



Terminal Evaluation of the

Reducing the Vulnerability of Cambodian Rural Livelihoods through Enhanced sub-national Climate Change Planning and Execution of Priority Actions (SRL) Project

Final Report

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Executing Partner: MoE/NCSD

Terminal Evaluation Consultant: Hans van Noord

Disclaimer:

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Heteren, The Netherlands, December 2020

Acronyms and Abbreviations

APR	Annual Progress Report
CCA	Climate Change Adaptation
CCCA	Cambodia Climate Change Alliance
CCBAP	Cambodia Community Based Adaptation Programme
CCCSP	Cambodia Climate Change Strategic Plan
DCC	Department of Climate Change
CO	UNDP Country Office
CPAP	UNDP Country Programme Action Plan
CPD	UNDP Country Programme Document
FWUC	Farmers Water User Community
GCCSP	Gender and Climate Change Strategic Plan
GDA	General Directorate of Agriculture
GEF	Global Environment Facility
GSSD	General Secretariat of the National Council for Sustainable Development
IC	International Consultant
LDCF	Least Development Countries Fund
LMIC	Lower Middle Income Country
M&E	Monitoring and Evaluation
MAFF	Ministry of Agriculture, Forestry and Fisheries
MoE	Ministry of Environment
MEF	Ministry of Economy and Finance
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
NC	National Consultant
NCCC	National Climate Change Committee
NCDD-S	National Committee for Sub-National Democratic Development Secretariat
NCSA	National Capacity Self-Assessment
NCS	National Council for Sustainable Development
NGO	Non-governmental Organization
NIM	National Implementation Modality
NP-SNDD	National Programme for Sub-National Democratic Development
O&M	Operation & Maintenance
PBCRG	Performance Based Climate Resilience Grant
PIR	Project Implementation Report
PMU	Project Management Unit
QA	Quality Assurance
SDG	Sustainable Development Goals
SGP	Small Grants Programme
SMART	Specific, Measurable, Attainable, Relevant, Time-bound
SNAs	Sub-National Administrations
SRL	Project “Reducing the Vulnerability of Cambodian Rural Livelihoods through Enhanced sub-national Climate Change Planning and Execution of Priority Actions”
TE	Terminal Evaluation
ToR	Terms of Reference
UN	United Nations
UNDP	United Nations Development Programme
UNFCCC	United Nations Framework Convention on Climate Change
UNDAF	United Nations Development Assistant Framework
UNOPS	United Nations Office for Project Services
VRA	Vulnerability Reduction Assessment
WUG	Water Users Group

Executive Summary

Project Summary Table

Project title:	Reducing the Vulnerability of Cambodian Rural Livelihoods through Enhanced sub-national Climate Change Planning and Execution of Priority Actions			
GEF Project ID:	5419		<i>at endorsement (Million US\$)</i>	<i>at completion (Million US\$)</i>
UNDP Project ID:	00093204 PIMS: 5174	GEF financing:	4,567,500	4,567,500 released, expenditure 4,415,131 as of November 30
Country:	Cambodia	IA/EA own:	1,350,000	UNDP TRAC 243,325
Region:	Southeast Asia	Government:	14,510,000	998,415 (PIR2020) + 226,950 in-kind: 1,225,365
Focal Area:	Climate Change	Other:		
FA Objectives, (OP/SP):	Reduce vulnerability to the adverse impacts of climate change, including variability, at local, national, regional and global level.	Total co-financing:	15,860,000	1,468,690
Executing Agency:	Ministry of Environment/NCSD	Total Project Cost:	20,427,500	5,883,821
Other Partners involved:	NCDD-S and UNDP	ProDoc Signature (date project began):		15 January 2016
		(Operational) Closing Date:	Original: 15 January 2020	Actual (extension): 31 December 2020

Project Summary

UNDP Cambodia is implementing the GEF-LDCF funded full sized project titled “Reducing the vulnerability of Cambodian rural livelihoods through enhanced sub-national climate change planning and execution of priority actions (SRL)”, (PIMS5174), or “SRL Project”. The project started on 15th of January 2016, when the Project Document (ProDoc) was signed, and was officially launched in March 2017 through its inception workshop and is in its fourth year of implementation. The project has a GEF-LDCF budget of US\$4,567,500 with a total co-financing of US\$15,860,000 (Government parallel and UNDP).

The Project is currently being implemented in **ten (10) target districts in 89 communes of Siem Reap and Kampong Thom Provinces** over a **four-year period**.

The SRL project has been designed **to reduce the vulnerability of rural Cambodians, especially land-poor, landless and/or women-headed households**. This will be achieved through investments in small-scale water management infrastructure, technical assistance to resilient agricultural practices, and capacity building support, especially targeting poor women, for improved food production in home gardens. Importantly, these services will be delivered by sub-national administrations (communes, districts and provinces) with a view to strengthen their overall capacity to plan, design and deliver public services for resilience building.

The objective of the project, therefore, is to improve sub-national administration systems affecting investments in rural livelihoods through climate sensitive planning, budgeting and execution. The objective will be achieved through **three Outcomes**:

Outcome 1). Climate Sensitive Planning, Budgeting and Execution at Sub-National Level Strengthened, builds on the existing system of development planning at District and Commune levels. Under this outcome mainstreaming of climate change adaptation in the plans and investment programmes of ten Districts and their Communes will be supported. Technical capacity for climate sensitive agriculture extension and for planning and implementation of climate resilient infrastructure investments will also be developed. Under Outcome 1 4 outputs are aimed at developing capacity of the various stakeholders and beneficiaries at sub-national level:

- Output 1.1 Capacity of sub-national councils (communes and districts) and Planning and Commune Support Units in two provinces enhanced for climate sensitive development planning and budgeting
- Output 1.2 Technical capacity of agricultural extension officers and grass-roots NGOs enhanced for climate-resilient livelihood techniques and sustainable assistance to communities
- Output 1.3 Technical capacity to execute climate resilient water infrastructure design and construction enhanced for about 50 Government technical officials and private contractors
- Output 1.4 Knowledge management platform for sub-national Climate Change Adaptation Planning and resilient livelihoods support established

Outcome 2). Resilience of Livelihoods of the most vulnerable improved against erratic rainfall, floods and droughts, aimed at facilitating investments in small scale water management infrastructure which will contribute to resilient agricultural production, in particular by overcoming unpredictable rainfall during the wet season. Beneficiaries will be members of vulnerable communities identified through the sub-national planning process and a detailed, participatory Farmer Needs Assessment will be carried out to identify suitable improvements to resilient agricultural livelihoods. Groups of poor and vulnerable women will be assisted to develop livelihood activities requiring only limited amounts of land and will receive complementary support for social capital building activities including leadership training and formation of savings groups. The irrigation infrastructure and agricultural livelihood interventions are clustered into 2 specific outputs:

- Output 2.1 Climate-resilient small-scale water infrastructure designed and put in place in at least 10 districts following the resilient design standards specifically targeting rain-fed farmers
- Output 2.2 Climate-resilient livelihood measures demonstrated in at least districts targeting landless women and farmers practicing rain-fed agriculture.

Outcome 3). Enabling environment is enhanced at sub-national level to attract and manage greater volume of climate change adaptation finance for building resilience of rural livelihoods, will result in an improved system of performance assessment for climate change adaptation by sub-national authorities, linked to the Performance Based Climate Resilience Grant (PBCRG) awards that will co-finance infrastructure investments under Outcome 2. The capacity of the sub-national administrations to monitor, evaluate and plan improvements in capacity and performance for climate change adaptation will be strengthened. Under this outcome, 2 specific outputs are defined:

- Output 3.1 Performance-based adaptation financing mechanism is strengthened and applied in 10 districts covering 89 communes and integrated into the enhanced climate-smart development planning

- Output 3.2 Capacity of Districts for self-monitoring of climate change adaptation and resilient livelihood support enhanced.

The overall rating of the project is **satisfactory** based on the observation that the project has been able to achieve or exceed most of its intended results and scores well on almost all evaluation criteria, as detailed in the overview table presented below:

Table 1 Evaluation Rating of Project Performance

Criteria	Rating
Monitoring and Evaluation	
Overall Quality of M&E	S
M&E Design at Project Start-Up	S
M&E Plan Implementation	S
IA & EA Execution	
Overall Quality of Implementation / Execution	S
Implementing Agency Execution	S
Executing Agency Execution	S
Outcomes	
Overall Quality of Project Outcomes	S
Relevance: Relevant (R) or Not Relevant (NR)	R
Effectiveness	S
Efficiency	S
Sustainability: Likely (L); Moderately Likely (ML); Moderately Unlikely (MU); Unlikely (U).	
Overall Likelihood of Risks to Sustainability	ML
Financial Resources	ML
Socio-Economic	L
Institutional Framework and Governance	ML
Environmental	L
Impact: Significant (3), Minimal (2), Negligible (1)	
Environmental Status Improvement	3
Environmental Stress Reduction	3
Progress Towards Stress/Status Change	3
Overall Project Results	S

Summary of conclusions, recommendations and lessons

Conclusions

1. The SRL project is assessed as very relevant to GEF-LDCF, UNDP and the Royal Government of Cambodia, well-aligned with development priorities and with a clear strategy to tackle existing barriers and with an adequate logframe with logically interrelated component and with mainly realistic indicators and targets.
2. The initial start-up of the project was slow, as it took about one and half year after project signing to come to formal inception and start of implementation, due to institutional rearrangements of the implementing partner, the need to draft an additional Letter of Agreement between UNDP and delay in the procurement of staff. This initial delay required the project to request a needed extension period to enable effective implementation of intended activities.
3. The project management arrangement, with a functional Project Board as key governance body, is assessed as satisfactory, with a very dedicated and competent project management team in an informal and pragmatic arrangement between NCSD, NCDD-S and UNDP. The project has been able, after the slow start-up phase, to achieve a consistent high rate of delivery. This reflects realistic planning by the project and its ability to execute the workplans. Effectiveness and efficiency of the project have been assessed as satisfactory. The project team has shown good adaptive management through its demonstrated ability to limit the impact of a series of challenges it was confronted with.
4. The output of the Project, based on the progress to outcome matrix analysis, matches or overachieves the initially set objectives. Key outputs are the rehabilitation and construction of 94 (out of the 100 targeted) small-scale water schemes, the formation of 160 community-based groups targeting livelihood improvement and enhanced capacity of sub-national authorities to infuse climate change adaptation in their local development and investment plans (10 DIPs and 84 CDP/CIPs have fully integrated gender and climate change adaptation) and execute and monitor prioritized interventions. But at the same time, it is considered early to assess longer lasting impact and besides quantities, the quality of outputs will need continued support to have lasting impact.
5. Feedback of stakeholders is reflecting appreciation for the quality and type of support provided by the project to enhance their capacity in planning, budgeting and monitoring of prioritized climate change adaptation interventions.
6. The project is in the final project phase and based on the project achievements and the stocktaking there is a related need for consolidation of documentation of key results, learning, description of emerging best practices as general knowledge management and outreach to a wider public. The project terminal workshop will offer an essential platform to share key learning based on the project implementation experience.
7. The project has supported a series of activities that have been piloted and have proven value for broader replication, such as:
 - VRA planning, combining top-down GIS based maps of vulnerability and resilience with participatory community-based local knowledge, as basis for sub-national planning and prioritization of climate change adaptation interventions.
 - PBCRG, performance based climate resilience grant modality, transferring additional financing to local authorities, in the form of co-financing with district and commune funds to implement their climate change priorities, to make investments to strengthen resilience to climate impacts and providing skills for measuring performance.
 - Prioritized climate change adaptation and livelihood interventions to enhance community resilience, aimed at improving access to irrigation and household water availability and targeting increase of income from agriculture.

8. The project has followed an inclusive approach, effectively reaching vulnerable households, with a pro-active gender focus, enabling also land poor and land less households to benefit from the project interventions. Participation of women in planning and implementation and in particular in the community-based groups is high and above the initially set target.
9. The project has conducted comprehensive household surveys as impact assessment, a powerful but demanding tool to set baselines and quantify impact of the targeted project interventions. The quantification of the change of various indicators, such as increase of income from agriculture, provides the project with a meaningful tool to reflect upon its results, but attribution of impact and the proper analysis of the impact assessment remain complex.
10. The feedback from the beneficiary households indicates that packaging short-term benefits (poultry, vegetable production) with longer-term interventions (irrigation infrastructure, group formation, capacity enhancement, planning and monitoring) enables inclusion of vulnerable households with immediate needs, while targeting more permanent behavioural change of all participating households.
11. The sustainability of impact of results is considered as a challenge. This is linked to the design and in targeting 160 farmer groups, an overly ambitious target. The implementation approach, with support through an external service provider in a phased approach (with batches spread over several years) and a limited implementation time frame (2 years) resulted in limitations of group capacity. The Exit Strategy formulated by the project needs an update to include essential engagement of line Ministries (MoWRAM and MAFF) to support community-based groups (SG/LIG and WUG) and to cover a broader scope of critical elements for sustainability (ownership, institutional embedding, capacity and financial resources). Additionally, more attention needed for replication potential and the scaling-up strategy of piloted approaches (linkage projects in pipeline, required RGC budgets, geographic focus etc.).
12. The present COVID-19 pandemic has had tangible impact on the SRL project, although impact has been limited in duration as it only affected the last year of implementation. Travel restrictions and restrictions on gatherings limited the possibility of the project staff and service providers to convene community groups and execute trainings. The targeted communities face serious economic impact as an important part of their household income is derived from off-farm labour (often from abroad and up to 50% according to the end line survey) and this remittance will be markedly lower this year. The end line survey process was affected as some of the household interviews had to be collected through phone instead of through house visits. The pandemic also affected the terminal evaluation process, as the international consultant could not travel to Cambodia and had to rely on remote consultations of the national stakeholders. Although the national consultant conducted the field mission and prepared the related field report, the inability to meet beneficiaries, see field conditions and have long interactions with the project team and stakeholders, is felt as a real limitation for the international consultant and for the overall evaluation process.

Recommendations

1. Finalize the exit strategy and target explicitly critical sustainability elements, such as Provincial HR, capacity, O&M budget, continued group support, roles of line Ministries (MAFF and MoRWAM) and also replication potential, beyond the present target Provinces. An important element of an updated exit strategy is how best practices emerging from the SRL project can be replicated and scaled up nationally. In such a replication strategy attention should be given to available resources within the government and potential external funding sources, e.g. projects in the pipeline as the

- Korean funded Solar Water Pumping Project in Kampong Thom and Siem Reap and the GCF project concept aiming at replication of the PBCRG modality in more districts. **SRL team.** (To present and discuss during closure workshop with key partners and SNAs). **IP**
2. Focus on documentation and sharing of best practices and lessons learnt in final KM workshops, in order to share key outcomes of the project's learning. The project has generated a considerable amount of learning to share with a wider audience. The impact assessments and in particular the endline survey recently finalized offer a wealth of data on emerging impacts and beneficiary feedback. However, the survey reports are relatively inaccessible for many stakeholders and deserve a short consolidation in a compact document, highlighting key lessons and results (for instance a two-pager presenting the methodology, key findings, limitations and recommendations). **SRL team**
 3. Continued support and financing is recommended in order to increase the budget allocation to SNAs and will be essential to maintain the PBCRG, performance- based climate resilience grant modality, post-project and to be able to replicate this approach to other districts in the country. It results in a set-up, which strengthens and facilitates financial sustainability, but will require longer-term financial support to the SNAs. **NCDD-S.**
 4. PBCRG is aimed at introducing an incentive mechanism at sub-national level to manage greater volume of climate change financing, aligned with local development plans. The PBCRG modality is most efficient from a planning and capacity building perspective if it can be tuned to coincide with the regular budgeting and planning cycle of the sub-national authorities. **NCDD-S.**
 5. Recently a new project is initiated aimed at solar water pumping, titled "Promoting the use of solar technologies for agricultural and rural development in Cambodia and Myanmar", funded by the Republic of Korea. As this project is implemented in the same target provinces as the SRL Project, Kampong Thom and Siem Reap, it is recommended to utilize the built capacities in the districts and communes aimed at irrigation such as water user groups, related irrigation maintenance groups and to make use of the capacity of groups focusing on climate resilient agricultural practices. In addition, lessons of the EWS project on drought resistant agricultural techniques are recommended to be included in the interventions of this new project. **SWP Project and Government partners.**

Lessons Learned

1. A lesson we collectively learn, but which keeps recurring, is the **slow start-up phase**: in design a practical management arrangement needs to be prepared, but also needs full commitment from the IP to start implementation as soon as possible. In future project design sufficient attention needs to be paid to the detailed project management arrangement and the ability by the Government to proactively facilitate the kickstart process of initial project implementation through preparatory work and close coordination (staff recruitment, clear operational and financial/budget flow roles and responsibilities) to avoid unnecessary delays of project implementation.
2. **Key challenge** remains the building of **robust institutional and human resource capacity at sub-national level**. This was recognized as barrier, and tackled with targeted capacity building, use of external service providers and formulation and strengthening of community groups, but requires continued attention and provision of support through long-term partnership between key stakeholders.
3. **The innovation** of the SRL Project lies in **the integrated approach** of infusing CC adaptation into local governance through **participatory planning** (VRA tool), supporting the **formulation of development and investment plans** and ultimately **execution of prioritized interventions** aimed at reinforcing community resilience and monitoring the

outcomes and impact (with PBCRG). This joint effort of enhancing local governance with targeted livelihood support is an excellent pathway for more sustainable climate change adaptation, but requires close coordination between a series of stakeholders. **The embedding in the local planning and monitoring approach**, with as entry point the Provincial Department of Planning and Invest Division of the Provincial Administration, favours longer-term sustainability.

4. **Increase of income** of household from agriculture is important for improving resilience, but one might consider **diversification and stability of income sources** (multiple crops, double cropping, more cash crops, animal husbandry and other value chain additions) **equally important to obtain robust resilience** against climate change extremes and other external disturbances (e.g. COVID-19).
5. **Group formation**, although posing serious challenges with regard to sustainability, **offers important co-benefits** that should be recorded: social cohesion, women empowerment, a means to facilitate capacity building and value addition.
6. There is clear potential for emerging best practices from various climate change adaptation projects to be integrated into a more holistic adaptation approach aimed at improving resilience and livelihoods of rural communities. Recent outcomes of the UNDP supported early warning system project on climate information, seasonal forecasting, drought resilient agricultural techniques and farmer field schools are complementary and reinforcing to the approaches piloted under the SRL project, decentralized vulnerability and resilience planning, irrigation scheme support and the PBCRG financing and monitoring modality.
7. In addition to the SRL goal to enhance community resilience through improved household income from agriculture, the resilience of households can be further supported by promotion of diversification of income sources through crop diversification, introduction of climate smart and drought resistant varieties and application of recent developed methodologies on seasonal forecasting, aimed at reducing the impact of climate extremes as floods and droughts. This would add to safeguarding of a more stable agricultural income to reduce present vulnerability levels. All stakeholders.
8. The project has supported the further improvement of national guidelines and therewith facilitating the further replication and roll-out nationally (intending to cover ultimately 100 districts) through the piloting of the Performance Based Resilience Grant modality. But, **continued support and financing** (including increased budget allocation to SNAs and related strengthening of institutional capacity of government stakeholders at especially sub-national level) **will be essential** to maintain this modality post-project and to be able to replicate this approach to other districts in the country. The conditional financing set-up, with participatory performance assessments, are supportive to the further development of planning and monitoring capacities of the sub-national authorities and enhance community ownership, but ultimately **will require a further decentralization of budgets available** for climate adaptation financing.
9. **PBCRG**, performance-based climate resilience grant modality, is aimed at introducing an incentive mechanism at sub-national level to manage greater volume of climate change financing, aligned with local development plans. It results in a set-up, which strengthens and facilitates financial sustainability. The PBCRG mechanism has been piloted before (UNDCF LoCAL and ASPIRE) and applied and tested by the project in order to systematically include climate change adaptation interventions in sub-national planning, budgeting and monitoring. The project has supported the further improvement of national guidelines and further replication and roll-out nationally (intending to cover ultimately 100 districts). In 2018 baseline assessments were conducted and performance targets were set. The annual PBCRG-assessments show that performance scoring has

increased from 29% (baseline in 2017) to 59% in 2018 and 64% in 2019. The PBCRG modality, that requires communes to co-finance climate resilience interventions with SRL resources, was new for them, so some communes initially hesitated to cooperate. But since they could see the benefits of co-sharing (2/3 investment fund comes from SRL and 1/3 from the commune budget) the communes have become more willing to use this modality. An assumption of a little over \$2 of co-financing for every \$1 of LDCF finance was made in the ProDoc. In practice in 2018 the ratio was \$0.33 to every \$1 of LDCF and in 2019 this increased to \$0.36. These variances in co-financing ratio are part of the piloting effort, but it is important to review for future application in other districts if these changes in ratio have implications for the quantitative targets set at the beginning of the project and on the quality of the execution. The modality contributes to the transition process of transferring functions to sub-national authorities and giving them access to more substantial funds for CCA financing. It also catalyzes ownership and engagement of the communities to take care of maintenance of the investments made and promotes participatory monitoring of the local investment/development plans. NCDD-S intends to replicate the PBCRG modality with GCF funds to 50 districts, with 10 covered under SRL and 10 from other project support.

- 10.** The VRA approach as further developed and applied by the project uses existing data sets from global, regional and national level to identify climate vulnerability at district and commune level. This GIS-based approach generates maps with indication of risk classes which are used as input to discuss these geographic areas with the communes. The project has been able to include more objective vulnerability data into the planning process by utilizing information on ID poor classes, livelihood patterns and agricultural information (as generated by the baseline impact assessment). Limitations of the methodology are linked to the specific skills needed to generate GIS-based maps and the availability of detailed national data layers. The required assessment methodologies need to be internalized within the national institutions and systematically implemented. While the VRA tool has been developed and applied over the last decade or so recent approaches have been developed to accurately model climate change impact. Combined with hydrological models more accurate information can be generated on flood risk assessment, in the context of disaster risk reduction, while downscaled climate models are able to generate seasonal forecasts and inform communities timely on drought and flood risk. Availability of affordable and detailed remote sensing imagery enables the use of detailed community maps. These maps have proven value for planning dialogues with community members as these landscape photos are easily understood by the community members compared to the more abstract GIS generated hazard/risk maps. This would further facilitate the planning process and prioritization and identification of climate change adaptation interventions.
- 11.** The end line survey concluded that the present implementation stage is relatively early to identify actual impact and attribution to the project, linked to the present maturity and capacity of the relatively recent formed groups and the functionality of irrigation infrastructure that for some communes only have direct impact from this year. A suggested limited survey could take place in another 2 years or so, mid 2022, making use of the established methodology and with a focus on the key impact indicators, as defined in the impact assessments. It is acknowledged that an external service provider has to be engaged for this survey, which could be of more limited scale than the full-blown baseline and end line surveys.

1. Introduction

Purpose of the evaluation

This report for the Terminal Evaluation (TE) of the UNDP-supported GEF-financed project “Reducing Vulnerability of Cambodian Rural Livelihoods through Enhanced sub-national Climate Change Planning and Execution of Priority Actions (SRL) Project” (hereafter called the “project”) summarizes the full evaluation and main findings of the TE following the UNDP/GEF terminal evaluation guide¹. This TE is an integral component of the UNDP-supported GEF-financed project cycle. In accordance with UNDP and GEF policies and procedures, all full and medium-sized UNDP- GEF projects are required to undergo a terminal evaluation upon completion of implementation.

Objective and Scope of the TE

The primary objectives of the TE are to assess the achievement of project results, and to draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP programming. The terminal evaluation was carried out by an international consultant, together with a national consultant, supported by UNDP Country Office in Cambodia.

The TE aims in its assessment to:

- i. critically **examine** ‘the Project’s objectives and arrangements for its implementation;
- ii. **assess and report** an account of the **progress** achieved in the end phase of the project towards the production of outputs, actual achievements of stated objectives and its contribution toward achieving the overall objectives of its key partners;
- iii. **identify and analyse** major technical, management and operational **issues and impediments** encountered in the Project’s implementation, if any, and how the project has been able to be adaptive in its management of these challenges; additionally **identify and document emerging best practices** with potential for scaling up and replication
- iv. **assess** the **monitoring and evaluation system** in place, contributing to knowledge management and learning;
- v. **formulate** a set of specific **recommendations** for actions necessary to ensure lasting impact of the achievements of the project (contributing to sustainability, replicability and scaling-up of best practices); and
- vi. **present the recommendations** and **lessons learned** to UNDP and its key partners.

The TE has thus a **dual emphasis** on **stocktaking of achievements and learning** and **identifying and formulating recommendations** to ensure sustainability of benefits from this project, both for the national partners and stakeholders and the sub-national beneficiaries, as well as for the enhancement of the UNDP and GEF programming.

The temporal scope of the TE is to review the results achieved by the Project from the time of its start in January 2016 to the end of August of 2020, the start of the TE. The review encompasses **the activities and geographical scope** of the Project in Cambodia with a particular focus on the 10 target districts and 89 communes in Kampong Thom and Siem Reap Provinces.

The **primary audience** for the TE is the UNDP Cambodia office, the Ministry of Environment (MoE) with the Department of Climate Change (DCC) of the General Secretariat of the National Council for Sustainable Development (GSSD), the National Committee for Sub-National Democratic Development Secretariat (NCDD-S), the Ministry of Water Resources and Meteorology (MoWRAM), the Ministry of Agriculture, Forestry and Fisheries (MAFF), the Ministry of Women Affairs (MoWA), the UNDP RTA,

¹ http://web.undp.org/evaluation/guideline/documents/PDF/UNDP_Evaluation_Guidelines.pdf

the GEF OFP, the Project Management Unit, the Project Board and other key stakeholders from NGOs, Academia, governmental institutions and international organisations.

Guidance and adherence

The evaluation complies with evaluation norms and standards and follow ethical safeguards, with overall guidance and adherence to Norms and Standards as defined by UNEG (2016). The TE is also conducted in accordance with principles outlined in the GEF and UNDP M&E policies. A tentative Table of Content, as outlined in the Guidance for Conducting Terminal Evaluations of UNDP-Supported, GEF-Financed Projects (UNDP, 2012, Annex C), was followed and adapted for the Draft and Final TE Report.

Independent nature and learning focus

The evaluation team, independent from UNDP, has an adequate technical and professional background to allow them to judge the project objectively and unbiased. The evaluation team acknowledges the demonstration nature of the Project and focuses on identifying and capturing emerging good/best practices and lessons learned to be used potentially for replication and scaling-up opportunities. The TE is intended to serve and support the learning process of the Project, with the understanding that reporting constraints, challenges and failures is often as important as presenting emerging best practices.

Focus of the TE will be put on learning lessons and trying to obtain a deeper understanding why the Project performance developed as is observed, identifying, where possible, key processes and drivers that have affected the Project emerging outcomes. Documenting key lessons and emerging good practices as well as describing critical constraints and barriers provide a basis for such an analytical exercise. Beyond stocktaking of results and particular processes (what worked, what did not and why?) an important element of the TE is the sustainability perspective Post-Project. How can future implementation be further strengthened, what are still gaps in capacity, coordination, funding and governance? What are interventions or areas to replicate or scale up / roll out? Overall, the evaluation focuses on benefits – from what has been done to what has been achieved.

Methodology

The TE made use of several data collection methods, to capture primary and secondary data, spread over three distinct phases. The methodology as suggested in the ToR, Annex B, was modified as the international consultant was not able to come to Cambodia, due to the present COVID-19 restrictions. A national consultant assisted in collecting information in the field from beneficiaries and other stakeholders in the target Provinces, see his ToR in Annex D. Primary data was collected by interviews (face-to-face, video-call platforms) direct on-site observation, focus group discussions and key informant interviews by the evaluation team. Secondary data was collected by review of existing project documentation and relevant literature and policy documents, see Annex A. The chosen hybrid mix of evaluation tools was intended to obtain reliable results and valid answers to the evaluation questions. The three evaluation phases, spread out over a total of 30 working days are:

- 1. A desk review phase:** in this initial stage of three days, the evaluation team reviewed the documentation related to the Project, including the background literature of relevant policy documents, the Project document, the inception report, project monitoring and evaluation reports (quarterly and financial reports), the Mid-Term Review (MTR) report, technical reports and communication materials and various additional reports made available by the Project management team. At the end of the desk review phase an inception report was submitted to ensure a common understanding of the evaluation approach during the mission, detailing the TE evaluation team's understanding of what is being reviewed and why, showing how each TE question will be answered (which methodologies will be used) and a proposed schedule of tasks

2. A data collection and field mission phase, of ten days. In this period the international consultant consulted the UNDP CO team, project management team and key stakeholders at national level, making use of remote consultation methods, see Box 1 (video call platforms as Zoom and Skype), and see Annex C, Overview of Stakeholders Consulted at National Level. During this same period, the national consultant travelled to the target Provinces of Kampong Thom and Siem Reap and consulted the key stakeholders at sub-national level: provincial, district and community representatives, see Annex D for the Field Report and the list of stakeholders consulted in the Provinces. The site selection of the Districts, communes and field sites to visit was done in close consultation with the Project Team considering representative communities, landscape setting, activity range implemented and accessibility. During the site visits, focus group discussions were held with a selection of provincial, district and community members and other local stakeholders ensuring participation of both genders. For the meetings with the Project team members and key stakeholders, a combination of focus group

Box 1 Remote Consultations

To enable consultation of key stakeholders on their experiences with the Project and to gather their views on important lessons, challenges and opportunities, digital video platforms were used (Zoom, Google Meet and Skype). These consultations/interviews were geared towards the stakeholders at national level (Ministries and Governmental Agencies, NGOs and international organisations). In order to ensure efficient interviews the evaluation team:

- Prepared a short written introduction of the objective of the TE and its methodology and process,
- Prepared some of the key questions for the stakeholder, sent in advance by mail, together with the introduction. This gave the stakeholders some time to prepare for the interview. The evaluator made use of a long list of evaluation questions (see Long List in Annex F) in addition to the key questions put forward in Annex E.

discussions and interviews was used. During the field mission to the communes, selected project interventions were visited to verify quality, functioning and experiences of e.g. the supported irrigation infrastructure construction and rehabilitation and selected climate smart agricultural practices. In the Field Report, the questionnaires used for the meetings at Provincial and District level are presented and a separate one for the consultations at commune level. Based on the hybrid mix of remote consultations and the key findings of the field mission, the evaluation team presented their preliminary findings, recommendations and lessons to the UNDP team (November 6th) and the Project team and key stakeholders (November 12th) and discussed main findings and got additional guidance and feedback on particular areas of attention in the further development of the draft TE report.

3. Reporting phase, a period of seventeen days, to compile the Draft TE Report and the Final TE Report, based on the data collected during the desk phase and the field mission and guided by the feedback and comments of UNDP members, key stakeholders and informants. The Draft TE Report was shared with the relevant stakeholders of the TE and the Final TE Report was compiled, taking into account the comments and feedback received. An audit trail is annexed, based on the template of Annex H of the ToR, to the Final Report to reflect the incorporation of suggested changes or edits and additions.

The conceptual framework of the evaluation

The conceptual framework chosen for the evaluation is consistent with result-based management (RBM) as widely applied with the UN system, and addresses the four key evaluation criteria as proposed by OECD-DAC: **relevance, efficiency, effectiveness, sustainability and impact**. The evaluation will assess the logical framework of the Project, with defined development and immediate objectives and related outputs, indicators and targets of the Project's Monitoring & Evaluation mechanism, as a source of information to weigh the achievements made. Additional attention will be

given to the **cross-cutting criteria/themes of gender equality promotion, monitoring and evaluation, and knowledge sharing and learning environment**. The evaluation will follow a participatory and consultative approach with the intention to have meetings with all key national and local stakeholders.

The following **four categories of project progress**, as outlined in the ToR and the template provided by the UNDP Guidance document, were assessed for the SRL Project:

(A) Project Strategy/Relevance, with focus on the project design, its relevance, its alignment with national and development priorities and the Results Framework/Logframe,

(B) Progress Towards Results, with attention for a progress towards Outcomes analysis (compiled in the progress towards results matrix), assessment of the GEF Tracking Tool (AMAT for climate change/adaptation themed GEF projects) and identification of potential barriers/impediments,

(C) Project Implementation and Adaptive Management (effectiveness/efficiency), divided over management arrangements, work planning, finance and co-finance, project-level monitoring and evaluation systems, stakeholder engagement, reporting and communications, and finally,

(D) Sustainability (and impact), with assessment of financial risks to sustainability, socio-economic risks to stability, institutional framework and governance risks to sustainability and lastly, environmental risk to sustainability. This assessment will include the exit strategy of the project and all factors that will determine post-project sustainability of achieved impact.

Questions

The ToR presents for each evaluation category a first series of questions as a starting point and to these questions have been added several additional questions, grouped per criteria in the following section. These questions are considered to guide the evaluation process and were used in the interviews with key informants and focus group discussions. All together they form a long list of questions from which the evaluation team compiled questionnaire formats/short lists for interviews and focus group discussions. The evaluators made use of these questions and, in dependence of the target audience, selected questions for a focus-group discussions and key informant interviews. The key questions were intended for the evaluation to have a systematic set of queries, clustered according to evaluation criteria, to guide the data collection. During interviews and focus group discussions other questions arose and were recorded by the evaluator accordingly. **The Long List of questions**, divided by key evaluation criteria, from which the evaluation team made use during their interviews and consultations, based upon the engagement and background of the various stakeholders, is reflected in Annex F.

The evaluation approach is reflected in the Evaluation Matrix, Annex E, presenting the evaluation questions, divided over the four evaluation categories and information recorded for indicators and sources of information.

Constraints and limitations and COVID Impact on the TE process

The present COVID-19 pandemic forces one to consider any strategy to be put into place in order to cope with the challenges posed to evaluative work. Ensuring the safety of staff, stakeholders and communities is paramount, out of a principle of “do not harm”².

As the pandemic **restricts mobility**, with the international consult forced to work from his home-base in a team set-up with a national consultant on the ground in Cambodia, **a hybrid mix of remote consultations and face-to-face interviews** was followed. The current situation asks for flexibility to

² UNDP (2020). Evaluation Guidelines. Evaluation during COVID-19. Evaluation planning and Implementation, June 2020. Independent Evaluation Office, Update June 2020. <http://web.undp.org/evaluation/guideline/covid19.shtml>

adapt the evaluation matrix and methodology to the evolving situation. The chosen mix of evaluation tools was intended to obtain reliable results and valid answers to the evaluation questions within the limits of resources and availability of data. The inability of the international consultant to meet stakeholders in person are a considerable handicap for the evaluation, in particular to visit the target provinces and communes and project interventions in the field together with beneficiaries and project staff. Not being able to see in person the field conditions, understand up close existing needs and challenges and discuss possible alternatives is a real handicap for the international consultant. Remote consultations via video software functioned satisfactorily, but remain a surrogate for “real world” face-to-face interview settings.

Structure of the evaluation report

After this initial introduction, attention will be given to a description of the SRL project and the problems it intends to address. The development context is presented in **Chapter 2** and the chosen strategy of the project and its implementation arrangements, together with a short introduction of the main stakeholders. In **Chapter 3**, the focus will be laid on the progress of the project, with an assessment of the overall performance since its inception, making use of four distinct evaluation categories, namely i). Project Strategy (design, relevance) and results framework; ii). Progress Towards Results; iii). Project Implementation and Adaptive Management, and iv). Sustainability. Conclusions are presented in **Chapter 4** and the report ends with lessons learned and recommendations, complemented with a series of Annexes, providing additional information to the findings presented in this report.

2. Project Description and Development Context

2.1 Project start and duration

UNDP Cambodia is implementing the GEF-LDCF funded full sized project titled “Reducing the vulnerability of Cambodian rural livelihoods through enhanced sub-national climate change planning and execution of priority actions (SRL)”, (PIMS5174), or “SRL Project”. The project started on 15th of January 2016, when the Project Document (ProDoc) was signed, and was officially launched in March 2017 through its inception workshop and is in its fourth year of implementation. The project has a GEF-LDCF budget of US\$4,567,500 with a total co-financing of US\$15,860,000 (Government parallel and UNDP).

The Project is currently being implemented in **ten (10) target districts in 89 communes of Siem Reap and Kampong Thom Provinces** over a **four-year period**. Both provinces lie within the Tonle Sap agro-ecological zone and consist mainly of low-lying agricultural land and forests, with a monsoon climate in which most rainfall occurs in the wet season from May to October.



Figure 1 Location of the target Provinces of Siem Reap (A) and Kampong Thom(B)

The Project Identification Form (PIF) was submitted to GEF on 23 April 2013, the LPAC meeting was held on 21 November 2014 and the project was approved for implementation on 25 March of 2015. The project start date was on 15 January 2016 with the signing of the ProDoc and the original planned closing date was 15 January 2020. However, the inception phase took longer than usual to establish the project structure for implementation and the inception workshop only took place in March 2017 to kick start the project implementation. Institutional restructuring within the government, a needed Letter of Agreement between UNDP and the IP and delays in procurement of the project staff were causal factors of the delayed implementation start. Mobilization of resources through recruitment of project staff, technical experts and service providers took place between March and May 2017 resulting in a de facto start of project in the second quarter of 2017. The project inception report was finalized in October 2017 and the Mid-term Review (MTR) Report of the project was published in March 2019. The delayed start of the project had a ripple effect on the entire activity schedule of the project. Therefore, in responding to the NCSD’s letter dated 26 June 2019, the UNDP-GEF Executive Coordinator approved a request for project extension until December 31, 2020.

2.2 Problems that the project sought to address

A growing but vulnerable economy

Over the last 20 years, Cambodia has attained impressive economic growth. With an average GDP growth of 7 percent, Cambodia has been among the fastest growing economies in Asia and becoming a lower middle-income country (LMIC). Approximately 70% of Cambodian households derive all or an important part of their income from agriculture and the majority of agricultural production is dependent on the monsoon rain and natural floods/recession of the Tonle Sap River and Lake. Climate change is likely to disrupt the natural cycle of the monsoonal system and the hydrological function of the interconnected Mekong-Tonle Sap River drainage system and therefore cause a significant impact on the livelihood and welfare of rural Cambodians.

Vulnerability to climate change impact

For Cambodia, global climate change is predicted to result in average temperatures increasing by between 0.7 to 2.7°C by the 2060s, and 1.4 to 4.3 degrees by the 2090s³. Average annual rainfall is predicted to increase as a result of climate change. Sea level rise is likely to be significant for low-lying coastal plains and may also impact indirectly on the Mekong River system and its floodplains. Despite the large uncertainties in the magnitude of the predicted changes, it is clear that there will be major impacts, particularly for households and communities that depend on rain-fed agriculture. This includes not only land-owning farmers, but also the land-poor and landless who depend on casual employment on their neighbours' farms and, increasingly, on commercial plantations. Women, and women-headed households, are particularly vulnerable to the effects of climate change, which are likely to include an increased burden in collecting water for domestic and agriculture use, as well as increased transmission of infectious diseases.

Despite an impressive performance in GDP growth and poverty reduction in recent years, Cambodia remains one of the poorest countries in Southeast Asia. According to data from Cambodia Socio-Economic Survey, the overall poverty headcount in 2011 was 20.5% and the proportion of households below the food poverty line was 3.8%. Poverty is disproportionately rural: the rural poverty rate was estimated as 24% and food poverty 4.4%. Agriculture contributes about 30% of GDP, and about 70% of the population derives an important part of its living from this sector. Despite the fact that the majority of Cambodians depend on agriculture, and predominantly rice, for an important part of their livelihoods, only about 24% of the rice area is irrigated and the fully-irrigated dry season crop accounts for only 14% of area and 20% of production⁴. By comparison, 50-75 % of the land in the lowlands of south-central Thailand and southern Vietnam has been successfully brought under irrigation after decades of investment and development.⁵

Rain-fed agriculture and its vulnerability

Farmers are dependent on good weather for sustaining their livelihoods. While currently available projections of rainfall patterns point to a dryer dry seasons and wetter wet seasons, it is the uncertainty of rainfall that farmers themselves have indicated as most threatening. In a climate change vulnerability assessment covering 18 provinces, farmers indicated that it is the dry spell during the monsoon seasons that has the largest impact on their livelihoods. Other serious climate change impacts will result from damage to productive infrastructure (irrigation systems, roads, etc.) from increased rainstorms and flooding, and potential reduction in rice yields associated with increased temperatures. Key underlying causes of vulnerability of the agricultural sector are multiple. The coverage of irrigation, which would act as a buffer against fluctuations of water availability, is considerably low compared with its neighbouring countries. The 2013 Agriculture Census found that

³ ProDoc, page 9, referring to UNDP Climate Change Country Profile

⁴ ProDoc, page 11, referring to USDA (2010), Cambodia-Future Growth Rate of Rice Production Uncertain.

⁵ Idem

32% of agriculture holdings use at least some irrigation. Moreover, the quality of existing irrigation schemes poses an additional challenge. Most of irrigation systems in the country were built in a very short period of 1975-78 during the Democratic Kampuchea regime. The irrigation networks were in general badly designed and the locations of dams and canals were largely politically driven, rather than based on engineering feasibility or farmers' needs. The underlying design weaknesses continue to affect recent rehabilitation efforts. Although the Government continues to invest heavily in irrigation rehabilitation and construction, most of this work focuses almost exclusively on head-works and primary canals, with much more limited investment in distribution systems. The great majority of canals are of unlined earth construction, which is much cheaper than construction of lined canals or concrete channels but results in large land requirements, poor performance (slow flow rates and high seepage loss), susceptibility to damage from heavy rain and flood flows, and rapid deterioration due to siltation and erosion. Low level of irrigation infrastructure and its quality, compounded by infertile native soil in Cambodia, limits agricultural production to a single cropping season (either wet-season or flood recession, depending on the local topography) and partly explains the significantly lower yields per crop-hectare compared with neighboring countries.

Multiple constraints to achieve resilient livelihoods

In theory, access to dry season irrigation would enable farmers to switch from wet season rice to more profitable dry season rice cultivation while growing two short and/or cash crops during the wet season. Alternatively, access to wet season irrigation can reduce risk, encourage investment in inputs and enable multi-cropping during the rainy season. However, investment in irrigation alone will not result in a sustainable improvement in agricultural livelihoods: other constraints include lack of knowledge of resilient and profitable crop technologies and market opportunities, shortages of labour and credit, and lack of means to offset risk, for example by crop diversification or through insurance. Access to extension services is weak and highly dependent on funding from projects or NGOs, while the quality of extension suffers from weak linkages to research and development, a traditional focus on productivity of a limited number of staple crops rather than diversification to take advantage of market opportunities. The availability of off-farm employment opportunities has resulted in traditional labour-intensive agriculture techniques becoming unattractive or uneconomic. Credit costs are high for all farmers and the poorest and most vulnerable are subject to poorer access, higher interest rates and the risk of losing their land (as collateral) in the event of crop failure. Therefore, a focus on one production input, for example irrigation, is not sufficient: improved and resilient agricultural livelihoods require a comprehensive strategy of support matched to local circumstances and ensuring that constraints of water, land, labour, technology and credit can all be overcome.

The large majority (about 90%) of rainfall occurs during May to October, which is precisely why rice is cultivated during this time. However, there is commonly a dry period during the wet season, typically in July/August but with large variance from year to year. This drought period can cause significant reduction in crop yields if it occurs at an unfavourable time. Alternatively, farmers may wait to plant their rice crop until the drought period has passed. Climate change, which is characterized by large variability in rainfall, is likely to bring about larger uncertainty around the occurrence of dry spells during the monsoon seasons. In addition, shortages of general production inputs continue to contribute to the underlying vulnerability of farmers. Extension services are generally understaffed and available primarily at the provincial level and their outreach limited, and farm mechanization, fertilizer use and access to affordable farm credits are all at suboptimal level.

The high vulnerability of rural Cambodians to climate change has social as well as technical causes. Weak local institutions and a limited tradition of community solidarity (beyond the immediate kinship network) are caused or exacerbated by historical factors. Decades of armed conflicts have severely weakened traditional customs regulating land use, and access to natural resources, including land and water, is determined by wealth, position and power, with the most disadvantaged often excluded

from productive resources. At the same time, modern institutions handling disputes remain weak. The challenge of building climate resilience is made more complex by the rapidly changing nature of the rural economy and agricultural technology and by the vulnerability of rural households and communities to non-climate shocks. To meet the challenge of climate change, resilience of agricultural livelihoods must be increased through actions at multiple levels: the introduction of more resilient agriculture technology at the farm enterprise level; improvement of household incomes so that households can build up assets that provide a safety cushion in case of climate related shocks; improved access to services including credit and insurance; and increased social capital through the strengthening of community organisations.

A need to improve water management

In order to enhance livelihood resilience to climate change in the long-run, one of the key requirements is to improve the management and use of locally available water resources for agriculture. Where unexploited water resources exist, this can include irrigation for dry season cropping, but improving efficient use of rainfall and surface water in the wet season through better storage and distribution systems, introduction of resilient seed varieties and changing cropping patterns to allow two wet season crops (either two rice crops or rice plus another field crop) are equally important.

Supporting the local development process to enhance climate resilience

The most appropriate and cost-effective interventions to develop climate resilient livelihoods (including identification of locations and beneficiaries as well as suitable technologies) need to be identified case-by-case in response to local conditions and local needs. This must be done through participation of local communities that are most knowledgeable about creeping risks of a changing climate. For sustainability purposes, the diffusion of climate resilient livelihood support needs to be done in a way that builds and reinforces sustainable local institutions, both governmental and community-based on the existing mechanisms, rather than as piecemeal, ad hoc donor assistance. A key focus of this institutional strengthening must include the local development planning process that exists at the provincial, district and commune levels and improving the links between this process.

Key barriers

In the ProDoc six barriers are identified and described that prevent Cambodia from achieving a long-term reduction of climate change induced vulnerabilities in rural areas of Cambodia:

1. **financial barrier:** limited financial resources available for sub-national administrations and communities to plan for adaptation measures;
2. **Capacity and institutional barriers:** insufficient integration of climate risks into sub-national development planning with climate resilience concerns not mainstreamed in the public expenditure management;
3. An **institutional barrier:** Misaligned incentives for promoting climate-sensitive planning and budgeting at sub-national level;
4. A **human resource barrier:** Technical capacity constraints for climate-resilient agriculture and water infrastructure design;
5. A **coordination barrier:** Fragmentation of development and adaptation services at sub-national level, and
6. A **knowledge management barrier:** lack of effective, cross-comparable measurement of results and sharing of knowledge.

Based on these identified barriers, the SRL project intends to address the limited capacity for climate sensitive planning, budgeting and monitoring, aims to improve local irrigation infrastructure and introduce climate smart agriculture approaches, targets to enhance the capacity of local communities to manage and protect water resources and to promote the capacity of communities to integrate climate smart interventions into their commune investment plans.

2.3 Immediate and development objectives of the project

The SRL project has been designed **to reduce the vulnerability of rural Cambodians, especially land-poor, landless and/or women-headed households**. This will be achieved through investments in small-scale water management infrastructure, technical assistance to resilient agricultural practices, and capacity building support, especially targeting poor women, for improved food production in home gardens. Importantly, these services will be delivered by sub-national administrations (communes, districts and provinces) with a view to strengthen their overall capacity to plan, design and deliver public services for resilience building.

The objective of the project, therefore, is to improve sub-national administration systems affecting investments in rural livelihoods through climate sensitive planning, budgeting and execution. The objective will be achieved through **three Outcomes**:

Outcome 1). Climate Sensitive Planning, Budgeting and Execution at Sub-National Level Strengthened, builds on the existing system of development planning at District and Commune levels. Under this outcome mainstreaming of climate change adaptation in the plans and investment programmes of ten Districts and their Communes will be supported. Technical capacity for climate sensitive agriculture extension and for planning and implementation of climate resilient infrastructure investments will also be developed. Under Outcome 1 4 outputs are aimed at developing capacity of the various stakeholders and beneficiaries at sub-national level:

- Output 1.1 Capacity of sub-national councils (communes and districts) and Planning and Commune Support Units in two provinces enhanced for climate sensitive development planning and budgeting
- Output 1.2 Technical capacity of agricultural extension officers and grass-roots NGOs enhanced for climate-resilient livelihood techniques and sustainable assistance to communities
- Output 1.3 Technical capacity to execute climate resilient water infrastructure design and construction enhanced for about 50 Government technical officials and private contractors
- Output 1.4 Knowledge management platform for sub-national Climate Change Adaptation Planning and resilient livelihoods support established

Outcome 2). Resilience of Livelihoods of the most vulnerable improved against erratic rainfall, floods and droughts, aimed at facilitating investments in small scale water management infrastructure which will contribute to resilient agricultural production, in particular by overcoming unpredictable rainfall during the wet season. Beneficiaries will be members of vulnerable communities identified through the sub-national planning process and a detailed, participatory Farmer Needs Assessment will be carried out to identify suitable improvements to resilient agricultural livelihoods. Groups of poor and vulnerable women will be assisted to develop livelihood activities requiring only limited amounts of land and will receive complementary support for social capital building activities including leadership training and formation of savings groups. The irrigation infrastructure and agricultural livelihood interventions are clustered into 2 specific outputs:

- Output 2.1 Climate-resilient small-scale water infrastructure designed and put in place in at least 10 districts following the resilient design standards specifically targeting rain-fed farmers
- Output 2.2 Climate-resilient livelihood measures demonstrated in at least districts targeting landless women and farmers practicing rain-fed agriculture.

Outcome 3). Enabling environment is enhanced at sub-national level to attract and manage greater volume of climate change adaptation finance for building resilience of rural livelihoods, will result in an improved system of performance assessment for climate change adaptation by sub-national authorities, linked to the Performance Based Climate Resilience Grant (PBCRG) awards that will co-finance infrastructure investments under Outcome 2. The capacity of the sub-national administrations to monitor, evaluate and plan improvements in capacity and performance for climate change adaptation will be strengthened. Under this outcome, 2 specific outputs are defined:

- Output 3.1 Performance-based adaptation financing mechanism is strengthened and applied in 10 districts covering 89 communes and integrated into the enhanced climate-smart development planning
- Output 3.2 Capacity of Districts for self-monitoring of climate change adaptation and resilient livelihood support enhanced.

2.4 Baseline Indicators established

Under the baseline scenario, climate change is impacting the vulnerable rural communities in Cambodia. The sub-national planning process is slowly transforming itself as a more climate-sensitive process, however, the process is undermined by systemic weaknesses in execution of commune development and investment plans, poor access to quality extension services and limited tools to measure indicators of resilient livelihoods. In many rural areas irrigation infrastructure is underdeveloped or inadequate with limited access for farmers and community-based organisations to more climate resilient agricultural techniques and production support to enhance their livelihoods, resulting in a high dependency on off-farmer labour. Sub-national administrations suffer from a general lack of capacity and this affects their ability to mobilize finance for climate change adaptation and to manage finance that is available and particularly the capacity to self-monitor and report against indicators of climate change adaptation performance.

Baseline indicators at the design level:

- % increase in income from agriculture and linked activities of target smallholder households
- Number of Districts and Communes integrating climate change adaptation in their development plans and investment programs following NCCDS guidelines
- Number of District and Commune Investment Programs that include specific budgets for adaptation actions (AMAT indicator 13)
- Number of Districts and Communes have formulated climate change adaptation strategies integrated in plans and investment programs
- Number of engineers and technicians trained in delivery of climate resilient water infrastructure
- Number of resilient infrastructure measures introduced to prevent economic loss and co-financed by Commune/Sangkat Fund
- % of targeted households that have adopted resilient livelihoods under existing and projected climate change (AMAT indicator 3), and
- Fiscal incentive structure that incorporates adaptation as climate change risks management (i.e. performance measurement for PBCRG) successfully introduced (AMAT indicator 14).

2.5 Main stakeholders and beneficiaries

The primary beneficiaries of the project are the targeted households in the two Provinces of Siem Reap and Kampong Thom, divided over 10 districts (each Province 5 districts) with in total 89 communes. The two Provinces were selected based on their scoring in the Vulnerability and

Poverty Indices, matching the project focus on resilience of rain-fed agriculture livelihoods⁶. The baseline target of beneficiary households was set at 6,000 households.

The Department of Climate Change (DCC) of the General Secretariat of the National Council for Sustainable Development (GSSD) of the Ministry of Environment (MoE) is the **Implementing Partner (IP)**, with support from a number of key technical Ministries. To ensure cross-sectoral integration, responsiveness to local needs and sustainability, sub-national activities of the Project have been integrated with the National Programme for Sub-National Democratic Development (NP-SNDD) under the coordination of the National Committee for Sub-National Democratic Development Secretariat (NCDDS).

National Council for Sustainable Development (NCSD). NCSD is the project's Implementing Partner. It is a cross-sectoral and multi-disciplinary coordinating body with the mandate to prepare, coordinate and monitor the implementation of policies, strategies, legal instruments, plans and programmes related to climate change. NCSD is a relatively new institution; at the time of the project formulation, the institution that was foreseen to play the role of the Implementing Partner was the National Climate Change Committee (NCCC). However, NCCC was disbanded in 2015 and its functions were taken over by NCSD.

Ministry of Environment (MoE). MoE is responsible for leading and coordinating government policies and programmes related to environmental protection and climate change. The Climate Change Office was established in MoE in 2003, and in 2009 was upgraded to the Department of Climate Change (DCC). DCC was designated to serve as the secretariat for the NCCC, but after the creation of the NCSD it has been acting as its General Secretariat (GSSD).

National Committee for Sub-National Democratic Development – Secretariat (NCDD-S). NCDD is an inter-ministerial coordinating body, chaired by the Deputy Prime Minister, responsible for the decentralization reform. NCDD's primary mandate is to strengthen institutions at the sub-national level: provinces, districts, and communes. NCDD's Secretariat is responsible for overseeing the implementation of the National Programme for Sub-National Democratic Development (NP-SNDD) and its associated three-year implementation plans called IP3. NCDD-S is also responsible for mainstreaming climate change into sub-national development process and ensuring alignment with the Cambodia's Climate Change Strategic Plan (CCSP). NCDD is the project's responsible party for subnational operations: provision of funding and technical assistance to sub-national administrations, integrated within the provisions of the NP-SNDD.

Ministry of Agriculture, Forestry and Fisheries (MAFF). MAFF supports the development of technical guidelines for climate-smart agriculture and master training of extension agents. It also provides technical support to Outcome 2 activities through the Technical Facilitation Committees at Province and District level.

Ministry of Water Resources and Meteorology (MoWRAM). MoWRAM cooperates with NCDD-S in developing and validating guidelines for climate resilient infrastructure (particularly for irrigation) and preparation of training materials. MoWRAM assists NCDD-S in monitoring the quality of irrigation infrastructure constructed under the project's Performance Based Climate Resilience Grant financing.

Ministry of Women's Affairs (MoWA). MoWA provides advice on mainstreaming of gender in climate sensitive planning. It monitors implementation of the project's gender strategy through its Provincial Departments and District Offices. MoWA also advises on appropriate livelihood activities for poor and vulnerable women and makes available relevant training materials.

⁶ See 1.4.1 of the ProDoc, Selection of Target Communities.

Sub-national Administrations (SNAs). Provincial, district and commune governments play a crucial role in the implementation of project's planning and livelihood activities. Key technical agencies at provincial level are the Provincial Department of Agriculture, Provincial Department of Water Resources and Meteorology, Provincial Department of Women's Affairs and Provincial Department of Planning. These provincial departments and their respective District Offices cooperate through a working group which is convened under the mandate of the Technical Cooperation Committee (TCC). The key role of the TCC at both levels includes the formulation of the development plans and investment programmes.

Service Providers External independent companies or NGOs that support the project with specific technical services in capacity assessment, capacity training, feasibility studies and design and execution of infrastructure works and formation and training of community groups. The project has made use of the services of:

- GIS, a service provider that carried out the Baseline⁷ and Endline⁸ Surveys in the target Provinces to measure quantitative impact,
- CADTIS, a service provider that supported the training of farmers on climate resilient agricultural techniques and the formation and training of community groups (saving groups, livelihood improvement groups and water user groups),
- A GIS service provider that carried out Vulnerability Resilience Assessments⁹ in the target districts, compiled district maps and consulted, in a participatory approach, communes on their local knowledge of vulnerability and resilience, used to inform District and Commune development and investment plans,
- Technical consultants, with specialized knowledge of climate resilient irrigation infrastructure design and construction in support of the feasibility studies of water infrastructure works and the design and construction of these works.

For further details on stakeholders, the reader is kindly referred to the relevant sections in the ProDoc, Stakeholder Table on pages 28 to 32, and to the updated Stakeholder Engagement section as described in the Inception Report, pages 11-13.

2.6 Expected Results

By the end of the project, it is expected that the following results will be achieved:

- Capacity of sub-national councils (communes and districts) and Planning and Commune Support Offices in two target provinces enhanced for climate sensitive development planning and budgeting. The vulnerability reduction assessment (VRA) conducted with climate change adaption (CCA) and gender priorities identified during the processes and fully incorporated in all the 89 target communes, within 10 districts in Kampong Thom and Siem Reap.
- 100 resilient small-scale water infrastructures designed and put in place in ten (10) districts following the resilient design standards, specifically targeting rain-fed farmers.
- 160 farmer groups (including 80 LIGs, 40 SGs and 40 WUGs) mobilized to practice climate-resilient agricultural livelihood activities in ten (10) target districts targeting landless women and farmers practicing rain-fed agriculture.
- The existing PBCR grant manual further updated, approved, and implemented in all the ten (10) target districts covering 89 target communes.

⁷ Final SRL Baseline Survey Report, August 2018

⁸ Final SRL Endline Survey Report, September 2020

⁹ Technical Report of Vulnerability Mapping Development, April 2018

3. Findings

In this Chapter the key findings of the TE are presented, based upon the review of the project documentation, interaction with the project management team and the consultations with the main stakeholders during the evaluation process. The findings are divided over the four evaluation categories as presented in the previous sections: i). Project Strategy, ii). Progress towards results, iii). Project implementation and adaptive management, and iv). Sustainability.

3.1 Project Design / Formulation

In this section the project formulation is assessed and in particular the relevance of the chosen strategy in light of the country's context and problems the project aims to address, the logical coherence of the project elements and alignment with stakeholder priorities. The evaluation also assessed if the project assumptions and risks were well articulated, if relevant lessons from other projects were incorporated and how stakeholders have been consulted in a participatory manner and how the management arrangements were designed.

The overarching project objective, as framed in the ProDoc, strengthening the resilience of rural livelihoods is consistent with the GEF Focal Area Objectives on Climate Change Adaptation: 1. Reduced vulnerability to the adverse impacts of climate change, including variability, at local, national, regional and global level. The project is aligned with the development objectives of the Royal Government of Cambodia (RGC) as expressed in the "**Rectangular Strategy** for Growth, Employment, Equity and Efficiency", first adopted in 2005 and updated in 2013, The Rectangular Strategy is based on development in four key areas: agriculture, infrastructure, the private sector and capacity building and human resources development, while good governance is placed at the core of the strategy. **The National Strategic Development Plan 2014-2018 (NSDP)** elaborates the principles of the Rectangular Strategy. Both the Rectangular Strategy and the NSDP recognize the need for action to address the impacts of climate change on agriculture and on irrigation infrastructure, which are key concerns of the project.

The project is also well aligned with a series of national strategic policy documents:

The Cambodia Climate Change Strategic Plan (CCCSP) outlines the government's vision for promoting climate-resilient development and green growth in the period 2014-23. During its first phase the CCCSP will focus on adaptation activities aimed at strengthening community resilience. All climate-related issues, including a climate change financing framework, will be gradually integrated into development strategy and planning at all levels - national and sub-national- as a matter of priority. The proposed project responds directly to the first Goal of the CCCSP: "*Reducing vulnerability to climate change impacts of people, in particular the most vulnerable, and critical systems (natural and societal)*".

Sectoral Climate Change Action Plans, as developed by the line Ministries MoWRAM (Climate Change Strategic Plan, concerning improved protection, management and use of water resources), MAFF (Ministerial Climate Change Action Plan, with as first stated priority action: "Promotion and upscaling sustainable farming systems that are resilient to climate change) and MoWA (Gender and Climate Change Strategic Plan, with the vision that "*Women and men in Cambodia are equally empowered and resilient to climate change impacts...*").

The Policy for Promotion of Paddy Production and (milled) Rice Exports (2010). This Rice Policy is an integrated, cross-sectoral strategy to return Cambodia to its former position as a major rice exporting nation, thus diversifying exports, earning foreign exchange and capturing a larger share of value-added milling, processing, packaging and branding activities. The priority measures proposed by the "Rice Policy" include improvement of extension services, promotion of improved, climate resilient rice seed varieties, irrigation development and support to Farmer Organisations.

In its design, the project has clear relevance to **UN Country Priorities and UNDP's Country Mandate and Strategy**. The project is in line with the key planning documents of the UN and UNDP in the country - UNDAF, UNDP's Country Programme Document (CPD) and Country Programme Action Plan (CPAP). The project supports UNDAF's outcome area for economic growth and sustainable development (as reflected on the front page of the ProDoc):

- Outcome 1.1: Sustainably developed agriculture sector promoting equitable physical and economic access to an increased number of safe and nutritious food and agriculture products.
- Outcome 1.2: National and local authorities and private sector institutions are better able to ensure sustainable use of natural resources (fisheries, forestry, mangrove, land, and protected areas), cleaner technologies and responsive to climate change.

The project also supports a number of key goals identified in UNDP's CPD Outcome 2: By 2015, national and local authorities, communities and private sector are better able to sustainably manage ecosystems good and services and respond to climate change.

Altogether, the project is assessed as having close alignment with national policies and development objectives and as having clear **relevance**, in light of the perceived vulnerability of rural population to the adverse impacts of climate change, the need to pilot decentralized adaptation approaches, and to involve, engage and capacitate sub-national authorities in adaptation approaches in support of the decentralization process in Cambodia. All stakeholders consulted in the evaluation process expressed the project to have clear alignment with their respective priorities, while avoiding unnecessary overlap with existing initiatives or as being complementary, both in geographic scope as in thematic coverage.

The project strategy has a logical order, with three interrelated components, composed in a proper sequence with the first Outcome area aiming at strengthening the decentralized planning capacity in identifying climate change vulnerabilities and infusing prioritized adaptation approaches into district and commune development and investment plans. The second Outcome area focuses on the piloting of adaptation interventions to enhance resilience and livelihoods through rehabilitation of small water infrastructure works and the formation and capacitating of community groups. The third and last Outcome area targets to improve budget and monitoring skills for adaptation interventions at commune level through piloting performance based finance modality of climate change adaptation interventions. The project strategy is directed at addressing the six key barriers identified under section 2.2, financial, capacity and institutional, human resources, coordination and knowledge management barriers.

The selection of the chosen target provinces of Siem Reap and Kampong Thom has been made on basis of vulnerability index and poverty information and directs the project interventions therefore on communities that have a keen interest in targeted support to reduce their climate change vulnerability and to enhance their present resilience through a series of interrelated actions.

In its design the project has a chosen focus to reach and include vulnerable households and women, especially land-poor, landless and/or women-headed households. This inclusive approach requires proactive engagement and targeting of women and poor households (categorized as ID-poor 1 and 2). The three outcomes and eight outputs, as described under section 2.3, are clearly formulated and well connected with defined baseline conditions under a business-as-usual scenario. An additional quantitative impact assessment was foreseen in the project design to further quantify and establish the baseline conditions of a set of indicators, facilitating the ability of the project to measure over time actual impact while tracing key indicators.

The project's result framework, described in more detail, in section 3.1.1, and shown in Table 7 provides a logic coherent structure with outputs, outcomes and objectives. In retrospect, and partly in agreement with the findings of the MTR, some design aspects could have been formulated differently in the project document:

1. The evaluation team has some doubts on the realism to establish a total of 160 community groups in the 10 districts in a relatively short time span. Although it is appreciated to have a high ambition level in the project design and reach tangible impact and reach a sufficient number of beneficiaries, the set target is assessed as difficult to attain. Community groups require sufficient time to form, train and to reach a level of confidence of the group members to function sustainably and to sustain themselves independently. The large target, 160 groups, required a phased implementation approach with a series of batches in sequence spread over several years, which results in differences in maturity and training and confidence level of the various groups. These same doubts are expressed over the target to form 10 agricultural cooperatives during the project implementation duration. This target has been dropped by the project team as too ambitious, as reflection of the design flaw in targeting to establish such a number of cooperatives, an entity of farmer organisation that requires substantial more training and capacity building than relatively simple community groups and normally requires a more advanced stage of development of farmers organisation and value addition of specific commodities.
2. The budgets allocated for irrigation infrastructure rehabilitation and farmer groups are perceived as relatively limited, limiting the realism to achieve the set targets and facilitate tangible livelihood changes (reach, focus/spreading thin). In feedback from the stakeholders and in project documentation, it is stated that the initial cost estimates from the ProDoc were relatively low, probably reflecting actual market prices in 2013-2015, but clearly below present cost levels. The initially set target for especially the cost intensive irrigation infrastructure works (100 functional water schemes) was therefore regarded as too ambitious considering the present cost base. Also, the financial incentives for the various community groups, saving groups and livelihood groups, set at USD50 per group member, are considered to be relatively limited to facilitate the desired livelihood improvement. This reflects a common delicate balance where one intends to reach on the one as many beneficiaries as possible with the project interventions, but risks to spread the interventions (and linked budgets) relatively thin, with more limited impact.
3. In the project design the dependency on external service providers, in particular for the livelihood support interventions under outcome 2, was guided by the existing capacity barriers identified at sub-national level. Although capacity building of the technical staff of the sub-national authorities was an inherent part of the deliverables of the service providers, the human resources at decentralized level remain a persistent constraint. This barrier will continue to exist after project completion and will affect sustainability of project interventions and requires a longer-term solution, which cannot be expected from a relatively short-term pilot project to be resolved.

3.1.1 Analysis of LF/Results Framework (Project logic /strategy; Indicators)

The Logic Framework (LF) of a project offers a key monitoring and evaluation tool to follow the ability of a project to achieve the results that were intended and aimed for during its formulation phase. The coherence and logic of the chosen project strategy has been discussed in the previous section. The overall development objectives, three interrelated outcomes and eight outputs together the Logic Framework or Results Framework. After the design of the ProDoc some changes were made to the LF during the inception phase, in particular at output level quantitative End-of-Project targets were set.

In the Inception Report of October 2017 the LF was named as Strategic Results Framework or SRF. The updated SRF was annexed to the Inception Report as Annex 8, Updated Project Log Frame.

The related three main outcomes and eight outputs are already discussed under section 2.3. At the Project Objective level two indicators are defined:

2. **Impact indicator:** % increase in income from agriculture and linked activities of target smallholder households. The EoP target has been set at an increase in income of 20%, as a foreseen effect of the project interventions in climate resilient agriculture, the establishment and capacity development of farmer groups and the rehabilitation and construction of small scale water infrastructure works. This indicator was measured with the help of an impact assessment, a quantitative survey of beneficiary households in the target provinces and as a control groups of households that did not benefit from the treatment and interventions of the project. A baseline survey was only carried out in 2018, later than anticipated and planned for and an endline survey was carried out in Mid 2020 and published in October 2020. During the inception phase and with the information collected in the baseline survey, this single impact indicator was detailed with a series of sub-indicators contributing to the desired increase of agriculture income. These sub-indicators are:
 - a. Change in % in income from agriculture
 - b. Yield from rice production
 - c. Yield from home gardens
 - d. Migration for seasonal work
 - e. Farmland left fallow, and
 - f. Freshwater availability for household and agricultural consumption.

In the results section, 3.3, a more detailed discussion is presented on the actual increase of income from agriculture and the results for the other linked sub-indicators.

2. **Sustainability indicator:** Number of Districts and Communes integrating CCA in their development plans and investment programs following NCDDDS guidelines. This is intended to be a proxy for the enhanced capacity of Districts and Communes to plan for and invest in climate change resilience interventions in order to reduce their vulnerability.

Two additional elements of **Coverage** and **Replicability** were monitored throughout the implementation phase of the project, as described in the ProDoc, section 2.7 on key indicators. *Coverage* will be assessed through the number of smallholder households with reduced vulnerability. It is assumed that all households participating directly in project activities or benefitting from improved infrastructure will experience reduced vulnerability as a result, i.e. this is a measure of the number of direct beneficiaries and does not attempt to measure the scale of reduction in vulnerability. The coverage indicator coincides with the Climate Change Adaptation Core Indicator 1, set at 6,000 as EoP target, see section 3.3 for the results discussion. *Replicability* is assessed through the number of lessons learned, codified and published in knowledge products. It is assumed that lessons learned through implementation of the project and robustly evaluated through the knowledge platform activities will be capable of replication in other areas of Cambodia. Under output 1.4 the number of knowledge products has a set EoP target of 12 publications.

Indicators chosen for **Outcome 1**, Climate sensitive planning, budgeting and execution at the sub-national level strengthened:

- Number of Districts and Commune Investment Programs that include specific budgets for adaptation actions (EoP target 10 DIP and at least 50 CIP). This indicator coincides with AMAT indicator 13, the GEF CCA Tracking Tool.

- Number of engineers and technicians (public sector, private sector and civil society) trained in delivery of climate resilient water infrastructure (At least 50 engineers and technicians, and at least 20% female as set EoP target).

Indicators chosen for **Outcome 2**, Resilience of livelihoods for the most vulnerable improved against erratic rainfall, floods and droughts:

- Number of resilient infrastructure measures introduced to prevent economic loss and co-financed by Commune/Sangkat Fund.
- % of targeted households that have adopted resilient livelihoods under existing and projected climate change. This indicator coincides with AMAT indicator 3. The set EoP target for this indicator is at least 60% of households participating in livelihoods trainings adopted at least one resilient livelihood technique (half of the uptake is by women).

The single indicator chosen for **Outcome 3**, Incentive mechanism is in place at sub-national level to manage greater volume of climate change adaptation financing aligned with local development plans:

- Fiscal incentive structure that incorporates adaptation as climate change risk management (i.e. Performance Measurement for PBCRG) successfully introduced. This indicator coincides with AMAT Indicator 14 “systems and frameworks for the continuous monitoring, reporting and review of adaptation”.

Altogether, the logical framework is assessed as straightforward and with a coherent logical structure. The indicator framework is relatively simple with 2 indicators at project objective level and with 5 indicators at Outcome level. The indicators are assessed as generally “SMART”:

Specific: The indicators are all specific with clear targets, expressed in numbers or percentages. Only the Outcome 3 indicator, the PBCRG modality, is less specific, as it aims at improving and further piloting and approving of an existing approach.

Measurable: All indicators are measurable and can be quantified, with clear EoP targets and established baseline values. The impact assessments, carried out in 2018 and 2020, support the project to quantify the impact of the project interventions and enable to project for some indicators to measure the change with statistical significance. The Outcome 3 indicator for the PBCRG modality has its own measurement system to assess its performance.

Achievable: As discussed, the set targets for the community groups, 160, is assessed as very ambitious in the project time frame and the target to establish 10 agricultural cooperatives has been dropped, as not realistic. The target of 100 small scale water schemes is considered as ambitious, considering the change in cost base of the schemes. All other indicators have proven to be achievable and realistic.

Relevant: The chosen indicators are assessed as being relevant as the results are aligned with national development priorities and aimed at addressing the barriers identified.

Time-bound: The activities are only linked to an EoP target as no other measurement moments are defined, such as MTR, which is not obligatory. Some of the interventions however are time-bound, as they are influenced and determined by seasonal cycles: agricultural activities are directly linked to the growing cycle and irrigation works are to be carried out preferably in the dry season.

3.1.2 Assumptions and Risks

In the ProDoc assumptions and risk are discussed under sections 2.72 and 2.73. A limited number of **3 assumptions** were identified, linked to the willingness of beneficiaries to commit their time to training and new techniques and sufficient motivation of sub-national authorities by the opportunity to access additional resources, and the accessibility of climate change adaptation finance after the project period. The first two have proven to be correct, whereas the last assumption still has to be proven as the project will phase out. Some additional resources from projects in the pipeline could continue to support the target Provinces (e.g. the Solar Water Irrigation Project), but the present

COVID-19 pandemic forces the government to reconsider the prioritisation of budgets, which could endanger accessibility of financing for climate change adaptation.

In the ProDoc **10 risks** were identified, 2 project objective risk and 8 outcome risks with related risk levels (impact and probability level) and mitigation strategies. The risk log was updated during the inception phase and reflected in the Inception Report. The commune elections of 2017 were identified as new risk, with the potential to negatively impact project implementation and potential change of community councillors. The project proactively changed timing of activities and prepared for additional awareness and training activities for newly elected local governance leaders. Additionally, the project identified the risk of limited availability of sufficient trained technicians and engineers and planned for the use of targeted training manuals and to plan for sufficient technical trainings to mitigate this risk (Inception Report, section 5.8).

During implementation the risk log was regularly updated and reported in the APRs and PIRs. These reports reflect a satisfactory management and awareness of critical risks. Emerging or new risks identified and reported include:

- In 2018 about half of the elected local council members were replaced as their political party was dissolved. In response, the project team has provided further coaching and technical support to the replacement through awareness workshops for sub-national councils and refresher CCA planning training workshops at provincial and district levels.
- The MTR identified the relatively weak capacity of the sub-national administrations as constraint for sustainability of interventions after the project ends. The project has actively responded in a mitigation effort by drafting an exit strategy and through capacity assessments of the various community groups.
- The COVID-19 pandemic, as unique and external risk, has been a major constraint for the project in its last year of implementation. To limit impact and ensure continuity of project activities, the project has actively tried to limit physical gatherings and travel, making use of video and phone to enable discussions and meetings.

The evaluator assesses the management of the project's risks as satisfactory as risks were carefully identified and monitored with concrete mitigation measures and were updated on a regular basis with a realistic follow-up plan with mitigation measures.

3.1.3 Lessons from other relevant projects (e.g., same focal area) incorporated into project design

In the ProDoc lessons from past and ongoing projects and knowledge sharing are reflected in section 2.3.2. The design of the SRL project has benefited from lessons learned from previous and ongoing projects supporting local climate change adaptation initiatives. Among the most important of these are the "NAPA Follow Up" (NAPA-FU) project in Kratie and Preah Vihear provinces and the Cambodia Community Based Adaptation Programme (CCBAP) project which supported climate change adaptation interventions through local NGOs. Both projects have demonstrated success in specific technical approaches to local climate change adaptation, and both have piloted versions of the Vulnerability Reduction Assessment (VRA) process, initially developed under NAPA-FU. The VRA process, along with District Climate Resilience Strategies and Performance Based Climate Resilience (PBCR) grants, was also piloted by NCDD-S pilot Local Governments and Climate Change (LGCC) project in eight Districts/Municipalities.

The project has also benefited from the experience of NCDD-S in piloting PBCR grants for climate change adaptation investments by sub-national authorities (SNA) through the ASPIRE programme of IFAD. Another project that was identified in the ProDoc to have strong potential complementary to the SRL project is UNCDF's LoCAL programme, funded by Swedish SIDA and implemented through

NCDD-S. The project document also identifies ADB's SPCR programme for capacity. Coordination of these efforts through NCDD-S was identified as an opportunity for sharing lessons learned and innovative approaches. Lessons learned from past and ongoing initiatives were incorporated into the project design in the following ways:

- The need for an integrated approach to planning support, including introduction and/or upgrading of planning tools to assist SNA to link identified climate change vulnerabilities to actionable plans and budgets (Output 1.1);
- The importance of building adequate technical capacity at the sub-national level so that local CCA investments can be implemented to a high standard (Outputs 1.2 and 1.3);
- The importance of learning, including careful measurement of results, and sharing of knowledge amongst stakeholders (Output 1.4);
- The need to ensure that sectoral inputs are coordinated and responsive to local needs, for example by making agriculture support and irrigation investments work together (Outputs 2.1 and 2.2);
- The need to ensure that the poorest and most vulnerable are not excluded due to their lack of economic resources (Output 2.2); and,
- The value of performance incentives, but the need to ensure that these are based on robust, objective and relevant performance measures and do not unfairly penalize the most disadvantaged SNA (Outcome 3).

Overall, the SRL project document provides a good overview of previous and ongoing efforts related to climate change adaptation, especially in the water and agriculture sectors. The project design has benefited from the relevant information available from these previous initiatives and builds on their experience and lessons learned.

3.1.4 Planned stakeholder participation

Stakeholder participation was explicitly included in the design of the project and reflected in section 2.11, Stakeholder Involvement Plan. In this plan key stakeholders are identified with their respective roles and responsibilities listed as partners and beneficiaries of the project. These stakeholders include Ministries and other public agencies, development partners supporting climate change adaptation, sub-national democratic development and livelihoods, project staff of projects with similar areas of activity, NGO's active in climate change adaptation and rural livelihood support, farmer organisations and private sector entities. The stakeholder plan further elaborates how these various stakeholders would be able to participate and contribute to various activities, ranging from planning and review workshops, knowledge exchange events and other forms of consultation. In the Inception Report the stakeholder engagement plan is updated and reflected in section 5.4, Updated Stakeholder Engagement and section 5.5 Partnerships with other Climate Change Initiatives. The Inception report describes how the project will receive technical support from Climate Change Technical Team (CCTT), which serves to facilitate and provide technical support to NCSD in addressing climate change issues. Key stakeholders are represented in the Project Board, allowing effective knowledge exchange between the partners and facilitating an effective flow of information through reviewing and endorsing annual work plans and budgets and discussions on key challenges and emerging results. The project has made use of social media (Facebook, Twitter) and web sites to disseminate information on ongoing activities and emerging lessons learned as an outreach effort to a broader public. In the partnerships established academia are mostly missing, which could have generated information on ongoing research on vulnerability regarding, e.g. floods and droughts and climate resilient agricultural practices. Also, the participation of the private sector, with the exception of consultation of micro-finance entities, has been limited. In the engagement with the beneficiaries in the communes the service providers played an important role in their responsibility to form, train and support community groups. After the end of their service

contracts the engagement with these community groups was more limited and was taken up by the project staff in the provinces and the existing extension staff.

The inclusive approach of the project, proactively aiming to engage and involve women and vulnerable households in project interventions, has enabled active participation of these vulnerable groups. The Endline Survey confirms the participation of 6,745 households with 66.5% of women represented, exceeding the set targets and evidence of the ability of the project to facilitate broad participation of the targeted beneficiaries.

3.1.5 Replication approach

The ProDoc in section 2.10 states that the project was expected to have a high degree of replicability. This is based on the assumption that the piloted approaches in the project, resilient agriculture and water management, are suitable for immediate replication in other rural areas of Cambodia with rather similar climatic and agro-ecological conditions. The ProDoc also recognizes the importance of participation of local communities and sub-national authorities in developing and institutionalizing approaches to assess and identify vulnerabilities and plan, budget and execute prioritized interventions. The involvement of NCDD-S facilitates this replication potential as it is a key entity to catalyze and facilitate successful approaches and emerging best practices to other regions in the country.

The ProDoc is less explicit how the project could further contribute to scaling-up and replication of piloted approaches. Based on the MTR recommendations, the project has formulated an exit strategy that gives more detail how replication can be facilitated beyond the target provinces. The exit strategy is discussed in more detail under section 3.3.7 Sustainability. Given the piloting nature of the SRL project, such a strategy to replicate emerging best practices and to support institutional capacity and embedding is important.

The project has invested in training and building capacity of technical staff and extension agents, which will be instrumental in further replication of interventions. This is supported by the upgrading and adoption of various technical manuals (climate resilient irrigation infrastructure, PBCRG) that will facilitate further training and monitoring in scaling-up of approaches.

3.1.6 UNDP comparative advantage

UNDP comparative advantages lie in its global experience and local presence in integrating policy development, developing capacities, and providing technical support. At the global level, the project focuses on climate-resilient planning, and hence, it falls under Outcome 1 of the UNDP Strategic Plan 2014-2017: Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor. The project benefited from UNDP's extensive experience, as well as the best practices and lessons learned from similar efforts in other countries, especially LDCs. In the Cambodia Country Programme Document 2019-2023 it is reflected that, in line with the Rectangular Strategy and UNDP signature solutions (3) building resilience and (4) sustainable planet, UNDP will support environmental protection, working with the Government to ensure sustainable natural resource management and build climate resilience. The project is aligned under UNDAF OUTCOME 3: By 2023, women and men in Cambodia, in particular the marginalized and vulnerable, live in a safer, healthier, more secure and ecologically balanced environment with improved livelihoods, and are resilient to natural and climate change related trends and shocks. To this extent the project contributes to UNDAF Outcome 3.1.3. P a reduced percentage of communes vulnerable to disaster shocks and climate change.

UNDP supported the project design, accessing the GEF funding, and implementing activities and provided overall assurance role in line with UNDP, GEF and the Government plans. The CO is

resourced to provide the necessary oversight to support the government. Furthermore, UNDP CO in Cambodia is leading the implementation of several projects related to Climate Change, Resilience and Energy, hence, UNDP has substantial in-house technical expertise to support the government and fulfil an overall oversight assurance role as per the UNDP/GEF guidelines. The CO has access to a regional and global network of technical experts and has supported the project in its communication outreach and with procurement. Backstopping by experts from the UNDP regional hub forms another comparative advantage in providing technical assistance during formulation and in the monitoring and evaluation process. These forms of quality assurance and oversight support to the Government builds on extensive national and regional experience with environmental and livelihood projects. Stakeholders expressed their appreciation by the quality of the support provided by UNDP CO and regional hub throughout the project cycle

3.1.7 Linkages between project and other interventions within the sector

The project has established several partnerships, cooperating with important institutions, and building linkages with other projects/initiatives. The project collaborated with and built on the success of initiatives funded by other development partners. Among those projects/partners:

- The Small Grants Programme (SGP) of UNDP-UNOPS. SGP gained extensive experience with the Cambodia Community Based Adaptation Programme (CCBAP) that ended in 2015, that 71 projects in 21 provinces in the period 2010-2015. SGP piloted the support to local organisations approach to mainstream climate change adaptation in CIPs/development plans and has broad experience with livelihood initiatives at community level.
- The ASPIRE programme of IFAD and the LoCAL programme (UNDCF) support both the further piloting of the PBCRG.
- The Cambodian Climate Change Alliance (CCCCA). The Cambodia Climate Change Alliance (CCCCA) provides a unified engagement point to pool resources for the mainstreaming of climate change in national and sub-national policies and programmes. CCCC is a joint initiative of the Royal Government of Cambodia and a partnership between UNDP, the European Union and the Swedish Government. It is implemented by the National Council for Sustainable Development (NCSD) and managed by its Department of Climate Change to address climate change in Cambodia. The specific objective is to contribute to strengthening of the implementation of the Cambodia Climate Change Strategic Plan for 2014-2023.

Regular knowledge exchange with these partners within the sector is facilitated by annual review workshops.

3.1.8 Management arrangements

The SRL project is nationally executed in accordance with UNDP's National Implementation Modality (NIM). National Implementation is an arrangement whereby the government, in principle, assumes full ownership and responsibility for the formulation and effective management, or execution, of all aspects of UNDP-assisted projects and programmes. The designated Implementation Partner (IP) for the project is the Ministry of Environment (MoE). After signing of the ProDoc institutional reform within the Government caused a delay to the start-up of the project. The initially intended IP, the National Climate Change Committee (NCCC) was dissolved and NCDS took over the functions of NCCC and its role as IP. NCDS is aimed at improving the coordination of climate change activities in Cambodia and to promote a stronger, comprehensive and effective climate change response. The **Project Board (PB)** provides guidance and supervision to the project, including review and endorsement of annual work plans and budgets and revisions and recommendations and decisions regarding emerging and important issues and actions. The PB is chaired by the Project Director, the Secretary General of GSSD and has members from all key stakeholder: NCDD-S, MAFF, MoWRAM, MoWA and UNDP. In the Inception Report this updated management arrangement is reflected in the organigram shown in Figure 2, with minor changes compared to the organigram depicted in the ProDoc.

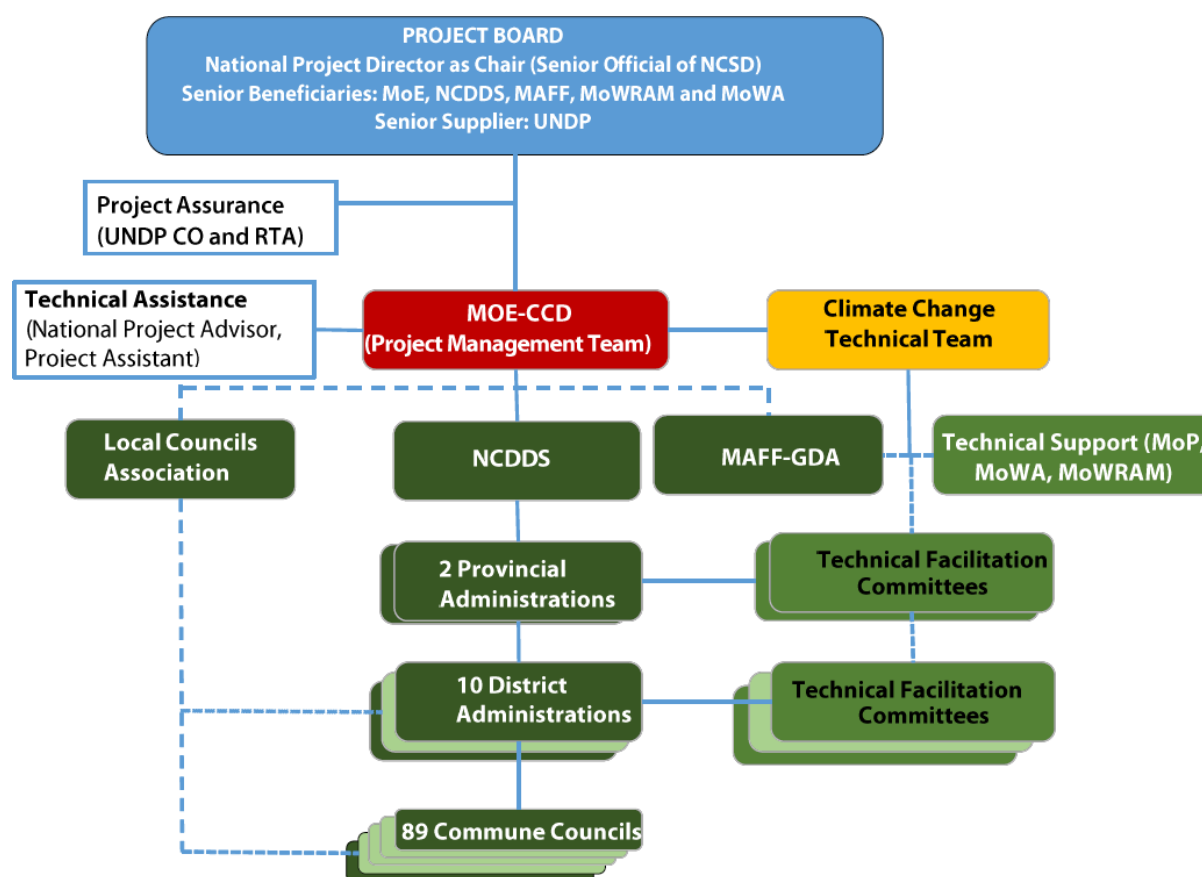


Figure 2 Organigram of the project management structure

To ensure cross-sectoral integration, responsiveness to local needs and sustainability, sub-national activities of the Project will be integrated with the National Programme for Sub-National Democratic Development (NP-SNDD) under the coordination of National Committee for Sub-National Democratic Development Secretariat (NCDD-S).

The ProDoc describes the management staff composition with a project manager, a management specialist and three full-time national adviser positions: a climate resilient planning adviser (supporting all aspects of NCDD-S implementation responsibilities, mainly under Outcome 1, and supporting development of climate sensitive planning capacity), a social and gender adviser (supporting implementation of the project gender strategy and advise on implementation of Output 2.1 (livelihood support for poor and vulnerable women) and aspects of community mobilization) and an infrastructure adviser, (supporting implementation of Output 1.3 (technical standards for climate resilient infrastructure and supporting provincial infrastructure advisors) constituting the **project management team**. The team is supported technically by technical advisers and short-term consultants and service providers.

The Inception Report, section 5.1, describes that an additional project coordinator was appointed based at NCSD to support and play a coordinating role in assistance of the project management team. Also the project management specialist function was not filled, but replaced by a national project advisor to provide technical support and advisory services to the project management team and the involved responsible parties, specifically the NCDD-S and the sub-national authorities. The project advisor reports to the UNDP's Assistant Country Director. Detailed ToRs for the national project coordinator and advisor are annexed to the Inception Report. The sub-national administrations in Siem Reap and Kampong Thom are supported by a provincial project advisor and a provincial

infrastructure advisor, providing technical guidance to the sub-national authorities and linking the national level institutions with the target provinces. The PB decided not to fill the foreseen position of an international technical specialist, aimed at providing advice and coordination with ongoing related projects and internationally best practices.

The management arrangements as designed in the ProDoc are implemented with some minor adjustments and have proven to be effective, with a functional and effective PB as reflected in the PB minutes, a close and informal linkage between NCDS, NCDD-S and UNDP at national level and with a direct linkage to the sub-national authorities in Siem Reap and Kampong Thom. The foreseen technical advisory body, the Climate Change Technical Team, forms an advisory entity that provides guidance and support to various climate change projects. The evaluator has had no access to documentation reflecting the advice of this team.

3.2 Project Implementation

In this section, in line with UNDP/GEF TE guidelines, the following six areas of project implementation have been assessed: (1) adaptive management; (2) partnership arrangements; (3) feedback from M&E activities used for adaptive management; (4) project finance; (5) monitoring and evaluation; and (6) UNDP and IA roles. A six-level scale was used to rate the achievements of project implementation and adaptive management in terms of the criteria above. Ratings are summarized in the TE Ratings & Achievements in Table 1, Page 8.

3.2.1 Adaptive management (changes to the project design and project outputs during implementation)

The project management team, supported by UNDP and MoE-NCSD and NCDD-S, has had to adapt itself from the beginning of the project to challenging conditions, ranging from institutional rearrangements and related delays to the present global COVID-19 pandemic. The following adaptive management measures were noted:

- Although the initial start date was scheduled for July 2015, actual implementation only started in Mid-2017. As detailed in 3.1.8, the delay was related to **an institutional rearrangement** with the newly formed NCDS as Implementing Partner. The initially intended IP, the National Climate Change Committee (NCCC) was dissolved and NCDS took over the functions of NCCC and its role as IP. NCDS is aimed at improving the coordination of climate change activities in Cambodia and to promote a stronger, comprehensive and effective climate change response. To facilitate the start-up of the delayed project, a start-up project advisor was recruited who facilitated together with the project stakeholders the inception phase, culminating in the **inception workshop** and inception report, with an updated stakeholder engagement plan, M&E plan and the first detailed annual work plan and budget for 2017, together with a multiyear workplan.
- The **procurement of staff** caused some delays, due to the limited availability of qualified professionals, but with the updated ToRs as reflected in the inception report, the project management team was complete by mid 2017.
- Due to dissolution of the main opposition party in 2018 about half of the **elected local council members were replaced**. In response, the project team provided further coaching and technical support to the new council members through awareness workshops for sub-national councils and refresher CCA planning training workshops at provincial and district levels.
- In the recruitment of the service provider for the livelihood component (CADTIS) (aimed at forming, training and supporting community groups) there was a mismatch between the bid of the winning company and the available budget. The project decided to adapt the ToR with a limitation of the expected deliverables and with reducing the contract length from 30 to 22 months.

- In support of the M&E, the ProDoc foresaw impact assessments to establish a sound quantitative baseline at project start and recurrent impact assessments at mid-term and EoP. Due to the initial delay of the project implementation, the Project Board decided to limit the impact assessments to a baseline and an endline survey. The impact surveys area rather complex tool and requires substantial guidance and coordination between the project team, UNDP and NCDS/NCDD-S and the selected service provider (GIS). The project team took the initiative to conduct a rapid Mini Survey, to assess the preliminary impact of project interventions.
- In follow-up to the MTR findings the project team has proactively taken actions to advance the irrigation works as much as possible, taking into account the time-bound implementation constraints of these irrigation works and concentrated further on the improvement of functional community groups through a capacity assessment and follow-up with targeted training and guidance of these groups that proved to need additional support.
- Due to the delays in the start-up phase of the project, the project management team provided adequate documentation and justification for a project extension arrangement, leading to extension of the project period to 31 December 2020.
- A Letter of Agreement (LoA) was signed between UNDP and NCDD-S to allow flow of fund directly from UNDP to NCDD-S for the implementation of activities at the sub-national level without going through NSDC/DCC.
- Lastly, the COVID-19 pandemic has been a real challenge for the team in its last year of implementation. The restrictions on gatherings and travel have been difficult, but digital alternatives for meetings through video and phone calls resolve some of these issues. The endline survey had to be adjusted as the service provider could not, as envisaged, visit all households selected for the survey, but had to rely on phone interviews, which made the survey more complex. The pandemic has also had its impact on the terminal evaluation process, as discussed earlier in this report.

Based on these observations the evaluator is confident in his conclusion that it is commendable how the project management team has been adaptive in its management reaction and adjustment to changing external conditions.

3.2.2 Partnership arrangements (with relevant stakeholders involved in the country / region)

Based on the consultations with the key stakeholders and the review of the project documentation it is assessed that the project in its formulation and implementation phase has been supported by strong partnerships. These partnership arrangements range from the engagement of donors and international organisations, the national level governmental institutions, sub-national authorities and community groups to private sector service providers. At the highest level, the Project Board brings together the key stakeholders of the project as the main governance body, responsible for guidance, technical support and endorsement of work plans and budgets. The core partners of the project are closely arranged in a rather informal structure with short communication lines. The partnership arrangement, as detailed in the ProDoc, adjusted in the Inception Report and reflected in the MTR, brings together four key partners, as reflected in Figure 3.

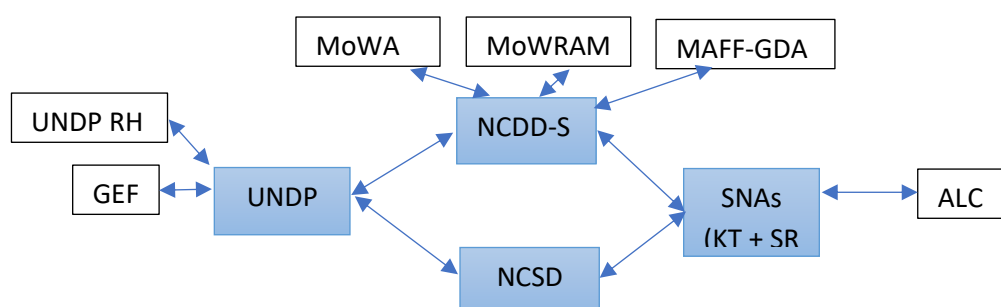


Figure 3 Arrangement of key partners of the project

There is a clear division of tasks and responsibilities between the key project partners. Other project partners are engaged in the implementation of project activities through one of the four partners.

NCSD The implementing partner, responsible for the implementation of the project and hosting the project management and chairing the Project Board. Responsible for progress and financial reporting and for some of the activities under Outcome 1.

NCDD-S Responsible partner under Outcome 1 for support to climate sensitive planning, gender mainstreaming (with support from MoWA), technical standards and capacity development for climate resilient infrastructure (with support from MoWRAM). Responsible for delivery of all outputs under Outcome 2 and 3 through the sub-national administrations (with support from MAFF).

SNAs Directly involved in the implementation on the ground, ranging from the formulation of development and investment plans, training programmes and the support of livelihood activities of various community groups. SNAs are supported by the Association of Local Councils (ALC), responsible for training district and commune staff in climate change awareness and climate sensitive planning.

UNDP Provides technical support on demand and in charge of monitoring, oversight and quality control of the execution of the project activities. Provides a linkage to GEF and responsible for transfer of funds to national authorities and connecting to technical expertise where needed from its regional network.

Based on the review of the project documentation, the stakeholder feedback and the field mission to the target provinces, substantial information indicates the active engagement and participation of key partners:

- The Project Board minutes reflect a well-functioning and annually convening governance body, with clear discussion of key issues and challenges and guidance and endorsement of the annual work plan and budgets, with clear division of responsibilities of the various partners.
- The sub-national partners expressed during the field mission their appreciation for the close partnership with the project at provincial and district level, ranging from planning and identification of key vulnerabilities to development of local development and investment plans and ultimately execution and monitoring of livelihood activities. In particular the various community groups consulted expressed their appreciation for the support to community groups, as enabler of women participation and stronger social cohesion.
- Training and awareness raising activities organised by the project, ranging from technical trainings on climate resilient water infrastructure development to poultry management and national-level knowledge exchange workshops have been organized in a participatory manner, open to various stakeholders.

- Outreach and communication materials, documenting the project interventions and emerging best practices, are disseminated through social media, web sites and distributed during awareness raising and training meetings.
- As indicated and suggested in the MTR Report, there are other projects being implemented in parallel, such as the Early Warning System Project¹⁰, that have valuable elements and lessons to be shared with the SRL project. Within the EWS project attention was given to the development together with MAFF of training manuals and programmes on Drought Resistant Agricultural Techniques (DRAT), which are very applicable in the target provinces for the communities confronted with the impact of droughts on their agricultural practices. The same accounts for the Farmer Field Schools approach in the EWS project and the agro-meteorological information, in the form of seasonal bulletins and short-term forecasting, helping farmers to better time their practices and to be prepared for negative climatic events. UNDP is here in a unique position of supporting and facilitating these projects and with the opportunity to integrate lessons and emerging best practices out of single projects into a broader holistic programme concept.

3.2.3 Feedback from M&E activities used for adaptive management

The various M&E activities as implemented by the project, and further discussed under 3.2.5, provided quarterly and annual progress reports and project implementation reports. These reports were shared with the Project Board and presented the progress made under the project outcomes and identified key challenges, risks and issues that required further action. The PB minutes reflect how the PB gave recommendations to the project management team to adapt to these challenges. The MTR report provided important recommendations to the project that were incorporated proactively by the project in their management response, leading to adaptive measures focused on advancing the irrigation infrastructure works and in providing additional attention to capacity and sustainability of the community groups being formed. CO staff joined the project team in regular M&E trips and provided feedback for action and follow-up in their BTORs. The RTA from the Regional Hub also joined the team and stakeholders for monitoring trips and gave detailed recommendations in mission reports and in the PIRs. In section 3.2.1 key adaptive measures are discussed.

3.2.4. Project Finance

Based on the progress reports provided by the project of the total budget of **\$4,567,500** in total **97%** or **\$4,415,131** was dispersed by the end of November 2020), see Table 2. The spending per outcome or activity area has been closely in line with the projected budgets, 94% and 98% for activity area 1 and 2, and 98% for activity area 3¹¹ (this includes UNDP TRAC). In assessing the actual expenditure compared to what was planned for in the annual work plans and budgets, **the delivery rate of the project**, expressed as the ratio between expenditure and plan in %, **has been consistently very high**. The delivery ranged between 92% in 2017 up to 100% in 2019, which is indicative for the ability of the project team to realistically plan and budget annual activities and implement these activities as intended, see Table 3. This consistent delivery is also reflected in the accumulated expenditure as depicted in Table 4 and Figure 4.

The ProDoc indicates a total of \$15,860,000 committed as co-financing through in kind and cash parallel Government support and UNDP resources. The government co-financing availability, as

¹⁰ See the recent TE of the EWS Project: Strengthening Climate Information and Early Warning Systems in Cambodia to Support Climate Resilient Development and Adaptation to Climate Change Project, August 2020.

¹¹ Based on finance information as provided by the CO on 21 December 2020

expressed in the co-financing letters consists of \$14,510,000, divided over IP-3 funds for Kampong Thom and Siem Reap, D/M and C/S funds available for transfer during the project implementation period, complemented with operational and staff costs. Based on project documentation (PIR 2020 and infrastructure data base) a total amount of \$998,415 has been contributed through co-financing by sub-national authorities (mainly for irrigation works) and \$243,325¹² from UNDP TRAC contribution. Operational costs of NCDD-S, consisting of staff costs and office space, over the implementation period amount to \$226,950¹³. This results in a total of \$1, 468,690, which represents 9.26% of the committed co-financing, see Table 5, Co-financing Table. The co-financing commitment, as reflected in the co-financing letters annexed to the ProDoc, mainly consists of the commitment to transfer funds to the targeted districts and communes. For IP-3 funds this was estimated at \$2,08 million, for fiscal transfer of district municipal funds to the 10 target districts this was estimated at \$2,84 million and for the communes the amount to be transferred was estimated as \$9,49 million. These funds were utilized for broader and general development purposes and the evaluator has not been provided information other than the actual expenditure as co-financing of the SRL interventions in the communes, mainly reflecting the capital-intensive irrigation construction works. This explains the substantial difference between the reported expenditure and the initial commitment.

Based on the discussion with the stakeholders no fund flow issues were reported and no audit issues were reported so far, not from external audits or spot checks. The financial reporting, as reflected in the APRs and PIRs and in the AWP/Bs are considered to be in good order.

Table 2 Accumulative expenditure by project activity as compared to initial ProDoc budget

Activity	ProDoc	Expenditure up to 30 November 2020	Delivery
Outcome 1	1,071,350	1,182,832	110%
Outcome 2	3,056,400	2,938,787	96%
Outcome 3	230,000	105,187.32	46%
Outcome 4	209,750	188,325	90%
Total	4,567,500	4,415,131	97%

Table 3 Cumulative annual expenditure and comparison to planned budgets

Year	Actual expenditure	Planned per AWP/B	Delivery [%] Expenditure/plan	Budget Revision
2016	37,867	43,160	88%	BRV-G01
2017	816,677	883,673	92%	BRV-G03
2018	1,590,735	1,610,908	99%	BRV-G05
2019	1,498,746	1,493,785	100%	BRV-G07
2020 up to 30 November	471,106	623,475	76%	BRV-G09

¹² UNDP TRAC cut-off date is 30 November 2020

¹³ Letter of NCSD of 16 December 2020

Table 4 Cumulative expenditure as percentage of total budget (GEF) up to 30 November 2020

Period	Expenditure [USD] (cumulative)	Percentage of total budget [%]
2016-2017	854,544	19
2016-2018	2,445,279	54
2016-2019	3,944,025	86
2016-2020	4,415,131	97
Total	4,567,500	

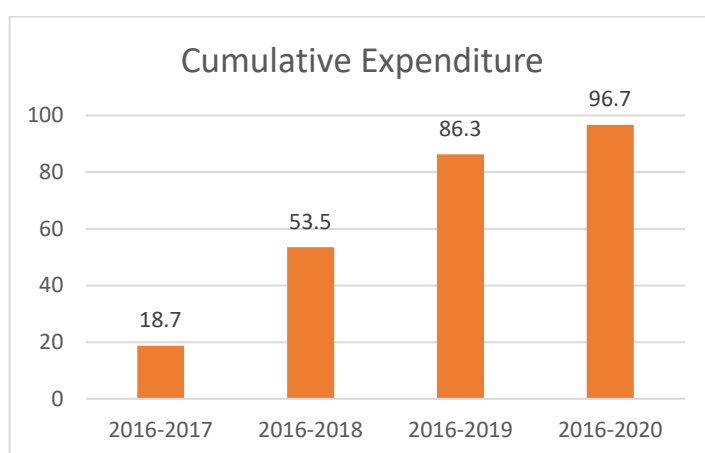


Figure 4 Cumulative expenditure during the project period

Table 5 Co-financing Table

Sources of Co-financing	Name of Co-financer	Type of Co-financing	Amount Confirmed at CEO endorsement (US\$)	Actual Amount Contributed at stage of Terminal Evaluation (US\$)	Actual % of Expected Amount
National Government	Royal Government of Cambodia (RGC)	In-Kind	14,510,000	1,225,365	8.44%
IA/EA	UNDP	Cash + In-Kind	1,350,000	243,325	18.17%
		TOTAL	15,860,000	1,468,690	9.26%

3.2.5 Monitoring and evaluation: design at entry and implementation, and overall assessment

Design at Entry

The ProDoc presents an indicative monitoring and evaluation work plan and budget, section 6.3, with indication of planned M&E activities, responsible partners for these activities, estimated budget and related time frame and/or frequency of the M&E activity. The range of M&E activities reflect the standard UNDP-GEF instruments, such as quarterly and annual progress report, Project Implementation Reports (PIRs), a Mid-Term Review and Terminal Evaluation. Also, the Inception Workshop and Report are indicated and oversight by UNDP CO and RTA, internal monitoring and reporting by the involved Government agencies and regular audits and field visits. The total foreseen budget was \$106,575, or approximately 5% of the total GEF budget. In addition to the M&E work plan, the project Log Frame contained detailed indicators of achievement, means of verification, risks, and assumptions in addition to the baseline. The log frame therefore provides a M&E tool for measuring project implementation progress and performance, in comparing the initial baseline with the actual achieved results and the set End of Project target.

The design at entry is assessed as **satisfactory**.

Implementation of M&E

Based on the review of the project documentation and the consultation with the stakeholders during the TE process the following is observed:

- During the Inception Workshop and as reflected in the Inception Report the M&E Work Plan and Budget were updated (Annex 1 of the Inception Report). The M&E plan was updated with several additional M&E activities. An Impact Survey was added costing \$255,000 (baseline and endline surveys), performance measurement by NCDD-S in support of the PBCRG modality (\$44,500), annual review and planning meetings and lessons learned and knowledge management with publication of knowledge products. The total M&E budget increased to \$424,575 (although the inception report gives no tabulation of the estimated costs), mainly because of the addition of the impact assessments.
- UNDP has fulfilled its role in supervision and quality assurance of the project through:
 - Supporting the Inception Phase and carrying out regular monitoring visits to the field as reflected in BTORs and monitoring reports
 - Facilitating and attending the annual Project Board meetings, as main governance body of the project, and informed by M&E reports
 - Guidance and supervision by the RTA, including field visits and detailed advice and guidance reflected in the annual PIRs with updating of perceived risks and assumptions, if deemed necessary.
 - A close and informal information exchange between UNDP and its key project partners, with short lines and resulting in effective communication.
- The Inception Workshop, as culmination of the inception phase, was held on 27-28 March 2017 in Siem Reap and the related Inception Report was published in October 2017, reflecting the updated M&E Plan.
- The PB meetings were held annually and the PB Minutes reflect participation by all key stakeholders and pragmatic discussion of the progress made and the key challenges faced by the project, together with recommendations to the project management team for action.
- Quarterly reports are compiled by the project to document progress and emerging challenges. The project produced 9 quarterly reports: in 2017 2 (implementation started in Q2 and Q4 is covered in the APR), in 2018 3, in 2019 3 and 1 in 2020.
- Annual Progress Reports have been produced for the years 2017, 2018 and 2019, together with the Project Implementation Reports for 2017 to 2020. Besides information on the progress in implementing the planned activities, the reports reflect on key challenges and

issues and provide recommendations for adaptive measures. Especially the PIRs contain detailed guidance provided by the RTA and progress ratings for the project combined with self- assessments.

- The Mid-Term Review was carried out in October-November 2018 and the MTR Report was published in March 2019. The MTR provided an essential review of the project's progress and achievement, identified key challenges and gave a number of recommendations as adaptive measures. The management response to the very supportive MTR presented the intended actions in follow-up of these recommendations. Of the six recommendation of the MTR two focused on the progress of construction of the irrigation schemes and their sustainability and a third focused on the needed further guidance and support to enhance the capacity of the community groups. In the exit strategy these three recommendations were incorporated as areas of attention and follow up action was included in following work plans. The remaining recommendations aimed at strengthening synergy and linkage between projects, use of the M&E system and linkage with SDGs at sub-national level. In the management response and following PB decisions these recommendations were addressed and followed-up. Targeted workshops at sub-national level were organized to build awareness on the SDGs, trainings and capacity assessment of community groups and co-financing of infrastructure projects were reflected in the M&E system. There is still scope for improvement to document the lessons of the project, and in particular the infrastructure initiatives, as indicated in the MTR recommendations.
- A Project Terminal Report is being prepared by the project and will serve as key input for the Terminal Review Meeting, intended as closure of the project and aimed as key knowledge sharing event to inform key stakeholders and the broader public.
- In the last year, the project published a series of knowledge products, case studies, stories from the field and a policy brief, documenting a series of key interventions of the project in the target provinces.
- The project carried out two extensive impact assessments through household surveys of the beneficiaries in the two target provinces. The impact assessments were done by Green Innovation Services Ltd or GIS. The baseline survey was published in August 2018 and the endline survey was published in September 2020. The impact assessments were applied as an innovative tool for quantitative definition of the project baseline and to facilitate a quantitative endline measurement through comprehensive household surveys. The surveys provide an additional source of information for M&E and for triangulation of findings. The wealth of data compiled in the survey reports assist in reliable and statistically representative data on project progress for selected indicators, but it proves to be also complex to obtain a clear analysis and attribution of actual project impact. In the following results section further attention is given to the impact assessments as M&E tool.

It is observed that the project has implemented the planned M&E plan effectively and has added additional impact assessment as innovative M&E tool. The evaluator has seen limited use of the effective M&E system as a learning and reporting tool to the broader public. It is noted that the project has produced a series of knowledge products, but there is good scope for further utilizing the wealth of data coming from the piloting in the pilot provinces, enriched by the recent endline survey report.

Based on the above observation the implementation of the M&E plan and the overall M&E is assessed as **satisfactory**.

3.2.6 UNDP and Implementing Partner: overall project implementation/ execution, coordination, and operational issues

Based on the project documentation and the stakeholder consultations the quality of the UNDP execution of the project is assessed, together with the execution by the implementing partner.

- The progress reports and implementation reports reflect, in combination with the impact assessment and the MTR, an appropriate focus on results. The reports are clear and to the point, but also detailed in the way that challenges are discussed.
- UNDP provided adequate quality assurance support to the implementing partners and the project management team. Both the UNDP CO staff and the RTAs have provided regular and timely backstopping and the stakeholders were clearly appreciative of the quality and timeliness of the UNDP support.
- Risks and assumptions were tracked and updated, where needed.
- The relatively slow start-up phase of the project was responded by UNDP in facilitating the LoA and through kick-starting the inception process.

NCSD (MoE-DCC), in close collaboration and coordination with NCDD-S, as key partners of UNDP in implementation of the project have shown a pragmatic and effective focus on results and timeliness of implementation of planned activities, as evidenced by the excellent delivery rates, realism in planning and estimation of workloads, managing and guiding external service providers and liaising with the sub-national authorities in Siem Reap and Kampong Thom. The government has shown, through the engagement of both NCSD and NCDD-S clear ownership of the project.

The evaluator assessed the execution and coordination of both UNDP and NCSD/NCDD-S as **satisfactory**.

3.3 Project Results

In this section the achievement of the project results is discussed and assessed to what extent the overall objective and identified outcomes and outputs have been attained. This assessment is combined with an assessment of key evaluation criteria with regards to relevance, effectiveness, efficiency, country ownership, mainstreaming, sustainability and impact.

3.3.1 Overall results (attainment of objectives)

In order to assess to what extent the project has been able to make progress towards its objective and each outcome, Table 7 has been used to summarize progress towards the end-of-project targets. In this Progress Towards Results Matrix information is presented based on the stakeholder interviews, progress reports and the results framework. To be noted is that there are no defined MTR targets in the results framework. EoP targets are used to assess progress for the different outcomes and related indicators. Progress since project start until Q3 2020 is given in 4th column, with TE comments in the 5th column together with justification for the given ratings presented in the 6th column, according to the provided color scheme: with green if targets are achieved, yellow if the project is on target to achieve the target and red if the project is not on track to achieve the set target. Achievement ratings are also given in the 6th column, using a 6 point Progress Towards Results Rating Scale (HS, S, MS, MU, U, HU).

GEF Tracking Tools: AMAT Indicators

In addition to the progress towards outcomes analysis, the GEF Tracking Tool at the baseline can be compared and analysed with the situation at the Midterm and at End of Project (EoP). The GEF Tracking Tool for Climate Change Adaptation, the Adaptation Monitoring and Assessment Tool or AMAT, was filled out as part of and as annex to the ProDoc. Some of the indicators of the results framework coincide with the AMAT indicators, e.g. Outcome 1, indicator 1 (AMAT indicator 13) and Outcome 2 indicator 2 (AMAT indicator 3) as well as Outcome 3, indicator 1 (AMAT indicator 14). AMAT was submitted in August 2019 after the MTR. The Tracking Tool provides a standardized approach to document and monitor progress and to quantify and disaggregate progress (also supporting documenting gender specific approaches) and is seen as supporting tool for project teams. The updated AMAT file with scoring for the individual indicators at End of Project is annexed to this report as a separate file. In line with the progress to results matrix, the project has achieved or

exceeded most of the set targets. The AMAT Indicators also clearly reflect the sharp increase of results after the MTR, reflecting the project advancing from planning and capacity building to actual implementation of livelihood interventions and formation of farmer groups.

Table 6 AMAT Indicators for the SRL Project with EoP targets

AMAT Indicator	EoP Target	Midterm	EoP	Comments
Indicator 3: Population benefiting from the adoption of diversified, climate-resilient livelihood options	6,000 60% (where approximately half of this is women)	42.8% (where approximately 60% are women)	6,745 of which 5,242 (77.7%) participated in livelihood, saving and water users groups. 64.7% are women.	Exceeds the EoP target, both for percentage of population, as for the percentage of women benefiting.
Indicator 13: Sub-national plans and processes developed and strengthened to identify, prioritize and integrate adaptation strategies and measures	10 DIP and at least 50 CIP include specific budgets for adaptation activities	2 DIP and at least 39 CIP include specific budgets for adaptation activities	9 DIPs (90%) and 63 CIPs (126%) have included a specific budget for CCA activities through the (PBCRG) co-financing.	CCA strategies for 10 target districts have been formulated and integrated into 10 DIPs and reflected CCA priorities. At commune level, 84 CIPs have included CCA priorities identified from VRA assessments. Target achieved for DIPs and exceeded for CIPs.
Indicator 14: Countries with systems and frameworks for the continuous monitoring, reporting and review of adaptation	Fiscal incentive structure for enhanced adaptation planning is established and used by NCDD-S	Performance-based Climate Resilient Grant (PBCRG) manual - fiscal incentive mechanism, has been reviewed, updated and approved by NCDD-S.	In 2019, the PBCRG Grant manual as innovative financial modality has been updated and introduced to the 10 SRL target districts and followed up by annual performance assessments. Intention to replicate PBCRG nationally.	Overall, with support from the SRL, ASPIRE and LGCC projects, NCDD-S has been able to introduce and implement this PBCRG guideline in 50 districts of 12 provinces. Target achieved

Table 7 Progress Towards Results Matrix (Achievement of outcomes against End-of-project Targets)

Indicator Assessment Key

Green= Achieved	Yellow= On target to be achieved	Red= Not on target to be achieved
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Description of Indicator	Baseline Level	End of the project target level	Progress since project start till Q3 2020	TE comments	Rating
Objective Sub-national administration systems affecting investments in rural livelihoods are improved through climate sensitive planning, budgeting and execution					
<i>Impact:</i> % increase in income from agriculture and linked activities of target smallholder households	Collected in Baseline Survey of 2018 from 1,563 hhs including key indicators contributing to household income.	At least 6,000 households increase income from agriculture by 20% compared with baseline	6,745 households or 112% of target households (with 74% women), have been mobilized and supported with resilient agriculture techniques and water management related activities. A Mini Survey was carried out in 2019 in 28 treatment villages. An End-line Survey among 1,219 hhs gives a quantitative % increase in income of 29.2% in treatment communes and positive development for sub-indicators on poultry income, vegetable income (home gardens), rice yield (6% increase of double cropping), less fallow land and improved water availability.	This result exceeds the end of project target with more beneficiary hhs and tangible increase of income. The impact assessment comprehensive quantitative information on impact, but actual attribution of impact is complex.	S
<i>Sustainability:</i> Number of Districts and Communes integrating CCA in their development	10 Target Districts and their Communes do not have formal	10 Target Districts and 89 Communes have formulated	All the 10 target districts have climate change adaptation strategies that have already been integrated into the district 3-year rolling investment programs. In addition, all 89 target communes have	Target achieved , with for all targeted district and commune plans climate change adaptation	S

plans and investment programs following NCDDDS guidelines	climate change adaptation strategies	climate change adaptation strategies integrated in plans and IP	<p>fully integrated climate change adaptation and gender into their CDPs and CIPs.</p> <p>From 2017 to the end of 2019, a total of 980 (30% women) district, commune councillors, and PBC members from 10 districts and 89 communes were engaged in practical training on CCA and VRA skills.</p> <p>Of the 2018, 2019, and 2020 CIPs in 89 communes, a total of 1,601 (32%), 2,698 (41%), and 4,019 (68%) priorities respectively have reflected and responded to CCA and gender mainstreaming needs.</p>	and gender strategies are integrated.	
Outcome 1 Climate sensitive planning, budgeting and execution at the sub-national level strengthened					
<p># District and Commune Investment Programs that include specific budgets for adaptation actions</p> <p>AMAT Indicator 13</p>	SNA in target Districts do not explicitly list adaptation actions in their investment programs	10 DIP and at least 50 CIP include specific budgets for adaptation activities	<p>9 out of 10 DIPs (90%) and 63 out of 50 CIPs (126%) have included a specific budget for CCA activities through the Performance-Based Climate Resilient Grant (PBCRG) co-financing with fully pledged priorities¹⁴.</p> <p>Knowledge and skills of 389 district, commune councillors, commune clerks, PBC members, and commune women and children focal points enhanced through regular annual refresher trainings in conducting VRA and integrating CCA and gender into CIPs. VRA assessments have been completed in all target communes¹⁵.</p>	<p>Target achieved</p> <p>AMAT Indicator 13 achieved</p>	S

¹⁴ PIR 2020

¹⁵ Project memo on update of achievements, August 2020.

Number of engineers and technicians (public sector, private sector and civil society) trained in delivery of climate resilient water infrastructure	Not set.	At least 50 engineers and technicians trained using hands-on, demonstration scheme approach. At least 20% female.	<p>A total of 60 (120%) engineers, TSCs, TSOs and Technical Officers from the Department of Water Resource and Meteorology have better knowledge and skills in climate resilient infrastructure design, construction and monitoring. As a result, they have been able to properly design and effectively monitor rehabilitation/construction of 94 small-scale water infrastructure schemes supported by the project.</p> <p>Only 12% of women received technical training and coaching support. Percentage of women receiving training on this particular subject is below end of project target level due to limited female technical staff in government institutions and absence of female technical service consultants at sub-national level¹⁶.</p>	<p>Target Achieved and exceeded.</p> <p>Training Manual for Climate Resilient Infrastructure Design and Construction was updated and applied for this technical training module.¹⁷</p>	S
Outcome 2 Resilience of livelihoods for the most vulnerable improved against erratic rainfalls, floods and droughts					
# Resilient infrastructure measures introduced to prevent economic loss and co-financed by Commune/Sangkat Fund	Not set.	At least 100 climate resilient infrastructure schemes have been successfully implemented	94 out of 100 target small-scale water infrastructure schemes in 10 districts have been supported with a total amount of \$1,460,000 through a co-financed mechanism with the Commune/Sangkat Fund (PBCRG). The co-financing by the communes amounts to \$524,379 or 36% of the total costs ¹⁸ . It is estimated that the small-scale water schemes will directly irrigate 11,899 ha of rice paddies and benefit 15,685 households in 62 communes in the 2 target provinces ¹⁹ .	<p>The original target of 100 schemes was not achieved due to costs increase since the ProDoc estimates. 94 functional schemes is however commendable considering the clear time constraints, the larger number of feasibility studies, tenders and contractors involved.</p> <p>The Endline Survey indicating an area of 11,899ha of irrigated</p>	S

¹⁶ Source: PIR 2020

¹⁷ Technical Training Manual: Climate Resilient Infrastructure Design and Construction

¹⁸Source: PIR 2020

¹⁹ Source: Endline Survey 2020

			To sustainably manage the water schemes, 40 FWUCs/WUGs in both target provinces have been established, following, MoWRAM's guidelines on the establishment of Farmer Water User Community (FWUC) and Water User Group (WUG), with a total membership of 3,627 members - consisting of 83% women as water user members with a common irrigated area of 2,752 ha rice paddies). Beside this, the commune councils, as part of the exit strategy ²⁰ and with support from the project team, have formed management and maintenance committees to oversee and take responsibility of the remaining water infrastructure schemes ²¹ .	wetland. (5,000ha) clearly exceeded the expected acreage.	
% of targeted households that have adopted resilient livelihoods under existing and projected climate change AMAT Indicator 3	Not set.	At least 60% of households participating in livelihoods trainings adopted at least one resilient livelihood technique (half of the uptake is by women)	<p>End of project target has been achieved and exceeded. Thus far, 160 farmer groups have been formed and supported in 179 target villages consisting 6,745 households (112%), females representing 66.5%.</p> <p>These include (following sections are sourced from the PIR 2020):</p> <ul style="list-style-type: none"> 80 Livelihood Improvement Groups (LIGs) with total households of 2,094 (women representing 62.5%), of which, 1942 households (95.4%) received trainings and US\$ 97,100 (conditional cash transfer @ \$50 per household) to implement resilient agriculture techniques (including chicken and duck raising, vegetable home gardening, and rice farming, etc.). The remaining 97 households declined to 	<p>End of project target has been achieved and exceeded. Maturity of especially the younger groups is limited as evidenced by a Farmer Group Assessment and by beneficiary feedback and as reported by the MTR and Endline Survey.</p> <p>Sustainability of the various Groups requires additional support and guidance beyond the project life, as reflected by beneficiaries during the field mission and as recommended in the Endline Survey.</p>	S

²⁰ Exit Strategy, Final Draft September 2020

²¹ Source: PIR 2020

		<p>receive the project support and take part in the project activities, because they migrated for work in cities or neighboring countries or they left from the group due to personal reasons. 500 members (66.8% women) out of 2,094 LIG members have been selected to join small farmer learning groups. They are actively taking part in 3 learning sessions in animal raising. All participating members adopted the introduced techniques and skills and carried out demonstration in sites which are as learning sites in their communes</p> <ul style="list-style-type: none"> 40 Saving Groups (SGs) have been formed with a total of 1,024 household representatives (66.8% women). The groups led by a group leader consist of 2-3 people. 120 group leaders received trainings on group management, book-keeping, and conflict resolution, and they are to lead their groups with additional support from the Service Provider (CADTIS) and project team. A total of US\$ 80,000 has been transferred into group bank accounts (US\$ 2,000 per group) at ACLEDA Bank Co. Ltd. Together with savings and interest collected from members, the total fund they have now is US\$ 102,500. At the end of each month, the Saving Groups organize group meetings to allow members to request new loan and/or repay loan and interest. In addition, they discuss issues they encounter based on which the by-law is reviewed and revised. In the beginning, the meeting was organized with the facilitation of service providers. Since the service providers left the project, the project team (from NDDDS and SNAs) and commune focal points continue to provide additional coaching and follow up support. The district and 	<p>The quantity of set target is achieved, but the capacity and quality and thus sustainability of the various community groups is more complex, therefore rated with S to MS.</p> <p>AMAT indicator 3 EoP target exceeded (6,000, 60% benefiting, half of them women)</p>	
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			<p>commune focal points will continue to follow up after the project phases out (as agreed in the project exit plan).</p> <ul style="list-style-type: none"> 40 FWUC/WUGs have been established with 3,627 members with 2,538 females (70%). From the annual progress report, it was noted that 69% of the 160 farmer's group will receive up to two years' support, while 31% received support of only one year or less. In addition, Covid-19 pandemic has resulted in health concerns and slowed down implementation and coaching support at community level. As a result, performance and maturity of the group is relatively weak, which in turn might impact sustainability of the groups beyond the project life. 		
Outcome 3 Incentive mechanism is in place at sub-national level to manage greater volume of climate change adaptation financing aligned with local development plans					
<p>Fiscal incentive structure that incorporates adaptation as climate change risk management (i.e Performance Measurement for PBCRG) successfully introduced (AMAT Indicator 14)</p>	<p>Performance measurement system piloted by NCDD S needs improvements and has not been implemented in target Districts</p>	<p>Improved system developed, introduced successfully in target districts and adopted for widespread use by NCDD-S</p>	<p>The Performance-Based Climate Resilient Grant (PBCRG) guidelines have been revised and approved.</p> <p>The project helped strengthen this financing mechanism and applied it in 10 target districts (100%), covering 89 communes and integrated the mechanism into enhanced climate-resilient development planning.</p> <p>The project team facilitated SNAs in conducting baseline and annual PBCRG assessment to measure performance and progress made as a result of climate mainstreaming and implementation efforts at district</p>	<p>PBCRG as innovative financial modality has been updated and introduced and followed up by annual performance assessments to embed and improve the conditional grant mechanism.</p> <p>The target and AMAT indicator 14 EoP has been achieved.</p> <p>Good replication potential through embedding and institutionalization within NCDD-S and additional</p>	<p>S</p>

			<p>and commune levels. The result was used to determine and make decisions on annual PBCR grant allocation and incentive award for the following year.</p> <p>By the end of 2019, USD 2,358,415 has been awarded for small-scale resilient water infrastructure projects, of which USD 898,415 is co-financed from district and commune funds²².</p> <p>The capacity of the sub-national administrations to plan, monitor and evaluate has been strengthened. The annual PBCRG assessments in 2017, 2018 and 2019 show that performance scoring has increased from 29% (baseline in 2017) to 59% in 2018 and 64% in 2019.</p> <p>In 2020, the project does not have PBCR grant as the project is phasing out. However, NCDDDS is making efforts to mobilize additional funds, potentially from Green Climate Fund (GCF), to further scale-up the support.</p> <p>Overall, with support from the project, ASPIRE and LGCC projects, NCDDDS has been able to introduce and implement this PBCRG guideline in 50 districts of 12 provinces.</p>	financial resources being mobilized through a potential GCF project.	
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²² Reflected as SNA co-financing in the co-financing table.

Progress on specific output indicators is well documented in the Annual Progress Reports of 2017, 2018 and 2019. The reader is kindly referred to the Table with Progress Towards Projects Output, in particular of the 2019 APR, which gives more details on specific output targets achieved. These output achievements have been consolidated in the Outcome Matrix, presented in the previous pages.

Overall, **the project has been successful in achieving the outcome results as almost all EoP targets were met or exceeded.** This is a commendable performance of the project if one considers the slow start-up phase, which delayed initial implementation and effectively shortened the available implementation period.

3.3.2 Relevance

The overarching project objective, as framed in the ProDoc, strengthening the resilience of rural livelihoods is consistent with the GEF Focal Area Objectives on Climate Change Adaptation: 1. Reduced vulnerability to the adverse impacts of climate change, including variability, at local, national, regional and global level. The project is aligned with the development objectives of the Royal Government of Cambodia (RGC) as expressed in the “**Rectangular Strategy** for Growth, Employment, Equity and Efficiency”, first adopted in 2005 and updated in 2013. The Rectangular Strategy is based on development in four key areas: agriculture, infrastructure, the private sector and capacity building and human resources development, while good governance is placed at the core of the strategy. **The National Strategic Development Plan 2014-2018 (NSDP)** elaborates the principles of the Rectangular Strategy. Both the Rectangular Strategy and the NSDP recognize the need for action to address the impacts of climate change on agriculture and on irrigation infrastructure, which are key concerns of the project.

The project is also well aligned with a series of national strategic policy documents, which have been discussed in more detail in section 3.1 on Project Design/Formulation:

- **The Cambodia Climate Change Strategic Plan (CCCSP)** outlining the government's vision for promoting climate-resilient development and green growth in the period 2014-23.
- **Sectoral Climate Change Action Plans**, as developed by the line Ministries MoWRAM (Climate Change Strategic Plan), MAFF (Ministerial Climate Change Action Plan) and MoWA (Gender and Climate Change Strategic Plan).
- **The Policy for Promotion of Paddy Production and (milled) Rice Exports (2010).**

The project has clear relevance to **UN Country Priorities and UNDP's Country Mandate and Strategy**. The project is in line with the key planning documents of the UN and UNDP in the country - UNDAF, UNDP's Country Programme Document (CPD) and Country Programme Action Plan (CPAP). The project supports UNDAF's outcome area for economic growth and sustainable development (as reflected on the front page of the ProDoc):

- Outcome 1.1: Sustainably developed agriculture sector promoting equitable physical and economic access to an increased number of safe and nutritious food and agriculture products.
- Outcome 1.2: National and local authorities and private sector institutions are better able to ensure sustainable use of natural resources (fisheries, forestry, mangrove, land, and protected areas), cleaner technologies and responsive to climate change.

The MTR rightfully observed that during the design of the ProDoc the SDGs were not yet formulated. The project has clear linkages to the SDGs and the project management has proactively responded to the recommendation to more explicitly recognize these potential linkages and contribution to the SDG agenda. In recent training and awareness programmes in the target provinces the SDGs have been included, connecting the project objectives and outcome areas with specific project interventions to the broader development agenda of the SDGs, a key strategy of the UN family and with commitment of the Cambodian government.



SDG 1, No Poverty, interventions aimed at income improvement from agricultural activities and broader community livelihood support, e.g Livelihood Improvement Groups and Saving Groups.

SDG 2, Zero Hunger, activities aimed at increasing yield of agricultural crops (rice, vegetables from home gardens, reduction of fallow land) and improved animal husbandry.

SDG 6, Clean Water and Sanitation, support to small water infrastructure works in order to improve access to irrigation water for agriculture and household consumption

SDG 13, Climate Action, interventions aimed at reducing vulnerability to climate extremes (floods, droughts) and enhancing the resilience of rural communities, together with awareness raising on the causes and impact of climate change and the possible adaptation interventions.

Altogether, the project is assessed as having close alignment with national policies and development objectives and as having **clear relevance**, in light of the perceived vulnerability of rural population to the adverse impacts of climate change, the need to pilot decentral adaptation approaches, and to involve, engage and capacitate sub-national authorities in adaptation approaches in support of the decentralization process in Cambodia. All stakeholders consulted in the evaluation process expressed the project to have clear alignment with their respective priorities, while avoiding unnecessary overlap with existing initiatives or as being complementary, both in geographic scope as in thematic coverage.

3.3.3 Effectiveness

In assessing the effectiveness of the project one has to consider how the project has been able to reach its set objectives, achieve the set target for the different outcome areas and ultimately enhance the livelihoods of the targeted beneficiaries, while enhancing the planning, execution and monitoring skills of sub-national authorities.

As described before, the project has a very slow start-up phase, which delayed actual implementation and disturbed the timeliness of execution of planned interventions substantially. After the initial start-up hurdles were overcome, the project management team has been very well able to implement the annual work plans with great effectiveness. The team has shown excellent effectiveness in being able to execute what was planned for. The project management set-up, as discussed, is effective and characterized by informal short lines and ease of communication between the key partners. The project management team is guided and supported by an effective Project Board, reviewing and endorsing AWP/Bs and providing quality assurance, providing an effective governance structure.

As discussed in the results section and in the progress to outcome matrix, for almost all outcomes and related outputs the EoP targets have been achieved or exceeded, with tangible impact for the beneficiaries. The small-scale water infrastructure works and the large number of community groups aimed at enhancing agricultural livelihoods of vulnerable households are much appreciated, as reflected by the feedback during the consultations in the communes. The endline survey gives also a confirmation of the impact, as was intended, with a considerable increase of income from agriculture and improvement of related indicators that reflect an improved resilience through diversification of crops, enhanced yields, less fallow land, increased production from home gardens and income generated by animal husbandry.

During implementation the project has been challenged to plan and construct a large number of irrigation infrastructure in a limited time frame, in a context where capacity at sub-national level is rather limited and

external technical expertise is essential to be able to execute the planned interventions. Although the project has supported the capacity improvement of the staff of the local authorities, it is probably outside of the scope of a short-term piloting project to realistically enhance the capacity of these authorities for the longer-term.

Another challenge of the project has been the large number of targeted community groups to establish, 160. Although the project has proactively followed-up on the MTR recommendations to assess the capacity of the various groups and train and capacitate them further, it remains a real challenge to bring the capacity and confidence level of the community groups to such a level that they will sustain themselves independently after the project closes.

Notwithstanding these challenges during the implementation, and based on the commendable progress the project has been able to achieve in reaching its set targets, the evaluator assesses the effectiveness of the project as **satisfactory**.

3.3.5 Efficiency

In assessing the efficiency of the project the following observations can be made:

- Although the start-up of the project, linked to design issues and governmental reorganisation, external to the project management team, caused a considerable delay of actual start of implementation, the project has been able to execute the interventions that were planned timely. This reflects realism in planning and efficiency in execution.
- As discussed in the finance section, 3.2.4, the delivery rate of the project has been excellent, consistently over 90%, which is a good indication of the efficiency in budget delivery.
- There have been some issues with procurement of the service providers, in particular the contracting of the service provider for the support of the livelihood activities of outcome 2. The resulting delay and adjustment of contract content and duration have impacted the timeliness of implementation and reduced efficiency. Similarly, delays with the design, contracting of service providers and execution of the irrigation infrastructure works caused some of the desired schemes to be functional only later than was intended. As these works are time-bound and partially dependent on favourable climatic conditions, there is a smaller window of opportunity for efficient execution.
- The project has chosen not to hire an international technical advisor, limiting therewith procurement costs and relying on the national pool of expertise when specific technical expertise was needed and on the technical knowledge available in-house within the team. It is difficult to assess for the evaluator the actual procurement efficiency and the related value for money, depending on national procurement and tender guidelines. The Endline Survey states²³: “The research team found the (tender) process to be quite beneficial as the implementers appeared to be able to gain offerings from tender lower than the estimated price that allowed the majority of the project interventions to achieve a bit bigger or larger scale of water infrastructures, or more quantity of them than the estimation from the beginning.” This implies a good procurement efficiency for these small-scale water infrastructure works.
- The Endline Survey provides a cost benefit analysis, which is very tentative, albeit very positive for the cost efficiency of the supported interventions (“substantially efficient in terms of value of money spent”), stating a ratio of 3.5 to 7 (cost/benefit). The Endline Report states: “*Cost-benefit analysis of the two major interventions has substantiated efficiency of the project in terms of value of money spent. The research team found that monetary benefits that can be potentially received from the synergy of the two interventions for the period of five years, USD 7,048,525 (average of benefits from THHs) or USD 13,995,875 (average benefits from all types of CBO member), fairly*

²³ Endline Survey, GIS, September 202, page 38

exceeds the entire costs of the SRL project (USD 5,273,236) or costs of interventions, USD 2,088,053 (while costs of all direct local support to funding small-scale water management infrastructure and delivery of extension services is only USD 1,873,903.71)”.

Based on these observations the evaluator assesses the efficiency of the project as: **satisfactory**

3.3.6 Country ownership

The Project design, as discussed in section 3.1., reflects the close alignment with key development objectives of the Royal Government of Cambodia as expressed in the Rectangular Strategy and the National Strategic Development Plan. The ProDoc is also well aligned with key strategic national policy documents on climate change, specifically the Cambodia Climate Change Strategic Plan and sectoral climate change action plans as developed by the key stakeholders MoWRAM (Climate Change Strategic Plan), MAFF (Ministerial Climate Change Action Plan) and MoWA (Gender and Climate Change Strategic Plan). Stakeholder engagement and interest has been reflected during formulation of the ProDoc and was reiterated in the virtual consultations with the key stakeholders and in the field mission to the target provinces through feedback of the provincial, district and commune representatives and the household beneficiaries.

The co-financing provided by the sub-national authorities for the implementation of project interventions, in particular the rehabilitation and construction of small-scale water infrastructure works, is a strong indication of local ownership. After identification of vulnerabilities to climate change impact in their districts and communes prioritized adaptation interventions were included in district and commune development and investment plans. Co-financing of these intervention expresses the commitment of the local authorities and communities and is evidence of a longer-term commitment. The piloted Performance Based Climate Resilience Grant finance modality facilitates the longer-term commitment and ownership of sub-national authorities through the incentive to ensure adequate maintenance and operation of the co-financed interventions.

The embedding of the institutional knowledge and experience with the piloted VRA, livelihood support and PBCRG approaches within NCDS and NCDD-S facilitates the continued development and potential replication of these models.

3.3.7 Mainstreaming

The objective and outcomes of the SRL project should align with UNDP country programme strategies as well as to GEF-required global environmental benefits. In evaluating the project, it has to be assessed how other UNDP priorities are successfully mainstreamed, including poverty alleviation, improved governance, the prevention and recovery from natural disasters and women’s empowerment.

The project is in line with the key planning documents of the UN and UNDP in the country - UNDAF, UNDP’s Country Programme Document (CPD) and Country Programme Action Plan (CPAP). The project supports UNDAF’s outcome area for economic growth and sustainable development (as reflected on the front page of the ProDoc):

- Outcome 1.1: Sustainably developed agriculture sector promoting equitable physical and economic access to an increased number of safe and nutritious food and agriculture products.
- Outcome 1.2: National and local authorities and private sector institutions are better able to ensure sustainable use of natural resources (fisheries, forestry, mangrove, land, and protected areas), cleaner technologies and responsive to climate change.

The project also supports a number of key goals identified in UNDP’s CPD Outcome 2: By 2015, national and local authorities, communities and private sector are better able to sustainably manage ecosystems good and services and respond to climate change. In the present Country Programme 2019-2023 UNDP has formulated

UNDP Signature Solutions to which the project is directly contributing: 1. Keeping people out of poverty, 3. Building resilience and 4. Sustainable planet.

The project interventions directly support local populations in the target provinces through agricultural income generation, improved natural resource management arrangements with local community groups and tailor-made awareness raising and capacity development. The direct effort to enhance local governance through infusing climate change adaptation and gender considerations into the planning and implementation of district and commune development and investment plans forms another positive effect for local populations.

The endline survey expresses that the awareness training and capacity building effort of the project, combined with investment in improvement of irrigation infrastructure and climate resilient agricultural techniques, has a positive influence on the resilience of targeted households through increase of the income from agriculture and diversification of income sources. Resilience against the local floods and droughts, perceived as the key natural hazards, exacerbated by climate change impact, supports the target communities in coping with these hazards.

The promotion of gender equality and the creation of greater value and combating rural poverty are two key objectives of UNDP infused in the project strategy. In the selection of the beneficiaries the project has actively aimed at inclusion of poor and vulnerable households. The selection of the target provinces was partly based on their poverty index and households were included based on their poverty ranking (ID poor 1 and 2). The gender strategy of the project focused on 1. Raising the awareness of the overall community of the gender dimension and aspects of climate change, 2. Ensuring and facilitating participation of women and vulnerable groups in all aspect of project implementation (inclusiveness), and 3. Targeted livelihood support to poor and vulnerable women (through formation of women groups). This strategy was supported by a gender and social specialist and through the active contribution of a representative of MoWA in the Project Board and in supporting awareness building and training activities in the target provinces.

The project has tracked women participation in the results framework and set explicit targets of women participation for the various activities. E.g. of 3,627 members of the Farmer Water User Communities (FWUC) and Water User Groups (WUG) 83% are women. Of the total 6,745 beneficiary households females represent 66.5%. Of the 2,094 household members of Livelihood Improvement Groups (LIG) women represent 62.5% (with a set target of 50% women participation). In the 40 established Saving Groups (SG) women represent 66.8%, with most group leaders chosen are women.

VRA: climate change vulnerability reduction assessment as tool for planning and mainstreaming

The Vulnerability Reduction Assessment (VRA) approach was initiated by the first LDCF-financed project, the NAPA Follow-Up project and this process was adapted by NCDD-S in the LGCC project. Also the NG grantees of the SGP have tested VRA. This process was exclusively perception-based by community members and had scope for integrating more objective information such as soil classification and other spatial explicit information. The VRA as applied by the project, as reflected in the technical report of the service provider²⁴, essentially is based on an approach in which existing data sets from global, regional and national level are used to identify climate vulnerability at district and commune level. This GIS-based approach generates maps with indication of risk classes which are used as input to discuss these geographic areas with the communes. The GIS generated maps enable the infusion of local (traditional) knowledge into the identification process of key vulnerabilities. At district level the GIS maps were compared with locally produced sketch maps of the districts reflecting mainly drought and flood hazard, but not covering resilience. This resulted in updated maps that form the basis for further community-level climate change adaptation planning. Essentially, the maps form the

²⁴ GIS Report for Vulnerability Mapping Development, Technical Report, 44 pages, April 2018

primary tool to make local communes aware of existing problems and create awareness of climate change risks and identify, based on their landscape knowledge and history of local disasters. At the same time the maps form the interface to link top-down information on climate change vulnerabilities with grassroots bottom-up local knowledge. The maps are more than only drought and flood hazard maps as they include data on community resilience. The project has been able to include more objective vulnerability data into the planning process by utilizing information on ID poor classes, livelihood patterns and agricultural information (as generated by the baseline impact assessment). The VRA approach also incorporates a rapid gender assessment aimed at enhancing the inclusion of women in project interventions and including their perceptions in the planning and prioritization process.

Limitations of the assessment method are linked to the capacity of staff to downscale global and regional and even national data to district and commune level. The approach uses exposure, susceptibility and resilience as key factors driving vulnerability, but requires detailed data sets for the various indicators. Although acknowledging the limitations of GIS modelling in generating realistic maps at district and commune level, the key value of these maps is that they provide a platform for discussion and dialogue. Ultimately the maps are a tool for identification of spatial explicit real-world problems and to plan for prioritized interventions, aimed at reducing impact of these risks. In this process field verification is essential in order to check realism of the maps and to incorporate the knowledge of the local communities. A0 and A3 maps have been produced and used in the communes for planning purposes and are available for later monitoring.

Limitation of the methodology are linked to the specific skills needed to generate GIS-based maps and the availability of detailed national data layers. The required assessment methodologies need to be internalized within the national institutions and systematically implemented. While the VRA tool has been developed and applied over the last decade or so recent approaches have been developed to accurately model climate change impact. Combined with hydrological models more accurate information can be generated on flood risk assessment, in the context of disaster risk reduction, while downscaled climate models are able to generate seasonal forecasts and inform communities in a timely manner on drought and flood risk. Availability of affordable and detailed remote sensing imagery enables the use of detailed community maps. These maps have proven value for planning dialogues with community members as these landscape photos are easily understood by the community members compared to the more abstract GIS generated hazard/risk maps. This would further facilitate the planning process and prioritization and identification of climate change adaptation interventions.

Knowledge Management

The project has produced a series of knowledge document in order to inform a broader audience of the objectives of the project and specific areas of interventions. In total 5 case studies were published with as themes:

- Rehabilitation of irrigation canals in Kampong Thom
- Community financing programme is helping farmers to adapt to climate change
- Resilient Agricultural Techniques Revitalizes Hope
- Kampong Thom: rehabilitated canals doubles crop yield and increases household income, and
- Resilient animal raising does matter

Additionally, two “Stories from the Field” were published on:

- Helping communities Find a Balance: Canal Project is Promoting Economic Growth and Sustainable Agricultural Development
- Knowledge is Power in Rural Cambodia: Here’s how an Agricultural Program is Changing Lives in Siem Reap Province

The project also published a Project Brief, summarizing the objectives, presenting key project characteristics and areas of intervention.

Besides these publications, the project made use of social media to disseminate information on project results and activities, through Facebook, Twitter and websites. These publications and media messages provide satisfactory information on the project and support an effective outreach and knowledge management. *In this last phase of project implementation the project will have to focus on documenting and consolidating key learning and emerging best practices to be shared with the key project partners and the broader public in platforms as the terminal project workshop.*

3.3.7 Sustainability

Sustainability is the likelihood of continued, lasting benefits and impact post-project. Assessment of sustainability has to consider the risks that are likely to affect the continuation of project outcomes. This sustainability assessment regards the four GEF categories of sustainability: financial, socio-economic, institutional framework and governance and environmental risks to sustainability.

Financial risks

The project has supported the sub-national authorities in compiling local development and investment plans that will continue their validity after the project ends and secures, to some extent, the availability of resource to maintain and sustain targeted climate change adaptation interventions. The RGC is committed to facilitate and promote decentralisation, but this has to be translated in longer-term larger allocation of budget to the sub-national authorities. The piloted co-financing PBCRG model, with its set of performance-based criteria and conditional financing, results in a set-up, which strengthens and facilitates financial sustainability. But, continued support and financing will be essential to maintain this modality and to be able to replicate this approach to other districts in the country.

Line Ministries as MAFF and MoWRAM can only support the provincial and district staff with limited budgets, which are crucial for sufficient staffing and continued support to the target communities. The community groups established, such as the water user groups, have a membership fee set-up, which supports the longer-term financial viability of these groups. Saving Groups have a revolving fund set-up and have seen their assets increase over implementation time, which would also strengthen their viability post-project. Overall, the improvement of household income of the beneficiary households will serve as an incentive to continue the started activities, as reflected by feedback from the beneficiaries in the field. The present COVID-19 pandemic requires the RGC to prioritize its budgets on pandemic mitigation and recovery, possibly threatening reduction in budget in other policy areas, such as climate change adaptation.

Based on these observations the **financial sustainability** is assessed as: **Moderately Likely**

Socio-economic risks

The evaluation team does not see major hurdles from a socio-economic perspective that could threaten the continuation or sustainability of impact of project interventions. The RGC's commitment to climate change adaptation and rural livelihoods is perceived as strong. The community groups established are a sign of good local ownership, with, apart from the livelihood benefits, important co-benefits, such as social cohesion, women empowerment, and providing a means to facilitate capacity building and value addition. The present COVID-19 pandemic, as external factor to the project has major socio-economic implications, such as changes in the ability to find off-farm labour (abroad) and a higher dependency on land and natural resources for livelihoods. These risks however are beyond the control of the project.

Based on these observations of the **socio-economic risks** the sustainability is assessed as: **Likely**

Institutional Framework and Governance risks

An important point to consider, while regarding the sustainability of project outcomes after phasing out of the project, is the chosen strategy of the project to combine targeted interventions to enhance community resilience and facilitate climate change adaptation with capacitating local institutions, both governmental as community-based in their ability to plan, execute and monitor their local investment and development plans. The strengthening of these institutions in itself is an important factor in assessing their longer-term viability and effective functioning.

At the same time, the ProDoc recognized a series of barriers that needed to be addressed for the project to achieve its results. As the project in itself is primarily a shorter-term piloting exercise, learning through innovative approaches, one cannot expect that the longer-term barriers identified will have been removed at project end. For instance, the capacity of local authorities was assessed as very limited and, although the project supported the sub-national authorities with awareness building and capacity trainings, this represents a longer-term and complex challenge. The project therefore decided in its implementation and support to make use of external service providers, bringing in external expertise to support the sub-national authorities. After the contract end of the service provider the continuation of support to the targeted community groups relies on the existing staff of the line Ministries with limitations in their staffing and budgets.

As noted before, the large number of community groups are a challenge, considering their differences in capacity and maturity. The formation, training, institutionalization and further guidance and support to 160 functional community-based groups has been a challenge. The project has proactively identified the maturity, capacity and additional needs of the community groups and tried to enhance their confidence level and capacity to such a level that they will be able to sustain themselves post-project. But realistically not all of these groups will survive and continued support will be necessary to many of these groups to function, remain active and to generate the benefits to the group members as intended. The relatively short implementation period, just 2 years, to establish all these groups required a phased implementation approach in batches, which resulted in capacity difference between older more mature groups and relatively new younger groups with a more limited capacity and confidence level to sustain themselves independently. The existing water users groups have formed maintenance committees, aimed at taking care of proper operation and maintenance of the irrigation infrastructure, and thus providing a longer-term organization to maintain functionality.

The Exit Strategy as defined by the project recognizes these challenges and describes measures to enhance sustainability of the community groups. The Exit Strategy in its present form focuses clearly on the needs of community groups during project implementation. The Exit Strategy however needs an update to include essential engagement of line Ministries (MoWRAM/MAFF) to support groups (SG/LIG and WUG) post-project. This need for continued guidance and support post project, requires sufficient capacity and resources at SNA level through longer-term budget commitments. The Exit Strategy needs also to address and explore potential financial resources to facilitate replicate and/or upscaling of piloted initiatives, such as the VRA and PBCRG modality. Projects in pipeline, such as a GCF project proposal to expand PBCRG to more districts and a Korean supported Solar Water Pumping Project for Myanmar and Cambodia (targeting Siem Reap and Kampong Thom), offer important opportunities to catalyze the existing replication potential and process and to define a longer-term scaling-up strategy of piloted approaches.

Based on these observations of the **Institutional and Governance risks** the sustainability is assessed as:

Moderately Likely

Environmental risks

The evaluation team does not see any substantial environmental risks as the project is actively contributing to enhance the resilience of rural communities in adapting to climate change extremes. The only minor observation to make is that use of pesticides in rice cultivation and home gardens poses a certain environmental risk. Community groups could facilitate the purchase of these inputs through loans.

The environmental sustainability is assessed as: **Likely**

Based on the combined ratings for these risk categories effecting sustainability the overall sustainability rating is: **Moderately Likely**

3.3.8 Impact

In this section the extent is assessed to which the project is achieving impacts or is progressing towards achieving of impacts. Overall, one can conclude, based on the progress towards results matrix as presented in 3.3.1, that the project has been successful in achieving:

- The capacity of sub-national authorities in two target provinces enhanced for climate sensitive development planning and budgeting. A vulnerability reduction assessment (VRA) is conducted with climate change adaption (CCA) and gender priorities identified during the process and is fully incorporated in all the 89 target communes, within 10 districts in Kampong Thom and Siem Reap.
- The income from agriculture of beneficiary households has been increased with 29.2% as compared with the baseline.
- 94 resilient small-scale water infrastructures designed and put in place in ten (10) districts following the resilient design standards, specifically targeting rain-fed farmers.
- 160 farmer groups (including 80 LIGs, 40 SGs and 40 WUGs) mobilized to practice climate-resilient agricultural livelihood activities in ten (10) target districts targeting landless women and farmers practicing rain-fed agriculture.
- The existing PBCR grant manual further updated, approved, and implemented in all the ten (10) target districts covering 89 target communes.

Impact assessments

The project has invested in its ability to quantify with more reliability and accuracy the actual impact of its interventions in the target communes. To do so, a comprehensive household survey was designed, making use of structured questionnaires in order to establish a quantitative baseline for a series of indicators, mainly linked to indicators for Outcome 2. A specialized service provider was contracted to develop and carry out these impact assessments at baseline and at the end of project, the endline survey. With guidance from the RTA and the project management team, the service provider designed a household survey of 1,563 households, together with focus group interviews of other stakeholders. The households were divided in a treatment group, of households in the project communes and in control groups, of households not benefiting from the project interventions. Through this survey in 2018 baseline condition were established for a series of categories: livelihood assets and land possession, financial capacity and income sources, status of food security, access to water for hh and agriculture, livelihood challenges, livelihood strategies and reasons for off-farm labour/migration. Based on the survey results the impact indicator was sub-divided in additional indicators:

1. Changes in income from agriculture and related activities;
2. Yield from rice production;
3. Yield from home-gardens;
4. Migration for seasonal work;
5. Farmland left fallowed; and

6. Freshwater availability for household and agricultural consumption.

The statistical analysis of the household survey provided a wealth of data on the income status and sources, land and water use and knowledge and awareness of climate change impacts in their communes. Altogether this established a sound quantitative baselines of essential indicators of beneficiary households to monitor over time.

The same methodology was applied in 2020 for the endline survey to quantify differences in the indicators and to assess the change as result of the project's interventions. The survey concludes that the average income from treatment households has increased with 29.2% to \$3,682, although with little statistical power over the control group (probably linked to COVID-19 impact, limited implementation time and survey constraints). Impact on poultry and vegetable sales is significant, impact on rice sale is limited, although 6% of households are now able to double crop rice annually, treatment households reduced their fallow land holdings considerably. Migration behaviour is only slightly changed over time and water accessibility improved, with less households expressing shortage of water, whereas the perceived vulnerability to climate change has not been reduced.

The impact assessments have given a much more detailed and comprehensive understanding how the project has been able to impact the livelihood status of beneficiary households. With adding a series of sub-indicators, a more diverse and complete picture emerges of the change in income sources, together and in accumulation resulting in income from agriculture that has increased tangibly. The complexity, however, lies in the further analysis and the possibility to link these changes as a direct result of the project's interventions. In other words: can we attribute this positive change in income to the project alone or are there more independent factors at play? One observes that the income of the control groups and non-treatment households also increases, resulting in statistically limited impact to the project. In a country with economic growth one would expect incomes of rural households to gradually increase, independently of project interventions. What is maybe more significant, is that the project has collected information of the contributing elements or indicators, the 5 other sub-indicators. These provide a more detailed understanding of the treatments households with a more diversified income, resulting from additional income from animal husbandry, vegetable production, increased rice yield (and some households with double cropping), reduced fallow land (more productive land) and better access to water. Ultimately, this is what will lead to a more stable and diversified income (and hopefully more permanent), and probably as valuable as only measuring an absolute increase of income from agriculture.

The UNDP-GEF TE Guidelines request the rating of 1: Verifiable improvement in ecological status, 2. Verifiable reduction in stress on ecological systems, and 3. Achievement of stress reduction and/or ecological improvement. Although such an assessment requires a broader field analysis at landscape level, it is assumed that the project interventions as documented lead to a more sustainable land management, providing an increased income from agricultural activities, which will lead to reduction of stress on natural resources (unsustainable harvesting, forest and land degradation etc.). Impact for these criteria is assessed as significant, or 3 (3= significant, 2 = minimal, 3 = negligible).

Based on these observations the rating for impact is assessed as: **Significant.**

4. Conclusions, Recommendations & Lessons Learned

In this Chapter a series of conclusions is presented, based on the key findings discussed in Chapter 3. After the conclusions follows a series of recommendations directed to the project management and relevant stakeholders in order to optimize sustained impact of the project outcomes post-project. Finally, a series of Lessons Learned is presented.

4.1 Conclusions

1. The SRL project is assessed as very relevant to GEF-LDCF, UNDP and the Royal Government of Cambodia, well-aligned with development priorities and with a clear strategy to tackle existing barriers and with an adequate logframe with logically interrelated component and with mainly realistic indicators and targets.
2. The initial start-up of the project was slow, as it took about one and half year after project signing to come to formal inception and start of implementation, due to institutional rearrangements of the implementing partner, the need to draft an additional Letter of Agreement between UNDP and delay in the procurement of staff. This initial delay required the project to request a needed extension period to enable effective implementation of intended activities. Although the project was still able to achieve the intended results there was more time pressure to implement the planned activities and overall, less time to learn lessons on the experiences and specific impact of the implemented interventions. E.g. some of the irrigation schemes only became functional as of this year and some of the community groups have only be formed and trained recently, which has resulted in less available time to consolidate learning an optimize capacity of the community groups.
3. The project management arrangement, with a functional Project Board as key governance body, is assessed as satisfactory, with a very dedicated and competent project management team in an informal and pragmatic arrangement between NCSD, NCDD-S and UNDP. The project has been able, after the slow start-up, to achieve a consistent excellent rate of delivery. This reflects realistic planning by the project and its ability to execute the workplans. Effectiveness and efficiency of the project have been assessed as satisfactory. The project team has shown good adaptive management through its shown ability to limit the impact of a series of challenges it was confronted with: procurement delays, COVID-19, the need to train replaced officials after the dissolving of the main opposition party, to carry out comprehensive innovative impact assessments and to follow up to MTR recommendation in speeding up the construction of irrigation schemes and assessing the capacity of community-based groups and intensify training support.
4. The output of the Project, based on the progress to outcome matrix analysis, matches or overachieves the initial set objectives. Key outputs are the rehabilitation and construction of 94 small-scale water schemes, the formation of 160 community-based groups targeting livelihood improvement and enhanced capacity of sub-national authorities to infuse climate change adaptation in their local development and investment plans and execute and monitor prioritized interventions. But at the same time, it is considered early to assess longer lasting impact and besides quantities, the quality of outputs will need continued support to have lasting impact.
5. Feedback of stakeholders is reflecting appreciation for the quality and type of support provided by the project to enhance their capacity in planning, budgeting and monitoring of prioritized climate change adaptation interventions.

6. The project is in the final project phase and based on the project achievements and the stocktaking there is a related need for consolidation of documentation of key results, learning, description of emerging best practices as general knowledge management and outreach to a wider public. The project terminal workshop offers an essential platform to share key learning based on the project implementation experience.
7. The project has supported a series of activities that have been piloted and have proven value for broader replication:
 - VRA planning, combining top-down GIS based maps of vulnerability and resilience with participatory community-based local knowledge, as basis for sub-national planning and prioritization of climate change adaptation interventions.
 - PBCRG, performance based climate resilience grant modality, transferring additional financing to local authorities to make investments to strengthen resilience to climate impacts and providing skills for measuring performance.
 - Prioritized climate change adaptation and livelihood interventions to enhance community resilience, aimed at improving irrigation and household water availability and targeting increase of income from agriculture.
8. The project has followed an inclusive approach, effectively reaching vulnerable households, with a pro-active gender focus, enabling also land poor and land less households to benefit from the project interventions. Participation of women in planning and implementation and in particular in the community-based groups is high and above the initially set target.
9. The project has conducted comprehensive household surveys as impact assessment, a powerful but demanding tool to set baselines and quantify impact of the targeted project interventions. The quantification of the change of various indicators, such as increase of income from agriculture, provides the project with a meaningful tool to reflect upon its results, but attribution of impact and the proper analysis of the impact assessment remain complex.
10. The feedback from the beneficiary households indicates that packaging short-term benefits (poultry, vegetable production) with longer-term interventions (irrigation infrastructure, group formation, capacity enhancement, planning and monitoring) enables inclusion of vulnerable households with immediate needs, while targeting more permanent behavioural change of all participating households.
11. The sustainability of impact of results is considered as a challenge. This is linked to the design and in targeting 160 commune groups, an overly ambitious target. The implementation approach, with support through an external service provider in a phased approach (with batches spread over several years) and a limited implementation time frame (2 years) resulted in limitations of group capacity. The Exit Strategy formulated by the project needs an update to include essential engagement of line Ministries (MoWRAM/MAFF) to support community-based groups (SG/LIG and WUG) and to cover a broader scope of critical elements for sustainability (ownership, institutional embedding, capacity and financial resources). Additionally, more attention is needed for replication potential and the scaling-up strategy of piloted approach (linkage to projects in pipeline, required longer-term RGC budgets, geographic focus etc.).
12. The present COVID-19 pandemic has had tangible impact on the SRL project, although impact has been limited in duration as it only affected the last year of implementation. Travel restrictions

and restrictions on gatherings limited the possibility of the project staff and service providers to convene community groups and execute trainings. The targeted communities face serious economic impact as an important part of their household income is derived from off-farm labour (often from abroad and up to 50% according to the end line survey) and this remittance will be markedly lower this year. The end line survey process was affected as some of the household interviews had to be collected through phone instead of through house visits. The pandemic also affected the terminal evaluation process, as the international consultant could not travel to Cambodia and had to rely on remote consultations of the national stakeholders. Although the national consultant conducted the field mission and prepared the related field report, the inability to meet beneficiaries, see field conditions and have long interactions with the project team and stakeholders, is felt as a real limitation for the international consultant and for the overall evaluation process.

4.2 Recommendations

These recommendations are intended as suggested actions to the project and its stakeholders during its phasing out process, preparing the terminal report and consolidating documentation in support of replication potential and dissemination of lessons learned.

1. Finalize the exit strategy and target explicitly critical sustainability elements, such as Provincial HR, capacity, O&M budget, continued group support, roles of line Ministries (MAFF and MoRWAM) and also replication potential, beyond the present target Provinces. An important element of an updated exit strategy is how best practices emerging from the SRL project can be replicated and scaled up nationally. In such a replication strategy attention should be given to available resources within the government and potential external funding sources, e.g. projects in the pipeline as the Korean funded Solar Water Pumping Project in Kampong Thom and Siem Reap and the GCF project concept aiming at replication of the PBCRG modality in more districts. **SRL team.** (To present and discuss during closure workshop with key partners and SNAs). **IP**
2. Focus on documentation and sharing of best practices and lessons learnt in final KM workshops, in order to share key outcomes of the project's learning. The project has generated a considerable amount of learning to share with a wider audience. The impact assessments and in particular the endline survey recently finalized offer a wealth of data on emerging impacts and beneficiary feedback. However, the survey reports are relatively inaccessible for many stakeholders and deserve a short consolidation in a compact document, highlighting key lessons and results (for instance a two-pager presenting the methodology, key findings, limitations and recommendations). **SRL team**
3. Continued support and financing is recommended in order to increase the budget allocation to SNAs and will be essential to maintain the PBCRG, performance-based climate resilience grant modality, post-project and to be able to replicate this approach to other districts in the country. It results in a set-up, which strengthens and facilitates financial sustainability, but will require longer-term financial support to the SNAs. **NCDD-S.**
4. PBCRG is aimed at introducing an incentive mechanism at sub-national level to manage greater volume of climate change financing, aligned with local development plans. The PBCRG modality is most efficient from a planning and capacity building perspective if it can be tuned to coincide with the regular budgeting and planning cycle of the sub-national authorities. **NCDD-S.**

5. Recently a new project is initiated aimed at solar water pumping, titled “Promoting the use of solar technologies for agricultural and rural development in Cambodia and Myanmar”, funded by the Republic of Korea. As this project is implemented in the same target provinces as the SRL Project, Kampong Thom and Siem Reap, it is recommended to utilize the built capacities in the districts and communes aimed at irrigation such as water user groups, related irrigation maintenance groups and to make use of the capacity of the groups focusing on climate resilient agricultural practices. In addition, lessons of the EWS project on drought resistant agricultural techniques are recommended to be included in the interventions of this new project. **SWP Project and Government partners.**

4.3 Lessons Learned

1. A lesson we collectively learn, but which keeps recurring, is the **slow start-up phase**: in design a practical management arrangement needs to be prepared, but also needs full commitment from the IP to start implementation as soon as possible. In future project design sufficient attention needs to be paid to the detailed project management arrangement and the ability by the Government to proactively facilitate the kickstart process of initial project implementation through preparatory work and close coordination (staff recruitment, clear operational and financial/budget flow roles and responsibilities) to avoid unnecessary delays of project implementation.
2. **Key challenge** remains the building of **robust institutional and human resource capacity at sub-national level**. This was recognized as (long-term and institutional) barrier, and tackled with targeted capacity building, the use of external service providers and formulation and strengthening of community groups, but requires continued attention post project.
3. **The innovation** of the SRL Project lies in **the integrated approach** of infusing CC adaptation into local governance through **participatory planning** (VRA tool), supporting the **formulation of development and investment plans** and ultimately **execution of prioritized interventions** aimed at reinforcing community resilience and monitoring the outcomes and impact (with PBCRG). This joint effort of enhancing local governance with targeted livelihood support is an excellent pathway for more sustainable climate change adaptation, but requires close coordination between a series of stakeholders. **The embedding in the local planning and monitoring approach** favours longer-term sustainability.
4. **Increase of income** of household from agriculture is important for improving resilience, but one might consider **diversification and stability of income sources** (multiple crops, double cropping, more cash crops, animal husbandry and other value chain additions) **equally important to obtain and as evidence of a more robust resilience** against climate change extremes and other external disturbances (e.g. COVID-19).
5. **Group formation**, although posing serious challenges with regard to sustainability, **offers important co-benefits** that should be recorded: social cohesion, women empowerment, a means to facilitate capacity building and value addition.
6. There is clear potential for emerging best practices from various climate change adaptation projects to be integrated into a more holistic adaptation approach aimed at improving resilience and livelihoods of rural communities. Recent outcomes of the UNDP supported early warning system project on climate information, seasonal forecasting, drought resilient agricultural

techniques and farmer field schools are complementary and reinforcing to the approaches piloted under the SRL project, decentralized vulnerability and resilience planning, irrigation scheme support and the PBCRG financing and monitoring modality.

7. In addition to the SRL goal to enhance community resilience through improved household income from agriculture, the resilience of households can be further supported by promotion of diversification of income sources through crop diversification, introduction of climate smart and drought resistant varieties and application of recent developed methodologies on seasonal forecasting, aimed at reducing the impact of climate extremes as floods and droughts. This would add to safeguarding of a more stable agricultural income to reduce present vulnerability levels.
8. The project has supported the further improvement of national guidelines and therewith facilitating the further replication and roll-out nationally (intending to cover ultimately 100 districts) through the piloting of the Performance Based Resilience Grant modality. But, continued support and financing (including increased budget allocation to SNAs and related strengthening of institutional capacity of government stakeholders at especially sub-national level) will be essential to maintain this modality post-project and to be able to replicate this approach to other districts in the country. The conditional financing set-up, with participatory performance assessments, are supportive to the further development of planning and monitoring capacities of the sub-national authorities and enhance community ownership, but ultimately will require a further decentralization of budgets available for climate adaptation financing.
9. **PBCRG**, performance based climate resilience grant modality, is aimed at introducing an incentive mechanism at sub-national level to manage greater volume of climate change financing, aligned with local development plans. It results in a set-up, which strengthens and facilitates financial sustainability. But, continued support and financing (increased budget allocation to SNAs) will be essential to maintain this modality post-project and to be able to replicate this approach to other districts in the country. The PBCRG mechanism has been piloted before (UNDCF LoCAL and ASPIRE) and applied and tested by the project in order to systematically include climate change adaptation interventions in sub-national planning, budgeting and monitoring. The project has supported the further improvement of national guidelines and further replication and roll-out nationally (intending to cover ultimately 100 districts). In 2018 baseline assessments were conducted and performance targets were set. The annual PBCRG-assessments show that performance scoring has increased from 29% (baseline in 2017) to 59% in 2018 and 64% in 2019. The PBCRG modality, that requires communes to co-finance climate resilience interventions with SRL resources, was new for them, so some communes initially hesitated to cooperate. But since they could see the benefits of co-sharing (2/3 investment fund comes from SRL and 1/3 from the commune budget) the communes have become more willing to use this modality. An assumption of a little over \$2 of co-financing for every \$1 of LDCF finance was made in the ProDoc. In practice in 2018 the ratio was \$0.33 to every \$1 of LDCF and in 2019 this increased to \$0.36. These variances in co-financing ratio are part of the piloting effort, but it is important to review for future application in other districts if these changes in ratio have implications for the quantitative targets set at the beginning of the project and on the quality of the execution. The PBCRG modality is most efficient if it can be tuned to coincide with the regular budgeting and planning cycle of the sub-national authorities. The modality contributes to the transition process of transferring functions to sub-national authorities and giving them access to more substantial funds for CCA financing. It also catalyzes ownership and engagement of the communities to take care of maintenance of the investments made and promotes participatory monitoring of the local

investment/development plans. NCDD-S intends to replicate the PBCRG modality with GCF funds to 50 districts, with 10 covered under SRL and 10 from other project support.

- 12.** The VRA approach as further developed and applied by the project uses existing data sets from global, regional and national level to identify climate vulnerability at district and commune level. This GIS-based approach generates maps with indication of risk classes which are used as input to discuss these geographic areas with the communes. The project has been able to include more objective vulnerability data into the planning process by utilizing information on ID poor classes, livelihood patterns and agricultural information (as generated by the baseline impact assessment). Limitations of the methodology are linked to the specific skills needed to generate GIS-based maps and the availability of detailed national data layers. The required assessment methodologies need to be internalized within the national institutions and systematically implemented. While the VRA tool has been developed and applied over the last decade or so recent approaches have been developed to accurately model climate change impact. Combined with hydrological models more accurate information can be generated on flood risk assessment, in the context of disaster risk reduction, while downscaled climate models are able to generate seasonal forecasts and inform communities timely on drought and flood risk. Availability of affordable and detailed remote sensing imagery enables the use of detailed community maps. These maps have proven value for planning dialogues with community members as these landscape photos are easily understood by the community members compared to the more abstract GIS generated hazard/risk maps. This would further facilitate the planning process and prioritization and identification of climate change adaptation interventions.
- 13.** The end line survey concluded that the present implementation stage is relatively early to identify actual impact and attribution to the project, linked to the present maturity and capacity of the relatively recent formed groups and the functionality of irrigation infrastructure that for some communes only have direct impact from this year. A suggested limited survey could take place in another 2 years or so, mid 2022, making use of the established methodology and with a focus on the key impact indicators, as defined in the impact assessments. It is acknowledged that an external service provider has to be engaged for this survey, which could be of more limited scale than the full-blown baseline and end line surveys.

5. Annexes

Annex A	Documents for review during the Terminal Evaluation
Annex B	Terms of Reference of the International Consultant
Annex C	Overview of Stakeholders Consulted at National Level and Time Schedule
Annex D	Field Report of Field Mission to Target Provinces Kampong Thom and Siem Reap
Annex E	Terminal Evaluation Matrix / Framework
Annex F	Long List of Questions
Annex G	ToR of the National Consultant
Annex H	Questionnaires for consultations at Provincial, District and Commune Level
Annex I	Evaluation Consultant Agreement Forms
Annex J	Adaptation Monitoring and Assessment Tool, attached as separate Excel file

Annex A Documents for review during the TE

List of documents contained in the Project Information Package shared with the TE team (these files have been made available through sharing access to a document folder in Google Drive)

1. Project Identification Form (PIF) and PIF Review Sheet
2. UNDP Project Document – 2016
3. Project Inception Report – 2017
4. All Project Implementation Reports (PIR's) – 2017, 2018, 2019 and 2020
5. Quarterly progress reports and work plans – 2017, 2018, 2019 & 2020: Q1, Q2 and Q3 reports for each year, annual APRs for 2017, 2018 and 2019
6. Oversight mission reports – 2018 and 2019
7. All monitoring reports prepared by the project – BTORs for 2019 and 2020
8. Financial and Administration guidelines: UNDP Regulations
9. Technical report on district vulnerability mapping – 2018, GIS methodology for VRA
10. Base-line survey report – 2018
11. Mid-term Evaluation report – 2018
12. Performance-based Climate Resilient Grant Manual – 2019 and Technical Training Manual for Climate Resilient Infrastructure Design and Construction
13. Project Exit Strategy – 2020
14. End-line survey report – 2020, Zero Draft of July 2020
15. Project operational guidelines, manuals and systems
16. UNDP country programme document
17. Minutes of the SRL Project Board Meetings (2017, 2018, 2019 & 2020) and other meetings
18. Project brief – 2018, 2019 & 2020 and other project case-studies
 - **Case Studies:**
 - Rehabilitated Canals in Kampong Thom help mitigate effects of Climate Change
 - Community Financing Programme is helping farmers adapt to climate change
 - Resilient Agricultural Techniques Revitalises Hope
 - Kampong Thom: Rehabilitated Canals Doubles Crop Yield and increases household income
 - Resilient animal raising does matter
 - **Policy Brief: Project Overview (2017)**
 - **Stories from the Field:**
 - Helping communities Find a Balance: Canal Project is Promoting Economic Growth and Sustainable Agricultural Development
 - Knowledge is Power in Rural Cambodia: Here's how an Agricultural Program is Changing Lives in Siem Reap Province
19. List of project target areas and interventions
20. Project site location maps

Additional Documents

GEF (2017). Guidelines for GEF Agencies in Conducting Terminal Evaluation for Full-Sized Projects, 19 pages, <https://www.gefio.org/sites/default/files/ieo/evaluations/files/gef-guidelines-te-fsp-2017.pdf>

ILO (2020). Implications of COVID-19 on Evaluations in the ILO. Practical tips on adapting to the situation. April 24th 2020. Consulted on ILO website.

UNDP (2009). Handbook on Planning, Monitoring and Evaluating for Development Results, 232 pages.

UNDP (2012). Guidance for Conducting Terminal Evaluations of UNDP-Supported, GEF-Financed Projects, UNDP Evaluation Office, 2012, 53 pages, <http://web.undp.org/evaluation/documents/guidance/GEF/UNDP-GEF-TE-Guide.pdf>

UNDP (2020). Evaluation Guidelines. Evaluation during COVID-19. Evaluation planning and implementation, June 2020. Independent Evaluation Office, Update June 2020. <http://web.undp.org/evaluation/guideline/covid19.shtml>

UNDP (2020). Promoting the use of solar technologies for agricultural and rural development in Cambodia and Myanmar. UNDP Project Document Draft, October 2020, 50 pages, of the so-called SWP Project, to be funded by KOICA.

UNDP (2020). Terminal Evaluation Report of the Strengthening Climate Information and Early Warning Systems in Cambodia to Support Climate Resilient Development and Adaptation to Climate Change Project, or EWS Project. Final Report, August 2020.

Websites and social media

Project website: <https://www.kh.undp.org/content/cambodia/en/home/operations/projects/build-resilience/SRL.html>

UNDP page:

Ministry of Environment, Department of Climate Change : www.camclimate.org.kh

Annex B Terms of Reference

Terminal Evaluation of UNDP/GEF Project “Reducing the vulnerability of Cambodian rural livelihoods through enhanced sub-national climate change planning and execution of priority actions (SRL)”

BASIC INFORMATION

Assignment Title	Terminal Evaluation of UNDP/GEF Project “Reducing the vulnerability of Cambodian rural livelihoods through enhanced sub-national climate change planning and execution of priority actions (SRL)”
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Location:	Home based with mission to
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Cambodia Application Deadline:	
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Type of Contract:	Individual Contract
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Post Level:	International Consultant
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Languages Required:	English; proficiency in Khmer would be an advantage
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Expected starting Date:	10 August 2020
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Expected Duration of Assignment: *30 working days, from 10 August to 30 October 2020*, including 10 days mission in Phnom Penh and other two provinces in Cambodia.

Background and Project Description

Over the last 20 years, Cambodia has attained impressive economic growth. With an average GDP growth of 7 percent. Cambodia has been among the fastest growing economies in Asia and becoming a lower middle-income country (LMIC). Approximately 70% of Cambodian households derive all or an important part of their income from agriculture and the majority of agricultural production is dependent on the monsoon rain and natural floods/recession of the Tonle Sap River and Lake. Climate change is likely to disrupt the natural cycle of the monsoonal system and the hydrological function of the interconnected Mekong-Tonle Sap River drainage system and therefore cause a significant impact on the livelihood and welfare of rural Cambodians.

The SRL project has been designed to reduce the vulnerability of rural Cambodians, especially land-poor, landless and/or women-headed households. This will be achieved through investments in small-scale water management infrastructure, technical assistance to resilient agricultural practices, and capacity building support, especially targeting poor women, for improved food production in home gardens. Importantly, these services will be delivered by sub-national administrations (communes, districts and provinces) with a view to strengthen their overall capacity to plan, design and deliver public services for resilience building. The objective of the project, therefore, is to improve sub-national administration systems affecting investments in rural livelihoods through climate sensitive planning, budgeting and execution. The objective will be achieved through three Outcomes: 1). Climate Sensitive Planning, Budgeting and Execution at Sub-National Level Strengthened, 2). Resilience of Livelihoods of the most vulnerable improved against erratic rainfall, floods and droughts, and 3). Enabling environment is enhanced at sub-national level to attract and manage greater volume of climate change adaptation finance for building resilience of rural livelihoods. The Department of Climate Change (DCC) of the General Secretariat of the National Council for Sustainable Development (GSSD)/ the Ministry of Environment (MoE) is the Implementing Partner (IP), with support from number of key technical Ministries. To ensure cross-sectoral integration, responsiveness to local needs and sustainability, sub-national activities of the Project have been integrated with the National Programme for Sub-National Democratic Development

(NP-SNDD) under the coordination of National Committee for Sub-National Democratic Development Secretariat (NCDDS).

The Project is currently being implemented in ten (10) target districts of Siem Reap and Kampong Thom Provinces over a four-year period. The project start date was in January 2016 and the original planned closing date is in January 2020. However, the inception phase took longer than usual to establish the project structure for implementation and the inception workshop took place in March 2017 to kick start the project implementation. The delayed start of the project had a ripple effect on the entire activity schedule of the project. Therefore, in responding to the NCSD's letter dated 26 June 2019, the UNDP-GEF Executive Coordinator approved a request for project extension until December 31, 2020.

By the end of the project, it is expected that the following results will be achieved:

1. Capacity of sub-national councils (communes and districts) and Planning and Commune Support Offices in two target provinces enhanced for climate sensitive development planning and budgeting. The vulnerability reduction assessment (VRA) conducted with climate change adaption (CCA) and gender priorities identified during the processes and fully incorporated in all the 89 target communes, within 10 districts in Kampong Thom and Siem Reap.
2. 100 resilient small-scale water infrastructures designed and put in place in ten (10) districts following the resilient design standards, specifically targeting rain-fed farmers.
3. 160 farmer groups (including 80 LIGs, 40 SGs and 40 WUGs) mobilized to practice climate-resilient agricultural livelihood activities in ten (10) target districts targeting landless women and farmers practicing rain-fed agriculture.
4. The existing PBCR grant manual further updated, approved, and implemented in all the ten (10) target districts covering 89 target communes.

PROJECT SUMMARY TABLE

Project Title:	Reducing the Vulnerability of Cambodian Rural Livelihoods through Enhanced sub-national Climate Change Planning and Execution of Priority Actions (SRL)			
GEF Project ID:	5419		<i>at endorsement</i> <i>(Million US\$)</i>	<i>at completion</i> <i>(Million US\$)</i>
UNDP Project ID:	5174	GEF financing:	\$4,567,500	
Country:	Cambodia	IA/EA own:	\$1,350,000	
Region:	Asia-Pacific	Government:	\$14,510,00	
Focal Area:	Climate Change	Other:		

FA Objectives, (OP/SP):	CCA-1	Total co-financing:	\$15,860,000	
Executing Agency:	UNDP	Total Project Cost:	\$20,427,500	
Other Partners involved:		ProDoc Signature (date project began):		15 Jan. 2016
		(Operational) Closing Date:	Proposed: 31 Dec. 2020	Actual: 31 Dec. 2020

Objective and Scope

This terminal evaluation will be conducted according to the guidance, rules and procedures established by UNDP and GEF as reflected in the UNDP evaluation guidance for GEF financed projects. The terminal evaluation should start in August 2020 and be carried out until October 2020.

The objectives of the terminal evaluation are to assess the achievement of project results, and to draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP programming. The terminal evaluation will be carried out by an international consultant supported by UNDP Country Office in Cambodia.

In accordance with UNDP and GEF policies and procedures, all full and medium-sized UNDP- GEF projects are required to undergo a terminal evaluation upon completion of implementation. These terms of reference set out the expectations for a terminal evaluation of the project “Reducing the vulnerability of Cambodian rural livelihoods through enhanced sub-national climate change planning and execution of priority actions (SRL)” (PIMS 5174).

Evaluation Approach and Method

An overall approach and method¹ for conducting project terminal evaluations of UNDP supported GEF financed projects has developed over time. The evaluation will be carried out by a lead international consultant and supported by the project team at UNDP Cambodia. The final evaluation should include a mixed methodology of document review, interviews, and observations from project site visits, at minimum, and the evaluators should make an effort to triangulate information. The evaluator is expected to frame the evaluation effort using the criteria of **relevance, effectiveness, efficiency, sustainability, and impact**, as defined and explained in the UNDP Guidance for Conducting Terminal Evaluations of UNDP-supported, GEF-financed Projects. A set of questions covering each of these criteria have been drafted and are included with this TOR ([Annex C](#)). The evaluator is expected to amend, complete and submit this matrix as part of the evaluation inception report, and shall include it as an annex to the final report.

The evaluation must provide evidence-based information that is credible, reliable and useful. The evaluator is expected to follow a participatory and consultative approach ensuring close engagement with government counterparts, the GEF operational focal point, Project Manager, UNDP Country Office, UNDP Project Advisory Team (Monitoring, Evaluation and Reporting as well as Communication

¹¹ For additional information on methods, see the [Handbook on Planning, Monitoring and Evaluating for Development Results](#), Chapter 7, pg. 163

Specialist), UNDP Programme Result Team, UNDP GEF Technical Regional Adviser based in Bangkok, Thailand and other key stakeholders.

Field Mission

The international evaluator is expected to conduct a field mission of 8 days (not including travel days) to the project sites and Phnom Penh. The 8 working days mission should include at a minimum 3-4 working days based in Phnom Penh, and 4 working days in the provinces. The international evaluator will be accompanied by the Project Team who arranges all meetings and field mission.

A list of persons and organizations for interviews will be proposed by the project team and should be agreed prior to the mission to Cambodia. The international evaluator can request additional meetings/interviews as required. UNDP should be informed of additional interviews/meetings required by the evaluator, and the dialogue with the evaluated party should be handled in an inclusive and transparent manner.

The international evaluator will review all relevant sources of information, such as project document, project reports – including Annual APR/PIR, project budget revisions, midterm review, progress reports, project files, national documents and any other materials that the evaluator considers useful for this evidence-based assessment. A list of documents will be provided by the project team after signing the contract.

Duties and Responsibilities

Evaluation Criteria and Ratings

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

1. Monitoring and Evaluation (M&E design at entry, M&E Plan Implementation, Overall quality of M&E);
2. IA& EA Execution (Quality of UNDP Implementation, Quality of Execution - Executing Agency, Overall quality of Implementation / Execution);
3. Assessment of Outcomes (Relevance, Effectiveness, Efficiency, Overall Project Outcome Rating);
4. Sustainability (Financial resources, Socio-political, Institutional framework and governance, Environmental, Overall likelihood of sustainability).

The completed table must be included in the evaluation executive summary. The obligatory rating scales are included in Annex D.

Project Finance / Co-Finance

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

data in order to complete the required co-financing table, which will be included in the terminal evaluation report.

Mainstreaming

UNDP supported GEF financed projects are key components in UNDP country programming, as well as regional and global programmes. The evaluation will assess the extent to which the project was successfully mainstreamed with other UNDP priorities, including poverty alleviation, improved governance, the prevention and recovery from natural disasters, and gender.

Impact

The evaluators will assess the extent to which the project is achieving impacts or progressing towards the achievement of impacts. Key findings that should be brought out in the evaluations include whether the project has demonstrated: a) verifiable improvements in ecological status, b) verifiable reductions in stress on ecological systems, and/or c) demonstrated progress towards these impact achievements².

Conclusions, Recommendations and Lessons

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

Implementation Arrangements

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

Evaluation Timeframe

The total duration of the evaluation will be 30 working days during the calendar period of 10 August – 30 October 2020. The following tentative timetable is recommended for the evaluation; however, the final schedule will be agreed in the beginning of the assignment:

- Preparation - 3 days in August 2020;
- Evaluation Mission - 8 w/days in late August – early September 2020;
- Travel Days – 2 working days for travel to and from Cambodia
- Draft Evaluation Report - 10 days, completed by early October 2020;

² A useful tool for gauging progress to impact is the Review of Outcomes to Impacts (ROtI) method developed by the GEF Evaluation Office: [ROtI Handbook 2009](#)

- Final Report - 7 days, completed by late October 2020.

Deliverables

The International Consultant / evaluator is expected to deliver the following:

- Inception Report: Evaluator provides clarifications on timing and method; Evaluator submits to UNDP CO no later than 1 week before the evaluation mission
- Presentation of Initial Findings: Evaluator submits to project management and UNDP CO at the end of evaluation mission
- Draft Final Report: Full report (per template provided in TE Guidance) with annexes, Evaluator submits to CO within 3 weeks of the evaluation mission, reviewed by RTA, PCU, GEF OFPs
- Final Report: Revised report, Evaluator submits to CO within 1 week of receiving UNDP comments on draft

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

Payment Modalities and Specifications

The consultant will be paid on a lump sum basis (all-inclusive of expense relate to the above assignment including travels outside and inside the duty station and any tax obligation) under the following instalments.

- 10%- at submission and approval of inception report: 25th August 2020
- 40%- Following submission and approval of the 1st draft terminal evaluation report: 05 October 2020
- 50%- Following submission and approval (UNDP-CO and UNDP RTA) of the final terminal evaluation report: 20 October 2020

Competencies

Corporate competencies

- Demonstrates integrity by modelling the UN's values and ethical standards;
- Promotes the vision, mission and strategic goals of UN/UNDP;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability;

Functional competencies

- Ability to lead strategic planning, results-based management and reporting;
- Builds strong relationships with clients, focuses on impact and result for the client and responds positively to feedback;
- Consistently approaches work with energy and a positive, constructive attitude;
- Demonstrates good oral and written communication skills;

- Demonstrates ability to manage complexities and work under pressure, as well as conflict resolution skills.
- Capability to work effectively under deadline pressure and to take on a range of responsibilities;
- Ability to work in a team, good decision-making skills, communication and writing skills.

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

Required Skills and Experience

Education:	A Master's degree in natural resource management, agricultural development, climate change, water resources management, environmental sciences, disaster management or related field.
Experience:	<ul style="list-style-type: none"> - Minimum 7 years of experience in conducting evaluation for development projects and GEF funded project. Experience working in the UN system is a strong asset - Minimum of 7 years of relevant professional experience in relevant technical areas of natural resource management, environment and climate change. - Demonstrated understanding of issues related to gender and climate resilient development and adaption to climate change; experience in gender sensitive evaluation and analysis - Experience working for development projects, with multi stakeholders including government agencies, development agencies, and UN agencies - Knowledge of UNDP and GEF monitoring and evaluation policies - Previous experience with results-based monitoring and evaluation methodologies, application of SMART indicators and reconstructing or validating baseline scenarios
Language requirement	High proficiency in English, knowledge of Khmer would be an advantage.

Conflict of interest:

To ensure impartiality and objectivity of the evaluation, as well as to avoid the conflict of interest, UNDP will not consider the applications from the candidates that have had prior involvement in the design, formulation, implementation or evaluation of the above-indicated project.

Annex C Overview of Stakeholders Consulted at National Level

(Video Call) by the International Consultant

Stakeholders	Goal	People to meet
Tuesday 13 October		
UNDP Country Office Team	Process, Expectations, Guidance and Focus of TE	Rany Pem, Head of Programmes Unit, UNDP CO Ratana Norng, Head of Result Based Management Unit Sovanny Chhum, Programme Analyst Pinreak Suos, former National Project Advisor
Thursday 15 October		
UNDP Bangkok Regional Hub	Involvement and experiences with SRL: coordination, oversight, knowledge management, opportunities ahead.	Mr. Karma Lodey Raptan, Regional Technical Specialist (Adaptation), BRH
Friday 16 October		
Responsible Partner (NCDD-S and SRL project team)	Briefing meeting of TE: Introduction, In-depth meeting on progress, challenges, lessons, opportunities, exit strategy, LFA with indicators, TT, Finance / budgets, fund flow, reporting, audits, experiences, lessons, procurement Interview on experiences, views, challenges, key lessons etc.	Mr. Chhun Bunnara Mr. Sorn Sopheak Mr. Savuth, M&E Ms. Khiev Bunroeub, gender and social advisor NCDD-S SRL Team
Wednesday 21 October		
Implementing Partner Ministry of Environment (NCSD/DCC)	Briefing meeting of TE: Introduction, Interview on experiences, views, challenges, key lessons etc.	H.E Tin Ponlok, NPD and GEF FO Mr. Sok Dara, NPC
Thursday 22 October		
MoWRAM	Involvement and experiences with SRL: challenges, opportunities, lessons, irrigation infrastructure	Mr. Oum Ryna, Project board member, Director, MoWRAM
Friday 23 October		
MoWA	Involvement and experiences with SRL: challenges, opportunities, lessons, gender action plan	Ms. Sav Kimsoeun, Project Board Member, Deputy Director, MoWA
Monday 26 October		
MoE/Cambodia Climate Change Alliance	CC portfolio of UN: coordination, mainstreaming, scaling-up	Mr. Julien Chevillard, Chief Technical Advisor CCCA

Stakeholders	Goal	People to meet
Tuesday 27 October		
UNDP/SGP	CC portfolio of UN: experiences with CCCBA, coordination, mainstreaming, scaling-up, sustainability, collaboration	Ms. Navirak Ngin – National Coordinator SGP-UNOPS-UNDP
Tuesday 3 November		
MAFF-GDA	Involvement and experiences with SRL: challenges, opportunities, lessons, climate resilient agricultural practices, farmer groups and cooperatives	Am Phirum, Deputy Director GDA, MAFF
Wednesday 4 November		
Service Provider for Livelihood Activities under Outcome 2	Involvement and experiences with SRL: coordination, implementation, lesson sharing, opportunities ahead.	Mr. Chhun Bunmeng CADTIS/Team Leader
Friday 6 November		
UNDP	Debriefing of preliminary findings to UNDP as client	Ms. Sonali Daieratne, Assistant Resident Coordinator Rany Pem, Head of Programmes Unit, UNDP CO Ratana Norng, Head of Result Based Management Unit Sovanny Chhum, Programme Analyst Pinreak Suos, former National Project Advisor NC
Thursday 12 November		
Key stakeholders	Debriefing of preliminary findings	UNDP representatives and NCDS and NCDD-S representatives NC

Annex D Field Report



Empowered lives.
Resilient nations.

Reducing the vulnerability of Cambodian rural livelihoods through enhanced sub-national climate change planning and execution of priority actions (SRL)

Field Report

Kampong Thom and Siem Reap

In context of the Terminal Evaluation of the SRL Project



Dr. Oeurng Chantha October 2020

Water Resources and Climate Change Specialist

Field Report

1. Introduction

Context and Goal

UNDP Cambodia is implementing the GEF-LDCF funded full sized project titled “Reducing the vulnerability of Cambodian rural livelihoods through enhanced sub-national climate change planning and execution of priority actions (SRL)”, (PIMS5174), or “SRL Project”. The project started on the 1st of July 2015, with the Project Document (ProDoc) signed on 15th of January 2016 and was officially launched in March 2017 through its inception workshop and is in its fourth year of implementation. The project has a GEF-LDCF budget of US\$4,567,500 with a total co-financing of US\$15,860,000 (Government parallel and UNDP). In line with UNDP-GEF guidance, a Terminal Evaluation (TE) is required for a full-sized project by UNDP. Due to the present COVID-19 pandemic restrictions the evaluation follows a hybrid set-up with an international consultant covering the national level consultations with key stakeholders and a national consultant taking care of the consultations in the target Provinces of the SRL Project. See for specific tasks the ToR of the National Consultant as Annex D of the Inception Report of the TE.

The national consultant travelled to the target Provinces of Kampong Thom and Siem Reap in the period October 18-23 2020 and consulted the key stakeholders at sub-national level: provincial, district and community representatives, see Table 1 for a list of stakeholders consulted in the Provinces. Table 2, Field Schedule, gives a detailed time schedule of the various meetings conducted. The site selection of the Districts, communes and field sites to visit was done in close consultation with the Project Team considering representative communities, landscape setting, activity range implemented and accessibility. During the site visits, focus group discussions were held with a selection of provincial, district and community members and other local stakeholders ensuring participation by gender. For the meetings with the Project team members and key stakeholders, a combination of focus group discussions and interviews was used.

Table 1 Summary of the consultations.

Interviewee Focus Group			
Province	District	Commune	Activities supported by SRL
KAMPONG THOM	Santuk	Taing Krasaing	<ul style="list-style-type: none"> LIG WUG
		Kampong Thmar	<ul style="list-style-type: none"> SG WUG LIG
	Kampong Svay	Kampong Kou	<ul style="list-style-type: none"> LIG SG
		Chey	<ul style="list-style-type: none"> LIG WUG

SIEM REAP	Prasat Bakong	Rolous	<ul style="list-style-type: none"> • LIG • WUG
		Meanchey	<ul style="list-style-type: none"> • LIG • WUG
	Kralanh	Ta An	<ul style="list-style-type: none"> • SG • WUG
		Sranal	<ul style="list-style-type: none"> • SG

SG=Saving Groups, LIG=Livelihood Improvement Groups, WUG=Water User Group

An overview of the people consulted at Provincial, District and commune level is given in Annex 1. In total 90 participants have been consulted in Kampong Thom and 118 in Siem Reap, bringing the total of participants of the 13 meetings to 208.

2. Findings

In the following section findings of the consultation meetings are reflected, divided over a series of themes and linked to the questions as put forward in the questionnaires, see Annex 1. The findings reflect the feedback of the focus group discussions in the target Provinces of Kampong Thom and Siem Reap and support the complementary consultations conducted at national level by the international consultant. The findings are grouped into themes that closely coincide with the key evaluation criteria, as detailed in the inception report of the TE (relevance, efficiency, effectiveness, sustainability and impact, together with strategy/relevance, progress towards results, project implementation and adaptive management and sustainability and impact).

1- Opportunities, based on the interventions piloted

- Communes now express to be able to manage the commune budget to invest in water infrastructure like irrigation canal and water gate and spillway, which are interventions the communes indicate as priorities to reduce their the climate vulnerability.
- Some farming areas that used to have no access to irrigation water due to no connection to functional irrigation canals have been improved through project intervention and are no longer left fallow and unproductive. This opportunity could clearly be seen during the field visit in Kampong Thmar commune of Santuk district as a shift from rain-fed agriculture to irrigated agriculture.
- Livelihood Improvement Groups focusing on chicken raising provide an alternative source of income to the farmers who have commitment to continue this business. Such LIGs were found in Taing Krasing commune of Santuk district and Kampong Kou commune of Kampong Svay district. Also Rolous commune of Prasat Bakong district and Sranal commune of Kralanh district report improvement of income and consider it a profitable business with good market access in Siem Reap. Where group members previously possessed about chickens, many of the members have now 50 or more animals.
- Saving Group members express to be very happy with the lower interest rates and easier access to loans the Saving Groups provide as compared to other (commercial) micro finance opportunities to support the farmers (SG in Ta An commune of Kralanh district).
- Saving Groups and Livelihood Groups showed tangible immediate impacts, which fulfilled the more immediate needs of the poorest households. This short-term impact has a direct effect

on livelihoods of vulnerable households, even if these households have little land or are landless.

2- Impact of the project interventions

- Household report that they have been able to improve their income through the participation in LIGs and SGs and as a result of the improved water canals (and related WUGS). For example in communes like Kampong Thmar commune, Santuk district and Kampong Kou commune, Kampong Svay district, poultry raising has been profitable, as well as in SGs in Kampong Thmar commune, Santuk district and Chey commune, Kampong Svay district. Households report that as a result of the improved water availability some of them are now shifting to short-term (90 days) rice varieties enabling them to have two harvests a year, as improvement from their previous reliance on rain for traditional rice varieties (Kampong Thmar commune, Santuk district). A shift from rainfed agriculture to irrigated agriculture.
- Before the starting of the SG, the members suffered from budget shortage and higher vulnerability to the climate extremes (floods and droughts). The SG members prefer to access loans from the SG rather than from other micro-finance institutions or commercial banks since the interest rate is lower. It also gives the benefit to the SG group within the village and commune instead of the benefit flowing to external parties. The SGs thus improve access to financial resources and have an added benefit of social cohesion and control. SG members consistently report that the budget of the groups has increased, benefiting the lives of poorer and women-headed households. From the start-up budget of \$2000 some groups report an increase between 50 to 100% of the Group capital.

3- Women involvement, reflecting the project's intention to target vulnerable households and enhance women participation

- The majority of LIG members are women. They have been selected by the project and were willing to join. They are mainly and actively taking part in animal raising learning sessions. The same accounts for SGs where the members are mainly women and woman-headed families, since they have shown more willingness and free time to participate in the activities. Another reason is that woman-headed family are often relatively poor and within the targeted group to be supported by the project (e.g. SG in Ta An commune, Kralanh district and LIG in Sranal commune, Kralanh district).
- It was found that SG group leaders are women and that they had received various trainings on SG group management, bookkeeping and documentation. Some of them now express to be confident and now able to work as group leaders, even after SRL support will end. Poultry farming and saving group membership are favorite SRL activities as they can provide short-term impact on family livelihood.

4- Challenges or barriers, as reported during project implementation

- From the consultations with the commune members it became clear that the project has tried to convey the complex concept of climate change and the wide-ranging impacts to the local farmer, raising awareness on the causes, effect, and the need to mitigate and adapt to climate change. The understanding of climate change and the need for enhanced resilience is still

relatively poor, maybe as a result of not all community members being able to join previous training / awareness raising sessions.

- Due to the phased implementation approach of the project, some interventions were only started late in the project cycle. As a result, it is still difficult in these communities to observe the impacts from irrigation development, change in agricultural practices or tangible increase in livelihood income. This also accounts for some community groups, such as some Water User Groups that have been only formed recently. Consequently, they have no experience yet and limited confidence to ensure the good functioning when the project ends. This is especially relevant for those communities where irrigation works have only been completed recently.
- There are limited number of project staff at Provincial and district level, which complicated the monitoring and evaluation of the project activities and water infrastructure projects.
- Some constructions have been delayed because the rainy season arrived with some floods, emphasizing the need to plan and execute irrigation works in the dry season to limit delays and optimize their utilization during project implementation.
- Technical knowledge to manage Saving Groups and the related legal paper work, such as by-laws and required book- record keeping is still limited.
- The support consultant from the service provider (CADTIS) finished their activities before the project end, so the provincial and district team express to have insufficient skill to provide more trainings to farmers. As a result, some farmers have not received any training yet. This can be found in communes in which the SRL started the activities late, for example in Kampong Thmar commune of Santuk district. The WUC is newly formed and there are concerns of sustainability of its proper functioning. For these newly formed WUGs, it is too early to observe benefits and positive impacts on target households' livelihood and their incomes. However, both local authorities and beneficiaries have expressed that the water schemes are very helpful and respond to their adaptation needs.
- For new construction of infrastructure and newly formed WUG, it is too early to observe benefits and positive impacts on target households' livelihood and their incomes. However, both local authorities and beneficiaries have expressed that the water schemes are very helpful and respond to their adaptation needs. This is the case also in Kampong Thmar commune of Santuk district and Chey commune, Kampong Svay district
- WUC operation is still in doubt since they never put into practice. They are newly form FWUC and since then they have not practiced with support from SRL projects yet.
- Recent floods have damaged poultry sheds and caused substantial death of poultry.

5. Key lessons learnt through the SRL Project

- In the Livelihood Improvement Groups (LIGs) it is good to engage farmers who are already used to raise chicken and to provide them with more support and training from the project to scale up their poultry business. They prove to be more successful than the farmers who have never raised chicken before. E.g. in Chey Commune, Kampong Svay district, where some farmers could enlarge the scale of chicken raising with their own basic knowledge/experience plus the additional training through SRL.

- The commune members have been trained to monitor, evaluate, and check the construction works supported by SRL so that they can learn how to evaluate and give suggestion for quality improvement of the construction. This good practice can be found in communes where SRL supported infrastructure like water gate and irrigation canal. (These works were co-funded through commune budgets (CIPs) and require monitoring according to the Performance Based Climate Resilience Grant (PBCRG) modality guidelines).
- The PBCRG modality, that requires communes to co-finance climate resilience interventions with SRL resources, was new for them, so some communes firstly hesitated to cooperate. But since they could see the benefits of co-sharing (2/3 investment fund comes from SRL and 1/3 from the commune budget) the communes have become more willing to use this modality.
- Previously some communes focused more on road construction as a first priority in community development, but now they could see good benefits through the investment into water infrastructure work in order to build their commune resilience and reduce their vulnerability.
- Both commune authorities and farmers report to have become more aware of climate change impacts. They started to see the need for adaptation activities such as having more ponds and water canals in their communes. The increase of public awareness can be noticed in all communes visited. However, most of engaged local farmers understand only the very basics of the complex concept of climate change due to their limited education level. At the same time, as reported under challenges, the understanding of climate change and the need for enhanced resilience is still relatively poor in some communities, maybe as a result of not all community members being able to join previous training / awareness raising sessions.
- From the experience of the LIGs, the recruitment and assignment of a leader to spearhead the newly formed LIG is an effective way to promote and encourage the members and communities. This is also having a positive impact on the LIG by recruitment of the most committed and experienced farmer to be LIG leader. The chances that committed/experienced LIG leaders will set the good example are higher, because they are identified by members as being dynamic and successful. Their success has an immediate and positive impact and influence on other members and even local farmers. E.g Sranal commune, Kralanh district, where the recruitment and assignment of committed leader could bring positive impact and influence on other members.
- The targeted farmers to be included in LIGs intend to reach the very poor farmer and women. In practice, this has implication on the level of effectiveness of the Groups, as these group members face more restrictions (in land, labour and resource base). E.g. in Rolous commune, Prasat Bakong district, the farmers in the livelihood group are the poorest among the poor. With the provided budget of 50\$ per household they have difficulties in effectively increase poultry farming or engage in other livelihood activities. (In fact, a call for larger budgets per household for the Livelihood Groups).

6. Good practices

- The Vulnerability and resilience Assessment tool VRA tool as used by the SRL project to identify specific climate change vulnerabilities in a District and at commune level enables

commune committee members to plan for interventions aimed at reducing the commune vulnerability and increase the resilience. Through the VRA exercise the commune members develop their basic understanding of climate change and its impacts through floods and droughts. This was seen in Chey commune, Kampong Svay district, where the local people and commune level could produce, interpret and explain the VRA tool.

- The partnership of the SRL project with the sub-national authorities in order to integrate climate change adaptation into local level planning and budgeting has promoted a good sense of ownership of the interventions and the related results. As the co-financed interventions are embedded in longer-term planning and budgeting at grassroot level, the communes express their commitment to continue implementation, maintenance, and monitoring of these interventions.
- In planning irrigation water works, it is important to make use of the local knowledge of the communes and farmers to identify good reliable water sources (functional main canals or other natural sources), to provide the proposed irrigation works with optimal water supply so they can do double cropping and start other cash crops. Technical support, through external technical staff, has provided essential quality control to ensure adequate and robust irrigation works (built according to climate-resilient construction guidelines).

7. Impact to the SRL Project due to the COVID19 pandemic

- Due to restriction to have group meetings in the commune, some training activities have been delayed. Later, the meetings could be held, but with limitation of participants and in smaller groups than usual and missing some information to other members that could not join. This challenge due to Covid-19 pandemic is the same in all communes.
- Since the farmers did not meet the technical team or project team as often as was foreseen, they have faced some challenges, that affected the training and management of newly established SGs and WUGs.

8. Planning, execution and monitoring of climate resilient activities (or climate change adaptation measures) with the help of the SRL Project

- Previously, investment in irrigation canal was labeled as part of economic development among the 4 main sectors of the commune. Currently, the commune investment plans reflect water infrastructure works as part of the environment and climate resilience sector of the commune.

9. Future investment and development plans of the SNAs

- Improvement of livelihoods is one of the main target of the CIP and DIP so SRL provides support to CIP and DIP through SG and LIG, as well as improvement of water availability through irrigation to enable double cropping and avoid crop damage due to shortage of water.

The longer-term horizon of the district and commune plans will facilitate the continued investment, maintenance and monitoring of climate change adaptation interventions, based on the required PBCRG modality, the committed plans and related maintenance tasks of the WUGs.

10. Sustainability of the achievements of the project

- Some farmers are outspoken in their commitment to continue to raise chickens (LIG) and scale up their business, because they have received training and they have passion and interest to improve their poultry business in their LIG. The supported LIG farmers show strong willingness to continue the activities despite of recent flood damage, e.g. expressed in Sranal commune and Rolous commune.
- SG members express their eagerness to continue their activities as they are happy to see that the capital of their groups has increased tangibly, enabling them better access to financial resources to buy necessary inputs and/or support their livelihoods.
- As there is a financial contribution(co-financing) from the commune fund to execute construction projects such as community ponds, irrigation canals and related irrigation canal infrastructure, there is direct ownership and willingness to maintain this achievement for their communes. This is reflected in the longer-term community and district investment/development plans and through the longer-term tasks of the WUGs (e.g. Ta An commune, Kralanh district) to operate and maintain the infrastructure after construction.

Table 2 Field schedule

Planned Dates	Key Actions	People to meet	Location
18 Oct. 2020	KAMPONG THOM		
14:00 – 17:00	Depart from Phnom Penh to Kampong Thom province		
19 Oct. 2020			
08:00 – 09:30	Meeting with relevant provincial stakeholders: <ul style="list-style-type: none"> • Objective of TE • Brief project presentation • Discussion 	<ul style="list-style-type: none"> • Deputy prov. governors • PID director/dep. director • Provincial Project Advisor • Representatives from PDAFF, PDoWRAM, PDoWA. 	KPT Provincial Hall
10:00– 11:30	Meeting with relevant district stakeholders: <ul style="list-style-type: none"> • Objective of TE • Brief on district achievements • Brief commune achievement • Discussion 	<ul style="list-style-type: none"> • Deputy district governor • Relevant district officers • Representatives from district line-offices. • Representatives from Taing Krasaing and Kampong Thmar communes 	Santuk district Hall

11:00 – 13:00	Lunch		
13:00 – 15:00	Focus group discussions with representatives and project beneficiaries: <ul style="list-style-type: none"> • Introduction/purpose of TE • Brief on LIG and WUG • Discussion • Visit chicken raising • Visit irrigation canal 	<ul style="list-style-type: none"> • Project commune focal point • Village chiefs (7 Makara, Taing Krasaing, Chheu Laving & Koki Chour) • LIG members from 7 Makara, Taing Krasaing and Chheu Laving villages • WUG in Koki Chour 	At Ms. Long Sokrith's home, 7 Makara village, Taing Krasaing commune, Santuk district
15:15 – 17:15	Focus group discussions with representatives and project beneficiaries: <ul style="list-style-type: none"> • Introduction/purpose of TE • Brief on SG, WUG and LIG • Discussion • Visit chicken raising • Visit irrigation canal (Snoar and Kvek) 	<ul style="list-style-type: none"> • Project commune focal point • Village chiefs (La'ok, Kvek and Snoar) • SG from Kvek vil and WUGs from Kvek, La'ok and Snoar villages 	At Snoar pagoda, Kampong Thmar commune, Santuk district
20 Oct. 2020			
08:00 – 09:30	Focus group discussions with representatives and project beneficiaries: <ul style="list-style-type: none"> • Introduction/purpose of TE • Brief on LIG and SG • Discussion • Visit chicken raising 	<ul style="list-style-type: none"> • Project commune focal point • Village chiefs (Bopeung and Kampong Kou Leu) • LIG members from Bopeung and Kg Kou Leu villages. 	Kampong Kou commune, Kampong Svay district
10:30 – 12:00	Focus group discussions with representatives and project beneficiaries: <ul style="list-style-type: none"> • Introduction/purpose of TE • Brief on LIG and WUG • Discussion • Visit chicken raising • Visit irrigation scheme (Prey Tub) 	<ul style="list-style-type: none"> • Project commune focal point • Village chiefs (Prey Tub and Trapaing Arak) • LIG members from Trapaing Arak and WUG members from Prey Tub villages. 	Chey commune, Kampong Svay district
12:30	Lunch and travel to Siem Reap		
21 Oct. 2020	SIEM REAP		
08:00 – 09:30	Meeting with relevant provincial stakeholders: <ul style="list-style-type: none"> • Objective of TE • Brief project presentation • Discussion 	<ul style="list-style-type: none"> • Deputy prov. governors • PID director/dep. director • Provincial Project Advisor • Representatives from PDAFF, PDoWRAM, PDoWA. 	SRP Provincial Hall
10:00– 11:30	Meeting with relevant district stakeholders:	<ul style="list-style-type: none"> • Deputy district governor • Relevant district officers 	Prasat Bakong District Hall

	<ul style="list-style-type: none"> • Objective of TE • Brief on district achievements • Brief commune achievement • Discussion 	<ul style="list-style-type: none"> • Representatives from district line-offices. • Representatives from Rolous and Meanchey communes 	
11:00 – 13:00	Lunch		
13:10 – 15:00	<p>Focus group discussions with representatives and project beneficiaries:</p> <ul style="list-style-type: none"> • Introduction/purpose of TE • Brief on commune achievements. • Brief on LIG and WUG • Discussion • Visit 2018 Watergate 	<ul style="list-style-type: none"> • Commune chief/vice chief • Project commune focal point • Village chief • LIG and WUG members 	Community Resting hall, Rolous Keut village, Rolous commune, Prasat Bakong district
15:15 – 17:15	<p>Focus group discussions with representatives and project beneficiaries:</p> <ul style="list-style-type: none"> • Introduction/purpose of TE • Brief on commune achievements. • Brief on LIG and WUG • Discussion • Visit 2019 irrigation canal 	<ul style="list-style-type: none"> • Commune chief/vice chief • Project commune focal point • Village chief • LIG and WUG members 	At village chief's home, Banteay Reusey village, Meanchey commune, Prasat Bakong district
22 Oct. 2020			
08:30 – 10:00	<p>Meeting with relevant district stakeholders:</p> <ul style="list-style-type: none"> • Objective of TE • Brief on district achievements • Brief commune achievement • Discussion 	<ul style="list-style-type: none"> • Deputy district governor • Relevant district officers • Representatives from district line-offices. • Representatives from Ta An and Sranal communes 	Kralanh District Hall
10:30 – 12:00	<p>Focus group discussions with representatives and project beneficiaries:</p> <ul style="list-style-type: none"> • Introduction/purpose of TE • Brief on commune achievements. • Brief on SG and WUG • Discussion • Visit 2018-2019 Watergate 	<ul style="list-style-type: none"> • Commune chief/vice chief • Project commune focal point • Village chief • SG and WUG members 	Community Resting hall, Kdol village, Ta An commune, Kralanh district
12:00 – 13:30	Lunch break		

14:00 – 16:00	<p>Focus group discussions with representatives and project beneficiaries:</p> <ul style="list-style-type: none"> • Introduction/purpose of TE • Brief on commune achievements. • Brief on LIG • Discussion • Visit home garden and chicken raising 	<ul style="list-style-type: none"> • Commune chief/vice chief • Project commune focal point • Village chief • SG and WUG members 	Group leader's home, Lahong village, Sranal commune, Kralanh district
16:00 – 17:30	Travel back to the province		
23 Oct. 2020			
	Travel back to Phnom Penh		

ANNEX 1

Questionnaires for consultations at Provincial, District and Commune levels

The national consultant will travel to the SRL target Provinces of Kampong Thom and Siem Reap for a combination of consultation with local stakeholders and field visits to interventions supported by the project, e.g., irrigation infrastructure works and climate resilient agricultural activities. The questions listed here are guiding, but the national consultant will be flexible to adjust or add questions during the consultation sessions to get clarification or more detail or additional questions related to issues or experiences/views/opinions brought up by the stakeholders consulted.

Kampong Thom: Sontuk and Kampong Svay districts

Siem Reap: Prasat Bakong and Kralanh districts

Introduction on the objective of this meeting: *learning from the results and lessons of the SRL Project in your Province and District.*

1. What has been **your involvement** with the SRL Project and in what phases? (Design / Inception / Implementation)?
2. What have been **the main contributions** of the SRL Project to your Province/District regarding reducing vulnerability to Climate change and resilience of the communities?
3. What have been **the main challenges** to implement the SRL Project in your Province/District.
4. What has **changed** in your planning, execution and monitoring of climate resilient activities (or climate change adaptation measures) with the help of the SRL Project?
5. What kind of **technical support** (trainings, workshops etc.) have Provincial/District staff/stakeholder received from the Project and how do they appreciate this support (are they applying it, were they really useful etc.)?
6. What have been the **key lessons** you have learned from the collaboration with the SRL Project?
7. Are you confident you will be able **to support and sustain** the activities the project has supported (Think of prompting: e.g. rehabilitation and construction of irrigation works (and maintenance!), various community group (Saving, Livelihood, WUG) etc.)?
8. What do you see as **main challenges to sustain the impact** of the Project and do you need additional support (and if so, what kind? (budget, technical etc.)?
9. What would you consider as **emerging best or good practices** implemented and supported in your Province/District?
10. How does the present **Provincial/District plan** (CIP/DIP) reflect the support of the SRL Project, and will future plans also reflect this?
11. How do you look back upon **the collaboration with and support** of the SRL Project?
12. Have there been any **issues** regarding fund flow, technical support, lack of support or other issues?
13. How has been the **appreciation and feedback** of the beneficiaries (communes and Districts) regarding the support and activities of the SRL Project?
14. Has there been **impact** to the SRL Project due to the **COVID19 pandemic** and if so, in what way?
15. Do you feel that the SRL Project has been **successful in reaching women and vulnerable households as beneficiaries**? How have they done this?
16. Do you feel that the SRL Project has been able to successfully **include the needs of the communes linked to climate change vulnerability** in the Provincial and District plans? Would you agree with the **description of the SRL Project as being participatory**? Why?
17. Impacts of Covid-19 on project implementation!

Focus Group Discussions with communes (representatives and beneficiary households)

At least a commune per District

Introduction on the objective of this meeting: *learning from the results and lessons of the SRL Project in your commune*. Request to answer frankly and without hesitation about your experiences so that the project and the Government can learn and improve.

1. **What kind of activities** have been supported by the SRL Project in your commune?
2. **How** have these activities been **selected**, and have you been involved in the planning?
3. What are **your experiences** with these interventions? Are they giving **results** and if so, what kind of results?
4. What **kind of change** have you noted? *Prompting:* In terms of agricultural productivity, livelihood and income, water shortages/availability (drink and irrigation water), agricultural practices, crop diversification, home garden production?
5. Do you think the project has been able to include the most **vulnerable households** (landless or land-poor) and also **women** (women-headed households)? If so, how?
6. How many households in your commune have implemented activities of the Project?
7. Have women been engaged in the same activities as men, or are there differences?
8. What have been the **key challenges** you have faced in working with the SRL Project?
9. What activities **did not work** (if any) and why did this fail?
10. How likely is it that you **will continue** with the interventions supported by the Project? (E.g. groups, WUGs and irrigation channels (maintenance etc.)?)
11. Are you **confident** you can continue after the project support stops at the end of 2020 and what would you **still need as support** from the Government thereafter?
12. What kind of **training and technical support** did you receive from the Project? What were your experiences with these trainings and could you apply what you have learned?
13. Do you feel that your community is now **more resilient** against the impact of climate change? If so, how?
14. Has the Project resulted in crop diversification or adoption of alternative agricultural practices (double cropping, drought resistance varieties etc.)?
15. Has water availability (both drinking as irrigation water) improved with Project support?
16. Has there been **impact** to the SRL Project due to the **COVID19 pandemic** and if so, in what way?
17. Do you know if other communes have copied/adopted/replicated new interventions introduced by the SRL Project?

ANNEX 2 List of participants

A. Participants in the meetings in Kampong Thom

- At Kompong Thom Provincial Hall on for provincial level on 19 Oct. 2020

No.	Khmer Name	English Name	Sex	Position	Institution	Phone Number
1	ញឹក បានខេង	Nhoek Bankheng	M	Provincial Project Manager	Provincial Hall	
2	សិន ស៊ុនសុភក្តិ	Sorn Sunsopheak	M	Deputy Chief of Unit	NCDDS	
3	ផែន បុង	Phen Bong	M	Administrator of SRL	NCSD/MOE	
4	សួស ពិនរក្ស	Suos Pinrak	M	Policy Analyst	UNDP	
5	អឿង ចន្ទា	Oeurng Chantha	M	Consultant	UNDP	
6	ស៊ីវ ពិសី	Siv Pisey	M	SRL Officer	Provincial Hall	
7	ឡាក់ សៅបាន	Lak Saochan	F	Director of Administration	Sandann Province	092 621252
8	ស៊ូ ផារិន	Sou Pharin	F	Office Manager	Department of Women's Affairs	077 693 027
9	ស៊ុន រដ្ឋ	Sun Rothe	M	Office Manager	Provincial Hall	078 714 005
10	លឹម ធាង	Lim Theang	M	Director of District Administration	Kampong Svay	079 806 801
11	ហូ មករា	Ho Makara	M	Planning and Livelihood Improvement Officer	Prasat Balang	012 202 706
12	សុខ ទី	Sok Ty	M	Assistant Consultant	UNDP	011 980 698
13	អឿម ស៊ីវលែន	Eam Sivlen	F	Project Finance Officer	Provincial Hall	017 766 386
14	វ៉ែន សុកន្ទាវី	Vorn Sokunthea	F	Consultant	Provincial Hall	085 884 492
15	អ៊ឹម ពិសិដ្ឋ	Oem Piseth	M	Officer of Agriculture Department		092 491 213
16	ម៉ុំ សុខដឹម	Mom Sokdim	F	SRL Provincial Officer	Baray	089 638 669

- At Santuk district Hall for district and commune level on 19 Oct. 2020

No.	Khmer Name	English Name	Sex	Position	Organization	Phone Number
1	វ៉ែន សុកន្ទាវី	Vorn Sokunthea	F	SRL Project Consultant	Provincial Hall	085 884 492
2	ហ៊ឹម ធារិក	Heom Thearith	F	Project Support Officer	UNDP	077 961 599
3	សួស ពិនរក្ស	Suos Pinrak	M	Policy Analyst	UNDP	012 822 977
4	សិន ស៊ុនសុភក្តិ	Sorn Sunsopheak	M	Deputy Chief of Unit	UCDDS	012 922 123
5	ខ្មៅ ប៊ុនហ៊ឹម	Kmao Bunhim	M	Deputy Govenor	Santuk District	012 879 549
6	អឿង ចន្ទា	Oeurng Chantha	M	Consultant	UNDP	012 895 840
7	បាន សុខម	Ban Sokhom	M	Deputy of Agriculture, National Resources and Environment		

8	កាន់ ឈុនីន	Kann Chhunin	M	Deputy Chief of Procurement Unit		012 302 898
9	ហូ សារូស	Ho Saruos	M	Deputy Chief Support	Commune	097 487 84 12
10	តាន់ ឡាវ៉ូម	Tann Lavom	M	Environment and Agriculture Officer		017 833 250
11	ប្លង់ ឆា	Plang Chha	M	Second Commune Deputy	ក.ស Commune	088 466 54 33
12	ប៉ក់ ស៊ីងេត	Bork Singeth	M	Deputy of Administration	District Hall	097 452 22 80
13	ម៉ាន ហុតលី	Mean Hetly	M	First Commune Deputy	ក.ខ Commune	010 365 014
14	ផែន បុង	Phen Bong	M	Administrator	SRL/MOE	012 509 001
15	សុខ ទី	Sok Ty	M	Assistant Consultant	UDNP	011 980 698

- With commune representative and beneficiaries at Taing Krasaing commune, Santuk district on 19 Oct. 2020

No.	Khmer Name	English Name	Sex	Position	Institution	Phone Number
1	ប្លង់ ឆា*	Plang Chham	M	Second Commune Deputy	Tang Krasang Commune	088 466 54 33
2	ស៊ិន ស៊ុនសុភក្តិ	Sorn Sunsopheak	M	Deputy Chief of Unit	NCDDS	012 922 123
3	ឡុង សុខរិក*	Long Sokrith		Treasurer		097 779 82 07
4	ស៊ុន ព័ន្យក្ស	Suos Pinrak	M	Policy Analyst	UNDP	012 822 977
5	វ៉ែន សុកុន្ទាវី	Vorn Sokunthea	F	SRL Consultant	Kampong Thom Provincial Hall	085 884 492
6	ស៊ិន ហៀន	Sen Hoeun		Livelihood Improvement Team		
7	ស៊ុន យីម	Suon Yim		Livelihood Improvement Team		
8	តូច សុខៀន	Toch Sokhoeun		Livelihood Improvement Team		071 905 99 94
9	សោម ថាច	Soam Thach		Livelihood Improvement Team		
10	អ៊ុល ឈឿន	Ol Chhoeun	M	7 Makara Village Chief	Chher Lving Village	097 941 55 88
11	ប្រាក់ សុភ័ណ្ឌ	Prak Sophorn	M	Chher Lving Village Chief	Chher Lving Village	092 584 775
12	ជា ឡាញ	Chea Lonh	M	Chher Lving Commission	Chher Lving Village	
13	ជីម ស៊ីវល្ល	Chim Sivor	F	Chher Lving Commission	Chher Lving Village	
14	គូ សុខឃី	Kou Sokhy	F	Chher Lving Commission	Chher Lving Village	
15	ជីម សារ៉ាត	Chim Sarath	M	Farmer	Chher Lving Village	
16	ជីម សារិទ្ធ	Chim Sarith	M	Farmer	Chher Lving Village	
17	តូច សាខៀន	Toch Sakhoeun	F	Farmer	7 Makara Village	
18	សោម ថាច	Soam Thach	F	Farmer	7 Makara Village	

19	ហ៊ឹម ធារិត្ត	Heom Thearith	F	Project Officer Of Commune		
20	ហូ សារស៍	Ho Sarous	M	Deputy Chief Support	Tang Krasang Commune	097 487 84 12
21	ធន សាមុត	Thorn Samuth	F	Team Leader		097 519 95 16

- With commune representative and beneficiaries at Kampong Thmar commune, Santuk district on 19 Oct. 2020

No.	Khmer Name	English Name	Position	Organization	Phone Number
1	អ៊ិន គឿន	Orn Koeurn		Kampong Tmar	097 891 34 41
2	ចាប សុខភី	Chab Sokphy		Kampong Tmar	
3	អ៊ុំ អ៊ុំម	Om Im		Kampong Tmar	088 615 72 49
4	សៅ សុគន្ធា	Sao Sokunthea		Kampong Tmar	088 897 59 67
5	ឡេង ស្រីត្រ	Leng Sot		Kampong Tmar	097 523 15 29
6	ឡាច សាត	Lach Sat		Kampong Tmar	088 341 88 68
7	ជា ជាតិ	Chea Cheat		Kampong Tmar	
8	វ៉េង វឿន	Veng Voeurn	Water user	Kampong Tmar	088 582 22 40
9	យ៉ឹម សុខា	Kheom Sokha		Kampong Tmar	088 432 69 26
10	ហ្គុន ហុកលី	Hout Hokly	First Chief	Kampong Tmar	010 365 014
11	វ៉ែន សុគន្ធាវី	Vorn Sokreathy	Project Consultant	Kampong Tmar	085 884 492
12	ឯក ឌី	Ek Dy	Village Chief	Kampong Tmar	097 811 90 67
13	ម៉ុំ សំអឿន	Mom Somoeurn	Village Chief	Kampong Tmar	097 490 42 72
14	សំ យ៉ឹក	Som yoeuk		Kampong Tmar	097 223 69 08
15	យី វ៉ាង	Yi Vang		Kampong Tmar	071 211 76 89
16	កង់ សុផល	Kong Sophal	Member	Kampong Tmar	
17	ហ្គុក សម្ពុស្ស	Hout Somphors	Member	Kampong Tmar	016 730 686

- With commune representative and beneficiaries at Kampong Kou commune, Kampong Svay district 20 Oct. 2020

No.	Khmer Name	English Name	Position	Organization	Phone Number
1	វ៉ែន សុគន្ធាវី	Vorn Sokunthea	SRL Consultant	Provincial Hall	085 884 492
2	ថន ថៃ	Thorn Thai	Village Chief	Bopoeng	089 663 944
3	រដ្ឋ វ៉ាន	Roth Van		Bopoeng	097 219 75 80
4	អុល អាង	Aol Ang		Bopoeng	
5	ថន ខុំ	Thorn Khom		Bopoeng	
6	ញ៉ែម គឹមញ៉ែន	Nhoum Kimnhean		Bopoeng	097 331 42 85
7	ឡាច នឹម	Lach Nim		Bopoeng	097 332 05 57
8	ហៀន អឿន	Hean Oeurn	Village Chief	Kampong Ko Ler	089 710 054

9	នួន លាប	Noun Leap		Kampong Ko Ler	088 716 29 04
10	អន ណាប	Orn Nob		Kampong Ko Ler	088 719 57 41
11	កុក ស៊ីណើ	Kok Siner		Bopoeng	096 870 78 62
12	លីម ធាង	Lim Theang		District Hall of Kampong Svay	077 806 801
13	សុង សាត	Song Sat		Bopoeng	071 656 40 59

- With commune representative and beneficiaries at Chey commune, Kampong Svay district 20 Oct. 2020

No.	Khmer Name	English Name	Institution	Phone Number
1	អ៊ុំ អ៊ុក	Om Uth	Chey District	085 831 160
2	ពាន ហ៊ុំ	Pean Heu	Trapeang Arak	
3	ពឹង លន់	Ping Lun	Trapeang Arak	
4	ឡាញ់ អៃ	Lanh Ai	Trapeang Arak	
5	ខល់ លន់	Khol Lun	Trapeang Arak	
6	សៀក តឹម	Seak Teom	Trapeang Arak	
7	សៀវ សុខឿន	Seav Sokheoun	Trapeang Arak	
8	អូត ឡឺ	Outh Leu	Trapeang Arak	
9	កោន ធី	Korn Thy	Trapeang Arak	
10	ពឹម ម៉ន់	Poeum Morn	Trapeang Arak	
11	ងូវ លាប	Ngov Leap	Prey Tub	097 431 62 05
12	ស៊ីន ស័ន	Sort Sorn		097 542 48 63
13	យ៉ាន់ ប៊ុក	Yan Pek	Prey Tub (Chief)	097 884 09 02
14	យិន សារ៉ាន់	Khin Sarann	Prey Tub	
15	វ៉ន សុកន្ទាវី	Vorn Sokuntheary	Provincial Hall	085 884 492
16	អោម លាង	Orm Leang	Trapeang Arak	

B List of participants of the meetings in Siem Reap

- At SRP Provincial Hall for provincial on 21 Oct. 2020

No.	Khmer Name	English Name	Sex	Position	Organization	Phone Number
1	ចឺក គឹមជុន	Cheok Kimchun	M	Deputy Director of Administration	Siem Reap Provincial Hall	012 403 100
2	ស៊ិន ស៊ុនសុភក្តិ	Sorn Sunsopheak	M	Deputy Chief	UCDDS	012 922 123
3	សួស ពិនរក្ស	Suos Pinrak	M	Policy Analyst	UNDP	012 822 977
4	យ៉ង់ សំណាង	Yong Somnang	M	Project Assistant	UNDP	092 214 171
5	ឈុំ សុវណ្ណនី	Chhum Sovanny	M	Program Analyst	UNDP	012 919 041
6	អឿង ចន្ទា	Oeurng Chantha	M	Consultant	UNDP	012 895 840

7	សុខ ទី	Sok Ty	M	Assistant Consultant	UNDP	011 980 698
8	កា វណ្ណៈ	Kea Vannak	M	Chief Support Officer	Provincial Hall	092 817 873
9	ឈុន សុផល	Chhun Sophal	M	Consultant	Provincial Hall	012 921 850
10	អឿន នីត	Oeurn Nith	M	Veterinary Officer	Department of Agriculture	017 223 299
11	យ៉ិន សុខម	Yoeurn Sokhom	M	Office Manager	Department of Water Resources	078 960 333
12	ផែន បុង	Phen Bong	M	Administrator	NCSD/MOE	012 509 001
13	ជា គឹមហុង	Chea Kimhong	M	Local Support Sub-Committee	Provincial Hall	012 486 285
14	ស៊ិន រិនដា	Sorn Rinda	M	Financer of SRL	Provincial Hall	077 753 351

- At Prasat Bakong District Hall for district and commune level on 21 Oct. 2020

No.	Khmer Name	English Name	Sex	Position	Organization	Phone Number
1	សយ វណ្ណា	Soy Vanna	M	Deputy Governor of District	District Hall	012 508 477
2	ថន ប៊ុនថង	Thorn Bunthorng	M	Commune Chief	District Hall	092 501 658
3	ជា ជី	Chy Chea	M	First Commune Deputy	Meanchey	092 608 260
4	តាន់ សុខម	Tann Sokhem	F	Second Commune Deputy	Meanchey	012 229 869
5	ទឹម បូរ៉ា	Teom Bora	M	Councilors	Rolous	071 634 44 99
6	កែវ ចិន្ដា	Keo Chenda	M	District Officer of Social Affairs and Social Welfare		092 668 636
7	សុខ ទី	Sok Ty	M	Assistant Consultant	UDNP	011 980 698
8	អឿង ចន្ទា	Oeurng Chantha	M	Consultant	UNDP	012 895 840
9	ស៊ិន ស៊ុនសុភក្តិ	Sorn Sunsopheak	M	Deputy Chief of Unit	UCDDS	012 922 123
10	ស៊ុន ពិនរក្ស	Suos Pinrak	M	Policy Analyst	UNDP	012 822 977
11	ផែន បុង	Phen Bong	M	Officer	NCSD/MOE	012 509 001
12	ស្រី ជុំ	Srey Chum	M	Officer		012 786 509
13	ជា ណារិន	Chea Narin	M	Chief of Agriculture, National Resources and Environment office	District Hall	012 490 308
14	ស៊ិន រិនដា	Sorn Rinda	M	Finance Officer	Provincial Hall	077 753 351
15	ឌិន ដុង	Din Dong	M	Deputy Director of Administration	District	092 532 918
16	ឈុន សុផល	Chhun Sophal	M	Consultant	Provincial Hall	012 921 550
17	កា វណ្ណៈ	Kea Vannak	M	Chief Support Officer	Provincial Hall	092 817 873
18	កង់ សុវណ្ណធីក	Kong Sovantheok	F	Deputy Chief of Commune Support Office	District Hall	098 282 327

- At Kralanh District Hall for district and commune level on 22 Oct. 2020

No	Khmer Name	English Name	Sex	Position	Organization	Phone Number
1	ធីញ ថាន់	Thinh Than	M	Deputy Governor	Kralanh District	089 783 516
2	ឡុក វ៉ុច	Lok Vouch	M	Commune Chief	Sranal	012 315 298
3	ស្កុន សាកិន	Skun Sakin	M	Commune Chief	Ta Arn Commune	017 434 262
4	ឆាវ សាវន់	Chhav Savun	F	Deputy Chief Officer of Social Welfare		012 705 292
5	អោប ធឿន	Orb Thoeun	M	Agriculture, National Resources and Environment Officer	District Hall	089 482 779
6	រ៉ា សីហា	Ra Seyha	F	Officer	District Hall	096 217 53 52
7	ស៊ុន ស៊ុនសុភក្តិ	Sorn Sunsopheak	M	Deputy Chief of Unit	UCDDS	012 922 123
8	អឿង ចន្ទា	Oeurng Chantha	M	Consultant	UNDP	012 895 840
9	សុខ ទី	Sok Ty	M	Assistant Consultant	UDNP	011 980 698
10	ឈុន សុផល	Chhun Sophal	M	Consultant	Provincial Hall	012 921 850
11	ស្មូន ពិនរក្ស	Suos Pinrak	M	Policy Analyst	UNDP	012 822 977

- With commune representative and beneficiaries at Rolous commune, Prasat Bakong district on 21 Oct. 2020

No.	Khmer Name	English Name	Sex	Position	Institution	Phone Number
1				Chief Commune	Rolous	09 476 323
2	អេង រ៉ង	Eang Rorng	F	Villager	Rolous	
3	ផា ឡា	Pha La	F	Villager	Rolous	
4	ផល កា	Phal Ka	F	Villager	Rolous	
5	ខឹង ម៉ាលីស	Kheng Malis	F	Villager	Rolous	
6	ធី នន	Thy Norn	F	Villager	Rolous	
7	សេង ចាន់ធី	Seng Chanthay	F	Villager	Rolous	
8	ជួន សាវឿន	Chuon Savoeun	F	Villager	Rolous	
9	ឆា ថន	Chham Thorn	F	Villager	Rolous	
10	ឡាយ ប៉ោង	Lay Pong	F	Villager	Rolous	
11	អេង សុខុម	Eang Sokhom	F	Villager	Rolous	
12	ចា ថាច	Chea Thach	F	Villager	Rolous	
13	ព្រែក ម៉ៅ	Prek Mao	F	Villager	Rolous	
14	សន ចាន់	Sorn Chan	F	Villager	Rolous	
15	អេង ម៉ៅ	Eang Mao	F	Villager	Rolous	
16	ខឹង ប្រាង	Kheng Brang	F	Villager	Rolous	

17	សរ តូច	Sor Toch	F	Villager	Rolous	
18	ឯក សុខជា	Ek Sokchea	F	Villager	Rolous	
19	ភេ សុម៉ាលី	Phe Somaly	F	Villager	Rolous	
20	ស៊ី ហ៊ីង	Sy Hing	F	Villager	Rolous	
21	ឡាត សំណាង	Lat Somnang	M	Villager	Rolous	
22	តាន ថន	Tann Thorn			Rolous	012 229 869

- With commune representative and beneficiaries at Meanchey commune, Prasat Bakong district on 21 Oct. 2020

No.	Khmer Name	English Name	Position	Organization	Phone Number
1	មុក ស៊ីន	Mok Sin	Villager	Meanchey	
2	ហៀង លន់	Hoeung Lun	Villager	Meanchey	
3	ប៊ុត សាអែម	But Saem	Villager	Meanchey	
4	គ្រឿន ស្រីមុំ	Kroeun Sreymom	Villager	Meanchey	088 977 20 97
5	រាម វី	Ream Vy	Villager	Meanchey	
6	លុច ឡូ	Luch Lom	Water supplier	Meanchey	017 806 359
7	មួន វ៉ង	Muon Veng	Deputy of Village	Meanchey	
8	កង គួន	Kong Kuon	Village Chief	Meanchey	
9	ម៉ង លន	Moeng Lorn	Villager	Meanchey	
10	លីញ លីង	Lenh Loeng	Member of Village	Meanchey	097 930 88 54
11	រ៉េន ស៊ីណាត	Ren Sinat	Villager	Meanchey	
12	វច ហេត	Vorch Het	Villager	Meanchey	
13	រ៉េន ពេញ	Rorn Penh	Villager	Meanchey	
14	រ៉េន លាត	Rorn Leat	Villager	Meanchey	
15	ប៊ូ ពៅ	Bou Pov	Villager	Meanchey	
16	ហៀម ហ៊ុត	Heam Hout	Villager	Meanchey	
17	វឿន ទក់	Voern Torn	Villager	Meanchey	
18	ប៉ង សំ	Bang Som	Villager	Meanchey	
19	ហៀម ស៊ុយ	Heam Suy	Villager	Meanchey	

- With commune representative and beneficiaries at Ta An commune, Kralanh district on 22 Oct. 2020

No.	Khmer Name	English Name	Sex	Position	Organization	Phone Number
1	ស្រីម សារ៉េម	Srem Saream	M	Village Chief	Kdol	092 814 085
2	សេង លីន	Seng Lin	F	Member	Kdol	
3	ម៉ោញ សៀប	Mounh Soeub	F	Member	Kdol	

4	វ៉ាន ណាយ	Van Nay	F	Member	Kdol	
5	សេង លឿង	Seng Loeung	F	Member	Kdol	
6	វ៉ាន នឿង	Van Noeung	F	Member	Kdol	
7	ថ្លង់ សូនី	Thlang Sony	F	Member	Kdol	
8	ម៉ក មហ៊ីង	Mork Morheong	F	Member	Kdol	
9	ម៉ក ហៃ	Mork Hai	F	Member	Kdol	
10	ម៉ោង សៀន	Mounh Sean	F	Member	Kdol	
11	សំ ភី	Som Phy	F	Member	Kdol	
12	វ៉ាន នឿន	Van Noeun	M	Member	Kdol	
13	សំ ភា	Som Phea	M	Member	Kdol	
14	សៀន ភឿ	Sean Poeu	F	Member	Kdol	
15	កែវ នាង	Keo Neang	M	Member	Kdol	
16	នីត សាយឿន	Nith Sayoeurn	M	Member	Kdol	
17	អោក ទ្រី	Ork Try	F	Member	Kdol	
18	ធីប ម៉ាច	Theb Mach	F	Member	Kdo	
19	ស្កុន សាកិន	Skun Sakin	M	Village Chief	Ta Arn	017 434 262
20	វ៉ាន សឿន	Van Soeun	M	Member	Ta Arn	091 399 97 89
21	ម៉ុំ រតនា	Mom Ratana	M	Commune Representer	Ta Arn	092 795 495
22	សំ លន	Som Lon	F	Member	Ta Arn	

- With commune representative and beneficiaries at Sranal commune, Kralanh district on 22 Oct. 2020

No.	Khmer Name	English Name	Sex	Position	Organization	Phone Number
1	មឿន សាហឿយ	Mean Sahoeuy	M	Village Chief	Lhong	031 999 04 39
2	ស៊ុន ប៊ុន	Sorn Bun	F	Deputy of village	Lhong	087 449 852
3	បូល មាយ	Bol Meak	M	Member of village	Lhong	017 405 325
4	ហ៊ាង គយ	Heang Koy	F	Villager	Lhong	
5	ព្រួន សារ៉ាន់	Pruon Sarann	F	Villager	Lhong	
6	អឿម រឿយ	Oeum Roeuy	F	Villager	Lhong	
7	វួច ចង	Vour Cheng	F	Villager	Lhong	
8	វយ គីយ	Voy Key	F	Villager	Lhong	
9	វយ មឿ	Voy Mey	F	Villager	Lhong	
10	ព្រួន យួន	Pruon Yuon	F	Villager	Lhong	
11	ព្រៀន ហ៊ង	Prean Heng	M	Villager	Lhong	
12	បៀន សុភាក	Bean Sopheak	F	Villager	Lhong	
13	រឿន សុយុន	Roeun Sokhun	F	Villager	Lhong	
14	ឈង់ ហ៊ាន	Chhorng Hean	F	Villager	Lhong	
15	ឈង់ ហួន	Chhorng Houn	F	Villager	Lhong	
16	ណាំ កង	Nom Kong	F	Villager	Lhong	
17	ម៉ាន ម៉ន	Mean Morn	F	Villager	Lhong	

18	ហ៊ុក សៀក	Hort Soeuk	F	Villager	Lhong	
19	អ៊ី ជា	Ei Chea	F	Villager	Lhong	
20	ចិត្ត ទេព	Chet Tep	F	Villager	Lhong	
21	ចៀន សុភី	Chean Sophy	F	Villager	Lhong	
22	ម៉ាន់ សុយ៉ាន់	Mann Sokhann	F	Villager	Lhong	

ANNEX 3 Field Photos (Provincial, Districts, Commune and Beneficiaries meetings)

- At Kompong Thom Provincial Hall on for provincial level on 19 Oct. 2020



- At Santuk district Hall for district and commune level on 19 Oct. 2020



- With commune representative, beneficiaries and chicken raising at Taing Krasaing commune Santuk district



- With commune representative, beneficiaries and site visit at Kampong Thmar commune, Santuk district



-
- With commune representative, beneficiaries and chicken raising at Kampong Kou commune, Kampong Svay district. The middle and lower right picture depict a renovated irrigation channel of 1,706m, finalized in 2018, including three water gates.



With commune representative, beneficiaries and chicken raising and site visit at Chey commune, Kampong Svay district



The picture on the lower left shows a water gate at an inlet to a water reservoir and the picture on the lower right shows a spillway along a road section.

- Meeting at SRP Provincial Hall for provincial on 21 Oct. 2020



- Meeting at Prasat Bakong District Hall for district and commune level on 21 Oct. 2020



- Meeting and site visit with commune representative and beneficiaries at Rolous commune, Prasat Bakong district on 21 Oct. 2020



The pictures in the lower middle and lower depict a renovated water gate

- Meeting and site visit with commune representative and beneficiaries at Meanchey commune, Prasat Bakong district on 21 Oct. 2020



The picture on the right shows a renovated irrigation channel: the channel was defunct as it was too shallow and had to be deepened, dredged and cleaned.

- Meeting at Kralanh District Hall for district and commune level on 22 Oct. 2020



- Meeting and site visit with commune representative and beneficiaries at Ta An commune, Kralanh district on 22 Oct. 2020



The lower pictures show the renovated water gate at Ta An commune



- Meeting and site visit with commune representative and beneficiaries at Sranal commune, Kralanh district on 22 Oct. 2020

Annex E Terminal Evaluation Matrix / Framework

Evaluative Questions	Indicators	Data sources
1. Project Strategy and Relevance		
Design		
Is the project strategy relevant to the country priorities and aligned with development priorities?	Alignment with policies, new policy development	Project documents, (draft) policies, project staff and partners
Has the country taken full ownership?	Project Board meetings, replication of activities, budget lines reserved for post-project continuation.	Minutes, project documents, project staff and partners
Were planned monitoring and evaluation arrangements adequate?	M&E Plan use, need for change/adjustment of M&E over time	M&E plan, reports, MTR findings, staff
Are other strategies possible to achieve expected results? BAU?	Other projects/partners/initiatives	Project documents
Have lessons from other relevant projects incorporated into the project design	Making use of best practices (e.g. manuals, technical guidelines, approaches etc.)	PIF, ProDoc, M&E reports
Results Framework/Logframe		
Are the indicators and targets SMART and have amendments /revisions been needed?	Logframe indicators, MT and EoP targets	Project reports, M&E
Are the objectives and outcomes clear and realistic? Were revisions needed?	Logframe objectives/outcomes	Project reports, M&E
Are there indicators reflecting beneficial development effects: e.g. income generation?	Increase in income from agriculture and linked activities [% increase]	Project reports, M&E, Baseline and Endline Survey and Mini Survey
2. Progress Towards Results		
To which extent progresses towards outputs or outcomes have been achieved?	% of outputs and outcomes achieved: See Progress Towards Results Matrix	M&E reports, MTR report, Interviews (PMT), Survey results
	GEF TT: AMAT at baseline, MTR and EoP	AMAT1, AMAT-MTR, AMAT EoP
What were barriers to achieving the project objective during the project?	Description of specific challenges/barriers/constraints	Project reports, risk table/assessment, interviews
What are signs of successful interventions?	Replication/adoption of approaches, methodologies, collaboration efforts etc.	Project reports, interviews
Inclusive gender approach?	UNDP Gender Marker, disaggregated beneficiaries/participants	Project reports, interviews
3. Project Implementation and Adaptive Management (Effectiveness and Efficiency)		
Management Arrangements		

Project management set-up effective?	Timely and accurate reporting,	Interviews, M&E reports, PB minutes
Effective coordination between partners/stakeholders?	PB function as coordination platform Other coordination platforms/events?	Report, PB minutes, MTR Interviews of stakeholders/partners
Is the Project's governance effective?	Is the governance structure well designed? Do governance bodies (PB) function well?	Interviews, Minutes, reports.
Is the Project's management efficient?	Are planning and budget activities carried out well? Are effective quality-assurance arrangements established?	Monitoring reports (APR and PIR), delivery percentage of planned activities
Is the programme well designed?	Does the project logical framework allow for good project management?	Logframe Interview (PMT)
	Has the programme been able to adapt successfully to changing circumstances?	Interviews
Is the quality of the outputs sufficient?	Stakeholders perception of the quality of outputs	Interviews
	Quality of expertise involved Quality of service as provided by the external service providers	Interviews, CV of main experts(?) Reports, Manuals, Training curricula, VRA maps
Work Planning		
Are work plans and implementation timely and of good quality?	Stakeholders perception, AWP-Bs review, timely delivery	Interviews, reports
Is work planning participatory?	Participation of stakeholders Gender sensitive / inclusiveness	Interviews, reports
Finance and co-finance		
Is the project able to spend its budget on-time?	Rate of delivery against approved budget; evolution over time (Y to Y)	M&E reports
Are interventions cost-effective?	Procurement options for cost-effectiveness; Stakeholder perception.	Interviews, reports
Co-finance use/expenditure?	Co-financing table, reporting by co-financing partners, actual versus planned.	Reports, interviews
Is financial management effective?	Fund flow issues, audit objections etc.	Audit reports, project reports, interviews
Project-level M&E Systems		
Is the M&E system functioning and effective?	Are results well monitored and evaluated in terms of activities, outputs and outcomes?	M&E reports, interviews

How is M&E information used?	Partners involvement, management decisions, M&E missions-field visits?	Reports, interviews, social media, platforms for lesson sharing
Stakeholder engagement		
Has the project developed appropriate partnerships with key stakeholders?	Stakeholder perception, stakeholder plan,	Reports, interviews
Are stakeholder engaged and involved in planning and decision-making?	Stakeholder perception, reports	Reports, interviews
Reporting		
Has the Project produced timely and quality reports?	Stakeholder perception, QA of UNDP-RTAs	Quarterly, annual reports (APRs and PIRs), GEF TTs, technical reports etc.
Communications		
Is internal project communication with stakeholders regular and effective?	Stakeholder perception,	Interviews, reports
How does the Project reach the general public?	Social media, web site, brochures, video's, newspapers, manuals etc.	Reports, interviews
4. Sustainability (lasting impact and key elements for Post-Project sustainability)		
Are the risks identified in the ProDoc still valid? Have they changed over time?	Risk Table, changes?	Reports, Interviews
How have these risks affected the Project? How have they been mitigated?	Delays, failure, strategy changes etc.	Reports, Interviews
Availability of resources Post-Project?	Budgets internalized in government budget (e.g. O&M budget, training, staffing etc.). Leads for potential follow-up funding, project pipeline?	Reports, Interviews
Technical knowledge and human resource capacity secured?	Staffing, budget, built awareness, knowledge, curriculum developed.	Reports, Interviews

Annex F Long List of questions

Long List of questions, divided of the key evaluation criteria, from which the evaluation team will make use during their interviews and consultations, in dependence of the engagement and background of the various stakeholders.

A Project Strategy

Project design:

- Does the project address the underlying problem and are the underlying assumptions valid?
- Have changes to the context or incorrect assumptions affected in achieving the project results as outlined in the Project Document?
- Is the project strategy relevant and does it provide the most effective route towards expected/intended results?
- Were lessons from other relevant projects properly incorporated into the project design?
- Does the project address country priorities? How can we prove this?
- Has the Royal Government of Cambodia taken full ownership? Was the project concept in line with the national sector development priorities and plans of the country?
- Has the project been able to be responsive and respond flexibly to the needs of the RGC?
- Was the project design adequate to meet its objective?
- Were the project outcomes congruent with the GEF focal areas/operational program strategies?
- Looking back: was the formulation process participatory with involvement of key stakeholders and beneficiaries?
- To what extent were gender issues raised and integrated in the project design?
- To what extent has the project been inclusive in its design and been able to include the most vulnerable in the target Provinces?
- To what extent was the project design adequate and effective for strengthening capacities (technical and administration)?
- Were the planned monitoring and evaluation arrangements adequate?
 - How appropriate and useful were the project's M&E framework, including targets and indicators, in assessing progress?
 - Were the targeted indicator values realistic and can they be tracked?
 - Has the M&E framework been adapted (have indicators or targets been adjusted?)?

Results Framework/Logframe:

- Are the project's logframe indicators and targets, at the midterm and end-of-project SMART? (Specific, Measurable, Attainable, Relevant, Time-bound), and were specific amendments or revisions needed to the targets and indicators (at inception, MTR or other moment)?
- Are the project's objectives and outcomes or components clear, practical, and feasible within its time frame? Was there any need for adjustment or redefinition?
- Has progress so far led to, or could in the future, catalyse beneficial development effects (i.e. income generation, gender equality and women's empowerment, improved governance etc...)? And how has this been included in the project results framework and monitored? (Baseline Survey, End-Line Survey, Mini-Survey and related indicator for increase in household income from agriculture).

- Are broader development and gender aspects of the project being monitored effectively? Does the project have ‘development’ indicators, including sex-disaggregated indicators and indicators that capture development benefits?

B Progress Towards Results

Progress Towards Outcomes Analysis:

- The logframe indicators will be reviewed against progress made towards the end-of-project targets using the Progress Towards Results Matrix and following the Guidance For Conducting Terminal Evaluations of UNDP-Supported, GEF-Financed Projects; colour code progress in a “traffic light system” based on the level of progress achieved; assign a rating on progress for each outcome; make recommendations from the areas marked as “Not on target to be achieved” (red).

Table. 2 Progress Towards Results Matrix (Achievement of outcomes against End-of-project Targets)

Project Strategy	Indicator ²⁵	Baseline Level ²⁶	Level in 1 st PIR (self-reported)	Midterm Target ²⁷	End-of-project Target	Midterm Level & Assessment ²⁸	Achievement Rating ²⁹	Justification for Rating
Objective:	Indicator (if applicable):							
Outcome 1:	Indicator 1:							
	Indicator 2:							
Outcome 2:	Indicator 3:							
	Indicator 4:							
	Etc.							
Etc.								

Indicator Assessment Key

Green= Achieved	Yellow= On target to be achieved	Red= Not on target to be achieved
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²⁵ Populate with data from the Logframe and scorecards

⁶ Populate with data from the Project Document

⁷ If available

⁸ Colour code this column only

⁹ Use the 6 point Progress Towards Results Rating Scale: HS, S, MS, MU, U, HU

In addition to the progress towards outcomes analysis:

- The GEF Tracking Tool at the Baseline will be compared and analysed with the one completed right before the MTR and TE (***the SRL Project makes use of the Tracking Tool for Climate Change Adaptation, the AMAT, the Adaptation Monitoring and Assessment Tool***). See Outcome 1 indicator (AMAT indicator 13), Outcome 2 indicator (AMAT Indicator 3) and Outcome 3 indicator (AMAT indicator 14).
- What are remaining barriers to achieving the project objective in the remainder of the project?
- Building on the aspects of the project that have already been successful (which?), in what manner could the project further expand these benefits?
- What is the performance of the project in achieving the results stipulated in the UNDP Gender Marker (i.e. "GEN2")?
- To what extent has the COVID-19 pandemic impacted the project in its ability to achieve the intended results since the outbreak (2020 Q1 to present), with restrictions on travel, public gatherings, trainings etc.?

C Project Implementation and Adaptive Management

Management Arrangements:

- Is the project management set-up of the project effective?
- Have changes been made and are they effective?
- Are responsibilities and reporting lines clear?
- Is decision-making transparent and undertaken in a timely manner?
- Have the project implementation arrangements contributed to the enhanced capacity of the key implementation partners?
- How is the quality of support provided by the GEF Partner Agency (UNDP) assessed by the key stakeholders? Are these areas for improvement?
- In which areas does the project have the greatest achievements? Why is this and what have been supporting factors?
- In which areas does the project have least achievements? What have been the constraining factors and how have these been mitigated?

Work Planning:

- What have been the main reasons for the initial implementation delay after project approval? In retrospect: could this have been avoided, and how?
- Are work-planning processes results-based?
- Is the results framework/ logframe effectively used as a management tool and have any changes made to it since project start (and why)?
- Has relevant gender expertise been sought? Have available gender mainstreaming tools been adapted and mainstreamed? (Involvement of MoWA).
- How has the project reacted to the COVID-19 pandemic in its work planning? What kind of adaptive measures have been taken to minimize the impact of the pandemic restrictions?
- Have the quantity and quality of the outputs been satisfactory?
 - Are the project partners using the outputs?
 - Have they transformed into outcomes?
 - To what extent are the project implemented activities/outputs having impact and how have these been coordinated with other stakeholders in Cambodia and abroad?

Finance and co-finance:

- Has the financial management of the project been efficient, with specific reference to the cost-effectiveness of interventions?
- Have there been changes in fund allocations as a result of budget revisions (what and why)?
- Does the project have the appropriate financial controls, including reporting and planning, that allow management to make informed decisions regarding the budget and allow for timely flow of funds? Has fund flow been timely?
- Have the audits been without major issues?
- Was the project cost-effective? How can we assess that? Was procurement cost-effective?
- What have been yearly expenditure rates as indication of financial delivery (spent versus planned ratio)?
- Is co-financing being used strategically to help the objectives of the project? Is the Project Team meeting with all co-financing partners regularly in order to align financing priorities and annual work plans?
- To which extent has co-financing materialized, in cash or kind? (Co-financing monitoring table to be filled-out).

Project-level Monitoring and Evaluation Systems:

- Are the monitoring tools currently being used providing the necessary information?
- Was the M&E Plan in the ProDoc practical and sufficient? Were baseline data included?
- Do they involve key partners? Who is monitoring?
- Are they aligned or mainstreamed with national systems?
- Do they use existing information? Are they efficient? Are they cost-effective?
- Are the GEF Tracking Tools gathered in a systematic manner? Here the AMAT.
- Are the monitoring tools and methods applied participatory and inclusive? Are stakeholders and beneficiaries included in the monitoring system?
- Are sufficient resources being allocated to monitoring and evaluation? Are these resources being allocated effectively?
- Has relevant information and data systematically been collected? Was reporting satisfactory. Was data disaggregated by sex?
- Has information been regularly analysed to feed into management decisions?

Stakeholder Engagement:

- Has the project developed and leveraged the necessary and appropriate partnerships with direct and tangential stakeholders?
- Do local and national government stakeholders support the objectives of the project? Do they continue to have an active role in project decision-making that supports efficient and effective project implementation?
- To what extent has stakeholder involvement and public awareness contributed to the progress towards achievement of project objectives?

Reporting:

- Have adaptive management changes been reported by the project management and shared with the Project Board.
- How well have the Project Team and partners undertaken and fulfilled GEF reporting requirements?
- Have lessons derived from the adaptive management process been documented, shared with key partners and internalized by partners?

Communications:

- Is internal project communication with stakeholders regular and effective? Are there key stakeholders left out of communication? Are there feedback mechanisms when communication is received? Does this communication with stakeholders contribute to their awareness of project outcomes and activities and investment in the sustainability of project results?
- Are proper means of communication established or being established to express the project progress and intended impact to the public (is there a web presence, has the project used social media for Knowledge Management/Outreach? Did the project implement appropriate outreach and public awareness campaigns?)?
- How has the project been able to reach illiterate or vulnerable households as beneficiaries or in building public awareness?

D Sustainability

- Are the risks identified in the Project Document, Annual Project Review/PIRs and the ATLAS Risk Management Module still the most important and are the risk ratings applied still appropriate and up to date. Have they changed over time?
- Which risks and assumptions were identified and managed? To what extent have they affected the project?
 - What were these main risks and have they been mitigated adequately?
 - What were main assumptions so that the project could be achieved? Are these assumptions still valid?
 - Have new or unforeseen challenges and/or risks come up during the implementation period? (e.g. COVID-19 pandemic, election process and dissolution of opposition party).

Financial risks to sustainability:

- What is the likelihood of financial and economic resources not being available once the GEF assistance ends (consider potential resources can be from multiple sources, such as the public and private sectors, income generating activities, and other funding that will be adequate financial resources for sustaining project's outcomes)?
- Are O&M budgets now planned for sufficient for adequate maintenance and operation of the irrigation infrastructure constructed and rehabilitated and for what period?
- Are the various groups at commune level, e.g. the saving group, financially viable after project-end, or do they need additional financial or technical support?
- Is the private sector able to contribute or are other funding sources being explored?
- Have potential funding sources been explored for any follow-up or scaling-up of best practices as developed in the target Provinces? If so, what funds and from what source(s)? Co-financing, additional funding, projects in pipeline etc.

Socio-economic risks to sustainability:

- Are there any social or political risks that may jeopardize sustainability of project outcomes?
- What is the risk that the level of stakeholder ownership (including ownership by governments and other key stakeholders) will be insufficient to allow for the project outcomes/benefits to be sustained?
- Do the various key stakeholders see that it is in their interest that the project benefits continue to flow?

- Is there sufficient public / stakeholder awareness in support of the long term objectives of the project?
- Are lessons learned being documented by the Project Team on a continual basis and shared/ transferred to appropriate parties who could learn from the project and potentially replicate and/or scale it in the future?

Institutional Framework and Governance risks to sustainability:

- Do the legal frameworks, policies, governance structures and processes pose risks that may jeopardize sustenance of project benefits? Are the required systems/ mechanisms for accountability, transparency, and technical knowledge transfer in place?

Environmental risks to sustainability:

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

Likelihood of Impact (social and environmental)

Questions related to what extent the Project has contributed to, or is likely to contribute towards impact, such as changes in the governance systems and stakeholder behaviour, and to impact on the environment and how it affects human well-being.

- What have been the impacts of the Project, both in social and environmental dimension? What are the future likely impacts?
 - What is the Project 's impact in terms of initial objectives?
 - What are the emerging impacts of the Project and the changes that can be causally linked to the Project interventions?
 - What are the arrangements to measure the Project 's impact during and at the end of the Project? Are these arrangements adequate and will they deliver reliable findings? Specifically, have the Baseline and End-line Surveys been able to capture the livelihood change, the change in awareness and been able to reliably measure the set of indicators selected in the Log Frame of the Project?
 - Can these changes been attributed to the Project's interventions?
 - In how far has the Project made a contribution to the broader, longer-term climate change adaptation and sustainable development strategy?
 - What has changed in the life of beneficiaries? (e.g Baseline Survey and End-line Survey Survey, other quantitative or qualitative sources of evidence)?
 - Is there a contribution to change in health or well-being, and if so, how is this documented? (e.g. enhanced social linkages through group participation etc.).
- Has the Project identified opportunities for it to be scaled up? If so, how should in future the programme objectives and strategies be adjusted?

Sustainability of Impact

Questions geared at analysing the likelihood of sustainable outcomes at termination of the Project's mandate, with attention to sustainability of financial resources, the socio-political environment, catalytic or replication effects, institutional and governance factors, and environmental risks.

- Is there an effective and realistic Exit Strategy for the Project?
 - Are local governments and implementing partners able, willing and committed to continue with similar interventions? How effectively has the project built national

- ownership and capacity?
 - Has the project successfully built or strengthened an enabling environment (laws, policies, technical capacities, local knowledge, people's attitudes, etc.)?
 - Are the impacts of the project's sustainable and what have been key factors to ensure sustainability of impact?
 - Are all key factors for lasting and durable impacted reflected in the Exit Strategy?
- Are apparent impacts of the project's actions likely to be lasting after the completion of the project, or is there a need for future additional support?

Questions related to the Project's performance in terms of gender mainstreaming, integration of social and environmental safeguards at design and during implementation, and contributions to broader organisational learning of the participating agencies.

The project progress in gender equality and promotion

- To what extent has the Project progress/achievement contributed to address gender issues identified and to promote gender justice?
- What strategies have been developed and what explicit actions have been taken to ensure women participation in the programme implementation? Are relevant gender concerns tracked through the project M&E?
- Has the Project identified/strengthened skills by gender?
- Has a gender analysis been conducted and/or has a targeted gender plan been developed?

Environmental and social safeguards

- What kind of environmental and social safeguard mechanisms have been applied by the Project to identify potentially negative impacts of activities and how to mitigate these?

Organisational learning and knowledge management

- How has the Project promoted organisational learning and how has it enhanced knowledge sharing with its beneficiaries and partners within and outside of the UN System?
- What are emerging key lessons and best practices from the Project and how have these been documented and shared with a wider audience?

Annex G ToR of the National Consultant for the TE of the SRL Project

Key tasks:

- Conduct document review to get the understanding about the project;
- Produce field work schedule and provide input to the overall work plan of the International Consultant;
- Working closely with International Consultant to prepare methodology for data collection: namely sampling, questionnaire, data collection method;
- Conduct field data collection, prepare field report, and produce final field report with comment incorporated;
- Assist International Consultant in clarifying field report/data with relevant stakeholders;
- Attend debriefing session with project stakeholders together with the International Consultant;
- Conduct verification on data, support to address comments from debriefing that related to field work and sharing updated input to the International Consultant.

Key deliverables and proposed time allocation

Deliverable	Description
Preparation for field work	<ul style="list-style-type: none"> • Document review • Working on field work schedule, data collection methodology
Completion of field data collection	<p>Additional info about field:</p> <ul style="list-style-type: none"> • Meeting with relevant provincial and district stakeholders (provincial meeting) in KPT & SRP. • Meeting with local authorities and project beneficiaries (village meeting – 4 sites) • Fields/sites observation of physical project results – 4 sites.
Completion of the field report	<p>Preparation of field report detailing the information derived from field observations and above consultations</p> <p>The local consultant will prepare “field report” compiling information from the field as input for the analysis.</p> <p>There is the need to have the lead from international consultant on the formulation of question, final decision on sampling and composition of whom to meet during this field.</p>
Attend debriefing and addressing comment related to field report/data collection.	<p>The local consultant will attend the debriefing and would verify information if needed. And/or other relevant remaining support related to field report/data.</p>

Other note on work arrangement

- Full list of key stakeholders will be provided by UNDP project focal team to the Consultant;
- UNDP project focal team will support to organize meeting with stakeholders in the field;
- Relevant project will assign project staffs to go together with the local consultant to go to the field work. The travel cost to the field is covered by the project, the local consultant can travel along the project car, while the Local Consultant will take care his own expense in the field (e.g. food, accommodation, etc.);
- While Local Consultant will handle stakeholder meetings in the field, the International Consultant will meet with relevant stakeholders in Phnom Penh;

- After reception of input from stakeholders at National Level, and field report from Local Consultant, the International Consultant will present his/her “preliminary finding” about the relevant project to project key stakeholders. This “debriefing session” will be organized by the project focal team and will be done via zoom. The Local Consultant will also attend the debriefing session, and will support the International Consultant to address comment that related to field data/report;
- On technical substance about the report, the Local Consultant needs to work closely with the International Consultant and make direct communication. From UNDP side, Ms.Ratana Norng, will be the focal person.

Annex H: Evaluation Consultant Agreement Form

Evaluators/Consultants:

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

Terminal Evaluation Consultant Agreement Form

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

Name of Consultant:

Name of Consultancy Organization (where relevant): INDIVIDUAL CONSULTANT

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

Signed at Heteren, The Netherlands on 10 November 2020

Signature:



Evaluators/Consultants:

1. Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well-founded.
2. Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.
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6. They are responsible for their performance and their product(s). They are responsible for the clear, accurate and fair written and/or oral presentation of study limitations, findings, and recommendations.
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.

Terminal Evaluation Consultant Agreement Form

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

Name of Consultant: Oeurng Cantha

Name of Consultancy Organization (where relevant): INDIVIDUAL CONSULTANT

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

Signed at Phnom Penh on 10 November 2020

Signature:



Annex I: Evaluation Report Clearance Form

(to be completed by CO and UNDP GEF Technical Adviser based in the region and included in the final document)

Evaluation Report Reviewed and Cleared by

UNDP Country Office

Name: _____ Rany Pen _____

Signature: _____  _____ Date: _____ 18 January 2021 _____

UNDP GEF RTA

Name: Karma Lodey Rapten

Signature: _____  _____ Date: 18 Jan 2021