

**MID-TERM REVIEW OF THE Cambodia Climate Change Alliance program
(CCCA phase 2)**

Final Report

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CAMBODIA CLIMATE CHANGE ALLIANCE

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List of Acronyms

ADB	Asian Development Fund
ASEAN	Association of Southern Asian Nations
CBA	Cost Benefit Analysis
CCAP	Climate Change Action Plan
CCCA	Cambodia Climate Change Alliance
CCCA-TFS	Cambodia Climate Change Alliance Trust Fund Secretariat
CCCSP	Cambodia Climate Change Strategic Plan
CCSAP	Climate Change Strategy and Action Plan
CDC/	Council for the Development of Cambodia
CDP	Commune Development Plan
CEO	Chief Executive Officer
CRDB	Cambodia Rehabilitation and Development Board
CIRAD	Centre de Coopération Internationale en Recherche Agronomique pour le Développement/French Agricultural Research Centre for International Development
CPEIR	Climate Change Public Expenditure Institutional Review
CSO	Civil Society Organisation
DANIDA	Danish International Development Agency
DCC	Department of Climate Change
Dpt.	Department
EFI	Economy and Finance Institute
EISOFUN	Ecological Intensification and Soil Ecosystem Functioning
EU	European Union
EUD	European Union Delegation
FGD	Focus Group Discussion
GCCA	Global Climate Change Alliance
GSSD	General Secretariat of NCSD
HQ	Head Quarter
HR	Human Resources
IIED	International Institute for Environment and Development
INC	Initial National Communication
INDC	Intended Nationally Determined Contribution
ITC	Institute of Technology of Cambodia
KAP	Knowledge Attitude Practice
KII	Key Informant Interview
KMIS	Knowledge Management and Information System
LDC	Least Developed Countries
LDCF	Least Development Countries Fund
LFA	Logical Framework Analysis
LoA	Letter of Agreement
LoCAL	Local Climate Adaptive Living Facility
MAFF	Ministry of Agriculture, Forestry, and Fisheries
M&E	Monitoring and Evaluation
MoE	Ministry of Environment
MEF	Ministry of Economy and Finance
MLMUPC	Ministry of Land Management, Urban Planning and Construction
MoEYS	Ministry of Education, Youth, and Sport
MoH	Ministry of Health
MoInf	Ministry of Information
MoPWT	Ministry of Public Works and Transport
MoT	Ministry of Tourism
MRC	Mekong River Commission
MRD	Ministry of Rural Development
MoWA	Ministry of Women Affairs
MoWRAM	Ministry of Water Resources and Meteorology
MTR	Mid-Term Review

NAMA	Nationally Appropriate Mitigation Actions
NAP	National Adaptation Plan
NAPA	National Adaptation Program of Action
NBP	National Biodigester Program
NCCC	National Climate Change Committee
NCDD	National Committee for Sub-National Democratic Development
NCDM	National Committee for Disaster Management
NCS	National Committee for Sustainable Development
NIE	National Implementing Entity
NSDP	National Strategic Development Plan
ODA	Official Development Assistance
PDA	Provincial Department of Agriculture
PDoe	Provincial Department of Environment
PRA	Participatory Rural Appraisal
PSB	Program Support Board
REDD+	Reducing Emissions from Deforestation and Forest Degradation
RGC	Royal Government of Cambodia
RUA	Royal University of Cambodia
SIDA	Swedish International Development Agency
SMART	Specific, Measurable, Accessible, Relevant, Time-bound
SNA	Sub-National Administration
SNC	Second National Communication
SNIF	Sub-National Investment Fund
TA	Technical Assistance
ToR	Terms of Reference
ToT	Training of Trainers
UN	United Nations
UNDP	United Nations Development Program
UNEP	United Nations Environment Program
UNFCCC	United Nations Framework Convention on Climate Change
UNITAR	United Nations Institute for Training and Research
VBD	Vector-borne Diseases
VDC	Village Development Council
VRA	Vulnerability Reduction Assessment
WCS	Wildlife Conservation Society
WOMEN	Women Organization for Modern Economy and Nursing
WRD	Water-Related Diseases
WUA	Water User Association

Executive Summary

INTRODUCTION AND REVIEW OF MANDATE

The Cambodia Climate Change Alliance is a program supporting the Government of Cambodia in addressing climate change with an emphasis on strengthening the institutional framework for the coordination of the climate change response.

The overall objective of the mid-term review is to provide to key decision makers an overview of the activities carried out so far through analysing the overall achievements of the program, the relationship, and complementarities between CCCA2 and other stakeholders, identifying lessons learned for the program design, implementation and monitoring, and CCCA2's contribution to the UNDP country program 2016-8.

The MTR was carried out in early/mid-December 2016 with a substantial number field trips to assess the status of grants. After a brief documentary review, the team of consultants conducted meetings with the main stakeholders: GSSD staff and CCCA2 team, involved line ministries that benefitted from institutional support and technical departments that implemented grants, the donors, and final beneficiaries through field visits.

The team used a combination of methods for acquiring data swiftly: semi-structured interviews with institutional stakeholders, focus groups for final beneficiaries and on-site review of program achievements.

ASSESSMENT OF PROGRAM PROGRESS PER COMPONENT AND IMPLEMENTATION PERFORMANCE

Relevance and program design

The program is a follow-up of CCCA phase 1 focussing on strengthening the capacity of NCCC (currently NCSD) to fulfill its mandate to address climate change and enable line ministries and CSOs to develop a climate change adaptation response.

The program is relying on key lessons learned from the previous phase like the need to pursue several activities related to enhancing innovative partnerships, supporting further line ministries to mainstream climate change, link policy and operational research and channel large scale investment funds.

The program results under CCCA2 are to (i) develop a governance and accountability framework for the climate change response, (ii) develop domestic and external finance oriented towards climate resilient and low carbon development, (iii) strengthen human and technological capacities to support the climate change response.

The logical framework analysis showed that most if not all results are relevant but some indicators are hardly measurable, especially when attempting to assess the level of operationalisation or support to new procedures and mechanisms within line ministries. Some others are hardly achievable within the timeframe of the program as they are linked to external factors like the level of financing of CCAPs.

CCCA2 is complementary to many donor funded interventions that focus on sectors, but it is actually filling a void not taken up by the donor community with institutional support of line ministries to mainstream climate change adaptation response and enhance Government's capacity to coordinate through NCCC (now NCSD) its climate change response.

The program is implemented under the National Implementation Modality with an organizational structure closely aligned to the Governmental structures.

The program was formulated in early 2014, initiated in July 2014 for 5 years, due to be closed by June 2019.

The level of utilization of the available funds is low with around 58% of funds still unallocated (4.64M\$ utilized from an overall budget of 11.13M\$).

Several assumptions and risks were rightfully identified. A significant shortcoming to achieving the program results have been the potential risks linked to the lack of reactivity and initiative within line ministries that can be an impediment to successfully mainstreaming new coordination and procedural mechanisms to mainstream climate change adaptation response.

Effectiveness

There are three results under CCCA2:

“Result 1: a clear governance and accountability framework is functional for the climate change response at national and sub-national levels”:

Support has been provided to line ministries in mainstreaming climate change into legal and regulatory frameworks, e.g. MAFF, but support has been halted because of institutional changes. Support was also provided to PDoE and Commune Councils through the development of commune development plans but there is little evidence how these actions could actually enhance the capacity of MoE and provincial departments to upscale these supports at national level.

National and three sectoral M&E frameworks (MPWT, MAFF, and MoH) were developed and further support was provided to review the NSDP and the sustainable development goals under the Department of Climate Change.

Eight project proposals financed through grants are currently under implementation with another six ministries due to be supported through another round of grants.

“Result 2: domestic and external finance effectively oriented in support of climate resilient and low carbon development”:

NCSO, established in mid-2015, held its first meeting in late August 2016; efforts are being made currently to further operationalise all structures of the Council, including the climate change technical working group (CC TWG).

The NCSO is equally receiving support through the establishment of terms of reference, development of audit procedures, M&E, accounting system. This is to finalize the institutionalization of the NCSO and enable it to apply for accreditation as a National Implementing Agency for the Green Climate Fund and Adaptation Fund.

Three line ministries (MAFF, MoPWT and MoWRAM) have integrated climate change into sector planning and budgeting requests to MEF with successful climate change related budget requests.

The enhancing of the MEF ODA database is being supported through workshops and advice on the definition and subsequent improvement of climatic markers in the database. CPERs were conducted evidencing a steady increase of Government’s funding in CC-related activities.

“Result 3: strengthened human and technological capacities to support climate change response”:

A knowledge management information system is due to be designed and operationalized. It is still in its design stage with initially unsuccessful consultant’s contracting resulting in significant delays and possibly the need to revise the approach and timing of the portal’s launching.

A climate change glossary in Khmer is currently being reviewed¹ by the National Council of Khmer Language although the process is significantly slower than anticipated. CCCA2 is continuously supporting the DCC newsletter and camclimate website with new contents.

Several universities are involved in some grants but there are few if any formal partnerships with education institutions despite a substantial number of workshops and awareness raising activities conducted in educational institutions.

Eight full proposals of research and innovation grants are operational. The second round of grants has been canceled due to the budget reduction linked to the unfavorable euro/dollar exchange rate.

Efficiency and partnerships

The program is being implemented by the General Secretariat of the National Council for Sustainable Development (GSSD) with a specific program management unit that is fully integrated within the ministry. There is a good balance between local and contracted staff with clear ToRs. As the organizational structure follows the CCCA phase 1 set-up, the operationalisation of CCCA2 has been swift with little or no delay at inception stage.

A 10% budget cut had to be operated due to the euro/dollar exchange rate with a direct result of cutting the second round of research and innovation grants under result 3 and delayed/canceled staff contracting.

The program delivery is very well in line with actual planning with no significant difference between actual spending and requested funds.

The reporting and planning processes include comprehensive reports, audits, and annual Program Support Board meetings.

The absence of a specific M&E program officer has not been an impediment to efficient program implementation with regular meetings between the GSSD and CCCA2 team. The actual functions have been taken up by the Technical Specialist and Trust Fund Administrator.

CCCA2 has been very successful in creating partnerships, which increased effectiveness and value for money with the development of activities at a lower cost. These included UNEP, GIZ, other UNDP interventions and ADB. Through the grants, CCCA2 has been able to forge partnerships with both NGOs and indirectly other stakeholders like universities and the private sector.

Potential impact

The impact of CCCA2 is mostly institutional as the program is mainly trying to achieve change within line ministries and further enhance the capability of Cambodia through NCSO to coordinate the country’s climate change response.

¹ Completed by the time of the final editing of the report

The social impact of CCCA2 under the grants is significant for most of the involved line ministries under result 1. Some grants are supporting communities resulting in higher social cohesion. The approach on how to integrate beneficiaries in grant proposal implementation is also having a social impact with little support resulting in less beneficiary interest or strong support with resulting potential community empowerment.

Interviews showed that there is still resistance – often from key staff – on how to mainstream climate change into line ministries, in particular, when competing for financial resources.

The contribution of CCCA2 into implementing CCAP is likely to have an economic impact in the long-run, first through increased income directly benefiting the communities for some grants and second indirectly with the testing of new technologies and approaches (e.g. climate smart agriculture, support to the ministry of health) that will have an effect on increased community productivity.

CCCA2 has been instrumental in raising the profile of climate change through supporting the establishment of NCSO. There is extensive evidence of institutional change within line ministries with the establishment of technical working groups, designated staff under the DCC and the production of various guidelines and frameworks.

The involvement of the subnational level has so far been limited to small scale support (either through PDoE, several training and workshops, and little financial resources for small scale CC related interventions prioritized in CIP).

The technical impact has yet to produce effects as for window 3, the grants have just been initiated. However, the potential impact is significant for research and innovation grants including those involving the private sector. Under CCCA2, the line ministries have often relied on external stakeholders for technical support (e.g. NGOs), evidencing their lack of technical capability to implement locally and the lack of collaboration with the subnational level.

The CCCA2 environmental impact is mostly significant for grants linked to the private sector through reduced GHG emissions and agricultural production with resulting lower use of pesticides, fertilizer...

The impact on gender within line ministries has been very limited with little or no evidence of gender-based approaches in line ministries procedures. The situation is different for grants under which the gender approach has been developed in greater detail.

Elements of sustainability

The sustainability has to be assessed against the level of empowerment within line ministries and/or the ownership of results for involved communities.

Within line ministries, CCCA2 is not fully sustainable: there is still occasional resistance from key decision makers within line ministries for climate change mainstreaming, evidencing the need for further awareness raising activities.

The technical sustainability of some grants is not necessarily ensured locally especially when it deals with new concepts that should be taken up by line ministries for subsequent upscaling/replication.

The institutional strengthening is well under way under CCCA2 with the enhancement of the capacity of NCSO. CCCA2 has relied heavily on the provision of consultants for the delivery of some key products. This approach has produced mixed results with a lower than expected line ministry capability to be empowered.

The support of NCSO and NCDD in being accredited to climate resilient and carbon finance schemes will likely be instrumental in sustaining the key achievements of CCCA2 with an enhanced financial capacity to finance CCAPs.

The economic and financial sustainability of the program is diverse with some grants potentially unsustainable in financial terms (risk of financial collapse).

The coherence of CCCA2 is ensured with solid support from UNDP, SIDA, and EU. As of today, SIDA and the EU are also backing NCDD. The Government has clearly delineated the mandates of both NCDD and NCSO with respectively the support to the subnational level and a coordination role. However, the intervention strategies should be more well defined when both institutions are operating at the subnational level.

In terms of communication and visibility, CCCA2 has carried out extensive activities targeting specific stakeholders (line ministries staff, journalists, students). At the local level, interviews showed that awareness of climate change remains very low even where grants are being implemented, evidencing the need for large-scale awareness-raising campaigns of the general public.

RECOMMENDATIONS

While CCCA2 is swiftly and efficiently implementing all planned activities, the actual level of utilisation of acquired knowledge or of ownership and empowerment of newly mainstreamed mechanisms and procedures remain relatively weak, due to a still high level of unawareness of key staff within line ministries and despite key CCCA2 activities to raise the profile of Cambodia's CC adaptation response within line ministries. This puts CCCA2 achievements at risks of resulting in limited impact and the need for more high-intensity efforts in subsequent donor interventions.

To limit this issue, CCA2 should put an emphasis on more intense support right now through lowering support to secondary line ministries (reducing spread) and intensifying activities in key ministries through raising the effectiveness and impact of CCA2's current achievements. Emphasis should be put on MoWRAM, MAFF, MoPWT, MoE and MRD.

For immediate action

The main recommendations that should be implemented as soon as possible are the following: (i) re-direct resources to key line ministries (as mentioned above) with enhanced mentoring and follow-up of stakeholders, (ii) accelerate the implementation of a capacity needs assessment of NCSD's Secretariat² as a strategy to enhance its capacity to support line ministries and selected CC focal points, (iii) bring together the private sector and line ministries through meetings devoted to strategic review of the sector as a way to prepare grounds for further support in the future to create an enabling environment for private sector inclusion in CC adaptation response, (iv) facilitate the updating of the ODA database through more information sharing with the donor community and enhancing the capacity of MEF to cope with the data, (v) develop a KMIS that can be updated and upgraded with national resources, (vi) assess the potential for development of a new concept of climate change alliance based on green economy through the CC TWG, (vii) lobby for the involvement of stakeholders in education (universities, NGOs) and increase efforts to raise awareness of the general public and of key line ministries senior staff in CC adaptation response, (viii) review the approach on how to involve CCA2 in legislation review³.

With regards to the grants, several should be reviewed as soon as possible for adjustments of activities to the actual needs and capabilities on the ground (MoWRAM, WoWA and MoEYS) and the exit strategies of most of them need to be better clarified, in relation to their potential impact either to local beneficiaries or the line ministry themselves and to sustainability.

Recommendations to improve the overall implementation

These recommendations will enhance the overall CCA2 implementation. They include: (i) the formal clarification of ToRs of the Grants Management Officer in view of additional tasks he is carrying out and/or recruit additional staff to cover these tasks⁴, (ii) a progressively stronger involvement of CCA2 at subnational level, possibly in closer collaboration with NCDD, (iii) review the involvement of stakeholders and institutions that share common interests and make sure that they benefit from each other, (iv) better share the achievements of PDoE through knowledge sharing both at local and national levels, (v) commission a study on how to mainstream differentiated support to women and vulnerable people within line ministries CC adaptation procedures.

LESSONS LEARNED

In terms of *design and formulation*, the adopted Trust Fund strategy resulted in the decoupling of several grants and their corresponding CCAPs with their implementation under technical departments while the monitoring of the CCAP is being carried out by Dpt of Planning. This is resulting in Dpt of Planning unaware of the contribution of grants to CCAPs. Because of very detailed design procedures, the grants formulation resulted in a significant number of back and forth changes that raise the quality standard of projects despite some systemic issues about unclear exit strategies. Co-financing is a significant element to ensure ownership including when it is up to the grantee to secure it. To ensure an adequate response to calls for proposals, the grant guidelines requirements have to match the actual grant budget as this might not have been the case for window 3; hence the need to strike a balance between the actually required efforts to prepare a grant and the available grant budget. For research and innovation grants, the timeframe has to be long enough for grantees to evidence new methods, test new concepts and at least technically endorse them. The subnational level has to be involved in any grants concept, whether it is implementing part of the CCAP or testing new concepts locally and divulge them at the national level at a later stage. NCDD has to be involved in the actual implementation setup.

In terms of *implementation*, capacity building programs have to be followed-up one step further after the delivery of the actual training or setting up of new guidelines to make sure that such new guidelines, procedures or newly acquired knowledge are becoming institutionalized and used on a routine basis by line ministry staff.

² This has been scheduled for Q1 2017 in collaboration with UNDP as part of an overall capacity needs assessment exercise of NCSD and GSSD.

³ The approach has been reviewed, with CCA2 now supporting the recently established CC TWG (NCSD) in identifying and mainstreaming climate change in sectoral legal frameworks at early stages of the process (this role is now part of CC TWG TOR).

⁴ At the time of final editing of this report, the recruitment of a technical officer with M&E responsibilities has been completed, with staff initiating functions in March 2017.

Partnerships with donors and other key development institutions (NGO, universities, private sector) are key to ensure good value for money. As in CCCA2, the lack of specific/specialised M&E staff in charge of the entire program is not necessarily an impediment to efficient monitoring as long as the intervention is embedded within national structures and national staff is actually empowered to implement the intervention, meaning the actual program is part of their portfolio of activities (and not an extra activity in addition to regular duties). Training should be systematically targeting both the national and subnational levels and the staff rotation issue possibly superseded by externalizing training programs that would be conducted in a more systematic manner (e.g. through a training institution with a long-term contract. The private sector can be instrumental in the provision of a national CC response but an enabling environment (legal, financial, fiscal...) remains a pre-requisite for its effective involvement as a key stakeholder. The implementation of grants – especially when it involves the farming sector - has to take into account the scarcity of labor in order to avoid unnecessary delays or the need to adapt the implementation strategy to take into account the reduced availability of beneficiaries.

FUTURE PROGRAMMING

Support to Cambodia in CC adaptation response should focus on (i) prioritising the private sector through the development of an enabling environment, (ii) deepening support to the subnational level and (iii) consolidation of CCCA2 achievements, in particular the following-up through mentoring of capacity building activities and the setting up of new procedures and mechanisms.

The next generation of CCCA program should focus on (i) finalising the accreditation process of both NCDD and NCSD, (ii) creating an enabling environment for the private sector and link it to CCAPs, (iii) design a new generation of grants that rely on the involvement of the private sector as test-beds for new technologies and as leverage for larger-scale CC response interventions, (iv) consolidate the CCCA2 achievements through following-up how line ministries monitor their CCAPs, how new adaptive mechanisms are mainstreamed, how grants results are being mainstreamed within line ministries and through more awareness raising activities within line ministries, possibly through the support of CC focal points, (v) allocating more resources to enhance the capacity of the subnational sector.

1. INTRODUCTION

1.1 Background

CCCA is a comprehensive and innovative approach to addressing climate change in Cambodia. The CCCA program was designed to be fully aligned with and strengthen the national institutional framework for climate change. It plays a unique role in strengthening the national institutional framework for the coordination of the climate change response.

The overall objective of the midterm review is to provide an overview of the activities carried out at halfway of program implementation and appraise the context and methodological approach for a smooth implementation of the remaining period until the end of the project. The MTR will emphasize its analysis on the following:

- The overall achievements at 3 levels of development results (outputs, outcomes and impacts) of CCCA Program (including grant projects) to date, as well as to identify opportunities and challenges related to design, implementation and management of CCCA and provide recommendations on any changes in approach that may be considered in the second phase of the CCCA Program;
- The relationships and complementarities of the CCCA program to other climate change activities;
- Identify lessons learned for the CCCA Trust Fund in relation to the design, implementation, monitoring, and management of the CCCA Program;
- Identify lessons learned and impacts from CCCA program (including pilot projects), with potential for replication or inclusion in national or sectoral climate change policies; and
- The program's contribution to UNDP's Country Program 2016-2018.

The evaluation criteria and specific objectives of the MTR are to answer to the following principal project issues:

- To assess the overall development progress (outputs, outcomes, & impacts against the targets);
- Capacity development of grantees and their partners' system and institutions;
- Development of the adaptive capacity of target communities to adapt to climate change impacts;
- Integration of adaptation activities into local development planning, in a way that is consistent with decentralization reform (where relevant);
- Gender approach in the CCCA;
- Generation of lessons learned and sharing of this information with the CCCA program;
- Review of the extent to which the planned project activities can lead to program outputs/outcomes by project completion and suggestions on adjustments if required;
- Review and assessment of the adequacy of the budget and expenditures to date, and provision of recommendation going forward;
- Relevance and suitability of the indicators in the results framework;
- Extent to which the planned activities allow for attainment of program objectives;
- Strategies developed and implemented in addressing the key challenges faced in program implementation;
- Value for money against outputs produced;
- To identify lessons learned for the CCCA Trust Fund in relation to the design, implementation, monitoring, and management of the CCCA Program. This includes providing recommendations to improve capacity development support to the grantees and partners to promote knowledge-sharing and
- To identify lessons learned (including unsuccessful practices), and any best practices which should be fed into national or sectoral policies or have shown significant potential for replication.

1.2 The Report

This report has been prepared in accordance with the Terms of Reference (ToR) (see ANNEX 1) of this mid-term review.

It initially presents the *Executive Summary* of the evaluation, giving a brief background of the program and its components, a summary of the main findings for each component in terms of results, management, and important aspects such as partnership, potential impact and sustainability, and the main recommendations and lessons learned.

It is followed by an *Introduction* (**Chapter 1**) outlining the main elements of the program and the evaluation, such as problems addressed by the program’s components, overall progress, and the methodology adopted. The *Findings and Evaluation Outcomes* section (**Chapter 2**), which is the core of the report, is then presented under seven subheadings related to program and components for the five evaluation criteria (relevance + design, effectiveness, efficiency, impact, and sustainability), coherence/donors added value and visibility/communication.

The main *Recommendations* (**Chapter 3**) and *Future Programming* (**Chapter 4**) are finally presented to improve the program’s implementation level and reflect on future similar or complementary interventions, followed by annexes.

1.3 MTR work Timetable and Activities Undertaken

The field mission was spent in laying down the MTR framework of the Program. This framework includes a detailed description of the Program (aims, objectives, activities, delivery mechanism), and the context in which the Program is being implemented. The framework incorporates as well the profiles of all the actors and stakeholders that are involved, either on the side of planning and implementation of the program’s activities or on the side of beneficiaries.

A brief documentary review was undertaken by both consultants defining the critical elements of the program to be reviewed as well as their components to be assessed. This resulted in a list of issues and questions to be analyzed during the actual mission in Cambodia that were turned into a checklist of questions/topics for the main stakeholders and the anticipated CCA2 beneficiaries (see ANNEX 6).

The MTR was initiated with a briefing by the Program Technical Team and all 3 donors; consultations were then held with (i) selected line ministries and (ii) teams in charge of grants. Additional meetings were then held at the end of the field mission in Phnom Penh mainly with the Program Management Team to clarify information captured during the field trips.

The schedule of activities is shown in Table 1⁵.

Schedule	Activity
17-22 November 2016	Desk review
23 November-13 December 2016	Data Collection
13 December 2016	Debriefing of preliminary findings
02-13 January 2017	Draft review report submission
31 January 2017	Final review report submission

Table 1 - MTR schedule

1.3.1 Data collection

Initially, relevant documents have been reviewed by the consultants including primary and secondary data as sources of information for the evaluation. The major sources of data collected can be identified as follows:

- Data related to the general background of each program component including CC related key documents (national policies and strategies);

⁵ The detailed schedule is presented in ANNEX 2

- Data useful to identify and assess the key issues in relation to each program result, as well as the actual and potential beneficiaries (PRODOC and periodic program reports);
- Data referred to the implementation of the program including timing and delivery as per component, and the process of resource/budget allocation, and mobilization (financial data and CDR).

The data collection focussed on the following issues:

- Describing the situation in terms of actual implementation against planned/anticipated implementation;
- Identifying the achievements and shortcomings with particular reference to the 5 criteria identified by the ToR (Relevance, Efficiency, Effectiveness, Impact & Sustainability);
- The grant approach as a strategy to test new approaches related to CC mitigation and adaptation and to implement key CCAP areas.

The briefing with the donors resulted in the highlighting during the MTR of the following:

- Assessing several potential issues like the lack of baselines of several grants, the actual impact of grants at central level and locally (including at subnational level)
- The updating of the results framework
- The interactions between NCSA and NCDD
- Visibility and communication
- The way forward and some indications on what to support after CCCA2

1.3.2 Consultations and meetings

The consultants conducted individual and group visits when interviewing staff from line ministries, grants' implementers (line ministries, NGOs), CC training beneficiaries and final beneficiaries from grants (e.g. farmers, private sector).

The following major stakeholders involved in the program were consulted:

- The Program Management Team (both national and international staff);
- All three (3) donors (EU, UNDP, and SIDA)
- Selected line ministries: MAFF, MoEYS, MoWRAM, NCDM, MoRD, MoPWT
- Selected grants from result 1 implemented (by the above-mentioned ministries) and from result 3 (NEXUS, GERES, WCS, GDA, NBP)
- The GSSD and NCSA

2. FINDINGS

2.1 Relevance to Country Strategy and Government Policy and Program Design Quality

As far as the relevance is concerned, the program concept and design are highly relevant to country policies, strategic objectives, and priorities. The MTR Team concludes that the Program is fully conforming to the Cambodia Climate Change Strategic Plan 2014-2023 (CCCSP), policies and programs.

Under the UNFCCC's COP negotiations, Cambodia together with other LDCs has emphasized the need for Annex-I countries to deliver on their commitments regarding climate change adaptation financing for developing countries. Cambodia is also committed to participating on a voluntary basis in the international mitigation efforts in line with its sustainable development objectives. Cambodia has been actively involved in the ASEAN Working Group on climate change and the Cambodia Climate Change Strategic Plan reflects commitment under the ASEAN Action Plan on Joint Climate Change Response. In terms of the relations with the EU, in 2010 Cambodia signed a Declaration on Climate Change between the EU and Asian LDCs namely Bangladesh, Cambodia and the Maldives. The GCCA program is a key mechanism to implement this Declaration in Cambodia.

Many of the priority objectives for the next phase of Cambodia's development will only be achieved if climate change is adequately integrated into the design and implementation of public and private investment programs. Strategies for urbanization, infrastructure development in tourism, energy, water management and transport, agricultural productivity and industrial development, etc., will have to factor in opportunities and challenges presented by climate change.

In recognition of this situation, the RGC has considered "Green Growth" as a key feature of its Rectangular Strategy III for 2014-18. The new NSDP 2014-2018 recognizes climate change as one of its cross-cutting issues (with gender and disaster risk management) and integrates specific climate change actions in relevant sectors, as well as climate change-related indicators. The objective of a low carbon, climate-resilient society is also reaffirmed in the CCCSP 2014-23, which provides a framework for climate change integration at the national and sub-national levels. Innovative development pathways will have to be designed, tested and brought to scale in order to realize this ambitious vision.

The implementation of the NSDP Update of 2009-13 has been marked by (i) the operationalization of Climate Change institutions (NCCC, established in 2006; Climate Change Technical Team; Climate Change Department), (ii) planning for national and sub-national climate change responses (CCCSP and corresponding sector strategies and action plans in nine key line ministries, Climate Change Financing Framework, preparatory work for national M&E and legal framework for climate change), and (iii) implementation of a first generation of climate change projects and pilots, which provided opportunities for government departments, civil society organizations and academia to gain experience in managing climate change programs, and generating knowledge on potential climate change adaptation and mitigation options in Cambodia.

These developments, combined with emerging financing opportunities (such as the establishment of the Green Climate Fund and other international climate finance facilities, growing domestic revenues and expanding economy/private investment) have set the stage for Cambodia to move forward with the full-scale implementation of its Climate Change response during the current planning cycle.

CCCA is a comprehensive and innovative approach to addressing climate change in Cambodia. The CCCA program was designed to be fully aligned with and strengthen the national institutional framework for climate change. It plays a unique role in strengthening the national institutional framework for the coordination of the climate change response.

CCCA Phase 1 (2010-2014) has been funded by the EU, UNDP, SIDA and DANIDA. The overall objective of CCCA has been to strengthen the capacity of the NCCC to fulfill its mandate to address climate change and to enable line ministries and CSOs to implement priority climate change actions.

Five (5) results were expected under CCCA1: (i) Improved NCCC capacity to coordinate national policy making, capacity development, outreach/ advocacy efforts, (ii) Improved access to updated climate change information, knowledge and learning opportunities, (iii) Strengthened capacity within the NCCC to mobilize and to effectively administer climate change funds and to prepare for a nationally owned trust fund, (iv) Increased resilience of coastal communities and ecosystems to climate change and provision of practical learning experience in adaptation planning to the NCCC/ CCD, (v) Strengthened capacity in RGC agencies and civil society organizations for developing and implementing climate change response initiatives.

Under phase 1, the emphasis has been put on strengthening the NCCC and implementing key adaptation and mitigation actions (piloting) through civil society organizations. Line ministries that lacked the capacity to implement CC interventions were relatively left out under phase 1.

Phase 2 (Jul 2014-Jun 2019) funded by the EU, UNDP, and SIDA has put much more emphasis to strengthening the capacity of line ministries to mainstream CC. It is implemented by the GSSD under the coordination of the Department of Climate Change (DCC).

CCCA2 is well integrated into UN strategies: it is contributing to

- UNDAF's outcome 1: people benefiting from growth and sustainable development not compromising natural resources
- UNDP's country program by establishing and strengthening institutions, coordination mechanisms and policies for sustainable management of natural resources, scaling-up action on a national program for climate change adaptation and mitigation across sectors that is funded and implemented, targeting the most vulnerable poor populations.

2.1.1 Program objective

CCCA2 aims to strengthen national systems and capacities to support the coordination and implementation of Cambodia's climate change response, contributing to a greener, low carbon, climate-resilient, equitable, sustainable and knowledge-based society.

Three main drivers of change shape the focus CCCA:

- (i) Strengthening the governance of climate change;
- (ii) Orienting public and private, domestic and external resources in support of the CCCSP vision;
- (iii) Developing human and technological capital for the climate change response.

These drivers were eventually grouped under three results:

Result 1: *A clear governance and accountability framework is functional for the climate change response at national and sub-national levels*

- Mainstream climate change issues into related core legislation;
- Define the appropriate levels of intervention for various types of climate change activities under decentralization & deconcentration framework;
- Develop systems and guidelines to ensure climate change mainstreaming in planning & budgeting practices;
- Consolidate piloted tools for initiation of an official dialogue with particular ministries/agencies to include successful practices in standard procedures;
- Establish M&E systems at national, sector and sub-national levels.

Result 2: *Domestic and external finance effectively oriented in support of climate resilient, and low carbon development*

- Establish partnership and donor coordination mechanisms on climate change;
- Embed climate change financial expertise at national level, notably within the GSSD/NCSD, through designation of a focal point for institutions, civil society, and the private sector;
- Support to the accreditation process of a National Implementing Entity for the Adaptation Fund and the Green Climate Fund;
- Establish and maintain a dialogue on potential measures and incentives to create a favorable environment for private sector investment;
- Support improved tagging of climate change expenditure in the ODA database and sub-national budgets, and regular monitoring reports on climate expenditure.

Result 3: *Human and technological capacities to support climate change response are strengthened*

- Establish standards for climate change education and awareness;
- Establish quality assurance mechanism for climate change related information products;
- Provide grants to test innovative technologies and approaches in the Cambodian context;
- Strategically support the Ministry of Education, Youth, and Sports and selected universities to help put in place sustainable structures to develop human capital;
- Finalize & implement Knowledge Management Information System.

2.1.2 Problem and intervention logic

The PRODOC is relying heavily on the lessons learned from CCCA1: several key activities (enhanced coordination through NCCC, line ministries CCSP and CCAPs' development, CC mainstreaming guidelines development at sub-national level, CC Trust Fund operated by DCC and NCCC) were initiated under phase 1 but not fully implemented; this is because the nature of the institutional changes implies structural/organic changes of institutions and requires long-term financial commitments that go beyond the usual timeframe (4-5 years) of donor-funded development projects. CCCA1 supported the Government in successfully implementing CC adaptation pilot project through calls for proposals (grants), sector-wise.

CCCA1 has had the ability to (i) support innovative partnerships, (ii) provide continued support to line ministries to mainstream CC, (iii) could link policy research and practice as was done previously through the CC Trust Fund and (iv) channel large scale investment funds.

With these comparative advantages in relation to other donor-funded interventions, CCCA2 is best placed to further strengthen support of institutions to mainstream CC, link CC to development and overall align Government's actions with CCCSP.

Logical framework analysis:

The Log frame has been simplified in relation to CCCA1 for the better: results are more straightforward but several indicators are either hardly measurable (they are composite indicators) or sometimes not realistically achievable (too ambitious), hence key indicators should not be rigorously considered as SMART (see Table 2).

The issue of measurability induces interpretation and the level of achievement of results might depend on viewpoints. The LFA showed also that no intermediary indicators are quantified, which is usually not relevant given the usually high variability of implementation of programs focussing on institutional strengthening.

Most indicators that are not straightforwardly measurable are those that assess the level of operationalisation or support of some new mechanism; these indicators can always be achieved based on how they are measured. In addition, some indicators are actually targets, hence not relevant.

Several indicators are also not realistically achievable within the timeframe of CCCA2; these are related mostly to the level of achievement of CCAP financing. This would require very substantial financial resources before the end of the program, that are just not available at this point. It would be more judicious to replace those indicators with new ones easily measurable and less prone to interpretation and adjust the targets.

Description	Description of Indicator	Target Level at end of project	Specific	Measurable	Achievable	Relevant	Time-bound
			Y	Y	N	Y	Y
<i>Objective:</i> strengthen national systems and capacities to support the implementation and coordination of Cambodia's climate change response	% of CCAP annual requirement funded through budgetary and extra-budgetary resources	50%	Y	Y	N	Y	Y
	% of CCAP actions implemented with the support of NCCC (NCSD) Secretariat or CC Working Groups	50%	Y	Y	N	Y	Y
	CCCSP implementation on track	Satisfactory monitoring report	Y	N	Y	N	Y
<i>Result 1:</i> governance and accountability framework functional for CC response	National M&E framework approved and functional	M&E framework approved	Y	N	Y	N	Y
	Number of ministries with institutional arrangements to manage their CCAP and contribute to CCTT activities	10 ministries	Y	Y	Y	Y	Y
	Number of ministries that demonstrate capacity to implement at least 50% of actions in their CCAPs and report CCAP progress in line with national standards	10 ministries	Y	Y	Y	Y	Y
	Strengthen legal mandates for NCCC (NCSD), CCTT and NCCC (NCSD) Secretariat	New legislation on NCSD, CCTT and NCSD Secretariat	Y	Y	Y	Y	Y
<i>Result 2:</i> domestic and external finance oriented in support of climate resilient and low-carbon development	Status of government – partners coordination mechanism	Functional coordinated funding arrangement	N	N	Y	Y	Y
	Status of Cambodia's direct access to Multilateral climate funds	Direct access to at least one multilateral fund	Y	Y	N	Y	Y
	Number of ministries benefitting from NCCC Secretariat support on financing sourcing and modalities	Eight	Y	Y	Y	Y	Y
	Status of public-private dialogue on climate change investments	National dialogue platform formulating recommendations on facilitation of CC investments	Y	N	Y	Y	Y
	Number of ministry planning and budgeting documents integrating CC	One document or more in 10 priority ministries	Y	Y	Y	Y	Y
<i>Result 3:</i> strengthened human and technological capacities to support climate change response	Status of procedures for management and exchange of climate change related information	Meta-database listing climate change information functional and available	Y	Y	Y	Y	Y
	Status of integration of climate change in schools and universities' curriculum	3-4 universities' national curriculum for primary and secondary education including climate change	Y	Y	Y	Y	Y
	Mechanism in place to identify and test relevant technologies for CCAP implementation	Support function established in the NCCC Secretariat for technology assessment and piloting	Y	N	Y	Y	Y
	Availability and functionality of standards and quality assurance procedures for climate change and data	Standards and quality assurance procedures in place and functional	Y	Y	Y	Y	Y

Table 2 – SMART analysis of the logical framework

2.1.3 Coherence and complementarities with on-going initiatives

Since CCCA1, an increasing number of donors and of financial resources is being made available to Cambodia to tackle CC: under CCCA1, the 2009-12 PER estimated that over 75% of support to CC was provided by development donors with 25% own resources.

This is confirmed by the abundance of stakeholders involved in CC in Cambodia, including both the donor community and NGOs.

CCCA2 is filling a void not covered by the donor community when it provides a comprehensive support on CC adaptation and mitigation at the institutional level.

This global approach is in sharp contrast with many other donors that integrate CC into their own (multi)sectoral interventions; CCCA2 is not deployed with a project approach (sector/area specific) and is tailored specifically to support CC mainstreaming into line ministries (with an emphasis on the establishment of new processes and mechanisms). This is an important comparative advantage in relation to other donor-funded initiatives as results would have a higher probability of institutionalization and therefore would have a higher chance of embedding to sustain longer-term reforms once the CCCA2 has been completed.

By enhancing Government's human capacity within all major CC involved line ministries, CCCA2 has the potential to become an overarching intervention that increases civil servants' readiness to implement, the numerous donor interventions focussing on CC adaptation/mitigation. In addition, by enhancing the capability of NCCC, now moved up to NCSD, Cambodia has the potential to be in a better position to plan, coordinate, control and direct donor response so as to adjust Cambodia's CC response at per CCCSP.

2.1.4 Program Implementation modalities

CCCA2 is being implemented under NIM and the organizational structure is closely aligned with the Government institutional arrangements with UNDP administrating the program and the EU together with SIDA, being the main financial contributor (see Table 4).

As a significant part of the budget has been allocated for the provision of grants under all three results, a Trust Fund had been originally contemplated with the maintaining of a Trust Fund Secretariat under DCC (from CCCA1). However, this was amended to a more conventional funding delivery by tranche for all 3 donors. This Trust-Fund unit is therefore no longer managing the funds but part of the Program Management Team and contributing to the review, assessment, and support of grantees.

The chronology of the program with key milestones is indicated in Table 3. It evidences a significant change in financial resources (+/- 1M\$) due to unfavorable US/EU exchange rates (from 1.30\$/€ in 08/2014 to 1.15\$/€ in late 2015) resulting in positions for planned staff recruitment being combined and the decision to reduce the grant budget under result 3.

Chronology	Activity
Early 2014	CCCA2 formulation
June 2014	CCCA1 TE
July 2014	PRODOC signature
08-11/2015	Grants signatures under R1: CCAP implementation window
Late 2015	Unfavorable EU/US\$ (1M\$ budget cut) resulting in (i) staff recruitment reorganization (ii) cancelling 2 nd round of proposals for window 3 (under R3)
06/2016	Grants' signatures under R3: Research and Innovation window
12/2016	Mid-Term Review
Early 2017	Anticipated grants signatures for window 1, round 2 (under R1)
June 2019	Planned program completion
Implementation timeframe	Original/actual: 60 months

Table 3 – Program chronology

2.1.5 Current financial situation

The level of funds utilization at mid-term review is relatively low with 70% of donor budget still to be allocated (see Table 4 below).

Donor	Commitment (original currency)	Transferred to CCCA2 PMU		Remaining balance to allocate (million US\$)	Balance in %
		Original currency	In US\$		
SIDA	28 million SEK	18 million SEK	2.27 million US\$	1.50	40
EU	6 million EURO	1.38 million EURO	1.47 million US\$	6.00	80
UNDP	1.15 million US\$	0.9 million US\$	0.9 million US\$	0.25	22
Total (€)	11,13 million US\$		4.64 million US\$	6.49	58
(Government)	0.79 million US\$	-	-	≈ 0.40 ⁶	50

Table 4 – Donors' financial commitment and level of utilization

This is a sign of a slow implementation rate that if not corrected might result in a request for program extension or a balance of unallocated funds. However, at MTR stage, a large chunk of the program was due to be spent on a new series grants (result 1) due to being signed in early 2017.

2.1.6 Assumptions and risks

The PRODOC has identified potential risks and assumptions: (1) sub-optimum Government capacity to implement the program, (2) difficult cross-sector coordination, (3) limited line ministry HR capacity to implement CC related activities, (4) un-adapted public finance management and regulations for climate –smart investments, (5) non-harmonised M&E systems compromising sector-wide the programming approach, (6) institutional changes affecting the relationship between the DCC/GSSD and line ministries and (7) reduced quality of DCC/GSSD internal controls and management capacities due to management changes. These are being evaluated at each reporting period. Since program start-up, there has been no significant change in the original assessment.

With regard to those given above, the following observations can be made:

- Sub-optimum Government capacity (1 & 3): interviews showed that in some line ministries, the designation of key staff in charge of CC mainstreaming is resulting in excessive workload with resulting low motivation; in some cases, the line ministry is not taking advantage of the willingness of HR to engage into effectively mainstreaming CC because they lack guidance from their hierarchy. CCCA2 has clearly a role to play in lobbying at top management level for accommodating CC activities with a regular HR workload.
- Cross-sector coordination (2) but also sector coordination is particularly weak in Cambodia. The review of grants showed that key complementarities are not taken advantage of, because of a lack of relationships. E.g. R&I grant [R3] on ecological intensification (GDA) is not interacting with/taking advantage of the grant activities results from the smart-agriculture grant under R1 (MAFF, GERES) while they are highly complementary.

The MTR team observed as well that a significant shortcoming to achieving the program results linked to institutional capacity building is the lack of reactivity and initiative that characterises line ministries in Cambodia: there is little top management pressure to support lower staff in integrating CC adaptation measures and mechanisms, and there is little top management feedback when lower staff is willing to take the initiative (no sanctioned work plan, new workload distribution, no (non-)financial incentive).

⁶ Estimate based on a linear utilisation rate of Government's contribution

2.2 Effectiveness

2.2.1 Result 1 – A clear governance and accountability framework is functional for the climate change response at national and sub-national levels

Output 1.1: Consolidation of the local and institutional framework for the CC response

Description: The program mainly focus on supporting the mainstreaming of Climate change issues into related core legislation Advisory support to the Secretariat of the NCSD, for the consolidation of green growth and climate change institutions. Under the decentralization and de-concentration framework, the definition of appropriate levels of intervention for various types of climate change activities. At a more operational level, development of systems and guidelines to ensure climate change mainstreaming in planning and budgeting practices, at the national, sector and sub-national levels.

Achievements: Support to line ministries to mainstreaming climate change into legal and regulatory frameworks, including support to the Ministry of Environment on the development of the Environmental Code (CC law) and providing comments to laws and regulations at the drafting stage. Comments were prepared on two draft laws: the draft Agriculture Land Law and the Fisheries Law. However, given the recent change in institutional arrangements of MAFF, the review process has halted and it is unsure when it will restart or whether the current drafts reviewed will be altered substantially. Three PDoE and with ten commune councils on the integration of climate change into the commune development plans (CDP). Interviews showed that while support from PDoE is viewed as highly relevant to communities, the actual approach is somewhat confusing including for PDoE staff that do not apprehend how these CDCs can contribute as lessons learned for other PDoEs or whether they fit in a grand scale potential support program under NCDD. This is despite CDPs being in-line with the MoE-MoI policy on the delegation of functions from MoE to its subnational agency, PDoE (Prakas on “Delegation of functions on mainstreaming climate resilience to city/district administration).

Output 1.2: National framework to track and monitor the performance of climate change investments in both adaptation and mitigation

Description: focus on the capacity development interventions, the establishment of M&E systems at national, sector and sub-national levels (including links with poverty and gender issues), and development of knowledge products.

Achievements: National and sectoral M&E frameworks for three additional ministries (MAFF, MPWT, and MoH) have been completed and baselines produced. Support was also provided to the mid-term review of NSDP, with updated information on its four climate change indicators, ensuring greater alignment with the national CC M&E framework. Under the coordination of the Ministry of Planning, CCCA2 has been instrumental in providing support to DCC/GSSD on the ongoing exercise for the localization of Sustainable Development Goals. The Department of Climate Change is currently discussing targets and indicators for SDG 13 (combating climate change), and providing comments on other relevant goals, including sustainable production and consumption and sustainable energy. The process for the development of targets and indicators for SDGs will focus on priorities and commitments indicated in key documents, including INDC, national CC M&E framework, CCCSP and GSSD action plan.

Output 1.3: Support to line ministries in finalizing or complementing their action plan, and for the preparation and implementation of priority activities identified in the action plans

Description: Provide grant support to ministries to implement the priority activities identified in the action plans.

Achievements: The eight initial grants have continued to operate the grant proposals of other six line ministries for grant facility window 1, round 2 is expected to be rolled out by the end of 2016. The review of the grants showed that most of them are on track.

2.2.2 Result 2 – Domestic and external finance effectively oriented in support of climate resilient, and low carbon development

Output 2.1: Coordination mechanism is established and functional for climate change domestic and external finance and investments

Description: Establish partnership and donor coordination mechanisms on Climate Change, and establish and maintain a dialogue on potential measures and incentives to create a favorable environment for private sector investment in the climate change response.

Achievements: A study on scoping the private sector's contribution to the CC response was conducted early 2016. This included consultations with over 60 firms from various sectors. This has yet to result in any strategy on how to engage the private sector into CC response.

The first meeting of NCSO on 31 August 2016, a technical working group on climate change was established by NCSO. This government group will serve as an interface with climate change donors. The terms of reference are currently being finalized and it is expected that the group will be operational by end 2016, and hold a first meeting with donors early 2017.

Output 2.2: NCSO Secretariat procedures updated and applied in line with the requirement for National Implementation Entities of multilateral funds.

Description: Support to the accreditation process of a National Implementing Entity for the Adaptation Fund and the Green Climate Fund which will allow Cambodia to directly access these resources in support of its national priorities.

Achievements: In line with international financial management systems and public financial management reforms (PFMR) as well as government regulations framework, the operations manual for General Secretariat of National Council for Sustainable Development (GSSD/NCSO) has been revised. Following consultations at a technical level, a final draft of the revised operations manual is ready for review by NCSO senior management. The environmental and social safeguards have already been strengthened in partnership with GIZ. Some work remains to be done to establish clear internal audit procedures, and to strengthen the computerized accounting system.

Once this is completed, GSSD/NCSO should be able to apply for accreditation as National Implementing Entity (NIE) for Green Climate Fund (GCF), and Adaptation Fund (AF).

Output 2.3: Climate change related expenditures are integrated into the government plans and budgets including the ODA database.

Description: Build an economic case for the Climate Change response and create momentum for increased domestic funding, and support improved tagging of climate change expenditure in the ODA database and sub-national budgets, and regular monitoring reports on climate expenditure.

Achievements: Three infrastructure ministries (MAFF, MoWRAM, and MPWT) have integrated climate change into their sector planning and budgeting requests to Ministry of Economy and Finance (MEF). An initial result from budget negotiation, Ministry of Economy and Finance (MEF) has approved the budget request around KHR 200 million (equal to USD 50,000) to support new climate change capacity development activities of MPWT for 2017. MAFF was allocated a similar budget (25.000US\$) by MEF in 2016 as a result of better CC

resources allocation requests following CCCA2 training. Under the cooperation agreement between DCC/GSSD and CRDB/CDC, two training workshops on ODA database and international climate change financing for development partners and CRDB staff have been conducted. Thematic markers and sectors were defined under the ODA database. The climate change financing was also reported and reflected in the cross-cutting issues section of the 2016 development cooperation and partnership report published by CRDB. The general public can access this data through CRDB website: http://odacambodia.com/Reports/reports_by_sector.asp.

Climate Public Expenditure Reviews were conducted by MEF with support from a consultant and covering the 2009-2014 period evidencing an upward trend of Government for CC-related activities (from 0.9% of GDP in 2009 to 1.3% in 2014). Interviews showed that in-house capacity remains limited to conduct these exercises without external support when staff rotation is particularly acute in MEF.

2.2.3 Result 3: Strengthened human and technological capacities to support climate change response

Output 3.1: Standards and procedures for quality assurance of climate change awareness raising materials and knowledge management are developed

Description: Establishment of standards, for climate change education and awareness, and the establishment of a quality assurance mechanism for climate change related information products.

Achievements: (1) **Quality Assurance and Quality Check mechanism:** The KM team is now operationalizing the procedure under KMIS framework, in particular, the institutional arrangements that are required for the tasks that need to be routinely performed. DCC/CCCA house style has been drafted and ready for more discussion with the management team, as well as guidelines for the review of materials to be published by the department. (2) **KMIS development:** The procurement of a consultancy firm to provide web development and database management services is still under way, with the call for proposals launched in August. Proposals are now being reviewed and a firm is expected to be on board in late December⁷. The procurement process for the Knowledge Management Officer was also concluded, with the officer joining the CCCA team in October. With the conclusion of these two procurement processes, the efforts of the KM team in the last quarter of 2016 will concentrate on developing the capacity of DCC on database management and strengthening current data and information management systems, including SOPs and training of DCC staff. Given the delays incurred with the procurement process, the roadmap for further development of I&KM capacities of DCC (2016-2018) will need to be revised and discuss in Q4, including the timing for the launching of the new CC portal. (3) **Climate Change Glossary:** CCCA has continued to provide technical support to the ongoing work with the National Council of Khmer Language, with approximately 300 terms (out of 500 terms) agreed at the end of the quarter. (4) **Website Visits:** Camclimate remains one of the top online sources of climate change information and knowledge. Articles continue to be published on a regular basis and significant publications, including the KAP2 and private sector contribution to the climate change response, have been published on the Camclimate website and to the official MoE facebook page. In this quarter, the number of visits is 6,968, indicating 77 visits a day.

Output 3.2: Partnership with education institutions is established to integrate climate change into curriculum development and research.

Description: Strategic support to the Ministry of Education, Youth and Sport and selected universities to help put in place sustainable structures to develop human capital in key areas of the climate change response.

Achievements: Several local universities are also involved in the research and innovation grants (Window 3) of CCCA, as discussed below. A draft MoU between GSSD, RUPP, and Luck Hoffman Institute is under

⁷ At the time of the final editing the report, the consulting firm was already on board.

discussions and it's expected to be formalized this year.

Output 3.3: Lessons generated from innovative practices pilots are documented and shared with relevant stakeholders.

Description: Innovative practices from pilots will be documented and share to other stakeholders through the IEC materials, CCCA learning events, and other training workshops.

Achievements: Eight full project proposals of research and innovation projects were approved by the PSB in June 2016. The capacity assessment has been conducted, Letters of Agreement signed and the first disbursement has been transferred to all eight grants for their implementation; they are; (1) GERES partner with ITC, (2) National Biodigester program partner with Kampong Cham provincial department of agriculture, (3) CRDT, (4) MAFF partner with RUA, ITC, and CIRAD, (5) WCS partner with MoE/GIS Department and USAID SERVIR Mekong, (6) MoH partner with WHO and James Cook University, (7) NEXUS partner with ITC, MoE/NCSD and PP Municipality, and (8) Stung Treng Provincial Department of Environment. Knowledge was shared through a number of means, including knowledge sharing events.

2.3 Efficiency

The efficiency of the program should be reviewed from different viewpoints, in particular (i) whether CCCA2 efforts translated into capacity building activities did result in actual institutional changes (ii) the timeliness of delivery and (iii) its value for money compared to (hypothetical) alternatives.

The MTR team was able to assess (i) and (ii) under the following chapters. Its value for money⁸ (iii) can be somewhat compared to similar interventions/activities (ex: NCDD). This required, however, more complex analytical tools that were out of reach of the MTR.

2.3.1 Program management

Program structure:

The program is being implemented by the GSSD with a specific CCCA2 program management unit.

The overall governance and implementing structure of the program consists of the following:

- Program Support Board – PSB - (GSSD, MoWRAM, MAFF, MEF, EUD, SIDA/Sweden embassy, UNDP)

Within the GSSD:

- Program Director (Gov staff)
- Program Manager (Gov staff) & Trust Fund Administrator (UNDP staff) with contracted technical staff
- Team leaders for each (3) CCCA2 results (Gov staff) with both contracted staff and Gov counterparts
- Team leader for administration (Gov staff) and contracted staff

The PRODOC included the drafting of the ToRs for all major program stakeholders (Program Support Board, national and contracted staff, Climate Change Technical Team).

The organizational structure follows loosely the organigram of CCCA1 with few changes resulting in a swift and straightforward initial operationalisation of the program. Key lessons learned were adopted from both the CCCA1 MTR and TE (e.g. annual risks log updating, combining NGO/community with sectorial ministries in grants delivery, long-term planning).

Capacity building: overall, the timely delivery of capacity building activities is evidence of an efficient program management unit despite an unfavourable financial environment: the lower US\$/EURO exchange rate resulted in a 10% budget cut (1M\$); that was partly passed on by not reviewing/combining posts: one staff was not contracted (Webmaster) and currently the Grant Management Officer is also temporarily partly combining the functions of M&E Officer. These shortcomings are so far largely offset because, coincidentally, the Grant

⁸ There were very few elements available to actually compare the CCCA2 value for money against other interventions; it was however to have some insight of value for money through actual partnerships that did enhance CCCA2 efficiency.

Manager was holding before the position of M&E Officer. Despite this, interviews showed little evidence of overstretched HR, hence a balanced management team. Finally, the program plans to contract a new staff that would take over the M&E and CC policy role⁹.

Grants (results 1 & 3): emphasis was put on ensuring that high-quality proposals were to be approved; for that purpose, grant guidelines were drafted and support provided to potential grantees to design relevant proposals (upon initial acceptance of concept note); the review of the guidelines showed that these were comprehensive and relatively similar between grants from results 1 and 3. Interviews showed that these guidelines were very useful for building up the capacity of sectoral ministries for grants under result 1 with the support of consultants but also required extensive support from the program management team; in particular, the grants enhanced the capacity of Gov staff in project formulation, log frame design and SMART indicators formulation. The view was quite different for grants under result 3: given the much lower budget, the relatively similar guidelines were considered too cumbersome and extremely time-consuming in relation to the budget with several grantees considering not to present a proposal. This issue might be one of the reasons why a much lower number of grants under result 3 was approved (high rate of discarded concept notes). *[Note from CCCA team: the number of grants under Window 3 was actually in line with plans and available budget - not due to a shortage of acceptable concept notes].*

Again, coincidentally, the overall budget for grants under result 3 was lowered due to the unfavorable euro/dollar exchange rates.

2.3.2 Program costs

Program delivery/costs:

The program was initiated in 07/2014 and should be concluded by 06/2019 (5 years).

The project budget and expenditure are as follows:

Key results	2014 (6 months) (000\$)		2015 (12 months) (000\$)		2016 (000\$)		Program 2014 – 2019 (000\$)			Actual delivery (theoretical delivery is 45%)
	Approved	expend.	approved	expend.	approved (12months)	expend ¹⁰ (9 months)	total (60 months)	expenditure (27 months)	current balance	
Result 1			1.095	1.021	1.307	1.282	5.632	2.503	3.129	44
Result 2			328	237	421	529	1.840	856	984	47
Result 3			465	481	834	350	3.658	879	2.779	24
Total			1.888	1.740	2.563	2.162	11.129	4.238	6.892	38

Table 5 – Program financial delivery

The program is well in line for results 1 & 2 (44% and 47% actual delivery respectively against 45% in theory); interviews did confirm that the project is somewhat lagging behind for result 3, which is evidenced as well in Table 5 (28% delivery against theoretical 45%).

Overall, this is evidence that funds requested are spent as planned (matching work plan and effective implementation; this, however, does not mean that the implementation rate is also optimal with still 58% of budget unallocated by mid-term program (see Table 4).

The lack of CDR for 2016 did not enable the MTR team to review in detail the actual spending trends and in particular fixed / HR and administrative costs since program inception.

2.3.3 Planning and reporting

The reporting and planning processes follow up the same CCCA1 procedure. They include the following:

- One (1) annual report (January – December) is drafted in January during a Management Unit team retreat with the elaboration of the next annual work plan
- The annual Program Support Board meeting during the first quarter discusses/confirms the annual periodic report and next planning cycle
- Three (3) Quarterly reports (January – March, April – June, July – September)
- Annual audit report

⁹ At the time of the final editing of the report technical officer with M&E responsibilities has been recruited.

¹⁰ Quarter 4 financial information missing

The reports are comprehensive in the sense that they include the actual program implementation progress but also technical and managerial issues, an updated risks log, budget use and next planning cycle. There was no particular issue in the audit reports.

The Program Support Board (PSB) minutes show a high level of participation from all stakeholders with relevant information that is systematically reviewed by the Management Team; the PSB mandate seems to be limited so far to endorsing the annual report and work plan; no issue/problem has yet been presented to the PSB for consideration.

The reporting process is relatively straightforward except for the EU contribution as it has its own reporting procedure/ format.

2.3.4 Monitoring and Evaluation

There is no specific M&E personnel for monitoring the program progress: the assessment of the results is carried out by the Technical Specialist for Result 1 and 3 while the CCCA Trust Fund Administrator is covering Result 2.

Monitoring includes regular technical meetings between the GSSD and CCCA2 as well as monitoring visits in key sectoral ministries and on grant's sites by members of the Program Management Unit.

The results framework¹¹ is monitored and periodically updated (see Table 6). As it is assessed at least on an annual basis, it is easy to identify the bottlenecks; the review of the results framework shows that some key targets will not be achieved because the implementation capacity is possibly not in line with the expected achievements (CCCA2 resources benefiting too many institutions) at the expense of in-depth consolidation of gains achieved within the ministries. Targets under result 3 are delayed and might not be achieved fully.

The results framework still has some gaps (baseline data missing) that should be filled whenever possible as results without baseline are not relevant.

The M&E system is much less performant when actually assessing whether the activities carried out are effectively resulting in change (e.g. use of acquired knowledge, change in management for more efficient CC tracking in sectoral ministries...). This aspect seems to be somewhat overlooked as interviews in sectoral ministries confirmed as there is an expressed need by beneficiaries to further receive support to deepen CC-related capacity building.

Outcome	Indicator (target 2016/18)	Original target achievement probability (at MTR stage)
Overall objective: strengthen national systems and capacities to support the implementation & coordination of Cambodia's climate response	- % of CCAP actions funded (20%/50%)	Difficult to assess the % of CCAP to be funded at this stage; however, most recently completed CPERs would give some indication in the coming month
	- % of CCAP actions implemented with NCS D's support (20%/50%)	Assessment to be easier if CCAP M&E is fully operational by program's end
	- CCCSP implementation on track (impact indicators defined and utilized)	On track
Result 1: governance and accountability framework functional for climate change response at national and subnational levels	- National M&E framework approved and functional	On track
	- Number of ministries with institutional arrangements to manage their CCAP (5/10)	Target probably too ambitious; fewer ministries will be able to manage their CCAP
	- Number of ministries able to implement over 50% of their CAP and reporting progress (2/10)	Idem
	- Legal mandates of NCCC (NCS D and secretariat) strengthened ('pakas' adopted/new legislation)	Target achieved ahead of schedule
Result 2: domestic and external finance effectively oriented in support of climate resilient and low carbon	- Status of government partners coordination mechanism	Delayed during the 1 st year because of the NCCC /NCS D change; currently recovering time with the creation of the Technical Working Group
	- Status of Cambodia's direct access to multilateral	None so far; likely that NCDD will

11 The full commented version is under ANNEX 7

development		access finance and unlikely for NCSD by the end of the project
	- Number of ministries benefitting from NCCC (NCSD) Secretariat support on financing (6/8)	On-going with the provision of relevant information
	- Status of public/private dialogue on climate change investment (recommendations in 1 thematic area/dialogue platform)	Private sector mapping already achieved; need to design a strategy to advise RGC on how to engage the private sector for the years ahead
	- Number of ministry of planning and budgeting documents formally integrating climate change (5/10)	On track with several ministries formally integrating CC; however, actual empowerment remains weak
Result 3: strengthened human and technological capacities to support climate change response	- Status of procedures for management and exchange of climate change information (knowledge management system/meta-database)	On-going but little achieved so far; extensive delays (MoU not signed with MoP)
	- Status of integration of climate change in schools (primary and secondary) and universities' curriculum (intervention work plan/curriculum in place)	Unlikely as originally contemplated in the PRODOC with also little academic response for grant window 3 call for proposals; however, some activities from result 1 (curriculum integration) and result 3 (partnerships with universities) will contribute to achieving this result. Noted that ADB, through SPCR, is working on CC mainstreaming in tertiary curricula.
	- Mechanism in place to identify and test technologies relevant for CCAP implementation	Likely to be achieved through most of the grants under this result
	- Availability and functionality of standards and quality assurance procedures for climate change publication and data (Q&A procedures agreed on/standards & QA procedures in place)	Little progress so far; need to accelerate

Table 6 – Outcome review

An effective and efficient M&E system should, on the one hand, review the level of implementation of the activities as per PRODOC but on the other hand, also investigate whether the actual results of these activities are having the expected effects or possibly requiring adapted/enhanced additional support.

With regards to the grants, a specific M&E Officer covering as well the function of Grant Management Officer monitors the actual implementation of all the grants (requests of funds, administrative issues, procurement...). He is the prime contact person for grantees and in the case of specific technical problems is required to transmit the information/request to contracted staff under result 1 and 3 for technical follow-up (Adaptation Officer for result 1 and Knowledge Management Officer for result 3).

On-site monitoring of grants is usually carried out by the relevant Management Team technical officers and the Grant Management Officer. This 2-step approach seems to be well internalized within the Program Management Team and so far not of any concern.

Implementation/technical issues are clearly identified and acted upon but issues related to impact and (potential lack of) sustainability seem to be somewhat overlooked as was confirmed during grantees' interviews; for many projects, the exit strategy was either too optimistic/unrealistic or limited to requesting new funds and/or relying on external stakeholders.

2.3.5 (UN) UNDP support

UNDP's support has been limited to an overall supervisory and administrative role.

However, CCCA2 has been proactive in seeking relevant partnerships enhancing, therefore, the value for money aspects of the program. It took advantages of other (UN and) UNDP interventions/expertise like UNITAR (training on climate policy and public finance), UNDP/SIDA regional program, UNEP for covering the accreditation process of NCSD through training and CCCA2 covering the upgrading of the operations manual.

As the operation manual of the NCS D Secretariat is requiring upgrading (from NCCC), CCCA2 will provide staff training while UNEP will support the upgrading in tangible ways (equipment, materials). CCCA2 is also interacting with UNDP's REDD+ program on complementing/aligning support to NCS D on results based climate financing mechanisms.

2.3.6 Other partnerships

In the same vein, CCCA2 collaborated closely with (i) GIZ on the Intended National Determined Contribution (COP) with CCCA2 providing the relevant TA, on the delivery of a training on NAP and Green Climate Fund readiness, (ii) EFI and MEF for training on climate change, (iii) ADB on combined communication events.

These partnerships and other activities to engage potential donors did not eventually result in additional funds pooling under CCCA2. This reflects a trend under which donors/stakeholders prefer to collaborate and partners retain overall independence of action instead of aggregating resources for enhanced impact; this results in numerous donor interventions/initiatives supporting many different kinds of national stakeholders (e.g. SIDA and the EU are both supporting NCS D and NCDD on climate change).

Interactions with the private sector or private initiatives (through NGOs) focussing on energy efficiency have been limited to grants' partners (e.g. GERES, NEXUS) and are mostly due to a lack of (internal CCCA2) strategy on how to approach the sector on climate change; still, although a formal mechanism is not yet in place, CCCA2 has been engaged in a number of preparatory activities (studies, scoping assessment) that pave the way for the formulation of a (future) RGC strategy on how to engage the private sector in CC adaptation/mitigation activities.

Under the grants' approach (both windows 1 and 3), CCCA2 has been building various partnerships with institutions, in some case complementing key activities that were not funded by/through a funding donor. There is still room for improvement as the review of grants mainly under windows 3 evidenced that several local/key national stakeholders are seeking partnerships with other stakeholders to enhance their grant's impact/sustainability (e.g. MAFF and IFAD [ASPIRE program] on climate-smart agriculture research, WCS and potential users participatory of land cover). CCCA2 through NCS D has the capacity to facilitate linkages between stakeholders.

2.4 Potential impact

The potential impact of CCCA2 is at its core institutional. Most if not all activities tend to support results that are focussing on enhancing Cambodia's ability to respond to climate change either by enhancing the governance structures for monitoring the CC response, enhancing the human and technological capacity to accompany the transition or through seeking climate finance.

At MTR stage, the interviews showed that while most if not all activities are actually implemented as planned (effectively contributing to the overall program objective), there is some conflicting feedback from institutional stakeholders on the actual impact of activities implemented by the program: on the one hand, CCCA2 is creating an enabling environment to plan, implement or integrate, monitor relevant CC activities within beneficiary institutions (through training, capacity building, mentoring, the provision of planning and monitoring tools...) but on the other hand, these activities have not yet imprinted a lasting impact in the institutions for effectively and autonomously engaging core staff into these activities. Hence, these processes are not yet institutionalised with beneficiaries still requesting additional support to make sure that they are indeed integrated and that stakeholders are empowered (e.g. through more awareness raising on CC within institutions, creating linkages with other institutions wherever relevant, supporting internal initiatives with approaches and methodologies on how to mainstream/implement/monitor CC within these institutions).

Second, the grants whether under result 1 or 3 as a strategy to empower sectoral ministries to either (i) test new methods/approaches on how to mainstream CC or to (ii) implement impacting activities from their CCAP at local level, can have a lasting impact through a local replication effect whenever feasible or by enhancing sectoral ministry empowerment through national-level dissemination. However, the budget remains a limiting factor for the latter (ii), resulting in a local – albeit possibly decisive – impact but that can hardly be replicated as such in other regions or at the national level.

As for the grants under result 3 which implementation started in late June, the impact has yet to be materialized as it is too early to have some conclusive data.

2.4.1 Social impact

The social impact of the program can be viewed mainly from the grants perspective.

Some grants currently implemented by the MoH, MoEYS, MoWA, MoWRAM, MoRD and National Council for Disaster Management might result in a lasting social impact: grants that benefit directly communities (e.g. MoWRAM, MoRD, NCDM) have an effect on them through reducing the potential of conflicts between communities (e.g. under the NCDM, the provision of universal water supply is resulting in better community cohesion, results in more inclusiveness and enhance health for community members). Community members also become more knowledgeable about climate change (e.g. grants for MoRD, MoWRAM).

The testing of new methodologies/approaches (e.g. MoH on VBD and WRD, MoWA and MoYES on CC curriculum and eco-schools, involvement of technical institutes/universities on testing energy efficiency processes) does have the potential to significantly enhance youth/beneficiaries knowledge on CC - hence a cultural change - and improve social conditions in Cambodia if successfully tested and scaled up at national level.

The approach on how to integrate beneficiaries into the implementation of the grant proposal can also have a differentiated social impact at community level: ex1: under the NCDM grant, the women volunteers divulging the information of the water purification station are not compensated for their transport costs and might eventually lose interest if the system is based exclusively on volunteering; ex2: the grant under the MoWRAM is supporting the (re)launching of irrigations schemes and creation of WUAs that will pilot water supply as autonomous entities. If this is sustained on a long-term basis, this will significantly change the social conditions and community interactions in the grant zone.

Surprisingly, interviews also showed that the approach to integrate CC into sectoral ministries from CCAPs still encounters resistance with stakeholders – most often top/key management staff – still reluctant to (i) increase their national/Dpt budgets to take into account the additional cost of CC adaptation on the fear to lose technical projects/components through budget cuts and (ii) (unknowingly?) unwilling to enhance their ministry/Dpt with enabled staff to divulge the benefits of CC adaptation measures and further mainstream CC at ministerial level. This is why the efforts of CCCA2 to set up an up-and-running CC TWG with recognized sectoral representatives will be key to accelerate internal awareness raising.

2.4.2 Economic and financial impact

On a long term basis, the program is very likely to have a positive impact on the economy; this is because the integration of CC mitigation and adaptation measures through actual CCAP financing will result in substantial economic benefits with better preparation to higher variability climatic patterns or intensity events; this trend will accelerate with (i) the transformational support to NCS to become a key focal point on CC and other closely linked environmental challenges (GHG, biodiversity, energy efficiency...) and (ii) support to NCDD, should both of these become accredited to capture carbon finance.

For the time being, the actual direct economic impact of the CCCA2 remains localised to the grants with very differentiated approaches: ex1: the NCDM is supporting universal water supply through Commune overall supervision but with a social approach not very much in line with the technical/financial requirements of a local utility company; ex2: climate-proof rural community development under MoRD through better water flow controls (irrigation and flood risks) will result for the involved communities in increased income (more cropping seasons due to irrigation) and reduced likelihood of rural infrastructures destructions (better knowledge of flooding patterns in rural areas).

On a (more) long-term basis, many grants whether testing new methodologies or actually directly contributing locally to CC adaptation from the CCAP recommendations will also have a positive economic impact; ex1: the monitoring of VBD and WRD by the MoH will enable it to adapt its prevention strategies ahead of extreme events and help reduce endemism or epidemics that affect the economic productivity of affected areas; ex2: under the MoPWT, more resilient infrastructures will (i) reduce the overall cost of infrastructures that will be more resistant to extreme events and likely reduce reconstruction or more frequent maintenance programs, (ii) allow higher traffic on a more permanent basis resulting in increased economic exchanges; ex3: climate-smart agriculture under MAFF will likely enable farmers to maintain or possibly increase income despite higher frequency of more extreme events.

At national level, CCCA2 has yet to involve the private sector as a strategy to support CC adaptation and resilience into gaining momentum on the economic front; mitigation and adaptation measures will likely be adopted by beneficiaries if low cost/locally adapted/high volume technologies are available, on the provision that population recognises these changes as critical and necessary (hence the need to influence primarily public opinion on CC adaptation with regular/periodic large-scale mass media campaigns). Creating economic impetus through an enabling environment directly benefiting the private sector is key to large scale adoption of CC adaptation measures. CCCA2 has so far failed to capture that dimension. Nonetheless, CCCA2 has been committed to engaging the private sector through window 3 (several grants), a scoping assessment and contacts with some economic operators already involved into green/CC related business. This might be the prime focus of RGC, should there be additional donor support in the future.

2.4.3 Institutional impact

As most of the CCCA2 activities seek to improve the institutional framework of sectoral ministries in relation to CC, the program is very likely to have a lasting impact on institutions.

CCCA2 has been instrumental in the transition from NCCC to NCSD and is further supporting the Council and Secretariat in developing CC as one of its focal areas through the establishment of a functional CC TWG made up of sectoral ministries representatives (“focal points”) and close collaboration with key ministries in the identification of CC indicators.

There is extensive evidence of institutional change within Ministries. Interviews showed that the level of empowerment within ministries varies from nominated staff to the Planning Dpt in charge of CC or a technical CC unit embedded within a Department but also on a personal commitment from individuals loosely aware and responsible of CC to very proactive staff. This is why the TWG will remain at least in the short term, uneven both in terms of quality of information provided to NCSD from focal points and recommendations/information mainstreamed from NCSD to their respective ministries. Hence again the need to further develop awareness within key ministries. Staff rotation also remains an issue when CC is not institutionalized through a Dpt / unit but as a single person / focal point.

Indirectly, awareness raising was also provided through training on CBA, support in the elaboration of PERs and the identification of CC indicators for NSDP, all of which are having a positive impact on the institutions.

Support to MEF in enhancing the database on CC-related interventions is still needed with little improvement so far to enhance the data quality and reliability.

CCCA2 provided support in the form of various products like M&E frameworks for the MoH, reviewing the CC mainstreaming in legislation: the actual ownership and subsequent empowerment of these have been so far limited, with no official endorsement of frameworks yet or limited sharing of draft legislation papers. For the earlier, these were drafted by external consultants with no leading role of the ministries in their elaboration resulting in little ownership; for the latter, the lack of awareness at ministerial level remains an impediment to swiftly and efficiently implementing CC related actions without direct external support.

The impact at subnational level is quite insufficient despite the provision of training to key staff only while the remaining civil servants were not exposed as well. The lack of engagement of top managers at subnational level seems to be even more critical than at central level.

Still, CCCA2 through the grants, logically provided support primarily at community/local level; interviews showed that the support from/to the subnational level was very limited; ex1: climate-proof rural development under the MoRD is relying on meteorological data that should be collected by staff at subnational level; however, the involvement of subnational level has been limited for budgetary reasons; ex2: the testing of the Eco-school concept by the MoWA and MoEYS is relying on the subnational level for operational support but limited financial resources were allocated with low motivation resulting.

While there is officially no overlapping of activities between NCSD and NCDD, the enhancement of the subnational level through improving governance and enhanced capability remains key for large-scale mainstreaming of CC activities from CCAPs. Therefore, this approach that mostly bypassed the subnational

level or at least sidestepped the subnational level possibly as a way not to interfere with the mandate of NCDD can only be temporary and will require adjustment through improved coordination or even better integration of interventions at subnational level between both committees to avoid overlapping and/or creating knowledge/capacity gaps.

2.4.4 Technical impact

At this stage, the technical impact of the program is limited to the grants: for window 3, the impact has yet to be evidenced as projects were initiated barely 4-5 months ago.

It is surprising to see that some ministries are having difficulties in implementing interventions from their own CCAPs and are requesting support from third parties (ex1: MoRD is closely working with the CARITAS to gain methodological experience; ex2: MAFF is relying on GERES to initiate PRAs). This might evidence a weakness of the CCCA2 design: approaching CC adaptation by enabling sectoral ministries to implement directly interventions might not be the most effective approach as they might lack experience on the ground and central staff is anyway not available to provide a meaningful input on the ground. Instead, the subnational level could have benefitted from capacity building activities while at the same time providing support to grant's implementation; this issue was actually partially overcome in the case of MAFF with GERES incorporating subnational staff in its activities and in the case of MRD with trainings provided to MRD provincial and district staff. Therefore, solutions do exist.

CCCA2 is probably having the most tangible technical impact under the MoPWT with the ministry slowly integrating CC adaptation knowledge in its procedures as a strategy to reduce the overall long-term cost of public infrastructures.

2.4.5 Environmental impact

The CCCA2 environmental impact is likely to be tangible for grants that will result in changes on the ground/for communities' benefits; ex1: under window 3, the support of GERES to the garment and brick industry is likely to generate a significant impact in the industry, should the technology be adaptable to the garment (and possibly the brick) sector in general; ex2: part of the grant from MoPWT is focussing on GHG reduction and low carbon emissions in the transport sector.

It is less so for testing methodologies (curriculum development, climate-smart agriculture under result 1 and most grants for result 3 on innovation), at least on a short-term basis, as these should be relayed back at central level for institutionalization within policies and strategies before being prioritized for upcoming interventions/regular ministerial development activities.

Still, agricultural research (MAFF) on climate-smart agriculture will generate positive environmental effects should it be adopted on a wide scale/at the national level (ex: improved agricultural rotation cycles resulting in less pesticide/fertilizer use).

The linkage between environmental and institutional impact is strong in the program in the sense that institutional changes (effective focal points, monitoring of CCAP/CC indicators by NCSecretariat...) will likely impact positively but on a long term basis CC/environmental degradation reduction with a resulting capability to upscale interventions should NCSecretariat become certified (access to carbon finance).

2.4.6 Gender impact

There is little evidence for a differentiated gender approach at ministerial level by CCCA2 for the activities related to capacity building although the MoWA does have its own CCAP and its own Gender and Climate Change Committee; ex1: no CCCA2 action as per strategy 1 and 2 of the MoWA's CCAP; ex2: no CC committee focussing on gender or a gender-specific strategy within line ministries (or with the support of MoWA) on how to mainstream CC adaptation taking into account the roles and activities of both men and women.

This does not mean that CCCA2 is overlooking gender: through the grants, emphasis on gender was put in several proposals (in the same way as for strategy 3 of MoWA's CCAP), whenever relevant, like targeting the most vulnerable part of the population (ex1: water supply by NCDM focussing on women; ex2: gender and CC integrated into curriculum by MoWA).

The inclusiveness of women in grants is therefore not systematic and reflects more the gender approach of each ministry when introducing a grant's proposal for funding.

Interviews also showed that the support to women groups through successful agriculture-based IGA is having a very positive impact.

2.5 Elements of Sustainability

The overall sustainability of the program – both grants benefits at community level or new concepts' testing, and capacity building activities at central level – will eventually come down to the single question as to whether the institutional/final beneficiaries are empowered or not to take advantage of the provided support, maintain it and further expand the benefits through in-house/domestic (HR/own financial resources) or with externally sought financial resources (e.g. carbon finance).

With regards to capacity building activities under result 1 (various training to mainstream CCAP, M&E frameworks, CBA training...), the effective mainstreaming of knowledge into sectoral ministries operations and routine activities into will be a minimum common denominator for sustainability. Their enhancement, adaptation and further development should be considered as an indicator for success in sustaining the program results.

As for grants, success is within reach if the effects can be sustained locally through empowerment of results by the final beneficiaries and new concept's testing is being considered at central level for upscaling and replication.

For result 2, climate resilient and carbon finance will become sustainable when NCS D and/or NCDD will be accredited by donor funded finance schemes. This is most likely to be achieved within the program time frame for NCDD and unlikely for NCS D that will not have the required operational history to apply by the end of CCA2.

2.5.1 Social sustainability

Overall, the CCA2 activities are well accepted and internalised in sectoral ministries despite occasional resistance at top level (often at director general level or head of Dpt); this is a challenging issue that CCA2 should probably address through lobbying for CC mainstreaming at the highest level (Minister and downstream) and accelerating the operationalisation of the NCS D TWG and related sectoral focal points as key transmitters of CC knowledge and information into the ministries.

New approaches and methodologies derived from CCAPs and tested through grants as well as the implementation of key CCAP activities at local level is largely accepted by the final beneficiaries if sufficient awareness raising efforts are being undertaken to evidence the advantages both in economic (increased income, more efficient use of time and resources) and social terms (less perceived risks, increased leisure time...); ex1: the MoWRAM is supporting farmers in irrigation through the establishment of autonomous small-scale WUA as a strategy to enhance sustainability, as opposed to deficient WUA in large-scale irrigation schemes); ex2: under EISO FUN (GDA in cooperation with ITC, RUA, and CIRAD), interviews showed that research on agricultural intensification remains poorly linked with extension services and there is a risk that findings will not be adopted by farmers because insufficient efforts will have been devoted to raising farmer's awareness on the benefits of sustainable soil intensification; this is even resulting in the technical team considering partnering with the private sector.

2.5.2 Technical sustainability

The technical sustainability of small/medium scale interventions under grants is closely linked to the initial assessment (grant formulation) so as to determine the best technical options and also linked to the capacity to adjust to changing conditions.

There is evidence that ministries at central level lack the local technical know-how and instead judiciously relied on external partners to ensure that adapted technical solutions are in line with the local context in order to ensure that technical solutions are sustainable – this is mostly the case for grants from result 1; ex1: MoRD is extensively relying on Caritas Cambodia and MoWRAM on ITC and the Cambodian Red Cross as the NGOs were already present in or around the project areas with relatively similar activities (though MoWRAM leads

the technical aspects of the ground water study and water cycle, as well as training of provincial/district staff); ex2: NCDM is relying on well-tested water purification technology.

Under result 3, the grants for innovation and research are by definition not necessarily technically sustainable as they are testing new concepts and methodologies; this was well evidenced during interviews when implementers were appraising different technical solutions so as to propose to the government a range of potentially proven technologies; ex1: GERES is reviewing different type of biomass residues as fuelwood substitutes in the brick industry; ex2: WCS is providing support to enhance the RGC's capability to monitor land cover but the technical activities linked to programming remain out of reach of GIS national units¹³; hence the technical sustainability remains compromised unless HR capability is created to take over programming activities.

One of the main shortcomings of the grants approach that tests new concepts that might have the potential for scaling up and mainstreaming into policies and strategies is that the actual technical options under the grants are very site-specific and might not be the best solutions in other conditions. This was clearly the case for MAFF with climate-smart agriculture which technical options seemed to be valid for the selected provinces but might not be scaled up nationwide. Hence the need to understand modalities and conditions for scale-up / range of applicability of new technologies and approaches. In addition, the potential support by the subnational level remains limited because their involvement in the grants (Result 1 and 3) was not a central focus of the grant approach; hence they do not benefit in priority from capacity building activities and are therefore unable to provide long term technical support (ex: the involvement of the subnational level is limited for the MoWRAM grant with the risk of neglecting meteorological data collection of semi-automatic weather stations, task typically devoted to the relevant subnational sector).

While a KMIS is planned as a way to enhance knowledge sharing, the level of implementation is so far too limited to evidence if beneficiaries are likely to be empowered to maintain technically the system.

2.5.3 Institutional strengthening

The program has managed to strengthen institutions through the establishment of NCSD, enhancing the capacity of the NCSD Secretariat, facilitating dialogue and indirectly collaboration between sector ministries.

CCCA2 has accompanied the transition from NCCC to the NCSD that is becoming the key coordination institution for CC in Cambodia. Interviews indicated that ministries recognize NCSD as the pivotal institution for CC.

CCCA2 has relied a lot on externalization (consultants) for the provision of services (drafting grant proposals, the establishment of procedures, grant proposals, CBA training...) directly benefiting ministries evidencing a weak capacity for ministries to enhance capacity at least partly with in-house resources.

Although many activities may not yet have resulted in institutional empowerment as was initially envisioned (lack of effective focal points for the CC TWG, no official endorsement yet of key procedures...), these procedures/outputs are owned by the beneficiaries and these are in demand of additional support to facilitate institutional mainstreaming (ex: trainees require additional support to apply CBA). On the other hand, most interviews of grantees showed that the support for grant proposal drafting did significantly enhance the technical capacity of ministries (on problem analysis, log frame formulation, indicators analysis...), which is a very positive step when NCSD/NCDD will be able to capture climate resilient and carbon finance that will require ministries to draft high-quality project proposals.

The overall lack of support of the subnational level remains a significant shortcoming as it is at the forefront of implementing CCAPs. This is noticeable for both capacity building activities on implementing CCAPs and through the implementation of grants.

2.5.4 Economic and financial sustainability

CCCA2 is supporting NCSD and indirectly NCDD in achieving accreditation for climate resilient and carbon finance; when achieved, the anticipated influx of financial resources will enable sector ministries to deliver CC adaptation and resilience activities at a much larger scale.

The financial sustainability of CCC2 institutional achievements remains fragile: many procedures and new mechanisms to mainstream CC at ministry and NCSD/Secretariat levels will remain sensitive to the actual State budget allocation. This implies that key decision makers need be aware of CCAPs and CCCA2 added value so

¹³ At the time of the final editing of the report, WCS mobilized further resources to develop capacity of GIS staff.

that institutional achievements remain sustainable through adequate funding. This might not be the case in all ministries given the high variability of support provided to mainstream CC into sectoral ministries, evidencing further the need for more institutional lobbying. This issue might also be critical for the financial sustainability of WCS grant results through an adequate resource allocation (both financial and personnel) to allow continuous land cover monitoring.

As for the upgraded website, there is little doubt that resources will be allocated for its regular maintenance and content updating; however with regards to the future KMIS that everyone wants as much comprehensive as possible (e.g. double portal for general public and registered users), there is little evidence that upgraded public funding would be allocated for the updating and maintenance of such a system; in any case, this should be clarified so as to avoid the development of top-notch products that remain so only during the period of implementation of the program and somewhat left out afterwards because of lack of expertise and financial resources; there is already a precedent with the failure of CCCA2 in 2015/6 to identify matched technical expertise for the development of such a system. Hence, the need to run/maintain Camclimate in line with the existing capacity which should be built according to the demands of the system¹⁴.

For the grants, the economic sustainability of the projects is twofold: testing of concepts and approaches (most innovation grants and research, as well as climate-smart agriculture under result 1) need not only test the proof of concept but also give some insight on the economic feasibility before scaling up. These aspects seem to be somewhat overlooked for some grants – in particular, the grants focussing on research/innovation. A typical example is the decoupling between research and the private sector: ex1: the GDA grant (result 3) is testing new cultivation systems based on enhanced soil management but is unable to link with entrepreneurs to develop new tools that would make the practices economically viable; ex2:

For grants that actually implement key activities from their CCAPs, the economic sustainability is diverse: ex1: the economic model of the grant implemented by NCDM is weak for the establishment of a utility company: it designed a differentiated pricing for water to enable very poor to access drinking water but it cannot tap into the well-off population that in any case has the means to buy commercially available bottled water. The relaunching of irrigation systems by MoWRAM with small-scale WUA is sustainable on the condition that these WUA are well institutionalised and financially autonomous; early indications show that too little support over too little time (grant duration) might be provided to the setting-up of these structures (issue of designing an effective exit strategy at grant formulation stage).

2.6 Coherence and Donors Added Value

Based on the lessons learned from CCCA1, the EU, UNDP and SIDA further reiterated their support to CC through this phase 2 program with a view to enhancing (i) the capability of line ministries to mainstream CC and (ii) NCCC which in turn became the NCSD so as to become the overarching institution that coordinates all CC related actions and interactions between line ministries themselves and other key stakeholders.

In parallel, SIDA, UNDP, and the EU have been also providing support to the NCDD in charge of the decentralisation process in Cambodia under the auspices of the Ministry of the Interior; the latter helps the subnational level in gaining new organic functions from the decentralisation process including in relation to CC through the capturing of donor financing exclusively focussing on the subnational level. At this stage, the donors are both supporting NCSD and NCDD on CC. The logic seems to be that providing support closer to the beneficiaries is more effective and efficient.

Over time, the Government has endorsed this twofold approach with NCDD capturing CC funding focusing on the subnational level and NCSD capturing CC funding (like CCCA2) for institutional support through capacity building and inter-sectoral coordination. As long as functions and areas of interventions (central & national [NCSD] vs subnational [NCDD], multi-sectoral [NCDD] vs sectoral [NCSD]) are well delimited, this division of mandates is an effective setup as long as there are clear coordination mechanisms at subnational level to avoid overlapping and the development of voids both at technical level and in terms of geographical coverage. This is why not only CC technical expertise should be strengthened at subnational level but also the capacity for coordinating different CC interventions.

¹⁴ At the time of the final editing of the report, the effort to upgrade/expand camclimate were underway, with expansion being planned in a phased way, including a strong component of capacity development.

2.7 Communication and Visibility

Visibility and communications activities play a vital role in the field of development cooperation for encouraging ownership and empowerment by relevant stakeholders.

Overall, there has been a significant number communication and visibility activities under CCCA2 focussing on:

- Technical staff at ministry level, partly at subnational level: awareness raising on CC; interviews showed that trainees not just need to participate in a general awareness workshop or technical training but want some follow-up (technical, financial support, mentoring) on how to implement and practice whatever was provided during the workshops
- Workshops targeting the higher level education system (e.g. universities) which in turn is contributing to creating a new student's culture of vocation in CC
- Training, awareness raising initiatives for non-technical people (journalists, general public)

The discussions with most if not all final beneficiaries (including farmers or entrepreneurs) showed that CC remains an elusive concept amongst the population and that the linkage between more frequent extreme events and CC is not well understood; hence a need to further raise awareness of the general public on CC, and in particular on mitigation in general and in addition on adaptation wherever grants are being locally implemented.

3 RECOMMENDATIONS

The interviews showed that while most of the planned activities do result in institutional changes (ownership of results, new mechanisms in place), the actual level of utilization/usage of these remain weak, not fully understood or sometimes viewed as an additional burden (lack of empowerment). This is a recurrent process when a substantial change is brought upon institutions but it should be accompanied by mentoring and following-up activities so that they become routine and these new processes are integrated into the existing structures.

This means that somehow, there is a need to further consolidating the results and providing support to empower the institutions to make use of new tools and mechanisms to mainstream CC.

An emphasis should therefore be put – for a fixed program budget – on reducing the spread of support (↔) to secondary ministries in term of relevance of CC actions and raise the effectiveness and impact (⬇) of existing results for the major CC players (MAFF, MoPWT, MoWRAM, MoE, MRD).

The interviews showed that while CCCA2 support is well integrated into line ministries, the results ownership is relatively high, there is still a demand for deepened support to make sure that the beneficiaries are actually be empowered on a routine basis. This would mean the provision of more awareness raising and mentoring activities.

The chapter was structured in (i) recommendations for immediate action so as to correct a critical/urgent situation and (ii) recommendations for improving implementation, facilitating activities' delivery for the remaining of the program duration.

Target / Action by	NCS / NCDD	CCCA2 team / implementers	Line Ministry (staff)	Grant team	External stakeholders ¹⁵
NCS	Recom. 13		Recom. 9 Recom. 4		
CCCA2 team	Recom. 2 Recom. 16	Recom. 5 Recom. 12	Recom. 1 Recom. 8	Recom. 8 Recom. 11	Recom. 3 Recom. 6 Recom. 7
Line ministry				Recom. 14	
Grant team				Recom. 10	

Table 7 – Table of recommendations

3.1 Recommendations for Immediate Action

Issue:

Interviews showed that there are still knowledge gaps and requests of support on how to use and operationalise the tools provided by CCCA2 (ex: M&E framework, CBA). The root cause is that the final beneficiaries are not empowered enough because the new mechanisms were designed by consultants and that too little follow-up was part of their contract. Most stakeholders feel like they received a finished product but still need to review the operations manual. However, more importantly, these new activities add up to their regular workload as possibly insufficient analysis was carried out on how to integrate these new tools in operational terms. This is least disruptive when the line ministry designated a department/team to cover CC mainstreaming (ex. CC unit of MoPWT).

Recommendation 1:

CCCA2 needs to redirect resources to more in-depth mainstreaming instead of more line ministry coverage through selecting 4-5 key ministries for added support (MAFF, MoPWT, MoWRAM, MoRD).

Mentoring and follow-up activities are still necessary to enhance the structures and people in charge of CC mainstreaming to effectively routinely use the tools – this is a consolidation of achievements -: these are (i) CC focal points, (ii) Dpt Planning, (iii) line Ministry TWG staff. An assessment should be made to review the main capacity building activities of CCCA2 and see if additional support is required (more training, mentoring,

¹⁵ Private sector, donors, general population

following-up, need for top management lobbying...).

In particular, key products delivered months ago, have not been endorsed by the line ministries (e.g. MoH M&E framework because of a lack of initiative by top management) and CCCA2 should facilitate the finalization & endorsement of these key products.

Issue:

During CCCA2, there was a significant institutional change when NCCC was upgraded to NCSD. The new institution's Secretariat is operational but still using most tools from NCCC; in particular, the new institutional set-up and anticipated new functions (CC resilient and carbon financing) will require upgrading the entire structure; NCSD staff is also new in their functions and support is still lacking on how to operationalise NCSD Secretariat new responsibilities and turn them into routine activities.

Recommendation 2:

A capacity needs' assessment of NCSD Secretariat should be initiated¹⁶ as soon as possible so as to review all the procedures and tools and adapt them to the new institutional framework.

Key to the operationalisation of CC mainstreaming through NCSD is the need for an effective CC Technical Working Group made up of effective line ministry focal points; these are yet to materialise and CCC2 should play a stronger role to accompanying this process (definition of ToRs of focal points/governance structures, operations manual, guidelines, knowledge management, enhanced capacity to mobilise back in line ministries, routine minutes of meetings...).

Issue:

The key to ultimate CC adaptation (and resilience) mainstreaming is the need to involve the private sector as development organizations will not be able/willing to support the full adaptation financial burden. Although this is a long-term objective that most countries still struggle to achieve and while CCCA2 has so far made a preliminary assessment on how the private sector is currently contributing to CC's response (under Result 2), there is currently no comprehensive CCCA2 strategy on how to approach the private sector. This is, however, critical to prepare the ground for future activities (beyond CCCA2) that would involve the private sector. Still, there are isolated initiatives with companies involved in Green Business and even CCCA2 is providing support through grants (Result 3) as an entry point to involve the private sector (ex: support to the garment and brick industry on energy efficiency [GERES]). Interviews showed however that the awareness of the private sector remains extremely low and that even Government civil servants remain poorly aware of the added value of the private sector as a key stakeholder in CC adaptation. Although the design of a comprehensive strategy to support the private sector might not be part of the current CCCA program portfolio of activities, the RGC will eventually be compelled to look into this issue, at the minimum through establishing an enabling environment (legislation, regulations, tax facilities...), which could become a critical area of donor support in the near future.

Recommendation 3:

As a first step, prior to any development of a strategy on how to involve the private sector, CCCA2 should bring together the private sector and relevant Government entities so to identify the shortcomings for an involvement of the private sector in Green business and raise Government's awareness of Green business. Under Result 2, this could be achieved through organizing CEO breakfasts and the setting up of a forum for discussion with companies. Unlike previous initiatives, these discussions should be held by sector only so that companies and line ministries do have a common interest.

Issue:

Interviews indicated that the data quality of the ODA database of the CDC under the MEF is not up to expected standards: donors do not send routinely the information about their interventions and/or send it in a format that is not compatible and/or MEF is still struggling with data encoding, resulting in data entry approximations; this is an issue as Cambodia is required under UNFCCC to provide real data of donor funded CC activities.

While CCCA2 did provide some support through the inclusion of thematic markers, sectors, subsectors in line with NCSD requirements, this does not necessarily improve the overall quality and inclusiveness of the ODA.

Recommendation 4:

More awareness raising activities (e.g. presentation workshop) should be conducted with the donor community and relevant line ministry (e.g. MoEF) to raise the ODA database quality. *[Note from CCCA team: this is already being done so the recommendations seems redundant. Also, CDC/CRDB already has quality assurance in place to confirm ODA data from donors every year].*

Issue:

Under output 3.1, a comprehensive KMIS was due to be developed through the formulation of a new platform to

¹⁶ At the time of the final editing of the report, this activity has been scheduled in 2017 workplan (Q1).

manage information in DCC; this has yet to materialize as local individual procurement was inconclusive and national consulting is due to be initiated in early 2017. The main cause was the complexity of the system (portal with different datasets, public, private entries, on-line updating, generation of maps, data sharing between ministries...). The lack of capacity to develop such systems with in-country technical/human resources is a real issue for its sustainability.

Recommendation 5:

It is necessary to discuss with the contracted national company the need to design a system that can be updated/upgraded with national resources; this means that emphasis should be put on designing a relatively open-ended straightforward KMIS and avoid at all costs that any upgrade of the system could only be carried out by the same company.

Issue:

Support to line ministries in CC adaptation/resilience mainstreaming is by definition of a very long term nature (10-20 years): as a first step, CCCA1 did identify the funding needs (CCAPs) for comprehensive CC adaptation mainstreaming of sectoral line ministries with grants provided to CSO for testing CC adaptation measures on a small scale; under CCCA2, more integration is being carried out to (i) enhance the capacity of line ministries to mainstream and monitor CC adaptation measures and (ii) implement small scale CCAP testing through grants and (iii) prepare NCS D to capture CC resilient and carbon financing. However, there are still critical shortcomings: (i) NCS D will not be accredited by program's end as an NIE, (ii) Government awareness remains still low, particularly for senior staff on how to operationalise CCCA2 achievements, (iii) too few efforts have been devoted so far to raising the profile of the private sector in its potential contribution to CC response while there are significant prospects for green business (energy efficiency, sustainable urbanization, value addition in agriculture, eco-tourism...), should an enabling environment be in place for companies.

Recommendation 6:

The CCCA2 team should design a prospective strategy to attract the donor community and Government around a new concept of CC alliance based on green business through (i) CCAP implementation in collaboration with the private sector, (ii) enhancing awareness of relevant key decision makers of line ministries to the linkages of CC mainstreaming and green business, and support NCS D in capturing climate resilient and carbon finance in support of private sector investments.

Issue:

The awareness of the general public to CC remains very low; this was confirmed individually within Ministries through interviews (e.g. grant's team leaders working on the field) but also when discussing with grant's final beneficiaries although both were at least exposed to general discussions on CC through CCCA2. The MTR team assumes that awareness should be even lower in the population.

Under output 3.2, CCCA2 conducted few lobbying/advocacy activities through universities and the general education system. At subnational level, there is very little information available on CC (e.g. through provincial libraries).

Recommendation 7:

CCCA2's action should be two-fold: (i) lobby further in 2017 for the involvement of external stakeholders in education (foreign universities, NGOs) and (ii) influence public opinion on CC adaptation with regular/periodic large-scale mass media campaigns).

Issue:

The lack of proactivity and awareness of key senior staff within line ministries is a serious impediment to the sustainability of CCCA2 achievements: trained staff do not receive clear instructions from senior staff on how to use the CCCA2 results or senior staff do not adjust their staff workload with the new activities; this results in low motivation of technical/administrative staff in charge of CC mainstreaming.

Recommendation 8:

More awareness raising activities have to be conducted towards senior staff through (i) study tours of grants of their own line ministries (evidencing technical aspects) and (ii) management workshops on how to mainstream new activities and mechanisms in line ministries (organizational aspects).

Issue:

Several ministries are integrating CC in new legislation; CCCA2/NCS D can have a role to play through the review of draft legislation making sure that it is in line with the Government policies. This process is however not smooth with ministries unwilling to share 'confidential' documents until they are considered final.

Recommendation 9:

If this approach is difficult to accept for line ministries as it might be viewed as 'homework correction' by NCS D/CCCA2, a three-step approach should be devised: (i) when the decision to amend legislative documents

is taken, prior to any technical work done by the line ministry, a common workshop might be conducted to review together the key points that should be integrated in the new legislation, (ii) the support of the TWG to the line ministry is formalised and (iii) a workshop is conducted to present the final document with NCS/D/CCCA2 able to give comments on the final document. In any case, CCCA2 support could only be provided if a proper legislative development process is in place with clear timeframes and sets of responsibilities (in particular how/when the TWG should intervene in supporting the legislative development process).

GRANTS:

Issue:

Interviews showed that some grants under Result 1 need to be readjusted. This might be the cause of a relative inexperience of line ministries in project's formulation and implementation but also reflect possibly the lack of involvement of the subnational level that is more attuned to the realities on the field.

Recommendation 10:

At least one grant under window 1 needs to be readjusted: MoWA and MoEYS have to reduce the number of involved schools; this is due mainly to an overestimation of the willingness of school staff to be involved on a voluntary basis; this process should be similar to the request of the MoRD that requested the reallocation of resources to home gardening and underground water analysis as it had less need for initially-planned rainwater harvesting activities.

Issue:

The review of a selection of grants from both Result 1 and Result 3 showed that the exit strategy is weak or at least with a lot of assumptions. Some implementers question what will be done with the grants' results or how the achievements will be sustained on a long-term basis (ex: WCS and land cover monitoring, GDA and research on soil intensification...). Others are very optimistic with the sustainability of their grant (ex1: MoWRAM expects the WUA to be fully functional (and autonomous) by the end of the grant; ex2: NCDM is expecting to have a viable water purification station with most of its customers paying a subsidized price; ex3: MoEYS is expecting the eco-schools to be sustainable but there is no plan to replicate them if successful unless donor support is provided).

Recommendation 11:

CCCA2 should reassess together with the grants' implementers their exit strategies and amend them if necessary with additional activities to make sure that the testing of new concepts and the implementation of selected CCAP activities is integrated in a wider strategy to use the results for upscaling through local replication or at national level (ex1: NCDM should adopt a utility company model for its water purification stations; ex2: MoRD relying heavily on unreliable VDCs for results sustainability; ex3: GDA soil conservation grant under window 3 should link with the climate smart agriculture under window 1 for research's results appropriation...).

3.2 Recommendations to Improve the Overall Implementation of the program

Issue:

The CCCA2 program team is incomplete because of delayed recruitment and staff resignation; this is resulting in the Grant Manager Officer temporarily having to partly fulfil the functions of the M&E Officer.

Recommendation 12:

The new set of responsibilities should be reflected in the ToRs of the Grant Manager Officer or new recruitment be carried out.

Issue:

So far, there is some (in-) formal agreement between NCS/D and NCDD in how to mainstream CC in Cambodia: NCS/D is responsible for the overall coordination of line ministry CC interventions and NCDD has the authority lead for all implementing aspects of CC mainstreaming at the subnational level.

The distinction is blurred when line ministries implement interventions at the subnational level.

The interviews showed that line ministries have difficulties in implementing directly interventions at local level with the limited (planned) support for the subnational level (e.g. support to PDoE, MoWRAM grant).

An enhanced capacity of the subnational level is key to CC adaptation mainstreaming at the local level.

Recommendation 13:

A stronger involvement of the subnational level should be considered under CCCA2 wherever possible through the grants and by combining the inclusion of both central level staff and subnational staff in all capacity building

activities (hence more subnational staff convened to training, awareness raising sessions, field trips/visits...). However, this should be well coordinated with NCDD so as to avoid overlapping of activities.

Issue:

The grants are mostly implemented as isolated activities within line ministries. There are communication shortcomings within line ministries themselves with grant implementers not communicating on common topics (ex1: GDA grant with CIRAD on soil intensification under window 3 and the grant on climate smart agriculture under window 1 with MAFF have a lot of common areas; in particular, the results of GDA's research could benefit results appropriation on enhanced capacity of the subnational level is key to CC adaptation mainstreaming at local level.

Recommendation 14:

The CCCA2 team has a role to play in bringing together institutions and interventions that might have common areas of development. Under MAFF, both grants could benefit from each other with research results on soil intensification feeding in climate smart agriculture practices. This approach has already been successfully implemented at inter-sectoral level with MoEYS and MoWA on eco-schools and CC and gender curriculum development in secondary schools.

Issue:

PDoE projects under Result 1 are viewed by stakeholders as isolated activities; the results can be highly relevant locally but give little-added value to the line ministry; the involvement of the subnational level has been limited due to the low amount of provided support and PDoE staff also questioned the relevance of such ad-hoc initiatives while beneficiaries expected to support to be part of a wider intervention. Again, these types of actions seem to make sense if they are integrated into a larger scheme/strategy of action, in particular through the subnational administration.

Recommendation 15:

PDoE achievements (CDP and CIP) should be shared national-wide or at least to key stakeholders within line ministries and results documented to assess their potential for replication. They have to be linked to other existing interventions (e.g. under NCDD or other relevant line ministries) that are being implemented in their provinces. The objective of capacity support to PDoE is to strengthen them to be a catalyst on mainstreaming CC into CDP/CIP.

Issue:

There is little evidence of differentiated approaches in CC adaptation mainstreaming based on gender within line ministries. Interviews showed that civil servants are not well aware of the CC bias towards women and vulnerable people and may be linked to their general lack of awareness on CC. This is in stark contrast with the grants where gender is well-integrated thank to the detailed CCCA2 grant procedures that put an emphasis on cross-cutting issues including gender (e.g. NCDM, MoRD on water supply).

Recommendation 16:

A study should be carried out on how to incorporate differentiated support for women/vulnerable people in line Ministry CC adaptation procedures (design of interventions, M&E procedures...). The role of the sectoral focal point should be highlighted for mainstreaming gender in CC adaptation measures, possibly in collaboration with the MoWA.

3 Lessons learned

3.1 Program Design and formulation

- **Trust fund strategy:**

- Despite that grants initiate from CCAPs, both have been decoupled in many instances: this is the case for grants implemented by specific technical departments: monitoring CCAP is progressively being institutionalised by line ministry's Dpt of Planning while the grants are implemented by the relevant technical Dpt; there is, therefore, no direct linkage between the two. It also means that those in charge of CCAP monitoring have little control/knowledge as to whether the activities implemented through grants do indeed contribute to the CCAPs; hence the actual impact of the grants is actually unknown to those monitoring CCAP. In that context, it might be more effective to allocate resources to Dpt of Planning to strengthen it in the first place

and ensure that they have the capacity to monitor CCAPs implemented through regular sources of funding (donor/Government budget).

- Under windows 1, there was no competitive bidding as the resources were pre-allocated to line ministries; strong guidelines were designed and this resulted in proposals that were formulated initially with numerous back and forth design changes; in the end, there are some systemic design issues that can be observed in many grants (e.g. poor exit strategy).
 - Under window 3, very similar formulation guidelines to grants under window 1 were used which resulted in a significant preparation phase (again with a lot of back and forth changes). Interviews showed that many (most) grantees considered abandoning the entire process. The message is that the efforts in the formulation should match the financial resources at stake to balance interest from potential grantees and quality requirements by NCSA.
 - Overall, detailed grant guidelines result in well-designed interventions (despite issues mentioned above) and are very beneficial to the grantees themselves so as to enhance their capacity to design development interventions.
- For grants, significant co-financing (>10-20%) was requested (ex: window 1). Interviews showed that the co-financing is a key element to ownership
 - When research and innovation is involved, the timeframe should be long enough to test and evidence results that can be endorsed by the line ministry for next level support (testing under different conditions, upscaling or large-scale replication)
 - CCCA2 has been providing support mostly to the line ministries at central level; as a showcase, a trust fund was set up to test/finance key elements of CCAPs to demonstrate their applicability; however, the subnational level was not at the forefront of the implementation, possibly because the authoritative platform for the subnational level is NCDD. This is a design issue if emphasis is to be put on the subnational level to ensure proper implementation of CCAP planned activities; it is less so when the logic is to test new concepts and methodologies that might be appropriated at national level for national upscaling / appropriation

3.2 Program Implementation

- **Service delivery/completed capacity building programs are not enough to ensure ownership and above all empowerment:**
Several key activities/mechanisms introduced by CCCA2 are in place, might be part of the procedures but not necessarily utilized as initially contemplated: the cause is the lack of follow-up/mentoring on a long-term basis (e.g. 6-12 months) to ensure that the new procedures and mechanisms have become routine. Unless staff is empowered to use them and improve them, there is a risk of underutilization of these, hence not achieving the original objective (e.g. CCAP M&E framework, CBA...). This attitude is resulting in key activities that were delivered at ministry level, not being endorsed and risking never to be utilized. They are viewed as external products handed over by consultants.
- **Partnerships are key to enhance value for money and program effectiveness:**
CCCA2 has been very successful in creating partnerships which enabled the program to achieve more with fewer resources (e.g. collaboration with GIZ, UNEP, UNDP, and ADB...). It might have been less successful in engaging the private sector and the education sector. It appears that NGOs through grants have more capability in engaging with the private sector (e.g. GERES and the garment /brick industry).
- **Program M&E can be effective despite the lack of specific M&E HR.** Key to the success of the M&E system is the level of integration of the program within national existing structures: this is particularly the case in CCCA2 with the program organizational structure fully embedded into the MoE despite the use of a substantial number of contracted staff and the quasi-systematic use of Government/contracted counterparts.
- **Training should be comprehensive and involve both the subnational and central levels;** this is critical as sectoral interventions require the extensive support of the subnational level (mainly provincial) and have less technical expertise on the ground.

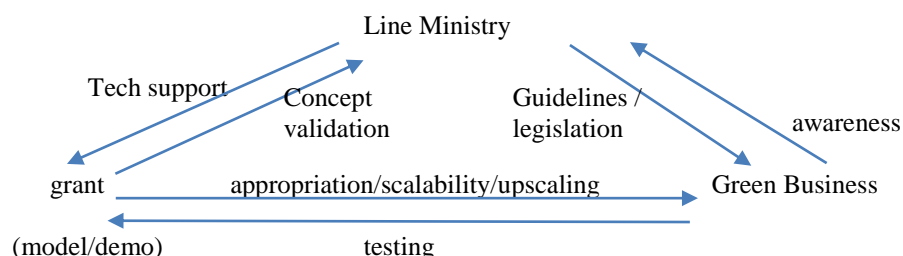
While the costs might be prohibitive for ministries comprising large numbers of staff, interventions should target key sectors and make use of the ToT approach, provided trainers are being followed-up until they master the topics of the training. On the other hand, staff rotation remains a key issue as is the lack of a culture of handover/takeover of functions when staff rotates, which would point out towards externalization of training as a more effective (but more costly) solution (e.g. through a specialised training institution, donor-independent, with a long-term contract for Gov staff training and mentoring). This might prove more relevant especially for the subnational level as staff is rotating more than at central level.

- **Support to Research and Innovation** should result in practical applications either on a local basis or result in Government appropriation for replication at a later stage; however, unless there is an enabling environment, innovation will not take off. The involvement of the private sector is paramount but in parallel, there should be to Government activities to create an enabling environment for these innovation initiatives to thrive.
- The **implementation of grants** in the primary sector can be **limited by the scarcity of labor**; this can be an issue for grants focussing on agriculture, fisheries, and forestry. This should be reflected in the grant proposal - in particular - at formulation stage through mitigation measures (e.g. selection of beneficiary villages more or less affected).

4 Suggestions for future programming

Three aspects of CCCA will need to be highlighted for future support of Cambodia in CC response:

- Private sector/enabling environment



- Subnational level
- Consolidation of CCCA2 achievements

The CCCA2 is on its way to enhance substantially the Government coordination capability through NCSD upgrading and the ability of line ministries to mainstream CC adaptation measures. The CCAPs have become key operational/reference documents that still need sources of financing. These will be probably financed in part through regular donor support, possibly through regular Government budget as well. The accreditation of NCSD as an NIE will further enhance the capacity of Government to finance its CC response. Whether this support can indeed be sufficient for institutionalizing the CC response on a long term basis or no, leverage can be achieved through the involvement of the private sector by developing green business/a green economy.

While the institutionalization of the tools, new mechanisms and capacity building activities under CCCA2 is ongoing at ministerial level and will probably be strengthened for the remaining 24 months, further support will be required to consolidate these achievements on a long term basis. This is to make sure that Government staff is empowered with the tools on CC response.

The effectiveness of CC response is dependent on the capacity of the subnational level; with substantial support already provided to central government and at local level through NGOs and direct donor support, only now has the subnational level come in the spotlight with accelerating support (e.g. from NCDD); however, the interviews during the MTR showed that the subnational level remains a bottleneck for effective CC response at local level and that a comprehensive support should be considered in the future to raise awareness on CC at subnational level.

The next generation program should focus on the following:

- Finalizing the accreditation process of NCDD and NCSD as an NIE with the aim to capture climate resilient and carbon finance
- Create an enabling environment for the private sector (legislation, regulation...) so that it can participate in Cambodia's CC response
- Link CCAPs with the private sector (through a preparatory work as tentatively suggested in Recommendation 3)
- Design a new generation of grants that would involve the private sector as a test bed (*small* grants) for new technologies (assuming that proof of concept has been validated during CCCA2 with grants under window 3)
- Involve as a next step the private sector as a leverage for larger scale CC response possibly partially funded through the newly established NIEs (*larger scale* grants)

- Consolidate the CCCA2 achievements (i) through regular follow-up of CCAP monitoring, with ad-hoc institutional support (through NCSD), possibly ministry-driven, hence more responsive than prescriptive (e.g. more empowerment through adaptive mechanisms at ministry level and more advocacy/awareness within line Ministries), (ii) ensuring that CCAP's grants results/achievements under result 1 are indeed mainstreamed at national level (ex: conservation agriculture, energy efficiency, climate-smart agriculture) through national/provincial upscaling...)
- Allocate resources into building the capacity of the subnational sector (through NCDD) and consider linking with the private sector through *small* grants

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ANNEX 1: TERMS OF REFERENCE

1. Assignment Information

Assignment Title:	International Consultant for CCCA Program Mid Term Review
UNDP Practice Area:	Environment and Energy
Cluster/Project:	Cambodia Climate Change Alliance Phase II (CCCA II)
Post Level:	Senior Specialist
Contract Type:	Individual Contractor (IC)
Duty Station:	Home based and Phnom Penh, with travels to Project Sites
Expected Place of Travel:	Phnom Penh (7-10 days) and selected provinces in Cambodia (10 days)
Contract Duration:	25 working days in November 2016 – January 2017

2. Project Description

The Cambodia Climate Change Alliance (CCCA) - Phase 2 is an initiative led by the Ministry of Environment and supported by the European Union, Sweden, and UNDP. The overall objective is to strengthen national **systems and capacities to support the coordination and implementation of Cambodia's climate change** response, contributing to a greener, low carbon, climate-resilient, equitable, sustainable and knowledge-based society. The specific objective is to contribute to the implementation of the Cambodia Climate Change Strategic Plan.

The CCCA Phase 2 program focuses on three main drivers of change (results), for the period from July 2014 to June 2019:

- i. Strengthening the governance of climate change
- ii. Harnessing public and private, domestic and external resources in support of the CCCSP vision
- iii. Developing human and technological capital for the climate change response

The program combines technical assistance activities and financial support for pilot projects, through a grant facility (16 active projects). The current budget of the CCCA Phase 2 is USD 10.8 million.

UNDP is now looking to hire qualified and experienced consultant(s) to conduct a mid-term review of the CCCA Phase 2 Program.

3. Overall Objectives of the Assignment

The overall objectives of the mid-term review are:

- To review and assess the overall achievements at 3 levels of development results (outputs, outcomes and impacts) of CCCA Program (including grant projects) to date, as well as to identify opportunities and challenges related to design, implementation and management of CCCA and provide recommendations on any changes in approach that may be considered in the second phase of the CCCA Program;
- To assess how the CCCA program is related to or complements other climate change activities;
- To identify lessons learned for the CCCA Trust Fund in relation to the design, implementation, monitoring, and management of the CCCA Program;

- To identify lessons learned and impacts from CCCA program (including pilot projects), with potential for replication or inclusion in national or sectoral climate change policies; and
- To what extent the program contributes to the UNDP Country Program 2016-2018.

Specific objectives:

The Mid-Term Review will evaluate the status of progress, implementation and management process employed under each of the three results contained in CCCA Phase 2 Program.

The specific objectives of the assessment are as follows:

- To assess the overall development progress (outputs, outcomes, & impacts against the targets);
 - **Capacity development of grantees and their partners' system and institutions;**
 - Development of the adaptive capacity of target communities to adapt to climate change impacts;
 - Integration of adaptation activities into local development planning, in a way that is consistent with decentralization reform (where relevant);
 - Gender sensitivities in the CCCA;
 - Generation of lessons learnt and sharing of this information with the CCCA program;
 - Review of the extent to which the planned project activities can lead to program outputs/outcomes by project completion and suggestions on adjustments if required;
 - Review and assessment of the adequacy of the budget and expenditures to date, and provision of recommendation going forward;
- Relevance and suitability of the indicators in the result framework;
- Extent to which the planned activities allow for attainment of program objectives;
- Strategies developed and implemented in addressing the key challenges faced in program implementation;
- Value for money against outputs produced;
- To identify lessons learnt for the CCCA Trust Fund in relation to the design, implementation, monitoring, and management of the CCCA Program. This includes providing recommendations to improve capacity development support to the grantees and partners to promote knowledge-sharing;
- To identify lessons learned (including unsuccessful practices), and any best practices which should be fed into national or sectoral policies or have shown significant potential for replication;

In addition, the Review will seek to respond specific review questions developed for each of the three results.

Result 1: Governance and accountability framework for CC

- To what extent has the CCCA intervention helped operationalize the governance and accountability framework for the climate change response at national and sub-

national levels, including legal aspects, M&E framework and implementation of the CCCSP by ministries?

Result 2: Climate finance

- To what extent has the CCCA intervention contributed to orienting domestic and external finance in support of climate resilient, low carbon development? This should include a review of the work on national and sub-national budgets, external assistance, and initial engagement of the private sector.

Result 3: Human and technological capacities in support of the CC response

- To what extent has the CCCA strengthened national systems and capacities for knowledge management on climate change?
- To what extent has the CCCA strengthened national systems and capacities for education, research and innovation on climate change?

In addition, the review should include a brief assessment for each of the sample grant projects visited (under results 1 and 3), as well as a section highlighting any strategic findings and recommendations for the grant portfolio as a whole.

4. Scope of Work

The Mid-Term Review will be conducted in such a way to ensure that the key principles of UNDP Evaluation are fully respected. The Review will be independent, impartial, transparent, ethical and credible.

The following focused scope of works and criteria are covered by this Mid-term Review:

- Relevance: to assess the relevance of the CCCA strategies and implementation arrangement, and national priorities for climate change response.
 - To what extent does the CCCA intervention meets the needs of Cambodia?
 - To what extent are the objectives of the CCCA Program still valid and aligned with national priorities for Climate Change response?
 - Are the activities and outputs of the CCCA Program consistent with the overall objectives and goals of the CCCA program?
 - Related to activities and capacity level, was the program timeframe (including each result) reasonable to achieve the outputs and outcomes?
- Efficiency: to the extent possible, the Review Team will compare the benefits (social, economic and related to national capacities) from the CCCA Program with the budget to assess how efficient the program is. The Review team will provide practical recommendations regarding how to improve the efficiency, as required.
 - Have the use of UNDP as the interim Trust Fund Manager and the multi-donor trust fund approach resulted in optimum transaction costs and oversight?
 - Were activities cost-efficient?
 - Were outputs achieved on time?
- Effectiveness: to assess how effective CCCA Program is in achieving the objectives (outputs and outcomes), using the Result Framework as a basis.

- To what extent were the CCCA governance structures, in particular the Program Support Board, effective in facilitating smooth implementation of the CCCA Program?
- To what extent were the objectives achieved / are likely to be achieved by the end of the CCCA Program?
- What were the major factors influencing the achievement or non-achievement of the objectives?
- Impacts: CCCA aims to strengthen national capacities (Government and NGOs) for climate change adaptation. It should be noted that it takes significant time to improve or build adaptive capacity; therefore, the team should analyse both how adaptive capacity has been developed and how project achievements contribute to future strengthening of adaptive capacities.
 - What were the changes resulting from CCCA intervention in the way in which Cambodia is addressing climate change issues?
 - What were the impacts of the CCCA Program (including CCCA funded projects) on adaptive capacities of target beneficiaries?
 - What were the changes in the livelihood/behaviour of the local communities contributing to better adaptive capacity at the ground level?
 - How many people have benefitted from the impacts by aggregated sex and groups
- Sustainability: The review will assess how the programme achievements contribute to sustainability by engaging appropriate Government, non-Government and community level stakeholders.
 - To what extent has the CCCA Program contributed to nurturing Government ownership and leadership in implementing Climate Change initiative and sustaining the results of the CCCA Program?
 - To what extent are the benefits of CCCA funded projects likely to continue after its completions?
 - What were the major factors which influenced the achievement or non-achievement of sustainability?
- Coherence/Complementarity
 - Does the CCCA intervention complement other CC initiatives implemented in Cambodia or are there any significant overlaps?
 - Are the procedures and coordination among Development Partners harmonized and aligned to the principles of pool fund mechanism and country systems?
- Partnership
 - To what extent the CCCA intervention forged new or strengthened partnerships among different stakeholders (Government institutions, Development Partners, civil society/academia, CC practitioners etc.)?

5. Expected Deliverables

Deliverables	Estimated Duration to Complete	Target Due Dates	Review and Approvals Required

Deliverable 1. A detailed review methodology, including timelines	4 working days	By 22 November 2016	UNDP CCCA Trust Fund Administrator
Deliverable 2. A presentation of preliminary findings by the consultant to CCCA's project partners and other stakeholders for comments	15 working days	By December 13 2016	UNDP CCCA Trust Fund Administrator
Deliverable 3. A draft version of the mid-term review report, within one week of completion of the field work. The CCCA team will have 15 days to compile and send comments from concerned stakeholders	4 working days	By December 23 2016	UNDP CCCA Trust Fund Administrator
Deliverable 4. A final review report, addressing consolidated findings and recommendations, to be submitted within one week of receipt of the consolidated comments on the draft report	2 working days	By 13 January 2017	UNDP CCCA Trust Fund Administrator. If required, the IEO is also included*.
Total estimated number of days:	25 days		

*Note * : in case, there will be any feedback/comments from the UNDP Independent Evaluation Office after report submission, the consultants will be made to improve accordingly.*

6. Duration of Work

The proposed duration of this assignment is 25 working days spreading over the period of November to January 2016. The following estimated timeframe is provided as guidance (indicative) for applicants:

Activity	Estimated Working Days
Briefing meeting with UNDP and MoE	0.5
Desk review of project documents and progress reports	2
Inception report of the detailed review methodology and work plan	1
Comments/feedback from UNDP and concerned partners on the inception report of the mid-term review	-
Finalisation of inception report	0.5
Data collection: field visits, interviews with partners, and key stakeholders	14
Debriefing meeting/Presentation of preliminary findings with UNDP and CCCA partners	1
Draft mid-term review report	4

Comments/feedback from concerned stakeholders	-
Final review report	2
Total	25

In addition, a national consultant will be recruited to work with the international team leader for the duration of the assignment. The proposed methodology should take this into account (estimated total of 25 working days each for national and international consultants).

7. Duty Station

The duty station for this assignment is home country and Cambodia. During the assignment the Review Team is expected to be based in Phnom Penh with some travel to the selected provinces (field visits interviews with partners, and key stakeholders). It is estimated that the Review Team needs to spend a minimum of 7 days in Phnom Penh and another 10 working days traveling to at least 3 selected provinces. Transportation to the provinces will be arranged and covered by the project.

The CCCA program covers national level and 56 districts of 19 provinces of Cambodia (for the 16 grant projects which are currently operational). Thus, the Review Team needs to select sample project-site visits that ensure coverage of key sectors covered under CCCA, and key areas/climate risks. Both CCCA and the grant projects themselves have monitoring records. The Review Team will have to decide on the methodology to include these projects in the mid-term review exercise (i.e. balance between interviews, review of existing reports/data, and field visits).

Selected individual contract(s) who is expected to travel to the Country Office (CO) to undertake the assignment in the country (Cambodia) is required to undertake the Basic Security in the Field (BSIF) training (<https://dss.un.org/dssweb/WelcometoUNDSS/tabid/105/Default.aspx?returnurl=%2fdssweb%2f>) prior to travelling. CD ROMs must be made available for use in environments where access to technology poses a challenge. i

8. Review Team

The Review Team will consist of the following members: 1 (One) International Consultant (Team Leader); and 1 (One) National Consultant (Team member). The National Consultant will be recruited directly by the CCCA program. The Team will be responsible for conducting and reporting on the review, under the guidance of and reporting to the Head of the CCCA Trust Fund Secretariat, UNDP Program Analyst and UNDP CCCA Trust Fund Administrator.

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

9. Institutional Arrangement

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

The international consultant / team leader will propose a review methodology in the proposal/inception report. At the beginning of the assignment, the detailed and final methodology shall be worked out in close consultation with UNDP and the CCCA team. In particular, the schedule and focus of field work shall be defined at this stage.

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

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

10. Minimum Qualifications of the Individual Contractor

Education:	<ul style="list-style-type: none"> • Minimum of a master’s degree or equivalent in natural resource management, environment, development studies or related field demonstrably relevant to the position.
Experience:	<ul style="list-style-type: none"> • At least 10 years of relevant experience, including 5 years of experience in conducting monitoring and program review or evaluation of development projects in the field of climate change, agriculture, forestry, fisheries, rural development or related field • Good experience in data collection, analysis and evaluation report writing • Good experience in project and program management, as well as capacity development • Demonstrated knowledge of climate change adaptation approaches and related monitoring and evaluation tools. Knowledge of community-based approaches will be an asset. • Prior experience in Cambodia or South-East Asia will be an asset • Previous work experience with UNDP will be an asset. • Experience leading multi-disciplinary, multi-national teams. Ability to meet short deadlines.

Competencies:	<ul style="list-style-type: none"> • Strong technical background and proven competency in environmental management, climate change adaptation, rural development or related areas • Excellent evaluation skills, including capacity to produce high quality and constructive reports • Excellent English report writing skills • Demonstrated analytical skills, ability to assess complex situations, to succinctly and clearly distill critical issues, and to draw practical conclusions • Demonstrated ability to work with developing country government agencies and NGOs. • Excellent interpersonal, coordination and planning skills. Sense of diplomacy and tact. • Ability and willingness to travel to provincial areas. • Computer literate (MS Office package).
Language Requirement:	English Fluently
Other Requirements (if any):	N/A

11. Criteria for Evaluation

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

Technical Evaluation Criteria	Obtainable Score
Technical Evaluation Criteria	
Minimum of a master's degree or equivalent in natural resource management, environment, development studies or related field demonstrably relevant to the position.	10
At least 10 years of relevant experience, including 5 years of experience in conducting monitoring and program review or evaluation of development projects in the field of climate change, natural resources management, environment, rural development or related field	30
Experience in data collection, analysis and evaluation report writing	10
Experience in project and program management, as well as capacity development	10
Demonstrated knowledge of climate change adaptation approaches and related monitoring and evaluation tools. Knowledge of community-based approaches will	20

be an asset	
Relevant country, regional and/or UNDP experience	20
Total Obtainable Score:	100

12. Payment Milestones

The consultant will be paid on a lump sum basis under the following installments.

1. First Payment: 20% of the total lump sum amount will be made upon satisfactory submission and acceptance of Deliverables 1 by 22 November 2016.
2. Second Payment: 40% of the total lump sum amount will be made upon satisfactory submission and acceptance of Deliverable 2 and 3 by 23 December 2016.
3. Final Payment: 40% of the total lump sum amount will be made upon satisfactory submission and acceptance of Deliverable 4 by 13 January 2016.

ANNEX 2: TIMETABLE OF THE MISSION AND SITES VISITED

Date	Time	Area	Meeting place	Name, Function
23/11	14h00	Phnom Penh	MoE	Mr. Julien Chevillard, CCCA Administrator Mrs. Clara, Technical Assistant Sona Long, Program Management Officer
24/11	08h00	Phnom Penh	MoE	Mr. Julien Chevillard, CCCA Administrator Mrs. Clara, Technical Assistant Mr. Sona Long, Program Management Officer Mr. Sum Thy, Program Manager
	10h00			Mrs. Clara Landeiro, Technical Specialist
	14h00			Mr. Ma Chan Sethea, Director – Dpt of Planning & CCCA R2 Team Leader Ung Soeun, Coordination Officer
25/11	08h00	Phnom Penh	UNDP	Mr. Clemens Beckers, Attaché EUD Mrs. Fiona Ramsey, Counsellor, Head of Cooperation Mr. Chhum Sovanny, Program Analyst – Environment UNDP
	11h00		MoPWT	Phollack Chreang, Director of Dpt of Planning Mr. Nou Keosothea, Inventory Consultant Mr. Uy Sambath, Chief of Social and Environment Office Mr. Bou Chhaya, Officer at Social and Environment Office
	12h00		-	Mrs. Anna Guittet, Counsellor – Governance / Environment SIDA
	14h30		MEF	Mr. Lay Sokkheang, Director of Department of Budget Formulation
	18h00		-	Dr. Tauch Chan Kresna, Deputy Director General for the Department of Cooperation and Debt Management
	28/11		07h00	Travel to Kampot province
28/11	11h00	Kampot province	NCDM project site	H.E. Sok Kimkol Mony, Deputy Director – Preparedness and Training Department Mr. Phay Sokhomar, Technical Adviser
	12h00			Interview of village representatives
	13h00			Interviews of women beneficiaries
	18h00	Kampot	Mr. Keo Chanthou, Commune Councilor, Banteay Meas Koeut commune, Banteay Meas district, Kampt province Mr. Eang Sokly, District Councilor, Banteay Meas district, Kampt province	
	19h00		DPoE	
29/11	09h30	Sihanoukville	Learning Event, Sihanoukville	Mr. Kong Chanthan, National Climate Change Advisor, NCDD
	10h30			Mr. Julien Chevillard, CCCA Administrator
	11h30			Mr. Chea Sarith, President Mr. Ham Hak, Economist & Technical Advisor Mrs. Saphorn Somoly Reksmey, Project Officer MoWA Mrs. Te Daline, Project Manager, MoWA Mr. Or Siem, Director – Department of Curriculum Department
30/11	14h00			Mr. Carlo Figà Talamanca, CEO Sustainable Green Fuel Enterprise
	16h00			Mr. Julien Chevillard, CCCA Administrator
01/12	08h00	Travel to Kampong Speu		
	14h00	Kong Pisey district, Kampong Speu province	NBP project site	Mr. Lam Saoleng, Program Coordinator, National Biodigester Program Mr. Phuong Dara, Bio-slurry Extension Officer, National Biodigester Program Mr. Seng Vichet, Pig Farmer, Kong Pisey district, Kampong Speu province Mr. Lam Saoleng, Program Coordinator, National Biodigester Program Mr. Phuong Dara, Bio-slurry Extension Officer, National Biodigester Program Mr. Tep Vichet Mony, Chief Office, Animal Production and Health, Kampong Speu province Mr. Thon Prapey, Provincial Biodegester Officer
	16h00	Travel to Phnom Penh		
02/12	08h30	Phnom Penh	Khsach Kandal	Visit of brick factory

Date	Time	Area	Meeting place	Name, Function
			district	Mr. Bun Lay Brick Factory in Khsach Kandal district, Kandal province
	11h00		GERES	OR Chanmoly, Dr. Eng, Institute of Technology of Cambodia Mr. Maxime Boegler, Technical Advisor - Private Sector Engagement, GERES Mr. Sambo Lun, PhD student, Department of Rural Engineering, Institut Technologique du Cambodge
	16h30		WHO	Dr. Chan Vibol, Climate Change and Health Project Coordinator Mr. Chun Sieng, Consultant from Singapore Mrs. Phorn Sophary, Technical Adviser Dr. Kol Hero, Director – Preventive Medecine Department Mr. Sam Bunleng, Deputy for Malaria Center
05/12	08h00	Travel to Kampong Cham		
	08h30	Kampong Cham	GDA project site	CIRAD
	15h00	Travel to Phnom Penh		
06/12	09h00	Phnom Penh	Nexus	Mrs. Nodira Akhmedkhodjaeva, Program Development Manager Mrs. Khut Sreychantheary, Admin & Finance Manager
	14h30		WM Women	Mr. Chea Sarith, President, Women Organisation for Modern Economy and Nursing Mr. Ham Hak, Economist & Technical Advisor, Women Organisation for Modern Economy and Nursing
07/12	15h00		MoWRAM	Mr. Bul Delly, Deputy General Director of Technical, MoWRAM Mr. Sambo Lun, PhD student, Department of Rural Engineering, Institut Technologique du Cambodge
08/12	07h00	Travel to Kandal province		
	08h30	Kandal	MAFF project site	Mr. Yann François, Technical Advisor – Climate & Development, GERES Mr. Peou Ratana, Local consultant, GERES Mr. Pen Rotha, Officer, Kandal Provincial Department of Agriculture Mr. Teav Chandara, Officer, Kandal Provincial Department of Agriculture
	12h00	Travel to Phnom Penh		
	14h00	Phnom Penh	GERES	Mr. Yann François, Technical Advisor – Climate & Development, GERES
09/12	09h00		MoRD	Mr. Touch Siphath, Deputy Director Department of Community Development Mr. Teang Chhayheang, Project Director/Chief of General Affair Office Mr. Kry Seyha, Monitoring and Evaluation Consultant Mr. Eam Ho, WatSan Officer Mrs Kun Thea, Finance Consultant
	12h00		MoE	Mr. Julien Chevillard, CCCA Administrator
	14h00		MoPWT	Mrs. Ouk Chanthirat, Budget and Finance Officer Mr. Gnek Sovannara, Inventory Officer Mr. Khon Samet, Intern
12/12	08h30		WCS	Jeff Silverman, REDD+ Technical Advisor
	11h00		MoE	H.E. Tin Ponlok, Secretary General of NCSD
13/12	09h00		MoE	H.E. Tin Ponlok, Secretary General of NCSD Mr. Julien Chevillard, CCCA Administrator Mrs. Clara Landeiro, Technical Assistant Dr. Hneg Chanthoeun, CCCA Result 3 Team Leader/Deputy Director – Department of Climate Change Mr. Chea Chanthou, CCCA Results 1 Team Leader/Director – Department of Science Technology Mr. Sum Thy, CCCA Program Manager/Director of Department of Climate Change Mr. Ma Chan Sethea, CCCA Result 2 Team Leader/Director – Department of Planning Mr. Sona Long, Program Management Officer Mr. Ung Soeun, Coordination Officer Mr. Lim Meng, Finance Officer Mr. Va Vuthy, Adaptation Officer Mr. Yem Sokha, Grant Officer Mr. Youn Daravuth, Operations Officer

ANNEX 3: DEBRIEFING PPT PRESENTATION

Mid-Term Review of the "Cambodia Climate Change Alliance (phase 2)" programme

13/12/2016

Debriefing

Introduction

■ MTR objectives:

- Review programme achievements against initial objectives
- Assess performance of main stakeholders
- On-the-ground verification of project's results
- Lessons learned and recommendations

→ Evaluation criteria (relevance, efficiency, effectiveness, impact, sustainability)

13/12/2016

Methodological approach

- **Data / info collection / documentary review**
 - Background info & organizational structure
 - Project timing & delivery, budget allocation
 - CDR / project finance
- **Consultations & meetings**
 - Project team
 - Donors
 - MoE
 - Selected Ministries
 - Selected grants
 - On-site final beneficiaries
- **In-situ review of achievements / assets**
- **Analysis of findings → recommendations**

15/01/2017

Preliminary findings Initial design

➤ **Design & formulation:**

Continuity of Phase 1 → emphasis on institutions / grant approach

Main support at national level for institutional strengthening ; little emphasis on subnational level → gap

Top-down approach to implementation (line ministry)

Historical considerations in results framework (grant manager R2 checking R1 & R3)

Inclusivity of gov stakeholders in design (MoE counterparts for R1, R2, R3)

Non-competitive grant mechanisms for line ministries

Grant objective: incr outreach through (i) local replication and/or (ii) line ministry empowerment + research & innovation (modelling)

+++ SMART indicators + detailed/comprehensive risks log

15/01/2017

Preliminary findings Project relevance

- In line with Gov policy & strategy and Development Partners:
 1. operationalise NCSD (inter-Min separate institution)
 2. mainstream CC in line ministries through CCAP
 3. change attitude inside line Min through integration (awareness & empowerment: planning, budgeting, technical integration)
- CCCA2 focussing on increasing Gov ownership of CC mainstreaming
- Value addition of grants (institutional or local level)
- Private sector left out

Rating: Relevant

15/01/2017

Preliminary findings Project finance / efficiency

- 7/2014 – 06/2019: 11.1 M\$ in 60 months
- 7/2014 – 09/2016: 4.2 M\$ (38%) in 26 months (43%)
62% to commit in 32 months

- UNCOMMON smooth implementation
- Advantage of pre-existing CCCA

Grants: +++ local contribution necessary → co-financing

■ **Management structure**

- **disbursing:**

Always on time ; no issue, detailed planning

15/01/2017

Preliminary findings

Project efficiency

- **Management structure**

- **Planning:**

Effective: Retreat, detailed planning

- **Reporting:**

+++ reporting procedures (annual/quarterly detailed reports)

— changes of staff / no replacement in view

+++ Grant Administrator covering R2 ; TA covering R1 & R3

- **M&E:**

CCCA technical support by corresponding R1 & R3 staff

No M&E framework:

CCCA monitoring by R2 staff → need for close collaboration between R2 and R1/R3 for info flow / feedback

Gender disaggregated data monitoring

15/01/2017

Preliminary findings

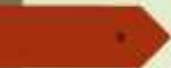
Project effectiveness

RESULT 1 – strengthening CC governance

OP1.1: legal & institutional framework of CC response

- NCSD, Secretariat officialised → more inclusive (inter-sectoral) platform
- Secretariat: to monitor SDG (indicators): MoP monitoring NSDP → MoE → NCSD indicators / data (no GHE indicator)
- Selected PDoE (piloting & training): CDP & CIP + mainstreaming in 9 communes ; 2 micro-projects
- UNFCCC's INDC & 2nd National Communication
- Strengthening CC legislation (MAFF, MoWRAM, MoE); issue of info / draft sharing (silo effect) → need for operational CCTWG
- Contribution to environmental code formulation

15/01/2017



Preliminary findings Project effectiveness

RESULT 1 – strengthening CC governance

OP1.2: National framework to track and monitor CC investments

- Tracking (i) national & (ii) sectoral (MoPWT) indicators

under way for MoH, MAFF

OP1.3: support to line ministries to finalise action plans & implement priority actions from CCAP

15 CCAPs finalised & approved → need for TWG to assess actual mainstreaming (still difficult to report) // assign officially staff

Ad-hoc monitoring (team, focal point) but still no official ToRs / job description for CC mainstreaming

Most successful: MAFF, MoH (WHY? support & high priority)

→ Overall: need to assess capacity needs to readjust (ex: more M&E support, mobilisation, awareness...) // issue of top management lack of awareness

15/02/2017

Preliminary findings Project effectiveness

RESULT 1 – strengthening CC governance

OP1.3: support to line ministries to finalise action plans & implement priority actions from CCAP

Grants window 1: 8 LoA (line ministries): 2.250.000\$ + 6 to be approved

Grants: taking advantage of existing interventions for enhanced impact (MoWRAM, MoRD) + testing + model establishment

Synergies Ministry – NGO - academics +++ collaboration

15/01/2017

Preliminary findings Project effectiveness

RESULT 2 – Domestic & external finance oriented towards climate resilience & low carbon development

OP2.1: coordination mechanism for CC finance & investments

- Compiling all CCAPs / CC under NCSD
- Private sector contribution study: mapping done ; need to study green business contribution (how, who [sectors], how much, how long...)
- Support in COP: done

OP2.2: NCSD secretariat procedures updated

- Accreditation process engaged for GCF, CDM; support to NCSD (too late) & NCDD (?)
- Funds access compliance: procedures, operations manual, guidelines (e.g. social & enviro safeguards) on-going

15/01/2017

Preliminary findings Project effectiveness

RESULT 2 – Domestic & external finance oriented towards climate resilience & low carbon development

OP2.3: CC expenditures integrated into Gov budgets & ODA DB

- LoA NCSD Secretariat – MoEF: analysis, tracking & training module
- recommendations for CC integration into budget process
- more budget for MAFF, MoWRAM, MoPWT)
- 2013/4 public expenditure review completed (+ trend but little contribution from Gov budget)
- ToT on CC & public finance with UNITAR (CBA) → 6 line ministries
- Too little ; no strategy for rolling out knowledge despite individual interest; limited value so far because no subnational training
- Tracking ODA CC interventions to include CC thematic markers not up-to-date → more support to CDC (MoEF) needed (→ MoU/LoA)

15/02/2017

Preliminary findings Project effectiveness

RESULT 3 – Strengthened capacities to support CC response

OP3.1: Standards for QA awareness raising & knowledge management

- KMIS: need for new platform (portal public + data) ; unsuccessful consultant (2015) → contracted firm (late 2016) → major delays
- Web site yet to be upgraded : open architecture approach (for more datasets) → need for data sharing agreements <=> MoP (redundancy risk)

OP3.2: Partnerships with education institutions to integrate CC in curriculum dev & research

- Grant window 3 : research & Innovation: mediocre response (round 2)
- +++ case study // --- few prospects for impact
- Lecturing / awareness raising at universities // some prospects with overseas universities → more advocacy needed
- (Indirect) support through grant window 1 on MoE (curriculum development)

15/02/2017

Preliminary findings Project effectiveness

RESULT 3 – Strengthened capacities to support CC response

OP3.1: Standards for QA awareness raising & knowledge management

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- (Indirect) support through grant window 1 on MoE (curriculum development) 14/02/2017

Preliminary findings Project effectiveness

CCCA approach to capacity building: **necessary but not sufficient for sustained changes**

- results based on products / not on actual effects/changes
- CCCA capacity building approach: too much reliance on straight consulting → product presentation → ++ ownership --- little empowerment: need for more mentoring / LT support
- grant formulation: too detailed guidelines for window 3
+++ for window 1: enhanced capacity of Min in log frame + participatory approach (ex local consultations); still issues on exit strategy & sustainability // appropriation & empowerment of results by Min

+++ numerous partnerships with different national / international stakeholders (avoiding duplication in mainstreaming activities) (ex ADB, GIZ, NCDD, UNDP...)

15/01/2017

Preliminary findings Project effectiveness

Grants effectiveness:

- weak Min tech capacity that relies on 3rd party (copy / paste) → limits of national level implementing at local level (ex MoRD)
- grants used to complement/increase impact of existing intervention (ex MoWRAM)
- research disconnected from line Min (ex WCS) (not demand-driven)
- weak interactions with subnational level (ex ?????)
- +++ model testing for national mainstreaming (ex climate smart agric, CC & gender in curriculum dev)
- remoteness of some grants: difficulty to follow-up OR not representative for proof of concept
- Numerous partnership for enhanced efficiency/ effectiveness
- Too complex time consuming guidelines for < grants (little value4money)

15/01/2017

Preliminary findings Potential impact

(for grants: local replication effect OR Min ownership & subsequent empowerment through national level dissemination)

- **Social:**
Grants: more cohesion of communities / villages or less potential conflict // enhanced CC knowledge
Health / Education / Rural Dev grants/ Nat. Council Disaster Mngmt
- **Gender:**
Little evidence for differentiated gender approach in CC mainstreaming at Min level (ex: gender CC committee?); gender / most vulnerable approach whenever relevant at grant level (ex: MoWA, NCDM)
- **Economic:**
Grants: potential income increase through enhanced agricultural land productivity (MoWRAM, small grant [flood gate]), econ dev (CBA → MoPWT)
Agricultural research: lacking economic model // partner for testing

15/01/2017

Preliminary findings Potential impact

■ Institutional / political:

- Issue of lack of awareness of decision takers and key departments within line ministries → LT support necessary // issue of staff rotation
- Operational CC teams in some line ministries (MoPWT)
- Grants: lack of linkage NGO - Gov (window 3) ; no clear empowerment
- Model testing (ex: MoE curriculum dev)
- CC mainstreaming in budget = budget increase // no prioritization of activities / projects

■ Environment:

- Grants: high potential impact locally (GERES / brick industry) → carbon finance
- Model testing (ex: MAFF conservation agriculture)

15/01/2017

Preliminary findings Potential sustainability

■ Technical risks:

Grants: difficulty to generalise grant results to other areas →

Limitations of replication approach

OK if it's about modelling a new concept

Tech capacity at subnational still low (relying a lot on consultants / line ministry tech support)

Issue of line ministry relying on NGO expertise for implementation

■ Institutional / organisational risks:

Grants: weak sustain. for group activities (need for follow-up / institutionalisation of group) ex. MoWRAM (WUC)

Lack of means for subnational level to take over (MoWRAM) → not enough inclusive

Strong reliance of CCCA achievements on consultants ; expertise not applied locally (lack of proactivity)

15/01/2017

Preliminary findings

Potential sustainability

- **Economic & financial risks:**

- Planning & budget allocation

- Viability of grant solutions: critical for some grants

- Ex lack of linkage / synergy: between agricultural research & private sector

- Ex insufficient efforts to ensure sustainability for MoWRAM (WUC), NCDM (water purification)

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Recommendations

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Key RECOM: reduce spread (↔) & raise effectiveness/impact (↑)

To CCCA programme

- Increase effectiveness:

1. coordination meetings between grants within (MAFF) (R1 & R3)

2. CCCA to be more attentive to actual needs of line ministries (approach / content) (R1 & R2) → more tailored responses

Needs assessment necessary → support to coordinate CC within line ministries between dpt. (R1) through more staff awareness activities / training plan (mentoring, skills transmission) **(CRITICAL)**

3. more Gov engagement with private sector (CEO breakfast, forum of discussion with companies....) (R2) **(CRITICAL)**

4. need for CC visibility strategy targeting population (TV, radio,...) (R3) UPCOMING PROJECT??????

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Recommendations

To CCCA programme

- Enhance impact and sustainability:

5. knowledge gaps (**CRITICAL**): 1. capacity needs assessment (NCSD & focal points) 2. need to redirect efforts / activities to more in-depth mainstreaming instead of more line ministry coverage (select 4-5 key ministries for added support [MAFF, MoPWT, MoWRAM, MoRD]) (R1 & R2)

Ex.: mentoring of CCCA activities implementation/use by supporting (i) focal points (ii) Dpt Planning, (iii) line Min TWG

Ex.: accelerate NCSD TWG operationalisation (manual, guidelines...)

Ex.: weak ownership of M&E frameworks (& other results) (R1) → facilitate finalisation & endorsement → empowerment

→ make an inter-sectoral / NCSD meeting after MTR (all involved line Min) for CCCA to present a plan for more in-depth support

6. PDoE projects as isolated activities → closer collaboration with NCDD (Mol)

7. Study on how to incorporate gender/vulnerable people in line Min CC actions → divulge at focal point level

15/01/2017

Recommendations

To Government:

- Enhance effectiveness:

1. need for institutionalised / effective CC focal points & NCSD TWG members (ToRs, committee, minutes, mechanism for info sharing / transmission) (**CRITICAL**)

- Enhance impact & sustainability:

2. Gov little / not empowered with key CCCA products → CC TWG / focal points to be more involved to facilitate (i) endorsement, (ii) dissemination of CCCA products (**CRITICAL**) (CCCA to follow-up)

3. clear coordination role for NCSD in channelling sectoral CC resources ; however, need to clarify added value of NCSD // NCDD at subnational level; else competition for resources

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Recommendations

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To CCCA programme

For Grants:

1. Grant adjustments (ex MoEYS → refocus on less schools, MoRD → less rain harvesting & more vegetable gardening, underground water analysis) **(CRITICAL)**

2. Need to develop exit strategy (ex. grants not demand driven by line Min / beneficiaries (ex. research, WCS, MoWRAM) → risk of collapse / no knowledge use) ex. link with private sector OR official endorsement (of model...) at policy level **(CRITICAL)**

3. Policy influence: study tours of relevant key stakeholders / top management staff ; info bulletin or similar targeting top management of line ministries

4. Some < grants isolated initiatives without Min entry points

Reconcile (Inter/intra) sectoral grants for increased interactions (ex soil conservation window3 & climate smart agric. window1) **(CRITICAL)** → CCCA to facilitate (lobbying, COM)

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Future programming

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Next generation programming:

National level consolidation + model grants + subnational capacity + private sector//research & innovation

1. Improve linkages national – subnational → through NCSD and NCDD

\$ → NCSD → line Min (tech knowledge / models)



Subnational capacity building



\$ → NCDD (sectoral integration) → communities/communes (ideas) → beneficiary impact

Insufficient understanding at subnational level → increase capacity in CC

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Future programming

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Next generation programming:

2. Future programming to be more line ministry-driven (to be more CC responsive according to line ministry requirements)

to be line Ministry demand-driven → more specific

3. link grants with private sector + innovation/research // subnational-led (NCDD)

Objective? subnational to be able to initiate CC initiatives (i) in line with Min (ii) with line ministry technical support

4. Continued effort in mainstreaming CC (support in methodological approach / mechanisms for MORE advocacy/awareness in line Min (directly or indirectly by Gov)

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Future programming

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5. Future grants: switch from action plan small scale project to CC topic demo (model) → policy (idem research & innovation)

Need to link private sector (green business) for swifter appropriation (if successful)



6. Research/Innovation → demo → integration into policy

Ex. Conservation agriculture, energy efficiency

7. Continuing strengthening NCSD as key institution for Coordination + finalise accreditation (if not achieved by CCCA2 closure)

When to close CCCA support?

When RGC (NCSD) is capturing climate finance funds

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ANNEX 4: LIST OF PEOPLE MET

CCCA Program/General Secretariat for Sustainable Development (GSSD)

H.E Dr. Ponlork, Program Director/Secretary General of NCS D

Mr. Sum Thy, CCCA Program Manager/Director of Department of Climate Change

Mr. Ma Chan Sethea, CCCA Result 2 Team Leader/Director – Department of Planning

Mr. Chea Chanthou, CCCA Results 1 Team Leader/Director – Department of Science Technology

Dr. Hneg Chanthoeun, CCCA Result 3 Team Leader/Deputy Director – Department of Climate Change

Mr. Julien Chevillard, CCCA Administrator

Mrs. Clara Landeiro, Technical Specialist

Mr. Sona Long, Program Management Officer

Mr. Ung Soeun, Coordination Officer

Mr. Lim Meng, Finance Officer

Mr. Va Vuthy, Adaptation Officer

Mr. Yem Sokha, Grant Officer

Mr. Youn Daravuth, Operations Officer

Dr. Seak Sophat, SPCR Project Director

Mr. Soy Chanreas, Officer, Kampot Provincial Department of Environment

Development Partners

Mr. Clemens Beckers, Attaché EU Delegation to Cambodia

Mrs. Fiona Ramsey, Counsellor, Head of Cooperation, EU Delegation to Cambodia

Mr. Chhum Sovanny, Program Analyst – Environment, UNDP

Mrs. Anna Guittet, Counsellor – Governance / Environment, SIDA

Ministry of Public Work and Transportation (MoPWT)

Mr. Phollack Chreang, Director of Department of Planning

Mr. Nou Keosothea, Inventory Consultant

Mr. Uy Sambath, Chief of Social and Environment Office

Mr. Bou Chhaya, Officer at Social and Environment Office

Mrs. Ouk Chanthirat, Budget and Finance Officer

Mr. Gnek Sovannara, Inventory Officer

Mr. Khon Samet, Intern

Ministry of Economic and Finance (MEF)

Mr. Lay Sokkheang, Director of Department of Budget Formulation

Dr. Tauch Chan Kresna, Deputy Director General for the Department of Cooperation and Debt Management

The National Committee for Sub-National Democratic Development (NCDD)

Mr. Kong Chanthan, National Climate Change Advisor

Ministry of Water Resource and Meteorology (MoWRAM)

Mr. Bul Delly, Deputy General Director of Technical

Ministry of Rural Development (MRD)

Mr. Touch Siphath, Deputy Director Department of Community Development

Mr. Teang Chhayheang, Project Director/Chief of General Affair Office

Mr. Kry Seyha, Monitoring and Evaluation Consultant

Mr. Eam Ho, WatSan Officer

Mrs Kun Thea, Finance Consultant

National Committee for Disaster Management (NCDM)

H.E. Sok Kimkol Mony, Deputy Director – Preparedness and Training Department

Mr. Phay Sokhomar, Technical Adviser

Local Authorities

Mr. Keo Chanthou, Commune Councilor, Banteay Meas Koeut commune, Banteay Meas district, Kampt province

Mr. Eang Sokly, District Councilor, Banteay Meas district, Kampt province

Mr. Nob Kob, Commune Councilor, Banteay Meas Koeut commune, Banteay Meas district, Kampt province

Mr. Prom Heng, District Councilor, Banteay Meas district, Kampt province

Mr. Ouk Him, Deputy Chief, Commune Council, Boeng Touk Commune, Tk Chou District, Kampot province

Mr. You Sam An, Commue Councilor, Boeng Touk Commune, Tk Chou District, Kampot province

Mr. Yem Sokhom, Farmer, Boeng Touk Commune, Tk Chou District, Kampot province

Mr. So Heng, Farmer, Boeng Touk Commune, Tk Chou District, Kampot province

Ministry of Women Affairs (MoWA)

Mrs. Saphorn Somoly Reksmey, Project Officer

Mrs. Te Daline, Project Manager

Ministry of Education, Youth, and Sports (MoEYS)

Mr. Or Siem, Director – Department of Curriculum Department

Private Sector

Mr. Carlo Figà Talamanca, CEO Sustainable Green Fuel Enterprise

Mr. Seng Vichet, Pig Farmer, Kong Pisey district, Kampog Speu province

Mr. Bun Lay Brick Factory in Khsach Kandal district, Kandal province

Institution of Technology of Cambodia (ITC)

Dr. OR Chanmoly, Institute of Technology of Cambodia

Mr. Sambo Lun, PhD student, Department of Rural Engineering, Institut Technologique du Cambodge

GERES

Mr. Yann François, Technical Advisor – Climate & Development, GERES

Mr. Peou Ratana, Local consultant, GERES

Mr. Maxime Boegler, Technical Advisor - Private Sector Engagement, GERES

World Health Organization (WHO)

Dr. Chan Vibol, Climate Change and Health Project Coordinator

Mr. Chun Sieng, Consultant from Singapore

Mrs. Phorn Sophary, Technical Adviser

Ministry of Health (MoH)

Dr. Kol Hero, Director – Preventive Medicine Department

Mr. Sam Bunleng, Deputy for Malaria Center

Nexus

Mrs. Nodira Akhmedkhodjaeva, Program Development Manager

Mrs. Khut Sreychantheary, Admin & Finance Manager

Ministry of Agriculture, Fisheries, and Forestry (MAFF)

Dr. Koy Ra, Director – Department of Agriculture and Land Resource Management

Mr. F.brean, Technical Adviser

Mr. Lam Saoleng, Program Coordinator, National Biodigester Program

Mr. Phuong Dara, Bio-slurry Extension Officer, National Biodigester Program

Mr. Tep Vichet Mony, Chief Office, Animal Production and Health, Kampong Speu province

Mr. Thon Prapey, Provincial Biodigester Officer

Mr. Ky Visal, Local Consultant

Mr. Pen Rotha, Officer, Kandal Provincial Department of Agriculture

Mr. Teav Chandara, Officer, Kandal Provincial Department of Agriculture

Women Organisation for Modern Economy and Nursing

Mr. Chea Sarith, President

Mr. Ham Hak, Economist & Technical Advisor

Wildlife Conservation Society (WCS)

Mr. Jeff Silverman, REDD+ Technical Advisor

ANNEX 5: LIST OF DOCUMENTS CONSULTED

Author, title, date

- Dourng Kakada & Ray Purcell, Planning and budgeting for climate change in the Ministry of Water Resources and Meteorology (MOWRAM), 2016 Aug
 - Dourng Kakada & Ray Purcell, Planning and budgeting for climate change in the Ministry of Public Works and Transport (MOWRAM), 2016 Aug
 - Farmers book on climate resilient agriculture technique, 2015
 - General Secretariat of National Council for Sustainable Development, Promoting private sector – Contribution to the climate change response in Cambodia, 2016 Jul
 - CCCA, 2015 Annual Progress Report, 2015 Dec
 - CCCA- Phase 2, First Quarterly Progress Report January to March 2016, 2016 Apr
 - CCCA- Phase 2, Second Quarterly Progress Report April to June 2016, 2016 Jun
 - CCCA- Phase 2, Third Quarterly Progress Report July to September 2016, 2016 Oct
 - Combined Delivery Report 2012
 - Combined Delivery Report 2013
 - Combined Delivery Report 2014
 - Combined Delivery Report 2015
 - Letter of Agreement MAFF
 - Letter of Agreement MoEYH
 - Letter of Agreement MoH
 - Letter of Agreement MoWA
 - Letter of Agreement MoWRAM
 - Letter of Agreement MPWT
 - Letter of Agreement MRD
 - Letter of Agreement NCDM
 - Letter of Agreement CRDT and NCSD
 - Letter of Agreement GDA and NCSD
 - Letter of Agreement GERES and NCSD
 - Letter of Agreement GSSD and STDoE
 - Letter of Agreement MoH and NCSD
 - Letter of Agreement NBP and NCSD
 - Letter of Agreement Nexus and GLSD
 - Letter of Agreement WCS and NCSD
 - Grant Procedure Window 1, 2015
 - Grant Procedure Window 3, 2015
 - Grant Procedure Window 1, 2016
 - MAFF Final M&E Report, IIED, 2016/07
 - MoH M&E Framework Report, IIED, 2016/07
 - CCCA2 Project Document, 2014
 - 8th PBS Meeting, 2014/04
 - Alan Ferguson, Sovith Sin, CCCA Final review report, 2014/06
 - WOMEN, Together Addressing Climate Change Initiative in Prey Veng - (TACCI-PV) Final report, Oct 2011 – Feb 2013, 2016/05
 - WOMEN, WOMEN, Together Addressing Climate Change Initiative in Prey Veng - (TACCI-PV) Project proposal, 2011/09
 - Rectangular Strategy-III, 2013
 - UNDP Country Program Action Plan 2016-2018
 - EUD ROM report 2016/07
 - MEF, Climate Public Expenditure Report, 2013-2014
-

ANNEX 6: CHECKLIST OF ISSUES TO INVESTIGATE

(i) General checklist

Design:

- History of formulation/timeframe
- Level of stakeholders participation
- No of iterations
- Lessons learned from CCCA1

Relevance:

- Key country strategy documents?
- UNDP country program, EU/SIDA CSP
- Change in country strategy over time/adaptation of results

Efficiency:

- o Explain management structure
- Explain planning process
- Implementation issues: how to resolve? added value of PSC/working group to resolve the issue
- Flow of funds – issues? Audit issues/reports
- Flow of information (M&E, reporting from stakeholders / to donor; feedback mechanism to improve implementation)
- Use of log frame indicators: SMART?
- Risks and assumptions: modifications/ adaptations? adaptation to changing conditions
- Financial structure: R1, R2, R3, MDTF management costs
- Staffing structure / HR / procurement issues (tendering) / backstopping
- Exchange rate impact

R1, R2, R3:

- Baseline study?
- R1: **Effectiveness:** Review each R1 activity:
 - Contribution of R1 (NCSO) / each activity into overall CCCA
 - Planned/achieved (delay)
 - Issues of implementation

R1 Potential impact:

- social/community
- institutional (nat & prov Gov)
- economic
- environmental
- gender
- potential for replication?

R1 Sustainability:

- elements of ownership / empowerment / national stakeholder's participation
- technical
- economic
- financial
- institutional

Overall: exit strategy at program's end

Success stories and lessons learned

Review partnerships

Idem R2, R3

(ii) Checklist beneficiary

Review each result:

Relevance

Efficiency/effectiveness: support received

Impact: effects

Sustainability: ownership/empowerment

Grant review:

- Formulation process
- Relevance / project idea / contribution to CCAP
- Implementation: issues, status as per work plan
- Potential impact: effects?
- Sustainability: scaling up

ANNEX 7: REVIEWED RESULTS FRAMEWORK

<i>Results Statement</i>	Objectively verifiable indicators of achievement	Baselines 2014	Targets 2019	Comments
<p>Overall Objective:</p> <p><i>Strengthen national systems and capacities to support the implementation and coordination of Cambodia's climate change response, contributing to a greener, low carbon, climate resilient, equitable, sustainable and knowledge-based society</i></p> <p>Specific Objective: Contribute to the implementation of the Cambodia Climate Change Strategic Plan.</p>	<ol style="list-style-type: none"> 1. % of CCAP annual requirement funded through budgetary and extra-budgetary resources 2. % of CCAP actions implemented with the support of the NCCC Secretariat or climate change working groups of line ministries 3. CCCSP implementation on track (incl. process and impact indicators) 	<ol style="list-style-type: none"> 1. No action (CCAP is being finalised) 2. No action (CCAP is being finalised) 3. The CCCSP is approved, 4. national M&E framework is being finalized 	<ol style="list-style-type: none"> 1. 50% 2. 50% 3. 2018 CCCSP Monitoring Report is considered satisfactory by NCCC 	<ol style="list-style-type: none"> 1. Difficult to assess the % of CCAP to be funded at this stage 2. Difficult to assess the % of CCAP to be funded at this stage 3. On track

<i>Results Statement</i>	Objectively verifiable indicators of achievement	Baselines 2014	Targets 2019	Comments
Result 1: A clear governance and accountability framework is functional for the climate change response at national and sub-national levels.	<ol style="list-style-type: none"> 1. National M&E Framework is approved and functional including gender disaggregated and poverty indicators 2. Number of ministries with institutional arrangement to manage their CCAP and contribute to CCTT activities 2. Number of ministries that demonstrate capacity to implement at least 50% of actions in their CCAPs and report on CCAP progress in line with national standards (incl. gender analysis) 4. Strengthen legal mandates for the NCCC, CCTT and NCCC Secretariat 	<ol style="list-style-type: none"> 1. A draft M&E Framework is under discussion 2. Two line ministries have CC working groups (MOWA and MRD) 3. CCAP is being finalised 4. Institutional and legal review is ongoing 	<ol style="list-style-type: none"> 1. M&E Framework approved and CCCSP progress report submitted in line with NSDP timeline 2. Ten line ministries 3. Ten line ministries 4. New legislation on NCCC, CCTT and NCCC Secretariat 	<ol style="list-style-type: none"> 1. On track 2. Target probably too ambitious; fewer ministries will be able to manage their CCAP 3. Idem 4. Target achieved ahead of schedule

<i>Results Statement</i>	Objectively verifiable indicators of achievement	Baselines 2014	Targets 2019	Comments
Output 1.1: Legislation climate change institutions, including national administrations been strengthened	1.1.1 Status of the legislation on climate change institutions	1.1.1. Institutional and legal review is ongoing	1.1.1. Recommendations to strengthen legislation on Climate Change institutions, including role of sub-national administrations are submitted to the NCCC and concerned ministries	Carbon finance to be submitted Recommendations on climate change chapter ongoing
Output 1.2: National and key sectoral M&E frameworks are developed and submitted for approval	1.2.1 Status of National M&E framework for Climate Change 1.2.2 Number of sectoral M&E plan developed and submitted for approval by concerned ministries	1.2.1 A draft M&E Framework is under discussion 1.2.2 None	1.2.1 National M&E framework finalized and submitted to NCCC 1.2.2 Five	National M&E framework completed and delivered; yet to be actually utilised
Output 1.3: Capacity of key line ministries has been strengthened to manage their CCAP and contribute to CCTT/NCCC activities	1.3.1 Number of line ministries that receive inputs for inclusion of climate criteria in planning/screening procedures 1.3.2 Status of capacity development program for climate change officials in NCCC, CCTT, NCCC Secretariat and line ministry working groups 1.3.3 Number of line ministries producing annual CCAP monitoring reports 1.3.4 Number of line ministries/agencies' receiving CCCA grant support for the implementation of CCAP priority actions	1.3.1 None 1.3.2 Draft capacity development plan for NCCC, CCTT and CCD is available and only some activities are being implemented 1.3.3 None 1.3.4 None	1.3.1 At least four ministries 1.3.2 Capacity development program functional for climate change officials in NCCC, CCTT, NCCC Secretariat and line ministry working groups 1.3.3 At least five ministries 1.3.4 At least seven ministries/agencies	1.3.1 ongoing 1.3.2 delayed ; needs assessment at NCCSD level to be carried out 1.3.4 on-going

<i>Results Statement</i>	Objectively verifiable indicators of achievement	Baselines 2014	Targets 2019	Comments
Result 2: Domestic and external finance effectively oriented in support of climate resilient, and low carbon development	<ol style="list-style-type: none"> 1. Status of government – partners coordination mechanism 2. Status of Cambodia’s direct access to Multilateral climate funds 3. Number of ministries benefiting from NCCC Secretariat support on financing sourcing and modalities 4. Status of public-private dialogue on climate change investments 5. Number of ministry planning and budgeting documents explicitly integrating CC 	<ol style="list-style-type: none"> 1. No formal mechanism in place 2. No direct access 3. Four (MOWRAM, NCDD, MAFF, MOE) 4. No formal mechanism in place 	<ol style="list-style-type: none"> 1. A nationally led, coordinated funding arrangement is functional 2. Cambodia gains direct access to at least 1 Multilateral Fund 3. Eight 4. A national dialogue platform formulates recommendations on facilitation of CC investments 5. At least one document in each of the ten priority ministries 	<p>Delayed during the 1st year because of the NCCC /NCSD change; currently recovering time with the creation of the Technical Working Group</p> <p>None so far; likely that NCDD will access finance and unlikely for NCSD by the end of the project</p> <p>On-going with the provision of relevant information</p> <p>No information</p> <p>Target too ambitious; unlikely to be achieved by the end of the program</p>

<i>Results Statement</i>	Objectively verifiable indicators of achievement	Baselines 2014	Targets 2019	Comments
Output 2.1: Coordination mechanism is established and functional for climate change domestic and external finance and investments	2.1.1. Status of government-donor coordination mechanism 2.1.2. Status of mechanism for NCCC- Secretariat to respond to requests from line ministries and other stakeholders for financial and technical support on CC finance 2.1.3. Availability of dialogue platform with private sector on climate change 2.1.4. Percentage of NCCC, CCTT and NCCC Secretariat staff participating in preparations and involved in international negotiations on CC	2.1.1. there is no formal government- donor coordination mechanism 2.1.2. Not established 2.1.3. Not established 2.1.4 TBC	2.1.1. Government-donor coordination mechanism established 2.1.2. Mechanism in place for NCCC- Secretariat to respond to requests from line ministries and other stakeholders for financial and technical support on CC finance 2.1.3. A program of dialogue sessions with the private sector is implemented 2.1.4. 70%	On-going
Output 2.2: NCCC Secretariat procedures updated and applied in line with the requirements for National Implementing Entities of multilateral climate funds	2.2.1. Status of NCCC secretariat procedures	2.2.1. The first version of NCCC secretariat procedures is under pilot implementation	2.2.1. NCCC Secretariat procedures updated and applied in line with the requirements for National Implementing Entities of at least 1 of the multilateral climate funds	New manual due to have been approved in 2016 ; 1 year delay; may not be accredited by program's end

<i>Results Statement</i>	Objectively verifiable indicators of achievement	Baselines 2014	Targets 2019	Comments
Output 2.3: Climate change related expenditures are integrated into the government plans and budgets including the ODA database	<p>2.3.1. Status of CC expenditure reviews against national CCAP</p> <p>2.3.2. Quality and application of climate change tag in the ODA database managed by CDC/CRDB</p> <p>2.3.3. Number of knowledge products on cost-benefit analysis of the climate change response in Cambodia</p>	<p>2.3.1. First Climate Public Expenditure and Institutional Review conducted in 2012 and updated in 2013</p> <p>2.3.2. Climate change tag not consistently applied in the ODA database</p> <p>2.3.3. Initial estimates and case studies integrated in the report on Climate Change Financing Framework</p>	<p>2.3.1. Annual CC expenditure reviews conducted and mapped against the national CCAP</p> <p>2.3.2. Climate Change tag improved and consistently applied in the ODA database managed by CDC/CRDB</p> <p>2.3.3. At least two knowledge products on cost-benefit analysis of the CC response in Cambodia</p>	<p>2.3.1 On track</p> <p>2.3.3 11 CBA already carried out (5 under MAFF, 3 under MoPWT, 3 under MoWRAM) ; 15 in total to be completed</p>

<i>Results Statement</i>	Objectively verifiable indicators of achievement	Baselines 2014	Targets 2019	Comments
Result 3: Strengthened human and technological capacities to support climate change response	<ol style="list-style-type: none"> 1. Status of procedures for management and exchange of climate change related information 2. Status of integration of climate change in schools and universities' curriculum 3. Mechanism is in place to identify and test relevant technologies for CCAP implementation 4. Availability and functionality of standards and quality assurance procedures for climate change publication and data 	<ol style="list-style-type: none"> 1. A climate change website exists but key data bases remain scattered 2. (TBC, basic CC element in school curriculum, 3 Universities have piloted CC modules: RUA, PNCA, RUPP) 1. There is no mechanism in place 2. Not available 	<ol style="list-style-type: none"> 1. A metadata base listing climate change related information is functional and publicly available 2. 3-4 Universities + national curriculum for primary and secondary education include climate change 3. Support function established in the NCCC Secretariat for technology assessments and piloting 4. Standards and quality assurance procedures are in place and functional 	<p>On-going but little achieved so far; extensive delays (MoU not signed with MoP)</p> <p>Unlikely as originally contemplated in the PRODOC with also little academic response for grant 1 call for proposals; some activities from result 1 will contribute to achieving this result</p> <p>Likely to be achieved through most of the grants under this result</p> <p>Little progress so far; need to accelerate</p>

<i>Results Statement</i>	Objectively verifiable indicators of achievement	Baselines 2014	Baselines 2019	Comments
Output 3.1: Standards and procedures for quality assurance of climate change awareness raising materials and knowledge management are developed	3.1.1. Status of standards for awareness-raising on climate change 3.1.2. Status of quality assurance procedures of key CC materials and technologies 3.1.3. Status of a protocol for management and exchange of climate data	3.1.1 Not established 3.1.2. Not established 3.1.3. Not established	3.1.1 Standads for awareness-raising on CC approved by NCCC 3.1.2. QA procedures implemented 3.1.3. Protocol implemented	3.1.1 to be designed by/for the NCSD Secretariat ; functions still to be detailed 3.1.3 For data sharing
Output 3.2: Partnership with education institutions is established to integrate climate change into curriculum development and research	3.2.1. Number of partnerships with universities on CC curriculum development and research	3.2.1. No comprehensive partnerships in place , but three academic institutions have been involved in CCCA pilots projects (RUA, RUPP and PNCA)	3.2.1 three partnerships under implementation	Little progress ; only through grants so far
Output 3.3: Lessons generated from innovative practices pilots are documented and shared With relevant stakeholders	3.3.1. Number of sectors/sub-sectors who have piloted innovative practices with support from CCCA grants 3.3.2. Number of knowledge products from research initiatives in key sectors 3.3.3. Number of knowledge sharing events for CC practitioners, researchers and policy-makers	3.3.1. 0 3.3.2. 0 3.3.2. 1 per year	3.3.1. At least four sectors/sub-sectors 3.3.2. Four knowledge products from research initiatives in key sectors 3.3.3. Two knowledge sharing events per year	3.3.2 knowledge products probably through grants only (if developed/approved and offically endorsed): ex. conservation / climate smart agriculture, new curriculum /ecoschool concept)

ANNEX 8: BRIEF DESCRIPTION OF CONSULTANT'S EXPERTISE

Mr. Vincent Lefebvre (lefebvrevinc@gmail.com):

- Program management & co-ordination / project formulation & implementation, M&E - knowledge of PCM, logical framework & ZOPP methodologies / equipment specifications.
- MA in tropical agriculture and post-graduation in business administration.
- Program & project evaluation / technical audit / institutional appraisal: analysis of relevance / effectiveness / efficiency / social, institutional & economic impact / political, social & cultural, technological, institutional & financial sustainability / cross cutting issues (gender, AIDS, environment & institutional capacity building); questionnaires design & interviews of beneficiaries.
- Knowledge of 9th, 10th & 11th EDF administrative & financial procedures.
- Data acquisition methods for evaluations: questionnaires drafting & interviews of beneficiaries; SWOT analysis; (semi-) structured interviews, focus groups.
- Knowledge of monitoring & evaluation methodologies (incl. Management Effectiveness Tracking Tool).
- Food security / Agronomy / agro-forestry & REDD+ / agro-industry / agro-climate and climate mitigation - adaptation / horticulture.
- Cartography / remote sensing / mapping / GIS (Arcinfo, Mapinfo, Ilwis) / Database management systems (MECOSIG, COONGO).
- Land & water resources evaluation / crop potential analysis / participatory rural appraisals / natural resources management / mountain agro-ecosystems.
- Soil survey / soil conservation / soil fertility.
- Statistics including programming in SAS & Delphi.
- Renewable energies (wind, bio-diesel, rape seed oil).

Mr. Chey Tech (cheytech2012@gmail.com , Tel: 012 829 500):

Mr. Tech has over fifteen (15) years work experience with Cambodian Center for Study and Development in Agriculture (CEDAC), Adventist Development and Relief Agency (ADRA), Children Empowerment through Education Services (CHES) of Winrock International (WI)/USDOL/USAID, and Demand For Good Government (DFGG) of World Bank, and Trade Development Support Program (TDSF) of Multi-Donors Trust Fund (World Bank, EU, DANIDA, and UNIDO), Asian Development Bank (ADB), Global Environment Fund (GEF), United National Development Program (UNDP), and Dynamic Alliance Consulting (DAC) Group Co., Ltd.

In addition, He has successfully providing short-term consultancy services in term of project monitoring and evaluation design, project mid-term and final evaluation, baseline survey, socio-economic research, agriculture and rural livelihood development, natural resource management, good governance and sub-national democratic development, report and proposal writing, program implementation and organizational management, and other studies for various organization including the local and International NGOs, UN agencies, and government institutions such as; CEDAC, Banteay Srei (BS), ADRA, Dwelling International-Netherland, Green Cross-Netherland, Wathanakpheap, Groupe de Recherche et d'Echanges Technologiques (GRET), Le comité Contre la Faim et pour le Développement (CCFD), Japan International Cooperation Agency (JICA), Asian Institute of Technology (AIT), Ministry of Agriculture, Forestry and Fisheries (MAFF), Ministry of Interior (MOI)/National Committee for Democratic Development (NCDD), Heifer International, Cambodia Agricultural Value Chain (CAVAC), Winrock International (WI), European Commission (EC), UNICEF, Council for Agriculture and Rural Development (CARD), Mith Samlanh (MS)/Friend International, Cambodian Community Saving Federation (CCSF), and Micro, Small and Medium Enterprise (MSME) of USAID/Development Alternative, Inc. (DAI), Belgium Development Bank (BIO), Cambodian Centre for the Protection of Children's Rights (CCPCR)/Intervida, United National Development Program (UNDP), Kampuchea Action for Primary Education (KAPE)/Save the Children (SC)/Oak Tree Foundation, UNICON Ltd, Oxfam Australia/Culture and Environment Preservation Association (CEPA), Dexis Consulting Group, USAID Cambodia, Asian Development Bank (ADB), Global Environment Fund (GEF), Freedom House (FH), Tetra Tech ARD, and EuroPlus Consulting and Management/European Union (EU), Dan Church Aid (DCA/CA), and World Vision International – Cambodia.

ⁱ POPP: <https://intranet.undp.org/global/popp/cap/Pages/administration-of-travel-of-ic.aspx>