mid-Term Review
NAPA	National Adaptation Programme of Action
NCCC	National Climate Change Committee
NCDD-S	National Committee for Sub-National Democratic Development - Secretariat
NGO	Non-governmental organization
OFAT	On-farm adapted trial
POC	Priority Operating Cost
PGS	Provincial Government of Sihanoukville
PSB	Programme Support Board (CCCA)
RCPAD	Department of Research and Community Protected Area Development
RECOFTC	Regional Community Forestry Training Centre for Asia and Pacific
RGC	Royal Government of Cambodia
RUA	Royal University of Agriculture
SIDA	Swedish International Development Cooperation Agency
TACCI-PV	Together Addressing Climate Change Initiative - Prey Veng (WOMEN project)
TFA	Trust Fund Administrator (CCCA)
TFS	Trust Fund Secretariat (CCCA)
UNCDF	United Nations Capital Development Fund
UNDP	United Nations Development Programme
UNEP	United Nations Environmental Programme
UNFCCC	United Nations Framework Convention on Climate Change
UN Habitat	United Nations Human Settlements Programme
VRA	Vulnerability Reduction Assessment
WOMEN	Women Organization for Modern Economy and Nursing

Executive Summary

1. The Cambodia Climate Change Alliance (CCCA) is an initiative led by the Ministry of Environment (MoE) and supported by the European Union (EU), the Governments of Denmark and Sweden and the United Nations Development Programme (UNDP).
2. CCCA established and operates a Trust Fund that is designed to serve as a single engagement point for both donors and organizations interested in submitting project proposals related to climate adaptation. Eight pilot projects were selected for support following a first call for proposals in February 2011, with grantees receiving funding between US\$ 150,000 (for NGOs) and US\$ 300,000 (as the upper limit for government agencies). The projects are being implemented by departments of line ministries, local government and NGOs and are currently scheduled for completion in the second quarter of 2013.
3. In addition the CCCA is supporting a larger coastal adaptation and resilience planning project (CARP) designed to increase resilience of coastal communities and ecosystems to climate change through adaptation planning, demonstrated targeted local interventions and provision of practical learning experience in adaptation planning to the National Climate Change Committee (NCCC)/ Climate Change Department (CCD)'.
 4. This review is focused on the first set of pilot projects financed through the CCCA Trust Fund as well as the CARP project. The overall objectives of the review are:
 - To review and assess overall progress of the funded project to date;
 - In the case of the coastal zone grant, to provide recommendations on any changes in approach that may be required to achieve the projects objectives;
 - To identify lessons for the CCCA Trust Fund in relation to the design, implementation, monitoring and management of the CCCA grants;
 - To identify lessons from projects, with potential for replication or inclusion in national or sectoral climate change policies
5. The review is organized in three sections. Section 1 provides an introduction to the CCCA grant mechanism and the purpose and scope of the review. Section 2 looks at the overall progress of the projects to date as including the effects that participation in the CCCA has had on grantee organizations. It is complemented by reviews of the individual reviews projects based on the review criteria of relevance, effectiveness, sustainability, efficiency, and impact (Annexes 6 & 7). Section 3 presents lessons for the CCCA Trust Fund, lessons from the demonstration projects, and recommendations for the ongoing CARP project.

Lessons for the CCCA Trust Fund

6. The review found that the grant fund mechanisms and support of the Trust Fund Secretariat (TFS) has functioned well and been largely appreciated by the first round of grant recipients. The support provided by the TFS has been steadily strengthened during the first round of projects started in October 2011 including through augmentation and reorientation of staffing and through streamlining of processes. The Secretariat personnel has been receptive to the concerns of grantees, has adapted its processes and has used experience from the first round of grants to strengthen its support to the second round of grant projects.
7. Regarding timing, the review found that the 15-month contractual period for the projects was not sufficient for grantees to complete and report on proposed activities. Practical suggestions to resolve this include a slightly longer implementation period, establishment of a regular grant calendar to allow grant recipients to anticipate and plan for seasonal constraints, and advance notification to shortlisted candidates of administrative requirements.
8. The review found that the project design phase for projects is a critical in ensuring that project intervention strategies and assumptions are well-founded and have the support of key stakeholders. It is not realistic for the CCCA to provide project development funding in view of the large number of project applicants. Instead it is suggested that the TFS provide tailored support to each grantees during a 2-3 month inception phase and assist the grantees in

revising their budgets and workplans based on an up to date situation analysis and consultations with stakeholders. This support should also allow grantees to refine their results frameworks based on a clearly articulated adaptation hypothesis.

9. Several grantees indicated that they would have benefitted from greater technical support during implementation in areas ranging from access to the quality training material to advice on specific technical interventions. Options for providing more provision of technical support to grantees include i) developing longer and more costly projects with a dedicated technical advisor ii) encouraging partnerships with technical agencies with appropriate thematic, practical and geographic experience and ensuring that clear a clear terms of reference or scope of work is included as part of the project document, and/or iii) boosting the personnel of the CCCA TFS (or other units within the CCD) to provide support on a needs basis.
10. Grantees also reported difficulties in accessing appropriate training materials for different audiences. Provision of 'approved' or standardised training materials would ensure quality training, save costs for future projects, and allow grantees to showcase and share their experience. Over time the lessons learned from the CCCA and other projects may provide for development of high quality learning materials on adaptation options in different sectors and at different scales.
11. Finally, there is excellent potential to reinforce sharing and learning amongst grantees and encourage establishment of a wider community of practice. This can be accomplished through more frequent workshops such as the Sihanoukville Sharing Event that bring more and less experienced grantees together, as well as through expansion and promoting use of the existing calendar of events.

Lessons from the Demonstration Projects

12. The grantees have generated extensive and valuable experience through both successful and less successful project interventions, including experience in project management, in practical engagement of a wide range of stakeholders, in specific technical interventions, and in policy engagement.
13. Promising approaches at the 'development of livelihoods' end of the adaptation spectrum include home gardens, integrated farming, biogas installations, protection of fishing zones, use of floating cages in flood prone pond systems, and growth of forage crops. Interventions related to local water resources management are expected to yield significant short-term and longer-term community benefits related to poverty alleviation and increased food security.
14. With regard to design and replication of local interventions, the review has underscored the importance of considering the appropriateness of the interventions at the level of the beneficiary but also in the context of available information related to longer term climate and other environmental changes in the wider project area and in the context of provincial level and/or sectoral planning,
15. With regard to policy, the review has highlighted the potential of the *Local Governments and Climate Change* (LGCC) approach as a mechanism for financing climate responsive measures at local level while at the same time building an understanding of the need for and generating demand for such measures. There is need for further exploration and learning about the role that evidence-based advocacy can play in integrating responsive measures into spatial and sectoral planning and climate proofing of large-scale investments.
16. Finally, with regard to communications, the review has identified potential for capturing and sharing the experience of the demonstration projects through a wide range of knowledge products that complement and build on CCCA's performance monitoring framework.

Recommendations for the CARP Project

17. The CARP project is being implemented alongside a longer running Least Developed Country Fund (LDCF) project. There are clear synergies between the projects but these are not currently reflected in the project reporting.
 - **Recommendation 1.** It is recommended that progress reporting be expanded or otherwise revised to better illustrate the programmatic complementarities of the CARP and LDCF projects. Specifically reporting should provide CCCA, LDCF and national stakeholders with a comprehensive overview of project activities and of the complementarities between the two projects.
18. The governance framework for coastal management in Cambodia changed significantly in 2012 with new institutional arrangements at national level established under the Royal Decree in the Establishment of a National Committee for the Management and Development of Cambodian Coastal Areas.
 - **Recommendation 2.** It is recommended that the project team should provide an update to the project Steering Committee on how it will use the opportunity presented by the revised governance framework to advance its policy outcomes.
19. The CARP project is commencing implementation of a package of six demonstration projects spanning the water, agriculture, fisheries and livestock sector and working in two districts. Experience from the CCCA grantee projects has shown that 15 months is generally an insufficient period to demonstrate the benefits of livelihood interventions of this type.
 - **Recommendation 3.** It is recommended that the Project Steering Committee support and facilitate ongoing support to the CARP demonstration projects through the LDCF project to allow longer term results and impacts to be documented.
20. The CCCA technical reports produced in 2012 represent a rich information base on the vulnerability, coping strategies and short and long term adaptation responses in coastal areas. The reports are not currently designed for a public audience.
 - **Recommendation 4.** It is suggested the results of the assessments be summarised into two or more documents providing i) a general profile of issues and options related to livelihoods in coastal areas and ii) a profile of vulnerability and coping mechanisms for the selected communities that can serve as a model or guide for future such assessments.

Part I. Review Background

A. The Cambodia Climate Change Alliance

1. Cambodia has been identified as one of the ten countries that are most vulnerable to impacts to climate change. While the nature of changes remains difficult to predict in view of data limitations, Cambodia is expected to experience increased variation in, and intensity of, precipitation. Coastal communities and ecosystems will be affected by sea level rise. Temperature rise and higher humidity may create conditions for increased incidence for malaria. These changes will amplify and compound already existing development challenges, stresses and problems, including seasonal excessive flooding and drought, which today are already resulting in agricultural failures and poverty exacerbation. Poor and marginalized populations who are already negatively affected by flash floods and drought, will be the worst affected.
2. Cambodia ratified the United Nations Framework Convention on Climate Change (UNFCCC) in 1995 and acceded to the Kyoto Protocol in 2002. The First National Communication was submitted to the UNFCCC in 2002 and the National Adaptation Programme of Action to Climate Change (NAPA) was approved by Government in 2006. Cambodia established a Climate Change Office in June 2003 and this was upgraded to a Climate Change Department (CCD) in October 2009, indicating its strong commitment to strengthen Climate Change institutions in the country. The Royal Government of Cambodia (RGC) set up the National Climate Change Committee (NCCC), with representation of 20 Government ministries and agencies which is supported by the Climate Change Technical Team (CCTT).
3. **The Cambodia Climate Change Alliance (CCCA)** is an initiative led by the Ministry of Environment (MoE) and supported by the European Union (EU), the Governments of Denmark and Sweden and the United Nations Development Programme (UNDP). The total budget for the CCCA (Dec 2012) is US\$ 10,849,245.39¹.
4. The **overall objective** of the CCCA is to strengthen the capacity of the National Climate Change Committee (NCCC) to fulfil its mandate to address climate change and to enable line ministries and CSOs to implement priority climate change actions.
 - Result 1: NCCC capacity to coordinate national policy making, capacity development, and outreach/advocacy efforts and to monitor the implementation of national climate change strategy is strengthened.
 - Result 2: Improved access to updated climate change information, knowledge and learning opportunities at all levels
 - Result 3: Strengthened capacity within the NCCC to mobilise and to effectively administer climate change funds and to prepare for a nationally owned trust fund
 - Result 4: Increased resilience of coastal communities and ecosystems to climate change through adaptation planning, demonstrated targeted local interventions and provision of practical learning experience in adaptation planning to the NCCC/CCD.
 - Result 5: Strengthened capacity in RGC agencies and civil society organisations for developing and implementing climate change response initiatives in line with agreed national climate change priorities, independently or in partnerships, through access to new financial and technical resources.
5. CCCA established and operates a Trust Fund under Result 3 that is designed to serve as a single engagement point for both donors and organizations interested in submitting project proposals related to climate adaptation. The expected outcome of the grant component of the CCCA programme is summarised as CCCA Result 5. In addition the CCCA is supporting the coastal adaptation and resilience planning project (CARP) designed to contribute to Result 4.

¹ Source: CCCA Annual Report for 2012. Contributions to the fund have been made in several currencies and according to different disbursement schedules. Income is converted into US\$ upon receipt of funds.

6. This review is focused on the first set of pilot projects financed through the CCCA Trust Fund that were initiated between October and December 2011 and designed to contribute to CCCA Result 5. Eight pilot projects were selected for support following a first call for proposals in February 2011, with grantees receiving funding between US\$ 150,000 (for NGOs) and US\$ 300,000 (as the upper limit for government agencies). The projects are being implemented by departments of line ministries, local government and NGOs and are currently scheduled for completion in the second quarter of 2013 (Table 1). For easy reference, the individual projects will be referred to using the grantee name for the remainder of this report.
7. The review also looks at the 30-month coastal adaptation and resilience planning (CARP) project, implemented by DHI in partnership with the Coastal Coordination (CCU) which is scheduled for completion in March 2014 and contributes to CCCA Result 4.

B. The Review

8. This review is focussed on the eight pilot projects selected through 2011 call for proposals (final review) as well as on the larger coastal adaptation and resilience planning project (mid-term review). The terms of reference for the Review are provided in [Annex 1](#).

B1. Review Objectives

9. The **overall objectives** of the review are:
 - To review and assess overall progress of the funded projects to date;
 - In the case of the coastal zone grant, to provide recommendations on any changes in approach that may be required to achieve the projects objectives;
 - To identify lessons for the CCCA Trust Fund in relation to the design, implementation, monitoring and management of the CCCA grants;
 - To identify lessons from projects, with potential for replication or inclusion in national or sectoral climate change policies.
10. The **specific objectives** of the review are:
 - To review and assess the overall development progress to date in the implementation of funded projects, including as relevant:
 - Capacity development of grantees and their partners;
 - Development of adaptive capacity of target communities to adapt to climate change impacts;
 - Integration of adaptation activities into local development planning in a way that is consistent with decentralisation reform (where relevant);
 - Generation of lessons and sharing of this information with the CCCA programmes;
 - Review the extent to which the planned project activities can lead to programme outputs/outcomes by project completion and, in the case of the coastal zone project, suggest adjustments if required;
 - Review and assess the adequacy of the budget and expenditures to date and provide recommendations going forward;
 - To identify lessons for the CCCA Trust Fund in relation, to the design, implementation, monitoring and management of the CCCA grants. This includes providing recommendations to improve capacity development support to the grantees and promote knowledge sharing;
 - To identify lessons learned (including unsuccessful practices), and any best practices which should be fed into national or sectoral policies or which have shown significant potential for replication.

Table 1. Summary of Projects Covered by the Review

Project Title		Grantee/ Lead Partner	Key Partners	CCCA Contribution (US\$)	Co-finance (US\$)
Call for Proposals					
1	Together Addressing Climate Change Initiative - Prey Veng	WOMEN (Women Organization for Modern Economy and Nursing)	Provincial Departments of Fisheries, Agriculture and Environment	149,445	18,300
2	Building Capacity of Institutions to Help Farmers Better Adaptation to Climate Change and Climate Variability in Cambodia	Royal University of Agriculture (RUA)	Chea Sim University of Kamchymear (CSUK)	300,000	16,550
3	Capacity Strengthening for Community Protected Area Communities in Boeung Per Wildlife Sanctuary to Adapt to the Impacts of Climate Change	Ministry of Environment, Department of Research and Community Protected Area Development (RCPAD)	Regional Community Forestry Training Center for Asia and Pacific (RECOFTC)	298,346	75,125
4	Sustainable Sihanoukville Through Climate Change Planning and Adaptation	Provincial Government of Preah Sihanouk Province (PGS)	UN-Habitat	282,997	38,000
5	Building Resilience against Climate Change for Small Scale Farmers and Local Authorities in Ratanakiri Province	CEDAC (<i>Centre D'Etude et de Développement Agricole Cambodgien</i>)	Provincial Department of Agriculture	149,841	3,250
6	Building Capacity for Integrating Climate change Adaptation in Fisheries Sector in Cambodia	Ministry of Agriculture Forestry and Fisheries, Fisheries Administration (FiA)	The WorldFish Center	300,000	100,000
7	Adaptation to Climate Change through Alternative Livelihoods in Community Forestry	Forestry Administration, Community Forestry Office (CFO)	Provincial Biodigester Programme Offices	299,752	12,450
8	Local Governments and Climate Change (LGCC)	National Committee for Sub-national Democratic Development Secretariat (NCCD-S)	UN Capital Development Fund (UNCDF)	250,000	50,000 cash 60,000 in kind
			Other	Sub- Total	2,030,381
9	Coastal Adaptation and Resilience Planning	DHI Water Environment Health	General Department of Technical Affairs, Ministry of Environment	2,200,000	
				Total	4,230,381

Source: TFS; Pilot project documents (co-finance)

B2. Methodology

11. The in-country part of the review was conducted between 11 March and 10 April 2013 by a team of two persons comprising one international consultant and one national consultant. The project methodology and schedule was finalised in close consultation with the CCCA TFS and on the basis of preliminary discussions with UNDP and grantees during the week of 11 March.
12. The evaluation matrix was expanded during the inception phase of this review ([Annex 2](#)) with performance questions from the terms of reference supplemented by a number of learning questions reflecting issues raised during preliminary interviews.
13. The reviewers have based their analysis and conclusions on triangulation of information collected through different methods and from different informants. Information was collected through the following approaches:
 - ✓ Desk review of project documentation: CCCA documentation, project documents, grantee agreements, quarterly reports, and correspondence related to the project extensions;
 - ✓ Interviews with CCCA team and UNDP;
 - ✓ Interviews with grantees and main project partners;
 - ✓ Field visits to selected project sites (see [Paragraph 15](#) and [Annex 3](#));
 - ✓ Interviews with key informants at the local level ([Annex 4](#));
 - ✓ Interviews and focus groups discussions with beneficiaries ([Annex 3](#));
 - ✓ Questionnaire to grantees related to project support processes, capacity development, and longer term changes to the grantees organisations as a result of participation in the CCCA ([Annex 5](#)). Responses were received from all eight grantees.

Timeframe, data collection and limitations of the evaluation

14. The review was conducted between 11 March and 10 April 2013 by a team of two persons (one international consultant, one national consultant).
15. The grant project intervention sites span 27 districts in 12 provinces. Given the high diversity of projects and limited time available for the review, the choice of sites to visit was necessarily pragmatic, with the reviewers schedule designed in such a way as to enable at least one site from each of the demonstration projects to be visited. Early meetings with grantees allowed the reviewers to identify opportunities to meet a cross section of local stakeholders including at project events such as learning events.

Part 2. Progress in Implementation

Background: Project Selection, Contracting and Timing

16. The first CCCA call for proposals was launched on 18 February 2011 following the third meeting of the CCCA Programme Support Board (PSB) that looked in detail at the trust fund administration. The call addressed *“projects which will support capacity development and institutional strengthening to address climate change; ensure climate change integration into policy, strategy, plans and programmes; and promote climate change knowledge and awareness in Cambodia”*. It was suggested that projects may include demonstration activities.
17. Potential applicants were invited to attend an orientation workshop in Phnom Penh on 23 February, where the deadline for submission of concept notes was extended from 11 March to 21 March at the request of the 80 participants. Administrative and technical screening of the 60 concept notes received was conducted at the end of March and ten concept notes were identified as being suitable for further development with approval of the PBS. Ten full proposals were received by the deadline of 3 June, and applicants were invited to make revisions following an appraisal workshop and with the endorsement of the PBS and CCTT. Two of the revised proposals fell short of the expected standard.
18. Contracts for the eight selected projects were signed between October and December 2011, with a project completion date of 31 December 2012. All eight grantees extended their projects by periods of between two and six months in the last quarter of 2012 following the extension of the umbrella CCCA project.
19. The CARP project forms part of a larger package of work on the coast that is jointly funded by the CCCA and by the Global Environment Facility (GEF) Least Developed Country Fund (LDCF) through its *“Vulnerability Assessment and Adaptation Programme for Climate Change within the Coastal Zone of Cambodia Considering Livelihood Improvement and Ecosystems”* (GEF ID 3890). The four-year project started in July 2011 and is implemented by UNEP and is executed by the Ministry of Environment. DHI was contracted by UNDP to implement the CARP component on 11 November 2011 on the basis of a detailed proposal, workplan and budget.

2.1. Relevance

2.1.1. To what extent are the objectives of the projects still valid and aligned with national priorities for climate change response?

20. The level of relevance of the projects with regard to national priorities is high with the grantee and CARP projects together contributing to 17 of the priority projects identified in Cambodia's National Adaptation Programme of Action to Climate Change (NAPA) ([Table 2](#)).
21. A number of projects are concerned with food production and respond to the RGC's rectangular strategy for growth, employment, equity and efficiency, which, as referred to in the NAPA, stresses the need to improve agricultural productivity through the expansion of irrigation and the management of water resources to reduce vulnerability to natural disasters.
22. Many of the demonstration interventions undertaken by the projects are concerned with building community resilience through improved economic status and in these cases the demonstration interventions are the same or similar to rural development interventions concerned with food security, water provision and/ or alternative livelihoods. Other projects have set out more deliberately to explore ways to cope with the effects of climate change including changes in rainfall patterns and temperature, and associated floods, droughts and storm events. The role these interventions play in adaptation is discussed further in under *Development of Adaptive Capacity of Target Communities*, below.

Table 2. Contribution of the CCCA Projects to NAPA Priorities

NAPA Priority Project	NAPA Rank*	Examples of CCCA Grantee Contributions
Cross Cutting (3)		
Enhancement of the National Weather Forecast Centre	M	RUA household weather stations in Prey Veng PGS automatic weather station in Sihanoukville
Awareness Raising and Education in Climate Change Issues	L	<i>Cross cutting issue in all projects</i>
Strengthening of Community Disaster Preparedness and Response Capacity	H	Local level identification of evacuation / assembly areas and routes (WOMEN, PGS)
Agriculture and Water Resources (10)		
Development and Improvement of Community Irrigation Systems	H	NCDD-S project (e.g. Thnot Commune) RCPAD Project (e.g. Talek Dam & culvert) CARP Activity 1 (Farming and water) Potential through CEDAC in Ratanakiri
Water Gates and Water Culverts Construction	H	RCPAD dam/culvert construction (e.g. Talek Dam & culvert)
Establishment and Improvement of Farmer Water User Communities	H	CARP Activity 5 (FWUC resistant irrigation training)
Safer Water Supply for Rural Communities	H	CEDAC provision of big jars for household water storage NCDD-S pond construction (Loumpong Commune) CARP/LDCF Coastal project (Prey Nob)
Development and Improvement of Small-Scale Aquaculture Ponds	H	CEDAC household ponds in Ratanakiri FiA improvement of hatchery facility to improve fingerling production in the dry season
Development and Rehabilitation of Flood Protection Dikes	H	CARP project (Activity 6– commune priorities)
Promotion of Food Supplements in Household Cattle Raising	M	RUA/CSUK on-farm forage production trials CARP Activity 4 (Livestock)
Improving Farmers' Adaptive Capacity to Climate Change	M	<i>Cross cutting issue in many projects</i>
Introduction of Short-Period Rice Varieties in Areas Affected by Seawater Intrusion and Drought	M	RUA/CSUK on-farm rice trials CARP Activity 3 – on farm trials with CARDI
Promotion of Household Integrated Farming	H	FoA (e.g. Kbal Bey Village) RCPAD (e.g. Choam Mrech Commune) CEDAC in Ratanakiri WOMEN (Communes around Boeung Snae) CARP Activities 1 & 4 (Livestock) in two coastal provinces
Coastal Zone (4)		
Rehabilitation of Coastal Protection Infrastructure	H	CARP project (Activity 3 or 6)
Community and Household Water Supply in Coastal Provinces	H	CARP Activity 1 (or LDCF Coastal project)
Community Mangrove Restoration and Sustainable Use of Natural Resources	H	CARP Activity 3 (Fisheries) at Peam Krasoab Possible larger scale interventions per CARP project document
Assessment of Needs for Setbacks, Vegetation Buffers and Protection Structures in Coastal Areas	L	CARP / LDCF coastal vulnerability and planning studies PGS beach profiling in Sihanoukville

* L = Low priority, M = medium, H = High

2.1.2. Are the activities and outputs of grantees consistent with the overall objectives and goals of the CCCA programme?

23. The CCCA grant programme has been established under CCCA Result 3 but its purpose is described more explicitly in Result 5 described in the revised project document², namely; *Strengthened capacity in RGC agencies and civil society organisations for developing and implementing climate change response initiatives in line with agreed national climate change priorities, independently or in partnerships, through access to new financial and technical resources.*
24. The question of capacity development of grantees and their partners is taken up in [Section 2.2.1](#) below, which addresses perceived changes in grantees capacity to develop and implement climate change responsive initiatives.
25. The projects results framework and indicators for have been expanded during the course of the CCCA initiative though it has proved difficult to identify Result 5 indicators that capture the wide range of interventions undertaken through the pilot project.
26. The first Result 5 outcome³ is concerned with the reach of the grants programme in terms of sectoral scope and range of actors mobilised in support of climate change responsiveness. These are clear strengths of the programme with the first round grantees spanning four government line agencies, two national NGOs, one university, and one provincial authority, and partnering with three specialist centres, two UN organisations, a regional university, and provincial authority. While projects are making an important contribution to priority sectors identified in the NAPA (notably, water and agriculture and coastal issues) interventions span a wide range of natural resource management issues (agriculture, fisheries, forests, water resources, protected areas) as well as urban and planning issues.
27. The activities and outputs of the projects are broadly aligned with additional Result 5 outputs and indicators addressing training, household resilience, and demonstration actions. The contribution of the pilot projects to CCCA Results 1 and 2 is also evident, notably with regard to development of an information base and promotion of learning, and integration of climate change concerns into organisation and sectoral policies and programmes. These contributions are further discussed in the sections on [Effectiveness](#) and [Impacts](#), below as well as in [Annex 6](#).
28. The CARP project is expected to contribute significantly to [Result 4](#), increased resilience of coastal communities and ecosystems to climate change through adaptation planning, demonstrated targeted local interventions and provision of practical learning experience in adaptation planning to the NCCC/CCD, building on the foundational activities undertaken during the first 18 months of the project.

3.1.3. Are activities relevant and appropriate at the project implementation level?

29. The interventions planned and undertaken by the projects have been defined based on a good knowledge of beneficiaries' concerns and many build on knowledge of extreme weather events experienced in recent years. Several projects refined their interventions following vulnerability reduction assessments (VRAs) or other appraisals undertaken in the first months of the project while the NCDD-S project established a process to respond specifically to priorities identified in the commune investment plans.
30. The CARP project has defined its demonstration interventions through a series of detailed vulnerability and feasibility assessments as well as a prioritisation exercise with communities undertaken in the last quarter of 2012. The extended planning phase has resulted in robust intervention plans while local level consultations have generated a high level of ownership by implementing partners and beneficiaries even though the consultations appear to have had only a limited influence on the project identification that was already well advanced.

² Document reference: DCI-ENV/2009/229-141 (Addendum 2)

³ Indicators: # of CC priority sectors supported through the CCCA TF and other funding sources; % of CCCA funds allocated for projects implemented through government and CSO partnerships

31. While local communities are generally well placed to identify vulnerability concerns in view of experienced extreme weather events, they are not necessarily equipped to identify appropriate and long term solutions. The limitations to commune level identification and/or prioritisation of climate responsive measures are discussed in more detail later in this report.

2.1.4. Have the needs of different groups (e.g. gender needs, vulnerable groups) been taken into consideration?

32. There has been only limited consideration of specific gender needs in the design of the projects, though several projects have emphasised the need to ensure women's participation in training and other activities and some have reported systematically on this (notably CEDAC and WOMEN).
33. There is little representation of women in Provincial administrations except where the Department of Women's Affairs is included in provincial or project working groups or task teams (e.g. CEDAC and WOMEN projects). However women are represented in commune councils and amongst the farmer groups met during the course of the review and the projects have provided an opportunity to identify issues of concern for women. Issues highlighted by women in the field visits include the additional burdens placed on women-led households when men are absent (for example to take up paid work in urban areas), where women are required to undertake heavy tasks such as water collection that are usually carried out by men. Women also expressed concern about access to healthcare facilities during the wet season.
34. Several projects are working with ethnic minorities (RCPAD, CEDAC) and groups such as small-scale fishermen (CARP) whose traditional livelihoods depend heavily on natural resource extraction but who are undergoing transition to more settled lifestyles.
35. School-age children were identified as project beneficiaries where workloads are reduced as a result of project activities freeing up more time for schooling (e.g. RUA activities to produce animal forage). Children were also identified as beneficiaries of the FoA /biodigester project where household lighting allows additional time for homework.

2.2. Overview of Effectiveness

2.2.1. Review and assessment of the overall development progress

36. The following sections present a review and assessment of the overall development progress to date in the implementation of funded projects, with the first three sub-section corresponding to the three main areas of delivery of the projects, namely, capacity development, demonstration activities, and policy influence. They complement the detailed quarterly reporting and anticipated final evaluations of the individual projects as well as the summaries presented in [Annex 6](#).

A. Capacity development of grantees and their partners

37. The first part of this section looks at the changes in the capacity of grantees reported by questionnaire. The second part will look at capacity building activities of the grantees.

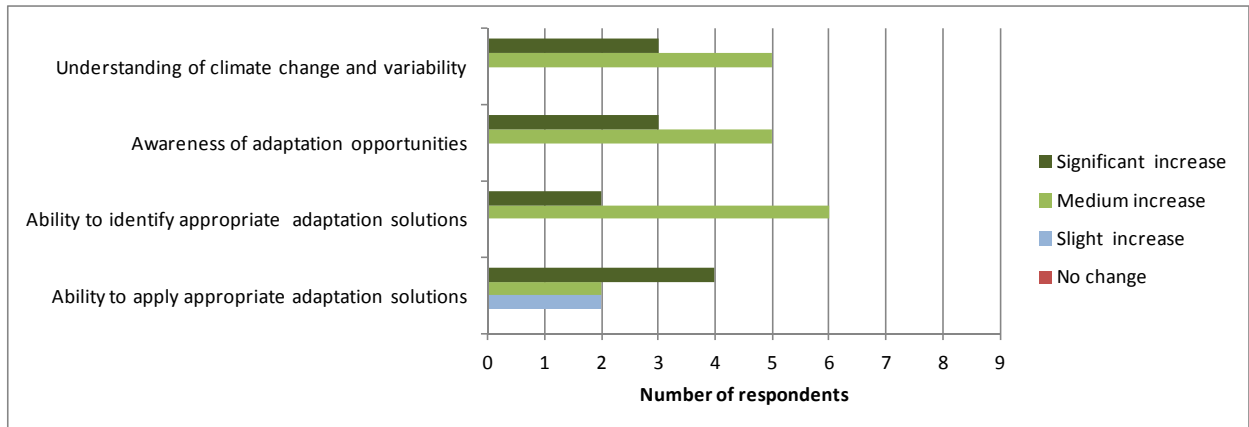
A1. Results of the Questionnaire on Grantees capacity

38. Participants were asked rate the extent to which they considered their capacity as grantees had increased in the areas of technical know-how, building alliances, and project management skills as a result of participation in the CCCA project. The results reflect the changes that are reported to have taken place as a result of the project and are not a measure of participants' current

capability in these areas since participants' skills and know how at the start of the project varied⁴.

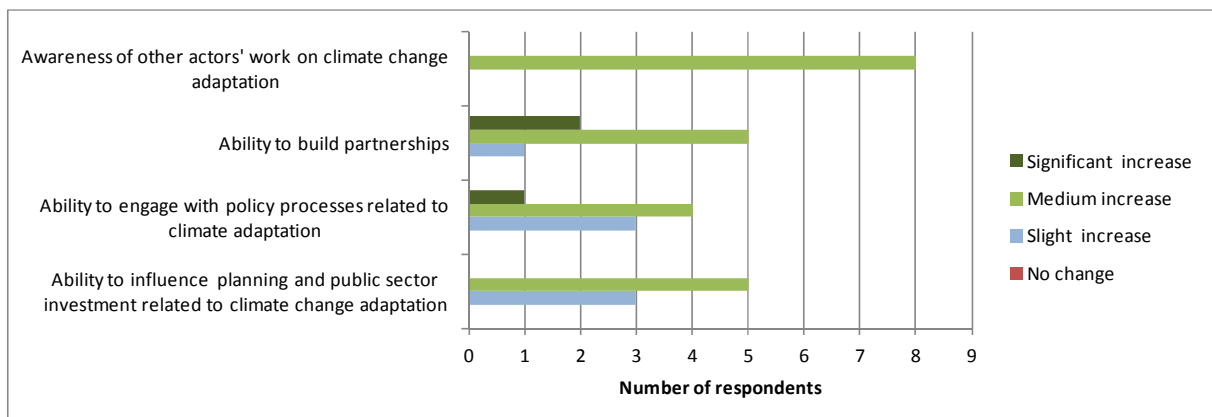
39. In terms of technical know-how (Figure 1), all eight respondents reported a 'significant' or 'medium' increase in their *understanding of climate change and variability*, *awareness of adaptation activities*, and *ability to identify appropriate solutions*. Results related to the *ability to apply adaption solutions* are more varied with four respondents reporting a 'significant increase' in their know-how, but two reporting only a 'slight increase'.

Figure 1. Increase in Technical Know-How (N=8)



40. The second area of capacity concerned partnerships and influence (Figure 2). The grantees reported a 'moderate increase' in *awareness of other actors work on climate change adaptation*; a result that echoes the questionnaire finding related to sharing of lessons and experience amongst grantees (See below). Results are more mixed for the other factors, but in general the reported increase in skills in this area – and in particular the ability to engage policy processes and influence planning and public sector investment - is weaker than in other areas.

Figure 2. Increase in Ability to Build Alliances (N=8)

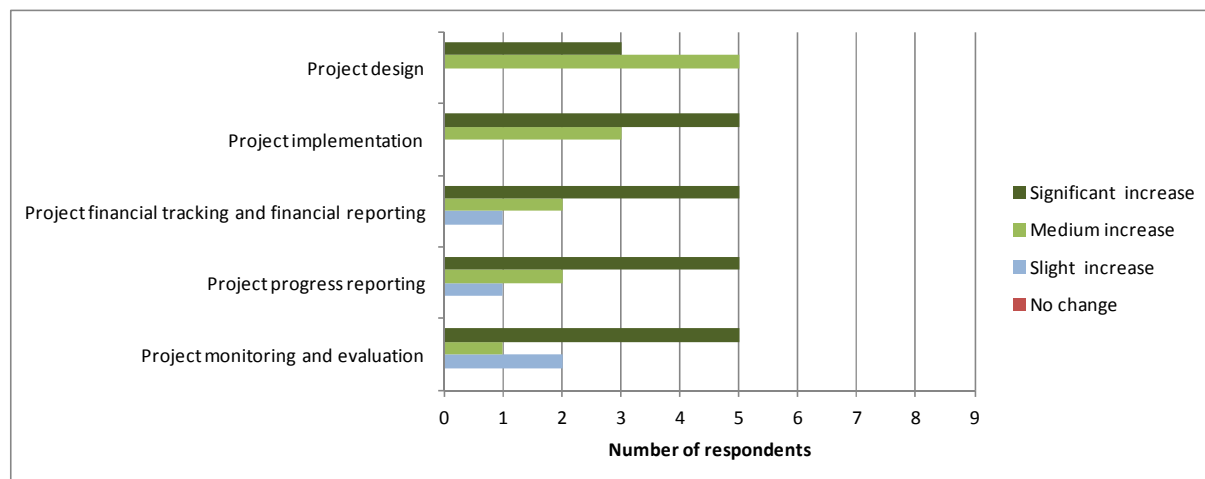


41. With regard to project management skills (Figure 3), all eight grantees reported a 'significant' or 'medium' increase in their *project design* skills. A majority of respondents reported a significant increase in their abilities related to *project implementation*, *financial administration*, *progress reporting* and *monitoring and evaluation (M&E)* and four respondents reported a significant

⁴ A capacity assessment was undertaken for the grantees in the second CFP, which will provide a baseline by which to measure actual change in capacity.

effect in all four aspects of project implementation. Respondents reporting only a 'slight effect' in terms of their financial or progress reporting and M&E skills correspond with those who reported that they were less satisfied with the Trust Fund Secretariat support in these areas (See below).

Figure 3. Increase in Project Management Skills (N=8)



A2. Capacity building activities within the projects

42. The grantees have delivered extensive awareness building and training in climate change at different levels and the organisation and delivery of these deliberate capacity building efforts accounts for a substantial proportion of project budgets (including expenditure on workshop materials, travel costs and allowances, and hospitality).
43. This more general training has usually been combined with more specific training related to response and adaption in the thematic area of the project (e.g. home-gardening or water provision for food security).
44. The grantees have had a significant reach at sub-national levels, reaching staff of provincial departments, communes, households and small enterprises. Many have adopted a train-the-trainer approach with intended and sometimes unintended multiplier effects through departments, organised groups such as committees or councils, communities, families and professional networks. Many of the projects have adopted a 'learning by doing' or 'action research' approach combining demonstration or pilot activities with less formal learning opportunities.
45. In terms of lessons:
 - There has been some variation in quality of training, with some grantees reporting they experienced difficulties in accessing suitable materials and others going to considerable efforts to develop their own materials leading to duplication of effort.
 - Grantees reported that materials, messages and delivery needed to be matched to the educational and literacy backgrounds of participants. Visual guides and messages based on the participants' actual experience of climate variability and the effects on their livelihoods have been well received at the local level.
 - Training at the community level has been particularly powerful when combined with demonstrated practical solutions – including direct participation in demonstration activities, opportunities to visit and learn about others experience in the local area (e.g. farmers field days) and, to a lesser extent, through study tours, and through data collection using local weather stations. In some cases this has created valuable spin off effects through local level replication of activities such as home gardening or forage production. Community level activities such as VRAs or events such as tree planting days have also effectively combined learning and delivery.

B. Development of Adaptive Capacity of Target Communities

46. The emphasis of the first round of CCCA grant project was on capacity building, with demonstration activities optional. As seen above, in practice almost all of the projects set out to engage stakeholders in through tangible actions on the ground, either as a follow on to training efforts (or indirect training through activities such as VRAs) or as demonstration activities to serve as the basis for further training. Others (RUA, FiA) took a more deliberate action research approach where the primary intention of the project is to test adaptive responses, but a secondary effect has been to encourage uptake of responsible technologies (e.g. crop varieties) at the household or community level.
47. It has not been possible to systematically assess the development of adaptive capacity across the project portfolio since the range of interventions and project settings is very diverse (See also, Paragraph 63). There is potential to gather systematic data in projects where VRAs were undertaken (e.g. NCDD-S and RCPAD project) but this was beyond the scope of the review.
48. [Figure 4](#) shows how the project interventions have contributed to building different aspects of capital that shape adaptive capacity at individual and community level. All of the grantee projects have contributed to development of human capital such as knowledge and skills, and a majority⁵ are contributing to reinforcing natural capital through better management of natural resources including productive land. Projects such as CEDAC, RCPAD, DHI/CARP, and RUA are (or will) also contributing to household financial capital by introduction of improved or new livelihoods or sources of revenue (e.g. horticultural products, forage, livestock). The FoA project has taken this further with the introduction of biodigesters that will provide savings of fuel purchase as well as income from fertiliser production, while the WOMEN project experimented with direct grants to 42 identified vulnerable households. These results are likely to be captured as part of the meta-data collection in the CCCA results framework.
49. The important role of 'social capital' in facilitating or magnifying the results of the project is not currently captured by the CCCA results framework. Four of the projects worked or catalysed creation of with community level groups organised around themes such as community protected areas, community forestry, waste management and fisheries management that provided a focus for community activities and mutual support. The forest committees are linked to saving schemes providing a possible mechanism for expansion of project activities despite prohibitive costs of biodigesters. Official bodies such as commune councils as well as inter-sectoral provincial working groups established under the umbrella of the CEDAC, WOMEN, SPG, and CARP projects have also played a role in extension of project activities through training of trainers and are a basis for longer term sustainability of project activities. Professional networks have also played an unforeseen role in extension of information on climate changes and on adaptive responses.
50. [Figure 5](#) illustrates a further approach to classifying the contributions of projects based on the McGray et al. of spectrum adaptive measures. Many of the project activities fall on the development edge of the spectrum, where activities do not directly address climate impacts but can help to buffer households against climate shocks through improved livelihoods and natural resource management. At the next level, all of the projects are contributing to building response capacity through increasing awareness and understanding, while four of the projects are making significant contributions in terms of enhancement of knowledge about climate effects (through weather data and spatial analysis) and innovative responses.

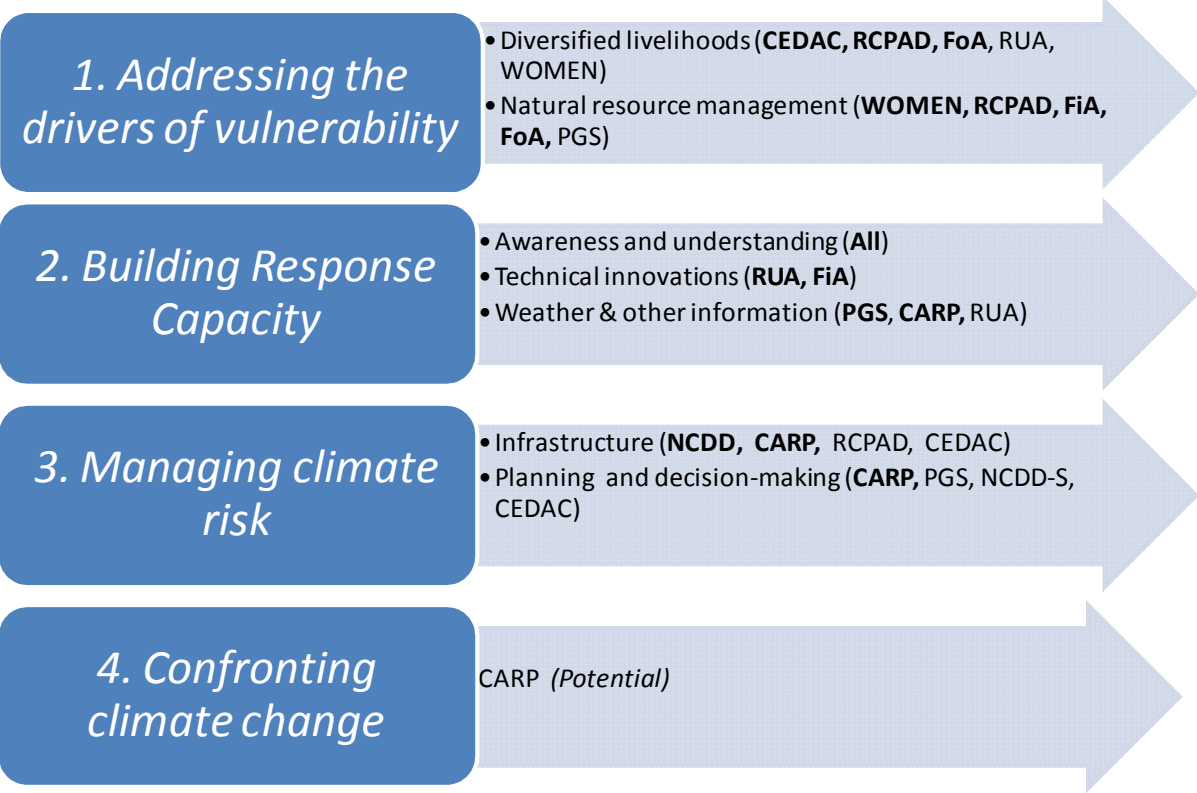
⁵ The PGS and NCDD projects are making only minor contributions in this area given their focus on urban issue and infrastructure

Figure 4. Project Contributions to Adaptive Capacity based on CARE Livelihoods Framework⁶

	Human Knowledge of climate risks, conservation, agriculture skills, good health to enable labour	Social savings and loans groups, farmer-based organizations	Physical Irrigation infrastructure, roads, boats seed and grain storage facilities	Natural Reliable water source, productive land, forests, fishery resources	Financial Micro-finance, remittances, diversified income sources
CEDAC	X	-	X	X	o
RCPAD	X	X	X	X	o
DHI/CARP	X	-	X	X	o
FiA	X	-	X	X	-
FoA	X	X	-	X	X
NCDD-S	X	-	X	-	-
PGS	X	X	-	-	-
RUA	X	-	-	X	x
WOMEN	X	X	-	X	X

X = large contribution; o = secondary contribution or indirect effect

Figure 5. Contributions of Projects along The Adaptation Spectrum (after McGray, Hammill and Bradley, 2007)⁷



⁶ http://www.careclimatechange.org/tk/integration/en/key_concepts/adaptive_capacity.html
⁷ As cited in IDS, 2008. Desk Review: Evaluation of Adaptation to Climate Change from a Development Perspective. <http://www.preventionweb.net/english/professional/publications/v.php?id=7845>

51. The projects supporting infrastructure development water including storage and supply, reinforcement of flood defences, and climate proofing of roads are a more deliberate effort to manage climate risk. The interventions are largely 'no regrets' interventions that can support development under a range of climate conditions though there is at least a hypothetical risk that interventions based on limited information based could be maladaptive (see *Local Development Planning* below). Just one project – the CARP project can be classified as confronting climate risk in that it will generate information for evidence based decision making that may span accommodation of climate effects or even managed retreat in coastal areas.

C. Integration of Adaptation Activities into Local Development Planning

52. Most of the projects are working in the context of sub-national planning including the PGS project that is implemented by a provincial authority, the CEDAC and WOMEN projects that partnered with one or more provincial departments, and the NCCD-S Local Governments and Climate Change (LGCC) project. The CEDAC, WOMEN and CARP projects have identified commune level plans (commune investment plans and in some cases, commune development plans) as a vehicle for mainstreaming their results, while the LGCC project has explicitly set out *to demonstrate practical ways to mainstream climate change resilience at Sub-National level and thus make sure CC is addressed systematically by local governments*. CARP is developing a similar approach through its programme of demonstration activities. Together these efforts complement the wider work of the NCDD-S related to the RGC decentralisation and de-concentration, and also efforts through the World Bank/ADB Pilot Program for Climate Resilience (PPCR) to develop guidelines for climate adaptation in local level planning. The review has provided an opportunity to look at the grantees experience at a relatively early stage in decentralisation and de-concentration process.
53. The LGCC project established a competitive grant mechanism spanning three districts, to provide full or partial funding for climate responsive measures identified within commune investment plans (CIPs) based on a set of criteria that was adapted for each district. Projects identified for support include eleven infrastructure projects (water management: ponds, drainage/irrigation canals, culverts and raised local roads) and two non infrastructure projects (water filters, rice seed distribution). The funding allocation was US\$ 120,000 or 40% of the grant to NCDD-S. The project has also undertaken VRAs, established a technical working group at the provincial level, and organised workshops on integration of climate responsive measures into commune planning in order to influence the next generation of CIPs to include a wider range of climate responsive measures.
54. The projects aiming to influence CIPs as a mainstreaming mechanism have not reported any specific results in this area. Based on discussions with commune councils, it appears the CIPs are currently primarily oriented towards tangible and short-term outputs that serve one or more communities or villages within the commune. This typically implies infrastructure projects.
55. Grantees are also starting to explore the possibility of working with the longer term (5 year) commune development plans (CDPs) but not yet generated any practical experience in this area. This option will be explored CARP project including through consideration of spatial planning measures based on assessments of vulnerability to sea level rise.
56. The project visits drew attention to the risk that inappropriate infrastructure and associated land use changes that are prioritised at the commune level may ultimately prove maladaptive. For example, one of the priority interventions identified by a coastal commune participating in the CARP project⁸ is to construct a dyke on the fringes of an active mangrove system in order to protect recent settlements and cultivation areas from inundation. However there could be a risk that building the dyke would encourage further settlement and investment in an area that is already flooded during seasonal tides and that is expected to be affected by sea level rise. At the same time a new dyke would obstruct mangrove migration leading to shrinkage of the

⁸ The project was presented during the evaluation visits but has not been selected for funding. All such projects funded under CARP are subject to detailed screening

mangrove area and associated loss of ecosystem services including coastal protection⁹. Similarly there is a risk that communities present maladaptive investments (e.g. irrigation infrastructure for rice production in unsuitable areas; dyke reinforcement to improve road access) as climate responsive measures (drainage canals, flood protection).

57. These examples point to the limits of entirely decentralising decision making related to adaptation responses and highlight the need to ensure that communes have access to appropriate technical advice through agricultural officers and extension workers at province or district level (e.g. based on available information about longer term exposure to climate effects such as sea level rise, rainfall patterns, soil suitability, provincial agricultural policy, and so on). Capacity building initiatives by the CARP and other grant projects at provincial level will help build capacity to provide advice at this more strategic level.
58. The grantees are beginning to generate experience with working with a range of other sub-national planning tools including Community Forestry Planning which provides a comprehensive planning tool at grassroots level.

D. Generation of Lessons and Sharing of this Information with the CCCA Programmes

59. Many of the grantees have planned to document the results or experience of their projects, complementing existing reporting through quarterly reports, one mid-term evaluation (WOMEN project) and anticipated final evaluations and terminal reports. The majority of technical reports include a frank discussion of project progress issues, lessons and recommendations and suggestions. The CCCA TFS has also started to document and disseminate project experience through press releases, field visit reports and feature stories.
60. The projects have also generated a large number of technical outputs including technical reviews (e.g. RUA), vulnerability and other assessments oriented to identify and determine the feasibility of demonstration activities (CARP), and studies such as access studies and beach profiles (PSG). Some of these reports or results have been shared with the TFS as reporting milestones submitted with their quarterly reports but a substantial amount of information remains with the grantees (e.g. results of the large number of VRAs). In general the technical outputs have been designed for a specific purpose or audience and have not been written up with view to sharing with a public audience.
61. The 'Experience Sharing Workshop' organised by the CCCA TFS in Sihanoukville provided an opportunity for grantees to share lessons within thematic areas for practice as well as on operational issues. The workshop was well-received and many of the first round grantees indicated that they would have benefitted from opportunities to share technical experience as well as from stronger orientation on project management and reporting earlier in the project cycle. There has also been a limited amount of informal sharing amongst grantees as a result of grantees or their partners being involved as stakeholders in other projects (e.g. CEDAC has provided expertise to several projects) and through invitations to one another's learning events, and this is an opportunity that could have been further exploited.
62. Project outputs and documentation are expected to contribute to creation of a knowledge and information platform under CCCA Result 2 (Knowledge Management). Potential for more structured contributions in this area is discussed under Recommendations to the CCCA, below.

⁹ For further information on mangrove migration and sea level rise, see: http://www.coastalwiki.org/wiki/Potential_Impacts_of_Sea_Level_Rise_on_Mangroves

E. Extent to Which the Planned Project Activities can Lead to Programme Outputs/Outcomes by Project Completion

E1. Grantee Projects

63. The wide range of project interventions and absence of a uniform approach to development of the original project results frameworks means it is difficult to capture the full range of results delivered by the projects at programme level. Further information on the individual grant projects is provided in [Annex 6](#).
64. The revised CCCA results framework identifies one outcome and three outputs for the grantee projects under Result 5, with targets spanning results related to both calls for proposals. The related indicators include process indicators related to the grant mechanism (type of grantees, thematic reach, and participation in orientation workshop), simple outputs such as number of people trained, and outcome indicators related to effects on target communities. Delivery in these areas have been summed up in a qualitative manner in the above sections and while quantitative data on the grant process and training outputs can be collected based on grantees final reports. Collection of data on beneficiaries is likely to prove more difficult in view of the diverse nature of interventions and short-term nature of the projects (See *Impacts* below).
65. The results framework also indicates that the projects should contribute to outputs and outcomes associated with CCCA Results 1 (specifically, number of policy recommendations emerging from the projects). The review findings in this area are summarised under [Section 3.2](#), below.

E2. Coastal Adaptation and Resilience Planning (CARP) Component

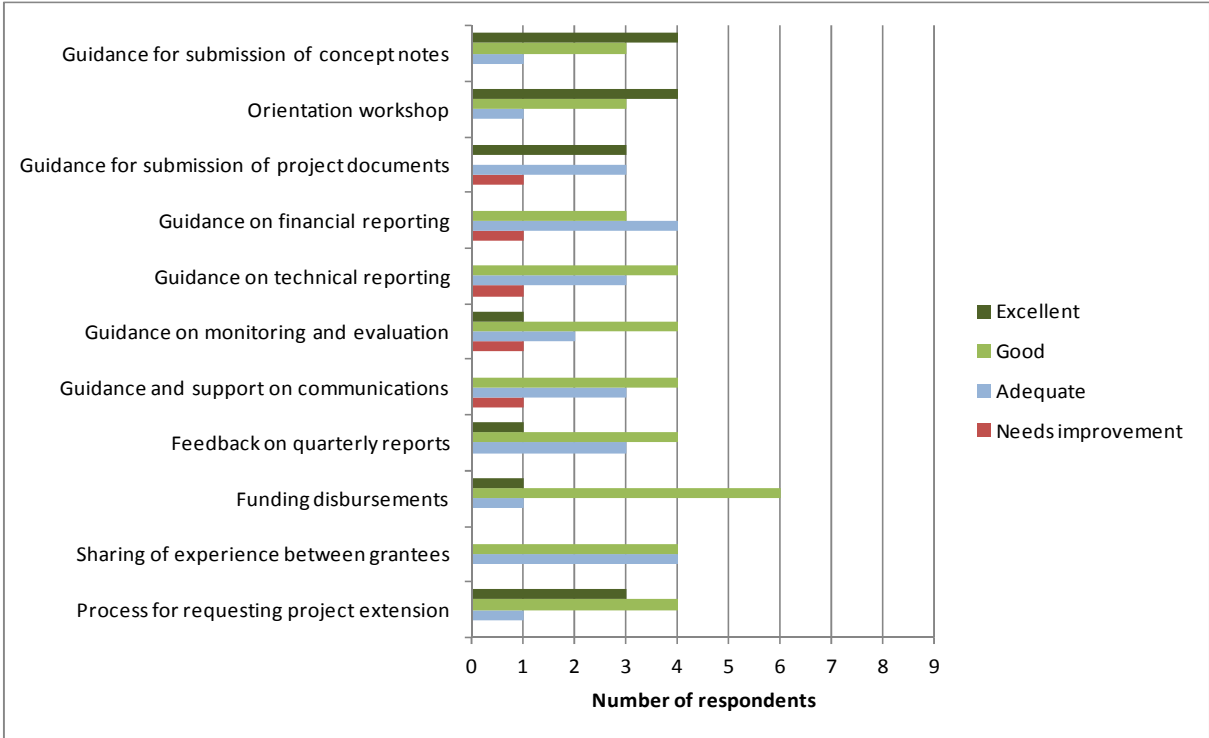
66. The CARP project objective corresponds to CCCA Result 4, namely "*increased resilience of coastal communities and ecosystems to climate change through adaptation planning, demonstrated targeted local interventions and provision of practical learning experience in adaptation planning to the NCCC/CCD*". The project is organised by two outcomes: *Outcome 1. Improved climate change knowledge integrated into land use and coastal development plans* and *Outcome 2: Increased resilience of coastal communities and coastal ecosystem buffers to climate change and improved livelihoods*, with five activities contributing to Outcome 1 and 18 activities contributing to Outcome 2 ([Annex 7](#)).
67. The CCCA-supported CARP activities together with a GEF LDCF project ([Paragraph 19](#)) together constitute a larger intervention that is described in the LDCF project document. The projects share the same implementation arrangements and governance mechanisms at national and provincial level for Sihanoukville and Koh Kong provinces. This serves to reduce transaction costs compared to having two parallel projects and to ensure complementarities between the actions of the two projects.
68. Expenditure in the first year of the 30-month project totals 18% of the available budget ([Paragraph 88](#)) as a result of time required for project mobilisation. Management and oversight of the demonstration activities can be expected to require significant effort by the project team and this raise some concerns as to whether the team will be able to fully implement the project activities in the remaining time.
69. Specific recommendations for the CARP Project are provided in Part 3 of this report.

2.2.2. What have been the major factors influencing the achievement or non-achievement of the project objectives?

70. The following paragraphs summarise the review findings on internal / procedural and external factors which have influenced achievement or non-achievement of project objectives, and look at the role of support from the Trust Fund Secretariat. Further details on factors affecting delivery by individual grantees are available in [Annex 6](#).

71. Based on interviews, the main internal or procedural factors which have affected project delivery have been:
- Project timing issues including insufficient project duration;
 - Time required for project mobilisation with some grantees needing to hire staff, establish sub-contracts with partners and/ or establish financial reporting systems
 - Project management and implementation experience of the grantees, with those grantees used to managing projects more able to mobilise rapidly using established systems;
 - Delays resulting from poor staff motivation associated with the withdrawal of the POC (grantees, partners);
 - Delays resulting from staff changes (e.g. associated with internal restructuring).
72. External factors which have affected delivery include:
- Effects of seasonality on project activities with rainfall in particular affecting access and field activities (e.g. planting, fingerling production, canal and pond construction). This effect was exacerbated by the initial delays in contracting and effective start dates.
 - Difficulties in engaging external partners such as provincial staff and local stakeholders owing to other priorities (e.g. key staff engaged in larger projects, farming calendars). Projects developed a number of ways to tackle this including through adjusting timing of meetings and community events, formalisation of committee structures, and generation of high level support or project 'champions' (e.g. convening of meetings by a governor or deputy governor).
 - Limited technical know-how has affected the quality or appropriateness of some project interventions (on the ground or training and outreach).
73. Overambitious project design has also played a role. This is to be expected in demonstration projects where learning is generated by successes but also by failures leading to a greater understanding of barriers or providing an opportunity to test project assumptions. In general delivery has been weaker on the less tangible or more process-oriented activities such as policy influence and mainstreaming.
74. The Trust Fund Secretariat (TFS) has provided continuous support and backstopping for the grantees and respondents to the questionnaire were asked to rate their satisfaction with a eleven aspects of service delivery by the Trust Fund Secretariat spanning both project preparation and project implementation. Results are summarised in [Figure 6](#).
75. In general respondents indicated that they were satisfied with the Trust Fund services and processes, with a majority of respondents reporting that they were 'satisfied' or 'highly satisfied' in a six of the eleven areas considered. Weaker areas in this first round of grants, where a majority of respondents felt support was only 'adequate' or 'needs improvement', were *guidance for submission of project documents* and *guidance on financial reporting*. Five factors were identified by four different respondents (one respondent in each case) as 'needing improvement'. namely, *guidance for submission of project documents*, *guidance on financial reporting*, *guidance on technical reporting*, *guidance on monitoring and evaluation* and *guidance and support on communications*.
76. The nature of support provided to grantees has evolved significantly during the lifetime of the grant programme as TFS processes have been strengthened and streamlined, often in response to feedback from grantees from the first call for proposals during individual meetings, through reporting, and through the sharing workshop of grantees organised in Sihanoukville in January 2012. Key areas in which the TFS services have been strengthened include guidance and support for development of concepts and proposals; development of Grant Implementation Guidelines that clarify requirements for technical and financial reporting, and support on monitoring and evaluation.

Figure 6. Satisfaction with CCCA Trust Fund Services and Processes (N=8)¹⁰



- 77. In general the TFS has managed to strike a good balance between ensuring accountability and developing a supportive and coaching relationship with grantees and this is reflected in the reporting increase in project management skills amongst the grantees (Paragraph 41). In a few cases grantees reported finding the TFS approach rather prescriptive or were confused by receiving requests or information from multiple contacts in the TFS.
- 78. The issue most frequently mentioned during discussions with grantees was financial procedures and reporting, where government grantees in particular had to make considerable efforts to adapt their systems to the recommended UNDP standards and in some cases had to assign dedicated staff in these areas. The incompatibility between the UNDP systems and government systems generated some delays as a result of lengthy internal (grantee) approval processes. Some grantees were confused by the roll out of new grant implementation guidelines (GIGs) during the course of the programme. This issue is not expected to arise in future generations of the CCCA since GIG procedures are now established

2.3. Efficiency

Were activities cost-efficient? Were projects implemented in the most efficient way compared to alternatives? What processes have added value at the portfolio and individual project level?

- 79. It has not been possible to do a detailed assessment of cost efficiency in view of the diversity of project interventions and absence of comparable cost data.
- 80. In terms of delivery of outcomes and impacts on the ground, the grant facility cannot be expected to be as efficient as larger projects delivering on a one or more closely related aspects of climate adaptation (such as the UNDP-GEF LDCF project “Climate-resilient water management and agricultural practices” due to be completed in 2013) since such interventions benefit from economies of scale with regard to institutional arrangements and project management costs (e.g. reporting).

¹⁰ One respondent skipped the question related to guidance for submission of project documents.

81. The relatively higher costs of the grant approach – including transaction costs for each of the grantees and supervision and backstopping costs spanning the project portfolio – is offset by a number of factors related to the extended reach of the portfolio including:
- i) The cash and in-kind financing provided by the grantees and by their partners. The reported cash and in kind co-finance totals US\$ 373,675 equivalent to 15% of the planned expenditure on the pilot projects. The actual amount is likely to be higher since not all grantees considered in kind support and/or this was initially expected to be covered by the cancelled POC payments. Similarly the CCA co-finance represents a required complement to GEF funding for the coastal project and can be seen as having leverages the GEF investment.
 - ii) The CCCA projects have harnessed the experience, know-how and networks of the grantee organisations agencies in support of climate responsive measures. Reported longer term effects on the grantee organisations are described under *Impact*, below.
82. At the same time the CCCA TFS has demonstrated that a single Secretariat can provide backstopping and support service across a wide range of interventions providing for reduced transaction costs at the donor level.

Were outputs achieved on time? What were the major factors influencing timeliness?

83. The 2011 call for proposals indicated that the CCCA projects should be up to 18 months in duration. However the timeline for the grant process leading up to signature of contract in July 2011 proved optimistic and was gradually extended during the selection process, starting with the early request by applicants to extend the deadline for concept notes. The reasons for delay in the selection process include underestimation of i) the amount of effort and corresponding time needs of applicants to prepare grants and proposals and ii) the extent of changes that would be required to project documents following the technical review.
84. One effect of the extended preparation period was a reduction in the time available for project implementation in view of the anticipated end date of the CCCA at the end of 2012. Applicants were asked to cut the timeframe for their projects from 18 to 15 months following the August 2011 Appraisal Workshop in order that projects could be completed by the end of December 2012.
85. In practice with agreements were finalised between UNDP and the grantees¹¹ between 24 October and 11 December 2012 allowing an effective implementation time of between 12.5 and 14.5 months. All eight respondents to the questionnaire indicated that the project duration was insufficient and all eight requested an extension or between two and six months in the last quarter of 2012 following the extension of the CCCA. The CARP project was extended by 18 months in mid-2012 to June 2014 and a revised workplan and budget were approved.
86. The detailed justifications provided by the grantees point to a number of internal process issues influencing timeliness as described in [Paragraph 71](#) and to a lesser extent to external issues ([Paragraph 72](#)).

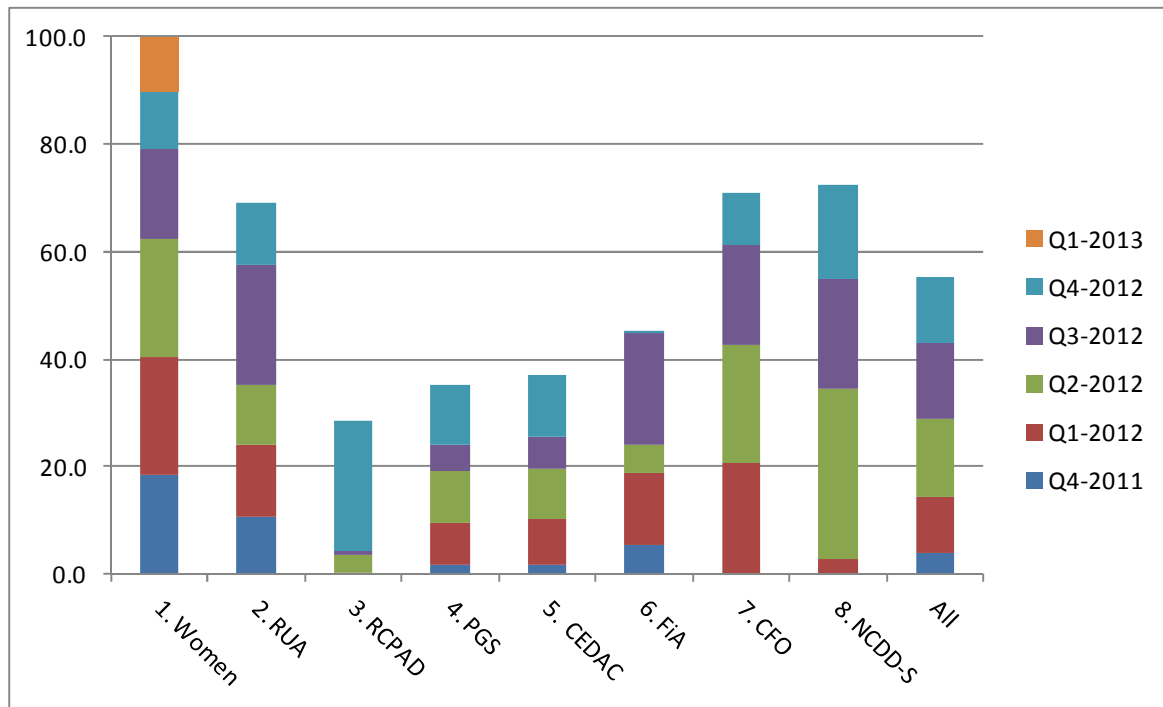
Assessment of the adequacy of the budget and expenditures to date

87. [Figure 7](#) provides a summary of the grantees' expenditure by quarter. Expenditure at the end of the fifth quarter (December 2012), which was the original end date for the projects, ranges from 28% (RCPAD) to 90% (WOMEN)¹². The average and total expenditure across all eight projects at the end of 2012 was 56%.

¹¹ Different arrangements were made for the RCPAD project since RCPAD forms part of the Ministry of Environment.

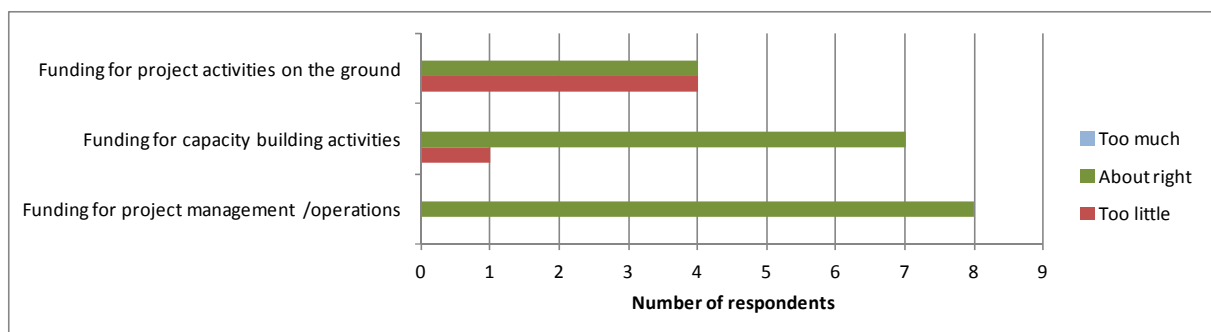
¹² Expenditure by the WOMEN (TACCI-PV) project at the end of February 2013 when the project closed had risen to 100%.

Figure 7. Project Expenditure by Grantee (by quarter)



88. Reported expenditure on the CARP project by the end of 2012 was US\$ 1,036,752 or 47% of the project budget, including expenditure of approximately 60% on Result 1 and 26% on Result 2. The reported expenditure against Result 2 includes a budget commitment of US\$ 634,000 for the demonstration activities that will be implemented during 2013 and 2014. This means that actual expenditure as of the end of 2012 was US\$ 402,752 – or just 18% of the total budget.
89. Respondents to the questionnaire were asked to comment on the available funding for different aspects of project delivery (operations, services such as capacity building, and demonstration or 'on-the-ground' activities). All eight respondents (Figure 8) indicated that the funding level for operations was 'about right' while seven also considered funding for services was 'about right'. Four respondents indicated that funding for activities on the ground was 'about right' while four indicated that the funding in this area was 'too little'. While the grantees were responsible for their own allocation of funding, this feedback is informative in providing advice to future applicants.
90. Demonstration activities provided a powerful complement to awareness raising and capacity building at all levels but in many projects. field interventions accounted for only small proportion of project budget (less than 20%). Such interventions could be scaled up at relatively low cost once the delivery mechanisms established by a given project are in place.

Figure 8. Funding for Operations, Services and Actions (N=8)



2.4. Impact and Sustainability

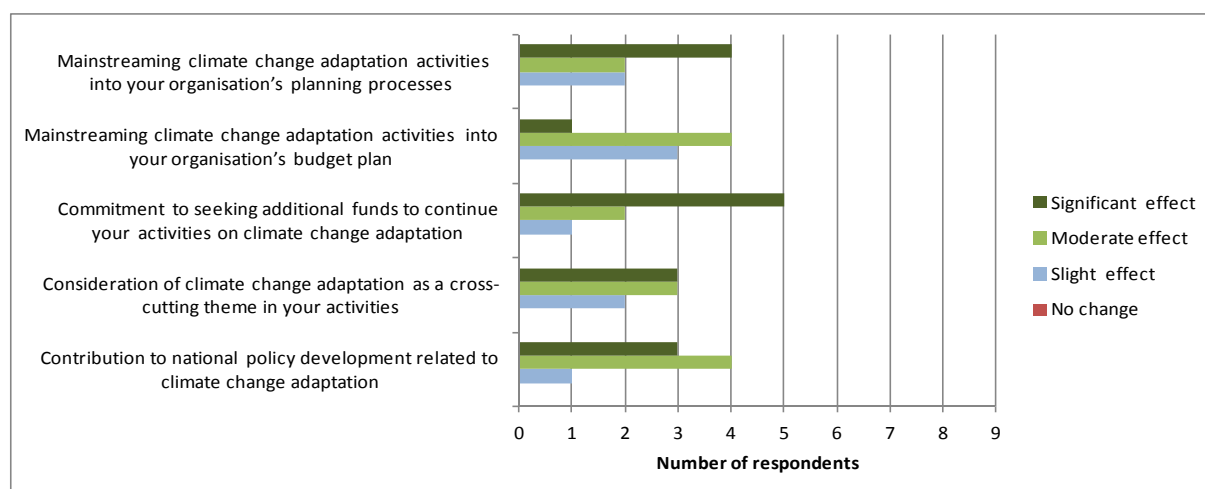
91. The following sections look at the potential for longer term impacts of the project interventions including from a sustainability perspective.

What have been the impacts to date of the CCCA-funded projects on adaptive capacities of target beneficiaries? To what extent are the benefits of CCCA projects likely to continue after project activities end?

92. With the CCCA programme emphasis on capacity, building the first set of target beneficiaries were the grantees themselves. The questionnaire to grantees invited them to assess the extent to which participation in the CCCA has led to any longer term changes in their organisation's policy, strategy or practices related to climate change. The question addressed five aspects of longer term change within the grantee organisations related to *planning, budget allocation, fundraising strategies, consideration of climate as a cross cutting theme, and contribution to national policy*. Results are summarised in Figure 8.

93. All of the grantees reported that the project had had at least a 'slight effect' in all five areas of change covered by this question, with one or more grantees reporting a 'significant effect' in each area. Five grantees reported a 'significant effect' in terms of commitment to *seeking additional funds for work on climate change adaptation* while just one reported a 'significant effect' in terms of *mainstreaming climate change adaptation activities into [their] organisation's budget planning*. These long changes to the grantee organisations complement the immediate effects of the CCCA on skills development reported above and can be considered an important leverage effect of the grant programme.

Figure 9. Longer term changes in Grantee Organisations' Policy, Strategy or Practices (N=8)



What changes in the livelihood/behaviour of the local communities have contributed to better adaptive capacity? How many people have benefitted from the projects' impacts? To what extent are the benefits of CCCA projects likely to continue after project activities end?

94. As seen above, the majority of the small grant projects have involved local communities in a range of project activities, often combining larger scale awareness building and training with more targeted livelihood interventions. The ability to determine the longer term impact of these activities has been confounded by two factors i) the limited development of the adaptation hypotheses setting out the rationale for how the proposal interventions would contribute to adaptive capacity, and what assumptions underlie the selected intervention and ii) the short duration of the projects.

95. Most of the field interventions have taken place in the final months of the project and as result, it is too early at this stage to say whether the tested approaches will prove appropriate or

sustainable at the household or farm level. Interventions such as home gardens and integrated farming techniques (with fish ponds) need to be trialled over at least a one year period to determine whether they are viable under existing environmental conditions (e.g. will fish ponds dry out or require too much effort to maintain in the dry season) and economically (return on investment). Similarly the action research interventions - particularly the crop trials - need to be tested over a longer period over a range of normal and more extreme environmental conditions.

96. Assumptions underlying the intervention strategy also need rigorous testing including through development of a baseline. For example, the RCPAD and FoA projects assumed that introduction of home gardening would lead to reduced pressure on natural resources (such as extraction of non-timber forest products) and reduced land conversion. However an alternative scenario is that communities adopt 'alternative' livelihood activities as supplementary activities alongside their traditional activities, in which case other approaches such as regulation may also be required in order to bring about a long term change in behaviour.
97. In terms of sustainability, beneficiaries indicated that they are most likely to adopt new practices where there are evident short-term economic or other benefits (such as time savings). At the household level, early results from the demonstration projects indicate that there is a strong likelihood that home garden activities and integrated farming interventions will be continued where there is adequate access to water. Similarly there is a strong interest in forage production.
98. The acid test for the more innovative pilot interventions – including interventions applying tried and tested techniques in more challenging settings – will be whether the farmer continues the initiative after the first year and whether he/she re-invests in consumable supplies such as seeds or fish stocking. Experience from other areas suggests that an extended period of support (several seasons) may be required in order for new practices to be fully adopted in view of the perceived risks and uncertainties associated with changing agricultural practices.

Part 3. Lessons and Recommendations

3.1. Lessons and recommendations for the CCCA Trust Fund

99. The above paragraphs have indicated that the grant fund mechanisms and support of the TFS has functioned well and been largely appreciated by the first round of grant recipients. The support provided by the TFS has been steadily strengthened during the since the first round of projects started in October 2011 including through augmentation and reorientation of staffing and through streamlining of processes. The Secretariat personnel has been receptive to the concerns of grantees, has adapted its processes and has used experience from the first round of grants to strengthen its support to the second round of grant projects.
100. The following paragraphs highlight some lessons and suggestions related to project design and implementation phases. The recommendations are presented as one possible approach to address the issue or concern highlighted.

A. Project Design

A1. Project Duration

101. Projects would ideally have an implementation period of three years in order to ensure activities can be piloted through at least annual cycles and to allow for findings to be thoroughly documented. However a three-year cycle is not currently realistic in view of the timing constraints of CCCA grant cycles. Measures that can facilitate more timely implementation include:
 - Planning on the basis of an 18 month project implementation cycle including a project inception phase (see below) and 6-week closure period after completion of all field interventions to allow for administrative closure and full documentation of project experience;

- Establishing a regular calendar for the CCCA grant cycle with a fixed start date that allows grantees to plan accurately for seasonally restricted activities;
- Providing advice to shortlisted grantees on administrative requirements (e.g. establishment bank accounts) to ensure that contracting and first disbursements can proceed smoothly once the selection process is completed.

A2. Project Inception Phase

102. A number of grantees reported that they refined their interventions and budget allocations during the implementation phase as a result of consultations with stakeholders and intended beneficiaries. Others were forced to cancel or scale back interventions as assumptions they have made during the design phase proved unfounded or no longer current (e.g. nature of priority interventions). Other grantees were slow to initiate project activities, which may be a result of limited experience in project implementation. The relatively smooth implementations of the WOMEN project based on sound knowledge of the project area and stakeholders and the thorough design of the CARP interventions indicate that provision of resources for project design would be desirable. However this is not considered realistic in view of the large number of grant applications and implications for timing.
103. In view of these difficulties it is suggested that the grantees are asked to report to the TFS at the end of a two or three month inception phase, including with an update on stakeholder consultations. Grantees should be invited to submit revised budgets and work plans at the end of this phase. The TFS should be available to provide technical and project management support to the grantees during this time, with an emphasis on encouragement and learning rather than accountability.

A3. Results Frameworks

104. The quality of results frameworks in the first round proposals is quite variable and the portfolio as a whole reflects inconsistent use of terminology (such as objectives, outcomes, results, outputs) as well as a tendency to focus monitoring efforts on activities and outputs rather than outcomes. Outcomes are very broadly defined and difficult to measure particularly over the short time frames, while underlying assumptions are not always explicit. The TFS has built its capacity in this area and significant efforts were made to ensure more robust frameworks in the second round of projects. The first round frameworks were reviewed in late 2012 but at the same time it was recognised this was too late to influence project monitoring.
105. It is recommended that the TFS reinforce its support in three areas :
- Inclusion of guidance in the concept and proposal templates and at the orientation workshop on the use of standard terminology and development of results frameworks including with reference to outcomes and identification of assumptions. The concept of the adaptation hypothesis could be introduced and participants encouraged to clearly articulate how their interventions are intended to increase adaptive capacity.
 - Provision of general support to shortlisted applicants during the project development stage on articulation of an adaptation hypothesis and related assumptions;
 - Provision of tailored support during the inception phase on development of a feasible monitoring protocol including collection of baseline data. The use of VRAs during specification of local level interventions offers an excellent opportunity to generate baseline data as a basis for measuring effectiveness and (potential for) impact as well as testing project assumptions.

A4. Budgeting and orientation for field interventions

106. Inclusion of demonstration activities was optional in the first call for proposals but experience from the first call projects indicates that these are a powerful complement to awareness-raising and capacity building at all levels. Tangible interventions can also play a role promoting visibility of the CCCA. While guidance should not be prescriptive in this area, it is suggested that

examples of good practice from the first call are integrated into orientation training for grantees in order to encourage participatory approaches to capacity building that can make a concrete difference to livelihoods of targeted groups.

107. The orientation session can be used to reinforce cross-cutting themes identified in the call for proposals, such as adequate consideration of gender issues or the needs of vulnerable groups.

A5. Reinforcing adaptation capacity

108. The 15-18 month trust fund projects have contributed to a first cycle of capacity development either through formal and/or non-formal learning about process of climate change adaptation. Further cycles of the adaptation learning process would strengthen and expand the capacity of the targeted beneficiaries with regard to design and implementation of adaptive responses through a double-loop learning process (covering action learning, action researching and demonstration activities). At the same time beneficiaries - including grantees, provincial partners, and local beneficiaries - will increase their ability to extend their learning to secondary beneficiaries including colleagues, professional contacts, families and communities.

B. Project Implementation

B1. Technical Support

109. Several grantees indicated that they would have benefitted from greater technical support during implementation in areas ranging from access to quality training materials to advice on specific technical interventions. More complex projects such as the SPG project indicated the need for a dedicated technical advisor while for others support needs were only occasional. The development of the knowledge base under Result 2 of the CCCA can be expected to meet some but not all requirements in this area. There are also areas where a more critical review of progress reports may have provided for orientation of participants on specific activities.
110. Options for providing more provision of technical support to grantees include i) developing longer and more costly projects with a dedicated technical advisor ii) encouraging partnerships with technical agencies with appropriate thematic, practical and geographic experience and ensuring that clear a clear terms of reference or scope of work is included as part of the project document, and/or iii) boosting the personnel of the CCCA TFS (or other units within the CCD) to provide support on a needs basis (including where necessary through short term external input).
111. There is also good potential for building up a community of practice amongst existing and former grantees, CCTT members and other national and regional experts to provide straightforward advice or examples and to serve as a pool of experts for more in-depth requirements. This could be facilitated through the CCCA Result 2 e-based knowledge platform.

B2. Reference and Training Materials

112. Several grantees reported difficulties in accessing appropriate training materials for different audiences. Others were able to adapt their own or partner's materials existing their own (e.g. RECOFTC) or used material such as the well-designed pictorial guides produced by other organisations such as *Save Cambodia's Wildlife*. Provision of 'approved' or standardised training materials would ensure quality training, save costs for future projects, and allow grantees to showcase and share their experience. Efforts in this area should be undertaken through on in synergy with the other CCCA results areas. Over time the lessons learned from the CCCA and other projects may provide for development of high quality learning materials on adaptation options in different sectors and at different scales
113. There is potential to use grantees experience to update the recently developed Cambodia Climate Change Education and Awareness strategy, notably with regard to tailoring of messages and delivery to different audiences.

B3. Increased sharing amongst applicants

114. Many of the grantees are working with similar approaches (e.g. VRAs) and on similar interventions (e.g. small scale interventions on water resource management, livelihood diversification). Grantees reported only a moderate increase in awareness of other actors' work in climate adaptation and half of the questionnaire respondents indicated that opportunities for sharing amongst grantees were only 'adequate'.
115. There is excellent potential to reinforce sharing and learning amongst grantees and encourage establishment of a wider community of practice. This can be accomplished through more frequent workshops such as the Sihanoukville Sharing Event that bring more and less experienced grantees together, as well as through expansion and promoting use of the existing calendar of events to facilitate grantees taking part in key events organised by the other projects.

C. Project Monitoring

116. The diverse range of project interventions combined with the short duration of the projects presents challenges in terms of rolling up results (through a handful of meta-indicators) at the portfolio level. For example, an action research project designed to rigorously test technological innovations may have fewer direct or short-term beneficiaries than a project using tried and tested livelihood interventions but is nonetheless important.
117. Given the learning nature of the demonstration projects it is suggested that i) a wider range of indicators be developed to capture the wide range of direct and indirect results delivered by the portfolio of projects and/or ii) scaling up of efforts to capture the project lessons related to the project processes and results through case studies, practice notes and technical reporting.

D. Project Management

118. The grantees experience with regard to project management is quite variable and some grantees had to invest considerable efforts in establishing systems and procedures that met the standards required by the CCCA.
119. Two straightforward recommendations in this area are i) to provide grantees with a single set of straightforward and simple guidelines that will apply throughout the life of a given project and ii) to nominate a single focal person within the secretariat to coordinate contacts and serve as first point of reference for any queries from the grantee.

3.2. Lessons and Best Practices from the Demonstration Projects

120. The grantees have generated extensive and valuable experience through both successful and less successful project interventions, including experience in project management, in practical engagement of a wide range of stakeholders, in specific technical interventions, and in policy engagement. Further details on individual projects (including opportunities for knowledge products) are included in [Annex 6](#).

A. Opportunities for Replication

121. As seen above, the short duration of the projects means that in many cases it is difficult to determine whether expected benefits will materialise and whether activities will be sustained at the level of households, communities or other target groups. Promising approaches at the 'development of livelihoods' end of the adaptation spectrum include home gardens, integrated farming, biogas installations, protection of fishing zones, use of floating cages in flood-prone pond systems, and growth of forage crops. Interventions related to local water resources management are expected to yield significant short-term and longer-term community benefits related to poverty alleviation and increased food security.

122. The CARP demonstration activities will provide an opportunity to test the assumptions made in the cost benefit assessment of livelihood interventions, including assumptions related to the internal rate of return, and in this regard it is important that their implementation continues to be tracked through the longer-running LDCF project.
123. The review has highlighted the importance of considering the appropriateness of the interventions at the level of the beneficiary but also in the context of available information related to longer term climate and other environmental change in the wider project area and in the context of provincial level and/or sectoral planning,

B. Knowledge Products

124. Opportunities for knowledge products from the projects include:
 - Reviews, situation analyses and VRAs undertaken as baseline data;
 - Input to formal publications based on results of research (e.g. OFATs);
 - Practice notes or case studies on different approaches to stakeholder engagement including active capacity building through participation in project activities;
 - Case studies on factors which have acted as drivers or barriers to project implementation and to adoption of new technologies (e.g. incentives, markets);
 - Guidelines and manuals being produced as project deliverables;
 - Factsheets on project intervention adapted for different audiences and including technical specifications, costing, and where possible information on economic returns;
 - Articles and web updates on successful interventions including a straightforward explanation of the adaptation hypothesis (for popular media, CCCA, UNDP, funding and executing partners' websites).

C. Policy and Mainstreaming

125. Policy and mainstreaming has been the weakest area of project delivery to date, in part as efforts in this area were often intended to follow generation of lessons from field experience. Projects have worked in a policy context including testing of a financing mechanism for already-identified responsive measures in CIPs (NCDD-S) and research into practical solutions for issue identified through a vulnerability analysis at the sectoral level (FiA).
126. In the longer term, the LGCC approach offers a potentially winning combination of awareness building and training at commune, district and provincial levels and financial support that can be expected to influence more comprehensive integration of climate responsive measures into CIPs and CDPs. The relatively short CIP and CDP cycles provide an opportunity for ongoing improvements and reorientation of measures according to emerging needs.
127. There is need for further exploration and learning about the role that evidence-based advocacy can play in integrating responsive measures into spatial and sectoral planning and climate proofing of large-scale investments.

3.3. Recommendations for the CARP Project

Recommendation 1: Joint CARP/LDCF Reporting

128. The CCCA activities and associated finance form an integral part of all four outcomes of the LDCF project, with the CCCA contribution exceeding the GEF contribution for three results. Substantial contributions to these results are expected through the CCCA demonstration activities in two of the four provinces covered by the LDCF project. However in view of the separate contracting arrangements, the technical reporting for each of the projects has been largely parallel and concern was expressed in the mid-term review about the (hypothetical) risk of duplicated or fragmented reporting.

129. It is recommended that progress reporting be expanded or otherwise revised to better illustrate the programmatic complementarities of the two projects rather than (as at present) the separate accountability. Specifically reporting should provide CCCA, LDCF and national stakeholders with a comprehensive overview of project activities and of the complementarities between the two projects. The LDCF project framework is more comprehensive than the CCCA project and clearly indicates how CCCA activities will contribute to and complement its outcomes. The GEF PIR (Project implementation review) format is suggested as a suitable framework for demonstrating the overall delivery of the project and reporting against outcomes.

Recommendation 2. Reframing Policy Interventions

130. The main activity in 2012 under CARP Result 1 has been to develop a series of land use maps including identification of 'hot spot' locations in the six communes selected for field interventions. CIPs and CDPs have been reviewed. These activities are expected to feed into the two tangible outputs mentioned in the CARP workplan (1.1. Development of land use planning guide by integrating climate change consideration for coastal area 1.2. Climate change considerations integrated into Commune Development Plans in targeted areas).
131. While the outputs under Outcome 1 are expected to contribute to improved local level planning, these are not alone sufficient to inform planning at the more strategic level required to manage or accommodate climate risks in a vulnerable coastal area. This strategic perspective is necessary since today's decisions regarding infrastructure, land use change and other investments in coastal areas will have significant implications in determining the longer term need for and cost of coastal defences.
132. The governance framework for coastal management in Cambodia changed significantly in 2012 with new institutional arrangements at national level established under the Royal Decree in the Establishment of a National Committee for the Management and Development of Cambodian Coastal Areas (No. 97 Ch.L of 20 February 2012). Subsequent instructions to Provinces include basic planning guidelines (e.g. setbacks) the establishment of permanent Coastal Management and Development Committees at the Province level.
133. It is recommended that the project team should provide an update to the project Steering Committee on how it will use the opportunity presented by the revised governance framework to advance its policy outcomes (CARP Outcome 1, LDCF Outcome 1).

Recommendation 3. Follow Up of Demonstration Activities

134. Activities under result 2 have been to conduct a series of assessments of the coastal area leading to the identification, selection and definition of six demonstration projects that will be implemented from April 2013. The project identification included a parallel process of consultations with communities and detailed discussions with partner agencies (including a basic capacity assessment). The resulting implementation plans, particularly for activities 1-4, are well founded and can be expected to deliver significant results in terms of improved livelihoods. However some activities (notably Activity 4 related to livestock) will extend beyond the project period.
135. Experience from the CCCA grantee projects has shown that 15 months is generally an insufficient period to demonstrate the benefits of livelihood interventions on a year round basis and to determine whether interventions prove appropriate and viable. The extended time timeframe of the LDCF project which currently runs to the mid- 2015 will allow for an additional 12 months of follow up for activities established according to the timeframes set out in the implementation plans for the demonstration projects.
136. It is recommended that the Project Steering Committee support and facilitate ongoing support to the projects through the LDCF project to allow longer term results and impacts to be documented.

Recommendation 4. Knowledge Base

137. The CCCA technical reports produced in 2012 represent a rich information base on the vulnerability, coping strategies and short and long term adaptation responses in coastal areas. The reports are oriented towards identification and definition of the demonstration activities and are not designed for a public audience. Reports are in English with summaries available in Khmer.
138. It is suggested the results of the assessments be summarised into two or more documents providing i) a general profile of issues and options related to livelihoods in coastal areas and ii) a profile of vulnerability and coping mechanisms for the selected communities that can serve as a model or guide for future such assessments.

Annexes

Annex 1. Terms of Reference

Annex 2. Evaluation Timeline

Annex 3. List of interviewees

Annex 4. List of documents reviewed or consulted

Annex 5. Summary of Questionnaire results

Annex 6. Individual summaries for grantee projects (2-3 pages)

Annex 1. Terms of Reference: CCCA Grants Review

Post Title:	International Consultant for Review of Grants
Project title	Cambodia Climate Change Alliance (CCCA)
Project no	00073625
Post Level	International Consultant
Duty station	Phnom Penh, with travels to Project Sites
Duration	25 working days in March 2012

1. Introduction

The Cambodia Climate Change Alliance (CCCA) is an initiative led by the Ministry of Environment and supported by the European Union, Denmark, Sweden and UNDP. Its overall objective is to strengthen the capacity of the National Climate Change Committee (NCCC) to fulfil its mandate to address climate change and to enable line ministries and NGOs to implement priority climate change actions.

CCCA operates a Trust Fund, providing a single engagement point for both donors and organizations interested in submitting project proposals. Eight pilot projects implemented by line ministries' departments, local governments and NGOs have been selected through a call for proposals in 2011 (budgets between 150,000 and 300,000 USD). These pilot projects will be completed in the second quarter of 2013. The Trust Fund also supports a larger, 30-month coastal adaptation and resilience planning project, implemented by an international NGO, which is scheduled for completion in March 2014 (budget: 2.2 MUSD).

CCCA is now looking to hire a qualified and experienced evaluation consultant to lead a review of these 9 ongoing grants (final review for the 8 pilot projects, and mid-term review for the larger grant). The overall objectives of the review are as follows:

- To review and assess the overall progress of the funded projects to date. In the case of the coastal zone grant, provide recommendations on any changes in approach that may be required to achieve the project's objectives;
- To identify lessons learnt for the CCCA Trust Fund in relation to the design, implementation, monitoring and management of the CCCA grants;
- Identify lessons learnt from projects, with potential for replication or inclusion in national or sectoral Climate Change policies.

2. Specific objectives of the Review

The expected outcome of the grant component of the CCCA programme is to strengthen capacity of Government agencies and NGOs/CSOs for developing and implementing Climate Change response initiatives in line with agreed national Climate Change priorities, independently or in partnership, through access to new financial and technical resources.

The specific objectives of the review are as follows:

- To review and assess the overall development progress to date in the implementation of funded projects, including, as relevant:
 - Capacity development of grantees and their partners;
 - Development of the adaptive capacity of target communities to adapt to climate change impacts;
 - Integration of adaptation activities into local development planning, in a way that is consistent with decentralization reform (where relevant);
 - Generation of lessons learnt and sharing of this information with the CCCA programme;

- Review the extent to which the planned project activities can lead to programme outputs/outcomes by project completion and, in the case of the coastal zone component, suggest adjustments if required;
- Review and assess the adequacy of the budget and expenditures to date, and provide recommendation going forward;
- To identify lessons learnt for the CCCA Trust Fund in relation to the design, implementation, monitoring and management of the CCCA grants. This includes providing recommendations to improve capacity development support to the grantees and promote knowledge-sharing;
- Identify lessons learned (including unsuccessful practices), and any best practices which should be fed into national or sectoral policies or have shown significant potential for replication.

3. Scope and criteria of the Review

The Review will focus on the following scope of work:

Geographic areas and timeframe:

- **Geographic areas:** 27 districts of 12 provinces of Cambodia (sample project sites, ensuring coverage of all projects and key areas/climate risks)
- **Timeframe of the Programme Review:** Estimated 25 working days in March 2013, for a two-person team (one international, one national consultant)

Review Criteria

- **Relevance:** to review and assess the relevance of the funded projects' strategies and implementation arrangement, in the context of the CCCA programme and national priorities for Climate Change response.
 - To what extent are the objectives of the projects still valid and aligned with national priorities for Climate Change response?
 - Are the activities and outputs of grantees consistent with the overall objectives and goals of the CCCA programme?
- **Effectiveness:** to assess how effective CCCA grant projects are in achieving their objectives (outputs and outcomes), using their logical framework as a basis for review of the past year of implementation.
 - To what extent were the projects' objectives achieved / are likely to be achieved by the end of the projects?
 - What were the major factors influencing the achievement or non-achievement of the objectives?
- **Efficiency:** the Review team will compare the benefits both social and economic from the CCCA projects with the budget to assess how efficient the project is. The team will provide practical recommendations regarding how to improve the efficiency, as required.
 - Were activities cost-efficient?
 - Were outputs achieved on time?
 - Were projects implemented in the most efficient way compared to alternatives?
- **Impacts:** CCCA aims to strengthen national capacities (Government and NGOs) for climate change adaptation. It should be noted that it takes significant time to improve or build adaptive capacity; therefore, the team should analyse both how adaptive capacity has been developed and how project activities contribute to future strengthening of adaptive capacities.

- What were the impacts to date of the CCCA-funded projects on adaptive capacities of target beneficiaries?
- What were the changes in the livelihood/behaviour of the local communities contributing to better adaptive capacity?
- How many people have benefitted from the projects' impacts?
- **Sustainability:** The review will assess how field activities of grantees contribute to sustainability by engaging appropriate Government, non-Government and community level stakeholders.
 - To what extent are the benefits of CCCA projects likely to continue after project activities end?
 - What were the major factors which influenced the achievement or non-achievement of sustainability?

4. Products expected from the Programme Review

During the course of work, the review team will be required to produce the following:

- A detailed review methodology, including timelines;
- A presentation of preliminary findings by the consultant to CCCA's project partners and other stakeholders for comments;
- A draft version of the review report, within one week of completion of the field work. The CCCA team will have 15 days to compile and send comments from concerned stakeholders;
- A final review report, addressing consolidated findings and recommendations, to be submitted within one week of receipt of the consolidated comments on the draft report

5. Time Frame for the review

The following estimated timeframe is provided as guidance (indicative) for applicants:

Activity or product	Estimated Working Days
Detailed programme review methodology	1
Briefing meetings with UNDP and MoE	1
Desk review of project documents and progress reports	4
Field work	14
Debriefing meeting/Presentation of preliminary findings	1
Draft review report	3
Comments/feedback from concerned stakeholders	-
Final review report	1
Total	25

In addition, a national consultant will be recruited to work with the international team leader for the duration of the assignment. The proposed methodology should take this into account (estimated total of 50 working days for national and international consultants).

6. Payment Milestones

The payment of the consultants will be made upon the delivery of the agreed outputs:

- 1st payment: 20% upon submission of an inception report detailing the review methodology;
- 2nd payment: 40% upon presentation of preliminary findings and submission of the draft review report; and
- Final payment: 40% upon submission and acceptance by the CCCA Trust Fund Secretariat of the final review report.

7. Methodology or Implementation arrangement

The international consultant / team leader will propose a review methodology in the proposal. At the beginning of the assignment, the detailed and final methodology shall be worked out in close consultation with the CCCA Trust Fund Secretariat. In particular, the schedule and focus of field work shall be defined at this stage. Three distinct field trips will likely be required, respectively to the South-East, South-West and North-East of the country.

The methodology should include sampling methods for selecting beneficiaries at the local level, and methods for assessing results stated in the results frameworks. Recommended methods include (non-exhaustive):

- ✓ Desk reviews,
- ✓ Interviews with CCCA team,
- ✓ Interviews with UNDP,
- ✓ Interviews with grantees,
- ✓ Field visits to project sites,
- ✓ Key informant interviews in particular at local level, and
- ✓ Interviews and focus groups discussions with beneficiaries.

8. Review Team

The Review Team will consist of the following members:

- 1) International Consultant (Team Leader);
- 2) National Consultant

Two Consultants, one International and one National Consultant will be responsible for conducting and reporting on the review, under the guidance of and reporting to CCCA Trust Fund Secretariat.

The International Consultant: will be designated as Team Leader and will retain overall responsibilities for designing the review framework, leading the review team, collecting and analyzing data, and delivering the review report and other products as stated above.

Requirement/Qualifications

International Consultant

Education	Minimum of a master's degree or equivalent in natural resource management, environment, development studies or related field demonstrably relevant to the position.
Experience	<ul style="list-style-type: none"> - At least 5 years of experience in conducting monitoring and programme review or evaluation of development projects in the field of climate change, agriculture, forestry, fisheries, rural development or related field - Good experience in data collection, analysis and evaluation report writing - Good experience in project and programme management, as well

	<p>as capacity development</p> <ul style="list-style-type: none"> - Demonstrated knowledge of climate change adaptation approaches and related monitoring and evaluation tools. Knowledge of community-based approaches will be an asset. - Prior experience in Cambodia or South-East Asia will be an asset - Previous work experience with UNDP will be an asset
Competencies	<ul style="list-style-type: none"> - Strong technical background and proven competency in environmental management, climate change adaptation, rural development or related areas - Excellent evaluation skills, including capacity to produce high quality and constructive reports - Excellent English report writing skills - Demonstrated analytical skills, ability to assess complex situations, to succinctly and clearly distill critical issues, and to draw practical conclusions - Demonstrated ability to work with developing country government agencies and NGOs. - Experience leading multi-disciplinary, multi-national teams. Ability to meet short deadlines. - Excellent interpersonal, coordination and planning skills. Sense of diplomacy and tact. - Ability and willingness to travel to provincial areas. - Computer literate (MS Office package).
Language Requirement	<ul style="list-style-type: none"> - English, working knowledge of Khmer is an asset

9. Implementation Arrangements

The CCCA Trust Fund Secretariat team will work closely with the review team to facilitate the process, including providing relevant documents related to the CCCA-funded projects for desk review, identifying stakeholders and sources of information, assisting in organizing meetings with stakeholders, assisting in arranging field visits and assisting to resolve any issues arising during the assignment period to the extent possible.

10. Criteria for Proposal Review

Please find below for transparency and information purposes the general criteria, which will be used in evaluating the acceptability and level of technical compliance of the candidates, as well as their corresponding weight.

Evaluation Criteria	Obtainable Score
Technical Expertise in the fields listed in TORs	45 points
Relevance and quality of M&E experience	45 points
Relevant country, regional and/or UNDP experience	10 points
Total score	100 points

This TOR is approved by:

Tin Ponlok, Head of CCCA Trust Fund Secretariat

Date: 21 December 2012

Annex 2. Evaluation Matrix

(Based on Evaluation Terms of Reference with expanded learning questions in italics)

Criteria	Performance questions	Learning-questions	Sources of Data
Relevance	- To what extent are the objectives of the projects still valid and aligned with national priorities for Climate Change response?		Project documents (justification, rationale) Interviews with grantees Interviews with TFS
	- Are the activities and outputs of grantees consistent with the overall objectives and goals of the CCCA programme?	<ul style="list-style-type: none"> - <i>Are activities relevant and appropriate at the project implementation level (e.g. commune level)</i> - <i>Have the needs of different groups (e.g. gender needs, vulnerable groups) been taken into consideration</i> 	CCCA Documentation Project documentation (Quarterly reports) Interviews with grantees Interviews with TFS
Effectiveness	- To what extent were the projects' objectives achieved / are likely to be achieved by the end of the projects?		Project documentation (Quarterly reports) Interviews with grantees Field visits
		- What were the major factors influencing the achievement or non-achievement of the objectives? <i>(including project design, grantee preparedness, TFS backstopping and support, stakeholder engagement, and implementation issues)</i>	Project documentation (Quarterly reports) Interviews with grantees Questionnaire to grantees Interviews with partners and beneficiaries Field visits Interviews with TFS
Efficiency	- Were activities cost-efficient?	- <i>What processes have added value at the TFS and individual project level (catalytic effects – leading into sustainability and replication)</i>	Interviews with TFS Interviews with grantees
	- Were outputs achieved on time?	- <i>What were the major factors influencing timeliness</i>	Project documentation (Quarterly reports, extensions) Interviews with grantees

		Were projects implemented in the most efficient way compared to alternatives?	Interviews with grantees Interviews with partners Field visits
Impacts (Outcomes)	- What have been the impacts to date of the CCCA-funded projects on adaptive capacities of target beneficiaries?		Project documentation Interviews with grantees Interviews with beneficiaries Field visits
	- What changes in the livelihood/behaviour of the local communities have contributed to better adaptive capacity?		Project documentation Interviews with grantees Interviews with beneficiaries Field visits
	- How many people have benefitted from the projects' impacts?		Project documentation Interviews with grantees Interviews with beneficiaries Field visits
Sustainability	- To what extent are the benefits of CCCA projects likely to continue after project activities end?		Interviews with grantees Interviews with beneficiaries Field visits
		- What were the major factors which influenced the achievement or non-achievement of sustainability? (e.g. <i>has the project been able to catalyse meaningful participation, ownership and commitment, changes in behaviour, enabling conditions</i>)	Interviews with grantees Interviews with beneficiaries Field visits

Annex 3. Review Timeline

Date	Time	Project Sites	Grantees	Agenda
11-15 Mar		Phnom Penh		<ul style="list-style-type: none"> • Briefings by CCD, CCCA TFS • Meetings with UNDP & SIDA • Meetings with Grantees (all except Provincial Hall of Preah Sihanouk Ville) • Preparation of Inception Report
18- Mar	AM	Boeng Snae Lake, Prey Veng Province	WOMEN	Coordinated by Mr Ouk Oeun, Project Manager <ul style="list-style-type: none"> • Met Community Fishery (3 members) & Forestry (3 members) + Commune Council Leader and Deputy Leader • Visited the flooded forest trees planting
	PM	Prey Veng		Coordinated by Mr Ouk Oeun, Project Manager <ul style="list-style-type: none"> • Met PDAFF, PDOWRAM, PDOWA, PDOE, PFIa
19- Mar	AM	Poth Reang Distirct , Prey Veng	RUA- CSUK	Coordinated by Mr Kim Soben (RUA) & Pin Tara (CSUK) <ul style="list-style-type: none"> • Visited Grass OFATs and farmer cooperators • Visited Weather station and data recorder
	PM	CSUK, Kamchay Mear, Prey Veng Baphnom, Prey Veng <i>Return to Phnom Penh</i>		Coordinated by Mr Kim Soben (RUA) & Pin Tara (CSUK) <ul style="list-style-type: none"> • Met OFAT farmers (Rice-Peanut & manioc and CC responsive Rice and interested farmers • Visited rice-peanut OFAT • Visited Grass OFATs and farmer cooperators
20- Mar	AM	Bati District, Takeo	NCDD	Coordinated by Mr Phoum Phal, provincial staff in charge of LGCC <ul style="list-style-type: none"> • Visited Community canal in Thnot Commune + targeted villagers, commune council leader • Visited Community Pond in Loumpong Commune • Met members of the Commune Councils, Commune Leader
	PM	<i>Return to Phnom Penh</i>		
21 - Mar		Phnom Penh	DHI / CCU	<ul style="list-style-type: none"> • Meeting with CARP Team
22- Mar		Phnom Penh		<ul style="list-style-type: none"> • Meetings with CCCA TFS • Meeting with EC Delegation • Mailing of Questionnaire to Grantees

24-Mar		<i>Travel to Ratanakiri</i>		
25-Mar	AM		CEDAC+ PDOA	Coordinated by Cheav Sopheak , Project Coordinator, CEDAC <ul style="list-style-type: none"> • Met Cha Oung commune council members • Visited family gardening in 2 villages
	PM	<i>Depart Ratanakiri</i>		<ul style="list-style-type: none"> • Met PDOA, PDOWRAM, PDOE, PDOWA
26-Mar	AM	<i>Onward travel to Kampong Thom Province</i> Boeung Talek, Prasat Balang District, Kampong Thom Province	CPA/MoE	Coordinated by Mr Kim Sarin (MoE), Project Coordinator <ul style="list-style-type: none"> • Met Members of the Community Natural Resources Protection Committees • Visited Talek Dam / water gate • Met PDOA, PDOWRAM, PDOE • Visited 2 Family Gardens in Talek Village, Choam Mrech Commune, Prasat Ballang District
	PM	<i>Departed to Kampong Thom Town</i>		
27-Mar	AM	Srok Santouk Meeting Room, Kampong Thom Province	FoA-MAFF	Coordinated by Mr Long Rotanakoma, Project Director <ul style="list-style-type: none"> • Forest Sharing Meeting with national, provincial and local stakeholders
	PM	Santouk District to Kbal Bey Village <i>Travel to Siem Reap Province</i>		Coordinated by Mr Long Rotanakoma, Project Director and Mr Tong Kunthea <ul style="list-style-type: none"> • Visited Bio-digester and family gardens in Kbal Bey Village
28-Mar	AM	Puok District, Siem Reap Province	FiA	Coordinated by Ms Kao Sochivi (Project Coordinator), <ul style="list-style-type: none"> • Met Ms Kao Sochivi, Mr Mith Samonn (WorldFish Center) and Mr Chin Da (Project Coordinator) and the farmer (research cooperater) • Visited farmer's CC-response hatchery station and aquaculture in PKok Thmey Village, Puok District
	PM	<i>Return to Phnom Penh</i>		
31-Mar		<i>Travel to Koh Kong</i>		

1-Apr	AM	Provincial Dep. of Environment, Koh Kong Province	DHI/CCU (CARP)	Coordinated by Mr Sreng Sophal, Deputy Project Coordinator
	PM	Tuol Kokir , Mondul Seima District Peam Krasaob Mangrove		<ul style="list-style-type: none"> Met the Provincial Technical Working Group Visited natural pond where rainwater can be collected for safe drinking water in Tuol Kokir and met the Commune Leader and 3 selected farmers for OFT Visited Peam Krasaob mangrove, targeted area, and adjacent wildlife sanctuary
2-Apr	AM	<i>Travel to Sihanouk Ville</i>	DHI/CCU	Coordinated by Mr Sreng Sophal, Deputy Project Coordinator
	PM	Provincial Hall of Preah Sihanouk Ville		
3-Apr	AM	Provincial Hall of Preah Sihanouk Ville PDOWRAM PDOE Tomnop Rolok	Provincial Hall	Coordinated by Mr Prak Visal, Project Manager
	PM	Prey Nob District <i>Travel to Phnom Penh</i>	DHI/CCU (CARP)	Coordinated by Mr Sreng Sophal, Deputy Project Coordinator
4- Apr		Phnom Penh		<ul style="list-style-type: none"> Meetings with CCCA TFS
5- Apr		Phnom Penh		<ul style="list-style-type: none"> Meetings with CCCA TFS
8 April		Phnom Penh		<ul style="list-style-type: none"> Meetings with Grantee Partners: RECOFTC, UN Habitat
9- Apr		Phnom Penh		<ul style="list-style-type: none"> Debriefing with CCD /CCCA TFS
10-Apr		Phnom Penh		<ul style="list-style-type: none"> Presentation to development partners

Annex 4. List of Interviewees

No.	Name	Position	Institution
1.	Ms Keo Kalyan	Programme Analyst	UNDP
2.	Mr Julien Chevillard	TF Administrator	UNDP
3.	Mr Tin Ponlok	CCCA-TF Director	CCD-MoE
4.	Mr Long Rotanakoma	Project Director	FoA-MAFF
5.	Mr Sam Vitou	Program Director Local Development Program	CEDAC
6.	Mr Cheav Sopheak	Project Coordinator	CEDAC
7.	Mr Him Houen	Program Officer	CEDAC
8.	Mr Kong Chanthan	Chief of General Technical Support Office; Project Coordinator	NCDD, Ministry of Interior
9.	Mr Kosal Sar	National Technical Specialist/LGCC Project	UNCDF
10.	Mr Ouk Navann	Project Manager	RCPAD- MOE
11.	Mr Kim Soben	Head of Centre, Agricultural and Environmental Studies Project Coordinator	RUA
12.	Ms Kao Sochivi	Deputy Director General Project Director/ Coordinator	FIA-MAFF
13.	Mr Ouk Oeurn	Project Manager	WOMEN
14.	Mr Kong Udom	Project Advisor	WOMEN
15.	Mr Ouk Oeurn	Project Manager	CCCA Project
16.	Mr Jens Erik Lyngby	Senior Technical Adviser	DHI
17.	Mr H.E. Vann Monyneath	National Project Coordinator, Coastal Coordination Unit (CCU)	General Department of Technical Affairs, MoE
18.	Mr Meas Rithy	Deputy Project Coordinator	CCU / MoE
19.	Mr Sreng Sophal	Deputy Project Coordinator	CCU / MoE
20.	Ms Dor Soma	Program Officer	SIDA
21.	Mr Koen Everaert	Attache', Natural Resources Management - Climate Change	Delegation of the EU
22.	Mr El Chuon	Information Management Officer	CCCA-TF Secretariat
23.	Mr Men Marina	Grant Management Officer	CCCA-TF Secretariat
24.	Mr Yem Sokha	M&E Officer	CCCA-TF Secretariat
25.	Mr Emanuele Cuccillato	M&E Adviser	CCCA-TF Secretariat
26.	Ms Net Baroda	National M&E Officer	CCCA-TF Secretariat
27.	Mr Ros Kheng	Financial Management Specialist	CCCA-TF Secretariat
28.	Ms Hou Kalyan	Training Coordinator	RECOFPT Country Programme
29.	Mr Sok Vanna	Program Manager for Cambodia	UN Habitat

Persons met during field visits

WOMEN Project at Boeung Sneih, Ba Phnom District, Prey Veng Province

Focus Group Meeting Coordinated by Mr Ouk Oeun (Project Manager)

Participants	No.	Institutions
Provincial Staff	2	WOMEN
Member	2	Natural resources management Community
Leader	1	Samrong Commune Council
Deputy Leader	2	FiC Prey Kandieng
Leader	1	FiC Toap Sdech
Deputy Leader	1	FiC & FoC, Damrey Puon
Commune Leader	1	Theay Commune
Commune Leader	1	Prey Kandieng
Focus Group Meeting with the provincial departments		
PDOA		
PDOE		
PDOWA		
PDOWRAM		
PFiA		

RUA-CSUK Project in Peareang District, Prey Veng Province

Coordinated by Mr Kim Soben (RUA) and Mr Pin Tara (CSUK)

Participants	No.	Participated Activities
Individual meeting in Peam Ampil Village, Reab Commune		
Demo-farmer	1	Forage crop planting
Focus Group Meeting in Veyvet Village, Reab Commune		
Demo-farmer	2	Forage crop planting
Demo-woman farmer	1	Forage crop + rice varieties
Demo-woman farmer	3	Rice planting
Demo-farmer	3	Rice planting
Individual meeting in Veyvet Village, Reab Commune		
Primary school teacher (F)	1	Weather recording
Kamchay Mear District, Prey Veng Province		
Focus Group Meeting with demo-farmer, Peanut & cassava trial		
Demo-Farmer	1	Prohear/Smaung Tbong
Demo-Farmer	1	Preoksa II/ Smaung Tbong
Demo-Farmer	1	Cheach / Cheach
Demo-Farmer	1	Preoksa I/ Smaung Tbong
Demo-Farmer	1	Andong S'at/Krabao
Demo-Farmer	1	O Kantuy/ Smaung Tbong
Ba Phnom District, Prey Veng Province		
Focus Group Meeting		
Demo-Farmer	5	Forage crop
Mr Prom Sophat		District agricultural officer

NCDD-S Project in Bati District, Takeo Province

Coordinated by Mr Phoum Phal (LGCC Officer, Takeo Province)

Participants	No.	Village/commune
Focus Group Meeting 1 in Thnot Commune		
Farmers	10	Prey Ngoub /Thnot
Commune council members	4	Thnot & Prey Ngoub /Thnot
Commune authority	1	Thnot /Thnot
Focus Group Meeting 2 in Loumpong Commune		
Commune council members	4	Loumpong
Commune Leader	1	Loumpong
Commune Authority Secretary	1	Loumpong
Chief Office	1	Loumpong

CEDAC Project in O'Choum District, Ratanakiri Province

Coordinated by Mr Cheav Sopheak (Project Coordinator, CEDAC)

Participants	No.	Village/commune
<u>Focus Group Meeting with the Commune Leader and farmers in Cha'ong Commune</u>		
Demo-Farmers	2	
Commune leader	1	
Commune council members	3	
<u>Met individual Demo-farmer, CC capacity building through Home Garden:</u>		
Demo- farmers	3	Kuoy Toum/Cha'Ong
Demo- farmer	1	La'Oern Kren/O'Choum
<u>Focus Group Meeting with the staff from provincial departments (PDOA)</u>		
Participants	Position	
Mr You La	Director, PDOWRAM	
Mr Tun Sovanny	Vice-chief, Env. Office	
Mr Soy Sona	Director, PDOA	
Ms Kang Nea	Deputy Director, PDOWA	
Mr Sem Roeun	Deputy Director, PDOA	
Mr Nget Theara	Deputy Director, PDOA	

RCPAD Project in Choam Mrech District, Kampong Thom Province

Coordinated by Mr Kim Sarin (Project Coordinator)

Participants	No.	Provinces
<u>Focus Group Meeting with the:</u>		
Protected Area Communities (leaders and a few members)		Kampong Thom, Siem Reap and Preah Vihear
Village Leader	1	Taloek Village
Farmers	5	
Directors of district & provincial departments	4	
National protected area staff, MoE	2	
<u>Meeting with individual Demo-farmers: CC capacity building through Agro-forestry Home Garden</u>		
Demo-farmer	2	Taloek Village
<u>Focus Group Meeting with the:</u>		
PDOE, PDOA, PDOWRAM, PFoA		

FoA Project in Santouk District, Kampong Thom Province

Coordinated by Mr Long Ratanakoma (Project Director, FoA)

<u>Focus Group Meeting with the participants of the Sharing Workshop:</u>		
Participants		
Deputy Provincial Governor (F)		
Forest Communities		
Women and men farmers		
Commune & Village Leaders		
Some staff from FoA, MAFF		
Project working group (Directors of PDOA, PFoA, PDOE)		
Representatives from CDAC, RECOFT, Mlub Baitong & Buddhism for Development		
<u>Meeting with Demo-farmers: CC capacity building through Bio-digester & Home Garden</u>		
4 individual Demo-farmers at 7 January Dam		

FiA Project in Puork District, Siem Reap Province

Coordinated by Ms Kao Sochivi (Project Director, FiA)

No.	Participants	Position	Village/commune
1.	Demo-fisherman, Say Son	Fish-seed Leader	Kok Thmey/Kok Thmey
2.	Technical Staff from FiA		
3.	Technical Staff from WorldFish Center		
4.	Project technical facilitator	Subcontractor	

CARP in Koh Kong and Preah Sihanouk Ville Province

Coordinated by Mr Sreng Sophal (Project Coordinator, MoE)

Participants
<u>Focus Group Meeting with the Technical Working Group in Koh Kong Province</u>
Deputy Director of PDOA, PDOWRAM, PDOE, PDOWA, PDORD, PDOLUPUC, PDOT
Director of Wildlife Sanctuary
Project Coordinator, MoE
Commune Leaders of Peam Krasaub, Tuol Koky
Bio-safety Chief
Director of Coastal Resources Center
<u>Focus group meeting with:</u>
Tuol Koky Commune Leader
3 demo-farmers
Deputy Director of PDOE
<u>Meeting with individual Demo-farmer:</u>
Husband and wife of a farmer family
<u>Focus group meeting with Technical Working Group in Preah Sihanouk Ville:</u>
Deputy Director, Provincial Hall Cabinet
Provincial Director of Investment
Director of Coastal Resources Center
Deputy Director, PDOE, PFI, Director of PDOLUPUC, Director of PDOWRAM
Commune Leaders of Prey Nub, Oya Heng, Teok Lo'ok, Teok Thla communes
Project Coordinator, MoE
<u>Meeting with individual Demo-farmer:</u>
Commune Leader, Prey Nub, Preah Sihanouk Ville

Provincial Hall Project in Preah Sihanouk Ville Province

Coordinated by Mr Prak Visal, Deputy Director of Administration Division (Project Coordinator)

Participants
<u>Focus Group Meeting with the Technical Working Group</u>
Deputy Director of PDOA
PDOWRAM
PDOE
PDOWA
PDOT
PDOLUPUC
Technical Project Assistant

Annex 4. List of documents reviewed or consulted

Project Definition

Original and revised CCCA project documents

Grantees' project documents

DHI. *Coastal Adaptation and Resilience Planning Component*. Technical Proposal. June 2011

GEF Project document. *Vulnerability Assessment and Adaptation Programme for Climate Change within the Coastal Zone of Cambodia Considering Livelihood Improvement and Ecosystems*. PMS: 3890.

Legal agreements between UNDP and Grantees

Progress Reporting – CCCA

CCCA Annual Report, 2012

CCCA Quarterly Reports.

John Carter & Try Thuon, 2012. Mid-term Review, May 2012.

Progress reporting scorecard

Expenditure records

Progress Reporting – Grantees & DHI

Quarterly Progress reports (Pilot Projects and CARP) covering the period to December 2012.

Project Extension documentation including justifications

Selected Technical Outputs

CARP, 2012. *Review of the vulnerability of existing agricultural practises*. July 2012

CARP, 2012. *Assessment of Coping Strategies*, October 2012

CARP, 2012. *Assessment of Vulnerability and Risks of Community Livelihoods*. October 2012

CARP, 2012. *Analysis of Economic and Social Costs & Benefits of options for modified agricultural practises that are less vulnerable to impacts of climate variability and climate change*. November 2012.

CARP, 2012. *Assessment of implementation capacity of demonstration activities*, October 2012.

CARP, 2012. *Assessment of training needs and implementation of training in FWUCs with regards to climate risk management*. December 2012.

CARP, 2013. *Detailed Implementation Plan for Demonstration Activities at the Coast*. March 2013.

RUA & CSUK, 2012. *Impact of climate change variability and adaptation on agricultural sector in Prey Veng Province*

RUA & CSUK, 2012. *Review of climate modelling and climate change adaptation in Cambodia-*

Outreach and Promotional Outputs

Ministry of Environment CCCA project website www.camclimate.org.kh

CCCA Press Releases and Stories from the Field

Other Reports

Royal Government of Cambodia. 2006. *National Adaptation Programme of Action on Climate Change (NAPA)*. Ministry of Environment, October 2006.

Annex 5. Questionnaire to Grant Recipients

Dear Grant Recipients,

As part of our ongoing review of the CCCA grants we would be grateful if you could complete a following short questionnaire designed to gather systematic information on two important questions for the review. Your experience can help strengthen the grant facility in the future.

The questionnaire is organised in two parts.

Part 1 looks at the support provided by the Trust Fund Secretariat, from the grantees' perspective.

Part 2 looks how grant recipients' capacity has increased as a result of participation in the CCCA.

Most of the questions presented are multiple-choice and the questionnaire should not take more than 15 minutes to complete.

Please send completed questionnaire ... by Friday 29 March.

Thank you very much for your time.

Part I. Operation of the Trust Fund Mechanism

Question 1. Please rate your satisfaction with the services or processes of the CCCA Trust Fund. Your reflections on your experience will help improve the work of the Trust Fund Secretariat in any future calls for proposals.

Please underline or highlight the most appropriate response

1. Guidance for submission of concept notes	Needs improvement	Adequate	Good	Excellent
2. Orientation workshop	Needs improvement	Adequate	Good	Excellent
3. Guidance for submission of project documents	Needs improvement	Adequate	Good	Excellent
4. Guidance on financial reporting	Needs improvement	Adequate	Good	Excellent
5. Guidance on technical reporting	Needs improvement	Adequate	Good	Excellent
6. Guidance on monitoring and evaluation	Needs improvement	Adequate	Good	Excellent
7. Guidance and support on communications	Needs improvement	Adequate	Good	Excellent
8. Feedback on quarterly reports	Needs improvement	Adequate	Good	Excellent
9. Funding disbursements	Needs improvement	Adequate	Good	Excellent
10. Sharing of experience between grantees	Needs improvement	Adequate	Good	Excellent
11. Process for requesting project extension	Needs improvement	Adequate	Good	Excellent

Question 2. Please comment on the following:

12. Was the length of the project ...	Too short	About right	Too long
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13. Was the amount of funding for project management /operations and oversight ...	Too little	About right	Too much
14. Was the amount of funding for project capacity building activities (services) ...	Too little	About right	Too much
15. Was the amount of funding for project activities on the ground ...	Too little	About right	Too much

Please add any comments: (e.g. do you have specific suggestions about how Trust Fund Secretariat services could be improved or strengthened)

Part II. Organisational Capacity Related to Climate Change

Question 1. Please rate the extent to which you consider your capacity as grantee has increased in the following areas as a result of your participation in the CCCA initiative.

Please underline or highlight the most appropriate response

Technical Know How				
1. Understanding of climate change and climate variability	No change in understanding	Slight increase	Medium increase	Significant increase
2. Awareness of adaptation opportunities	No change in awareness	Slight increase	Medium increase	Significant increase
3. Ability to identify appropriate adaptation solutions	No change in ability	Slight increase	Medium increase	Significant increase
4. Ability to apply appropriate adaptation solutions	No change in ability	Slight increase	Medium increase	Significant increase
Building Alliances				
5. Awareness of other actors work on climate change adaptation	No change in awareness	Slight increase	Medium increase	Significant increase
6. Ability to build partnerships	No change in ability	Slight increase	Medium increase	Significant increase
7. Ability to engage with policy processes related to climate adaptation	No change in ability	Slight increase	Medium increase	Significant increase
8. Ability to influence planning and public sector investment related to climate change adaptation	No change in ability	Slight increase	Medium increase	Significant increase
Project Management Skills				
9. Project design	No change in skills	Slight increase	Medium increase	Significant increase
10. Project implementation	No change in skills	Slight increase	Medium increase	Significant increase
11. Project financial tracking and financial reporting	No change in skills	Slight increase	Medium increase	Significant increase
12. Project progress reporting	No change in skills	Slight increase	Medium increase	Significant increase
13. Project monitoring and evaluation	No change in skills	Slight increase	Medium increase	Significant increase

Please add any comments: (for example, are there other areas where your organisation's capacity has increased as a result of participation in the CCCA Trust Fund)

Question 2. Has participation in the CCCA led to any longer term changes in your organisation's policy, strategy or practices related to climate change?

Please underline or highlight the most appropriate response

1. Mainstreaming climate change adaptation activities into your organisation's planning processes (e.g. annual plan, strategic plan)	No change	Slight effect	Moderate effect	Significant effect
2. Mainstreaming climate change adaptation activities into your organisation's budget plan	No change	Slight effect	Moderate effect	Significant effect
3. Commitment to seeking additional funds to continue your activities on climate change adaptation	No change	Slight effect	Moderate effect	Significant effect
4. Consider climate change adaptation as a cross-cutting theme in your activities	No change	Slight effect	Moderate effect	Significant effect
5. Contribution to national policy development related to climate change adaptation	No change	Slight effect	Moderate effect	Significant effect

Please add any comments: (e.g. What are the main constraints you face in mainstreaming climate change adaptation into your organisation's activities?)

Thank you very much for your help

Annex 6. The Projects

Note: *The following summaries are not intended to give a comprehensive description of project delivery, which is addressed in project quarterly reports, CCCA Annual reports, and will be addressed in detail in the individual project evaluations and terminal reports. The summaries highlight findings from interviews with project stakeholders and field visits, which supplement information available in formal project reports.*

1. Together Addressing Climate Change Initiative - Prey Veng WOMEN (Women Organization for Modern Economy and Nursing)

Introduction

The **General Objective** of the TACCI-PV project is to build a multi-sectoral approach to climate change adaptation in Prey Veng Province involving Government and Community through strengthening capacity and coordination of sub-national authorities; enhancing National/sub-national relationships and dialogue; and enhancing all stakeholders' awareness, participation and management of natural resources and climate change adaptation processes.

The project has **three Specific Objectives**:

- 1) Strengthen capacity of Sub-National Authorities through stronger coordination mechanisms, training and study exchanges; and support for demonstrating CCA initiatives.
- 2) Strengthen relationships and policy dialogue between National and Sub-National authorities in CCA through involvement of Focal Points from key National Departments and Provincial Departments.
- 3) Strengthen community awareness about CCA through outreach and awareness activities, and support for mechanisms that promote community participation and management of natural resources and climate change adaptation processes.

The project is implemented by **WOMEN** (*Women Organization for Modern Economy and Nursing*), an established national NGO¹³ that has been involved in healthcare activities in Prey Veng Province since 1993 and has substantial experience in project delivery. WOMEN has worked closely with the Provincial Departments of Environment, Agriculture, Women's Affairs, and Water Resources and Meteorology, and with the Provincial Fisheries Administration.

Administrative Milestones

- ✓ The project agreement came into effect on 24 October 2011 and the project started promptly after the agreement was finalised, with an inception meeting on 7 October 2011. Funds were received in mid-November.
- ✓ The project was extended by two months in November 2012 to the end of February 2013. The quarterly reports describe and justify a number of relatively minor changes in strategy including with regard to working with stakeholders (e.g. establishment of a provincial working group instead of a committee, merging of lake and forest management groups) and in timing of some activities (later planting of wet season rice, later release of fingerlings to allow more time to engage more recalcitrant fishermen).
- ✓ The project budget was reported as fully expended (99.7%) by the end of February 2013. Expenditure records show only minimal variance from the original budget.

¹³ <http://www.womencambodia.org/>

- ✓ A mid-term review was undertaken in the last quarter of 2012, covering the period October 2011 to September 2012.
- ✓ A first draft of the final evaluation was submitted to the CCCA TFS in April 2013.

Relevance

- ✓ The project has used the theme of rehabilitation of the Boeung Snae lake as a vehicle to engage a wide range of stakeholders in issues of climate change adaptation and natural resource management. It is taking a long term approach to improving or securing livelihoods through better natural resource management in a context where livelihoods are increasingly affected by climate variability.
- ✓ The Lake is situated in Prey Veng Province that has been heavily affected by both flooding and drought. Prey Veng is identified in the NAPA as Cambodia's most vulnerable province to flood and second most vulnerable to drought.
- ✓ The issue of management of illegal fishing is a priority concern for the 23 villages surrounding the lake though also contentious since local fishermen have increasingly resorted to illegal techniques (e.g. use of inappropriate gears).

Effectiveness

- ✓ WOMEN has reported on delivery of most of the outputs anticipated in the project document. There has been a substantial level of community engagement and participation spanning 23 villages with over 17,000 recorded participants.
- ✓ The reviewers saw only limited evidence of the project interventions during the project visits since many of the activities had been completed (e.g. SRI trials, fish releases) and the project area is quite large. Project activities are very well-documented including through photographic evidence and video.
- ✓ There is some evidence of technical weaknesses (e.g. tree planting in the dry season associated with higher mortality than expected; it is not clear whether fish nurseries were successful).

Efficiency

- ✓ The project started promptly on signature of the agreement and has reported steady delivery throughout the project period. Factors which appear to have contributed to the efficient delivery of the project include:
 - WOMEN is well-established in the project area, with good knowledge of local conditions, and existing partnerships, though this area represented a shift from its longer term focus on healthcare.
 - WOMEN has broad set of contacts at national and regional level, including a high level supporter of the project (the Provincial Governor).
 - WOMEN has dedicated staff working in the project area with strong facilitation skills at local level.
 - The project mobilised community trainers and volunteers at the village level.
 - The project organised well-attended events around project milestones (such as harvest days) and calendar opportunities (such as World Environment Day) to maximise participation and visibility.

Impact

- ✓ Many of the project interventions are longer term in nature (e.g. tree planting, protection of deep water fish nursery areas and tree planting). WOMEN have reported that their interventions have already yielded environmental impacts including increased presence of birds and these findings are supported in the mid-term and final evaluations. In practice it seems unlikely that these results can

be fully attributed to project activities within such a short time frame¹⁴, though the project activities can be expected to contribute to such outcomes

- ✓ Three villages are activity engaged in fisheries protection and management. The issue of illegal gears proved more controversial than expected and the project did not have sufficient time to engage further villages.
- ✓ The project has implemented a number of small scale interventions that have more immediate impacts on livelihoods including direct financial support to establish livelihood activities for 42 families identified as being particularly vulnerable.
- ✓ It has successfully trialled SRI as a less water-intensive approach to rice production.
- ✓ There has been a strong focus on awareness building related to climate change, adaptation, better natural resource management, and livelihood issues with over 17,000 individuals reached.
- ✓ The project also integrated climate change study to the secondary school programme in order to raise awareness amongst young people in the rural areas.

Sustainability

- ✓ WOMEN's long term presence in the area provides a foundation for follow on work and the NGO is interested in pursuing further funding for activities in this area.
- ✓ The project has provided incentives such as allowances or salaries to key stakeholders such as community volunteers throughout the project period.
- ✓ There appears to have been only limited follow up on activities such as the livelihood grants provided to 42 vulnerable families and it is uncertain at this stage whether their activities have been successful or will continue

Summary of findings including identification of lessons, best practices and recommendations

- ✓ The experience of the TACCI-PV project highlights the value of working with established national NGOs. Factors which contributed to success of the project and which could be usefully documented include
 - WOMEN's established reputation, experience in the project area, and dedicated staff in the project area;
 - Use of a convening theme (natural resource management) and consistency in messaging;
 - Flexibility in delivery mechanisms (e.g. use of community volunteers or trainers);
 - Strong facilitation skills and communications materials generating a high level of participation in and awareness of the project.
- ✓ The project has generated useful practical experience related to protection of fish refuges and nursery areas that could be usefully documented.

References

- ✓ Project document
- ✓ Project Quarterly Reports
- ✓ Socheath SOU. 2012. Together Addressing Climate Change Initiative – Prey Veng Mid-Term Evaluation Report.
- ✓ Robin Mauney. 2013. Together Addressing Climate Change Initiative- Prey Veng. Final Project Evaluation (Draft of 25 March)
- ✓ WOMEN Website: www.womencambodia.org/

¹⁴ Other explanatory factors may be changed flood patterns in recent years; however the willingness of participants to attribute these results to the project bodes well for future support.

2. Building Capacity of Institutions to Help Farmers Better Adaptation to Climate Change and Climate Variability in Cambodia

Royal University of Agriculture (RUA)

Introduction

The **key objectives** of the BUILD-FARM-ADAPT project are as follows:

1. To increase awareness of climate risks and related management option among PDA and other interested stakeholders through training workshops and seminars;
2. To develop educational outreach materials and demonstration trials to increase farmer awareness of the need for, and benefits of appropriate strategies for adapting farming systems to climate change;
3. To determine trends in climate variability, using weather datasets through the cooperation of the Department of Meteorology;
4. Establish benchmark information on effects of climate change to agriculture sectors in Cambodia; and
5. Synthesis of lessons learned from results of project into farm-level adjustment guidelines and mainstreaming of adaptation strategies into agricultural extension planning, mainly at the level of the PDA.

The project is implemented by the Royal University of Agriculture (RUA). Field trials were conducted in collaboration with the Chea Sim University of Kamchaymeas (CSUK), with advisory inputs from the University of Queensland (Australia) which assisted in proposal development.

Administrative Milestones

- ✓ The project agreement between RUA and UNDP was signed on 27 October 2011.
- ✓ The project was extended by four months in November 2012 to the end of April 2013, with the request for extension justified by seasonality constraints affecting timing of the on farm trials.
- ✓ Reported expenditure to the end of December 2012 was US\$ 207,003 or 69% of the original budget. The budget is expected to be fully expended by the end of the extension period.

Relevance

- ✓ The project contributes directly to two NAPA priorities under the agriculture and water resources theme, namely *Promotion of Food Supplements in Household Cattle Raising* and *Introduction of Short-Period Rice Varieties*. Like many other projects it also contributes to the NAPA projects on awareness raising and increased adaptive capacity of farmers.
- ✓ The project also established weather stations and rain gauges, that will contribute to long term information needs for weather data.
- ✓ Work was undertaken in Prey Veng which is identified in the NAPA as Cambodia's most vulnerable province to flood and second most vulnerable to drought, and which well represents the range of environmental conditions that may be experienced as a result of climate variability and change.

Effectiveness

- ✓ The project has delivered substantially in all five areas.
- ✓ The project progress is well documented with detailed quarterly reports including a discussion of issues, lessons and suggestions/recommendations. Changes in activities and budget are presented and justified. For example, the activities related to on station research trials were dropped while the budget for on farm trials was increased, having originally been underestimated.

Efficiency

- ✓ The main constraint to delivery has been seasonal weather conditions (in view of dry and wet season project activities). The timing of some activities were adjusted during the course of the project in view of ongoing learning (for example related to soil conditions for planting peanuts or cassava in rice areas after harvesting)

Impact

- ✓ The project has generated a large amount of data related to a wide range of options for adaptive measures at the farm level including related to crop performance, acceptability (e.g. taste) and social drivers and barriers to uptake.
- ✓ The weather conditions during the testing period have not yet allowed performance to be tested under more extreme conditions (drought, flood) already experienced in Prey Veng and that are expected to be exacerbated by climate change.
- ✓ Students from two teaching universities have been involved in the project and had the opportunity to learn about the approaches and findings.

Sustainability

- ✓ Participating farmers have expressed interest in expanding forage production based on the more successful grass variety and some have already expanded or set aside land for this purpose. A major incentive for growing forage grass is the reduced time in supervising cattle that are allowed to graze outside the household. There was less interest in uptake in areas affected by cattle rustling.
- ✓ The Chul Sa and Raing Chey rice varieties were well received at local level and non-participating farmers have requested seed. Specific barriers to uptake include the need for the market to become familiar with new varieties in order that farmers receive a good price from intermediaries, and the need for farmers in an area to plant the same crop in order coordinate pest control efforts.

Summary of findings including identification of lessons, best practices and recommendations

- ✓ The project has generated information on performance as well as barriers and incentives for adoption of new farming practices (rice varieties, various fodder crops, use of peanuts and cassava as second seasonal crop in rice areas). Amongst the findings:
 - The Chul Sa rice variety outperformed the prevailing IR 504 variety. This is a shorter duration and drought tolerant variety compared and adapted to reduced rainfall.
 - The Rieng Chey variety also performed well in field trials. This variety has a stronger stem and greater flood resistance.
- ✓ The project is expected to document its scientific findings while findings on barriers and incentives could usefully be documented as case studies.
- ✓ The findings that rice varieties need to be produced at a volume of interest to markets and need to educate consumers have policy relevance for the roll-out of new varieties, since this ultimately depends on willingness and interest of farmers to adopt the new varieties.

References

- ✓ Project document dated 29 September 2011
- ✓ Project Quarterly Reports
- ✓ RUA technical reports

3. Capacity Strengthening for Community Protected Area (CPA) Communities in Boeung Per Wildlife Sanctuary to Adapt to the Impacts of Climate Change

Department of Research and Community Protected Area Development (RCPAD)

Introduction

The project has five key objectives:

1. Building community awareness on climate change vulnerabilities and capacities to design and implement pilot climate change adaptation measures in targeted CPA communities;
2. Integrating community-level adaptive capacities to reduce vulnerabilities in CPA regulations and/or management planning;
3. Developing adaptive actions and strategies for building pilot climate-resilient communities in the Boeung Per Wildlife Sanctuary and demonstrating a practical model of community-based adaptation for national extension and scaling up;
4. Encouraging the participation of local marginalized groups (such as women and indigenous groups) in biodiversity conservation to address the problems occurring from climate change; and
5. Developing essential capacities for staff and demonstrating an institutional model for the Department of Research and Community Protected Area Development (RCPAD) under General Department of Administration for Nature Conservation and Protection (GDANCP) of the Ministry of Environment, and Provincial Departments of Environment concerned in supporting community-based climate change adaptation planning processes in CPAs.

The project is implemented by Department of Research and Community Protected Area Development (RCPAD) in the Ministry of Environment, in partnership with RECOFTC, an international organization specializing in capacity building for community forestry and devolved forest management.

Milestones in design and implementation

- ✓ The project was confirmed through an exchange of letters between the Ministry of Environment (as overall CCCA implementer) and UNDP in October 2011.
- ✓ The project was extended by four months in November 2012 to the end of April 2013.
- ✓ Reported expenditure to the end of December 2012 was US\$ 84,783 or 28.4% of the original budget. The funding advanced to date is expected to be fully expended by the end of the extension period bringing the final expenditure to US\$ 203,000 or 68% of the original amount.

Relevance

- ✓ Project interventions were identified based on a VRA addressing all 19 protected area communities surrounding the Boeung Per Wildlife Sanctuary.
- ✓ Identified adaptation measures undertaken in three communes relate to water supply and livelihood diversification, principally through home gardens, and contribute to NAPA activities under the agriculture and water resources theme.
- ✓ Part of the rationale for project intervention as that these activities would take pressure of the CPA where over-exploitation of non-timber forest products and land clearance are leading to forest degradation and deforestation, and ultimately to loss of livelihood options.

Effectiveness

- ✓ Project activities have gained momentum in the last months of the project; however as seen above the delays in implementation mean that part of the original budget will remain unused.

Efficiency

- ✓ The project was delayed during the third quarter of 2012 as a result of disappointment and lack of motivation amongst project staff following the withdrawal of the POC allowance. The withdrawal of the POC meant the additional work associated with the project was viewed as unsalaried.

Impact

- ✓ Cultivation of home gardens can play an evident role improving livelihoods.
- ✓ Interventions related to water supply are ongoing and it is premature to assess longer term effects though these clearly respond to community priorities.
- ✓ The project duration has not been sufficient to test the underlying assumptions that project activities will lead to reduced pressure on forest product and land areas. There is some risk that the increased economic returns on land in and surrounding the CPA will encourage further settlement and land use changes in the project area.

Sustainability

- ✓ Interventions were at an early stage at the time of reporting but the high level of ownership and commitment of provincial department staff to support the activities, as well as longer term engagement of RCPAD in the area are a good foundation for sustainability.

Summary of findings including identification of lessons, best practices and recommendations

- ✓ The role of forests in supporting ecosystem services at the provincial or regional scale needs further exploration in view of larger scale forest clearance and land use changes around the CPA, and is of policy relevance for the forest sector but also other sectors affecting land -allocation and land-use.
- ✓ The assumption that introduction of alternative livelihoods and more productive use of land on forest boundaries will relieve pressure on non-timber forest products and reduce land clearance needs further testing. A follow up VRA in project areas may contribute to this.
- ✓ The VRA process was an effective mechanism for building understanding of climate change linked to peoples' own experience (e.g. effects of climate variability). Both the process and findings could be usefully documented.
- ✓ RECOFTC has worked on development of training materials adapted to different audiences that may have wider applicability.

References

- Project document
- Project Quarterly Reports

4. Sustainable Sihanoukville through Climate Change Planning and Adaptation

Provincial Government of Preah Sihanouk Province (PGS)

Introduction

The project seeks to reduce the vulnerability of the urban area of Sihanoukville Municipality to climate change. The project was designed in the context of scope the de-centralisation and de-concentration process that broadly aims to delegate decision making authority from the national level to the local level.

The **Project Objective** is, *capacity developed among government staff and local communities in order to better understand climate change through pilot projects implemented in Sihanoukville Municipality.*

The intended results (outcomes) are:

1. Reduction in the long-term vulnerability of communities in Sihanoukville through better infrastructure, information and governance arrangements.
2. Adaptive capacity created within the provincial government and to mainstream climate change into all provincial level plans and policies.
3. Institutional capacity and coordination has been strengthened and a city-level master-plan created which means urban development in Sihanoukville will consider climate change.

The project is managed by the Provincial Government of Sihanoukville (PGS) through an existing project management structure for coastal management projects in the Administration Division. The main partner is UN-Habitat which has provided general support and in particular has facilitated contacts for international training activities.

Administrative Milestones

- ✓ A project agreement between the *Provincial Hall of Preah Sihanouk* and UNDP was signed on 27 October 2011.
- ✓ The project was extended by four months in November 2012 to the end of April 2013 in order to allow for completion of activities.
- ✓ Reported expenditure to the end of December 2012 was US\$ 99,328 or 35.1% of the original budget. SPG submitted a revised budget for expenditure up to 30 April, which indicates that total expenditure will be US\$ 222,000, or 78% of the original budget.

Relevance

- ✓ Managed by a sub-national authority, the project is of particular interest in view of implications of the 'de-centralisation and de-concentration' policy for climate change adaptation.
- ✓ Specific issues to be tackled by the project were identified prior to the project through an earlier PGS/UN-HABITAT vulnerability assessment - a 6-month joint undertaking that highlighted the differing nature of climate effects in different parts of the city.
- ✓ The activities related solid waste management have only a limited relationship to climate change. This was identified by the community as a priority and is an entry point to address wider sanitation risks that are expected to be aggravated by coastal flooding.

Effectiveness

- ✓ A range of interventions involving different sectors (Provincial departments/authorities for tourism, fisheries, water resources & meteorology, environment)

- Automatic weather station installed and training conducted at local level.
 - Twice daily radio weather forecasts instigated
 - Management measures identified for shoreline/inshore management measures (zoning and demarcation of coral and mangrove areas, installation of buoys, planned clean up)
 - Beach profiles undertaken at Ochheuteal and O'tress beaches and compared to satellite data to determine erosion patterns and rates.
 - Solid waste management measures instigated through waste disposal facilities at Tomnop Rolok, though collection has not yet been agreed with the private sector waste collector.
 - Construction of plastic recycling plant underway following some difficulties in site identification.
 - Access study and evacuation strategy for Tomnop Rolok area; disaster task team established.
- ✓ Timing of other practical interventions has been progressively pushed forward during the course of the project and not all will be delivered before project completion.
 - ✓ Members of the provincial working group / project coordinating committee benefited from participation in a number of international meetings and study tours, facilitated through PSG's participation in the regional 'PEMSEA' project and through UN Habitat. In addition the SPG requested technical support and training from or through the CCCA in many of the specific technical areas addressed the project.
 - ✓ A high quality video spot was prepared with the support of UN HABITAT and the UN HABITAT book, *Planning for Climate Change: A Strategic, Values-Based Approach for Urban Planners*, is being adapted and translated into Khmer.
 - ✓ The PSG team reported that they undertook too large and too varied a set of demonstration activities and it was difficult to advance simultaneously in all areas. They noted it would have been valuable to have dedicated technical support during the project period.

Efficiency

- ✓ The start up of the project was delayed due to the resignation of the appointed Project Management Support Adviser' (PMSA) due to unforeseen circumstances just prior to starting his assignment, necessitating a new recruitment process.
- ✓ The Project reported in its second quarterly report that implementation was affected by suspension of the PCO system since it was unable to make anticipated payments (and by implication, unable to engage some partners). Project activities and the budget were revised.
- ✓ There was some delay in CCCA TFS approval of budget changes in mid 2012(in a period of staff changes), and some project activities were undertaken without approval.

Impact

- ✓ It is too early to determine impact of most activities of the project; the weather station has a clear ongoing role in improving national meteorological data and forecasts are expected to be continued.
- ✓ There is no clear strategy for mainstreaming or integration of climate change into the city Masterplan.

Sustainability

- ✓ The Project Coordinating Committee is expected to be transformed into a permanent Coastal Management and Development Committee (CMDCC). This provides a potential mechanism for mainstreaming adaptation into coastal planning¹⁵.
- ✓ There is a high level of ownership of the initiative at provincial level and the experience (e.g. of working in a cross-sectoral manner) and learning of the project has been retained within the Provincial Government.

¹⁵ This responds to national decision No. 15 SSR 27 March 2012 on establishment of national committee for Coastal Management and Development, Letter No. 398 dated 19 April 2012 from the Ministry of Land Management, Urban Planning and Construction on establishment provincial committee on Coastal Management and Development, and Provincial Decision no. 152 dated 13 July 2012.

- ✓ A Community Solid Waste Management (CSWM) system was established at local level.
- ✓ UN Habitat is strongly committed to development of a follow up project.

Summary of findings including identification of lessons, best practices and recommendations

- ✓ This was the first CCCA grant to be issued directly to a sub-national authority, and has demonstrated strong potential in terms of ownership, learning and sustainability but also the need for ongoing reinforcement of technical know-how.
- ✓ The project highlighted the pitfalls of taking on too many and too diverse a range of interventions within a short project timeframe. Nevertheless a number of the project outputs are of interest in terms of documenting approaches and contributing to baseline information.
- ✓ One **practical recommendation** is to allow SPG an additional no cost extension of up to one month based on the agreed expenditure to the end of April 2013 to allow procurement and ongoing construction activities to be completed.

References

- Project document
- Quarterly Reports
- Draft Beach Assessment Report
- Access study and evacuation strategy for Tomnop Rolok area (in Khmer)
- Royal Government of Cambodia. 2012. Circular No 1. SrNn. on the development of coastal areas of Kingdom of Cambodia, dated February 3, 2012.

5. Building Resilience against Climate Change for Small Scale Farmers and Local Authorities in Ratanakiri Province

CEDAC (Centre d'Etude et de Développement Agricole Cambodgien)

Introduction

The **overall objective** of the project is to contribute to the eradication of extreme poverty and hunger among small-scale farmer families in Ratanakiri Province, enhancing their resilience against climate change.

The project has three **outputs**:

1. Sub-national administrations in Ratanakiri province empowered to take ownership over climate change issues, and to support these local governing bodies through capacity building and institutional strengthening in order to collaboratively develop adaptation and DRR techniques that support rural farmers, especially women.
2. Farmers' and women's adaptive improved capacities to climate change through the application of climate resilient agricultural techniques.
3. Improved communities' water accessibility for farming through the rehabilitation of small-scale irrigation systems and the establishment of farmer water-user groups.

The project is implemented by CEDAC, an established national NGO specialised in agricultural development, in collaboration with the Provincial Department of Agriculture for Ratanakiri Province. It involves several other provincial departments.

Administrative Milestones

- ✓ The project agreement (Micro-Capital Grant Agreement) between CEDAC and UNDP came into effect on 24 October 2011.
- ✓ The project was extended by six months in December 2012 to the end of June 2013, with some adjustments to outputs (see effectiveness).
- ✓ Reported expenditure to the end of December 2012 was US\$ 55,540 or 37.1% of the original budget. The budget is expected to be fully expended by the end of the extension period.

Relevance

- ✓ The project contributes to NAPA priority projects under the water and agriculture theme.
- ✓ The project intervention is intended to respond to food shortages experienced for several months of the year by a high proportion of farmers in Ratanakiri province. The activities take on a wider relevance in view of changing livelihood patterns amongst the ethnic minority groups targeted and diminishing access to forest resources.

Effectiveness

- ✓ The project has focussed on training in farming techniques, limited establishment of demonstration activities including integrated farming, and provision of 'big jars' for household level water storage. The interventions are aimed at increasing household resilience in the face of climate change.
- ✓ The project has adapted its activities in view of difficult operating conditions, including scaling back on local level training activities. Picture based training materials have been developed in view of high levels of illiteracy. There have been deliberate efforts to engage women.
- ✓ It has not yet been possible to identify the planned water supply projects ('rehabilitation and construction of natural lakes and dams'), in part due to lack of availability of Departmental staff (who

are busy with larger projects) and in part as anticipated co-funding through commune investment plans has not materialised. The number of planned interventions has been scaled back from six to four.

Efficiency

- ✓ The project experienced delays results as a result of staff changes within CEDAC, seasonal accessibility, availability of staff of provincial department, and also cultural and language issues in working with local communities.
- ✓ The six-month project extension is associated with a corresponding increase in staff costs, with other activities scaled back.

Impact

- ✓ The integrated farming and circle garden approaches are showing promising results but it is too early to say whether they are i) viable on a year round basis particularly in villages with water shortages; ii) viable under more extreme weather conditions; iii) generate sufficient benefits to convince farmers to reinvest in farm inputs. Water availability for home gardening within villages may prove limiting.
- ✓ The project has several more months to run.

Sustainability

- ✓ Interviewees from communes showed a good level of understanding of the need to adapt their farming activities to climate change.
- ✓ The introduced techniques are a significant departure from current farming approaches (shifting agriculture and use of river banks) and it is unclear whether one season is sufficient to change behaviour.
- ✓ The Provincial Departments involved in the project, particularly Agriculture, are committed to continuing the work.
- ✓ There is potential to link to other CEDAC food security initiatives in the Province.

Summary of findings including identification of lessons, best practices and recommendations

- ✓ The project has faced and in many cases addressed a number of challenges but these are a rich source of lessons for future interventions. These could be usefully documented as case studies.
- ✓ There is good potential to collect economic data on the performance of the various project interventions in the different village settings and this should be encouraged.

References

- Project document
- Quarterly Reports

6. Building Capacity for Integrating Climate change Adaptation in Fisheries Sector in Cambodia

Ministry of Agriculture Forestry and Fisheries, Fisheries Administration (FiA)

Introduction

The overall aim of the project is to better prepare key fisheries stakeholders to respond and adapt to the potential impacts of climate change, through increasing their awareness of expected impacts and by building their capacity.

The project has three **objectives**:

1. To raise general awareness of cause and effect of climate change impacts on aquatic ecosystems and fisheries-dependent communities, of the need for response at national/sub-national and community levels (30% emphasis).
2. To build institutional capacity of fisheries authorities, local resource managers, and development practitioners to respond through integrating climate change into policies, plans and guidelines (20% emphasis).
3. To demonstrate appropriate responses in fisheries sector (50% emphasis).

The project is implemented by the Fisheries Administration (FiA) within the Ministry of Agriculture, Forestry and Fishery (MAFF) and supported by the WorldFish Center.

Administrative Milestones

- ✓ The project agreement (Standard Letter of Agreement) between FiA and UNDP was signed on 8 November 2011.
- ✓ The project was extended by six months in December 2012 to the end of June 2013. This was justified in view of the relatively late start and first disbursement (3rd week of November 2011), late signature of agreement with the WorldFish Centre, and late start of pilot activities.
- ✓ Reported expenditure to the end of December 2012 was US\$ 135,781 or 45.3% of the original budget. The budget is expected to be fully expended by the end of the extension period.

Relevance

- ✓ The project contributes to the NAPA priority project, *Development and Improvement of Small-Scale Aquaculture Ponds*, through its pilot activity on a fisheries hatchery.
- ✓ More broadly pilot activities have been designed to respond to climate related issues identified for management of capture fisheries, aquaculture and fish processing.
- ✓ The FiA is involved in the MAFF Climate Working Group and development of sectoral inputs to MAFF's strategic planning related to climate, providing an opportunity for direct uptake of project findings.

Effectiveness

- ✓ Four practical interventions involving four FiA departments are underway or completed in four provinces. These address to aquaculture development, more efficient post-harvest processing, conservation of dry season fish refuges, and flood warning systems for community fisheries.
- ✓ The review team visited the aquaculture project during the course of the review. The intervention here is designed to improve hatchling performance during the critical dry season phase through improvement of water quality. The project worked with a well-established operator who has

independently developed other climate responsive measures such as use of floating cages to protect brood stock and fingerlings against flood and drought losses in pond aquaculture.

- ✓ A draft FiA CC strategy framework has been prepared for the period 2013-2018 and is being further developed through technical experts and working groups,
- ✓ To date there have been limited results in terms of input to the MAFF climate strategy despite strong efforts in this area. Constraints included the ongoing definition of the wider MAFF process in this area, and concerns about the absence of dedicated funding for follow up measures.

Efficiency

- ✓ Project activities have been delayed leading to the need for a six-month extension (see *Milestones*, above) to accommodate the seasonal nature of some interventions.

Impact

- ✓ The project is overseen by the climate focal point in the Fisheries Department and the experience and results of the project can be expected to directly influence ongoing efforts in the area of climate change.
- ✓ FiA is committed to documenting project findings including through communications outputs (Poster, leaflet, video spot, and website) and development of training materials.
- ✓ Results of the aquaculture project are being shared through professional networks at province and national level and illustrate the potential of private sector mechanisms in mainstreaming climate responsive measures.

Sustainability

- ✓ There is good potential for extension of project lessons on aquaculture through existing professional networks at province and national level as a result of the selected operators lead role in such networks.

Summary of findings including identification of lessons, best practices and recommendations

- ✓ This is a well documented and reflective project with strongly engaged team that encompasses local level action research to efforts to shape policy at national level.
- ✓ There is good potential for documentation of the four practical interventions including the direct results of project investments but also increased understanding of the wider context and opportunities for adaptive responses.
- ✓ A draft FiA CC strategy framework¹⁶ should be reviewed in terms of providing a potential template for other sectors and administrations.
- ✓ There is still potential in the remaining months of the project to explore options for mainstreaming climate responsive measures through the forthcoming MAFF strategy. Building links with the CCCA Result 1 team may help build understanding of opportunities and constraints in this area.

References

- Project document
- Quarterly Reports

¹⁶ Not seen by the reviewers

7. Adaptation to Climate Change through Alternative Livelihoods in Community Forestry

Forestry Administration, Community Forestry Office (CFO)

Introduction

The project has five **specific objectives**:

1. Build capacity within the Community Forestry sector through supporting effective participation of community forestry management committees and commune councils in newly established Cantonment level community forestry planning and co-ordination committees.
2. Build capacity within local communities for the sustainable management of their forests in partnership with the local and national Forestry Administration representatives.
3. Raise awareness of climate change within rural communities and options available for adaptive practices to enhance food security.
4. Develop alternative livelihoods for communities reliant upon managing their community forests to increase their resilience to climate change.
5. Establish demonstrations of biodigesters and home garden enterprises in community forests across five provinces as examples of adaptation to climate change.

The project was implemented by the Department of Forests and Community Forestry within Forestry Administration (FoA) in collaboration with the provincial biodigester programme.

Administrative Milestones

- ✓ The project agreement between the Forestry Administration (FA) and UNDP was signed on 11 December 2011.
- ✓ The project was extended by four months in December 2012 to the end of April 2013.
- ✓ Reported expenditure to the end of December 2012 was US\$ 212,847 or 71% of the original budget. The budget is expected to be fully expended by the end of the extension period.

Relevance

- ✓ The project activities on alternative livelihoods (home gardens, tree nurseries) contribute to the NAPA priority project, *Promotion of Household Integrated Farming*.
- ✓ The introduction of biodigesters was expected to contribute to climate mitigation in reducing demand for fuelwood and to climate adaptation through improved livelihoods (reduced fuelwood costs, generation of income from fertiliser) leading to greater household level resilience.
- ✓ More broadly the project anticipated *'The sustainable management of community forests will mitigate much of the impact of deforestation and forest degradation on GHG emissions'*.

Effectiveness

- ✓ The project has advanced in all areas with practical interventions including home gardening /horticulture/arboriculture, biodigesters, fertiliser production, management committees and savings groups and development of forest management plan proved effective in engaging communities.
- ✓ Formal training about climate change and the responsive measures at provincial and local levels has been supplemented by direct engagement of stakeholders through project activities and by study tours.

Efficiency

- ✓ The project had to adapt its activities in view of farmers availability during the rice season.

Impact

- ✓ The promotion of home gardens for income generation and investment in biodigesters generating savings on fuelwood and income from fertilisers sold to home gardeners are highly complementary.
- ✓ These activities can be expected to reduce pressure on forests from fuelwood collection in a context where designated community forests are directly managed by the community and not subject to other uses.

Sustainability

- ✓ Home garden activities have been successful in an area with plentiful water and can be expected to be self-sustaining after just one year. However other activities such as saving groups and implementation of forest management plans will need longer term report.
- ✓ The cost of biodigesters is prohibitively high for many farmers especially as the current national biodigester programmes subsidy is being scaled back, and this may restrict further uptake.
- ✓ The local community forestry management committees (CFMCs) provided a means to encourage uptake of activities as well as community savings, which may over the longer term contribute to expansion of the biodigester programme.
- ✓ Representatives from Provincial Department of Agriculture, Environment, Water Resources and the FoA have undertaken to continue supporting the committees.

Summary of findings including identification of lessons, best practices and recommendations

- ✓ Factors contributing to the success of this project in the Kbal Bey Village include:
 - Presence of relatively well off or leading farmers ('early adopters') willing to invest in biodigesters;
 - A well-organised network of local farmers collaborating and encouraging one-another in the context of the community forestry management committee (CFMC);
 - Strong complementarity of measures reinforcing cooperation amongst farmers;
 - Activities of direct utility and economic value for local people;
 - Availability of water.
- ✓ This experience as well as lessons related to challenges for effective engagement of local communities (e.g. accessibility, incentives, trust) could usefully be documented through case studies
- ✓ There is good potential to further promote biodigester introduction in the context of REDD projects being explored by the Department of Forests and Community Forestry. However, in a similar way to the RCPAD project, the assumptions about reduced pressures on natural resources need to be tested over a longer period and in a variety of settings.

References

- Project document
- Quarterly Reports

8. Local Governments and Climate Change

National Committee for Sub-national Democratic Development Secretariat (NCCD-S)

Introduction

The Local Governments and Climate Change (LGCC) project set out to demonstrate the key role that Sub-National Governments can play in fostering Cambodia's climate change resilience. Entry points are the Sub-National planning and Sub-National finance systems that are currently being introduced in Cambodia with UNCDF support.

The **objective** of the project is to demonstrate practical ways to mainstream climate change resilience at Sub-National level and thus make sure CC is addressed systematically by local governments across Cambodia.

The project has **three outputs**:

1. Analysis of awareness to climate change at local levels and how this is expressed within Provincial, Municipal, District and Commune decision making, planning and budgeting processes, together with proposals for raising that awareness and identification of appropriate national and local partners for this.
2. Design and operation of practical systems for mainstreaming climate resilience in a fiscally sustainable manner and within existing local government financing systems, including the piloting of fiscal grants that support climate resilience.
3. Proposals for amendments to Sub-National planning Guidelines and entry points for climate change financing into Cambodia's nascent Sub-National Finance system, including advocacy at National level to disseminate and discuss the results of the project with National authorities and representatives from all Cambodian Provinces.

The project is implemented by the National Committee for Sub-national Democratic Development Secretariat (NCCD-S). NCCD-S's partner, the United Nations Capital Development Fund (UNCDF), has provided technical advice throughout the project.

Administrative Milestones

- ✓ The LGCC project was originally submitted by UNCDF. Following selection, it was agreed in September 2011 that the NCCD-S should be the applicant and responsible party for the project.
- ✓ The project agreement between NCCD-S and UNDP was signed on 14 November 2011.
- ✓ The project was extended by four months in November 2012 to the end of April 2013.
- ✓ Reported expenditure to the end of December 2012 was US\$ 217,303 or 72.4% of the original budget. The budget is expected to be fully expended by the end of the extension period.

Relevance

- ✓ The project was designed to fit with priorities in the areas of climate change and more specifically with strategies developed in the framework of Cambodia's ongoing decentralization reform.

Effectiveness

- ✓ The LGCC project established a competitive grant mechanism for financing or partial financing of climate responsive measures in commune development plans. The project operated in two districts and one municipality and was implemented in a structured and transparent manner.
- ✓ Eleven infrastructure projects were selected for funding with an average budget of US\$ 10,000 each. One failed at the tendering stage. The projects include drainage canals, ponds, raised roads and

culverts. Smaller non-infrastructure projects include provision of water filters and distribution of rice seed for resilient varieties.

- ✓ The selected projects were based on pre-existing projects in the commune development plans. Ongoing awareness building and conduct of VRAs during the project period may lead to more and better climate responsive measures in the next generation of CIPs. However it is uncertain whether these actions would be prioritised in the absence of financial incentives such as a grant mechanism.

Efficiency

- ✓ Forty percent of the overall project budget US\$ 120,000 was allocated for direct expenditure on grants of which US\$ 109,000 had been spent at the end of December 2012. It is likely that economies of scale could be achieved in delivery of a larger project including by use of standardised training materials.

Impact

- ✓ It is too early to say whether the infrastructure will perform as expected during the forthcoming rainy season or during more extreme weather events.
- ✓ The approach is already attracting imitators (CARP) and larger scale funding (SIDA).

Sustainability

- ✓ The communes visited during the field visits have a very high level of ownership of the projects that were pre-identified in their CIPs and to which in most cases they made a financial contribution from the commune budget.
- ✓ Commune council members and beneficiaries outlined their plans for maintenance of the infrastructure (e.g. to manage water extraction from the drainage /irrigation canal) and to upgrade the interventions (e.g. to fence and stabilise the banks of the large pond).

Summary of findings including identification of lessons, best practices and recommendations

- ✓ The financial disbursement mechanism has good potential for cost effective scaling up (or replication by other actors) to fund for the additional costs of local level infrastructure associated with climate change effects
- ✓ There are some concerns with the limited local perspective in terms of technical know-how on long term adaptive measures and with regard to scalability of responses. In this context it is important that interventions are planned in the context of sectoral planning at a more strategic scale (e.g. agriculture, land use and water resources planning).
- ✓ There is a need for ongoing support through relevant line agencies of line agencies to ensure that activities in CIPs are well identified and appropriate, and to ensure that technical specification and execution meets required standards.
- ✓ For now the CIP mechanism seems best suited for tangible and rapidly implemented measures such as infrastructure that serve multiple households. This will need to be complemented by softer measures such as training, and extension in order to influence household activities.
- ✓ It is expected that the project will be thoroughly documented this formal document could be supplemented by case studies including (if possible) follow up of the project's performance at six-monthly intervals.

References

- Project document
- Quarterly Reports

Annex 7. The Coastal Adaptation and Resilience Planning (CARP) Component

7.1. Background and Timing

Planning and conceptualisation for a coastal adaptation project and for the CCCA were undertaken over a similar period and involving a number of the same actors. The 'CARP' initiative was integrated into the larger CCCA project and DHI was selected as a contractor through an expedited selection process. UNEP is implementing a sister project financed by the Global Environment Facility (GEF), "*Vulnerability Assessment and Adaptation Programme for Climate Change within the Coastal Zone of Cambodia Considering Livelihood Improvement and Ecosystems*" (GEF ID 3890), that is executed by Ministry of Environment with technical support from DHI.

Objective and Outcomes

The CARP project **objective** corresponds to CCCA Result 4, namely "*increased resilience of coastal communities and ecosystems to climate change through adaptation planning, demonstrated targeted local interventions and provision of practical learning experience in adaptation planning to the NCCC/CCD*".

The project has **two outcomes**

- 1) Improved climate change knowledge integrated into land use and coastal development plans.
- 2) Increased resilience of coastal communities and coastal ecosystem buffers to climate change and improved livelihoods.

Key dates

- The contract between UNDP and DHI is dated 8 November 2011. The contract anticipated an immediate start and project duration to 31 December 2012, and made provision for a no-cost extension if the CCCA project was extended.
- The project was extended by 18 months in mid-2012 to June 2014 and a revised workplan and budget were approved. The budget has been amended to reflect a no-cost extension, termination of TOC payments and some changes to procurements. The budget allocation to each result area is unchanged.
- A first quarterly report for the period to December 2012 indicated that the first weeks of the project period were used for planning and mobilisations. Expenditure reports suggest that project expenditures started in January.

7.3. Management and Coordination

The CARP Project is implemented by DHI that is directly responsible for all funds and outputs. DHI works in close partnership with the Coastal Coordination Unit within the General Department of Technical Affairs in the Ministry of Environment which has appointed a national project coordinator (MOE staff), deputy coordinator and manager who also manage the LDCF sister project.

DHI provides the services of a senior technical advisor who provides regular support to the project with part of his time spent in Cambodia, and there is provision for extensive additional support from international and national experts / individual contractors¹⁷.

Project activities are overseen by a Project Steering Committee while reporting and technical accountability is to the CCCA Trust Fund Administrator.

CCU assures linkages to the evolving national institutional framework for coastal management, including, through its institutional role on the recently created *National Committee for the Management and*

¹⁷ 22% of the budget is allocated for international personnel and consultants; 13% for national consultants and individual contractors

Development of Cambodian Coastal Areas (NCMDCCA), established in 2012, that is chaired by the Ministry of Land Management, Urbanisation and Construction.

At Provincial level has established Provincial Working Groups (PWGs) whose membership includes relevant technical departments (line agencies), commune leaders for selected intervention areas and experts. The terms of reference of the group span oversight of the project annual planning and participation in project activities.

- Some of the members of the PWGs indicated that they would like more regular information and to be more closely involved in project activities, including, notably, the demonstration activities Harnessing this interest would reinforce the institutional learning of the project at provincial level with potential benefits in terms of sustainably and replication of the demonstration activities.

Provincial Coastal Resources Centers established through an earlier Danida supported coastal project are expected to play a role in supporting the Working Groups. The Centres have detailed terms of reference that emphasise this support role (not explicitly linked to this project), but the extent to which they have been integrated into provincial management structures and are actively involved in the project appears to vary from province to province¹⁸. At present the Centers' operations are dependent on budget support through the MoE.

- There is a need to review the institutional arrangements of the projects in view of recent instructions to Provinces to establish permanent Coastal Management and Development Committees at the Province level. These provide an opportunity for longer term mainstreaming of project results.

Linkages to the LDCF Project

The CARP and LDCF projects share the same implementation arrangements and governance mechanisms at national and provincial level for Sihanoukville and Koh Kong provinces. This serves to reduce transaction costs compared to having two parallel projects and to ensure complementarities between the actions of the two projects.

The CCCA activities and associated finance form an integral part of all four outcomes of the LDCF project, with the CCCA contribution exceeding the GEF contribution for three results¹⁹. Substantial contributions to these results are expected through the CCCA demonstration activities in two of the four provinces covered by the LDCF project.

Reporting

DHI is implementing the report in the basis of a fixed sum contract. Inputs (time, material), activities and tangible deliverables are specified in some detail in the contract annexes, but there is limited emphasis on outcomes.

Five quarterly progress reports have been submitted to the CCCA to date. The contract emphasis on deliverables means that reporting to CCCA to date has placed emphasis on reporting against deliverables as milestones in the payment schedule. The level of information provided to CCCA improved in December 2012 with inclusion of detailed financial reporting allowing expenditure to be matched to activities and outputs.

The technical reporting for the CARP and LDCF projects has been largely separate in view of the separate contracting arrangements²⁰. Concern was expressed in the mid-term review about the (hypothetical) risk of double reporting.

¹⁸ The Center in Koh Kong Province is directed by the Deputy Director of the Department of Environment, which has provided it with a higher profile and ensures its integration with PDoE.

¹⁹ Adaptation planning in the coastal zone improved; Vulnerability of productive systems to increased floods reduced; Resilience of coastal buffers to climate change increased and livelihoods improved through concrete ecosystem based adaptation measures.

²⁰ The CCCA supported activities are however reported on the LDCF project factsheet: <http://www.thegef.org/gef/sites/thegef.org/files/documents/document/Cambodia%20-%20Vulnerability%20Assessment%20and%20Adaptation%20Programme.pdf>

- It is recommended that progress reporting be expanded or otherwise revised to better illustrate the programmatic complementarities of the two projects rather than the separate accountability. Specifically reporting should provide CCCA, LDCF and national stakeholders with a comprehensive overview of project activities and of the complementarities between the two projects.
- The LDCF project framework is more comprehensive than the CCCA project and clearly indicates how CCCA activities will contribute to and complement its outcomes. The GEF PIR (Project implementation review) format is proposed as a suitable framework for demonstrating the overall delivery of the project (outputs and outcomes).

7.2. Project Delivery

Relevance

The project has the potential to contribute to four NAPA priority in the coastal zone, namely: *Rehabilitation of Coastal Protection Infrastructure; Community and Household Water Supply in Coastal Provinces; Community Mangrove Restoration and Sustainable Use of Natural Resources and Assessment of Needs for Setbacks, Vegetation Buffers and Protection Structures in Coastal Areas.*

- The role of mangroves as providers of ecosystem services, including through their coastal buffer role, was heavily emphasised in the project document. However this have received limited attention in the selection of demonstration projects and further (possible inclusion in Activity 2) and it is not clear at this stage whether actual rehabilitation activities will take place through the CARP or LDCF projects, This underlines the need for joint reporting.

The adaptation measures integrated into Commune Development Plans (in 8 communes) demonstration activity will provide opportunity to explore possibility for climate change adaptive planning at the sub-national levels which will contribute ideas and lessons learnt to the Cambodia Climate Change Strategic Plan (CCCSP).

Effectiveness

The following paragraphs summarise the main activities undertaken in the first year of the project.

Land Use Mapping

The main activity under Outcome 1 has been the initiation of land use mapping for selected priority districts (one in each province). These are expected to be used in training and to contribute to the planning outcomes of the Project.

Studies and Assessments

A large part of the first year of the project has been spent in completion of studies and assessments related to Result 2 (Table 1).

The CCCA technical reports produced in 2012 represent a rich information base on the vulnerability, coping strategies and short and long term adaptation responses in coastal areas. The reports are oriented towards identification and definition of the demonstration activities and are not designed for a public audience. The reports have been produced in English with Khmer summaries. At present there are no plans to translate the full reports in view of budget limitations.

- It is suggested the results of the assessments be summarised into two or more documents providing i) a general profile of issues and options related to livelihoods in coastal areas and ii) a profile of vulnerability and coping mechanisms for the selected communities that can serve as a model or guide for future such assessments (See comments in Table 1).

Table 1: CARP Technical Report and Assessments

Report	Comments
1. Assessment of implementation capacity for demonstration activities (July 2012)	This is essentially an internal review of selected stakeholders' capacity and interest related to implementation of demonstration activities. The content and format are not intended for and not suitable for wider audiences.
2. Assessment of current coping strategies in target communities in relation to flooding, drought and extreme events (July 2012)	Information in this report could usefully be summarized as a technical report linked to report 3 below.
3. Vulnerability and risk assessment of community livelihoods in target districts (July 2012)	Information in this report could usefully be summarized as a technical report linked to report 2 above.
4. A review analysis of the vulnerability of existing agricultural practices to the impacts of climate variability and climate change (July 2012)	Information in this report could usefully be summarized as a technical report.
5. Analysis of economic and social costs and benefits of options for modified agricultural practices and fuel wood production (December 2012)	The cost benefit analysis uses a 'net present value' approach to explore the internal rate of return related to the proposed demonstration activities. Like all NPV calculations, the results are based on a large number of explicit (and implicit) assumptions about the performance of the project. These assumptions should be deliberately tested and the study findings revisited at the end of the project.
6. Assessment of training needs and implementation of training in FWUCs with regards to climate risk management; involving local authorities (December 2012)	This assessment is oriented towards definition of CARP activity 5. It includes useful background material that could be used as part of a public report.
7. Detailed implementation plan for community adaptation demonstrations (March 2013)	This includes i) background on the consultative process undertaken with communes on the to prioritise projects ii) detailed implementation plans the four projects to be undertaken with external partners; iii) outline implementation plans for the remaining projects that will be coordinated by the CCU.

Result 2: Planning of Demonstration Activities

Six demonstration activities have now been defined with implementation plans submitted to the CCCA TFS in the second half of March 2013 (Table 2).

The total funding package for the demonstration interventions is equivalent to 31% of the total CARP budget²¹, including US\$ 634,000 for activities and US\$ 55,000 for contingency and follow up.

The demonstration activities, like most of the grantee projects, are focused on rural development issues. Activities are well founded, respond to communities identified needs, and are expected to generate significant benefits, to serve as a vehicle for wider training and capacity building related to coastal adaptation.

²¹ This percentage compares very favourably with expenditure on demonstration activities in the other grantee projects. The project budgets indicate efficient use of funding in terms of overheads and costs at the management level.

Table 2. The Demonstration Activities

Activity	Budget (US\$)	Partner(s)	Status (4 April 2013)
Activity 1: Farmer Training Programme in climate change adaptation and integrated farming in 8 communes including demonstration on water conservation, water harvesting and small-scale irrigation	198,000	Department of Agricultural Extension (DAE), MAFF	Sub-contracted
Activity 2: Community Fisheries project for Peam Krasaob, Koh Kong;	42,000	Fisheries Administration	Under negotiation
Activity 3: On-Farm Field Trials for Seed Varieties, demonstration and training in seed selection in 8 communes;	39,000	Cambodia Agricultural Research and Development Institute (CARDI)	Sub-contracted with Activity 1
Activity 4: Livestock Revolving Stock Scheme in 8 communes;	225,000	Centre for Livestock and Agriculture Development (CelAgrid) in collaboration with the Project Management Unit, MAFF	Sub-contracted 19 March 2013
Activity 5: Awareness raising and resistant CC irrigation training;	50,000	Internal Delivery Curriculum consultant and Provincial Working Groups (PWG)	
Activity 6: Adaptation measures integrated in Commune Development Plans in 8 communes and linked to commune investment plans.	80,000	Internal Delivery through small grant mechanism (8 x US\$ 10,000)	
Subtotal	634,000		
Contingency and follow up	55,000		
TOTAL	689,000		

Activity 6 will take place in eight communes in two districts. The identification of activities to be taken is quite advanced and builds on the wider consultative process on demonstration activities.

- Visits undertaken during the project review suggest that the community prioritisation of interventions needs to be reviewed with a view to their longer term sustainability and environmental suitability in order to avoid maladaptive activities (e.g. activities which encourage settlement in vulnerable areas). This is anticipated through detailed screening of local interventions prior to their selection and funding.

Experience from the CCCA grantee projects has shown that 15 months is generally an insufficient period to demonstrate the benefits of livelihood interventions on a year round basis and to determine whether interventions prove appropriate and viable. Some activities (notable Activity 4 related to livestock) will extend beyond the project period.

- The extended time timeframe of the LDCF project will allow for an additional 12 months of follow up for activities established according to the timeframes set out in the implementation plans for the demonstration projects. It is recommended that the Project Steering Committee endorse and facilitate ongoing support to the projects through the LDCF project to allow longer term results and impacts to be documented.

Efficiency

Identified sources of cost effectiveness include the prior experience of DHI in managing coastal projects in Cambodia and opportunities to build on structures and learning established through earlier projects. The several-year gap between this project and earlier projects has reduced the effects in this area.

Operational efficiencies between the CARP and LDCF projects can be expected to reduce transaction costs compared to the costs of running two parallel projects.

Reported expenditure on the CARP project by the end of 2012 was US\$ 1,036,752 or 47% of the project budget, including expenditure of approximately 60% on Result 1 and 26% on Result 2.

The reported expenditure against Result 2 includes a budget commitment of US\$ 634,000 for the demonstration activities that will be implemented during 2013 and 2014. This means that actual expenditure as of the end of 2012 was US\$ 402,752 – or just 18% of the total budget.

- The low expenditure project expenditure in Year 1 raises some concern as to whether activities will be completed on time since management and oversight of the demonstration activities can be expected to require significant effort by the project team during 2013.
- The low expenditure is reportedly a result of the slow mobilisation phase with international and national consultants starting only in the second quarter of 2012. The team continues to be strengthened. Nevertheless the (possible) issue of limited capacity within the project team needs to be examined concurrently for both the CARP and LDCF projects. Budgets in this area are considered sufficient but it is uncertain whether resources are being mobilised in as effective a manner as is required.

Impact

It is too early to report on impact of the project. Nevertheless the demonstration activities appear to be well developed and well founded on the basis of the detailed situation analyses and can be expected to yield significant results at the community level.

At this stage it is not always easy to see how the expected deliverables will lead to the anticipated outcomes set out in the project logframe and reporting matrix. For example, the two tangible outputs for Outcome 1 in the CARP workplan (1.1 Development of land use planning guide by integrating climate change consideration for coastal area; 1.2 Climate change considerations integrated into Commune Development Plans in targeted areas) will not alone deliver the Outcome in any strategic sense. The LDCF project is presently preparing a paper on land use and climate change for further consideration by NCMDDCA.

- It is recommended that the project team should provide an update to the project Steering Committee on how it will use the opportunity presented by the revised governance framework to advance its policy outcomes (CARP Outcome 1, LDCF Outcome 1).

Summary of findings including identification of lessons, best practices and recommendations

A number of issues and opportunities have been highlighted the above text using the ➤ symbol and four related recommendations are set out in the main body of this report.

The final recommendation goes beyond the immediate scope of the CARP project, which, by design, is focussed mainly on rural issues and local planning, and is concerned with economic development of coastal areas.

- The creation of the NCMDDCA provides an opportunity to look more strategically at effects of climate change and to design responsive measures and shape future investments in key areas such as land use, transport and other infrastructure, tourism and settlement in Cambodia's coastal areas

References

- ✓ Project documents
- ✓ Quarterly Progress Reports
- ✓ Assessment of implementation capacity for demonstration activities (July 2012)
- ✓ Assessment of current coping strategies in target communities in relation to flooding, drought and extreme events (July 2012)
- ✓ Vulnerability and risk assessment of community livelihoods in target districts (July 2012)
- ✓ A review analysis of the vulnerability of existing agricultural practices to the impacts of climate variability and climate change (July 2012)
- ✓ Analysis of economic and social costs and benefits of options for modified agricultural practices and fuel wood production (December 2012)
- ✓ Assessment of training needs and implementation of training in FWUCs with regards to climate risk management; involving local authorities (December 2012)
- ✓ Detailed Implementation Plan for Demonstration Activities at the Coast (March 2013)